

15 YEARS OF  
ACCREDITATION GROWTH

MORE PROGRAMS  
MORE AGENCIES

CRITICAL FOR SUCCESS  
THE ACCREDITATION MANAGER

WHAT LAW ENFORCEMENT  
PROFESSIONALS SAY ABOUT FLETA

# FLETA

FEDERAL LAW  
ENFORCEMENT  
TRAINING  
ACCREDITATION

2017



A BRIEF AND SUCCESSFUL HISTORY



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION



PHOTO COURTESY OF U.S. MARINE CORPS

## Vision

Serve the nation by promoting professionalism, excellence, and competence in training throughout the federal law enforcement community.

## Mission

Enhance the quality of federal law enforcement by establishing and maintaining a body of standards to promote the effective and efficient use of resources for federal law enforcement training;

Administer an accreditation process based on those standards to foster consistency in federal law enforcement training; and

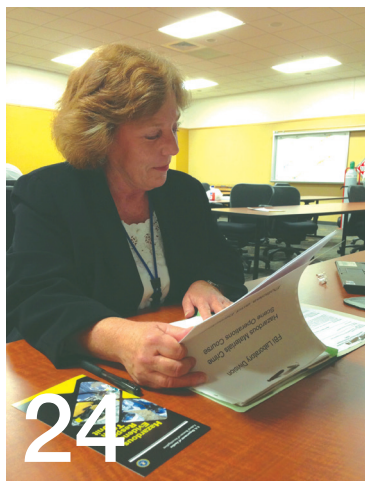
Ensure compliance and provide assistance with the accreditation process in order to instill public confidence in federal law enforcement.

## Goals

Long Term Performance Goal

Support accreditation and reaccreditation of federal law enforcement and related training.





# FLETA

A BRIEF AND SUCCESSFUL HISTORY



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# MESSAGES FROM



**DOMENIC McCLINTON**  
*FLETA Board Chair*

**IT IS MY HONOR TO SERVE** as the Chair for the Federal Law Enforcement Training Accreditation (FLETA) Board. As the Director of the Internal Revenue Service's National Criminal Investigation Training Academy, I have witnessed my agency's training and processes improve because of FLETA. In my dual roles, I have watched my own agency and others enter into FLETA and use it as a management tool and a blueprint to develop better training for their agents and officers. Our successes are as diverse as the agencies FLETA supports.

The federal law enforcement community is unique because each agency varies not only in size and budget, but these agencies have differing authorities that they must comply with and fluctuating threats. These differences drive how they must operate to serve the American public. The FLETA process was created to allow for federal law enforcement agencies to design and develop training based upon their operations and individuality. Agencies that voluntarily enter into the FLETA process do so with the expectation that their training and operations will improve.

The FLETA process requires that agencies critically review how their training is created. Agencies must meet all applicable standards to achieve accreditation, but it doesn't stop there. FLETA accreditation is a recurrent process that requires continual review and improvements by agencies to maintain their accreditation. Success is achieved by those agencies that commit to the process at all levels within the organization.

As members of the FLETA Board, we represent our community as a whole. We serve the integrity of the FLETA process and work to support federal law enforcement at all levels. The FLETA Board remains committed to advancing the quality of federal law enforcement training for years to come.





**JOSEPH COLLINS**, Executive Director  
*FLETA Office of Accreditation*

THE FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION (FLETA) Board was established 15 years ago as the independent accrediting body for the federal law enforcement community. FLETA is funded by Congress and charged with establishing and maintaining the process and standards to support federal law enforcement training. The FLETA Board is comprised of senior executives from federal law enforcement, and representatives from academia, accreditation, and the public.

The FLETA Board is supported by a small, dedicated staff of seven government employees within the Office of Accreditation. As one of the smallest federal organizations in existence, our reach and impact touches all facets of federal law enforcement and continues to grow. FLETA's success is demonstrated not in the number of accredited academies or programs, but how we have changed and continue to mold the future of federal law enforcement training.

The FLETA Office of Accreditation is proud to support the federal law enforcement community. The journey to achieve FLETA accreditation is different for each agency. The FLETA standards are written to allow agencies flexibility as to how they meet these standards. The process requires proof of compliance, using evidence, to demonstrate that the agency follows its policies and directives.

FLETA accreditation is a journey, a multi-layered process. This includes internal reviews, external reviews by self-assessors, a formal review by a qualified FLETA assessment team, and then the final review by the FLETA Board. The agency must successfully complete each step in the FLETA process to achieve and maintain accreditation. Throughout the process, the Office of Accreditation is there to guide and support agencies. FLETA is a partnership that requires trust, integrity, and a desire for improvement.

This report provides a glimpse into our history, information on the FLETA process, testimonials as to the benefits of FLETA accreditation, and the future of federal law enforcement training accreditation. Additional information regarding the FLETA Procedures and Standards is available through the FLETA website or by contacting the FLETA Office of Accreditation.

On behalf of the FLETA Office of Accreditation, we look forward to supporting your accreditation goals. Thank you for being a part of this very important community.





PHOTO COURTESY OF NAVAL CRIMINAL INVESTIGATIVE SERVICE



# The **Benefits** of FLETA

## **PEOPLE ARE THE MOST CRITICAL ELEMENT TO THE SUCCESS OR FAILURE OF ANY ORGANIZATION;**

this is especially true in federal law enforcement.

Training is one of the most critical and costly aspects of employee development for most federal law enforcement organizations. Good training can be the difference between life and death and the results of poor training are endless. Unlike other areas of government such as human resources or budget, training does not have a formally established audit process.

This is why FLETA is so important to the government. FLETA does not dictate how an agency operates or why an agency trains to a specific level or area, but it provides what must be accomplished when the agency develops training that is appropriate for that given organization and the responsibilities, laws, regulations, and statutes the organization is charged with enforcing. The FLETA process provides the framework that agencies can use to develop and improve the way they manage, administer, develop and deliver training.

When an organization begins researching FLETA accreditation, frequently the question is raised, "What are the benefits of FLETA?" This is a natural

response and an important question for leaders of any organization to ask. There are many answers to that question depending on who is asking the question, the agency's goals for accreditation, and the approach with which the agency enters into the process. Ask members of the FLETA community what accreditation has done for their organizations and you will get a myriad of responses. Although their responses may vary, common themes emerge of consistency, efficiency, improvements in training and operations, and collaboration among federal law enforcement that is unprecedented. This is what federal law enforcement professionals are saying about how FLETA benefits them.

## FLETA Increases Professionalism and Credibility of Federal Law Enforcement



“Given the multi-mission nature of the U.S. Coast Guard, law enforcement is just one of many duties that our boarding officers perform on a daily basis. This requires training that is credible, lean, and focused. The FLETA process and standards are the benchmark that ensures that it is.”

**Captain Timothy Haws**, *Commanding Officer, Maritime Law Enforcement Academy, U.S. Coast Guard*



“FLETA has made a difference, through their process, establishing accountability and validity to law enforcement training. In today's world, this is critical given the expectations of law enforcement performance, as well as the commitment from the law enforcement community. An individual or unit will respond to a situation based on how they train, and this affects the



operational outcome.” **–Marino Vidoli**, *Assistant Director, Office of Human Resources and Professional Development, Bureau of Alcohol, Tobacco, Firearms and Explosives*



“Law enforcement is a very dangerous business and, at any time, our professional training and our policies can be under great scrutiny relative to the way we conduct our investigations or should something happen with a use of force incident. Being reaccredited is extremely important, not just to us as an organization, but to all of you. What it does is it clarifies the professionalism of this business. We say law enforcement professionals; what accreditation does is that actually demonstrates and proves that we are in fact professionals and it stands up to all the challenges that place our credibility at potential issue.”

**–Michael Delgado**, *Assistant Inspector General for Investigations, Treasury Inspector General for Tax Administration*



“The accreditation process demonstrates commitment to training excellence by the Department of Homeland Security's Intelligence Training Academy and FLETA. The





PHOTO COURTESY OF U.S. COAST GUARD

outcome of this commitment is consistent delivery of high quality homeland security intelligence training which impacts workforce competencies and capabilities that are essential to the security of our homeland.” **–Brian Kelly, Chief, Intelligence Training Academy, Department of Homeland Security**

## FLETA Improves and Standardizes Federal Law Enforcement Training



“From a law enforcement perspective, the single most important benefit of the FLETA process is “accountability”.

The FLETA process ensures that law enforcement agencies meet and maintain compliance to the required standards.” **–Gregory Cherundolo, Special Agent in Charge, Office of Training, Drug Enforcement Administration**



“For the Veterans Affairs Law Enforcement Training Center, the FLETA accreditation process continues to be focused on efficiencies and effectiveness as it relates to training in a federal law

PHOTO COURTESY OF U.S. AIR FORCE

enforcement community. The FLETA accreditation process has not only improved all of our training delivery, it has been the core of our own internal policies that our staff lives and breathes every day. When we embarked upon becoming FLETA accredited, our organization immediately went all in. Today, when you hear the phrase, “Think FLETA”, at the LETC, it means make sure that everything we do is done with the utmost professionalism, a high degree of excellence and a total commitment to all that we do.” **–James Ward, Esquire, Special Agent, Director, Law Enforcement Training Center, Department of Veterans Affairs**



“All U.S. Marshals Service training programs have benefited greatly from the accreditation process and upon receiving FLETA accreditation.

Through accreditation, the agency has instituted programs and processes to ensure the development of training after an analytical process consisting of feedback received from peer review conferences. Accreditation has additionally created a common language and process amongst federal law enforcement agencies. Agencies training





PHOTO COURTESY OF U.S. MARINE CORPS

divisions are now better able to support each other with more similar processes thanks to the standards and FLETA Accreditation training programs.” **–David Anderson**, *Assistant Director, Training Division, U.S. Marshals Service*



“Accreditation is an organizational effort and the Federal Law Enforcement Training Centers are committed to accreditation for both

the FLETC academy and our programs. By focusing on the processes through the lens of FLETA accreditation, we are able to focus on a quality curriculum governed by consistent standards that generate high quality results. This important work depends on everyone, no matter their role, either as a front line trainer or support staff. It is reaching for and maintaining very high standards in the profession of law enforcement training.” **–Valerie Atkins**, *Assistant Director, Centralized Training Management Directorate, Federal Law Enforcement Training Centers*

## FLETA is a Business Model for Federal Law Enforcement Training



“By exposing our curriculum designers and instructors at the Federal Bureau of Investigation’s

Training Academy to the FLETA process, we often come across new and innovative ways to accomplish our training mission. In this era of shrinking budgets, finding efficiencies is the normal course of business. Using the networks developed by the forum FLETA provides has been a tremendous benefit.” **–Maurice Myers**, *Supervisory Special Agent, Chief of the Instruction Section, Federal Bureau of Investigation*



“The Federal Reserve Board is an organization of 12 Federal Reserve Banks or Districts. The FLETA process and its standards have provided the FRB with a mechanism to better coordinate all of our training. Adhering to FLETA helped strengthen our program by following the established requirements and standards.” **– Nicholas Trotta**, *Manager, Protection Section of Bank Operations and Payment Systems, Federal Reserve Board*



“The National Background Investigations Bureau recognized the growing challenges to national security and public trust, and our stakeholders’ increasing expectations of competence and professionalism. With a vision for the National Training Center to be a training center



of excellence, NBIB saw FLETA accreditation as a pathway to quality and stakeholder confidence.”

–**David Corwin**, *Training Director, National Training Center, National Background Investigations Bureau*



“The National Park Service Seasonal Law Enforcement Training Program is unique because the NPS designs, develops, and manages the program that is delivered by our partner

schools, located in seven geographical locations, and they are either a community college or university, which are not typical facilities for federal law enforcement training. The NPS increased curriculum hours from 400 to over 700 hours in 2015. Since the 400 hour curriculum was accredited, the schools were more willing and saw the value in continuing to offer the program with the increased curriculum, partly due to the desirability of FLETA accreditation.” –**Georgia Shaw**, *Superintendent, National Park Service Law Enforcement Training Academy*

## FLETA Provides Inter-Agency Cooperation and Collaboration



“The FLETA process supports and promotes the standardization of like-minded agencies with similar missions. As a former field supervisor

with oversight on other agency participation in Diplomatic Security Service led initiatives, I think that FLETA has served to facilitate an understanding of standard techniques across the [law enforcement] community.” –**Robert Weitzel**, *Supervisory Special Agent, Director, Office of Training and Performance Standards, Diplomatic Security Service*



“The Naval Criminal Investigative Service has significantly benefited from the FLETA accreditation process through inter-agency cooperation and collaborations. We have developed stronger bonds with several DoD and DHS organizations due to the sharing of new ideas and discussions of current law enforcement issues and problems faced by each, in fact. We worked in conjunction with the Air Force Office of Special Investigations (AFOSI) and the Defense Criminal Investigative Service (DCIS) in the development of training programs that have aided both organizations. The FLETA standards assisted in this process by providing a common “training” language for all involved.”

–**Matthew Butler**, *Special Agent, Deputy Assistant Director, Naval Criminal Investigative Service*



“The program that the Department of the Interior put forth, successfully, for accreditation is the DOI

Investigator Training Program, a basic course in which the Federal Law Enforcement Training Centers (FLETC) and DOI training are integrated into one 6-week event. Initially, we had some difficulty finding common definitions and procedures. However, as we began to work closely with the FLETC accreditation staff, we found that we weren’t that far apart and that both organizations benefitted from the partnership.” –**Brian Peters (Ret.)**, *Chief of the National Law Enforcement Training Office, Department of the Interior*



PHOTO COURTESY OF U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT



“Our Accreditation Manager has many contacts throughout the federal law enforcement training community that would never have existed without the sense of community FLETA provides. We are able to reach out to these different agencies to benchmark questions and concerns as to how other agencies may approach a specific training issue, instructor cadre process, or policy inquiries.” **–Cynthia Wofford**, *Assistant Director, Office of Training, U.S. Secret Service*



“The benefits of working alongside our nation’s greatest law enforcement training professionals has proven to be an extraordinary experience. The FLETA community provides a ready-made network of professionals eager to share best practices for advancing the Transportation Security Administration’s security, law enforcement, and leadership training missions.” **–Manfred Harpole**, *Director, Training Centers Division, Office of Training and Development, Transportation Security Administration*

## FLETA Supports Strategic Goals



“The accreditation process and FLETA standards actually reduced NCIS training costs in several program areas due to the removal of duplicate and non-essential training identified during evaluation practices stipulated in the Standards. Additionally, the documentation and record keeping required for reaccreditation visits has delivered a “training audit trail” that has provided dividends when defending decisions to upper management.” **Matthew Butler**, *Special Agent, Deputy Assistant Director, Naval Criminal Investigative Service*

*There are many, many more benefits to FLETA accreditation. To learn more about how FLETA can support your organization, contact the FLETA Office of Accreditation at (912) 261-3684, or check out the FLETA website [www.fleta.gov](http://www.fleta.gov).*





FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

# A Brief and **Successful** History

The Federal Law Enforcement Training Accreditation (FLETA) Board is a relatively young organization with humble and quiet beginnings. The FLETA Board, and the Office of Accreditation that supports the process, constitutes one of the smallest organizations in the federal government. Yet, despite its size and length of service, the establishment of FLETA and the potential for improving professionalism, competence, and excellence of federal law enforcement is historic. Over the years, FLETA has grown and continues to evolve, advance, and sets the tone for future law enforcement training nationwide.

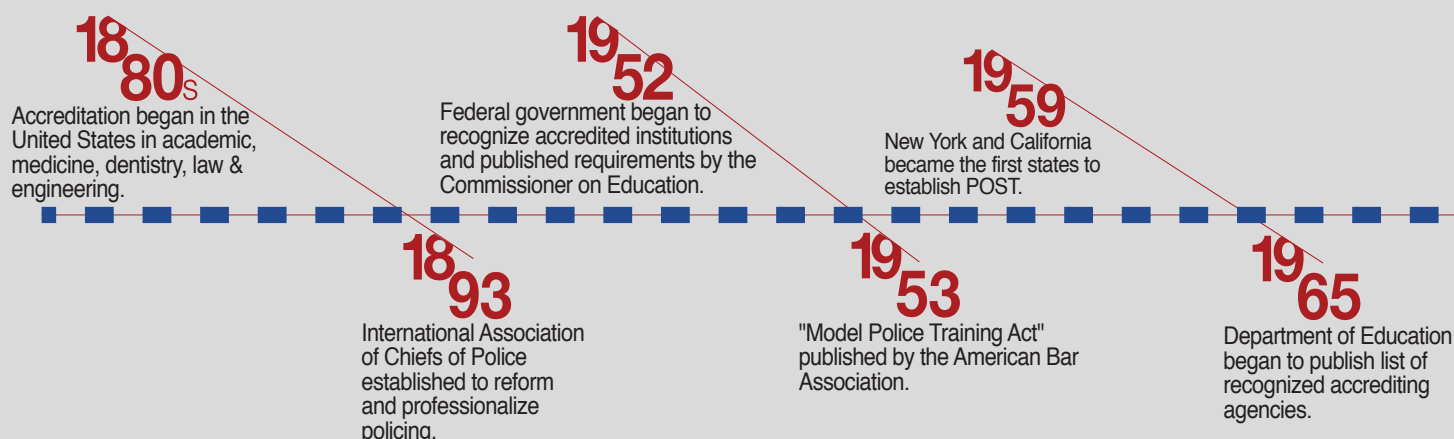
The journey began in 1999 when the Office of Management and Budget asked the Federal Law Enforcement Training Centers to gather federal law enforcement professionals to develop a process that would systematically improve federal law enforcement officers and agents. The result was a premier training accreditation model with standards and procedures to evaluate federal law enforcement training. The initial model incorporated best practices from state, local, and academia, and included over 250 standards. Unlike state and local law enforcement and academia, the federal training community is unique because of federal auditing processes already in place. The FLETA community recognized the need to target standards towards processes and procedures that were not already covered by these federal auditing processes. The result was an efficient and effective process that allows agencies to assess their programs and make systematic and continuous improvements that have an immediate impact on their law enforcement operations.

In 2002, the FLETA Board stood up as an independent body to manage and govern the FLETA Procedures and Standards. During the first three years, the standards were refined and in 2005 the FLETA Board granted academy accreditation to the Department of State. “The Diplomatic Security Service has been with FLETA since

inception, and was the first federal law enforcement institution to receive Academy accreditation,” explained Supervisory Special Agent Robert Weitzel, Director of the Diplomatic Security Service Office of Training and Performance Standards. “I see nothing but growth in FLETA’s future. With the competition for training resources, the importance of FLETA, a mechanism that provides for interagency cooperation, will only take on increased prominence.”

Today, virtually every major federal law enforcement training academy is a part of the FLETA process. Since FLETA’s inception, the FLETA Board has granted academy accreditation to more than 18 federal training academies, while over 100 federal training programs have received accreditation or reaccreditation. These numbers continue to grow as more organizations learn about FLETA and the process.

Like any new program or agency, the FLETA process has grown during its short existence. Standards have been revised to more appropriately address the needs of federal law enforcement training. The composition of the FLETA Board has evolved to reflect the expansive federal law enforcement community. With all the change and progress, one constant that remains steadfast is the FLETA Board’s vision — promote excellence in law enforcement operations through training accreditation.





## How it works

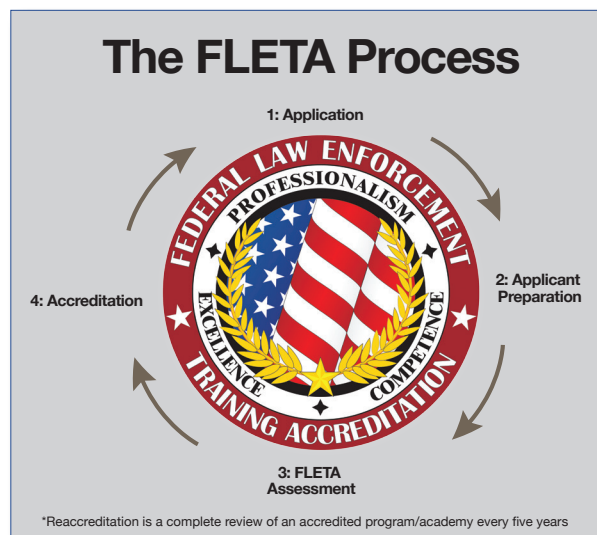
# The FLETA Accreditation Process

THE FLETA PROCESS is voluntary and provides a mechanism for continuous and systematic improvements to federal law enforcement training. From application through initial accreditation typically takes an organization six to eighteen months to achieve FLETA accreditation. The time may vary because of the agency's structure, culture, processes, resources, or other factors. FLETA accreditation occurs on a five-year cycle.

**Step 1:** Application – Agencies must submit an application for each program and academy to begin the process of FLETA accreditation.

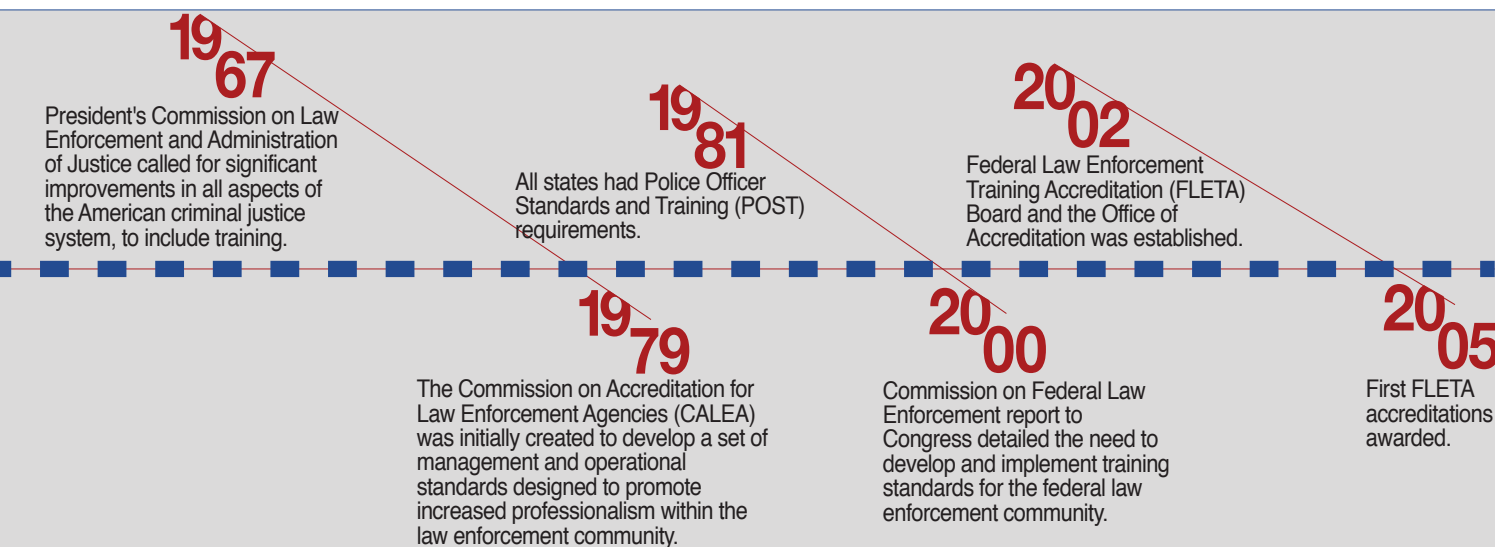
**Step 2:** Applicant Preparation – Agencies conduct a gap analysis against the FLETA Standards; identify resources to support the accreditation process; identify and train personnel to serve as managers, coordinators, and assessors; conduct a self-assessment; and make modifications and improvements to training and processes.

**Step 3:** FLETA Assessment – FLETA trained and qualified assessors conduct the formal review of the agency's policies and procedures against the FLETA Standards and verifies the agency's policies through review of supporting evidence, on-site observation, and interviews of agency personnel.



**Step 4:** FLETA Accreditation – The FLETA Board Review Committee reviews the FLETA Assessment Report, hears information from agency personnel and the FLETA Team Leader, and presents their findings to the full FLETA Board for determination.

**Step 5:** FLETA Reaccreditation – If an agency is awarded accreditation, the agency submits yearly status reports to the FLETA Board and submits an application for reaccreditation. Reaccreditation verifies that an agency has maintained and continued to follow the Standards for a five-year period.





**I** WAS AT MY DESK, chipping away at a workload that never seems to get any smaller, when my boss walked over. He had just returned from a series of meetings at FLETC and he said to me, “We’re going to get our training program accredited and I’m putting you in charge of FLETA.”

“That’s awesome,” I said. “What’s FLETA?” He responded by handing me a book and telling me to take it home and read it. The book was the FLETA standards manual. I read it cover to cover about five times and we’ve been full speed ahead ever since.

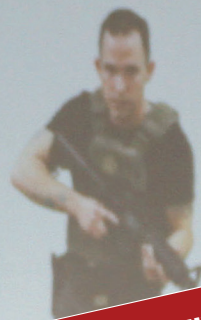
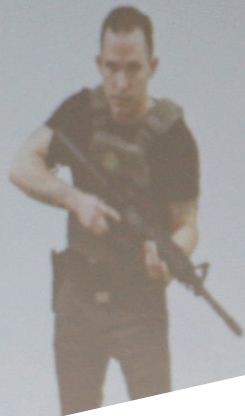
I embraced the notion of accreditation from the start. I love a good project and this one sounded exciting. I’m also a big fan of structure and order, two things that FLETA brings to the table for any training program. I did flounder a bit, though, as I learned my way around the brave new world that I’d been thrust into. I began to wonder if others had similar experiences with their initial accreditation. So I decided to ask.

The first thing I learned was that true newbies like myself aren’t as common as I thought they might be. That’s not a bad thing, though. It means that the FLETA mindset is so deeply embedded in our agencies that it’s hard to find someone who hasn’t had at least some exposure.



TOP PHOTO COURTESY OF U.S. MARSHALS SERVICE.  
ABOVE PHOTO COURTESY OF U.S. IMMIGRATION & CUSTOMS ENFORCEMENT





**BY DEIDRA PHILLIPS**

Program Manager for Training & Accreditation Manager  
Tennessee Valley Authority Police and Emergency Management

The second thing I learned was that being a first time Accreditation Manager (AM) can be a challenge regardless of prior FLETA knowledge. I had assumed that having no prior knowledge about FLETA put me at a disadvantage, but it turns out that I was wrong. We each have advantages and disadvantages and those vary from one AM to the next.

Pat Horine, Accreditation Manager for the Marine Corps Police Academy, volunteered for the role when his predecessor left. His involvement prior to that had been limited to providing documentation to the AM. "I never thought about the process," he said. There was limited time for turnover with the outgoing AM and Pat found himself having to learn as he went. Stopping the FLETA machine while he became accustomed to his new role was not an option.

When I asked Pat what advice he would give to other new AMs, he said that continuity is key. "Turnover is inevitable. Make sure that someone else knows how the process works." He also encourages AMs to trust themselves and their agency, "The standards are straightforward and your agency is probably already doing the right things. You just have to document what you're doing."

I also spoke with Darrin Brown, Accreditation Manager for the Transportation Security Administration Training Center, who shared his experience as a new AM with me. Darrin's introduction to FLETA was as a curriculum developer. When the AM position opened up, he jumped at the chance.

Having been involved in FLETA for some time, he was no stranger to the process when he was tasked with his first initial accreditation. Even so, Darrin faced a number of challenges, the largest of which was having done it before. "I learned really quickly that you can't benchmark

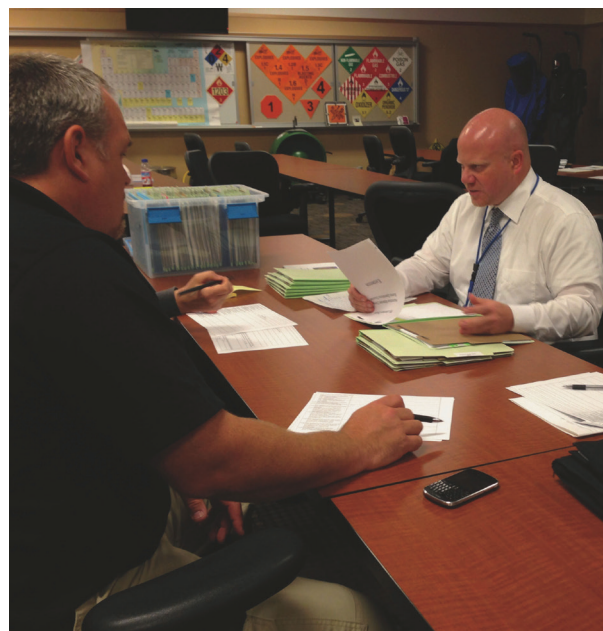


PHOTO COURTESY OF OFFICE OF ACCREDITATION

from your own stuff," said Darrin. "What works for one program may not work for another. You have to look at each program in a vacuum."

When asked what advice he would offer to new AMs facing their initial accreditation, he said, "Do as many assessments as you can. Work closely with the OA and ask lots of questions."

It's pretty clear that there's no such thing as a standard experience for new AMs. No matter what your starting point, if you find yourself in this position, there are innumerable resources at your disposal. No matter where you are, at least one of us has been in that spot before.

There is no reason for new AMs to feel lost or overwhelmed with an entire network of support only a phone call away. Reach out to us. Ask your questions and then ask some more questions. Learn from our successes and from our missteps. *We've got your back, Jack.*



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

## Accredited Academies

Agency Logo	Academy	Agency	Type	Date
	Air Force Special Investigations Academy	U.S. Air Force	Reaccreditation	04/2017
	Army Military Police School	U.S. Army	Reaccreditation	04/2017
	Maritime Law Enforcement Academy	U.S. Coast Guard	Reaccreditation	05/2014
	Field Operations Academy	U.S. Customs and Border Protection	Reaccreditation	11/2014
	Office of Training	Drug Enforcement Administration	Reaccreditation	11/2014
	Federal Law Enforcement Training Centers	Department of Homeland Security	Reaccreditation	11/2015
	DHS Intelligence Training Academy	Department of Homeland Security	Initial Accreditation	11/2014
	Diplomatic Security Service Academy	Office of Training and Performance Standards, Department of State	Reaccreditation	04/2016
	National Criminal Investigation Training Academy	Internal Revenue Service	Reaccreditation	11/2016



# Accredited Academies

Agency Logo	Academy	Agency	Type	Date
	U.S. Marshals Service Training Division	U.S. Marshals Service	Initial Accreditation	04/2015
	National Background Investigations Bureau (formerly FIS) National Training Center	National Background Investigations Bureau	Initial Accreditation	05/2014
	Naval Criminal Investigative Service Training Academy	Naval Criminal Investigative Service, Department of the Navy	Reaccreditation	07/2013
	U.S. Postal Inspection Service Career Development Unit	U.S. Postal Inspection Service	Initial Accreditation	04/2017
	James J. Rowley Training Center	U.S. Secret Service	Reaccreditation	04/2017
	Treasury Inspector General for Tax Administration Training Academy	Treasury Inspector General for Tax Administration	Reaccreditation	04/2015
	Transportation Security Administration Training Center (Formerly FAMS)	Transportation Security Administration	Reaccreditation	10/2013
	Law Enforcement Training Center	U.S. Department of Veterans Affairs	Reaccreditation	04/2015



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

## Accredited Programs

Program Name	Agency Name	Accreditation Type	Date
Security Forces Apprentice Course	Air Force Security Forces Academy	Reaccreditation	11/2016
Security Forces Officer Course (AFSF)	Air Force Security Forces Academy	Reaccreditation	11/2016
Basic Extension Program	Air Force Special Investigations Academy	Initial Accreditation	11/2016
U.S. Air Force Basic Special Investigators Course	Air Force Special Investigations Academy	Reaccreditation	04/2017
Sex Crimes Investigator Training Program	Air Force Special Investigations Academy	Initial Accreditation	11/2014
Army CID Special Agent Course	Army Military Police School	Reaccreditation	11/2014
Army Civilian Police Academy	Army Military Police School	Reaccreditation	04/2017
Army One Station Unit Training	Army Military Police School	Reaccreditation	11/2014
Special Victims Unit Investigations Course	Army Military Police School	Initial Accreditation	04/2013
Staff and Faculty Training Course	Army Military Police School	Initial Accreditation	04/2013
Explosives Detection Canine Handler Course (ATF)	Bureau of Alcohol, Tobacco, Firearms and Explosives	Reaccreditation	11/2014
Industry Operations Investigator Basic Training Program	Bureau of Alcohol, Tobacco, Firearms and Explosives	Initial Accreditation	04/2013
Special Agent Basic Training Program (ATF)	Bureau of Alcohol, Tobacco, Firearms and Explosives	Initial Accreditation	04/2013
Police Basic Training Program (BEP)	Bureau of Engraving and Printing	Initial Accreditation	05/2014
Basic Boarding Officer Course	Coast Guard Maritime Law Enforcement Academy	Reaccreditation	11/2016
Maritime Law Enforcement Facilitator Course	Coast Guard Maritime Law Enforcement Academy	Reaccreditation	10/2013
Maritime Enforcement "A" School	Coast Guard Maritime Law Enforcement Academy	Initial Accreditation	11/2015
Basic Tactical Operations Course	Coast Guard Special Missions Training Center	Initial Accreditation	11/2016
Tactical Coxswain Course-A	Coast Guard Special Missions Training Center	Initial Accreditation	07/2013
Agriculture Specialist Program	Customs and Border Protection	Reaccreditation	11/2014
Air and Marine Basic Training Program	Customs and Border Protection	Reaccreditation	04/2015
Customs and Border Protection Officer Basic Training	Customs and Border Protection	Reaccreditation	04/2015
Basic Entry Specialist Training Program	Customs and Border Protection	Reaccreditation	04/2013
Agriculture Detector Dog Handler – Airport Passenger Clearance	Department of Agriculture	Initial Accreditation	10/2013



# Accredited Programs

Agriculture Detector Dog Handler – Border/Cargo	Department of Agriculture	Initial Accreditation	10/2013
Basic Intelligence and Threat Analysis Course	Department of Homeland Security	Initial Accreditation	05/2014
Integrating Intelligence within the Homeland Security Enterprise (formerly MITAC)	Department of Homeland Security	Initial Accreditation	05/2014
Investigator Training Program (DOI)	Department of the Interior	Initial Accreditation	11/2016
Dept. of the Air Force Basic Police Officer Course	Department of Veterans Affairs	Reaccreditation	11/2015
Instructor Development Course (VA)	Department of Veterans Affairs	Initial Accreditation	04/2013
Basic Police Officer Course (VA)	Department of Veterans Affairs	Reaccreditation	11/2015
Basic Special Agent Course (DOS)	Diplomatic Security Service Academy	Reaccreditation	04/2016
Instructor Development Course (DOS)	Diplomatic Security Service Academy	Reaccreditation	04/2016
Basic Diversion Investigator Training Program	Drug Enforcement Administration	Initial Accreditation	04/2016
DEA Basic Agent Training Program	Drug Enforcement Administration	Initial Accreditation	11/2014
DEA Instructor Development Course	Drug Enforcement Administration	Initial Accreditation	11/2014
Firearms Instructor Training Program (TSA FAMS)	Federal Air Marshal Service Training Center	Initial Accreditation	10/2013
Instructor Development Course (TSA FAMS)	Federal Air Marshal Service Training Center	Reaccreditation	04/2017
Federal Air Marshal Service Training Program I	Federal Air Marshal Service Training Center	Reaccreditation	04/2016
Federal Air Marshal Service Training Program II	Federal Air Marshal Service Training Center	Reaccreditation	10/2013
Mission Training Instructor Training Program	Federal Air Marshal Service Training Center	Initial Accreditation	11/2015
Instructor Development Program (FBI)	Federal Bureau of Investigation	Reaccreditation	11/2016
Hazardous Materials Operations Course	Federal Bureau of Investigation, Laboratory Division	Initial Accreditation	04/2015
Hazardous Evidence Collection Course(formerly HMCS)	Federal Bureau of Investigation, Laboratory Division	Initial Accreditation	04/2015
Instructional Systems Design (ISD) Training Program (Formerly LEIISTP)	Federal Law Enforcement Training Centers	Reaccreditation	04/2016
Law Enforcement Instructor Training Program	Federal Law Enforcement Training Centers	Reaccreditation	11/2015



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

## Accredited Programs

Land Management Police Training Program	Federal Law Enforcement Training Centers	Reaccreditation	11/2014
Rural Police Officer Training Program	Federal Law Enforcement Training Centers	Initial Accreditation	11/2016
Marine Law Enforcement Training Program	Federal Law Enforcement Training Centers	Reaccreditation	04/2016
Law Enforcement Instructional Skills Training Program	Federal Law Enforcement Training Centers	Initial Accreditation	11/2016
Law Enforcement Fitness Coordinator Training Program	Federal Law Enforcement Training Centers	Reaccreditation	07/2013
Uniformed Police Training Program (FLETC)	Federal Law Enforcement Training Centers	Reaccreditation	04/2015
Commercial Vessel Boarding Training Program	Federal Law Enforcement Training Centers	Initial Accreditation	04/2017
Boat Operators Anti-Terrorism Training Program	Federal Law Enforcement Training Centers	Reaccreditation	11/2016
Criminal Investigator Training Program	Federal Law Enforcement Training Centers	Reaccreditation	07/2013
Law Enforcement Driver Instructor Training Program	Federal Law Enforcement Training Centers	Reaccreditation	11/2016
Firearms Instructor Training Program (FLETC)	Federal Law Enforcement Training Centers	Reaccreditation	05/2014
Inland Boat Operators Training Program	Federal Law Enforcement Training Centers	Reaccreditation	04/2013
Law Enforcement Control Tactics Instructor Training Program	Federal Law Enforcement Training Centers	Reaccreditation	04/2017
Drug Interdiction Assistance Program	Federal Motor Carrier Safety Administration	Reaccreditation	11/2014
Basic Law Enforcement Course	Federal Reserve System	Reaccreditation	10/2013
Field Force Operations Training Program	FEMA Center for Domestic Preparedness	Initial Accreditation	11/2016
Supervisory Leadership Training Program (ICE)	Immigration and Customs Enforcement	Initial Accreditation	05/2014
Enforcement and Removal Operations (ERO) Basic Immigration Enforcement Training Program	Immigration and Customs Enforcement	Initial Accreditation	04/2017
Homeland Security Investigations (HSI) Special Agent Training Program	Immigration and Customs Enforcement	Initial Accreditation	04/2017
Instructor Development Course (ICE)	Immigration and Customs Enforcement	Reaccreditation	05/2014
Inspector General Investigator Training Program	Inspector General Criminal Investigator Academy	Initial Accreditation	07/2013
Basic Instructor/Facilitator Training Program	IRS National Criminal Investigation Training Academy	Reaccreditation	04/2017



# Accredited Programs

Special Agent Basic Training Program (IRS)	IRS National Criminal Investigation Training Academy	Reaccreditation	11/2016
Basic Police Officer Course (USMC)	Marine Corps Police Academy	Initial Accreditation	04/2013
Federal Arrest Authority Basic Program	National Aeronautics and Space Administration	Reaccreditation	11/2016
Federal Background Investigator Training Program	National Background Investigations Bureau	Initial Accreditation	04/2013
Essentials of Suitability Adjudication Program	National Background Investigations Bureau	Initial Accreditation	04/2013
Investigations Case Analyst Program	National Background Investigations Bureau	Initial Accreditation	11/2015
Seasonal Law Enforcement Training Program	National Park Service	Reaccreditation	04/2016
Protective Service Operations Training Program	Naval Criminal Investigative Service Training Academy	Reaccreditation	05/2014
Special Agent Basic Training Program (NCIS)	Naval Criminal Investigative Service Training Academy	Reaccreditation	05/2014
Basic Physical Security Training Program	Naval Criminal Investigative Service Training Academy	Reaccreditation	11/2016
USPIS Instructor Development Program	Postal Inspection Service Career Development Unit	Initial Accreditation	11/2015
Basic Inspector Training	Postal Inspection Service Career Development Unit	Reaccreditation	04/2016
Postal Police Officer Basic Training	Postal Inspection Service Career Development Unit	Reaccreditation	04/2016
ERT Tactical Canine Course	Secret Service James J. Rowley Training Center	Initial Accreditation	10/2013
Essentials of Instruction Course	Secret Service James J. Rowley Training Center	Reaccreditation	04/2017
Explosive Detection Canine Course (USSS)	Secret Service James J. Rowley Training Center	Initial Accreditation	10/2013
Special Agent Training Course (USSS)	Secret Service James J. Rowley Training Center	Reaccreditation	11/2015
Uniformed Division Training Course (USSS)	Secret Service James J. Rowley Training Center	Reaccreditation	04/2016
Firearms Instructor Training Course (USSS)	Secret Service James J. Rowley Training Center	Reaccreditation	11/2015
Basic Investigation of Computer and Electronic Crimes Program	Secret Service James J. Rowley Training Center	Initial Accreditation	07/2013
Special Agent Basic Training Program (TIGTA)	Treasury Inspector General for Tax Administration Training Academy	Reaccreditation	11/2014
Special Agent Advanced Training Program	Treasury Inspector General for Tax Administration Training Academy	Reaccreditation	11/2016
Basic Deputy U.S. Marshal Program	U.S. Marshals Service	Reaccreditation	04/2016



# CRITICAL FOR SUCCESS

**B**ecoming accredited is a powerful process. It demonstrates to the law enforcement community that your agency is committed to developing and maintaining the highest standards. It requires implementing policies and procedures to meet the standards set forth by the FLETA Board. This can seem overwhelming; however it is more easily accomplished with the aid of an Accreditation Manager (AM).

**BY CRYSTAL CLAYTON**  
*Accreditation Manager  
National Park Service*



# The Accreditation Manager

Not only is it important to have an AM, but it is important to have the right one. “The AM sets the tone for the accreditation process for the entire agency and impacts policy and procedure,” stated Thomas Flanagan, Program Manager for Accreditation for the Federal Law Enforcement Training Centers (FLETC). It is imperative that the “AM be willing to fully embrace the entire process. If they do, their likelihood of success is much greater. If they do not understand the process and each step, they can break the program,” explained Mr. Flanagan. Benjamin Werner, the Accreditation Manager for the Department of Transportation Federal Motor Carrier Safety Administration’s National Training Center, states that a successful accreditation manager “will help build trust and confidence in the accreditation process as a whole.”

## **What Skills Should I look for in an Accreditation Manager?**

While being skilled and knowledgeable of basic office duties is essential for an AM, he or she should not underestimate the importance of strong interpersonal skills. Tonya Lopez, from the Evaluation Analysis Branch, FLETC, believes that one valuable quality for an AM “is the ability to resolve situations in an amicable fashion.” This sentiment is echoed by Mr. Flanagan, who points out that an AM should have some experience with conflict resolution, because as the AM, one may have to resolve issues with management or the assessment team. In addition to conflict resolution, an AM needs to have the capability to communicate effectively between various members of the accreditation process. The AM should consider him/herself as a “conduit that allows information to flow from the agency executives to those doing the assessment,” stated Mr. Flanagan. Another vital, but often under-appreciated quality is confidence. “Confident people inspire confidence in others. An accreditation team that is confident is a successful accreditation team,” explained Mr. Werner. Lastly, an AM should be able to demonstrate patience, leadership, and open-mindedness. Combining these skills creates an environment conducive to progress and success.



PHOTO COURTESY OF OFFICE OF ACCREDITATION

## **What Advice Would You Give to Current and Future AM's?**

“My recommendation would be to be more involved in the entire process. Accreditation should stay in the forefront of your daily tasking’s, rather than in the background and only being addressed when issues arise,” recommended Mr. Flanagan. Also, the general opinion is that there should be one AM. As Mr. Flanagan explained, having one person oversee the entire process “allows for more efficiency through the process.” Ms. Lopez recognizes that the AM is “critical to keep the program focused on the standards.” Straying from the standards could have negative consequences for the agency. Another excellent piece of advice came from Benjamin Werner: “network, network, and network. The Office of Accreditation and the FLETA community consist of many highly accomplished individuals from various backgrounds and agencies.” This makes it a unique community, and networking with the various agencies can provide a new insight that one could bring back to their program and assist their program in becoming even more successful.

Overall, accreditation is an experience that brings depth, professionalism, and credibility to an agency. Obtaining and maintaining accreditation demonstrates to the federal community and the public that your agency is dedicated to holding itself to the utmost standards. This is achieved with the assistance of an accreditation manager; someone to facilitate keeping the program current and in compliance with FLETA standards. Mr. Flanagan summed it up best when he said, “Accreditation is not a destination, it is a journey. Just being accredited is not the end, it has to continue and be a working process.”









# Assessors

## Keystones of the FLETA Process

**BY CHRISTIANA HALSEY**

*Program Manager*

*FLETA Office of Accreditation*

**F**or centuries, architects and builders have relied on the keystone to lock arches into place; without the keystone, the arch would crumble and fall. Placing the keystone is the last step in the process and allows the structure to bear enormous weight, withstanding the test of time. Assessors are the keystones to the FLETA.

When an organization applies to FLETA, they begin the process of building a structure that will help them better support their operational missions through the training process. Along the way, the organization has opportunities to gauge their preparedness and make improvements to their processes and operations. This is where assessors play such a critical role.

"I fully encourage my team to stay actively involved in accreditation activities. The Transportation Security Administration

PHOTO COURTESY:  
FRED CHARLES, FLETC



(TSA) has nine FLETA assessors, including five Team Leaders,” explained Manfred Harpole, Director, Training Centers Division, Office of Training and Development, Transportation Security Administration. “The experience our personnel gain in their roles as FLETA Assessors and Team Leaders has proven uniquely instrumental to developing robust accreditation focused policy across our three training centers. Further, Assessors and Team Leaders are routinely exposed to agency best-practices that strengthen training across the entire homeland security enterprise.” Organizations recruit qualified assessors from within their own agencies, as well as from other organizations, to conduct a detailed and critical review of their files prior to the formal FLETA assessment.

Many organizations encourage self-assessors to review their policies, procedures, and evidence as critically as possible. This thorough review serves two purposes: it allows the organization to prepare completely for the FLETA assessment, and it provides honest and open feedback from the community regarding the organization’s processes so that they can continue to improve. “The feedback our organization has received from FLETA assessors has been invaluable in bettering our training operations,” explained J.J. Hensley, Accreditation Manager for the National Background Investigations Bureau. “Nearly every interaction our organization has had with assessors has resulted in program and academy improvements.”

Organizations actively seek out assessors with the requisite knowledge, skills, and qualities to conduct the self-assessment. Highly detail-oriented assessors are in great demand and their value to the organization’s accreditation success is recognized and appreciated. “I want self-assessors who not only go into the weeds of my files, but into the roots of those weeds. In other words, do your best to find non-compliant issues. I want zero surprises when the FLETA assessors show up at my door,” explained Accreditation Manager Kay Arthur, Treasury Inspector General for Tax Administration. “A good self-assessor is worth their weight in gold. One who pays attention to those pesky details is extremely important. An AM should not be afraid of a FLETA assessment team if they sought out a good self-assessment team.”

Organizations may conduct more than one self-

assessment. Some organizations like U.S. Immigration and Customs Enforcement (ICE) train their own personnel to serve on internal self-assessments for ICE programs and external self-assessments for other agencies. “Assessors are one of the most important aspects of the FLETA process,” explained ICE Accreditation and Policy Section Chief, Dr. Molly Wankel. “Agency personnel serving as assessors promote the use of best practices among the FLETA community and the consistent application of standards across agencies and assessment teams.”

Many accreditation managers feel that the self-assessment is the most critical aspect of the FLETA process. The self-assessment is coordinated by the agency for the benefit of the agency. By conducting a comprehensive self-assessment, the agency actively seeks out new perspectives, ideas, and processes. It is recommended that agencies conduct their self-assessment well in advance of the FLETA assessment to allow additional time to make improvements identified by the self-assessors.

Once the organization is ready, the FLETA Office of Accreditation identifies a team of qualified assessors to conduct the FLETA assessment. J.J. Hensley serves as a FLETA assessor and team leader and explained that, “Serving as an assessor is possibly the best part of my job. The opportunity to view how other organizations and training professionals operate is crucial to my development as a training supervisor.” The role of the assessors during the FLETA assessment is to serve as the eyes and ears of the FLETA Board. When reviewing an organization’s files for compliance, FLETA assessors must recognize that each organization develops policies and procedures, and conducts training to meet their operational mission requirements, which can vary. In the end, despite organizational differences, all organizations must comply with all applicable FLETA Standards to attain accreditation for their programs or academy.

Individuals who serve on FLETA assessments must remain impartial, unbiased, and objective during the process. This requires the highest level of professionalism and integrity to the process. “FLETA assessors are the ‘boots on the ground’ and provide first-hand accounts to the FLETA Board,” explained Cynthia Wofford, Assistant Director for the U.S. Secret Service Office of Training.





PHOTO COURTESY OF OFFICE OF ACCREDITATION

“The FLETA process has become more sophisticated over time and so have the assessors. We attribute this to the training and oversight provided by the FLETA Office of Accreditation as well as the FLETA Board process.”

Assessors are the keystones to the FLETA process. Assessors provide the process structure, make it strong, and give it integrity. Without professional, qualified, and well-trained personnel to volunteer as assessors, the FLETA process could not exist and would not withstand the test of time. As a keystone makes a structure strong, assessors make the Federal Law Enforcement Training Accreditation process valid and reliable for the organizations that submit to it and the American public they serve.

## How to become an Assessor

To become a qualified FLETA assessor, employees must have a nexus to federal law enforcement:

- Submit an application with approval from their supervisor.
- Successfully complete the FLETA Assessor Training Program.
- Serve as an OJT assessor, completing the field training requirements, and receive a positive evaluation from the FLETA assessment team.
- For more information, visit [FLETA.gov](http://FLETA.gov) or call the FLETA OA at (912) 261-3684. Contractors may attend the Assessor Training Program, but may only serve on self-assessments.

**BY DAVID BYNUM**

*Chief, Training Management Division*

*U.S. Air Force Special Investigation Academy*

# The FLETA Team

## **THE WORK THAT GOES INTO PREPARING**

for a FLETA assessment can be downright exhausting. Agencies will spend anywhere from a year to 18 months refining and documenting processes in order to be ready for that big day the FLETA assessors arrive. One accreditation manager described the FLETA assessment as one of the most stressful times ever known, but that is a subject to be left for another article. This is not what a FLETA assessment should be. An agency can put such a high value on achieving accreditation, that the thought of not attaining it, can be a powerful stressor. The one member of the assessment team whose sole purpose is to make the assessment work for all parties involved is the team leader (TL).

The TL is that one person that sets the tone of an assessment, says Terry Walsh, a member of the U.S. Coast Guard and has served as a TL since 2012. The team leader needs to have great communication skills so that they can put the agency at ease during the assessment. This function is very important and is rarely considered. The TL is not determined by a person's pay grade as it is determined by a person's dedication to the FLETA process and achieved through successful training and experience. The team leader may

have assessors on the team that are senior in pay grade, and, according to Darrin Brown, Accreditation Manager for the Transportation Security Administration Training Center and a TL since 2017, they need to have the confidence to effectively lead, mentor, and guide the assessment team through completion.

What one word best describes the team leader? This question has been the subject of many conversations. Answers will vary depending on the experiences of the ones that are discussing it. Without hesitation the one word that best describes the team leader is the word liaison. According to [www.freedictionary.com](http://www.freedictionary.com) "a liaison is communication or cooperation that facilitates a close working relationship between people or organizations." The team leader embodies the FLETA Board and Office of Accreditation on accreditation matters that come into play during the assessment. They also represent the assessment team to the hosting agency as well as their employing agency. There is much resting on the shoulders of the team leader. How the TL handles and communicates the different issues that come up defines the success of the assessment.

When reviewing the definition of a liaison certain





PHOTO COURTESY OF FEDERAL LAW ENFORCEMENT TRAINING CENTERS

words come up. Words like communication, cooperation, facilitation, and relationship. According to Kevin Miller, with U.S. Immigration and Customs Enforcement and a TL since 2012, the role of the team leader is to be a facilitator. In the introduction, it was mentioned that it is a stressful time for an agency seeking accreditation and it gets especially nerve racking when the assessment team identifies a potential issue. If you have ever prepared for an assessment, you will know there is no way to prepare for every situation that could possibly come up. The TL always needs to remember to choose words carefully, be supportive, keep calm, and always be upbeat and positive. This is where the team leader's actions, demeanor, and communication skills come into play. How the TL poses the perceived issue to the agency being assessed is crucial. The team leader has to communicate the issue without the receiver taking the communication like the world is falling apart. That is the last thing an accreditation manager wants to hear during an assessment is that there is a problem or issue. A TL will pursue a resolution to where the agency can meet the FLETA standard and the members on the assessment team are satisfied with the resolution.

Kim Canitz, Accreditation Manager for the U.S. Secret Service and a TL since 2008, states it is extremely important to have an open mind and not always approach things from one angle. Many times, an agency, especially if they are new to a FLETA assessment, is unaware that proofs of compliance can come from different places. It is the team leader who guides, mentors, and facilitates the agency being assessed to think outside the norm.

The team leader must remain open and proactive with the accreditation manager. Agencies should know where they stand each day with regards to the assessment. There should be no surprises throughout the assessment, and into the final out-brief. It is here the TL plays another important function as discussed in the introduction where they "facilitate a close working relationship between organizations."

The OA has approximately 30 active team leaders who are rotated throughout the year on various assessments. After serving as an assessor for a designated amount of time, the assessor applies to be considered for TL training. So why be a team leader? Opinions vary on why assessors volunteer to be TLs. During a recent

survey, the majority of team leaders who replied stated that they volunteered to be a TL because they were encouraged to do so by their peers. As for the FLETA OA, they are glad that they do volunteer. There is nothing more dedicated than a volunteer. Team leaders are invested in the FLETA process. Almost every TL stated they have tangible skills that were developed while volunteering. Michael Bierce, with the National

so much that they are willing to implement it in their own agency. Emulation is the highest form of compliment.

It can be agreed upon that the TL is a needed member of the assessment team. The team leader sets the tone for the entire assessment. Speaking for the OA or for the assessment team, the TL has to be a good communicator. If you possess skills like being a good listener, communicator, facilitator,

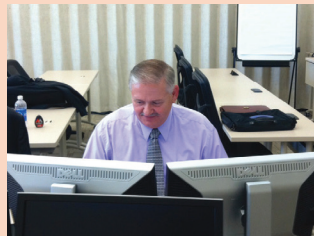


PHOTO COURTESY OF (FROM LEFT TO RIGHT): OFFICE OF ACCREDITATION.

Background Investigations Bureau and a TL since 2013 said, “being a TL has provided me a higher level of respect for my peers and superiors.” TL Kay Arthur added that being a TL has taught her to be more patient so she can better understand the gifts all members bring to the table, especially when writing the final report. Takeaways from being a team leader can be both personal and professional.

One important takeaway of serving as a team leader is the opportunity to interact with many senior level managers of different agencies. During FLETA Board Meetings, team leaders must present their team’s findings to the executives that make up the FLETA Board. Another takeaway, whether you are the TL or an assessor, is the opportunity to see how other agencies conduct business to improve your agency’s operations. By serving on assessments, we learn business practices which are typically guarded by federal agencies.

By taking part in the FLETA process, these agencies open their doors and invite their peers to take a look at their inner workings. This doesn’t happen in any other forum, and to be a part of this can be an exciting time for the entire assessment team. We learn from one another. It is an honor for one federal agency to value your business practice

liaison, speaker, and you believe in building good networks and friendships, you might have what it takes to be a FLETA team leader.

## WHAT MAKES A TEAM LEADER

FLETA team leaders exemplify the values of the FLETA process: professionalism, competence, and excellence. Team leader nominees are selected from the current, active pool of qualified FLETA assessors.

### Nominees must:

- Complete the Team Leader Application form with agency endorsement.
- Have conducted a minimum of three assessments within the previous three years, one of which may be a self-assessment for another agency.
- Be willing and able to present the assessment findings publicly before a Board Review Committee.
- Receive approval from the Office of Accreditation Executive Director.

*For more information, visit [FLETA.gov](http://FLETA.gov) or call the FLETA OA at (912) 261-3684.*





## Activity Report

FLETA Board Cycle	Initial Applications			FLETA Assessments Completed						FLETA Accredited				
				Academy		Program		Assessors Used		Mtg	Academy		Program	
	Acad	Prog	Total	Initial	Reaccred.	Initial	Reaccred.	Used	OJT		Initial	Reaccred.	Initial	Reaccred.
Before Sep 05	3	6	9	1		1		6		Sep 05	1		1	
Oct 05 - Feb 06	7	9	25	2		1		12		Mar 06	2		3	
Mar 06 - Jun 06	1	9	35	1		3		12		Jul 06	1		1	
Jul 06 - Oct 06	2	7	44	2		8		30	3	Nov 06	2		7	
Nov 06 - Feb 07	5	11	60			2		6	2	Mar 07			1	
Mar 07 - Jun 07		10	70	1		2		11	2	Jul 07	1		4	
Jul 07 - Oct 07	1	1	72	2		3		15	1	Nov 07	2		3	
Nov 07 - Feb 08	1	3	76	1		5		20	7	Mar 08			5	
Mar 08 - Jun 08	3	1	80			1		3	2	Jul 08	1		1	
Jul 08 - Sep 08	1	2	83	1	1	1	3	21	9	Nov 08	1	1	1	3
Oct 08 - Jan 09	1	2	86		2	2	2	22	13	Apr 09	1	2	2	2
Feb 09 - May 09		5	91			2	1	9	8	Jul 09			2	1
Jun 09 - Sep 09		7	98		3	2	6	33	20	Nov 09		2	2	5
Oct 09 - Feb 10		10	108	1		3	3	21	16	Apr 10		1	3	4
Mar 10 - May 10		2	110	1	1	3	1	21	15	Jul 10	1	1	3	2
Jun 10 - Sep 10		3	113		2	4	3	24	21	Nov 10	meeting cancelled			
Oct 10 - Feb 11		7	120			7	5	36	14	Apr 11		2	9	8
Feb 11 - May 11		8	128	1	1	3	1	18	12	Jul 11	1	1	3	1
Jun 11 - Sep 11	2	3	133	1	2	7	1	33	27	Nov 11	1	2	7	1
Oct 11 - Feb 12		9	142		2	5	6	38	22	Mar 12		2	3	5
Mar 12 - May 12		3	145			6	5	33	18	Jul 12			6	6
Jun 12 - Sep 12		5	150		2	8	5	45	14	Oct 12	meeting cancelled			
Oct 12 - Jan 13	1	10	161		2	2	7	33	11	Apr 13		4	11	12
Feb 13 - May 13	1	5	167		1	8	4	39	20	Jul 13		1	4	2
Jun 13 - Sep 13	2	2	171		2	1	4	20	3	Oct 13		2	5	4
Oct 13 - Apr 14		7	178	1	1	6	7	48	21	May 14	1	1	4	5
May 14 - Sep 14	2	7	187	2	2	2	5	33	21	Nov 14	1	2	3	7
Oct 14 - Feb 15		5	192	1	2	2	3	24	10	Apr 15	1	2	2	3
Mar 15 - Sep 15		7	199		1	4	4	26	16	Nov 15		1	4	4
Oct 15 - Feb 16		9	208		1	2	10	39	7	Apr 16		1	1	10
Mar 16 - Sep 16	2	2	212		1	6	10	51	11	Nov 16		1	6	10
Oct 16 - Feb 17	3	1	216		3	4	6	39	16	Apr 17				
<b>Totals</b>	<b>38</b>	<b>178</b>	<b>216</b>	<b>19</b>	<b>32</b>	<b>116</b>	<b>102</b>	<b>821</b>	<b>362</b>		<b>18</b>	<b>29</b>	<b>107</b>	<b>95</b>



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

## Board Members

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Training Centers

**6. David Bosch**  
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**7. Colonel Amy Bumgarner**  
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**8. Matthew Butler**  
Naval Criminal Investigative  
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**9. Gregory Cherundolo**  
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U.S. Army

**11. David Corwin**  
National Background  
Investigations Bureau

**12. Jeffrey Fuller**  
U.S. Customs and Border  
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**13. Manfred Harpole**  
Transportation Security  
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**14. James Jackson**  
Treasury Inspector General for  
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Bureau of Alcohol, Tobacco,  
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Department of State

**27. Cynthia Wofford**  
U.S. Secret Service

**28. Joseph Collins**  
Executive Director  
*Executive Secretary*  
FLETA Office of Accreditation



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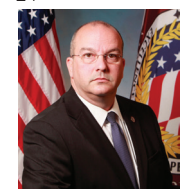
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*Working in partnership with federal law enforcement organizations to maintain professional law enforcement training standards, guide clients through the accreditation process, and execute the FLETA Board's mission.*



# FLETA

FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION

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