
ASSESSOR MANUAL



Massachusetts Police Accreditation Program

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Assessor Training

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Types of Assessments

There are two (2) types of assessments:

1. Assessments for Certification and Re-Certification

The evaluation process for certification consists of a two-day assessment by two assessors in the agency's facility verifying compliance with all applicable standards. It begins with an introductory meeting between agency personnel and the Assessment Team and concludes with a briefing to summarize the Assessment Team's findings and recommendations. Compliance with standards is verified by reviewing written directives and documentation, interviewing agency personnel, and observing various aspects of the agency's facility.

2. Assessments for Initial Accreditation or Re-Accreditation

Assessments for re-accreditation are conducted in three days, by three assessors.

Components of the On-Site Assessment

There are **five (5) components for Certification**, and **six (6) for Accreditation**:

Component		Nature
1	Public and Internal Notifications (for Accreditation only)	Agency officially notifies the community and its personnel of the assessment for accreditation; invites agency personnel to comment.
2	Introductory Meeting	The Assessment Team, Agency's CEO, Accreditation Manager and Command Staff meet to introduce themselves.
3	Tour of Agency's Facility	Assessors and AM "walk through" agency to: familiarize themselves with the agency begin verifying compliance with observation-type standards.
4	Compliance Verification Activities	Assessors review Written Directives and Documentation; they Observe and Interview.
5	Exit Meeting/Briefing	Assessment Team, Agency's CEO and AM meet to summarize findings/recommendations.
6	Commission Vote	Commissioners vote to approve the award.

What Does Being Accredited Mean?

Being accredited is a symbol of an agency's commitment to professional excellence in the workplace. It means that the agency has agreed to adopt the Commission's standards as a way of doing business – and the Commission's standards are considered *the best business practices* for police departments, *administratively and operationally*.

Being accredited also means that the agency:

- agrees to be assessed and re-assessed by commission-appointed assessors to determine whether the commitment to accreditation standards has been achieved and maintained; and
- agrees to correct any deficiencies discovered during the assessment process to establish or re-establish standards compliance.

What Do We Know About the Massachusetts Police Accreditation Program?

- MPAC offers two program awards: **Certification and Accreditation**. Accreditation is the higher of the two awards.
- Participation in the program is **strictly voluntary**. CEOs understand that enrolling in the program may generate constructive criticism, but the assessment is not designed or intended to embarrass the agency's CEO or its personnel.
- The Program establishes standards for police departments to adopt. Police departments establish standards for their personnel to adopt. Standards generally dictate *which* topical areas an agency must have policies and procedures on, leaving the *development and enforcement of agency-specific* policies and procedures up to the agency's CEO and its supervisory staff.
- The vast majority of the Commission's standards require agencies to commit their unwritten policies and procedures to writing; the remaining standards are equipment and facility related.
- The *process* begins with a thorough examination of the agency, by the agency, to determine compliance with standards. The self-assessment or internal evaluation initiated by the agency's CEO is followed by an external peer review by Commission-appointed assessors. **Assessors are typically Command Staff/Supervisory Personnel and/or Accreditation Managers from other agencies** enrolled in the process and specially trained to conduct assessments on behalf of the Commission.
- The Commission fully expects "functional" compliance with its standards (i.e., compliance in practice), not only at the time of the agency's assessment but following it.
- Assessments for certification and accreditation are not much different than *line and staff inspections* in that they both serve to acknowledge what is right or in need of corrective action. That said certification and accreditation awards do not necessarily imply total or continuous compliance with standards. Participating agencies are expected to monitor and evaluate their compliance with standards during the three-year award period and take all necessary steps to re-establish standards compliance when non-compliance is discovered.

What Do We Know About the On-site Assessment?

- The Commission's assessment is audit in nature and limited in scope by design.
- **Initial assessments** for certification and accreditation are **system-based**; **Re-assessments** for certification and accreditation are more **performance-based**.
- Quote from Chief William J. Bratton's 1984 MBTA PD Chief's Memo introducing the concept of national accreditation to department personnel: ***The standards used for accreditation deal with the Police Department, not individuals within the Department. Accreditation is not a performance evaluation of individuals. It is a national measure of procedures and policies for police agencies. These standards most often deal with whether the department has a written guideline - a policy, rule, or procedure - covering particular aspects of its operation.***
- Certification and Accreditation Programs **do not certify and accredit Chiefs of Police, Accreditation Managers**, or any other individuals in the agency; **they certify and accredit police departments as a whole.**
- The Commission has identified, for both the agency and its assessors, *which* standards the Assessors will go beyond evaluating the agency's written directive and look for *other* documentation demonstrating compliance with the directive.
- In cases where the standard requires an agency to have a policy on vacation leave, sick leave, holiday leave, etc., the **assessor's responsibility** is to ensure that these **policies are in writing.**

Purpose

This policy establishes guidelines for the selection of assessors, ensuring that only qualified and competent individuals are utilized to conduct agency reviews. It also identifies their primary duties and responsibilities to the Commission.

General Duties and Responsibilities

Assessors are responsible for conducting thorough reviews of agencies to determine compliance with all applicable standards. The nature of each assessment consists of a review of the agency's policies and procedures including functional compliance with directives in daily operations. Assessors document and report their findings to the Commission for its review and decision on awarding or deferring certification and accreditation.

Assessors:

- **Represent the Commission.** They are the eyes and ears of the Commission for purposes of determining an agency's readiness for certification or accreditation. Assessors must be fair, impartial, and thorough.
- **May provide program information to agency personnel.** Information such as: the Commission as an organization (private organization), who is on the Commission, other states with programs, number of agencies participating in program, voluntary nature of participation, mandatory vs. optional standards, etc.
- **Ensure that written directives comply with standards, are agency-specific, in effect and have been disseminated to affected personnel.** Assessors verify compliance with standards; they do not approve or endorse agency directives.
- **Assist agencies** in their pursuit of certification and accreditation.
- **Provide instruction** to agencies as they correct and make recommendations for the next assessment (e.g., what they may want to do differently).
- **Read** standards and written directives.
- **Document their findings and activities** on the Commission's Assessment Checklists and contribute to the agency's Final Report to the Commission. The findings of the assessors in the final report are a part of the basis upon which the Commission decides whether to grant or defer certification or accreditation. The report is pre-formatted, concise and audit in nature. Documenting findings includes identifying exemplary policies, programs, and activities of the agency.

Minimum Qualifications

Individuals interested in becoming an Assessor must have supervisory experience as a law enforcement practitioner, have served as an Accreditation Manager OR have a solid understanding of the accreditation program (process and standards).

Required Training

The Commission requires all assessors be trained and certified by attending one of the scheduled Assessor Training Courses (initial and refresher) offered by the Commission. Although attendance at an introductory course on accreditation is a prerequisite, Commission staff reserves the right to waive this prerequisite for individuals demonstrating a solid understanding of the program and process. The Commission does not compensate any individual for time spent attending assessor training courses.

Application Process

Serving as an Assessor is voluntary for the individual. Note: Under the Sixth Edition, agencies will be expected to contribute one member to participate in an assessment once in a three-year period.

Interested persons who meet the minimum qualifications as described above must complete the **Assessor Application Form** and return it to the Commission. The burden of proving qualifications rests with the individual applicant. Should there be any question, the Commission reserves the right to make the final determination on an applicant's qualifications. Applications will be collected during an open enrollment. The Commission will announce the opening and closing of the enrollment window.

Since time spent as an assessor is voluntary and **without any monetary compensation** from the Commission, all Assessor Applications must be approved by the Assessor's Chief Executive Officer. If an assessor begins working at another agency, the Commission must receive written consent from that Chief Executive Officer for that individual to continue as an assessor.

Once the application has been received and reviewed by Commission Staff, the applicant will be informed:

1. The minimum qualifications have been met and receive an invitation to attend Assessor Certification Training.
2. The minimum qualifications have not been met and given guidance on how to apply in the future.

Scheduling and Recruiting

The Commission maintains a database of assessors who have successfully completed the **Assessor Training Course**, have completed the **Assessor Application Form**, and have acknowledged receipt of the **MPAC Code of Ethics and Harassment Policies**. In recruiting assessors, every effort is made to select a team of assessors from comparable size and types of agencies, and coming from communities of sufficient distance, so that personal and professional relationships do not interfere with the objectivity and quality of the assessment. Assessors may be recruited:

- directly by Commission staff,
- indirectly through e-mail broadcasts, and/or
- through postings on MPACnetwork.

Contact with assessors determines their availability on the proposed assessment dates and ensures that there are no conflicts of interest between the agency and the assessors.

Individuals who decline requests to serve as assessors due to scheduling conflicts are given other opportunities to serve.

Unexcused cancellations after making a commitment to the Commission to serve as an assessor may be grounds for removing an individual from the Commission's list of assessors.

Factors considered when selecting Assessors:

- **Agency Type** – Experience in a similar type of agency.
- **Agency Size** – Experience in a comparable size agency.
- **Agency Location** (including special or unique site requirements) – Whenever possible, Assessors are not selected from a contiguous jurisdiction as the agency being assessed. Since assessors are not compensated for any travel expenses, the commuting distance may also be a factor (generally no more than a 1 to 1 ½ hour commute).
- **Assessment Dates** – Availability of Assessors on proposed assessment dates (two days for certification and three days for accreditation).
- **Conflicts of Interest** – Conflicts of interest, especially those that are obvious or personal, will be avoided. Conflicts refer to those circumstances or relationships that might affect an assessor's objectivity, or the appearance of objectivity, if selected for the assessment.

If after selecting a team of assessors and presenting the names of the assessors to the agency, the agency informs staff of an actual or potential conflict, an alternate assessor will be chosen.

It is the responsibility of each Assessor to self-disclose potential conflicts of interest. When in doubt, it is imperative that the Assessor contact Commission staff for guidance and determination.

- **Rank or Position** – Diversity in terms of rank or position.
- **Preferred Skills** – Writing, interpersonal communication, problem-solving, conflict resolution, team-oriented.

Potential Conflicts of Interest* of Assessment Team Composition

1	Active Commissioners cannot participate in actual on-site assessments. Active Commissioners may assist an agency with a mock assessment. Past Commissioners <u>may not</u> participate within twelve months of their expired term on the Commission.
2	Standards Review and Interpretation Committee (SRIC) members <u>may</u> participate in mock and actual on-site assessments but must recuse themselves at all SRIC meetings voting on appeals from the assessed agency.
3	Assessors shall not have participated in the agency's Mock Assessment.
4	Assessors shall not be assessing each other's agency.
5	Assessors shall not assess an agency in which they were previously employed.
6	Assessors shall not assess an agency within their city/town of residence.
7	Assessors shall not assess an agency in which a current Command Officer in the assessed agency was previously a co-worker of an assigned Assessor.

*MPAC Executive Director reserves the right to waive any of the above conflicts if deemed necessary.

Designation of a Team Leader or Facilitator

The Commission selects a Team Leader or Facilitator based on the composition of the team. The Team Leader or Facilitator has several additional responsibilities, most importantly providing leadership to the team. The Team Leader/Facilitator is responsible for ensuring that all scheduled activities required by the Commission are accomplished.

These activities include, but are not limited to:

- the introductory meeting between the assessment team and agency personnel.
- division and completion of assignments pertaining to compliance verification.
- liaison with Commission Staff, when needed.
- the exit briefing.
- reporting requirements to the Commission.

Confirmation of Assessment

Once the Assessment Team is confirmed, written correspondence via email will be sent to each assessor confirming the assessment and his/her appointment to the Team. Follow-up emails with accompanying material will be sent providing further details of the agency's assessment.

Code of Conduct

Professionalism. Assessors are expected to conduct themselves in a professional manner, being cordial to agency staff but maintaining the detachment necessary for an unbiased assessment.

Confidentiality. Assessors shall observe a strict policy of confidentiality on all reports, files, records, and other data received from agencies in conjunction with the on-site assessment process. Under no circumstances shall an Assessor release assessment results or any materials provided to them as evidence of the agency's compliance with standards.

Dress Code at On-site Assessments

While representing the Commission, ***professional business attire*** is the required dress code for all on-site assessments.

Professional business attire *does not* include business casual attire.

Discussion Points

Arrival Time: No later than 8:45am

Start Time: 9:00am (first day of the assessment)

Meeting Attendees: The Assessors, the Agency's CEO, the Accreditation Manager, and any others (staff/external) invited by the CEO.

Position	Responsibility
Assessment Team Facilitator <u>or</u> Team Leader	<p>Introduces him/herself and provides conversational information as listed below, then defers to the other assessor(s) for similar self-introduction.</p> <ul style="list-style-type: none"> ➤ Name, Rank/Position, Agency Affiliation ➤ Personal involvement in the accreditation process (Are you the Accreditation Manager? How long has your agency been involved in the process? What is your agency's status in the process now?)
Agency CEO	<p>Offers welcoming remarks before or after the Assessment Team's introductions.</p>
Assessment Team Facilitator <u>or</u> Team Leader	<p>Goes over the 2 or 3-Day Itinerary with the Agency:</p> <ul style="list-style-type: none"> ➤ The Tour: Following the introductory meeting, you would like to begin with a "tour" of the agency's facility with the AM. ➤ Review of Accreditation Files: After the tour, the assessors will begin reviewing the agency's compliance documentation. ➤ The Accreditation Manager: He/she is expected to remain in the workroom with the assessors to address questions and clarify compliance documentation. This is <u>not</u> a closed door, adversarial relationship. ➤ Repair Work: You will bring noncompliance issues to the Accreditation Manager's attention <i>as they arise</i>. Assessors will <u>not</u> wait until the Exit Meeting/Briefing (on the last day) to identify them. Whenever possible (time permitting), Assessors will work with the agency to resolve problems and approve repair work while there. ➤ Exemplary Programs: The Agency is encouraged to advise of any exemplary programs not discovered by the Assessors. ➤ Exit Briefing: On the last day (15 - 20 minutes) to provide a summary of the Assessment Team's findings.

One of the major components of the On-site Assessment is the **Agency Tour**.

Following the Introductory Meeting between the agency and the Assessment Team, the Accreditation Manager will lead a tour of the agency's facility pointing out agency compliance with standards that are observation-type in nature.

The Commission's standardized report form for the Agency Tour is the ***Agency Tour Checklist***.

Assessors must use this checklist as a guide for conducting and completing the tour, and for documenting its observations on the tour. Detailed notes should be taken.

Observation-type Standards

Examples of Observation-type standards on the checklist include:

- (1) Demonstration of immediate playback capability of emergency phone lines and radio transmissions in the communications center; and
- (2) Observation of the secure storage units that are available for a detainee's personal property in the holding facility.

Documentation of immediate playback capability on the checklist would be the name of the Dispatcher who replayed the last emergency call and radio transmission.

Documentation of the secure storage units for a detainee's personal property should first specify the storage unit by type (lockers, cabinets, etc.) and secondly, should identify what method is used to secure them (key, combination lock, etc.) noting how access (to the key or combination) is restricted.

Completed Checklists

At the end of the Assessment, the completed Agency Tour Checklists will be collected and placed in the Agency's Assessment Folder contributing to the agency's on-site assessment file.

Getting Started Activities

Assessors go to or return to the designated work area. The Assessment Team goes to the designated work area where the agency's written directives and compliance documentation will be reviewed.

Agency provides Assessment Team employee roster of all personnel utilizing the MPAC Template. The Team Leader/Facilitator ensures that the agency has provided each assessor with an employee roster of all personnel (sworn, non-sworn, full-time, part-time, paid, and non-paid). Seniority Lists are particularly helpful for standards dealing with new hires only. Upon receipt of the employee roster, Assessors should identify/highlight all new hires and newly promoted personnel on the list for purposes of verifying compliance examples (if the agency has not done that already).

Assessors ensure the availability of stationery supplies. In preparing for the on-site assessment, agencies are asked to provide some stationery supplies to the Assessors: Pens, lined paper for note taking, highlighters, post-its, and paper clips. If these items were not supplied, kindly request them.

ATF/Team Leader discusses the assignment of Chapters. The Assessment Team Facilitator or Team Leader will coordinate the assignment of the Assessment Checklists to be reviewed.

Assessors should take chapters containing subject matter. Whichever approach is selected, it is recommended that assessors assess chapters containing like subject matter such as collective bargaining and grievance procedures, and detainee transportation and the holding facility.

Accreditation Managers provide access to the agency's assessment file folders (hard copy or electronic).

- Files will be available for the assessors to access directly.
- If an electronic assessment, the Accreditation Manager will provide access to the electronic system accordingly.

Working with the Assessment Checklists

Given the volume of paperwork generated by both the agency and the Commission, Assessors should, in this order:

- **Read the standard and the evaluation criteria** to identify the specific requirement(s) of the standard.
- When the checklist directs you to do so, look at the **agency's On-site Assessment Compliance Log** for the required notation(s).
- **Review** all compliance documentation provided, starting with what is in the Standard's File Folder.
- When directed to do so by the Assessment Checklist, do not forget to **verify compliance in the "field."**
- **For example:** Standard 84.1.5 asks through observation and sampling to confirm the agency's records accurately reflect the status of the evidence/property.



IMPORTANT!

- **Answer each question** (yes or no), **making comments on the lines provided as appropriate.** Generally speaking, the questions are designed to be answered "yes" if in compliance. When coming across a non-compliance issue, bring the matter to the Accreditation Manager's attention and confirm that additional documentation is not available to demonstrate compliance before circling "no." If not, bring the standard to the Assessment Team Leader/Facilitator's attention to determine a resolution. The Assessment Team Leader/Facilitator may contact the Director of Field Operations for directions. Finally, in a sentence or two, clearly describe the problem and/or the resolve so that it is clear to both the Accreditation Manager and the Commission (who may be following up on the matter after the assessment on the assessor's behalf). **The tone of comments, findings and/or recommendations must always be respectful and positive in nature.**



One Technique

- **Document what was observed and who was interviewed.** For example: When assessors randomly check a patrol vehicle for required equipment, the vehicle number of the vehicle checked must be noted on the Assessment Checklist. When assessors randomly check in-service training attendance records, the names of the officers whose records were checked must be noted. In some cases, it is appropriate to say, "Confirmed in conversation with_____."
- **Some assessors prefer to review the written directive requirements and save all random samplings for the end of the chapter.** If doing that, use a highlighter to mark all of the random samplings or any other compliance documentation that needs to be seen. Then give the Accreditation Manager or person responsible for that area, a list of what is needed to verify compliance.

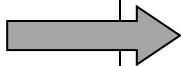
Mandatory standards must be met unless they address a function or responsibility that does not apply to the agency.

For example, an agency that does *not* employ any part-time police officers would not be expected to meet any of the standards for part-time officers. In this case, the agency would initiate the process of “waiving compliance” with these standards by submitting a Waiver to the Commission. Waivers are considered and granted by the Commission on a case-by-case basis.

Waiver Process

The following table summarizes the waiver process for mandatory standards deemed not applicable by the agency and highlights the Assessor’s role in the process.

Position	Responsibility
Accreditation Manager	<ul style="list-style-type: none"> If the Commission has prepared a Waiver for the standard with pre-printed justification on it, it must be used. If there is not an MPAC template form, a blank waiver form will be completed at the direction of MPAC staff. Forwards Waiver to agency’s CEO for signature.
Agency’s CEO	Signs the Waiver and returns to the Accreditation Manager.
Accreditation Manager	Forwards it to the Commission’s Director of Field Operations for initial review.
Commission	<ul style="list-style-type: none"> Reviews the waiver request and grants <i>conditional</i> approval, if appropriate. <i>Conditional</i> approval is granted, pending verification of the condition by the Assessment Team. Returns the waiver to the Accreditation Manager for filing.
Accreditation Manager	Files all of the waivers in <u>one</u> file folder marked “Waivers” <u>or</u> places each waiver in its respective Standard File Folder.
Reviewing Assessor	<ul style="list-style-type: none"> Reviews the waiver and verifies the condition cited in the waiver. <u>If verified</u>, “checks” the box indicating that the condition cited for the provisional waiver has been verified and the waiver request is recommended for approval and signs the waiver in the space provided. <u>If not verified</u>, discusses the waiver with the Team Leader/Facilitator for concurrence. <u>If not verified</u>, the assessor <i>checks</i> the box indicating that the condition(s) cited for the provisional waiver has not been verified and the waiver request is not recommended for approval and <u>cites the reason(s) for not approving</u> the waiver in the space provided. Makes appropriate notations on the Assessment Checklist and cover sheet.



Waiver Process
(continued)

Position	Responsibility
Assessment Team Leader or Facilitator	<ul style="list-style-type: none">❑ Confirms waiver justification, co-signs the waiver in the space provided and forwards to the Commission for inclusion in the Final Report.❑ At the conclusion of the assessment, arranges all waivers in numerical order and allows the agency to make a copy of the approved waivers.
Commission	The waiver remains in the agency's on-site assessment file.
Accreditation Manager	Files the copy of approved Waivers in the agency's files.

Note: All waivers must be refreshed before each assessment (i.e., the waiver process will be repeated for each assessment to ensure nothing has changed during the agency's three-year award period).

Waiver Forms

Waiver Form templates are available on MPACnetwork.

Confirming Waivers

The assessor is required to answer the evaluation criteria for the corresponding standard to confirm that the waiver should be in place for the agency.

Appeal Process

Waiver requests that are not conditionally approved by the Commission prior to the on-site assessment or are not recommended for approval during the on-site assessment by the Assessment Team, may be appealed.

Agencies wishing to appeal either decision may submit their request in writing to the Commission's Executive Director for forwarding to the Commission's Standards Review and Interpretation Committee. The Standards Review and Interpretation Committee will review the matter and submit its findings and recommendations to the Commission.

The Commission will render a final decision.

A completed Chapter Cover Sheet is required for each chapter. Below are instructional guidelines for completing these forms.

The Chapter Cover Sheets list each standard which pertains to the Award the department is seeking. Each standard has its own row with corresponding columns for the assessor to indicate the compliance level of each standard.

After completing each standard, **Assessors must summarize their findings on a Chapter Cover Sheet** by identifying the “assessor findings” of each standard and totaling each category the spaces provided.

Mandatory Standards

WAIVED. If you as the Reviewing Assessor (and the Team Leader/Facilitator) approved any waivers, place a tally mark in the “Waivers” column.

IN COMPLIANCE. If the compliance documentation was satisfactory, as presented (NO policy re-writes were necessary, etc.) place a tally mark in the “In Compliance” column. Total the number of standards in this category.

Pre-existing documentation that was provided “off-the-shelf” as proof of compliance is NOT Repair Work, therefore it should not be listed.

CORRECTED ON-SITE / IN COMPLIANCE. If there was corrective action necessary to achieve compliance, place a tally in the “Corrected on Site” column. Total the number of standards in this category.

FOLLOW-UP CORRECTIVE ACTION IS REQUIRED. If there was corrective action necessary to achieve compliance, however, the agency did not make the repair during the assessment, place a tally in the “Follow-up Corrective Action” column. This serves as an indicator for Commission Staff to follow-up after the assessment on your behalf. Total the number of standards in this category.

The numbers of standards in the “Agency Totals” column must add up to the pre-printed Chapter Total.

Optional Standards

NOT TAKING. If the compliance documentation was satisfactory as presented (NO policy re-writes were necessary, etc.) place a tally mark in the “Not Taking” column. Total the number of standards in this category.

IN COMPLIANCE. If the compliance documentation was satisfactory as presented (NO policy re-writes were necessary, etc.) place a tally mark in the “In Compliance” column. Total the number of standards in this category.

CORRECTIVE ACTION IS REQUIRED. If there was corrective activity necessary to achieve compliance, however, the agency did not make the repair during the assessment, place a tally in the “Corrective Action” column. This serves as an indicator for Commission Staff to follow-up after the assessment on your behalf. Total the number of standards in this category.

The numbers of standards in the “Agency Totals” column must add up to the pre-printed Chapter Total.

Completed Chapter Cover Sheets

Place the completed Chapter Cover Sheet on top of the Assessment Checklists for that chapter and pass it into the Assessment Team Facilitator.

**Days Two and
Three of the
Assessment**

Days two and three are a continuation of the activities in day one. Basically, Assessors will be reviewing more compliance documentation and verifying more compliance in practice in the “field.”

If time permits, Assessors are encouraged to attend one Roll Call or Shift Briefing.

Repair Work

To generate the Activity Report and facilitate any follow-up corrective action by the Commission on behalf of the Assessment Team, the Assessors (with the help of the Accreditation Manager) must collect original compliance documentation as well as any repair work done on site (showing the before and after).

After noting the standard number in the upper right corner of the document(s), the document(s) should be placed with other repair work and returned to the Commission.

Exit Briefing

The Assessment Team meets with the Agency’s CEO and Accreditation Manager to summarize the on-site findings and recommendations.

To prepare for the Exit Briefing, ***each assessor should make notes throughout the assessment*** in anticipation of summarizing the chapters that he/she reviewed. Talking points should include overall experiences during the assessment as well as interactions with agency personnel, etc.

The Team Leader/Facilitator must gather all necessary paperwork for the Commission and tally numbers for a preliminary report to the Agency’s CEO (and Commission). This includes all Assessment Notification documentation for *accreditation* assessments only.

Note: The assessment team does not have the authority to advise an agency that they will be awarded Certification or Accreditation as this is the ultimate decision of the Commission upon Final Review.

Proofs of Compliance

- **If not sure about the adequacy or sufficiency of proofs**, the reviewing assessor should consult with the Assessment Team Facilitator.
- **Proofs of compliance “off the shelf” are *NOT* considered *Repair Work*.**
- Agency directives must be *in effect, agency-specific* and *disseminated to affected personnel*. **When an agency’s written directive does not “match” what is done in practice, the assessor must bring that matter to the agency’s attention for corrective action** and document what was changed -- the written directive or the agency’s practice.
- WET INK is acceptable for *initial assessments* and in some circumstances *re-assessments*.

Highlighting

Highlighting includes imbedding standard numbers in the document, colored markers, brackets, arrows, and computer shading. If **a proof is not sufficiently highlighted** and the assessor is having difficulty locating the compliance documentation, the proof should be returned to the Accreditation Manager.

Repair Work

- **Allow it and for the integrity of the process, note it** (on the Assessment Checklist and on the Chapter Cover Sheet).
- For standards that are *not* in Compliance: **In addition to circling ‘NO’, Assessors must identify in writing the *corrective action* that is needed in a positive, not negative manner** (i.e. “need written directive addressing appearance guidelines for non-sworn” vs. “the agency doesn’t have anything in writing on appearance guidelines for non-sworn”). Comments should be concise but clear to the agency and the Commission. Collectively, the Assessors’ notations are the basis for generating the Agency’s Activity Report summarizing the Assessment Team’s findings and recommendations.

Interviews with Agency Personnel

Assessors are *not to quiz* individual employees on agency policy. Instead, they are to ask employees to describe how a job activity is done, listening for “functional” compliance to determine standards compliance.

During the on-site assessment, assessors are responsible for documenting their activities and findings on standardized report forms that comprise the Final Report. The Assessment Team’s findings and recommendations in the Final Report are the basis upon which the Commission decides whether to grant or defer certification or accreditation.

To assist assessors in their reporting responsibilities, the Commission has developed several *standardized report forms*. This section of the Assessor Manual identifies those forms and provides general instructions on their use.

On-site Assessment File

MPAC maintains an **Agency On-site Assessment file** until the agency's subsequent award. The **agency On-Site Assessment File** is comprised of the following documents from the on-site assessment:

- Waiver Forms (if any)
- Agency Tour Checklists
- On-site Assessment Compliance Log
- Assessment Checklists
- Chapter Cover Sheets
- Activity Sheet
- Repair Work (if any)
- Audit Sheet
- Employee Roster (at the time of the assessment)
- Documentation of Exemplary Practices
- Public and Internal Notification Documentation (for Accreditation only)
- Final Report

Assessment Materials

The Commission's assessment materials will be emailed to the agency's Accreditation Manager in advance of the assessment. The agency will be responsible for printing said documents.

Document	Comments
Agency Tour Checklists	Please print in color, one copy per assessor
Assessment Checklists	A complete set
Chapter Cover Sheets	One cover sheet for each chapter

The Facilitator will provide a multi-pocketed folder to help keep the material organized for its return to the Commission: Waivers, Repair Work, Agency Tour Checklists, and Assessment Notification Documentation (if applicable), etc.

Documents Provided by the Agency

Agencies are responsible for providing the following documents to the Assessment Team for inclusion in the agency's On-Site Assessment File.

Document	Comments
Current Employee Roster with Dates of Hire and/or Promotion	<p><i>Each</i> Assessor must be provided with an employee roster at the beginning of the assessment.</p> <p>The date of hire and/or promotion must be recorded as it easily identifies those individuals to be sampled when a standard only applies to “new hires” and “new promotions.”</p>
Waiver Forms, if any	Conditionally approved by Commission Staff (and ultimately approved by the Assessment Team).
On-site Assessment Compliance Log	Agencies must provide <i>one</i> completed log to the Assessment Team.
Repair Work, if any	<p>For all corrective action completed by the agency <i>during/after</i> the assessment.</p> <p>One copy of the policy with the BEFORE language clearly identified and the standard number written in the upper right-hand corner.</p> <p>One copy of the policy with the AFTER language clearly identified. The modified language (language necessary to bring the agency into compliance) must be highlighted and the standard number written in the upper right-hand corner.</p>
Public/Internal Notification Documentation (for Accreditation only)	These documents demonstrate the agency's compliance with the Commission's Assessment Notification Policy.

Returning Documentation to the Commission

At the conclusion of the on-site assessment, the Commission's Facilitator, Team Leader, or his/her designee is responsible for returning the above documents to the Commission.