

NEW JERSEY STATE ASSOCIATION OF CHIEFS OF POLICE

STATE RESOURCE SUPPLEMENT **FOR THE** **POLICE CHIEFS DESK REFERENCE**



www.njsacop.org

December 2015

Table of Contents

- New Jersey State Association of Chiefs of Police.....NJ-1**
 - History
 - Mission
 - Membership
 - Contact Information (Board, staff, committees, district reps)
- Professional Development and Education..... NJ-5**
 - IACP & NJSACOP Mentoring for Newer Police Chiefs
 - Mentoring Resources
 - Professional Development Opportunities
- State Accreditation Program NJ-10**
 - Benefits
 - Program Standards
 - Certification Process
- Other Resources NJ-11**
 - Accredited Chief/Command Executive Program
 - Legal Aid and Arbitration Program
 - Police Examination Program
 - Police Examination Schedule
 - New Jersey Law Enforcement Memorial Services

New Jersey State Association of Chiefs of Police (NJSACOP)

www.njsacop.org

History

Our association is dedicated to leading and supporting the efforts of police chiefs and sworn law enforcement executives in advancing the science and art of police services. Our mission is to promote and advance the highest ethical and professional standards in law enforcement at all levels throughout New Jersey.

In 1912 about 20 New Jersey Police Chiefs banded together for the purpose of unity, elevating standards, planning, cooperation, protecting life and property, and close cooperation with law enforcement authorities in neighboring states. The Association was officially inaugurated with the first State Chiefs Meeting on February 12, 1912 at the Newark Court House. Elizabeth P.D. Chief George Tenney was elected the first NJSACOP President. By-Laws were adopted and meetings were set for the first Thursday of each month, a tradition that continues to this day.

Today, we offer a full schedule of educational programs, including among others the widely renowned NJSACOP Command & Leadership Academy, the NJSACOP Police Executive Institute, the NJSACOP Foundation for Senior Leadership Course, Gettysburg and Antietam Staff Rides, the NJ Police Chiefs In-Service Leadership Retreat, and many other cutting-edge professional development programs. The Association also works cooperatively with the New Jersey Division of Criminal Justice on the one-week New Chiefs Program, with the Ontario Association of Chiefs of Police for the Joint Police Chiefs Forum, and the College of Policing in the United Kingdom for special Leadership Seminars.

Additionally, the Association annually presents the Police/Security Expo, bringing together thousands of law enforcement professionals and vendors and the latest, newest, and best in equipment, arms, and services for the police and security professional.

The NJSACOP administers the innovative Accredited Chief/Command Executive (ACE COP) program and the NJ Law Enforcement Agency Accreditation Program, putting New Jersey's police executives at the forefront of professionalism in the country.

The Association fully participates in the legislative process, providing information and position statements to state and federal legislators on the issues important to the law enforcement community. Our members and executive staff also testify before Assembly and Senate committees. The NJSACOP works in close collaboration with our colleagues in the private sector, as well as with Federal, State, County and local government officials.

Mission

The New Jersey State Association of Chiefs of Police (NJSACOP) is a professional membership organization serving New Jersey's law enforcement and private security executives. We are committed to creating an inclusive, accessible community for law enforcement and security professionals and our partners in the private sector.

Our Core Mission: To promote and enhance the highest ethical and professional standards in law enforcement at all levels throughout New Jersey.

Our Vision: To become the preeminent voice of professional policing and become the vehicle for the development of excellence in law enforcement leadership in New Jersey.

Membership

There are six categories of membership in the NJSACOP: Active Members, Law Enforcement Associate Members, Life Members, Retired Members, Private Sector Affiliate Members and Provisional Members. To find out more about these categories or how to apply go to <http://www.njsacop.org/content.asp?pl=16&contentid=24>

Contact Information

Executive Director

Mitchell C. Sklar, Esq., Esq., CAE
NJSACOP
751 Route 73 North, Suite 12
Marlton, NJ 08053
(856) 334-8943
mcsklar@njsacop.org

Director of Professional Service

Chief William Nally (Ret.)
NJSACOP
751 Route 73 North, Suite 12
Marlton, NJ 08053
(856) 334-8943
wjnally@njsacop.org

NJSACOP Staff

New Jersey State Association of Chiefs of Police
751 Route 73 North, Suite 12
Marlton, NJ 08053

**Mitchell C. Sklar, Esq., Esq., CAE,
Executive Director**

**Chief William Nally (Ret.),
Director of Professional Services**

Melissa Gaines, Office Manager

**Jennifer Conover,
Programs & Publications Manager**

**Alexandra DeLeon, Public Affairs &
Partnerships Manager**

**Captain Harry Delgado (Ret.),
Accreditation Program Manager**

**Chief Michael Morris (Ret.), NHTSA /
Traffic Safety Law Enforcement Liaison,**

Professional Development & Education

www.njsacop.org/content.asp?pl=18&contentid=18

The New Jersey State Association of Chiefs of Police is a leadership organization that has adopted, as its mission, the challenge of developing future law enforcement leaders. With this commitment toward innovation and professionalization of law enforcement agencies, the Association has produced a catalog of substantive courses to develop law enforcement leaders for today's challenges in law enforcement.

IACP & NJSACOP Mentoring for Newer Police Chiefs

The beginning of any new police chief's administration can be crucial to achieving a successful transition and to building important relationships within the new agency and the community. New responsibilities as the leader can be overwhelming, confusing and frustrating. Newer chiefs need technical assistance and support.

For this reason, the International Association of Chiefs of Police has developed a New Police Chief Mentoring project. With funding support from the Bureau of Justice Assistance of the U.S. Department of Justice, the focus of our activities is to provide services to the some 12,000 smaller agencies around our nation through mentoring. IACP has partnered with the New Jersey State Association of Chiefs of Police to provide this service to chiefs in the state of New Jersey.

The project is designed to provide newer police executives, leadership development and policy guidance as they begin their tenure. New chiefs from appointment to year three may receive mentors. The project serves agencies of 25 or fewer sworn officers or those serving population sizes of 25,000 or less.

One-on-One Mentoring

Newer chiefs are provided with access to seasoned chiefs from similar sized agencies to learn how they achieved success and resolved similar problems. To participate in the mentoring program, newer chiefs are asked to complete a profile indicating areas of professional concern. Mentors also complete a profile indicating their areas of expertise. The newer chief is then matched with an experienced chief best fitting the new chiefs profile information. Every effort is made to match chiefs from the same regions and with similar experiences.



Mentors guide newer chiefs to solutions for problems specific to their respective jurisdictions. They provide support and assistance in tapping into available support systems and obtaining needed resources. Together the mentor and new chief review and discuss problem areas, set goals, and develop plans of action. Mentors also provide a valuable service by being a confidant to a newer chief. Typically mentoring is done by phone or email for a period of three months. Many new chiefs and their mentors continue to remain in contact after the formal mentoring period is over.

Written Materials & Resources

The [Police Chiefs Desk Reference](#) was designed to render leadership and policy guidance to newly appointed police leaders. This resource has had an overwhelming response since its release in November 2004. All sizes and types of agencies and levels of staff continue to request the product. There is no charge for this guide. Other resources and materials may be provided directly from mentors.



Leadership Training

One element becomes clear when looking at all of the issues facing new chiefs of any size department chiefs need to understand how to lead first. Responding in an ad hoc fashion to multiple and complex issues will not succeed. Chiefs must demonstrate that they can lead their department at all times, and address any issue

successfully. Training that focuses on this over-arching leadership issue for newer chiefs is currently being developed.

Further information about mentoring services can be found on the [IACP New Police Chief Mentoring Project](#) website or contact IACP staff at mentoring@theiacp.org

Professional Development Opportunities and Programs

NJSACOP Command and Leadership Academy

The result of the collaboration between the United States Military Academy and the New Jersey State Association of Chiefs of Police, the NJSACOP Command & Leadership Academy is a unique blend of theory and application. Candidates with the greatest leadership potential are selected for this highly competitive program from all areas of the State.

The Command & Leadership Academy students study, learn and apply:

- Leadership as a science with logic, critical thinking, methodology and vision
- Using organizational theory in a law enforcement context with police-oriented case studies
- Behavioral and motivation theories
- Individual communicating and counseling
- Inter-group conflict management
- Decision making

Participants learn to be the leader, the decision maker, communicator, counselor, and stress-manager in a complex organization. For a program of this caliber, law enforcement professionals, who are selected, make more than a casual commitment. It is an intensive, demanding course that will pay dividends for the participant and his or her agency for a lifetime. There are two sessions each year in both the Northern and Southern parts of the State. For more information about this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=54>.

NJSACOP Police Executive Institute

The NJSACOP has formed a unique partnership with Fairleigh Dickinson University to present an intensive, state-of-the-art, 5-day in-residence program for Chiefs of Police and Command personnel. The NJSACOP Police Executive Institute [PEI] is an advanced level education / professional development seminar with a mission is to enhance the professional development of law enforcement practitioners in the State of New Jersey.

The NJSACOP PEI is limited to approximately 40 students per session. Sessions are held one time per year. The limited class size is based on class formats; therefore, the class will be divided in half in order to accommodate for student interactions and presentations. For more information on this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=55>

Senior Leaders Forums & Seminars

These unique executive development programs offer New Jersey law enforcement professionals an opportunity to take advantage of world-class instruction combined with interaction with international colleagues and instructors from premier police institutions. Each agenda is comprised of timely, interesting and important topics, with an interesting mix of presenters, including top police practitioners and academics. The program is built around critical incident decision making, administration of police organizations and personnel, response and planning for police, as well as other pertinent topics. These seminars provide a unique and special opportunity to learn from, and share with, colleagues in the police profession in the United Kingdom and Canada.

Past Sessions include:

Senior Leaders Seminar at Wroxton [UK]

Senior Leaders Seminar at the College of Policing [UK]

Ontario Association of Chiefs of Police / New Jersey Association of Chiefs of Police Joint Executive Forum [Ontario, Canada & New Jersey]

The Normandy / D-Day Leadership Experience [Normandy, France]

For more information about these programs visit:

<http://www.njsacop.org/content.asp?pl=18&contentid=133>.

Police Chiefs In-Service Leadership Retreat

A two-day in-residence seminar/retreat for Police Chiefs and other command personnel (at the invitation of their Chief) specifically designed to address important topics and concepts, provide updates on legal and management issues, and stimulate serious thought and discussion about the role of a 21st century police executive.

The schedule is specifically designed to encourage networking and informal interaction and provide a safe and candid "retreat" environment for interaction and discussion.

Keynote remarks from exceptional police leaders are an agenda highlight. Recent Keynote presenters include New York Police Commissioner William Bratton and Royal Canadian Mounted Police Commissioner Bob Paulson.

For more information about this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=18>.

NJSACOP Foundation for Senior Leadership

The NJSACOP Foundation for Senior Leadership Program is designed as a developmental program for superior officers seeking to prepare for senior police leadership, as well as those already in senior positions looking to enhance their skills. The program will help provide the knowledge and understanding required of leaders operating at this level.

The following is the selection criteria for attendance:

- Ideally, attendees should have at least three months experience operating as a Lieutenant (or equivalent) or above
- Attendees must have the endorsement of their Chief of Police or Chief Executive
- Attendees must have completed other supervision or leadership courses, as the program is designed on the assumed knowledge provided by such programs.

For more information on this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=140>.

Staff Rides for Law Enforcement

NJSACOP Law Enforcement Staff Rides transform battlefields and other historic sites into living classrooms to educate modern law enforcement leaders. The issues of command and control, logistics, communication, strategic planning, tactics and leading in times of stress transcend time and place as issues important to leaders of police organizations. This exercise gives police leaders an opportunity to regain focus on the fundamentals of the profession: courage, fortitude, perseverance and selflessness. Highlight destinations include the battlefields at Gettysburg, Antietam, Trenton, Princeton, Monmouth Court House and Manassas.

The unique design of the program allows for a hands-on, intensive study of the relevance and importance of key leadership issues for today's police leaders through the use of case studies that examine the leadership successes and failures of historical leaders within the actual environment in which they operated.

For more information on these programs visit: <http://www.njsacop.org/content.asp?pl=18&contentid=18>.

New Police Chiefs Orientation

The NJSACOP has taken up the task of working with the New Jersey Division of Criminal Justice, the New Jersey State Police and other important agencies to host the annual professional development and orientation program for newly appointed Chiefs of Police. The new Chief has the option of bringing his/her second-in-command as well.

Agenda topics include Policy Development, Risk Management, Attorney General Guidelines, Firearms Permits, Domestic Violence, Use of Forfeiture Funds, OPRA, Media Relations, Discipline, and the Police Chiefs Roundtable.

For more information on this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=77>.

Command Officer Development Course [“CODE-C”]

WORKPLACE SIMULATOR COURSE

This executive management course has three key components which form the basis of the learning experience: 1) a simulation; 2) plenary learning sessions; and 3) coaching. The core of the course is a computerized simulation, the Workplace Simulator, which triggers much team-based learning interaction. To support this learning experience further, the course also includes several plenary learning sessions and numerous opportunities for coaching. All three components should reflect the organization's values, mission and mandate as well as the competency needs of the personnel who will attend.

PARTICIPANT TASKS

Participants begin by setting forecasts for their virtual budget, and employee morale, quality and productivity. Once the Workplace Simulator is underway, participants will:

- make decisions in response to surprise scenarios;
- react to messages;
- send employees on training or on vacation;
- call meetings;
- ensure that employees are accomplishing their Job Responsibilities and are completing projects;
- manage human and financial resources;
- make updated presentations; and
- monitor, monitor, monitor.

For more information on this program visit: <http://www.njsacop.org/content.asp?pl=18&contentid=143>.

Annual Training Conference& Police / Security Expo

Each year, the NJSACOP convenes the organization's largest and most important event - the Annual Training Conference and Police/Security Expo.

The Conference combines prominent speakers and training professionals, high-profile incident reviews, and valuable leadership insights for the police executive with social functions, highlighted by the Installation Banquet. The Annual Conference is also a time to learn, share ideas, establish a communications network, and renew friendships.

The Annual [Police/Security Expo](#) is one of the largest law enforcement-related tradeshow in North America. Over 450 vendors and 7,000 attendees converge on the Atlantic City Convention Center for two days to view and tryout the latest in tools, technology, hardware and software for the police and security professional.

Police Agency Accreditation Program

<http://www.njsacop.org/content.asp?pl=17&contentid=39>

Accreditation is a progress and time-proven method of assisting law enforcement agencies to calculate and improve their overall performance. The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives. Participating agencies conduct a thorough self-analysis to determine how existing operations can be adapted to meet these standards and objectives. When the procedures are in place, a team of trained, independent assessors verifies that the applicable standards have been successfully implemented.

Accredited status represents a significant professional achievement. Accreditation acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective.

The New Jersey State Association of Chiefs of Police has pursued the concept and development of a voluntary statewide law enforcement accreditation program for New Jersey which has resulted in the formation of the NJSACOP Law Enforcement Accreditation Commission, consisting of commissioners with the overall responsibility of adoption of program standards, as well as review of all assessment reports and approval of all recommendations for the granting of accredited status of applicant agencies.

The attitudes, training and actions of personnel of New Jersey's law enforcement agencies best reflect compliance with the standards containing in this program. Policy and procedure based on Accreditation will not insure mistake-free policing or a crime-free environment for citizens. Nor will it ensure an absence of litigation against law enforcement agencies and executives. However, comprehensive and effective leadership through professionally based policy development is directly influenced by a law enforcement program that is thorough, complete, and obtainable, and based on standards that reflect professional best practices. Benefits of Accreditation

- **Controlled liability insurance costs**
Accredited status makes it easier for agencies to purchase police liability insurance; allows agencies to increase the limit of their insurance coverage more easily; and, in many cases, results in lower premiums.
- **Stronger defense against lawsuits and citizen complaints**
Accredited agencies are better able to defend themselves against lawsuits and citizen complaints. Many agencies report a decline in legal actions against them once they become accredited.
- **Greater accountability within the agency**
Accreditation standards give the Chief a proven management system of written directives, sound training, clearly defined lines of authority, and routine reports that support decision-making and resource allocation.
- **Staunch support from government officials**
Accreditation provides objective evidence of an agency's commitment to excellence in leadership, resource management, and service-delivery. Thus, government officials are more confident in the agency's ability to operate efficiently and meet community needs.
- **Increased community advocacy**
Accreditation embodies the precepts of community-oriented policing. It creates a forum in which police and citizens work together to prevent and control challenges confronting law enforcement and provides clear direction about community expectations.

Other Resources

The Accredited Chief/Command Executive Program

<http://www.njsacop.org/content.asp?pl=17&contentid=72>

The ACE COP program is a voluntary certification effort established by the New Jersey State Association of Chiefs of Police (NJSACOP). The program is designed to elevate the professional standards and individual performance of law enforcement executives in the State of New Jersey.

The NJSACOP Accredited Chief/Command Executive [ACE] Program is a revisiting of the former Certified Chief Law Enforcement Executive Program [CCLEEP] with a new lean towards accrediting the individual police leader and assuring that experience, formal education and management training, continuing education, and collaboration are formally assessed against a recommended standard. The goal is to give surety of merit in our state association's formal gauging of effective police leadership through a model of peer review.

The NJSACOP ACE Certification Program directly encourages New Jersey's law enforcement executives to attain sanctioned benchmarks in pursuit of a recommended standard for police leadership that are measurable and attainable. By offering proof of these standards to NJSACOP Assessors, individual police leaders can attain NJSACOP Accredited Chief/Command Executive [ACE] Certification Status.

In congruence with our previously stated principles, the ACE Certification Program will quantify necessary proofs in three areas for the ACE and ACE-COP Certification and five areas for the ACE-COP Advanced Certification and award individual leadership accredited status based on those appraisals. Furthermore, the ACE Certification Program will promote and encourage continued education through ACE Re-Certification Program Requirements.

Learn more...

It is the policy of the NJSACOP to promote professional competence, continued education and career development among all members of law enforcement and in particularly amongst our leaders. In order to achieve this goal the NJSACOP encourages current, future and retired chiefs and police executives to participate in the ACE Certification Program.

Legal Aid & Arbitration Program

The NJSACOP has an active program, which provides mediation, legal, or financial assistance to police chiefs in the resolution of issues or controversies concerning their role or the position of Chief of Police. For more information, call, write or [e-mail](#) the NJSACOP attention: Legal Aid & Arbitration.

Police Examination Program

The NJSACOP offers a wide range of police examination procedures from entry level to chief. Since 1945, the NJSACOP has administered police examinations as a cost-effective service to New Jersey municipalities. During those years, the NJSACOP has kept pace with the ever-changing requirements of the police-testing field to insure the institution and maintenance of the highest standards of police performance.

Written Entrance

The comprehensive written exam consists of questions based upon the requirements of the position in terms of general law enforcement knowledge.

Written Promotional

This exam requires a list of study material to be distributed to candidates for various ranks for a minimum of 6 weeks prior to the examination.

Oral Promotional

Conducted by a panel of 3 Police Chiefs who are members of the NJSACOP Examination Committee, under the direction of the Examination Coordinator.

The questions are developed to test a candidate's knowledge of key law enforcement, criminal justice and administrative issue areas, and can also be tailored for the particular needs of the agency.

- Statistical results are provided upon conclusion of the testing process.
- The testing is available to non-civil service police departments in New Jersey.
- In addition to written exams, oral evaluations can also be performed for all positions, including entry level.

The Examination Committee does not make hiring recommendations regarding hiring or promotion, but rather leaves the ultimate decision to the hiring authority. For more information, contact the [NJSACOP State Office](#).

Police Examination Schedule

For a schedule of police examinations over the next few months visit:

www.njsacop.org/content.asp?pl=17&contentid=42

New Jersey Law Enforcement Memorial Service

Each spring, the NJSACOP, in conjunction with the NJ Police Chiefs Foundation, coordinates and hosts the New Jersey Law Enforcement Memorial Service, the oldest statewide memorial for fallen officers in the nation.

This emotional and moving ceremony, held at the historic Great Auditorium in Ocean Grove, New Jersey, pays tribute to those law enforcement officers who made the ultimate sacrifice in the line of duty over the past year, as well as all of those heroes who have been lost over the years. The Memorial brings together the entire New Jersey law enforcement community for a day of solemn remembrance.