



Maricopa County Attorney's Office



Investigations Division

2016

Annual Complaint Statistical Summary

CALEA STANDARD

52.1.5

Prepared for: Karen Ashley, Chief, Investigations Division

Prepared by: Lieutenant John 'Rick' Smith, Professional Standards Bureau

REPORT TABLE OF CONTENTS

Parts 1 and 2 are standard for all analysis reports:

Part 1 – Background

Part 2 – Definitions

Parts 3 through 8 were completed by Lieutenant Rick Smith:

Part 3 – Methodology & Procedure

Part 4 – Analysis of Data, Facts & Other Variables

Part 5 – Conclusion

Part 6 – Final Recommendation

Part 7 – Policy

Part 8 – Approval

Part 1 – Background

The Maricopa County Attorney's Office (MCAO) Investigations Division adheres to the highest standards of accreditation and other criteria in order to continually improve our organization and assure that we are providing the best customer service possible to our internal and external customers. One method of accomplishing this is through our annual end of the year reports that provide a systematic analysis of what we are doing as an organization in relation to what our policies and procedures indicate.

These reports provide the Chief of Investigations with complete and accurate information in order to make the best decisions possible for the organization in the coming year regarding personnel, policies, procedures, training, and organizational change.

The Accreditation Manager coordinates resources from other areas within the Division to compile these reports and supervisors shall provide accurate and timely data in order to contribute to the effectiveness of these administrative reviews and reports.

Part 2 – Definitions

Administrative Review is a documented review of an incident or occurrence prepared for the Chief or designee. The review should indicate whether policy, training, equipment, or policy-compliance issues should be addressed.

Analysis is a systematic, structured process for dissecting an event into its basic parts to identify any patterns or trends. The analysis should reveal patterns or trends that could be predictable or indicate program effectiveness, training needs, equipment upgrades and/or policy modifications.

Bias-Based Profiling is the selection of an individual(s) for enforcement action based solely on a trait common to a group. This includes, but is not limited to, race, ethnic background, gender, sexual orientation, religion, economic status, age, cultural group, or any other identifiable group.

Evaluation is a careful appraisal and study to determine the significance, worth or condition, and to draw conclusions pertaining to an item, project, or undertaking.

Triennial means occurring every three years.

Workload Assessment is an evaluation of the sum total of cases and other measurable activities occurring within a given area or time period.

Part 3 – Methodology & Procedure

A review of all Investigations Division personnel related Division Inquiries was completed. The review examined the nature of the complaint, the position of the involved employee in the organization, and their assignment and tenure within the Division. The discipline history of the involved employee was also reviewed to determine any patterns or trends. The Professional Standards Bureau of the Investigations Division conducts most of the administrative investigations for the Maricopa County Attorney's Office; therefore, the investigation numbers mentioned in this document are not sequential.

Part 4 – Analysis of Data, Facts & Other Variables

The Maricopa County Attorney's Office Investigations Division employees are committed to the highest standards of integrity and excellence by recognizing that the thorough and prompt investigation of citizen complaints contributes to the trust the public has in our agency. The MCAO Investigations Division assures transparency and justice for the public and its employees by maintaining an internal investigation process that demands the objective, thorough, and timely investigation of all citizen complaints. This is demonstrated through our compliance with MCAO policies and procedures which require the publication of this annual summary and analysis of our administrative investigations.

The following is a summary of the Division Inquiry involving Investigations Division Employees:

16-04: A citizen expressed his concern that an MCAO Detective contacted him in an attempt to locate a relative who was a witness in an ongoing criminal matter. The citizen did not believe it was appropriate for him to be contacted. The investigation determined that the detective acted in accordance with the current policies and procedures while attempting to locate the witness; however, it could not be determined if the contact of the relative was warranted at the time that it was done considering the other investigative options that were available. The investigation was closed with a finding of "Not Sustained" by the reviewing authority.

Statistical Summary

Investigations Division Inquiries decreased from four (4) in 2015 to one (1) in 2016. There were two (2) investigations conducted in 2014. The number of Investigations Division employees who were the focus of administrative investigations was one (1) in 2016, four (4) in 2015, and two (2) in 2014.

The following table represents a comparison of Division Inquiries, along with the findings and any applicable corrective action imposed, from 2014-2016:

Complaint Analysis	2016	2015	2014
Citizen Complaints	1	1	0
Division Inquiries	1	4	2
Employees Involved	1	4	2
Complaints Sustained	0	3	2
Complaints not sustained	1	1	0
Policy Failure	0	0	0
Written Counseling	0	1	0
Letter of Reprimand	0	1	1
Resignation	0	0	0
Contract not renewed	0	1	0
Pending	0	1	0

The Investigations Division continues to provide a substantial amount of relevant training that focuses on preventing employee misconduct. This training is likely a key factor in the low number of employee misconduct related Division Inquires.

The following is some of the applicable training in 2016 that was designed to reduce/eliminate employee misconduct:

- Ethics Training: Blue Courage Training, Sheriff David G. Dubois, Instructor, Strafford County Sheriff's Office.
- Reviews of the AZPOST Integrity Bulletins: completed during bureau meetings.
- Biased Based Policing: Lieutenant Bert Anzini, Surprise Police Department.
- Quarterly Inspections: completed during bureau meetings.
- Policy Revisions-Reviews: conducted during bureau meetings
- MILO Training-Force Application and judgment, decision-making.
- Employee Career Development – providing a strong emphasis on employee development and growth to keep the employees engaged with the organization's goals.

The leadership of the organization also continues to be proactive in affecting organizational change by addressing training and policy issues prior to them escalating into discipline issues for the employee and the organization. For example, the Early Intervention System (EIS) Policy continues to be an effective practice for supervisors and employees. The policy emphasizes prevention and provides supervisors with clear direction on how to recognize and intervene in employee issues so they can be addressed at the lowest appropriate level.

Ongoing leadership training continues to be the norm for our Command Staff as all Bureau Supervisors have successfully completed the Arizona Leadership Program (ALP). ALP is a leadership course for police managers entailing 102 hours of training on modern management techniques and leadership skills that are designed to increase a manager's skill, influence, and effectiveness.

The Blue-Team software implementation is continuing, along with the hands-on training for the supervisors. This software has automated our administrative investigations, certain forms, and enhanced supervisory capabilities. For example, Response to Resistance Forms can be done in

Blue Team, and supervisors will be able to monitor certain employee performance indicators in "real time."

Part 5 – Conclusion

During the calendar year 2016, the Investigations Division received a significant amount of proactive training designed to identify and reduce organizational risk that is often associated with high liability areas such as employee misconduct. This training emphasized ethics, biased-based policing, integrity bulletin briefings, inspections, and policy reviews.

This proactive approach to training and management is facilitating organizational change that is influencing our employees towards the accomplishment of our goals and mission, while increasing accountability and supervisory oversight. This change should be considered a possible cause for the low number of incidents of employee misconduct, especially if the trend continues in 2017.

Part 6 – Final Recommendation

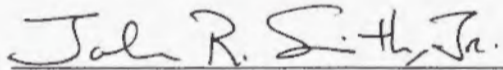
The Investigations Division should continue their practice of identifying employee issues as soon as possible through the mentioned processes and continue to respond to them in a non-disciplinary fashion if appropriate. This management style fosters open and honest communication that builds organizational trust.

It is recommended that the high liability policies continue to be reviewed annually and discussed in Bureau meetings to assure they are fully understood and providing the intended direction to our employees.

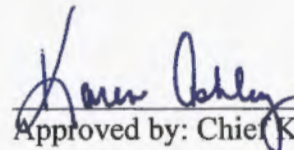
Part 7- Policy

No recommendations.

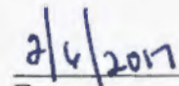
Part 8 – Approval



Created by: Lieutenant John 'Rick' Smith



Approved by: Chief Karen Ashley



Date