



Center for Public Safety Excellence

2024-27 Strategic Plan

February 2024



PREPARED BY
blue sky partners

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From your CEO & President

Welcome to your strategic plan.

The 2024 – 27 CPSE Strategic Plan is the result of feedback from 472 survey respondents, in person feedback sessions with the Center for Public Safety Excellence (CPSE) Board and Commission on Fire Accreditation International (CFAI) and Commission on Professional Credentialing (CPC) Commissioners, and virtual listening sessions with consortium coordinators, staff and contractors, and Fire Officers. By having your fingerprints on this plan, we hope you will review it in detail and hold us accountable for accomplishing it.

This strategic plan is our **most in-depth, most informed, and most inclusive to date**. There is a lot for us to accomplish in this plan. We were glad to see very positive comments in the feedback. A Strengths, Opportunities, Aspirations, and Results (SOAR) analysis identified, however, many ways for us to build on the existing culture of excellence within CPSE and to scale for greater impact.

The voices of CFAI accredited agencies, CPC designees, CPSE volunteers, contractors, and staff, and our partner organizations were paramount as we developed this plan. If you provided a suggestion or identified an opportunity for improvement, you should see it addressed in one of the four strategic priorities (Growth Mindset, People-Focused, Communication, Business Process Improvement), or the 24 goals that build from these priorities, or the over 80 strategies we will take to address the goals.

There are a few common trends that have emerged over the last decade of strategic planning within CPSE: communications, technology, and people. One of CPSE's core values is continuous improvement. For this reason, we don't believe we will ever be done enhancing communication, embracing technology, and caring for people. We are, however, confident that we will address these areas, and more, by committing to the implementation of this strategic plan.

The CPSE Board is committed to assigning reinvestment funding to the priorities, goals, and strategies outlined in this plan. The CPSE Staff is committed to tracking and reporting progress on addressing priorities, goals, and strategies. This partnership approach to implementation will ensure this robust and ambitious plan does not gather dust on the shelf.

Thank you to the Strategic Planning Committee that worked directly with our strategic planning consultant, Blue Sky Partners, over the last six months.

Thank you for being part of the CPSE Community and reviewing the 2024 – 27 CPSE Strategic Plan. Together we will be the catalyst for advancement of the fire and emergency service to excellence through the continuous quality improvement process of accreditation, credentialing, and education.

Sincerely,

Mary Cameli, CFO

President, CPSE Board of Directors
Fire Chief, Mesa (AZ) Fire & Medical Department

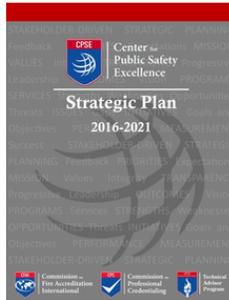


Preet Bassi, CAE

CPSE Chief Executive Officer



History of Strategic Planning at CPSE



At CPSE, we developed our first ever corporate strategic plan in 2015 with the help of CPSE’s own Technical Advising Program team. **This comprehensive plan ran from 2016-2021** and included an update to our mission statement and the identification of six initiatives: Communications, Education, Financial Stability, Relationships, Technology, and Workforce Planning.

At the beginning of 2020, we began planning for the development of another robust stakeholder-driven strategic plan. Despite issuing an RFP and receiving numerous proposals, we realized that we would need to scale back our strategic plan development due to COVID. Rather than delaying our strategic planning efforts, we decided to shift to a nimbler two-year plan that would get us past COVID, but still allow us to take needed action on critical areas. **In December 2020, the CPSE board, commission leadership, and senior staff met virtually to develop the 2021-2023 plan.**

The group identified six areas of focus and four operational tenets to effectively embody our mission and achieve our vision. The six areas of focus were: Center of Innovation; Diversity, Equity, and Inclusion; Greater and Broader Engagement and Collaboration; Meaningful Brand Awareness; Multi-Step Path to Accreditation; and Robust Digital Strategy. The four operational tenets were: Continued Financial Responsibility and Stability; Meaningful Innovation for Greater Efficiency and Effectiveness; Multi-Directional Communication; and Staff Quality and Capacity.



With our existing plan expiring in 2023, we were excited to return to our goal of developing a robust stakeholder-driven strategic plan with the help of Blue Sky Partners.

2024-27 Strategic Planning Process

As the Center for Public Safety Excellence (CPSE) plans for the next 3-5 years, Blue Sky Partners was engaged to lead a strategic planning process. **The following strategic plan was created through the gathering of stakeholder feedback, research, and work groups.** The general strategic planning process is further outlined in this document.

The strategic planning process began with the formation of the Strategic Planning Committee (SPC), composed of members selected by CPSE leadership to guide the process. Stakeholders were engaged through surveys, and subsequent focus groups were conducted to identify key strategic priorities. Blue Sky Partners delivered a comprehensive Survey Summary report, summarizing all survey data. The next step in the process was the delivery of a Themes Report, which consolidated information from focus groups and surveys, and proposed potential strategic priorities.

Blue Sky Partners then facilitated a session with CPSE leadership to finalize the priorities. From there, work groups were established to develop actionable and measurable goals, strategies, objectives, metrics, and tactics surrounding each strategic priority. **All of these activities are further outlined in this report, and resulted in the development of the final Strategic Plan.**

Strategic Planning Committee

- **Preet Bassi**, Chief Executive Officer
- **Derek Bergsten**, CPSE Board Member
- **Brian Dean**, Technical Advisor Program Manager
- **Mike Higgins**, CPC Program Manager
- **Debbie Sobotka**, Chief Operating Officer
- **Jim White**, CFAI Program Manager

Document Review

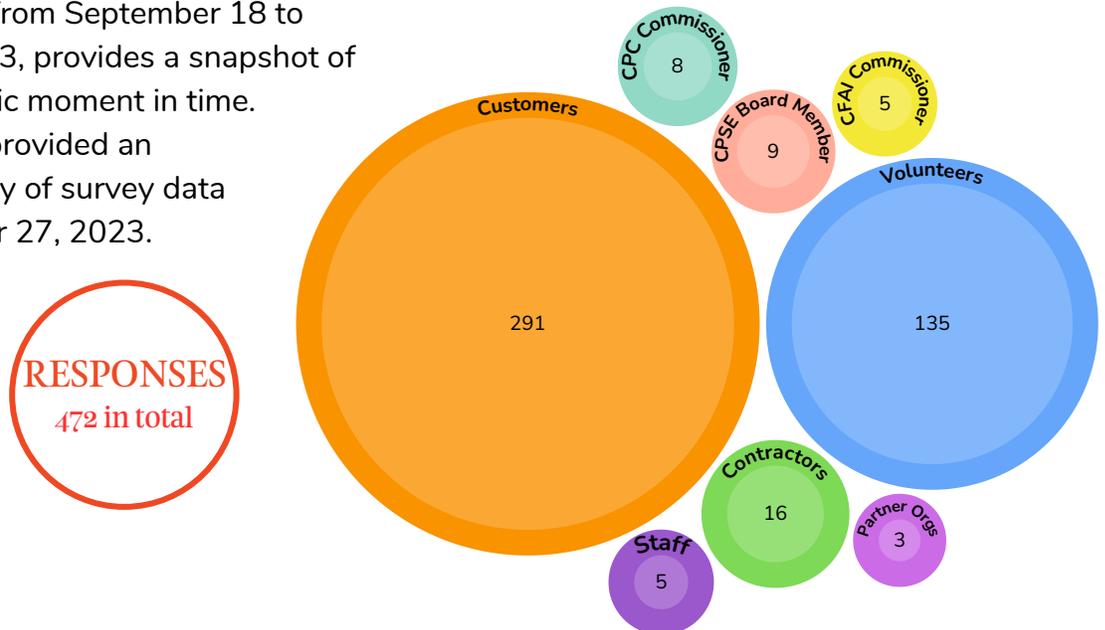
Blue Sky Partners requested organizational documents from CPSE to provide context and to inform the Themes Report.

Stakeholder Survey

Blue Sky Partners conducted two comprehensive surveys on behalf of CPSE to gather opinions regarding the current state of the organization. **The first survey was distributed to CPSE Board Members and CFAI and CPC Commission Members.** This survey was intended to provide a baseline of data that would be used to design facilitations with all three groups at the Summer Symposium.

The second survey was distributed to a larger group of stakeholders, including current staff and contractors, customers, volunteers, and partner organizations. Over 450 responses were received, which consisted of over 20 questions.

The survey responses were collected anonymously, with no request or requirement for participants to provide personal identifying information. Survey respondents were asked to identify themselves as staff, contractors, customers, volunteers, or partner organizations. There was some crossover of groups; individuals were allowed the opportunity to answer questions based on the roles they fill with CPSE. Based on this identification, respondents received specific sets of questions that were tailored to their specific role(s). In addition, all respondents received non-role specific questions. The survey, conducted from September 18 to September 27, 2023, provides a snapshot of opinions at a specific moment in time. Blue Sky Partners provided an exhaustive summary of survey data to CPSE on October 27, 2023.



High-Level Survey Summary

Agency and Designee feedback from the survey showcased positive feedback about CPSE's programs.

CPSE effectively supports the work that I am doing.



The three primary reasons that individuals volunteer with CPSE are professional development (78%), networking opportunities (61%), and personal fulfillment (47%). Actionable feedback was received about the need for greater consistency among peer assessors/reviewers and a more structured approach to attracting new volunteers, including more flexible options for volunteering.

“Being involved as a volunteer is one of the greatest gifts that I have been given through my involvement in the fire service. I absolutely love getting to meet new people and help them grow. Each one of them teaches me something new through every interaction.”
-SURVEY RESPONDENT-

Staff and contractors identified areas that CPSE was doing well in and in which areas continued focus is necessary in order to be successful in the future.

Of the items you rated as doing well or excelling, what is most important to ensure CPSE continues to be successful in those areas? (select one)



Facilitated Sessions & Listening Session

Blue Sky Partners attended the Summer Symposium in person in August 2023. At this event, Blue Sky Partners facilitated four different sessions. Sessions were as follows:

- CPSE Board
- Commission on Fire Accreditation International (CFAI)
- Commission on Professional Credentialing (CPC)
- Listening session (open to anyone attending Summer Symposium)

The sessions with the board, CFAI, and CPC all included facilitated activities surrounding CPSE's vision and mission. The board session also focused on Drivers of Change, while sessions with CFAI and CPC were centered around a SOAR facilitation (Strengths, Opportunities, Aspirations, and Results). The listening session was open to anyone who wanted to come by and provide feedback, and an unstructured, casual conversation was had with four individuals.



Photos from August 2023 Listening Session and Facilitated Sessions

Focus Groups & Interviews

Blue Sky Partners conducted four virtual focus groups and one virtual interview in the month of October 2023 to gather additional data. The groups were as follows:

- **Board and Commissioners** (who weren't present at Summer Symposium)
- **Consortium Coordinators**
- **Fire Officers**
- **Interview with Jeff Pomeranz** (former CPSE President)
- **Staff and Contractors**

Each group was asked the same set of questions surrounding CPSE's vision and mission, with guided discussion questions specific to the group they were representing.

Themes Report

Based on the information gathered from the surveys, listening sessions, focus groups, interview, and document review, a Themes Report was provided to CPSE in November 2023. The main areas identified in need of further exploration were:

Mission and Vision

- Alignment of the vision

People

- Staff/contractor appreciation and succession planning
- Board skillset diversification
- Volunteer appreciation
- Next Gen

Internal Operations

- Peer Assessor consistency and accessibility

Scaling Impact

- Accreditation and credentialing process
- Collaborations
- Consortiums
- Use of technology

Communication

- Marketing and education
- Addressing discrepancies

These identified areas were used to provide focus to a facilitated session held with the CPSE Board, where the strategic focus areas for the strategic plan were finalized. A SOAR analysis was also completed at this time.

Strengths

- The mission is well aligned, and individuals have a positive view of CPSE overall being data-driven and committed to excellence
- There is strong volunteer engagement, with an overall very positive volunteer experience reported
- There is overwhelming agreement that CPSE is not providing any unnecessary or redundant services
- CPSE provides services and programs that are of value to its customers and beneficiaries

Opportunities

- Further alignment of the vision statement with expectations is needed, with feedback emphasizing the need for a more specific and connected vision
- Enhancing motivation and inspiration for staff/contractors through increased appreciation is an area of opportunity for CPSE
- Ensuring consistency in the peer assessor/reviewer model
- Scaling the organization's impact through:
 - Increased and targeted marketing
 - Creating efficiencies in systems and programs
 - Increasing collaboration

Aspirations

- Be internationally recognized and forge new partnerships with international entities
- Expand services offered and attract more organizations to become accredited, increasing the impact of CPSE
- Create internal systems that utilize existing and emerging technologies in order to streamline processes and create efficiency and consistency
- Be a model of dedication to excellence and continuous improvement within the fire and emergency services space

Results

- A clear and inspiring vision that will foster alignment and direction of the organization
- A motivated and engaged workforce and volunteer force, which will lead to increased productivity and innovation
- A consistent and fair peer assessor/reviewer model, ensuring credibility and creating trust
- International recognition and partnerships, broadening CPSE's influence globally
- A recognized model of dedication to excellence,
 - Operating programs that become the industry norm for departments and individuals
 - Use of technology
 - Excellent programs

Facilitated Session with CPSE Board

On December 7, 2023, a facilitated session was conducted with the CPSE Board, commissions leadership, and senior staff. During this session, Blue Sky Partners led participants through a series of facilitated activities to determine the final strategic priority areas for the strategic plan. As a result of these sessions, the following strategic priority areas were determined:

- Vision Clarity
- Communication
- Business Process Improvement
- People-Focused
- Growth Mindset



Photos from December 2023 Facilitated Session

Work Groups

Following the facilitated session, five workgroups were held, one for each of the strategic priority areas, on the following dates:

- **Vision Clarity: January 5, 2024**
- **Communication: January 8, 2024**
- **Business Process Improvement: January 10, 2024**
- **People: January 12, 2024**
- **Growth Mindset: January 16, 2024**

Each group was made up of 7-10 individuals from CPSE staff and leadership who were selected to participate in each group based on their particular skill set or area of influence. With the exception of the Vision Clarity work group, Blue Sky Partners facilitated activities in each workgroup to determine possible goals, strategies, and metrics for each strategic priority area.

Vision Clarity

The Vision Clarity work group was focused solely on refining CPSE’s vision, based on the feedback gathered to date in this process. Blue Sky Partners facilitated a brainstorming session, incorporating feedback from the surveys and facilitated session with leadership, and an updated vision statement was crafted.

“Be the catalyst for advancement of the fire and emergency service to create safe and resilient communities.”

This vision statement was approved by the Board in February 2023. The mission statement was also reviewed but no edits were identified as necessary. As the purpose of the Vision Clarity work group was to refine the vision statement for CPSE, there is not a strategic focus area related to the vision that is included in the Strategic plan below.

VISION
Be the catalyst for advancement of the fire and emergency service to create safe and resilient communities.

MISSION
Lead the fire and emergency service to excellence through the continuous quality improvement process of accreditation, credentialing, and education.

VALUES
CPSE pledges to listen more, to consider our actions and their impact broadly, and to lead responsibly, transparently, and with integrity.
Our core values are:
• Progressive Leadership
• Outcomes
• Continuous Improvement

CPSE Center for Public Safety Excellence

Implementing the Strategic Plan

This final plan does not represent the end of the strategic planning process as a whole. As mentioned above, **CPSE will be working further to develop specific tactics and metrics for each strategic priority area.** Further work will be done internally in order to lay out an actionable plan to achieve each strategic priority area. Detailing the tactics, metrics, and resources needed will be crucial in ensuring the overall success of the strategic plan. **Part of this process will include determining which goals and strategies already have tasks that are currently underway, which goals and strategies are achievable in the short-term, and which ones will require a more long-term approach.** Blue Sky Partners has provided CPSE with materials that will set the foundation for this process, as work groups have already spent some time brainstorming tactics and metrics for each goal and strategy area. In many ways, the finalization of this plan is really the start of CPSE's strategic planning work.

Definitions

We provide the following definitions for terms that will be used throughout this report:

Strategic Priorities: The essential focus areas and long-term directions that CPSE will aim to address through the strategic planning process. These priorities guide decision-making and resource allocation to achieve CPSE's objectives effectively.

Goals: Broad, high-level aspirations that align with the strategic priorities and represent the desired outcomes CPSE seeks to achieve. Goals provide a clear direction and framework for the strategic priorities.

Strategies: Comprehensive and intentional plans of action designed to accomplish the established goals. Strategies will outline the approach, steps, and key activities that CPSE will undertake to make progress towards its goals.



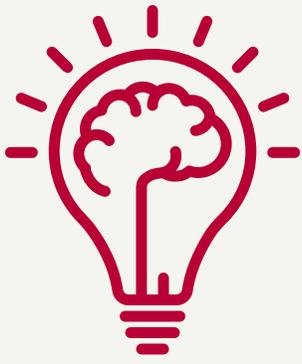
2024 - 2027

STRATEGIC PLAN



INTRODUCTION

Below is a section-by-section breakdown of strategic priorities and strategic statements. These are followed by comprehensive goal statements and headline strategies. The goals outlined in this strategic plan are presented without any specific prioritization. The goals are listed without any specific order to highlight how they are all connected and collectively contribute to achieving our main strategic objectives. Each goal is considered valuable and contributes uniquely to the overall goals of CPSE, allowing for flexibility and adaptability in the implementation process.



GROWTH MINDSET

Strategy Statement:

“Strategically grow the accreditation and credentialing programs while maintaining the excellence of both programs.”

Summary

- Increase the number of accredited agencies and credentialed individuals.
- Implement standard of excellence policies and metrics for smart growth to maintain industry relevance.
- Grow CPSE support programs to best meet customer needs.

Growing Accreditation Goal:

Increase the number of accredited agencies.

Strategies:

- Establish regional and state growth targets based on historical performance, market research, and future aspirations to grow the number of accredited agencies strategically.
- Develop and implement a comprehensive digital marketing and outreach plan to grow accreditation in underrepresented areas and underrepresented department types.
- Strengthen collaborations and partnerships with stakeholders, consortiums, and other entities to foster a wider recognition of CPSE's brand.
- Develop a networking strategy to maximize the use of the current CPSE community for growth by incentivizing referrals and activating other leaders who are influencers in the community.
- Allocate resources towards facilitating quicker transition of registered agencies to accredited status.
- Explore regulatory recognition of CPSE's accreditation program.
- Develop a growth plan to have a larger presence in the EMS community.

Growing Credentialing Goal:

Increase the number of credentialed individuals.

Strategies:

- Establish regional and state growth targets based on historical performance, market research, and future aspirations to grow the number of credentialed individuals.
- Develop and implement a comprehensive digital marketing and outreach plan to grow credentialing in underrepresented areas and under-accessed designations.
- Strengthen collaborations and partnerships with stakeholders, consortiums, and other entities to grow professional designations.

Maintaining Excellence Goal:

Implement standard of excellence policies and metrics for smart growth that maintain CPSE's industry relevance.

Strategies:

- Engage with researchers to establish metrics related to quality and excellence in conjunction with growth to ensure that one is not occurring at the expense of the other.
- Design and launch course content within institutions of higher learning and community colleges.
- Formalize quality management function within CPSE.

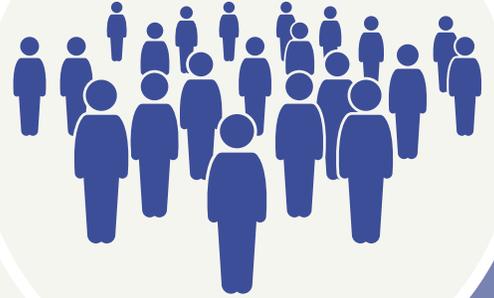
Growth of Support Programs Goal:

Grow CPSE support programs to best meet customer needs.

Strategies:

- Establish a growth plan for each support program.
- Organizational leaders will consider what new programs and certificates can be added to deepen the impact of CPSE's support offerings and increase CPSE's footprint.
- Plan for the long-term success of each support program through succession planning.
- Develop and implement a framework to mobilize targeted audiences on social media to further engage with CPSE.

PEOPLE- FOCUSED



Strategy Statement:

“Invest in the people of CPSE, with a focus on volunteer, contractor, staff and Next Gen engagement and recognition.”

Summary

- Cultivate volunteer satisfaction and motivation.
- Foster positive contractor engagement.
- Create a supportive work environment for staff.
- Foster a diverse and inclusive culture at CPSE that will attract Next Gen.

Volunteer Engagement Goal:

Cultivate a cadre of satisfied, motivated volunteers who are eager to contribute to CPSE's mission and objectives.

Strategies:

- Infuse the volunteer team with fresh perspectives, diverse talents, and renewed energy to support CPSE's mission and initiatives effectively.
- Develop consistent training/onboarding, development, and assessment processes to create consistency in the volunteer program.
- Develop a succession plan to ensure continuity and quality of volunteer engagements.
- Evaluate current volunteer opportunities to identify gaps in volunteer engagement, provide additional volunteer opportunities, and modify current volunteer opportunities to allow for wider participation.
- Develop an engagement scoring methodology to balance volunteer engagement across all programs and increase opportunities for volunteering.

Volunteer Recognition Goal:

Foster a positive and motivating environment for volunteers, with a focus on acknowledgment of valuable contributions.

Strategies:

- Implement a formal volunteer recognition strategy that celebrates and acknowledges volunteer contributions through diverse channels, including targeted use of social media, to enhance engagement and appreciation.
- Define clear volunteer recognition criteria, outline the specific actions or achievements that will be acknowledged, and ensure that the criteria align with CPSE's mission and goals.
- Provide networking and visibility opportunities for volunteers.

Contractor Engagement Goal:

Cultivate a sense of belonging, engagement, and team collaboration among contractors.

Strategies:

- Establish open and transparent communication channels between staff and contractors to foster a culture of transparency and collaboration.
- Clearly delineate the roles and responsibilities of contractors, ensuring tailored support for individuals juggling multiple roles, to optimize performance and accountability across projects.
- Outline roles suited for contractor engagement versus those best suited for staff or volunteer positions, ensuring alignment with strategic objectives and operational needs.

Contractor Recognition Goal:

Create an environment where contractors feel valued and motivated to contribute their best to the organization's success by fostering a culture of appreciation, recognition, and transparency.

Strategies:

- Create a recognition program for contractors to celebrate success and project milestone acknowledgments.
- Create a clearly communicated process and path for advancement for contractors.
- Foster a more inclusive and participatory environment for contractors that leverages diverse perspectives for organizational growth and development.

Staff Engagement Goal:

Cultivate a work environment that supports employee morale and well-being, with a focus on flexibility, communication, and staff engagement.

Strategies:

- Break down silos, allowing for flexible work arrangements, to foster a collaborative and supportive work environment.
- Implement a system to regularly review the organizational chart and job descriptions in order to provide opportunities for realignment of roles, responsibilities, and expectations.
- Offer staff engagement opportunities of varied nature to provide multiple opportunities and formats for staff to offer feedback.
- Institute professional development and continuing education opportunities that reflect staff's desires, current needs, and emerging issues.
- Enhance communication and feedback loops between leadership and staff to ensure information is communicated consistently and transparently.

Staff Recognition Goal:

Ensure staff members feel valued and motivated to contribute their best to the organization's success by fostering a culture of appreciation, recognition, and transparency.

Strategies:

- Create clear and transparent structures around compensation and benefits and opportunities for other forms of recognition.
- Implement a frequent staff recognition program, which acknowledges various achievements.

Next Gen Involvement Goal:

Nurture an inclusive and diverse community that reflects the perspectives and talents of Next Gen.

Strategies:

- Engage and retain Next Gen with a specific focus on demographics and psychographics.
- Create a cohort experience or a fellows program to provide mentoring, training, and engagement for Next Gen as they prepare for leadership roles.
- Develop a generationally appropriate marketing strategy and strong social media presence to create more robust conversations about CPSE as it relates to Next Gen.
- Foster a culture at CPSE that will attract Next Gen.
- Facilitate a seamless transition of Next Gen into leadership roles at CPSE.

“CPSE has done more than any other agency to move emergency services forward and challenge all of us to improve.”

-SURVEY RESPONDENT-



COMMUNICATION

Strategy Statement:

“Enhance marketing of CPSE’s programs, streamline internal communications, and raise public awareness of CPSE’s impact with the goal of increasing brand recognition within the industry, ensuring consistency in messaging, and ultimately underscoring CPSE’s value to the public.”

Summary

- Improve internal communication for better understanding.
- Create awareness and strong brand recognition of CPSE offerings.
- Clearly articulate the ROI that CPSE brings.
- Foster expectations by communities that departments be accredited and their personnel be credentialed.

Internal Communications Goal:

Promote a shared understanding among the CPSE Community of ongoing activities and developments through improved internal communications channels and streamlined processes.

Strategies:

- Evaluate current staffing needs to determine the need for dedicated communications personnel, ensuring a unified approach to CPSE’s messaging and contributing to increased brand recognition.
- Develop and implement an annual communications strategy to bolster marketing efforts, streamline internal communication processes, and elevate public awareness of CPSE's impact.
- Launch and maintain a central repository of information for ease of access.

Internal Brand Recognition Goal:

Ensure that all current CPSE staff, contractors, and volunteers have a robust understanding of CPSE’s unique program offerings and the organization as a whole so that the CPSE Community can promote CPSE to others within the fire and emergency service.

Strategies:

- Create a culture that prioritizes cross-training, or shadowing, across departments and programs to increase understanding of programming and CPSE’s offerings.
- Develop a structured framework for regular team collaboration meetings to facilitate information exchange and foster familiarity across different teams.

External Communications Goal:

Diversify communication outlets, create consistency, and provide easily accessible information for external stakeholders by developing established, concrete, and consistent external communications methods.

Strategies:

- Implement a media plan to create consistency and predictability in all external communications, utilizing multiple outlets for communication.
- Launch, maintain, and innovate a central repository of information for ease of access.

External Brand Recognition Goal:

Create strong brand recognition and awareness among stakeholders and other organizations to differentiate CPSE from other fire and emergency service organizations.

Strategies:

- Maximize the use of social media, perhaps utilizing dedicated social media personnel, as a way of increasing awareness, highlighting CPSE's unique offerings, and creating a digital presence that is current and relevant.
- Facilitate a sense of transparency and trust, credibility, and increased networking opportunities.
- Engage in a marketing campaign to boost CPSE's brand recognition.

Value Proposition Goal:

Across all communications, clearly articulate the return on investment that CPSE brings, both to fire and emergency services, fire professionals, and communities at large.

Strategies:

- Maximize storytelling efforts through the use of testimonials, case studies, and other methods to clearly communicate the impact and value of CPSE.
- Develop and enact strategies for tailoring messaging across platforms to maximize impact.
- Institutionalize a process for showcasing best practices developed by agencies and designees.

Community/Public Awareness Goal:

Communities at large will have a deep understanding of the value that CPSE's programming offers to their local fire and emergency service, creating an expectation by the community that their fire department will be accredited and their personnel be credentialed.

Strategies:

- Initiate a community marketing campaign to consistently spread awareness of CPSE.
- Establish marketing partnerships and collaborations to raise awareness.
- Explore recognition by the private sector of benefits of accredited fire departments.

BUSINESS PROCESS IMPROVEMENT



Strategy Statement:

“Review internal and customer-facing operations systematically to optimize organizational efficiency and effectiveness.”

Summary

- Enhance technology for efficiency and user experience.
- Establish consistency and clarity in accreditation and credentialing processes.
- Ensure consistency among Peer Assessors and Reviewers.
- Improve accessibility and equity in assignment processes.

Technology Efficiencies Goal:

Remove redundancy in systems, increase efficiency, and enhance the user experience by establishing and implementing a comprehensive technology enhancement strategy.

Strategies:

- Enhance operational efficiency by identifying and automating repetitive and manual tasks across all departments.
- Ensure our technological infrastructure consistently aligns with emerging trends and best practices to sustain operational excellence and innovation.
- Establish a working group of technology subject matter experts to review and recommend process technology updates.
- Explore the integration of artificial intelligence (AI) technologies across various processes and operations.
- Provide training and skill development for staff and contractors regarding existing and emerging technologies as necessary.

Accreditation Process Goal:

Create consistency and clarity in the accreditation process.

Strategies:

- Regularly evaluate and modify the current accreditation processes for effectiveness, accessibility, simplicity, and consistency based on user feedback.
- Identify core competencies that serve as a north star for maintaining excellence and align programs and services to that north star.
- Identify and implement additional support and guidance that should be given to agencies as they navigate the accreditation process.
- Formalize quality management function within CPSE.

Peer Assessor Consistency Goal:

Ensure Peer Assessors are consistent in their assessment of agencies.

Strategies:

- Facilitate seamless integration and knowledge transfer between Peer Assessors, mentors, and Team Leads to foster consistency and effectiveness in agency evaluations.
- Outline and implement clear expectations, training, evaluation, and processes for reviewing inconsistencies to ensure the Peer Assessor role is consistently performed.
- Enhance clarity and ensure consistency in accreditation training and procedures to optimize Peer Assessor consistency.
- Clearly define the Peer Assessor position description, and establish Knowledge, Skills, and Abilities (KSAs) necessary for the role, to create equity and consistency in the role.
- Invest in Human Resources capital to enhance Peer Assessor management.

Peer Assessor Accessibility Goal:

Increase accessibility and equity of Peer Assessor assignments by increasing transparency and creating new structures.

Strategies:

- Develop and implement systematic procedures for analyzing assignments and assembling teams of Peer Assessors, aiming to enhance equity while upholding excellence throughout the assessment process.
- Develop and implement a process to assign peer assessors to agencies early in the accreditation process.

Credentialing Process Goal:

Create consistency and clarity in the credentialing process.

Strategies:

- Regularly evaluate and modify the current credentialing process for effectiveness, accessibility, simplicity, and consistency based on user feedback.
- Deploy advanced technological solutions to streamline the credentialing process, ensuring it is efficient and user-friendly for applicants, with a focus on long-term scalability and adaptability.
- Enhance the efficiency of the credentialing process to accommodate growing demand effectively, ensuring seamless scalability without compromising quality or integrity.
- Identify components that serve as a north star for maintaining excellence and align programs and services to that north star.
- Identify and implement additional support and guidance that should be given to applicants as they navigate the credentialing process.
- Formalize quality management function within CPSE.

Peer Reviewer Consistency Goal:

Ensure Peer Reviewers are consistent in their review of individuals.

Strategies:

- Outline and implement clear expectations, training, evaluation, and processes for reviewing inconsistencies to ensure the Peer Reviewer role is consistently performed.
- Clearly define the Peer Reviewer position description, and establish Knowledge, Skills, and Abilities (KSAs) necessary for the role, to create equity and consistency in the role.
- Invest in Human Resources capital to enhance Peer Reviewer management.

Peer Reviewer Accessibility Goal:

Increase accessibility and equity of Peer Reviewer assignment by increasing transparency and creating new structures.

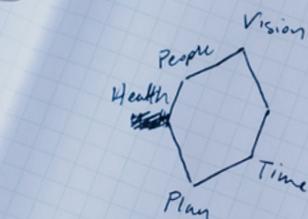
Strategies:

- Develop and implement systematic procedures for analyzing assignments of Peer Reviewers, aiming to enhance equity while upholding excellence throughout the review process.
- Investigate and assess potential automation solutions to streamline the Peer Reviewer selection process, aiming to enhance efficiency and effectiveness in the overall review workflow.

“Overall, I believe the work of CPSE has made the fire service more professional, accountable, and safe.... Thank you for all you do.”

-SURVEY RESPONDENT-

blue sky partners



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