



Professional Standards Bureau

Misconduct Investigations Semi-Annual Report

July 1, 2018 – December 31, 2018

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Requirement

The Maricopa County Sheriff requires the Professional Standards Bureau (PSB) to produce a semi-annual public report on misconduct investigations, including, at a minimum, the following: Summary information about sustained allegations that an employee violated conflict-of-interest rules; aggregate data on external complaints; analysis of civilian complaints received; aggregate data of internally-generated misconduct allegations; aggregate data on misconduct case processing; aggregate data on the outcomes of misconduct investigations; and aggregate data on employees with persistent or serious misconduct problems.

Executive Summary

The Professional Standards Bureau (PSB) is required to submit a semiannual public report on misconduct investigations involving Deputy Sheriffs, Detention Officers, Civilian employees, and volunteer Posse members. The purpose of this report is to provide analysis on data collected from the IAPro database and supplemental spreadsheets between July 1, 2018 and December 31, 2018.

The MCSO saw a decrease in external and internal complaints from the last Semi-Annual Report. The most common external allegations received were unbecoming conduct and failure to meet standards. The most common internal allegations received were failure to meet standards and employee relationships with other employees. Of all opened investigations, 21% were assigned to divisions outside of the PSB and 79% were assigned to the PSB (criminal and administrative.) The completion timeframe for district level investigations was 58% over the required 60-day timeframe. The completion timeframes for PSB-investigations were substantially higher during this reporting period; approximately 344% over the required 85-day timeframe. There were 120 misconduct investigations completed; 40% with a sustained disposition. Further research shows 47 employees had persistent misconduct (subject of more than two misconduct investigations) and 6% received serious discipline, in which the employee received a suspension, demotion, or dismissal from employment.

Response

A. Conflict-of-Interest Sustained Allegations

The Professional Standards Bureau (PSB) did not receive or generate any complaints regarding conflict-of-interest rules when conducting or reviewing misconduct investigations between July and December 2018.

B. External Complaints

Based on the data, the MCSO received a total of 200 external complaints that resulted in PSB administrative investigations and criminal investigations from July 1, 2018 to December 31, 2018 office wide. There were two districts (also known as divisions) with the most external complaints; Lower Buckeye Jail with 23 complaints and District 1 (Mesa) with 22 complaints.

Figure 1 depicts the number of external complaints received between July and December 2018, differentiated by Division.

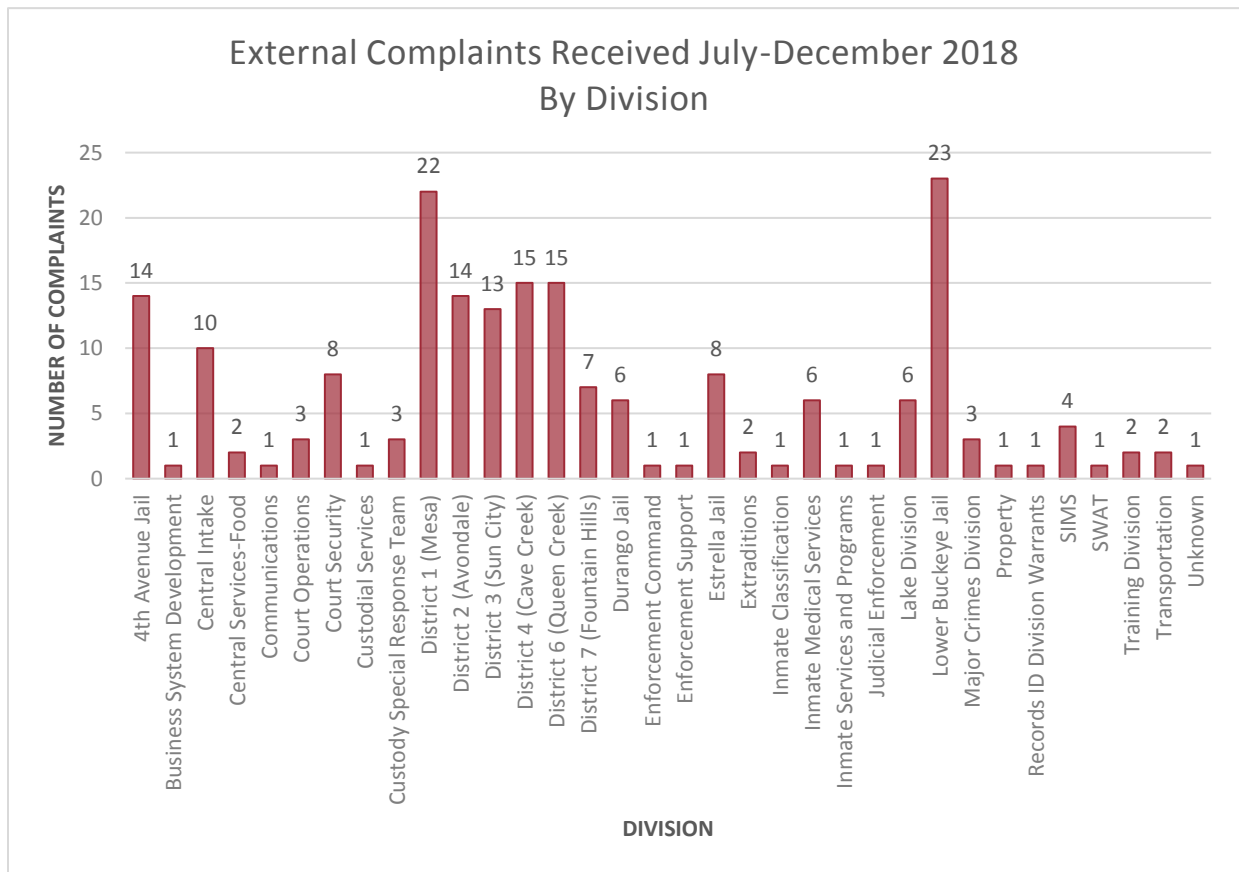


Figure 1: External Complaints, by District, received that resulted in an investigation.

Within the 200 external complaints, the MCSO received 51 complaints in July, 43 complaints in August, 34 complaints in September, 25 complaints in October, 22 complaints in November, and 25 complaints in December. The allegations occurring most were those involving Code of Conduct practices (e.g., unbecoming conduct and failure to meet standards.) The approximate average of external complaints received each month was 33. In the month of July, the MCSO received 51 complaints, a 55% increase of complaints over the average.

Figure 2 depicts the information above.

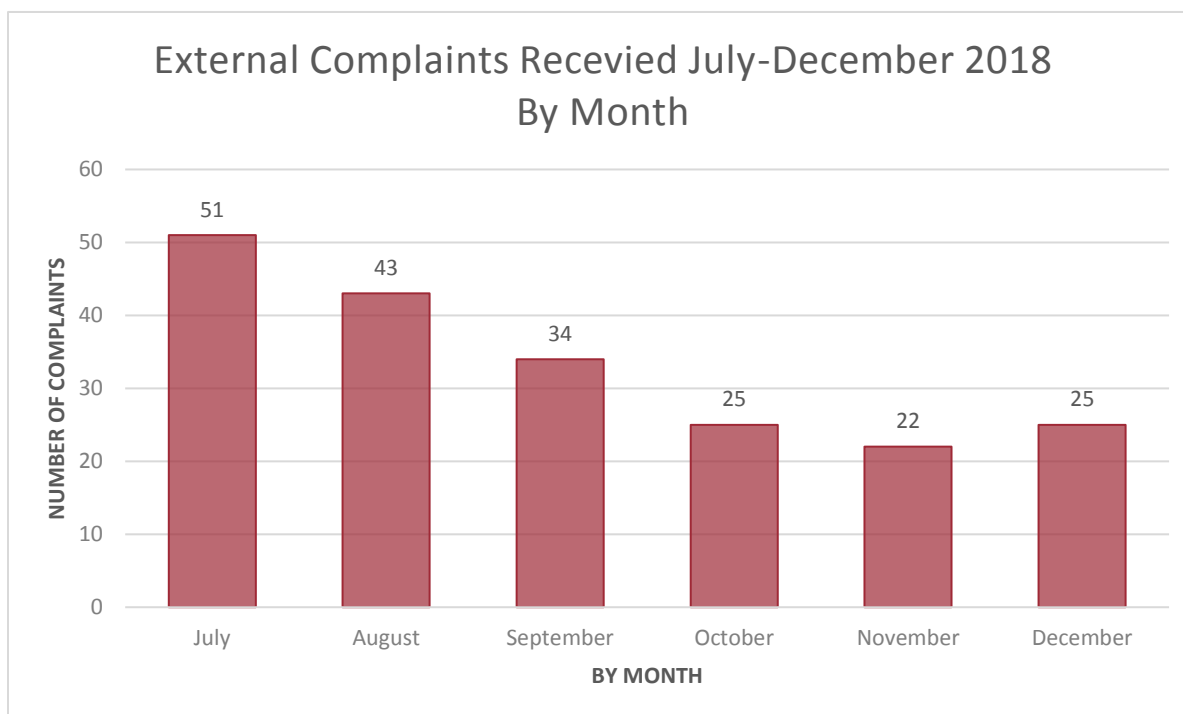


Figure 2: External Complaints, by month, received from July to December 2018.

It is important to note a single complaint can result in an investigation with multiple principals and allegations. Therefore, the number of external complaints resulting in an investigation (200) will not mirror the number of principals and allegations in this next subsection.

The “Sworn Deputy” rank was identified 102 times out of 247 total principals listed in external complaint investigations between July and December 2018.

Figure 3 depicts the ranks of principals identified in external complaint investigations during the reporting period listed.

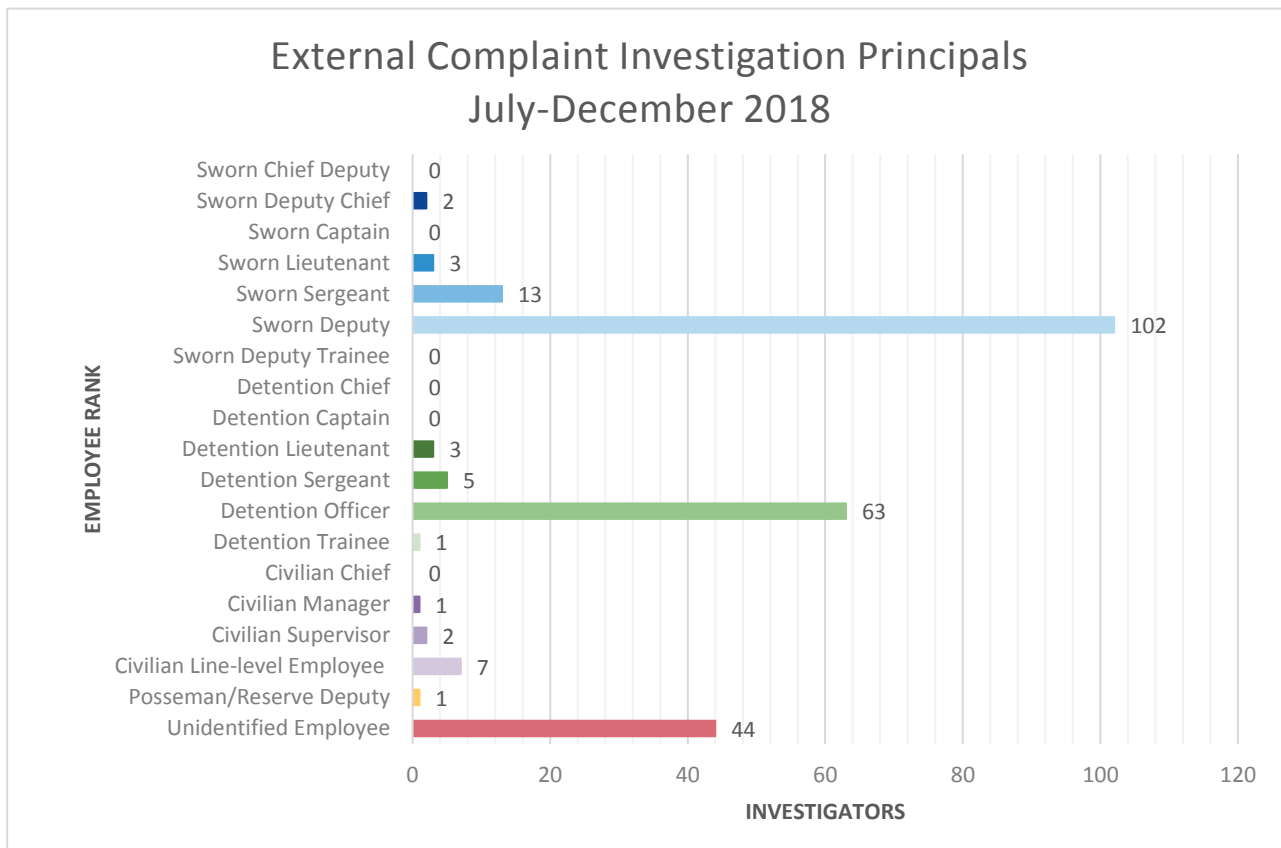


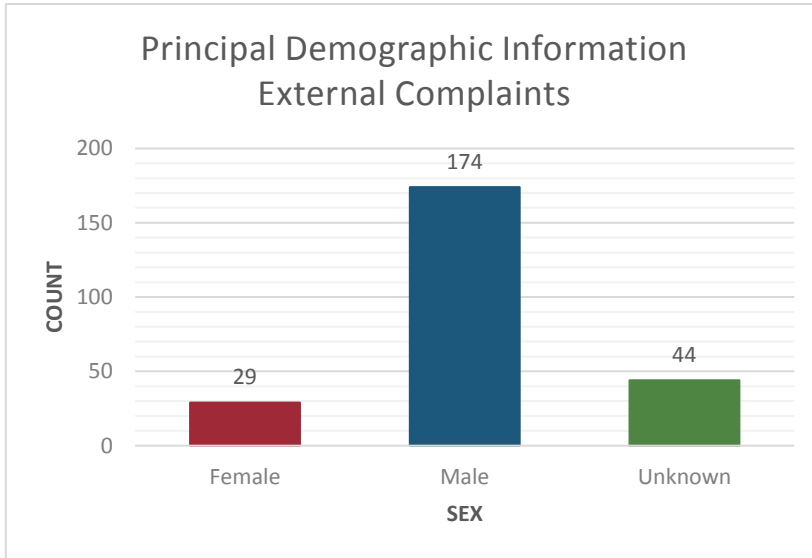
Figure 3: Rank of Principals in External Complaint Investigations July-December 2018.

The following information shown in Figures 4, 5, and 6 consists of available demographic information¹ of MCSO employees named as the principal in External Complaint investigations.²

The PSB saw a substantial increase in the number of unknown employees identified as principals this reporting period.

¹ Data is based on known, compensated MCSO employees. The IAPro system does not track demographic information of unknown and volunteer employees (i.e. Posse members/Reserve Deputies)

² The PSB is in the process of developing a way to collect external complainant demographic information.



There were 174 identified male principals; approximately six times more than the number of identified females.

Figure 4:
Demographic of Principals between July and December 2018, by Sex.

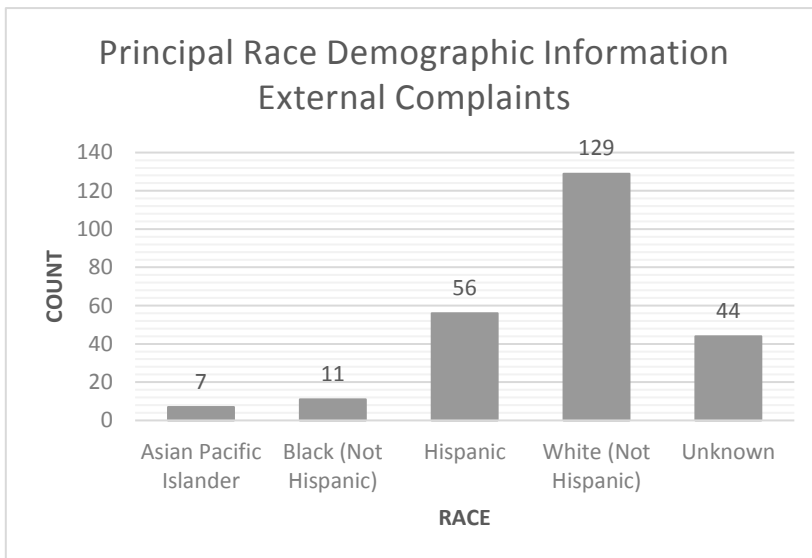


Figure 5 depicts 129 identified White (Not Hispanic) employees named as a principal in External Complaint Investigations; approximately 52% of the 247 principal employees.

Figure 5:
Demographic of Principals between July and December 2018, by Race.

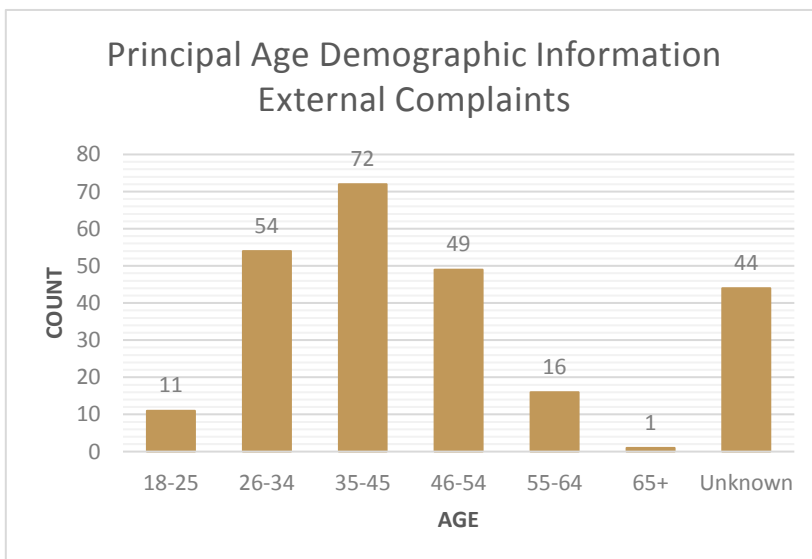


Figure 6 shows known External Complaint Principals are commonly between the ages of 35-45, which coincides with an average age of 41 years old.

Figure 6:
Demographic of Principals between July and December 2018, by Age.

There were 302 alleged policy violations between July and December 2018. Approximately 67% of the allegations were related to violations of conduct. Figure 7 depicts the allegation breakdown.³

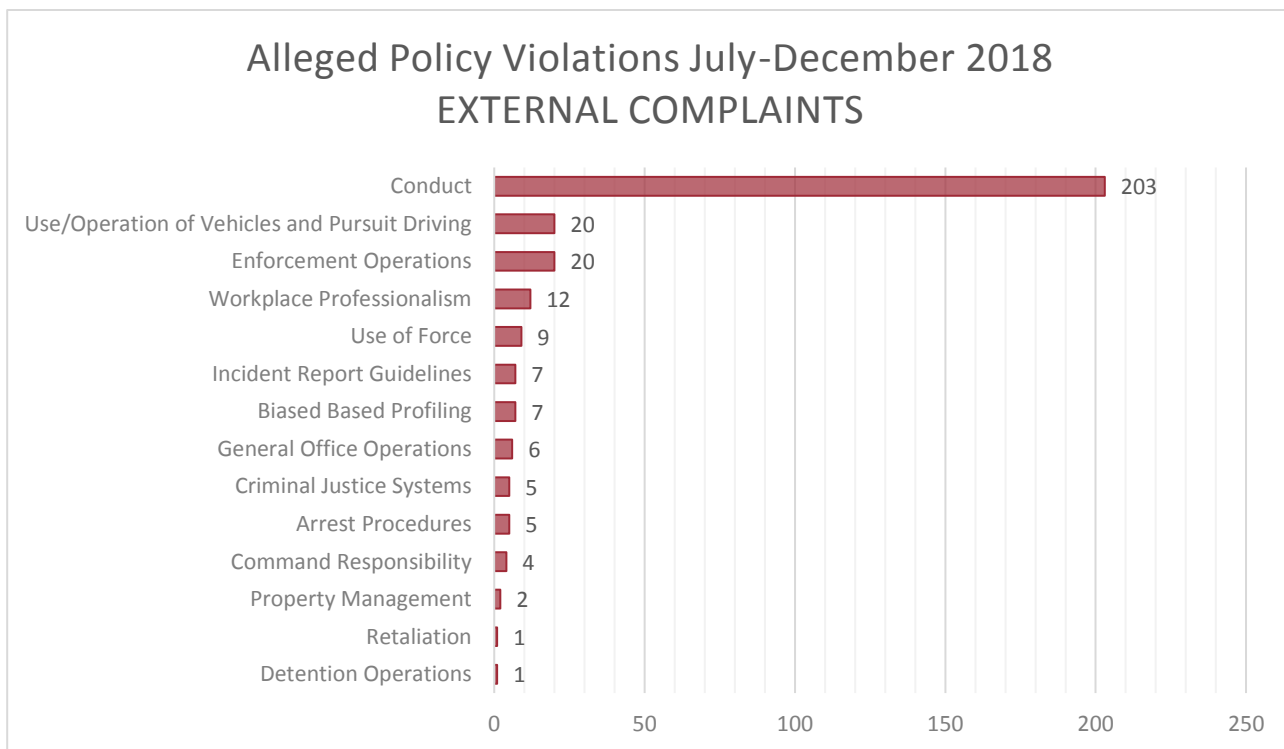


Figure 7: Alleged Policy Violations within External Complaint Investigations

³ Low allegation counts have been combined for presentation purposes. See category breakdown below.

Detention Operations: Inmate Grievance Procedure (1).

Enforcement Operations: Body-worn cameras (5), search and seizure (2), crime scene management (2), towing and impounding vehicles (2), domestic violence (2), office coordination with fire/medical personnel (2), traffic enforcement (1), civil process and disputes (1), dissemination of stolen vehicle information (1), off-duty employment (1), and next of kin notifications (1).

General Office Operations: Electronic communications and voicemail (4) and internal investigations (2).

The PSB has categorized the methods of contact into nine categories. Below is the breakdown of each category:

Booking: actions of/interactions with personnel during the booking process

Call for Service: actions of/interactions with sworn personnel dispatched to an incident

Custody Operations: actions of/interactions with personnel during detention/custody functions

Follow-up Investigation: actions of/interactions with personnel post initial call for service or detective investigations

Non-Enforcement Duties: actions of/interactions with personnel who are not actively conducting enforcement duties. (e.g. sworn staff on-duty but not on a call, civilian staff actions, etc.)

Observation: witnessed employee misconduct (e.g. no direct contact)

Off Duty Incident: actions of/interactions with personnel not on duty

On-view Activity: actions of/interactions with sworn personnel initiating contact with the public (not a call for service or vehicle stop)

Vehicle Stop: actions of/interactions with sworn personnel during a traffic stop

The below chart shows the nature of contact between the complainant and principal for external complaint investigations initiated between July and December 2018.

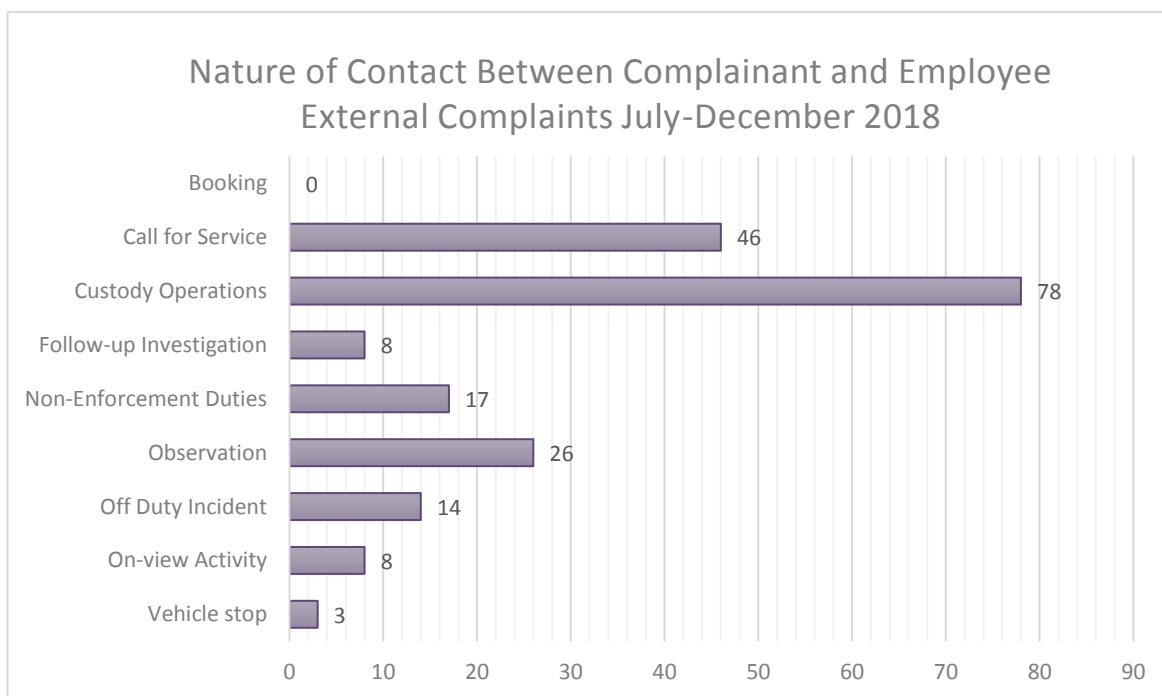


Figure 8: Nature of Contact for External Complaints between July and December 2018.

During this reporting period, the MCSO did not collect external complainants' demographic information during the complaint intake process. Collecting complainant demographic information could help ensure that all complaints are received, processed, and investigated in a consistent manner; and would possibly identify and prevent any bias toward or against a complainant.

The PSB continues to initiate the collection process of complainant demographic information. The PSB has contacted the Maricopa County Finance Division and the United States Postal Service to ensure the appropriate methods and processes are put in place prior to implementation. The PSB plans to collect external complainant demographic information via a voluntary paper and online survey provided at the conclusion of an investigation.

The PSB also tracks external complaints received from anonymous sources. Between July and December 2018, the PSB received 13 anonymous external complaints resulting in an investigation.

C. Civilian Complaint Analysis

The PSB did not see any increases or decreases of complaints attributable to the complaint intake process.

D. Internal Complaints

Based on the data, the PSB received a total of 123 internal complaints from July 1, 2018 to December 31, 2018 office wide. There were three districts (also known as divisions) with the most internal complaints; Lower Buckeye Jail with 17 complaints; Central Food Services with 14 complaints; and Inmate Medical Services with 10 complaints.

Figure 9 depicts the number of internal complaints received July to December 2018 differentiated by Division.

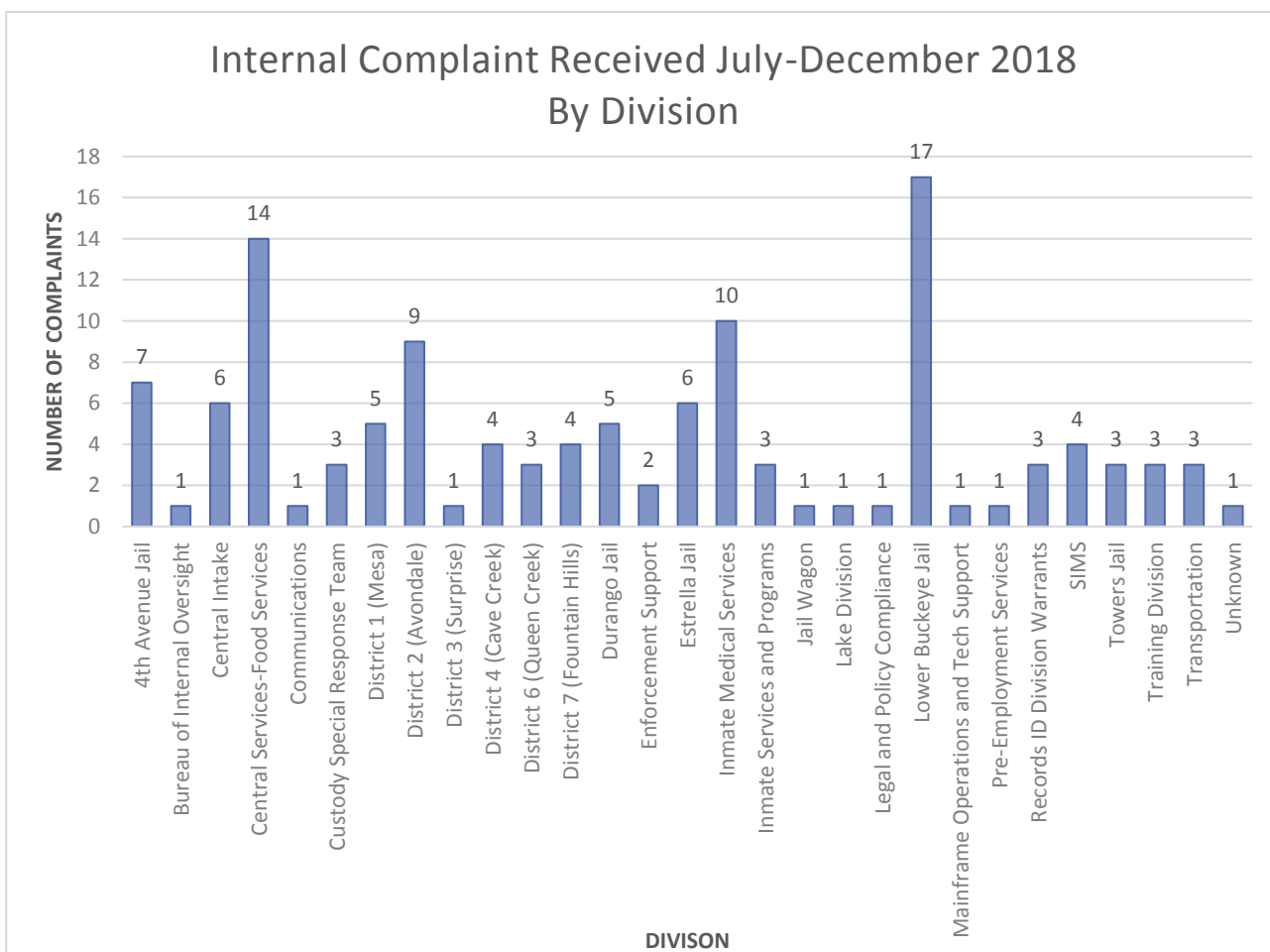


Figure 9: Internal Complaints received, by District, which resulted in an investigation.

Within the 123 internal complaints, the MCSO received 19 complaints in July, 30 complaints in August, 21 complaints in September, 15 complaints in October, 19 complaints in November, and 19 complaints in December. The internal complaints received remained consistent within the reporting six months with most of the allegations involving Code of Conduct practices (e.g., failure to meet standards and employee relationships with other employees.) In the month of August, the MCSO received 30 internal complaints; with an approximate average of 20 complaints received per month, this was a 50% above the average internal complaints received.

Figure 10 depicts the amount of internal complaints received by month.

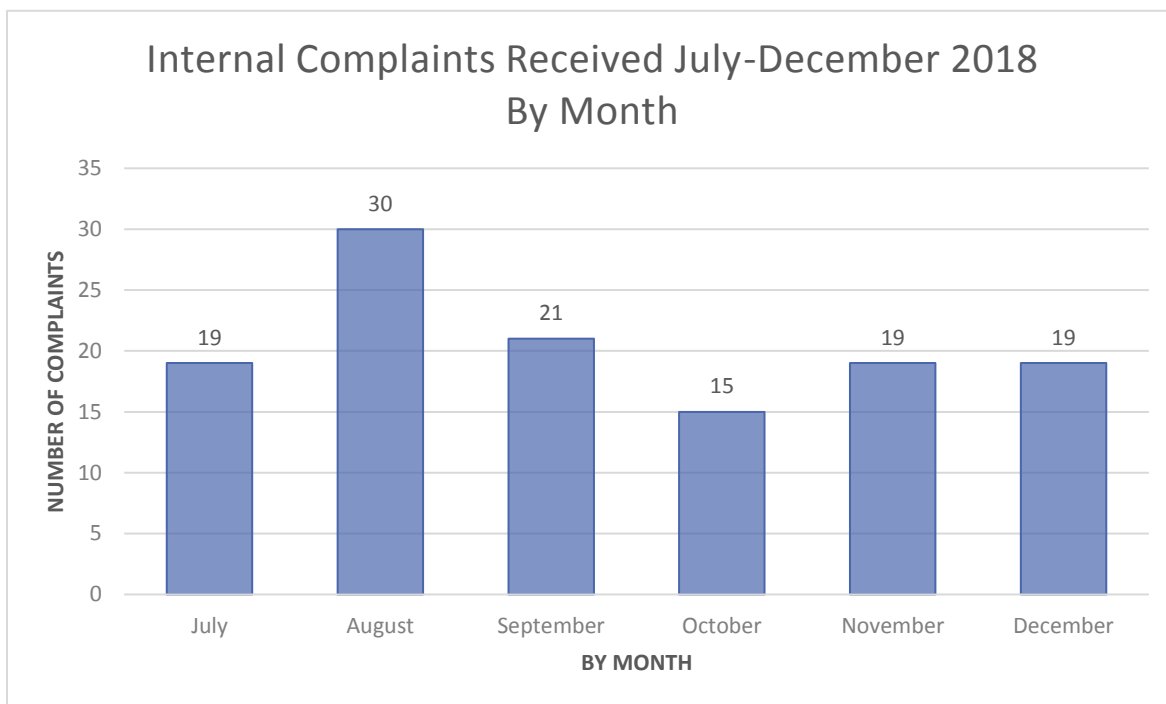


Figure 10: Internal Complaints received, by month, from July to December 2018.

To reiterate, a single complaint can result in an investigation with multiple principals and allegations. Therefore, the number of internal complaints that resulted in an investigation (123) will not mirror the number of principals and allegations in the next subsection.

The “Detention Officer” rank was identified 66 times out of 149 total principals listed in internal complaint investigations between July and December 2018.

Figure 11 depicts the ranks of principals identified in internal complaint investigations during the reporting period listed.

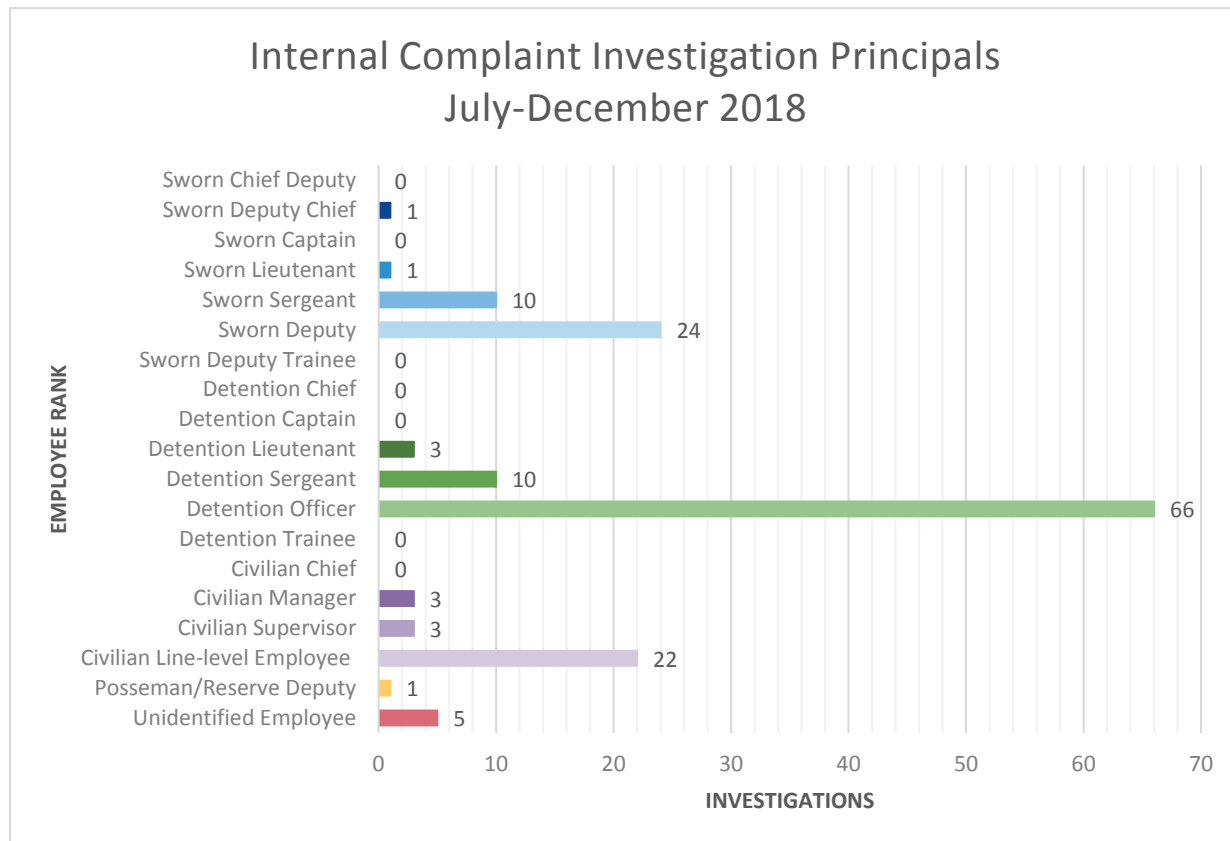
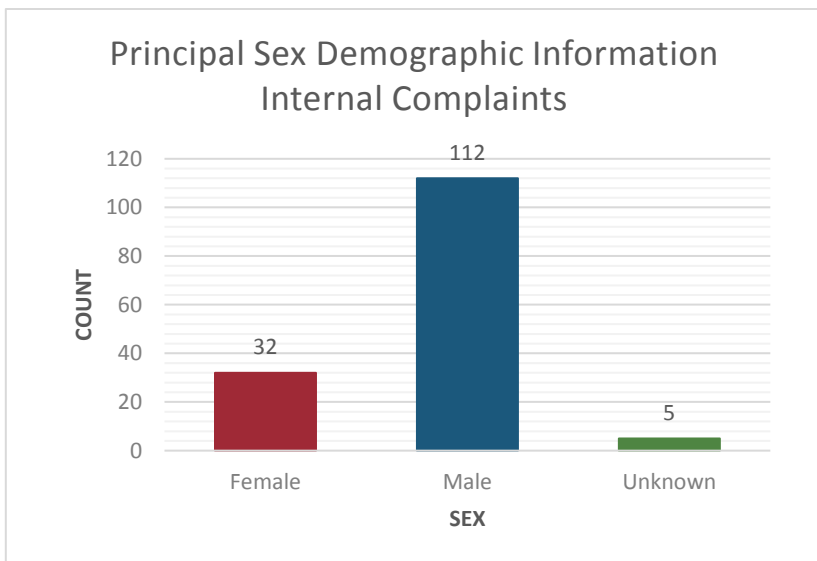


Figure 11: Rank of Principals in Internal Complaint Investigations July-December 2018.

The following information consists of demographic information of MCSO employees that have been named the **principal** and **complainant** in Internal Complaint IA investigations.⁴

It is important to note, from July to December 2018, the PSB initiated five internal investigations with an anonymous complainant. These were handled as internal complaints due to the content being information only an employee would know.

⁴ Data is based on known, compensated MCSO employees. The IAPro system does not track demographic information of unknown and volunteer employees (i.e. Posse members and Reserve Deputies)



There were 112 identified male principals; approximately three and a half times more than the amount of the identified females. There were five unknown employees identified as principals.

Figure 12:
Demographic of Principals between July to December 2018, by Sex.

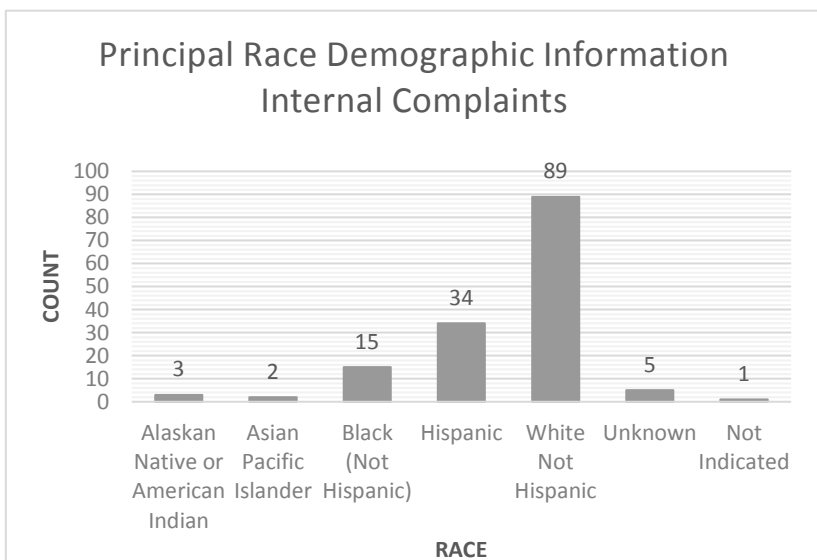


Figure 13 depicts 89 identified White (Not Hispanic) employees were named as the principal in Internal Complaint Investigations; approximately 60% of the 149 employees.

Figure 13:
Demographic of Principals between July and December 2018, by Race.

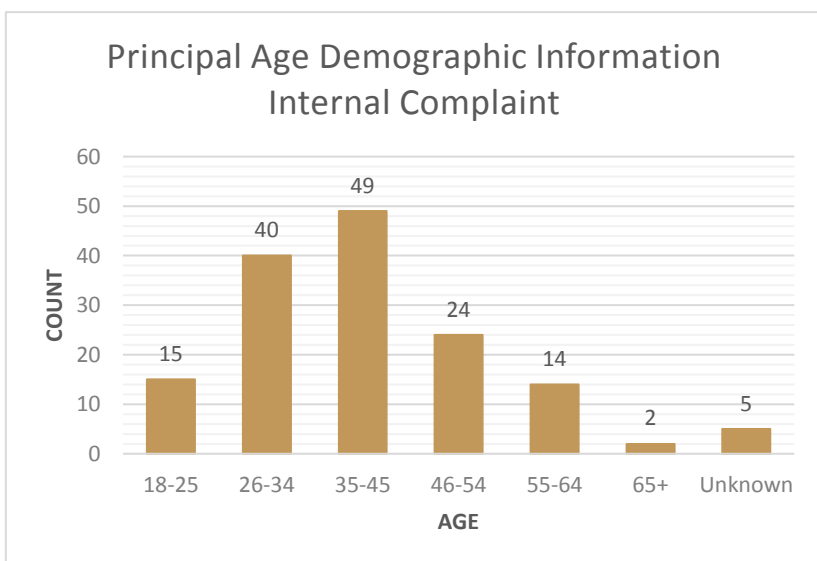
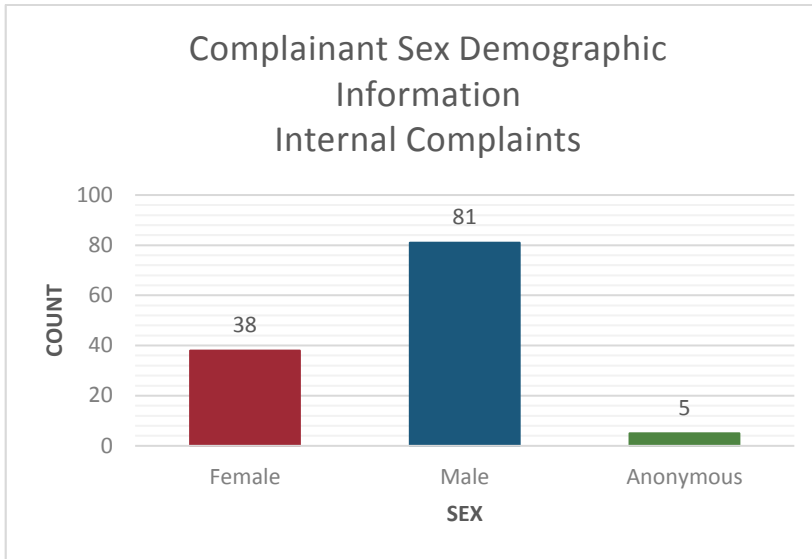


Figure 14 shows known Internal Complaint Principals are commonly between the ages of 35-45, which coincides with an average age of 39 years old.

Figure 14:
Demographic of Principals between July and December 2018, by Age.



There were 81 identified male complainants; approximately two times the amount of the identified females. Sex could not be identified for the five anonymous complainants.

Figure 15:
Demographic of Complainants between July and December 2018, by Sex.

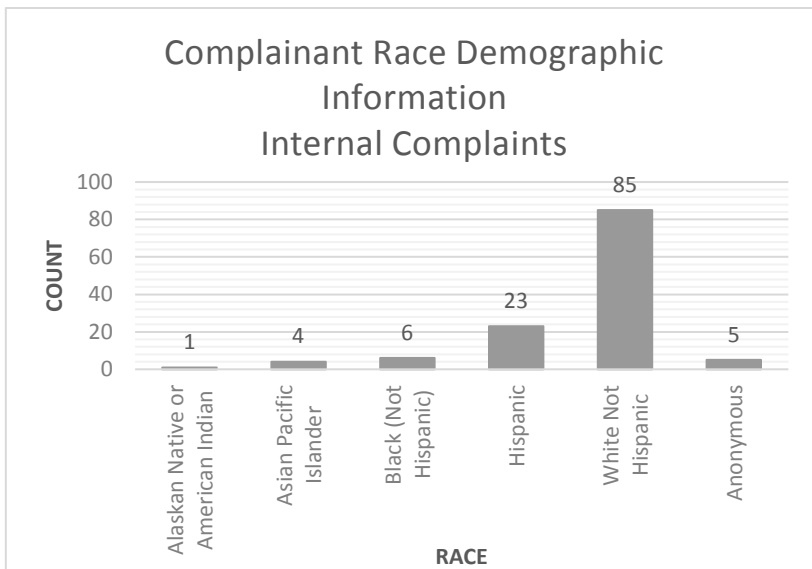


Figure 16 depicts 85 identified White (Not Hispanic) employees were named as the complainant in Internal Complaint Investigations; approximately 69% of the 124. Race could not be identified for the five anonymous complainants.

Figure 16:
Demographic of Complainants between July and December 2018, by Race.

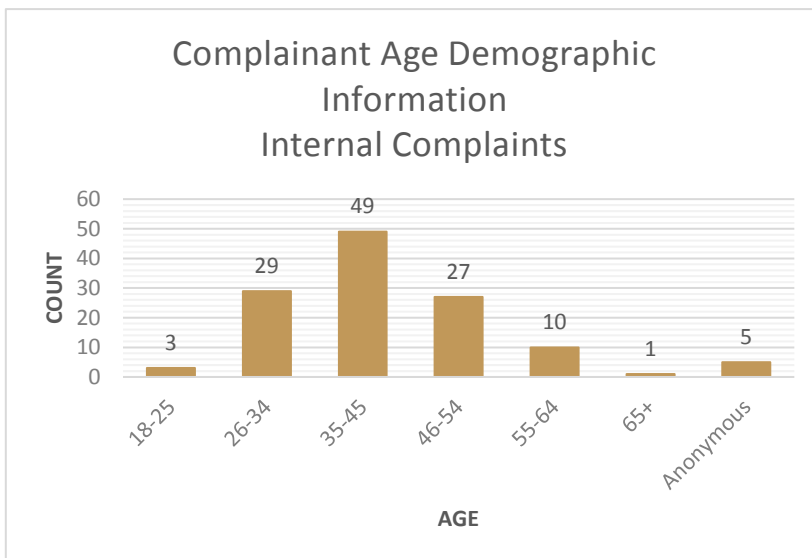


Figure 17 shows known Internal Complaint complainants are commonly between the ages of 35-45 which coincides with an average age of 40 years old. Age could not be identified for the five anonymous complainants.

Figure 17:
Demographic of Complainants between July and December 2018, by Age.

The IAPro system does not track the nature of contact that led to an internal complaint.

There were 211 alleged policy violations between July and December 2018. Approximately 49% of the allegations were related to violations of conduct (e.g. failure to meet standards, employee relationships with other employees, etc.) Figure 18 depicts the allegation breakdown.⁵

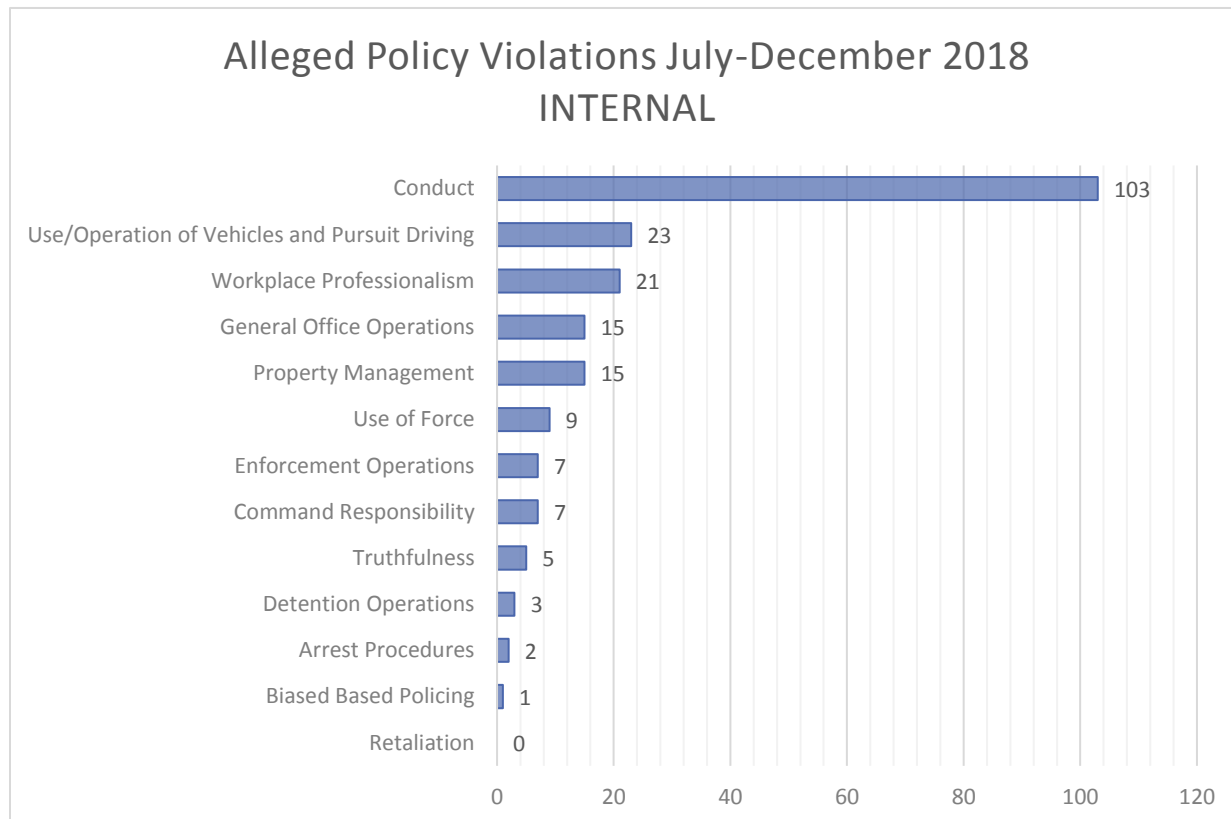


Figure 18: Alleged Policy Violations within Internal Complaint Investigations

E. Processing of Misconduct Cases

The Professional Standards Bureau Commander determines whether an administrative investigation will be conducted at the division level or within the PSB. The decision is based on the severity and type of the offense, complexity of the investigation, the rank of the employee, and the alleged principal's disciplinary history. Once it has been decided that an investigation can be handled at the division level, it is assigned an investigator to conduct interviews, review all information provided, and recommend the proper finding for the alleged violation to the Division Commander. Assistance and guidance from the Professional Standards Bureau are provided throughout the division level investigation.

⁵ Low allegation counts have been combined for presentation purposes. See category breakdown below.

Detention Operations: Inmate Supervision (2) and Operations Journal & Logbooks (1).

Enforcement Operations: Incident report guidelines (4), firearms (2), and Sheriff's posse program (1).

General Office Operations: Leave and absences (4), criminal justice data systems (4), document preservation (2), internal investigations (2), radio communications (1), early identification system (1), and electronic communications and voicemail (1).

Between July 1, 2018 and December 31, 2018, the PSB opened a total of 323 misconduct investigations⁶; 237 were assigned to the Professional Standards Bureau investigators, 17 were assigned to the Professional Standards Bureau Criminal Investigations Section, and 69 were assigned to investigators throughout the Sheriff’s Office.

Figure 19 depicts a monthly report of assigned cases and Figure 20 depicts investigation assignment, broken down by Non-PSB Division.

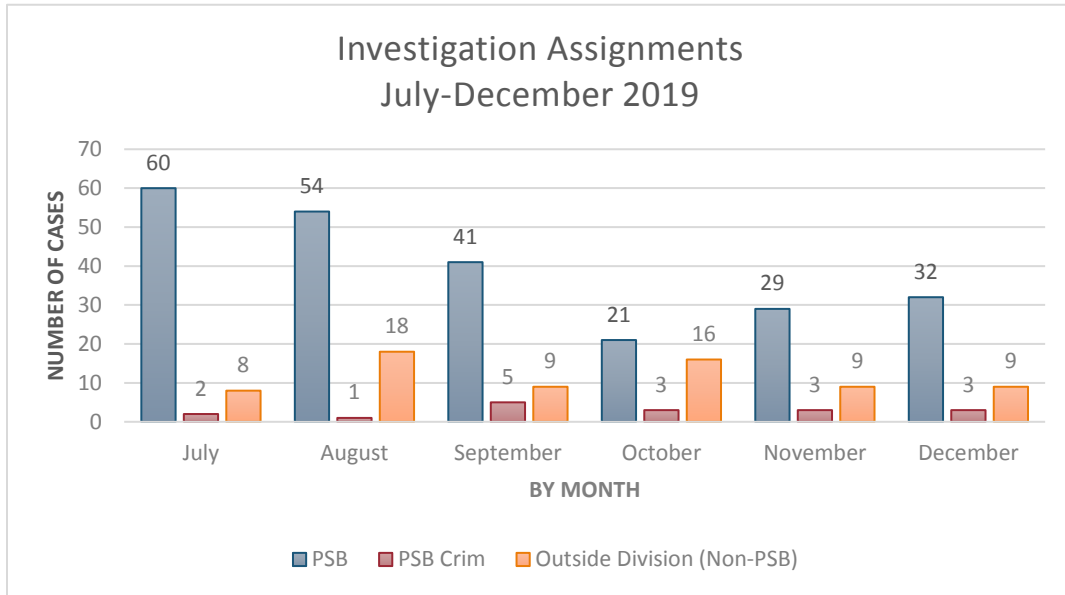


Figure 19: Investigation Assignment break down between PSB and Non-PSB Division

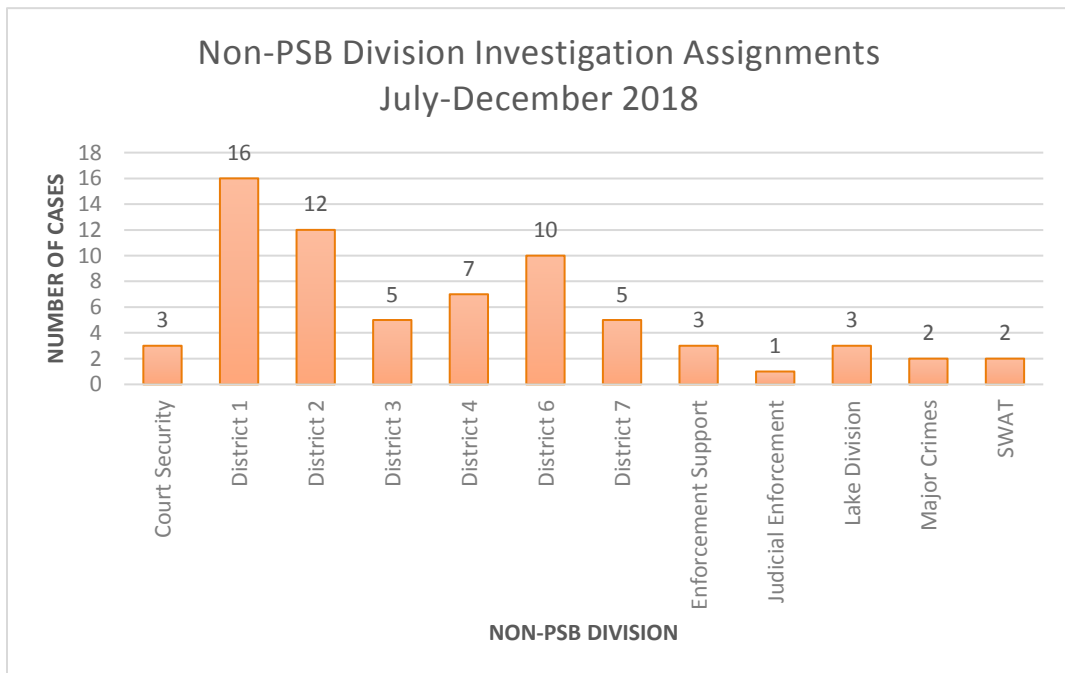


Figure 20: Non-PSB Division Assignment break down

⁶ This includes misconduct investigations into external complaints, internal complaints, external criminal complaints, and internal criminal complaints.

Between July and December 2018, there were a total of 53 investigations completed outside of the Professional Standards Bureau, or otherwise known as Division cases. The average time from the initiation of an investigation to the submission to the investigators' chain of command was 95 days and the median time was 78 days.⁷ The average time from investigator submission to the final decision regarding discipline or other final disposition was 230 days and the median was 230 days.

The total District investigation completion average is approximately 95 days; this is approximately 58% above the 60-calendar day expectation listed in the MCSO Policy GH-2, *Internal Investigations*.

Of the 53 Division cases, 1 case was returned due to the conclusion not supported by the evidence and 3 cases were returned to the Division investigator to conduct further investigation. Of the remaining 49 investigations, there were 8 cases returned for formatting corrections, 4 cases returned for report detail edits, and 37 cases that did not require any revisions.

Between July and December 2018, there were a total of 67 investigations completed within the Professional Standards Bureau (PSB.) The average time from the initiation of an investigation to the submission to the investigators' chain of command was 377 days and the median time was 312 days.⁸ This is 344% above the 85-calendar day expectation listed in the MCSO Policy GH-2, *Internal Investigations*. The average time from investigator submission to the investigators' chain of command to the final decision regarding discipline or other final disposition was 37 days and the median was 15 days.⁹

The total PSB investigation completion average is approximately 404 days. This is approximately 124% above the 180 statutory requirements of Arizona Revised Statutes 38-1110 and MCSO Policy GH-2.

Of the 67 PSB cases, there were no cases returned due to the conclusion not supported by the evidence and no cases returned to the PSB investigator to conduct further investigation.

F. Outcomes of Misconduct Investigations

A total of 120 administrative misconduct investigations were completed between July and December 2018; 48 completed investigations had Sustained dispositions, 38 had Not-Sustained dispositions, 16 had Exonerated dispositions, and 12 had Unfounded dispositions. The remaining "Other" category includes 2 cases closed due to an IA pulled in error and 4 cases closed due to duplicate entry into IPro.

Figure 21 on the next page shows the number of outcomes as well as each section's percentage.

⁷ This does not include the effect approved extension requests would have on time frames.

⁸ This does not include the effect approved extension requests would have on time frames.

⁹ These numbers include cases reinvestigated by the court-appointed outside investigator.

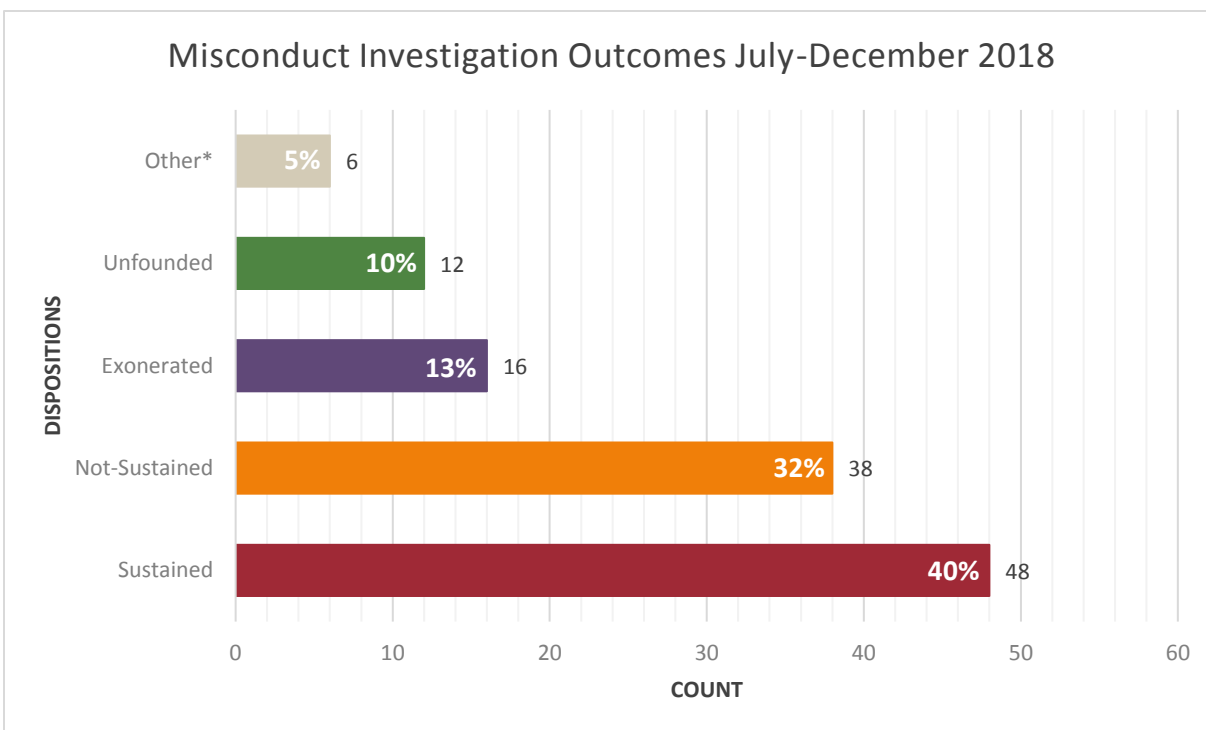


Figure 21: Misconduct Investigation Outcomes from July to December 2018.

According to MCSO Policy GC-17 Employee Disciplinary Procedures, when a single act of alleged misconduct would constitute multiple separate policy violations, all applicable policy violations shall be charged, but the most serious policy violation shall be used for determining the category of the offense and discipline. The paragraph below includes the discipline count for the 48 sustained misconduct investigations closed from July to December 2018.

The following is a breakdown of the discipline actions for the 48 closed sustained cases¹⁰: 9 non-disciplinary (coaching) actions; 16 written reprimands; 11 suspensions; 14 resignations, and 2 terminations. There were two employees that retired or resigned prior to the conclusion of the investigation and/or discipline determination. An investigation was closed within this period involving a previously deceased employee; therefore, no discipline was imposed. It should also be noted within this reporting period, the findings of two completed cases resulted in the demotion of a single employee.

It is important to note the Maricopa County Sheriff's Office policy views a Coaching within Internal Affairs Investigations as a *"non-disciplinary interaction between a supervisor and an employee that supports an individual in achieving specific personal or professional goals by providing training, advice, and guidance in response to a specific situation."*

From July 1, 2018 to December 31, 2018, there were no cases with findings changed after a Pre-Determination Hearing (PDH.)

¹⁰ Listed numbers reflect the discipline action for each employee principal involved; numbers will not match the total number of closed sustained cases.

From the July to December, there was one case in which the Appointing Authority, regarding discipline, deviated from the established matrix. The Appointing Authority uses aggravating and mitigating circumstances to justify his decision for discipline. This case involved the change of category and discipline post-PDH for two principals. The first principal had an initial Category 6 offense with an initial discipline of dismissal of employment. After the PDH, the offense was changed to a Category 1 with a final discipline decision of a Written Reprimand. The second principal had an initial Category 6 offense with an initial discipline of a 40-hour suspension. Like the other employee, the offense was also changed to a Category 1 with a final discipline of a Written Reprimand post-PDH.

The Maricopa County Law Enforcement Merit System Council did not overrule, sustain, or change the findings of any investigations closed during the reporting period. Similarly, no discipline was altered by the Council for cases closed between July 1, 2019 and December 31, 2019.

G. Persistent or Serious Misconduct

This section discusses employees listed as the subject of more than two misconduct investigations, employees with more than one sustained allegation, and the number of criminal prosecutions of employees. It is important to note the MCSO categorizes discipline (minor or serious) imposed by the sustained misconduct; it is not based on the allegations themselves. It is also important to note there can be multiple allegations within a single misconduct investigation. The last paragraph of this section (criminal prosecution charges) is based on a six-month time period. The paragraphs directly below are based on rolling annual timeframe and NOT a six-month time period.

In the previous 12 months (January 1, 2018 – December 31, 2018), 47 employees were listed as the subject of more than two misconduct investigations out of a combined total of 167 investigations. The 47 employees have been broken down and categorized by their most egregious discipline. Of the 47 employees, 3 received serious discipline, 8 received minor discipline, and 2 received a non-discipline coaching¹¹. Of the remaining employees (34), 33 have current active investigations and one employee has all completed investigations.

There were 4 employees, from January 1, 2018 – December 31, 2018, that have had more than one sustained allegation that resulted in **minor** discipline. Those 4 employees had a combined total of 10 sustained allegations. In that same timeframe, 9 employees had more than one sustained allegation that resulted in **serious** discipline. There were 25 sustained allegations between the 9 employees.

Between July and December 2018, there were 3 employees that received criminal prosecutions. The first employee was charged twice with striking an unattended vehicle however, one charge was dismissed, and the employee plead guilty/responsible to a lesser charge¹². The second employee was charged with two felony counts of forgery and a felony count of fraudulent schemes; the employee pled

¹¹ Serious discipline is categorized as discipline equal to or greater than an employee suspension. Minor discipline is categorized as discipline less severe than a suspension, not to include coaching

¹² There were two separated incidents investigated, resulting in two separate criminal investigations. The charges were handled in a singular court case.

guilty to a reduced charge. The third and last employee was originally charged for leaving the scene of an accident, criminal damage, and tampering with physical evidence. The County Attorney instead filed a singular charge of Hindering a Prosecution in the first degree; the employee plead guilty to a lesser charge.

H. Patterns and Trends

The Professional Standards makes assessments of the types of complaints received to identify problematic patterns and trends quarterly. The PSB conducted an assessment for the third Quarter (July 2019 to September 2018) and for the fourth Quarter (October 2018 to December 2018.)

There were 183 complaints received between July 1, 2018 to September 30, 2018. The Professional Standards Bureau identified 15 investigations with allegations related to MCSO employee operations of motor vehicles. MCSO revised the Emergency and Pursuit Driving policy this quarter to address a continuing problematic pattern with emergency driving.

The PSB identified Lower Buckeye Jail (LBJ) as the Division to receive the most complaints this past quarter.

Lower Buckeye Jail received twenty-six (26) complaints resulting in misconduct investigations; nine (9) of the investigations were opened regarding allegations of employees committing violations of state law, one of which was a reported traffic offense; five (5) investigations were opened due to allegations of employees engaging in rudeness, inappropriate comments, harassing or using profanity toward inmates, members of the public or other employees; two (2) investigations were initiated related to allegations of employees inappropriately addressing grievances; ten (10) investigations were not related to an identifiable pattern or trend at this time.

The PSB identified District 1 – Mesa as one of the Divisions that received the most complaints between October and December 2018.

District 1 – Mesa received seventeen (17) complaints resulting in misconduct investigations; eight (8) of the investigations were opened regarding allegations of Deputies being threatening, harassing, unprofessional, or rude toward members of the public and three (3) of the investigations were opened due to allegations of employees failing to conform to established laws. The other six (6) complaints received did not follow a pattern or trend we could identify at this time.

There were 115 complaints received between October 1, 2018 to December 31, 2018. The Professional Standards Bureau identified 20 investigations with allegations categorized with inappropriate language/actions (unprofessional conduct to include use of profanity, yelling, demeaning statements, physical contact not rising to the level of force) and 20 investigations with allegations categorized as “rude” behavior.

There seems to be an office-wide pattern of unprofessional, inappropriate conduct, and rudeness of employees.

Employees

The PSB saw patterns with employees involved in numerous IA investigations.

There was one employee who was named the principal in two new IA investigations with allegations involving operation of MCSO county-issued vehicles.

Another employee was named the principal in two IA investigations with allegations of workplace professionalism and inappropriate language/actions within the workplace.

The last employee was named the principal in two IA investigations with allegations of failure to act and failure to follow workplace procedures.

I. Semi-Annual PSB Reviews of Investigations

The Professional Standards Bureau is responsible for conducting reviews, at least semi-annually, of all investigations assigned outside of the Bureau to determine whether the investigation is properly categorized, whether the investigation is being properly conducted, and whether appropriate findings have been reached.

The PSB has assigned District Liaison personnel to conduct reviews on investigations as they are submitted from the District. These liaisons utilize a review template/checklist addressing the above listed investigation requirements. The use of the template/checklist has resulted in the improvement in the structure and procedural completeness of the investigations. These liaisons are also assigned to each District to aid the District investigators, should they have any questions or need any advisement.

While there have been improvements, the investigations are still not fully and thoroughly investigated and are being returned to the Districts for corrections. The following concerns have been identified as areas needing improvement for District investigations: failure to audio and video record all interviews; lack of details within the report to support findings; use of leading questions; failure to interview all parties (e.g. investigative leads and witnesses); and failure to identify all potential policy violations. During this time period, there were two cases where the District Division Commanders failed to identify issues within the report, prior to submitting them to the PSB.

Through the review process, the liaisons continue to specifically note the following trends found within these investigations: utilizing the appropriate findings and breaking down allegations correctly. The PSB has dedicated a significant amount of time and effort into the review of these cases, which has led to the continued time delay for proper and complete investigations.

With the initial 40-hour training on Conducting Misconduct Investigations, the annual continuing 8-hour training on Conducting Misconduct Investigations, the continued practice of conducting investigations, and the continued advisement from District liaisons, the PSB expects to see continued improvement of misconduct investigations completed at the District level.

Conclusion

Since the previous report, the Maricopa County Sheriff's Office (MCSO) has continued to improve processes to ensure internal investigations are completed thoroughly, accurately, and in a timely manner. The MCSO continues to see a downward trend of external complaints received; the approximate average of external complaints received was 19% less for this reporting period versus the last. Although the complaints are decreasing, the MCSO continues to identify allegations of misconduct regarding Code of Conduct Practices (e.g., unbecoming conduct and failure to meet standards) with the goal to improve employee conduct office wide. The Professional Standards Bureau (PSB) could not identify a reason for the continued external allegations of misconduct regarding Code of Conduct Practices.

The MCSO's data shows an average of 20 internally generated complaints per month, which is less than the reported average of the previous six months. The internal complaints are showing a downward trend, specifically within the various jail facilities. The most frequent allegations identified within the internal complaints received, involved Code of Conduct practices (e.g., failure to meet standards and employee relationships with other employees.) The PSB attributes the increase of the internal complaints to the agency-wide emphasis on supervision and accountability, the increased role of, including various audits conducted by, Bureau of Internal Oversight (BIO), and the revision of misconduct investigations and discipline policies.

The continual improvements to the Division Case Review log has allowed the PSB to better track any cases with deficiencies ("further investigation needed" or "conclusion not supported by the evidence") identified within division-investigated cases. Approximately 8% of assigned cases have had identified deficiencies. This is a 12% decrease from the last six months. With the expectations clearly defined, the Districts are being held to a higher standard to complete more thorough investigations. There has been an overall increase in the quality of the District investigated cases but there is still room for improvement. The PSB anticipates a continued improvement of Division cases with the implementation of the following: the clearly defined expectations delivered in the initial 40-hour training and 8-hour annual continued training on Conducting Misconduct Investigations; the continued practice of completing investigations; the review and intervention from District Command Staff; and the continued advisement from the District liaison personnel.

Of the cases investigated within the Professional Standards Bureau, none were returned to the investigator to conduct further investigation or returned due to conclusions not supported by the evidence. The investigation completion date was 124% higher than the expectations set forth in MCSO Policy GH-2, Internal Investigations. The PSB attributes the increased timeframes to the large and ever-increasing caseload of PSB investigators.

Within the Professional Standards Bureau, policy violations are categorized as minor or serious misconduct, based on what the potential resulting discipline would be if the conduct was sustained. The type of discipline imposed, minor or serious, depends upon the acts of misconduct, the mitigating and aggravating circumstances, and prior discipline. From January 2018 to December 2018, 47 employees were listed as the subject of more than two misconduct investigations, which is approximately 1.4% of all MCSO employees.

This report helps the Professional Standards Bureau have a more thorough understanding of any impediments affecting investigations completed within the Bureau. The previous report helped identify potential improvements of practices and procedures; with implementation, the PSB has been able to make affective changes that have enabled compliance with current MCSO Policies. This report also helps MCSO achieve their goal of transparency with the community.