



# Maricopa County Attorney's Office



## Investigations Division

2017

# Annual Complaint Statistical Summary

CALEA STANDARD

52.1.5

Prepared for: Karen Ashley, Chief, Investigations Division

Prepared by: Lieutenant Sharon Gage, 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 Sharon Gage:*

**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 MCAO Investigations Division adheres to the highest standards of accreditation and other criteria in order to continually improve our organization and assure we are providing the best service to our internal customers and community. One method of accomplishing this is through our annual compiling and analysis of our 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 complete and accurate information so the Chief can make the best decisions for the organization in the coming year regarding our personnel, training, policies, and organizational direction.

The Professional Standards Bureau will coordinate resources from other Bureaus and appropriate areas within our organization in order to compile these reports.

Supervisors will ensure timely and accurate reporting of data in order to contribute to accurate and effective administrative reviews/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 predictive or could indicate program effectiveness, training needs, equipment upgrades and/or policy modification needs.

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

***Workload Assessment*** is an evaluation of the sum total of cases and other measurable activities occurring with 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 maintains the utmost in public trust. 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 that require the publication of this annual summary and analysis of administrative investigations.

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

**2017-010:** Without authorization an employee initiated an internal investigation, including the use of surveillance equipment, for an alleged theft of money by another employee. The employee also failed to notify his chain of command or the Professional Standards Bureau Lieutenant concerning the allegation and his subsequent investigation. This violated several policies, resulting in a sustained complaint. The employee received a Written Reprimand for his actions.

**2017-015:** A citizen alleged that in approximately 1991, a MCAO Detective was unprofessional in his conduct when he provided a female (approximately 18-19 years of age) a ride home in his personal vehicle around 0200 hours, after an off-duty job at Jack-in-the-Box while he was employed by Phoenix Police Department. It is also alleged that in 2016 the Detective provided disparaging information to an office manager of an apartment complex in which the complainant was living. The investigation was closed with a finding of "Unfounded" by the review authority.

### **Statistical Summary**

Investigations Division Inquires decreased from four (4) in 2015 to one (1) in 2016 and increased to two (2) in 2017. The number of Investigations Division employees who were the focus of administrative investigations was four (4) in 2015, one (1) in 2016, and two (2) in 2017.

The following table represents a comparison of Division Inquires, along with the findings and any applicable corrective action imposed, from 2015-2017:

Complaint Analysis	2017	2016	2015
Citizen Complaints	1	1	1
Division Inquiries	2	1	4
Employees Involved	2	1	4
Complaints Sustained	1	0	3
Complaints not sustained	1	1	1
Policy Failure	0	0	0
Written Counseling	0	0	1
Letter of Reprimand	1	0	1
Resignation	0	0	0
Contract not renewed	0	0	1
Pending	0	0	1

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 2017 that was designed to reduce/eliminate employee misconduct:

- Ethics Training – Ethics video provided by California POST.
- Dealing with the mentally ill/De-escalation training provided by Chandler Police Department.
- Reviews of the AZPOST Integrity Bulletins-occurs in bureau meetings.
- Biased Based Policing – provided by Commander Walls and Training Coordinator Branham
- Quarterly Inspections-occurs in bureau meetings.
- Policy Revisions-Reviews-occur in bureau meetings.
- MILO Training-Force Application and judgment, decision-making.

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 guide for supervisors and employees. The policy emphasizes prevention and provides supervisors and employees with clear direction on how to recognize and intervene in employee issues so they can be addressed as soon as possible.

On-going leadership training continues to be the norm for our Command Staff as all Bureau Supervisors have successfully graduated from 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 credibility, influence, and effectiveness.

The IAPro and BlueTeam software were purchased in 2015. The 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 2017, 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, briefing trainings, inspections, and policy reviews and revisions.

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 as a possible cause for the low number of incidents of employee misconduct; especially if the reduction continues in 2018.

## **Part 6 – Final Recommendation**

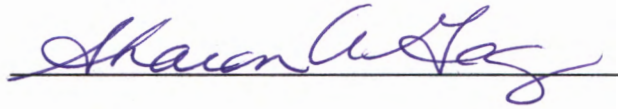
The Investigations Division should continue their practice of identifying employee issues as soon as possible through the mentioned processes and continue to respond to them in a non-disciplinary fashion if appropriate. This management style fosters open and honest communication that builds organizational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

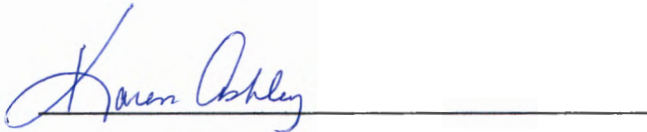
## Part 8 – Approval

A handwritten signature in blue ink, appearing to read "Sharon Gage", written over a horizontal line.

Created by: Lieutenant Sharon Gage

A handwritten signature in black ink, appearing to read "Bruce Walls", written over a horizontal line.

Approved by: Commander Bruce Walls

A handwritten signature in blue ink, appearing to read "Karen Ashley", written over a horizontal line.

Approved by: Chief Karen Ashley

Date: January 17, 2018