

Munger, Tolles & Olson LLP

CCJV Personnel and Training
Team Findings

1. While the Department's Hiring Policies and Procedures are Generally Consistent with Industry Standards, Application of These Policies Has at Times Been Problematic

- POST audits and OIR evaluations have generally found Department to be in compliance with industry practices
- Some issues with implementation of policies and procedures but not widespread or pervasive

2. The Department's Cyclical Hiring Practices Have Impacted the Quality of Deputies Hired

- The numbers:
 - Hiring has swung between almost zero hires in a year to over 1200 hires in a year over the course of the last decade
- Negative impact:
 - In boom years—widely expanded recruitment beyond individuals necessarily interested in law enforcement and reaching deep into applicant pool

3. Department Training for Custody is Far Below Both Industry Best Practices and Training Standards in Other Correction Systems

- Current Custody-Specific Training:
 - 2 Hours In Academy
 - As of the end of 2011, some Custody scenarios part of 8 day “Nobility Policing” course following Academy
 - 2 weeks once assigned to a jail facility
- Other Systems: 10-23 weeks of Custody-specific training
- Limited Custody-specific Mental Illness training
- Limited Custody-specific Supervisor Training
- Custody training generally not overseen by the Department’s “Leadership and Training Division”

4. On-Going Custody-Specific Training is Inconsistently Provided

- The numbers for ongoing Custody-specific training:
 - 2007: 13 courses/108 hours
 - 2008: 43 courses/677 hours
 - 2009: 0 courses/0 hours
 - 2010: 0 courses/0 hours
 - 2011: 4 courses/28 hours
 - 2012 (through May): 15 courses/156 hours
- Not overseen by Department Leadership and Training Division

5. The Department's Promotion and Supervisorial Assignment Processes Reinforce the Second Class Perception of Custody

- No promotion from Custody
- Custody service not counted toward promotion
- Custody generally gets “who's left” after supervisors are assigned to patrol and specialty units
- Wide perception that Custody supervisorial assignments are given to those not in favor with leadership or as punishment

6. Custody Has a History of Deficient Supervisory Performance

- No real incentives for strong performance
- Deputies in Custody longer than supervisors
- Significant paperwork detracting from supervisors' ability to walk the halls and provide an active presence

7. The Ratio of Sergeants to Supervisees in Custody is Inadequate

- The numbers:
 - Custody ratio (with borrowed sgts)—1:14
 - Custody ratio (without)—1:15.3
 - Patrol ratio—1:7
- CMTF
 - Borrowed 19 Sergeants and 2 Lieutenants for MCJ; will have to be returned to divisions

8. Staffing the Jails Primarily with Inexperienced Deputies, and Keeping Them in Custody for a Lengthy Time Period, Has a Host of Negative Consequences

- Currently, the Department hires for patrol, trains for patrol and, then, keeps deputies in Custody for 5 to 7 years or more
- Negative Consequences:
 - Custody staffed with people hired and trained for a different job that do not want to be there
 - Bad for morale, recruitment and retention
 - Patrol assignment comes years after training
 - Potentially counter-productive first assignment

9. Some of the Newest Deputies Have Been Assigned to the Most Difficult Floors or Modules

- New deputies have historically been assigned to:
 - 5150 floor reserved for mentally ill inmates
 - 2000 and 3000 floors, which have the most challenging/dangerous inmates

10. The Department Fails to Adequately Monitor the Performance of New Deputies Assigned to Custody

- Deputies rarely if ever fail the initial probationary period while assigned to Custody
- Experts would expect 10-25% not to make it through this period if it were meaningfully implemented

11. The Department's Lack of a Rotation Policy Contributed to the Growth of Cliques, a Culture of Silence and Problems of Insubordination

- Until 2011, no formal rotation policy
- Negative consequences:
 - Personal relationships discourage reporting
 - Informal and inappropriate hierarchies develop
 - Stagnation
 - Formation of overly friendly or hostile relationships with inmates

12. The Department has Used Custody as a Place to Assign Problem Deputies

- Negative consequences:
 - Most problematic deputies assigned to the jails
 - Reinforced message that Custody is second class work
 - Negative impact on Custody culture

13. The Department Underutilizes Custody Assistants

- Current ratio: 35% Custody Assistants to 65% deputies
- Custody Assistants are significantly less expensive—sensibly using more can save money for other important objectives like increased supervision