

	MARICOPA COUNTY SHERIFF'S OFFICE POLICY AND PROCEDURES	
	Subject COMMAND RESPONSIBILITY	Policy Number GB-2 Effective Date 12-05-23
Related Information Arizona Constitution, Article 12, Section 3 ARS 11-441 through 459 CP-2, <i>Code of Conduct</i> CP-3, <i>Workplace Professionalism</i> CP-8, <i>Preventing Racial and Other Bias-Based Profiling</i> CP-9, <i>Occupational Safety Program</i> ; EA-2, <i>Patrol Vehicles</i> EB-1, <i>Traffic Enforcement, Violator Contacts, and Citation Issuance</i> GA-1, <i>Development of Written Orders</i> GC-1, <i>Leaves and Absences</i> GC-4, <i>Detention/ Civilian Employee Performance Appraisals</i> GC-4(S), <i>Sworn Employee Performance Appraisal and Management</i> GC-17, <i>Employee Disciplinary Procedures</i> GC-19, <i>Dress and Appearance</i>	Supersedes GB-2 (06-28-19) <i>GC-20, Uniform Specifications</i> <i>GG-1, Peace Officer Training Administration</i> <i>GG-2, Detention/ Civilian Training Administration</i> <i>GH-2, Internal Investigations</i> <i>GH-4, Bureau of Internal Oversight Audits and Inspections</i> <i>GH-5, Early Identification System</i> <i>GI-1, Radio and Enforcement Communications Procedures</i> <i>GJ-2, Critical Incident Response</i> <i>GJ-16, Incident Command System</i> <i>GJ-27, Sheriff's Posse Program</i> <i>GJ-35, Body-Worn Cameras</i>	

PURPOSE

The purpose of this Office Policy is to establish the order of command authority in the absence of the Sheriff, clear lines of authority through unity of command, guidelines for effective span of control, and other elements of command responsibility.

Although this Office Policy refers to employees throughout, this Office Policy also applies with equal force to all volunteers. Volunteers include, but are not limited to, reserve deputies and Posse members.

POLICY

It is the policy of the Office to ensure supervisors, at all levels, provide proper direction, coordination, and control of subordinates. Supervisors shall direct their efforts toward the intelligent and efficient performance of the functions of the Office and shall require their subordinates to do the same.

DEFINITIONS

Bureau of Internal Oversight (BIO) Action Form: A form that captures command's response when the Audits and Inspections Unit (AIU) has identified perceived deficiencies during the performance of non-audit services, regardless of whether the deficiency is within the scope of the inspection, or outside the scope. The *BIO Action Form* (see attachment A) shall be sent out by the AIU as an attachment to a *BIO Action Form* entry initiated through Blue Team to a commander when their employee has been identified as having a perceived deficiency in a non-audit service report. The commander shall assign the form to be completed by the identified employee's immediate supervisor. The completed *BIO Action Form* shall include the immediate supervisor and the employee's signature affirming the action taken to address the identified perceived deficiency. When deficiencies are identified, they shall be addressed, as specified in Office Policy GH-5, *Early Identification System*, and this Office Policy. An Early Identification System (EIS) alert notification will be automatically initiated after the threshold of three deficiencies in a rolling 12-month period, identified from AIU inspections. The supervisor shall complete one of the following action options when completing a *BIO Action Form*:

- A. Training provided by MCSO, as specified in Office Policies GG-1, *Peace Officer Training Administration* and GG-2, *Detention/Civilian Training Administration*;
- B. Squad briefings;
- C. Coaching;
- D. Referred to the Professional Standards Bureau (PSB) for investigation;
- E. Meeting with Supervisor;
- F. Meeting with the Commander;
- G. Supervisor Evaluation Period;
- H. Supervisor Ride Along/Work Along;
- I. Re-assignment;
- J. Employee Services;
- K. Action Plan; or
- L. No Further Action – To be used only in situations where the division identified and addressed the deficiency prior to being notified by the BIO. The Blue Team event number that was used to memorialize corrective actions previously taken by the division, shall be included to demonstrate that no additional action is warranted.

Blue Team: The Early Identification System (EIS) application that allows employees and supervisors to record information in a database regarding incidents, performance, and conduct. The information from Blue Team is transferred to the IAPro Early Identification case management system.

Boilerplate: Language that is stock, unoriginal, appears repeatedly in different reports, and fails to attest to the unique facts of an incident.

Chain of Command: Lines of communication going downward or upward through each successive level of command and supervision within the Office.

Conclusory: Language that is an inference, which has no proof.

Court Order Required Training (CORT): The section of the Training Division that covers CORT Technical Support, CORT Curriculum Development, CORT Implementation, CORT Administration, and a supervisor to oversee all positions.

Deputy: Any sworn law enforcement officer employed by or working for the Office, to include a reserve deputy.

Deputy Services Aide (DSA): A civilian employee who is not a law enforcement officer, does not have arrest authority, and shall not act in a law enforcement capacity. A DSA is trained to assist Office patrol districts with various law enforcement functions to include administrative duties, lower priority level calls for service which do not require the response of a sworn deputy, and other events determined by a sworn supervisor to allow patrol deputies to respond to higher priority calls for service.

Early Identification System (EIS): A system of electronic databases that captures and stores threshold events to help support and improve employee performance through early intervention and/or to identify problematic operating procedures, improving employee performance, identifying detrimental behavior, recognizing outstanding accomplishments, and to improve the Office's supervisory response. The computerized relational database shall collect, maintain, integrate, and retrieve information gathered in order to highlight tendencies in performance, complaints, and other activities. The database allows the Office to document appropriate identifying information for involved employees, (and members of the public when applicable), and the actions taken to address the tendencies identified. Blue Team, IAPro, and EIPro are applications of the EIS.

Early Intervention Unit (EIU): The EIU is part of the Bureau of Internal Oversight. The EIU is responsible for the implementation, maintenance, and operation of the EIS and for providing training and assistance to the EIS users. The unit conducts data analysis, data input, and review of activities exceeding thresholds to address potentially problematic conduct or operating procedures, and recognizes positive attributes by reviewing employee awards. The Office shall ensure there is sufficient personnel to facilitate EIS input and training.

Employee: A person currently employed by the Office in a classified, unclassified, contract, or temporary status.

Incident Report (IR) Memorialization: An entry generated in Blue Team by a supervisor detailing report writing deficiencies of a serious nature, or any investigatory stop, detention, or search unsupported by reasonable suspicion or are otherwise in violation of Office Policy; or stops or detentions that indicate a need for corrective action or review of Office Policy, strategy, tactics, or training. The IR Memorialization shall be generated if an employee's report, investigatory stop, detention, or search, contains: conclusory or boilerplate language; contains inconsistent information; lacks support for the action; has other indicia that the information in the report or form is not authentic or correct; lacks articulation of the legal basis for action; has other indicia that the information in the report or form is not authentic or correct; lacks probable cause of arrest; lacks reasonable suspicion; lacks elements of the crime; or appears to show evidence of bias-based profiling.

Internal Affairs Investigator: Any employee who conducts an administrative investigation of misconduct, including investigators assigned to the Professional Standards Bureau or supervisors in an Office division or bureau who are assigned to investigate misconduct.

Intervention: An approved action taken by a supervisor to improve a situation or prevent a potential negative work performance deficiency situation from developing into misconduct.

Line-Level Inspections: Conducted by supervisors to ensure personnel are complying with Office policies, standard operating procedures, and requirements governing appearance, use and maintenance of uniforms, equipment, and facilities.

Misconduct: Includes any violation of Office Policy or procedure, federal, state, or local criminal or civil law, constitutional violations, whether criminal or civil, administrative rules including, but not limited to, the Maricopa County Merit System Rules, or Office regulations.

Criminal Misconduct: Misconduct by an employee that a reasonable and trained supervisor or internal affairs investigator would conclude could result in criminal charges due to the apparent circumstances of the misconduct.

Minor Misconduct: Misconduct that, if sustained, would result in discipline or corrective action less severe than a suspension.

Minor misconduct, while a violation of Office Policy, can often be addressed with supervisor initiated intervention intended to improve a situation, or prevent a potential negative work performance situation from progressing into a misconduct investigation. To address these employee behaviors, supervisors may initiate an intervention method, as specified in Office Policy GH-5, *Early Identification System*, to include; squad

briefing; meeting with supervisor; employee services; supervisor ride-along/work along; training; supervisor evaluation period; action plan; meeting with the commander; re-assignment; and coaching. The use of intervention shall only be used to address employee minor misconduct or behavior that does not, per the Office Disciplinary Matrix, exceed a Category 1, First or Second Offense or a Category 2, First Offense, and which has not been received by the Office as an External Complaint or has not already been assigned to the Professional Standards Bureau.

Serious Misconduct: Misconduct that, if sustained, would result in discipline of a suspension, demotion, or dismissal.

Patrol Activity Log (PAL): A report generated by Praxis indicating the activities of a patrol deputy, Deputy Services Aide (DSA), patrol assistance posse members, or patrol supervisor which are captured through Office Code entries entered into the CAD System by Communications Division personnel, patrol deputies, DSAs, patrol assistance posse members, and patrol supervisors. These activities include all dispatched calls and self-initiated activity conducted throughout their shift.

Shift Briefings: Informal sessions of short duration to keep employees' knowledge levels high, to keep employees up to date on new trends and developments, to keep employees notified of changes in schedule and assignments, and to provide training updates as determined by the Training Division.

Supervisor: An employee to whom subordinates report.

- A. Commander: An employee with the rank of lieutenant or above, or its civilian equivalent and above.
- B. First-Line Supervisor: An employee with the rank of sergeant, or its civilian equivalent.

TheHUB: The learning management system by which employees, reserve deputies, and posse members are provided access to all Office Policies; and where the acknowledgment of all Office Policy updates and revisions, indicating that they have been reviewed and understood by the viewer, are recorded. TheHUB shall also be used by employees, reserve deputies, and posse members to complete training requirements, and to register for in-person courses.

Threshold: The point at which a sufficient number of incidents have occurred to alert the EIU of conduct or performance that could become problematic for an employee or require a review of an Office operating procedure.

Volunteer: A person who performs hours of service for civic, charitable, or humanitarian reasons, without promise, expectation, or receipt of compensation for services rendered. An employee may not volunteer to perform the same, similar, or related duties for the Office that the employee is normally paid to perform.

PROCEDURES

1. **Command Authority of the Office:** The order of command authority for the Office shall be:
 - A. Sheriff: The elected position of Sheriff is derived from the Arizona Constitution, Article 12, Section 3, which permits the legislature to establish the range and scope of the Sheriff's authority, mandated duties, and responsibilities as set forth in Arizona Revised Statutes (ARS) 11-441 through 459. The Maricopa County Sheriff's Office is the agency established to assist the Sheriff in executing their statutory duties and in providing public safety services to the members of the public of Maricopa County. The mandated responsibilities of the Office include, but are not limited to:
 1. Providing law enforcement and preservation of the peace throughout all of Maricopa County, while recognizing that primary responsibility in incorporated cities is that of local police;

2. Providing for the care, custody, and control of individuals incarcerated in the Maricopa County jails;
 3. Supporting the Maricopa County Superior Court System by providing prisoner detention and transportation services, courtroom security, and the service of court process;
 4. Conducting or coordinating, within Maricopa County, search or rescue operations involving the life or health of any person; and
 5. Providing the training, logistical, and administrative support necessary to comply with mandated functions.
- B. In the absence of the Sheriff, the Chief Deputy shall assume the Sheriff's duties and responsibilities. The Chief Deputy is appointed by the Sheriff. The Chief Deputy performs duties that include, but are not limited to enforcing policies, rules, and regulations; preparing recommendations necessary to improve public relations; making public appearances as required; and applying management principles in administering to the needs of the Office.
- C. Prior to an absence of both the Sheriff and the Chief Deputy, either shall designate an executive chief or designee to assume the duties and responsibilities of the Office. If no successor has been designated, the most senior, highest ranking sworn executive chief shall assume responsibility.
2. **Chain of Command:** Generally, the chain of command shall be followed at all times.
- A. There are occasions when the chain of command may be circumvented, but employees shall use discretion when operating outside the chain of command and may be held accountable for indiscretions. Generally, chain of command shall be informed following any deviation from the normal reporting structure.
- B. Nothing in this Office Policy shall preclude any supervisor from exercising direct contact or authority over any subordinate in their chain of command in the efficient and timely conduct of duty. When possible, intervening levels of supervision should be informed.
- C. Employees who observe or become aware of any act of misconduct by another employee shall, as soon as practicable, report the incident to a supervisor or directly to the PSB, or any outside entity authorized to take corrective action, without fear of retaliation. When the misconduct involves a supervisor, the employee shall contact the next level in the chain of command. Employees may also contact the PSB, at any time, regarding misconduct involving an Office employee or make a Blue Team entry.
3. **Command Unity:** In order to achieve command unity, supervisors shall adhere to the following:
- A. Only one employee shall command or supervise a particular component, activity, incident, operation, or situation;
- B. No subordinate shall report to more than one single, consistent, and clearly identified direct supervisor at any given time;
- C. In emergencies, a supervisor is not relieved of the responsibility to act, even though a subordinate or incident is not under their direct command;
- D. First-line patrol supervisors shall be responsible for closely and consistently supervising all deputies under their primary command; and

- E. First-line patrol supervisors shall ensure that all deputies under their direct command comply with Office Policy, court orders, federal, state, and local law.

4. Direct Control:

- A. First-line patrol supervisors shall be assigned as the primary supervisor to no more subordinates than it is possible to effectively supervise.

- 1. A single patrol supervisor shall oversee a maximum of eight (8) deputies and reserve deputies, and four (4) non-sworn personnel – only two (2) of whom may be Posse members who provide service in a patrol assistant function. Any remaining non-sworn personnel positions may be filled with Deputy Services Aides (DSAs). The patrol supervisor shall oversee no more than (twelve) 12 total subordinates per shift, or part of a shift.

- 2. If at any time a patrol supervisor exceeds supervising eight (8) deputies and reserve deputies, or twelve (12) total subordinates in unforeseen circumstances during a shift, the supervisor shall document in a memorandum to their supervisor the situation and why the ratio could not be met. The memorandum shall be forwarded through the chain of command to the Court Implementation Division (CID).

- B. If circumstances warrant an increase or decrease in the level of supervision for any unit, squad, or shift, the reason shall be documented in a memorandum. The memorandum documenting the request for an increase or decrease shall be forwarded through the chain of command. Upon review completion, a copy of the memorandum with command responses shall be forwarded to the CID for distribution, and to the Bureau of Internal Oversight (BIO) for notification for any potential inspections that may be related. Supervisors establishing a span of control shall consider the following factors:

- 1. The complexity and nature of the supervisor’s duties, and the complexity of the subordinate’s duties;
 - 2. The capabilities and experience of the supervisor and their subordinates;
 - 3. The geographic size of the district; and
 - 4. The volume of calls for service.

5. Delegated Authority: No responsibility shall be assigned to an employee unless the supervisor has the authority necessary to fulfill that responsibility. Inherent with delegated authority is the latitude to make decisions and take the necessary actions to satisfy the requirements of each assigned task. Commensurate with authority, employees accept responsibility for the use, misuse, or failure to use that authority.

- A. A subordinate shall be held accountable for the exercise of delegated authority.
- B. Nothing in this Office Policy absolves a supervisor from responsibility and accountability for supervising subordinates and their use of delegated authority.
- C. A first-line supervisor shall appoint a designee to act in their place when they are absent from duty, unless such appointment is made by a higher authority. A designee acting as a first-line supervisor shall have the same authority and responsibility as the first-line supervisor they replace. Subordinates shall not be designated as acting first-line supervisors.

6. Orders: Orders are commands or directives issued by a person with authority. When orders are given in the form of oral commands, they should be simple and direct and may be followed by a written order.

- A. Written orders should be used when: a situation is complex enough that misunderstanding is reasonably possible; when several persons or units are involved and all must have the same understanding; and when coordination, control, and follow-up are necessary.
 - 1. Such orders permit the recipient to refer to them for details and serve as evidence of precise instructions.
 - 2. Written orders are considered received when a subordinate receives a copy or becomes aware of the order after it is posted on an *MCSO Administrative Broadcast, The Briefing Board, MCSO Training Bulletin, MCSO Memorandum*, or in another accessible place.
 - B. Oral orders shall be binding for compliance on an individual or groups of individuals when they receive or are made aware of them.
 - C. Employees shall conscientiously obey all lawful orders given to them by persons having authority. Orders being relayed have the same authority as orders coming directly from the supervisor. Should a supervisor exercise authority over another supervisor's subordinates they shall inform that supervisor as soon as practical.
 - D. When a conflict of orders occurs, employees shall respectfully call the conflicting order to the attention of the supervisor giving the new order. Should this information not change the supervisor's position, that supervisor's lawful order shall be followed. The employee shall not be held responsible for the disobedience of the previous order.
7. **Accountability:** To hold responsible, or to make one answer for something within one's own power or control.
- A. To ensure accountability, a supervisor shall:
 - 1. Actively direct and supervise employees of lesser rank to ensure they perform assigned duties efficiently;
 - 2. Monitor situations in which subordinates are involved and ensure that proper actions are taken;
 - 3. Assume command of any situation coming to their attention that requires their involvement;
 - 4. Respond to emergencies as necessary and assume command until relieved by another supervisor assuming such command;
 - 5. Promptly obey orders of superiors and ensure subordinates do the same;
 - 6. Submit a written, factual report when an employee risks their life in the performance of duty or for any other act that would tend to bring credit to the employee or the Office;
 - 7. Ensure that subordinates promptly and accurately complete all required reports on proper forms;
 - 8. Ensure that proper maintenance and care is given to Office property;
 - 9. Inform an employee's immediate supervisor, as well as their own supervisor, of any neglect of duty, incompetence, insubordination, or misconduct by an employee not under their supervision as specified in Office Policy CP-2, *Code of Conduct*; and

10. Investigate reports of unlawful, improper, or immoral conduct of subordinates, as specified in Office Policy GH-2, *Internal Investigations*.
- B. Supervisors shall maintain a written record of the performance of each of their employees in Blue Team Supervisor Notes. The record shall reflect the employee's positive traits and accomplishments and any observed shortcomings.
1. Supervisor notes shall be of sufficient quality and frequency to facilitate the preparation of an accurate and detailed performance review, but at a minimum an entry shall be completed every month. Supervisors shall complete two supervisor notes per month on sworn employees at a minimum.
 2. Supervisors who have employees that are on an extended leave of absence shall complete a supervisor note to document the beginning date and end date of the absence.
 3. If supervisors had discussions with subordinates regarding discriminatory policing or any Office Policy, this should be documented in Blue Team Supervisor or Briefing Notes. The supervisor shall ensure that they select the proper note in the allegation tab when documenting the discussion.
 4. Supervisors and commanders shall conduct two reviews per month of each sworn, and one per month of each non-sworn subordinates' EIS information for the purpose of identifying and responding to any conduct patterns or concerns including, but not limited to racial profiling, improper immigration enforcement, investigatory stop violations, detentions unsupported by reasonable suspicion or otherwise in violation of Office Policy. This review shall be documented within the Blue Team Supervisor Notes.
 5. Supervisors and commanders shall review EIS records within 14 business days, including disciplinary history, of all employees upon transfer to their supervision or command. This review shall be documented within the Blue Team Supervisor Notes.
 6. Supervisors and commanders shall be responsible for handling potential deficiencies of their employees noted in non-audit inspection reports by the BIO Audits and Inspections Unit (AIU).
 - a. The BIO AIU will initiate a BIO Action Form entry and include as attachments, the *BIO Action Form* and the non-audit inspection report, through Blue Team to the affected commander.
 - b. The commander shall assign the task of completing the *BIO Action Form* to the identified employee's immediate supervisor.
 - c. Prior to determining any corrective action taken, supervisors should review the employee's EIS Dashboard. When repeat deficiencies occur, appropriate action should be taken to remedy the situation.
 - d. The supervisor shall address what action was taken to remedy the deficiency of the employee. The *BIO Action Form* shall include both the immediate supervisor and the employee's signatures affirming the action taken.
 - e. The completed *BIO Action Form* shall be completed, as specified in Office Policy GH-4, *Bureau of Internal Oversight Audits and Inspections* by the affected division within 30 calendar days of the assigned date in Blue Team, and then routed back

through the chain of command to the BIO Action Forms review group, utilizing the Blue Team application.

- C. Supervisors shall document employee information into the EIS and use the EIS to monitor subordinates' conduct as specified in Office Policy GH-5, *Early Identification System*. Supervisors shall attempt to identify and address performance or conduct issues before they reach a threshold alert within the EIS.
- D. Supervisors shall conduct inspections by way of personal observations, review of reports and records, and conversations with employees. The results shall be recorded in Blue Team, as specified in Office Policy GH-5, *Early Identification System*, as Line-Level Inspections and include the specifics regarding when the inspection was done, what was inspected, who did the inspection, and the findings of the inspection. Areas of inspection may include, but are not limited to, the following:
 - 1. Appearance and grooming, in accordance with Office Policies GC-19, *Dress and Appearance* and GC-20, *Uniform Specifications*;
 - 2. Vehicle condition;
 - 3. Employee compliance with written and oral instructions;
 - 4. Facility or work area cleanliness and condition;
 - 5. Condition of assigned equipment, such as weapons, radios, first aid kits, and fire suppression equipment;
 - 6. Safety Inspection (General)
 - 7. PREA Safety Inspection;
 - 8. Tow Yard Inspection; and
 - 9. Other.
- E. Supervisors shall document all tardies and early departures of their employees into Blue Team, as specified in Office Policy GC-1, *Leaves and Absences*, and GH-5, *Early Identification System*. Unscheduled absences will be captured in the County Payroll system. No Blue Team entry will be required by the supervisor.
 - 1. Supervisors shall forward any FMLA documentation from an employee related to an attendance event to the Leave Management Section (LMS), as specified in GC-1, *Leaves and Absences*.
 - 2. Supervisors who have identified a possible attendance issue with an employee shall contact the LMS for guidance **prior** to initiating early intervention, disciplinary action, or addressing attendance issues in an employee's performance appraisal.
 - 3. If an employee exceeds the allowable Unscheduled Absence alert threshold, the EIU will send an alert to the employee's supervisor for further action, as specified in Office Policy GH-5, *Early Identification System*.
 - 4. Supervisors shall respond to an EIS alert generated regarding absences, as specified in Office Policy GH-5, *Early Identification System*.

5. No employee shall be subject to retaliation or discrimination as a result of using leave protected by the FMLA, state law, or federal law or for filing any complaint relating to their use of leave protected by state or federal law.
- F. **Supervisor Initiated Intervention:** Supervisors shall initiate approved interventions, as specified in GH-5, *Early Identification System*, to improve a situation or prevent a potential negative work performance situation before it develops into a misconduct investigation. Supervisors may also initiate this action when an employee's conduct has minimal negative impact on the overall operations of the Office. Supervisors shall refer to Office Policy GH-2, *Internal Investigations*, for further guidance on supervisor initiated interventions.
8. **Multiple Division Cooperation:** When an operation requires employees from different commands to function as a single unit, the on-scene ranking supervisor of the division with overall responsibility for the outcome of the operation or incident response shall be the commander.
 - A. The senior sworn supervisor shall assume command in an initial response except in a jail facility. Command may later be transferred to a specialty unit supervisor or a higher-ranking supervisor, for example the transfer of a secure crime scene from patrol to detective personnel.
 - B. When an incident occurs in a jail facility that requires the response or presence of sworn personnel, such as a riot or a criminal investigation, command of the jail facility shall remain with the jail supervisor, or designee.
 1. Command of the specific operation or incident response shall be assumed by the appropriate sworn supervisor.
 2. The sworn supervisor in charge of the operation, incident response, or investigation shall work jointly with detention supervisors to assign or deploy sworn and detention personnel as needed.
 - C. In all cases, the on-scene ranking supervisor with overall responsibility for the outcome of the operation or incident response shall be held accountable for the use of any delegated authority.
 - D. The exception to the on-scene ranking supervisor of the division with overall responsibility for the outcome of the operation or incident response as the commander, is specified in Office Policy GJ-16, *Incident Command System*, which upon implementation of the National Incident Management System/Incident Command System identifies the Incident Commander (IC) may not be the highest-ranking person on scene, but is the most knowledgeable about the incident, search, or event and is responsible for all incident activities, including the development of strategies and tactics, and the ordering and release of resources.
 1. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
 2. The IC is in charge of the incident until they are properly relieved, in person.
 3. Higher ranking employees shall confer with the IC.
9. **TheHUB Training:** Upon publication of a new or revised Office Policy, or a mandatory training course, supervisors shall ensure assigned employees log into TheHUB, review the relevant policy and acknowledge an understanding of that policy, or complete the mandatory training course requirement.

- A. All Critical Policy and those Office Policies identified by the Chief Deputy or designee may require further review and shall require employees to correctly answer questions regarding the revised or new Office Policy.
 - B. TheHUB may be accessed at <https://maricopa.csod.com/client/maricopa/default.aspx>.
 - C. Within 50 days of the Office policy being distributed, all relevant employees shall complete TheHUB requirement.
10. **Compliance Reviews:** All commanders, or their designees, shall complete monthly compliance reviews of mandatory training, to include CORT and classroom training, and required Office Policy acknowledgments, through TheHUB, for all employees under their command. To review completion compliance, commanders are provided purview access through the TheHUB Dashboard for assessing each of their assigned employee's compliance progress. Commanders shall access the Reports menu dropdown to conduct these reviews. In the event an employee has not completed mandatory training or required Office Policy acknowledgments as specified, the commander shall take appropriate action.
11. **Shift Briefings:** Shift briefings shall be conducted as necessary or as determined by the division commander. Blue Team Briefing Notes shall be utilized to memorialize shift briefings so the events and information can be referenced if necessary.
- A. The commanding employee of each division shall be responsible for ensuring that the information provided during shift briefings is accurate and effectively conveyed to all employees. The first line supervisor is normally responsible for conducting shift briefings.
 - 1. Supervisors shall ensure that information is made available to all employees under their command.
 - 2. Subordinate employees may suggest or request training updates or topics to be covered during briefings.
 - B. Shift briefings may include, but are not limited to, the following:
 - 1. Review of current, new, or revised Office policies;
 - 2. New court decisions;
 - 3. Updates on law enforcement and corrections methods and techniques;
 - 4. Review of current laws;
 - 5. Current issues which affect the community, such as major investigations, stolen vehicles, and wanted persons;
 - 6. Training bulletins;
 - 7. New procedures; and
 - 8. Reinforcement to subordinates that biased-based policing and profiling is unacceptable.
 - C. The Training Division may be requested to provide personnel and instructors with expertise in specialized areas to provide training updates during shift briefings. Other divisions of the Office may also be called upon for assistance within their areas of expertise, such as bombs, arson, and narcotics.

12. **Supervisory Alert Notification and Intervention:** Office supervisors are responsible to address Early Identification System (EIS) generated alerts when an employee meets, or exceeds, an established threshold. Additionally, supervisors are responsible to address Traffic Stop Monthly Report (TSMR) alerts generated by the Traffic Stop Analysis Unit (TSAU) after it has been determined through the TSMR review process an intervention is required to address employee traffic stop activities. A summary of these alerts are indicated below. Procedures for supervisors to address alert processes are specified in Office Policy GH-5, *Early Identification System*.
 - A. EIS Alerts:
 1. There are five categories of alerts generated by the EIS:
 - a. Allegation Alert: An alert is generated when the frequency of an allegation reaches the set threshold.
 - b. Incident Type Alert: An alert is generated when the frequency of an incident type reaches the set threshold.
 - c. Monitored Status Alert: An alert is generated when a tracked behavior is entered while an employee is in monitored status. Monitored status is used to track employees on administrative leave or probation.
 - d. Overall Alert: An alert is generated when the overall frequency of multiple incident types reach the set threshold.
 - e. Supervisory Alert: An alert is generated when the frequency of the tracked actions of the employees supervised by the same person reach the set threshold.
 2. Supervisors may also initiate the EIS alert process on subordinate personnel prior to the employee meeting or exceeding an established threshold to address employee performance and/or conduct.
 - a. To initiate the process, the supervisor shall utilize the Incident Type of Discretionary Alert in Blue Team.
 - b. The entry shall include a written justification for the alert and be submitted through the supervisor's chain of command to the EIU.
 - c. If approved by the chain of command, the EIS will generate an alert and the alert process will commence.
 - d. If not approved by the chain of command, the reason for the non-approval will be documented within the entry by the non-approving entity, and it will be forwarded to the EIU with a carbon copy sent in Blue Team to the initiating supervisor.
 - e. Non-approved Discretionary Alerts will be stored within the EIS Supervisor Notes of the employee.
 3. Established thresholds are viewable within EIS by accessing the EI Dashboard.
 - a. Thresholds are calculated within the EIS on a specified rolling time period.
 - b. While specified thresholds are established to assist supervisors with identifying

2. First-line patrol supervisors shall ensure that a Daily Shift Roster is completed for each shift in order to reflect the subordinates that are working under that supervisor for each day worked. The Daily Shift Roster shall be completed by the end of shift and include, but need not be limited to, the following:
 - a. The date, listed as DD/MM/YY;
 - b. The shift times;
 - c. The supervisor's name and serial number;
 - d. All employees supervised to include their serial numbers and letter designator:
 - (1) "S" signifies deputy sheriff;
 - (2) "A" and "B" signifies either a detention officer or civilian employee;
 - (3) "R" signifies reserve deputy;
 - (4) "V" signifies a former compensated deputy who retires and is approved for reserve deputy status;
 - (5) "P" signifies posse member;
 - e. The assigned vehicle number;
 - f. The employee's call sign; and
 - g. The names of any public observers, deputy in training, posse member, reserve deputy, or any other pertinent information.
3. Only a patrol bureau chief can modify the format of the Daily Shift Roster. It shall be retained digitally in an area accessible to all patrol supervisors.
4. If at any time a patrol supervisor exceeds supervising eight (8) deputies and reserve deputies, or twelve (12) total subordinates in unforeseen circumstances during a shift, the patrol supervisor shall document in a memorandum to their supervisor the situation and why the ratio could not be met. The memorandum shall be forwarded through the chain of command to the CID.

The memorandum documenting the situation shall be forwarded through the chain of command. Upon review completion, a copy of the memorandum with command responses shall be forwarded to CID for distribution, and to the BIO for notification for any potential inspections that may be related. The patrol supervisor shall also document this occurrence on the Daily Shift Roster. The Office shall then take action to remedy the situation. The consideration identified in Section 13.A.1 shall also apply when completing the Daily Shift Roster.
5. Patrol supervisors shall be available throughout the shift to provide adequate on-scene field supervision to deputies, under their direct command and, as needed, to provide supervisory assistance to other units.

6. Patrol supervisors shall be assigned to and shall work the same days and hours as the deputies under their direct command, absent exceptional circumstances.
 7. Patrol supervisors shall oversee the DSAs and authorized posse members while in the field and assisting in patrol functions, and monitor that their assigned duties are performed efficiently, effectively, and professionally.
 8. District administrative supervisors are the primary supervisor of the DSAs and posse members assigned to a patrol district shift. Administrative supervisory responsibilities for a DSA include, but are not limited to: completing all routine non-operational administrative documentation; required EIS reviews; body-worn camera reviews; and review of a DSA's overall work products, such as Incident Reports and Patrol Activity Logs. District administrative supervisors are also responsible for completing the DSA's annual Employee Performance Appraisal and Blue Team Supervisor Notes.
- B. Policing Activities: First-line supervisors shall ensure deputies are policing actively and effectively, are provided with instruction necessary to correct mistakes, and are held accountable for misconduct. Effective supervision requires supervisors to:
1. Respond to the scene of certain arrests; including but not limited to:
 - a. Immigration related arrests;
 - b. Assault on or injury to an employee;
 - c. Allegation of assault or injury to a member of the public by an employee;
 - d. Any arrest that involves use of force requiring documentation in a *Use of Force Report*;
 - e. Felony pursuits;
 - f. All critical incidents, as specified in Office Policy GJ-2, *Critical Incident Response* including, but not limited to:
 - (1) Any incident that involves the use of force by an employee resulting in death or serious physical injury;
 - (2) The intentional or unintentional discharge of a firearm by an employee in the performance of their lawful duties; or
 - (3) The death of a prisoner or inmate, by any means, while in the custody of the Office;
 2. Review each *Vehicle Stop Contact Form (VSCF)* and *Non-Traffic Contact Form (NTCF)*;
 - a. Supervisors shall review all VSCF and NTCFs made by each deputy under their supervision within TraCS. Absent exceptional circumstances, supervisors shall review all VSCF and NTCFs involving a detention/Terry stop within 72 hours of receiving such documentation.
 - b. If the NTCF did not include a detention, the supervisor shall review the form within seven calendar days. When the supervisor completes their review, and approves the

form, the supervisor is indicating their agreement that the NTCF contains all of the necessary elements of the legal basis for the action.

- (1) Supervisors shall review all VSCF and NTCF for accuracy, brevity, completeness, boilerplate or conclusory language, inconsistent information, lack of articulation of the legal basis for the action, or other indicia that the information in the VSCF or NTCF is not authentic or correct. Supervisors shall address concerns with the VSCF or NTCF author through non-disciplinary or disciplinary action as appropriate.
 - (2) Supervisors shall document on an IR Memorialization Blue Team entry any investigatory stops/ detentions, or searches that appear unsupported by reasonable suspicion or are otherwise in violation of Office Policy; or investigatory stops/detentions, or searches that indicate the need for corrective action or review of Office policy or training.
 - (3) Supervisors shall take appropriate action to address all violations or deficiencies in investigatory stops/detentions or searches, which may include non-disciplinary correction action or referring the incident for administrative or criminal investigation.
 - (4) The information for the IR Memorialization entry shall be documented through Blue Team by selecting the proper reason that the NTCF is memorialized in the allegations tab, as specified in Office Policy GH-5, *Early Identification System*. The IR Memorialization form shall be sent to the EIU through the chain of command, using Blue Team.
3. Review and confirm the accuracy and completeness of each IR;
 4. Respond to each complaint of misconduct;
 5. Ensure deputies are working actively to engage the community and increase public trust and safety;
 6. Provide counseling, redirection, and support to deputies as needed; and
 7. Hold deputies accountable for performing each of their duties.
- C. Immigration-Related Investigation or Immigration-Related Crime: Deputies are required to notify and check with a supervisor before any questioning as to alienage or immigration status is initiated to ensure that the circumstances justify such an action under Office Policy and receive approval to proceed with questioning and/or an arrest following an immigration-related inquiry, as specified in Office Policy EB-1, *Traffic Enforcement, Violator Contacts, and Citation Issuance*.
1. The supervisor shall approve or disapprove the deputy's investigation or arrest recommendation based on the available information and conformance with Office Policy.
 2. The supervisor shall take appropriate action to address any deficiencies in the deputy's investigation or arrest recommendations, including releasing the subject, recommending non-disciplinary corrective action for the deputy, and/or referring the incident for administrative investigation.

- D. Review of Stops, Investigative Detentions, and Arrests Documentation: Employees shall submit documentation of all stops, investigatory detentions, and arrests. Supervisors shall review all documentation submitted, as specified in Office Policies GF-5, *Incident Report Guidelines*, GC-4(S), *Sworn Employee Performance Appraisals and Management*, and GC-4, *Detention/ Civilian Employee Performance Appraisals*.
1. Supervisors shall use Blue Team Supervisor Notes in the EIS to track each subordinate's violations or deficiencies in stops, investigatory detentions and arrests, and the corrective actions taken, in order to identify deputies needing repeated corrective action. The quality and completeness of the supervisory review shall be taken into account in the supervisor's own performance evaluations. Supervisors shall:
 - a. Notify the PSB when a violation of Office Policy has occurred;
 - b. Ensure that each violation or deficiency is noted in the deputy's performance evaluations; and
 - c. Take appropriate corrective or disciplinary action against supervisors who fail to conduct complete, thorough and accurate reviews of deputies' stops, investigatory detentions, and arrests.
 2. Supervisors shall unequivocally and consistently reinforce to subordinates that discriminatory policing is unacceptable. This ongoing reinforcement shall be conveyed, as specified in Office Policy CP-8, *Preventing Racial and Other Bias-Based Profiling*, and shall be documented through TheHUB or in Blue Team as a Supervisor Note or Briefing Note. The supervisor shall ensure that the proper note in the allegation tab in Blue Team is selected when documenting the reinforcement with staff.
 3. When a subordinate's report writing reveals deficiencies of a serious nature, the supervisor signing off on the report shall document an *IR Memorialization* entry in Blue Team. The *IR Memorialization* entry shall be documented through Blue Team by selecting the proper reason that the IR is memorialized in the allegations tab. The *IR Memorialization* entry shall be sent to the EIU through the chain of command, using Blue Team.

Supervisors shall document an *IR Memorialization* entry if an employee's report contains conclusory or boilerplate language, contains inconsistent information, lacks support for the action, has other indicia that the information in the report or form is not authentic or correct, contains no probable cause for arrest, contains no reasonable suspicion, is missing elements of the crime, or is bias-based profiling.

 - a. Supervisors shall document an *IR Memorialization* entry if an employee's report contains conclusory or boilerplate language. These deficiencies are related, because the use of conclusory language can lead to boilerplate language. For example, an employee may write "I noticed the subject was drunk." This language is conclusory, because it is not supported by fact, and when repeated across reports, the language is also boilerplate.
 - (1) Based on the unique facts of the incident, the report could have avoided conclusory language by stating descriptive, explanatory language such as: "I noticed the subject had a strong odor of an alcoholic beverage emitting from the subjects person, the subject's eyes were bloodshot and watery, the

subject staggered as they walked toward me and the subject's speech was slurred as they spoke. It appeared the subject was under the influence of alcohol."

- (2) Although this new language is not conclusory, it can become boilerplate through repeated use in reports. This problem often arises through use of a template. Supervisors should, therefore, look for repeated language even if it is not conclusory.
- b. Supervisors shall document an *IR Memorialization* entry if any investigatory stop or detention appears unsupported by reasonable suspicion or is otherwise in violation of Office Policy, or if any stop or detention indicates a need for corrective action or review of Office Policy or training. Supervisors shall take appropriate action to address all violations or deficiencies in investigatory stops or detentions, which may include non-disciplinary corrective action, as specified in Office Policy GH-5, *Early Identification System* or when referring the incident for administrative or criminal investigation, as specified in Office Policy GH-2, *Internal Investigations*. If a sustained policy violation is determined following the administrative investigation, the matter shall be managed as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.
 - b. Supervisors shall document an *IR Memorialization* entry if any arrests appear unsupported by probable cause, are otherwise in violation of Office Policy, or indicate a need for corrective action or review of Office Policy, strategy, tactics, or training. Supervisors shall take appropriate action to address violations or deficiencies in making arrests, which may include notification to prosecuting authorities, non-disciplinary corrective action, as specified in Office Policy GH-5, *Early Identification System*, or when referring the incident for administrative or criminal investigation, as specified in Office Policy GH-2, *Internal Investigations*. If a sustained policy violation is determined following the administrative investigation, the matter shall be managed as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.
- E. Review of Data Collection and Traffic Stops:
1. As specified in Office Policy EB-2, *Traffic Stop Data Collection*, supervisors shall conduct monthly reviews and have monthly discussions with the deputies under their command regarding each traffic stop and collected data generated during the review period. The supervisor shall ensure that they select the proper note from the drop-down list in Blue Team when documenting the monthly review and shall indicate in the note when they met with the deputy to discuss the monthly reviews.
 - a. Supervisors shall utilize the TraCS database and the information from the Supervisor Responsibilities Effective Law Enforcement (SRELE) training, and the EIS training each supervisor is provided to review traffic stop and collected data, to determine whether there are warning signs or indicia of possible racial profiling, unlawful detentions and arrests, or improper enforcement of immigration-related laws. Supervisors shall take appropriate action to address all violations or deficiencies, which may include non-disciplinary corrective action, as specified in Office GH-5, *Early Identification System*, or may require referring the incident for administrative or criminal investigation, as specified in Office Policy GH-2, *Internal Investigations*. If a sustained policy violation is determined following the

administrative investigation, the matter shall be managed as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.

- b. Supervisors shall acknowledge the interactions through the use of the “Discussed with Deputy” indicator function within the TraCS Form Manager for each individual stop and associated forms discussed with their deputy.
 - c. This process shall be completed for each individual stop and collected data reviewed, to include all VSCFs. Supervisors are prohibited from selecting multiple traffic stops and applying the “*Discussed with Deputy*” indicator function at one time. The reviews will then be input into Blue Team from TraCS.
2. If reviews of the traffic stop data indicate that a deputy or unit may be engaging in racial profiling, unlawful searches or seizures, or unlawful immigration enforcement, or that there may be systemic problems regarding any of the foregoing, supervisors shall take reasonable steps to investigate and monitor the situation. Interventions shall be documented in the EIS, as specified in Office Policy GH-5, *Early Identification System*, or when referring the incident for administrative or criminal investigation, as specified in Office Policy GH-2, *Internal Investigations*. If a sustained policy violation is determined following the administrative investigation, the matter shall be managed as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.
 3. If there is a systemic problem of racial profiling, unlawful searches or seizures, or unlawful immigration enforcement, the Office shall take appropriate steps at the agency level, in addition to initiating corrective and/or disciplinary measures against the supervisor or command staff. All actions taken shall be documented in writing.
- F. EIS Data Review: Supervisors shall utilize the EIS for data analysis, pattern identification, intervention, and documentation. Additional required usage includes, but is not limited to:
1. Comparative data analysis, including peer group analysis, to identify patterns of activity by individual deputies or groups of deputies, including consideration of the nature of the deputy’s assignment, and not solely on the number or percentages of the incidents in any category of information recorded in the EIS.
 2. Identification of warning signs or other indicia of possible misconduct, to include all forms of bias-based profiling based on any degree of an actual or perceived trait common to a group, including age, nationality/ national origin, immigration status, religious beliefs/religion, race, color, gender, culture/cultural group, sexual orientation, gender identity/expression, veteran status, ancestry, physical or mental disability, ethnic background, socioeconomic status, or any other identifiable group characteristic, except as part of a reliable and specific suspect description. Supervisors who identify warning signs or other indicia shall, unless exigent circumstances exist, immediately notify their chain of command, or in no circumstances more than 72 hours, to determine how to properly address the concern.
 - (a) Supervisors may also initiate the EIS alert process on subordinate personnel prior to the employee meeting or exceeding an established threshold to address employee performance and/or conduct.
 - (1) To initiate the process, the supervisor shall utilize the Incident Type of Discretionary Alert in Blue Team.

- (2) The entry shall include a written justification for the alert and be submitted through the supervisor's chain of command to the EIU.
 - (3) If approved by the chain of command, the EIS will generate an alert and the alert process will commence.
 - (b) Warning signs or other indicia include but are not limited to:
 - (1) Failure to follow any of the documentation requirements mandated by Office Policy;
 - (2) Racial and ethnic disparities in the deputy's traffic stop patterns, including disparities or increases in stops for minor traffic violations, arrests following a traffic stop, and immigration status inquiries that cannot be explained by statistical modeling of race neutral factors or characteristics of the deputy's specific duties, or racial or ethnic disparities in traffic stop patterns when compared with data of a deputy's peers;
 - (3) Evidence of extended traffic stops or increased inquiries and/or investigations involving driver or passengers belonging to a protected category, as specified in Office Policy CP-3, *Workplace Professionalism*.
 - (4) A citation rate for traffic stops that is an outlier when compared to data of a deputy's peers, or a low rate of seizure of contraband or arrests following searches and investigations;
 - (5) Complaints by members of the public or other employees; and/or
 - (6) Other indications of racial or ethnic bias in the exercise of official duties.
3. Supervisors and commanders shall conduct two reviews per month of each sworn, and one per month of each non-sworn subordinates' EIS information for the purpose of identifying and responding to any conduct patterns or concerns including, but not limited to racial profiling, improper immigration enforcement, investigatory stop violations, detentions unsupported by reasonable suspicion or otherwise in violation of Office Policy. This review shall be documented within the Blue Team Supervisor Notes.
4. Supervisors and commanders shall initiate, implement, and assess the effectiveness of interventions for deputies, supervisors, and units, based on assessments of the information contained in the EIS.
5. Supervisors and commanders shall review EIS records within 14 business days, including disciplinary history, of all employees upon transfer to their supervision or command. This review shall be documented within the Blue Team Supervisor Notes.
- G. Supervisors shall review the Patrol Activity Log (PAL) through Praxis for all patrol shifts worked by their assigned subordinates. Supervisors shall check PAL for accuracy and completeness. This review shall ensure subordinates are accurately accounting for their activities during the shift by properly utilizing Out Codes while not assigned to an event. Supervisors should also examine the PAL to confirm correct Disposition Codes are entered when closing events.
 1. This review shall occur no later than seven calendar days after the completion of the shift under review.

2. At the completion of the review, the reviewing supervisor must select “Approved, No Issues Found” or “Issues Found.”
 - a. If the supervisor selects “Issues Found,” the supervisor shall add a comment in the provided text box. Supervisors should be aware that any information captured in this box will be visible to all Office personnel. Information of a confidential nature, including possible issues which may result in an administrative investigation, should not be entered in this box.
 - b. If the supervisor needs to document issues regarding a confidential matter, or issues which may result in an administrative investigation, the supervisor shall make the appropriate entry into Blue Team.
3. Once the initial supervisor review is completed, Praxis will not allow further entry directly into the PAL. Any further comments regarding the PAL shall be entered into Blue Team. The completed record of the review and/or comment for each subordinate is uploaded automatically through the Praxis into the EIS for tracking purposes.
4. When a deputy works a shift outside of their regularly assigned squad or district or works a special assignment such as a DUI Task Force, special event, or an off-duty job that would require a PAL; it will be the responsibility of the shift supervisor who is managing the deputy on an irregular shift or special assignment to review the deputy’s PAL for accuracy and completeness.
 - a. The shift supervisor who is supervising the employee for this specialized detail shall also review any associated daily paperwork generated while working a specialized detail or shift to incorporate all TraCS documents and IR’s completed during that shift.
 - b. The responsibility for reviewing the Monthly Body Worn Camera Video and the Monthly Discussion of Traffic Data will fall under the responsibility of the regularly assigned supervisor for the deputy.
 - c. Since the shift supervisor in these circumstances will not be completing the deputy’s Employee Performance Appraisal, the shift supervisor should document deficient performance or performance worthy of commendation in Blue Team, so that the information is available to the deputy’s regularly assigned supervisor.
 - d. Failure by a shift supervisor to review the PAL of a subordinate deputy, or a deputy they are managing on an irregular shift or special assignment for accuracy and completeness, shall result in a Blue Team entry; and may result in discipline, as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.
- H. Blue Team Supervisor Notes: Supervisors shall document a minimum of two monthly Blue Team Supervisor Notes regarding performance for each deputy under their command. Blue Team shall be used to report the monthly review to CID.
- I. Body-Worn Camera (BWC) Recording Reviews: On a monthly basis, supervisors shall conduct two random reviews of traffic stop video footage for each of their subordinate’s BWC recordings. Monthly reviews of traffic stop video footage shall be completed, as specified in Office Policy GJ-35, *Body-Worn Cameras*. BWC review requirements include:

1. The monthly reviews shall be documented in Blue Team Supervisor Notes. The supervisor shall assess the following:
 - a. The deputy's performance and training needs;
 - b. Policy compliance;
 - c. Consistency between written reports and body-worn camera recordings; and
 - d. Whether the camera was functioning properly, and its use was consistent with Office Policy GJ-35, *Body-Worn Cameras*.
 - e. The methodology and supervisory checklist for consistently reviewing BWC recordings can be found in the Office's shared drive BIO folder.
2. Additionally, supervisors must review a subordinate's body-worn camera recordings in relation to a complaint, an investigation, a pursuit, or critical incident. A review of videos in relation to a complaint, an investigation, a pursuit, or critical incident, shall not be considered as the monthly review of a randomized video.
- J. Posse Member BWC Use: Supervisor responsibilities for authorized Intermediate Posse and Qualified Armed Posse (QAP) members volunteering in a patrol assistance function and under the supervision and span of control of a sworn supervisor shall be followed, as specified in Office Policy GJ-27, *Sheriff's Posse Program* and the associated Attachment A.
- K. Specialized Units Enforcing Immigration-Related Laws: In the event there is a specialized unit enforcing immigration-related laws, first-line supervisors in such a specialized unit shall directly supervise the law enforcement activities of new members of the unit for one week by accompanying them in the field and shall directly supervise the in-the-field activities of all members of the unit for at least two weeks every year.
14. **Sworn Commander Responsibility:** Sworn commanders shall hold all supervisors directly accountable for the quality and effectiveness of the supervision they provide, including the performance evaluations prepared as specified in Office Policies GC-4(S), *Sworn Employee Performance Appraisals and Management* and GC-4, *Detention/ Civilian Employee Performance Appraisals*, and whether they identified and responded to employee misconduct, as specified in Office Policies GC-17, *Employee Disciplinary Procedures*, GH-5, *Early Identification System*, and GH-2, *Internal Investigations*. Sworn commanders shall document the findings of the following actions in Blue Team.
 - A. Commanders shall review, in writing, all supervisory reviews related to arrests that are unsupported by probable cause, are otherwise in violation of Office Policy, or that indicate a need for corrective action or review of agency policy, strategy, tactics, or training. The commander's review shall be completed within 14 business days of receiving the document reporting the event.
 - B. Commanders shall evaluate the corrective action and recommendations in the supervisor's written report and ensure that all appropriate corrective action is taken.
 - C. Commanders shall take appropriate corrective or disciplinary action against first-line supervisors who fail to conduct adequate and consistent quality reviews of subordinates, as specified in Office Policies GH-5, *Early Identification System*, GC-4(S), *Sworn Employee Performance Appraisals and Management*, and GC-4, *Detention/ Civilian Employee Performance Appraisals*.

- D. Commanders shall periodically review the EIS reports and information, and initiate, implement or assess the effectiveness of interventions for individual deputies, supervisors and units based on the review.
 - E. Commanders shall conduct a review of EIS records within 14 business days, including disciplinary history, of all employees upon transfer to their supervision or command. This review shall be documented within the Blue Team Supervisor Notes.
 - F. Commanders, or their designees, shall complete monthly compliance reviews of mandatory training, to include CORT and classroom training, and required Office Policy acknowledgments, through TheHUB, for all employees under their command. To review completion compliance, commanders are provided purview access through the TheHUB Dashboard for assessing each of their assigned employee's compliance progress. Commanders shall access the Reports menu dropdown to conduct these reviews. In the event an employee has not completed mandatory training or required Office Policy acknowledgments as specified, the commander shall take appropriate action.
15. **Supervisor Employee Performance Appraisal (EPA) Responsibilities:** As specified in Office Policies GC-4(S), *Sworn Employee Performance Appraisals and Management*, and GC-4, *Detention/ Civilian Employee Performance Appraisals*, immediate supervisors are responsible for evaluating the competence of each assigned employee. Supervisors should be fair, impartial, and accurate in evaluating the performance of their employees. Supervisors who fail to conduct reviews of adequate and consistent quality are subject to appropriate corrective or disciplinary action.
16. **Office Responsibility:** The Office shall hold all commanders and supervisors directly accountable for the quality and effectiveness of the supervision they provide including the performance evaluations prepared, as specified in Office Policies GC-4(S), *Sworn Employee Performance Appraisals and Management*, and GC-4, *Detention/ Civilian Employee Performance Appraisals*, and whether they identified and responded to employee misconduct, as specified in Office Policies GC-17, *Employee Disciplinary Procedures*, and GH-2, *Internal Investigations*.
17. **Command Responsibility Regarding Public Access to the Complaint Process:** The Office shall ensure all commanders and supervisors over patrol areas, and areas of public access, adequately provide members of the public with information and forms regarding the complaint filing process.
- A. *Comment and Complaint Forms:* The *Comment and Complaint Forms*, in both English and Spanish, shall be made widely available and maintained at locations around Maricopa County including, but not limited to, the websites of the Maricopa County Sheriff's Office and Maricopa County government. Permanent placards in English and Spanish shall be posted and maintained in locations clearly visible, at all hours, to members of the public at the reception desk at MCSO headquarters and at all District Stations. The placards shall clearly and simply describe the public complaint process and shall include relevant contact information, including telephone numbers, email addresses, mailing addresses, and internet sites. The Community Outreach Division shall be responsible for ensuring that *Comment and Complaint Forms* are available at all times, as specified in Office Policy GJ-24, *Community Relations and Youth Programs*.
 - 1. *Comment and Complaint Forms* shall not contain any language that could reasonably be construed as discouraging the filing of a complaint, such as warnings about the potential criminal consequences for filing false complaints.
 - 2. The Office shall make reasonable efforts to ensure that complainants who speak other languages (including sign language) and have limited English proficiency can file complaints in their preferred language. The fact that a complainant does not speak, read, or

writes in English, or is deaf or hard of hearing, will not be grounds to decline to accept a complaint.

3. All Office vehicles shall have a supply of *Comment and Complaint Forms* for distribution to any members of the public that request them. Deputies shall provide information about how to file a complaint, their name and badge number, and the contact information, including telephone number and e-mail address, of the supervisor.
 - a. When notified by an employee, a member of the public, or through a *Comment and Complaint Form*, the supervisor shall immediately document the notification and ensure that PSB has been advised through Blue Team in accordance with Office Policy GH-2, *Internal Investigations*.
 - b. Employees receiving complaints shall ensure the maintenance of confidentiality. Employees shall not divulge the name of any person filing a complaint or provide complaint information to anyone other than the supervisor and/or PSB employees authorized by Office command personnel to properly process and investigate allegations of misconduct.
- B. Placards: The office shall post and maintain in locations clearly visible to members of the public, at all hours, permanent placards clearly and simply describing the civilian complaint process. Locations of the placards shall include the reception desk at the Office Headquarters, Districts, and other public locations. The placards shall include relevant contact information, telephone numbers, email addresses, mailing addresses, and Internet sites. The placards shall be in both English and Spanish. The Community Outreach Division shall be responsible for ensuring that *Comment and Complaint Forms* are available at all times.
18. **Misconduct Investigative Action Responsibilities:** The Office shall ensure all allegations of employee misconduct, whether internally discovered or based on a complaint from a member of the public, are fully, fairly, and efficiently investigated. All investigative findings must be supported by the appropriate standard of proof and documented in writing. All employees who commit misconduct shall be held accountable, as specified in Office Policy GC-17, *Employee Disciplinary Procedures*.
 - A. The on-duty supervisor or commander shall immediately document in Blue Team the reported act of misconduct. This information shall be automatically routed to the PSB.
 - B. All complaints and allegations of misconduct, including third-party and anonymous complaints and allegations, shall be investigated. All employees and members of the public shall be permitted to report allegations of misconduct anonymously.
 - C. If at any point during a misconduct investigation an investigating supervisor outside of the PSB has information indicating that the principal may have committed misconduct of a serious or criminal nature, the investigator shall immediately notify the PSB, which shall take over the investigation.
 - D. If, after an investigation conducted outside of the PSB, an employee's actions are found to violate policy, the investigating supervisor's division commander shall direct and ensure the appropriate discipline and/or corrective action is administered.
 - E. Enforcement Division Commanders of supervisors assigned administrative investigation conducted outside of the PSB, shall conduct reviews of those misconduct investigations, as specified in Office Policy GH-2, *Internal Investigations*.

- F. If, after an investigation conducted by the PSB, an employee's actions are found to violate policy, the PSB Commander shall direct and ensure appropriate discipline and/or corrective action. Where the incident indicates policy, training, tactical, or equipment concerns, the PSB Commander shall ensure that necessary training is delivered and that policy, tactical, or equipment concerns are resolved. A memorandum of concern detailing the policy, training, tactical or equipment concerns, and any proposed recommendations, shall be authored and forwarded to the appropriate bureau chief and division commander for review and action.
- G. If the PSB Commander or the division commander in which the internal affairs investigation was conducted determines that the findings of the investigation report are not supported by the appropriate standard of proof, the commander shall return the investigation to the investigator for correction or additional investigative effort, shall document the inadequacies, and shall include this documentation as an addendum to the original investigation. The investigator's supervisor shall take appropriate action to address the inadequately supported determination and any investigative deficiencies that led to it. The commander shall be responsible for the accuracy and completeness of investigation reports prepared by internal affairs investigators under their command.
- H. Where an internal affairs investigator conducts a deficient misconduct investigation, the investigator shall receive the appropriate corrective and/or disciplinary action. An internal affairs investigator's failure to improve the quality of their investigations after corrective and/or disciplinary action is taken shall be grounds for demotion and/or removal from a supervisory position or the PSB.
- I. The quality of investigators' internal affairs investigations and supervisor reviews of investigations shall be taken into account in their EPA.