

Suggestions From Employees

2005-2006 Employee Satisfaction Survey

Reported by
Planning and Research Unit

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Suggestions from Employees
2005-2006 Employee Satisfaction Survey

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Suggestions from Employees

2005-2006 Employee Satisfaction Survey

Eleven employee satisfaction survey forums were held between April 5 and July 6, 2006 at various office locations. The purpose of the forums was to present the results of the 2005-2006 employee satisfaction survey and to obtain employees' suggestions for improvements in the areas of employee dissatisfaction that were identified through the survey. Approximately one-third of staff participated in the forums.

Employees took the employee satisfaction survey in the Fall of 2005. The employee's response to each survey question was given a numerical value between 2 and 8. A score of 8 equals Very Satisfied and a score of 2 equals Very dissatisfied. Scores above 5 are considered positive. Five areas were identified as opportunities for improvement based on survey results below 5. These five areas are listed below in the order of greatest employee dissatisfaction, that is, the areas with the lowest scores are presented first.

Opportunities for Improvement		
Area	Survey question	Survey score
1. Pay	Pay is fair in relation to job requirements	4.12
	That your pay is based on performance	4.73
2. Workload	Number of employees in unit versus amount of work	4.49
3. Interest in Your Welfare	Amount of interest Court expresses in your welfare	4.68
4. Communication Between Departments	Communication between departments	4.81
5. Performance Problems	How performance problems are dealt with	4.95

The chief probation officer opened the employee satisfaction survey forum with a half hour slide presentation of the survey results. During the presentation, it was noted that scores in the five areas of employee dissatisfaction have improved over the scores on these questions from the past two employee satisfaction surveys, with the exception of workload. The score for workload is lower than it was in the 2001-2002 survey. After the Chief's presentation, employees attending the forum were split into breakout groups. Each group took one or two areas of employee dissatisfaction and generated ideas on how the Department could make improvements. After 15 to 20 minutes, the breakout groups returned and presented their ideas to all participants at the forum. The breakout groups did not discuss the topic area of pay, but the other four areas were discussed at each forum. Because pay is determined externally, the department has limited options regarding how to make improvements in this area. Pay has been an ongoing issue, consistently identified as high priority by the Chief. Another market study is being done to address this area.

Employee suggestions were recorded on flip charts and the suggestions from all of the breakout groups have been compiled in this document. The additional input received from employees at the forums provides greater insight and understanding regarding their concerns as well as numerous ideas for improvement in the areas of employee dissatisfaction.

In this report, employees' suggestions are organized and presented in more than one way, so that they are beneficial to different individuals' specific interests and needs. First, the report provides a summary of the suggestions that emerged in each area, followed by appendixes with detailed information. Sub-headings, based on content, were created to help organize the information.

Appendix A provides the suggestions recorded at each individual forum, identified with the forum location and the date. Some of the suggestions from employees are more specific to a particular location and/or the type of staff in attendance at the forum. Directors may be interested in seeing the suggestions offered by employees in their division.

Appendix B combines the suggestions from all of the forums, organized according to the subject areas discussed. This may be helpful to individuals who want to delve deeper into a particular subject area.

In some instances, the recorded notes on the flip charts are rather cryptic and do not clearly convey a suggestion. Nonetheless, the notes pertain to an area of employee dissatisfaction and follow up discussions may be desired.

Summary of suggestions

Suggestions made by employees in each of the four topic areas discussed at the forums are summarized below. Top issues that surfaced during the forums were identified based on 1) the frequency with which the issues were mentioned and 2) how quickly they were brought up in the breakout groups (e.g. listed near the top on the flip chart). The top issues identified include:

- Safety, especially office security
- Consistency in supervisor expectations and evaluations
- Communication with other departments, especially the Court
- More automation needed
- Shortage of staff
- Consideration of workload in performance expectations
- Random cases
- Quickies

1. Workload:

Recruitment ideas Employees suggested actively marketing the job, providing incentives to bring in employees through word of mouth, putting POs at career fairs and colleges, recruiting more volunteers and interns, simplifying and shortening the hiring process, modifying the hiring standards, and using reserve/on-call field officers and associate POs. Regarding supervisor recruitment, an increase in pay for supervisors was suggested.

Automation/technology ideas There were numerous automation/technology ideas, covering a wide range. Recurring themes were support staff's desire for more automation and opportunities to reduce duplication and save time for many staff. There were recurring suggestions for field applications such as macros/automation of court forms and the automation of monthly statistics.

Redistribute work There were lots of ideas related to changing how things get done and who does them. Random cases were a recurring theme and staff suggested making random assignments more random, assigning random cases east/west, and creating random caseloads or a random unit. Employees wanted to send more cases to report only caseloads and suggested increasing eligibility for the caseloads and making more report only caseloads available. Quickies and other work that is passed along to the field were recurring themes. Employees want someone to put more complete information in the files before they get to the field PO. A shortage of support staff was a recurring theme as various locations mentioned

the need for support staff and many suggestions for redistributing work involved using support staff. There were recurring suggestions about expanding CMUs role, especially in terms of conducting defendant interviews on probation violations and combos.

Reduce length of time on probation Employees indicated that probation recommendations from PSI have moved back to three-year time frames and that shorter probation periods should be considered. In addition, staff suggested increasing the use of ETs by reviewing eligibility criteria for ETs and exploring opportunities to fast-track cases for ET.

Eliminate work There were several suggestions regarding work that could be eliminated. The recurring suggestions were to eliminate some of the PSI reports being done, based on offense/type, and to reduce the paperwork in the PTR process. Other suggestions included eliminating interviews on stipulated sentences with significant prison time, completing the FROST once a year, and getting rid of supervisor signatures for transfers or RFR letters.

Reallocate staff or change staffing pattern There were several ideas regarding changes in staffing patterns. The only recurring theme or suggestion was the use of SOs to assist standard POs. Additional suggestions were to increase IPS numbers or reduce staff, look at employees in non-caseload assignments, use the team concept, have assistant supervisors, and use a replacement officer in PSI.

Adjust performance expectations with heavy workload The idea that performance expectations need to be adjusted when a heavy workload is being carried was a recurring theme. Staff expressed that “something has to give.” Suggestions included dropping 100% standards and increasing overtime provisions.

Resolve issues with Court and related departments The need to improve communication and understanding between the court and MCAPD was a recurring theme, and problems were also noted with the County Attorney’s Office and Clerk of Court. Suggestions included a rotating schedule for judges to be available to sign warrants, sharing information with judges regarding PSI issues, and cross-training and collaboration with court-related agencies.

2. Interest in Your Welfare

Safety/security Safety and security dominated the suggestions generated by the breakout groups that discussed “Interest in Your Welfare.” Concerns about office security, in particular, were a recurring theme. Recurring suggestions for improving office security included redesigning buildings, metal detectors, security guards, bulletproof glass, mirrors, panic alarms, more lighted parking, safety training and drills. Suggestions for improving safety at satellite offices included having radio coverage at satellite offices / cell phone reception, developing procedures / criteria for storage of defendants’ belongings while at the office, working in teams, and incorporating a crisis rehearsal at the training for potential safety problems. Ideas for improving field safety included better radio and cell phone reception, power locks on cars, and reconsidering the one-year wait period for probationary employees to carry a weapon.

Equipment and facilities Recurring suggestions related to equipment and facilities were providing videoconferencing, lockers, more private space, and more office space, and keeping satellite offices.

Health and well-being One theme in this discussion was the stress caused by work. Recurring suggestions for improvements were addressing ergonomics, workload, and stress relief.

Benefits and compensation The recurring suggestions were to increase gas reimbursement and to make gyms more accessible. Other suggestions included on-site daycare, matching deferred compensation, more medical plans, increased life insurance coverage for officers, and a pay plan.

Employee recognition Employees suggested that recognition of employees be continued and funding be made available for these programs. It was noted that certain offices and divisions should not be forgotten for employee rewards and other department wide efforts such as the employee satisfaction survey and BLITZ.

◆ **Communication Between Departments**

Courts A recurring theme expressed by staff was difficulty in communicating with the Court regarding day-to-day case specific matters. PO's want a way to communicate and a better response. The JA's are resistant to PO's efforts to communicate with judges. Meanwhile, PO's need Quickie info, more direction than is provided by a check-off box in the Memos, a way to track petitions and in some cases, a faster response on petitions, and a section in reports for issues with the plea or contradictory information that should be brought to the judge's attention. Another recurring theme was judicial decision-making, especially in regards to Quickies, Prop. 200 cases, PV releases, and a lack of sanctions imposed for probation violations. Suggestions included educating judges, informing judges of our policy changes, having a liaison with the Court, and informing employees how a PV release can be revoked. Another idea was to develop a method to bring problems to the existing Court-Adult Probation committee.

Other Agencies Employees suggested an automated system with TASC that would provide immediate referrals, results to officers, reduce the number of technical problems, and provide a receipt to probationers after they drop a sample. Regarding the **County Attorney's Office**, employees suggested direct communication at the manager level (because we don't know who to call and calls aren't returned). With **police departments**, employees want to develop working relationships in order to coordinate arrests in a timely manner. Regarding **ICE/INS**, employees suggested an information liaison person on both ends who actively attends meetings and is involved in the policies. The development of consistent timelines for **OOB** throughout state of Arizona was suggested. In discussing other agencies in general, employees suggested specific contact people and/or liaisons at the manager level who would have regular meetings and relay information. Training and cross-training were suggested. Other ideas included creation of criminal justice committees to network and problem-solve, a county CJ newsletter, a risk instrument for the attorney offices to determine whether a case is appropriate for probation, clear rules/interagency agreements, and uniform standards in information sharing.

Within MCAPD Internally, employees suggested improved communication regarding what is being done to address/resolve current issues – including information about current collaborations, news from the Blue Ribbon Committee and OMB, updates on safety, etc. There were practical suggestions regarding phone lists and contact information, ideas regarding the tone and level at which communication should occur, consistency in procedures, and a suggestion for a Q&A forum.

◆ **How Performance Problems Are Dealt With**

Performance and workload Like the breakout groups that discussed Workload, a recurring theme in these groups was that performance standards should be adjusted to reflect heavy workload. Suggestions included giving staff realistic expectations and putting evaluations on a "sliding scale." Employees also

suggested that factors outside the employee's control such as the accessibility of the supervisor and other departments and the deadline issues should be considered in performance evaluations.

Consistency and favoritism A lack of consistency, including preferential treatment, in how supervisors conduct performance evaluations was a recurring concern. Ideas included having division directors conduct quality assurance checks, sticking to department policy, and giving credit for attempted contacts. Other suggestions included clearly addressing expectations (i.e. what is needed to move from one level to the next), clarifying interpretation of the standards, and doing timely evaluations with ongoing feedback and issues addressed. A field appraisal committee was suggested to help consistency. Another idea was to use the process we have with safety scenarios, and do performance scenarios going over policies to understand and be able to pass down to unit to staff.

Supervisory skills Suggestions included providing more positive feedback, discussing matters in private, being aware of tone/method in delivering criticism, and proper use of the continuum of discipline. More training for supervisors on performance appraisals was suggested. Another idea was surveys on supervisors (consistently given, perhaps annual, perhaps on previous supervisor).

Dealing with performance problems Suggestions included incorporating radio training into new hire training; communicating consistent problems/mistakes to the unit as a training issue; and using lateral communication to share job knowledge, such as familiarity with resources, by having an accessible list of contact people in each building/area. Another suggestion was to have an objective review board for disciplinary actions --since the supervisor will have already been talking to the director, someone new would review it. Employees thought it should be made known where comments can be communicated confidentially, such as a supervisor telling an employee not to follow policy. Other ideas included speeding up the whole disciplinary process and not punishing everyone when the issue is with one employee.

Appendix A

Suggestions from Individual Employee Satisfaction Survey Forums

<u>Location</u>	<u>Date</u>	
Scottsdale Office	April 5, 2006	Page 9
Garfield Probation Service Center	April 20, 2006	Page 10
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Durango Dispatch	June 1, 2006	Page 19
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Employee Satisfaction Survey Forum Scottsdale Office April 5, 2006

Suggestions from breakout groups:

Workload

1. Eliminate field contacts on minimum cases
2. Recreate CMU
 - A. Random warrants
 - B. All interviews (P.V. and Combo's) –
3. Have non-badged staff work unsupervised/bank caseloads (Chief explained that badged officers are writing petitions and reports which require a badged officer, and are working large caseloads. Once staff understood this, this suggestion was withdrawn).
4. Eliminate interviews on stipulated sentences with significant prison time
5. Use reserve/on-call field officers (AOC requirements for psych and poly were noted as factors that discourage some retired officers from returning as on-call staff)
6. Better case assignment system (Officer explained frustration with being assigned case with Tempe address when the defendant was in jail, then a Glendale halfway house. The PO never saw the person in Tempe, but was not allowed to transfer case to Glendale).
7. Stop trickle-down effect (passing work on to field officers)
 - Was a PSI function... now the Field has to get the police report and plea agreement on cases, especially Quickies
 - Purging files
 - DNA testing (ARC screener doesn't have time, passes on to field)
 - OST (ARC screener doesn't have time, passes on to field)

Interest in Your Welfare

1. Dragging feet on security/safety issues
2. Is upper management understanding of ... “managing file instead of people” (Officer related spending 85% of time in front of computer and not having sufficient time with clients)

Communication between Departments

1. Develop better communication with Court and in iCIS to track petitions – when received, signed, whether approved or denied. Sometimes petitions come back right away; sometimes they take forever to come back. Meanwhile the information recorded in iCIS does not provide enough information to know what the status of the petition is.
2. Educate PV judges – after PO has worked with case and eventually takes the case back on probation violation, there is an expectation of jail, prison, or other significant consequence, but the judges are not imposing these sanctions.
3. Sort the MCAPD phone lists by department, not just alphabetically – enable people to easily access a contact number to call presentence, pretrial, warrants, etc. without having to identify a person assigned there first before they can call.

How Performance Problems Are Dealt With

- Speed up the full disciplinary process
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Employee Satisfaction Survey Forum
Garfield Community Probation Center April 20, 2006

Suggestions from breakout groups:

Workload

1. Better utilization of specialized caseloads
2. Sell Job – Active Marketing
3. Recruit more interns/volunteers & use more wisely
4. Increase use of bank/record type caseloads
5. At presentence level: more accurate sentence – 6 mos. not 3 years
6. Out of county cases
7. Reduce length of time on probation
8. Increase ET's
9. Either increase IPS numbers or reduce staff
10. Re-address boundaries for workload issues
11. Look at employees in non-caseload assignments
12. Simplify hiring process – speed it up!
13. Associate P.O. (different requirements)
14. O.T. for extra assignments
15. Improve automation (reduce duplication)

Interest in Your Welfare

1. Office security
2. Metal detectors
3. Security guards M-F 8-5
4. Decrease or remove 1 year wait period (for probationary employees) to carry weapon
5. “Dead zones” for radios
6. Garfield SO's have access to personal weapons
7. Increase number of Garfield SO staff
8. Ergonomic work stations
9. Larger computer screens for support staff
10. More cameras at Garfield
11. Power locks on vehicles
12. Bulletproof glass on reception area
13. Employee recognition – movie passes, gift certificates, etc.
14. Recognition from upper management (not from direct supervisor)
15. More direct access to Chief

Communication Between Departments

1. Lack of communication: don't know who to contact and don't get calls returned timely
 - Direct communication with County Attorney, Manager
 - Accountability for departments that do not manage problems efficiently -- with consequences. APO's must return all calls within 24 hours, answer calls after hours – why don't they?
2. Statistics: Recidivism – has it grown? Long term plans to reduce
 - A way to measure department success
 - Bar needs tool similar to risk score (like IPS matrix) to determine if offender is appropriate for probation
 - Bar – stop the revolving door of reinstatement
3. Quickies – too many now! Many are not appropriate. Makes workload enormous.

County Attorney or Court Clerk must read the defendant's criminal history on the record for the bench to hear

How Performance Problems are Dealt With

Issues that are demoralizing --

- Recognize and address the problems, i.e. preferential treatment (and work assignments) to individuals and units
 - Workload issues – can a person who has disproportionately high numbers perform their job the same way a peer with smaller numbers can?
 - Performance evaluations should not reflect only recent incidents, but an entire picture. Specific job functions should be weighted so that if there is a weakness, it does not diminish all the strengths and individual's accomplishments.
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Employee Satisfaction Survey Forum Probation Service Center May 1, 2006

Suggestions from breakout groups:

Workload

1. Improve Recruiting
 - Put PO's at career fairs/colleges
 - Shorten hire process timeline
2. Supervisor Recruitment
 - Increase IV pay
 - Recruitment inhibited by 1) loss of flexibility and 2) concern regarding location/placement
3. Caseload/field
 - Fast track cases for ET's/Prop 200 and use civil judgments
 - PSI recommendations are getting lax regarding length of sentence (usually recommend 3 years)
 - Special unit to handle all "random" cases
 - Work furlough – to do their own warrants
 - Contact standard in "Month" format, not "Number of Days Last Seen" format
 - Field SO's for standard officers (ideas = 1 SO per unit or "x" number for division)
 - Use of team concept
 - Increase eligible offenses for "report only" caseload (consider criminal history for DUI offenses)
 - Support staff want more automation
 - Quickie cases increase workload in the field
 - Some adjustment in performance expectations should correspond to large caseload size

Interest in Your Welfare

1. What is it?
 - Safety – are needs being addressed?
 - Work environment – offices are crowded
 - Retirement – legislative action
 - Upper management lack of involvement/support and dealing w/issues – concerns
 - Line staff has no, or little, input into decision-making
 - Lack of consistency in building/unit practices; especially with evaluations
 - Employee recognition and pay

2. What to do about it
 - Equipment lockers, etc.
 - Dispatch training
 - Improve firearms authorization process
 - More communication between officers
 - Better/more comfortable office space
 - Don't go too far in other direction regarding satellite offices. Some supervision areas are 25 miles from a regional office.

Communication between Departments

1. Better relationship with the court
2. Identify agencies and problems
3. Specific contact people from each department
4. Set up a liaison for each department (entire court system) – have monthly meetings
5. Training for each department on our function and cross-training
6. Access for all staff to information

How Performance Problems are Dealt With

1. Not addressing issues
 2. Punitive measures for everyone when the issue is with one employee
 3. Performance vs. caseload size
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Employee Satisfaction Survey Forum Downtown Superior Court Building May 3, 2006

Suggestions from breakout groups:

Workload

1. PSI – electronic reports
2. PSI – eliminate some of the reports being done based on offense/type
3. Cross training and collaboration with Clerk of Court and other court-related agencies to improve communication and reduce log jams and duplication
4. PSI – streamline. Share information from Pretrial.
5. Share information with judges regarding PSI issues
 - Sporadic calendars
 - Add new courts without providing for the additional workforce needed at APD
6. Field: Revisit FROST vs. 180s. FROST is time prohibitive concerning the current workload.
7. Drug Court – caseloads of 70, 80, 90. Punching numbers. Priorities – do progress reports; go to court. 40 hours. Need to take something off the plate.
8. Paper files
 - Eliminate redundancy
 - Electronic vs. paper – no one has time to purge files
 - Software – scan into file
9. Automate PSI and Field assignments
10. Pretrial – quick turnaround of defendants. May do all the initial work on defendant and next day he's no longer under supervision.
11. Pretrial – could manage better with specialized caseloads. Such as alcosensor being provided and used by officer monitoring DUI cases.

12. Performance evaluations – how can employee be rated well on the quality of their work when their workload is so high? Workload issues affect quality of work and amount of work.

Interest in your welfare

1. Ergonomics – Evaluation requests take a long time; there are health needs not being addressed
2. Updated office equipment – why are we still using typewriters?
3. Stress issues related to workload – staff goes out on FMLA due to stress and that compounds the staff shortage and places more stress on the remaining staff. Provide chair massages.
4. Time off – individuals have difficulty with scheduling time off and being able to use their vacation time.
5. Risk/safety issues regarding arrests. POs being told that they will need to handle more of their own field arrests so that the Warrants Unit can focus on true absconders/high risk cases.
 - More training for officers on arrest procedures.
 - More Warrants officers or “arrest facilitators” at offices (POs who are more comfortable making arrests and are well trained for this who could handle office arrests as needed while perhaps carrying a reduced caseload)
6. Work environment concerns – increase focus on safety/privacy.
7. Drug court staff has no private places to meet with probationers and support staff is exposed to potential dangers by having probationers on the floor. Suggest interview rooms.
8. Obtain new weapons of intermediate force, e.g. stun guns
9. Cell phones for PSI. Officers cannot contact victims and defendants from home without exposing their personal phone numbers, thus limiting the hours during which these calls are possible.
10. Improve radio equipment to provide better coverage
11. Use of personal vehicles – increase reimbursement or provide county cars)
12. Eliminate mandatory telecommuting (required now in PSI because of space limitations) – some people don’t want to telecommute

Communication between departments

1. Active participation in continued training of interlinking departments provides ongoing education and promotes open communications (forum, roundtable)
2. Survey all participants more frequently (judge, attorney, PO)
3. Create liaison with a particular department
4. Establish clear business rules/guidelines for/between departments (interagency agreements)
5. County criminal justice newsletter
6. Written communication of results of steps being taken to address/resolve current issues (pay, minutes of OMB, Blue Ribbon Committee)
7. Mechanism to promote continued communication with court, attorney offices, and jail – direct communication between managers and between line staff, with results communicated. Perhaps quarterly meetings.

How performance problems are dealt with

1. Consistency
2. Place/person to put comments anonymously, for example supervisor telling employee not to follow policy
3. Make it known that Bob Wilmarth/Lauren Eiler can be contacted with confidentiality
4. Like safety scenarios, do performance scenarios going over policies to understand and be able to pass down to unit to staff. Have division directors be the first to do this so they are all on the same page and interpret policy the same so it can be presented to each division more consistently. Scenarios discussed at Exec. Team meetings and minutes e-mailed/sent to all supervisors and staff
5. Have an objective review board for disciplinary actions. Since supervisor will have already been talking to the director, have someone new review it.

6. Objective performance evaluations done consistently and timely

Employee Satisfaction Survey Forum Southport May 3, 2006

Suggestions from breakout groups:

Workload

1. FROST has unrealistic time frames. Should be done once a year; have support staff input the FROST and assist with the quickie cases; develop a macro for FROST in APETS.
2. No probation tails after DOC unless it's a Prop 200 case.
3. Random assignments need to be more random especially the homeless cases.
4. Have Presentence screen cases more thoroughly before making the assignment.
5. Decrease time frame for warrant process so that the cases aren't staying on the caseload for so long. Reduce from 90 days to 60 days.
6. Availability of judges to sign warrants. Have judges on a rotating schedule to be available to sign warrants so that officers aren't stuck waiting around for a judge to be available.
7. Have surveillance officers assigned to an office for bookings to save time on the officer's end.
8. Caseload sizes: keep that at 60:1.
9. Re-evaluate recommendations for sentencing: 3 years probation for first time offender misdemeanor case. What happened to the one or two year probation terms?

Interest in Your Welfare

1. Improve building security (South Port)
Suggestions: Install metal detectors / get a security guard; physical restructure of building to provide for better surveillance by co-workers; bullet proof windows for support staff area and work area; iron fence should replace the chain link fence; put in a brick wall on 7th street side of building; inform all employees on the use of the panic buttons - not everyone knows we have them or where they are located.
2. Satellite Offices
Suggestions: Having radio coverage at SO's / cell phone reception; develop procedure / criteria for storage of defendant's belongings while at the office; work in teams; incorporate a crisis rehearsal at the training for potential safety problems.
3. Field
Suggestions: need to have better cell phone reception; work in teams; reconsider waiting period for arming (not waiting until off probation before becoming armed), better radio reception; install car lock.

Communication between Departments

1. Have a PO Liaison for the Department who deals with issues and transfers/relays information from CA Office, DPD, PD, and Municipal Courts.
2. Establish a unified PV Court preparation.
3. Develop working relationships with police departments in order to coordinate arrests in a timely manner.
4. Municipal Courts – Develop a system that relays information, records, and ability to access lines for probation status, cases, and arrest notification.
5. ICE/INS – Establish an information liaison person on both ends who actively attends meetings and is involved in the policies for issues (i.e. project manager).

6. TASC – Create an automated system that has an immediate referral system; results to officers; reduce the amount of technical problems; provide defendants with a receipt for their UA drop after they have actually dropped a sample. Presently the receipts are being given to the client before they drop, at times the client leaves and submits receipt to officer, without actually ever having dropped a sample.
7. Interdepartmental Communication
 - Jail Releases
 - Minute entry orders of special condition enforcement.
 - CMU & Work Furlough – assignments, timeliness of files; file prep for IDS, special caseloads
 - Immediate updated list for liaisons (i.e. CA packets, terms, reduced supervision, work furlough, FINCOM officers etc). Put a listing up on the intranet.

How Performance Problems Are Dealt With

1. Lack of consistency among supervisors (i.e. expectations of officer compliance).
 - Suggestion: Stick to department policy; with regards to contacts with defendants, credit should be given for attempts that are being made.
 2. File reviews – favoritism (ex: officer is friend with supervisor, thus supervisor lacks objectivity).
 - Suggestion: division director should conduct quality assurance checks.
 3. Lack of leadership skills among those being promoted.
 - Suggestion: develop a better pay system for supervisors in order to attract staff with leadership skills; better training on leadership skills; do not promote if individual is not qualified; review the current promotional process.
 4. Emphasis on negative / problems.
 - Suggestions: provide positive feedback (verbally, written or publicly); give opportunity to fix the problem before putting it in writing; proper use of continuum of discipline.
 5. Condescending nature of constructive criticism.
 - Suggestions: privately discuss matters; supervisors should be aware of the tone/method in which they deliver a message.
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Employee Satisfaction Survey Forum Durango May 4, 2006

Suggestions from breakout groups:

Workload

1. Flow of work – receiving the necessary paperwork in the appropriate time (County Attorney packets)
2. Random assignments – Information: how are assignments handed out?
3. Recruitment – incentives: word of mouth vs. advertisements
4. More front work/more information (i.e. quickie files)
5. Additional work requirement of line staff -- doing an arrest before issuing warrant
6. Field applications – automation in the field
7. Clerical support (Durango)

Interest in Your Welfare

1. Metal detectors
2. Peep hole on door
3. Security guard
4. Lockers
5. Office safety training

6. Drills
7. Discipline actions
8. Field arrest - PO

Communication between Departments

1. Engage staff and provide education to County Attorney, Judges, Public Defender, MCSO, and local police departments
2. Update staff about what is being done (safety)
3. Create criminal justice committees—network and problem-solving (i.e. jail, court)
4. Uniform standards in information sharing, filing (ex. PO file, Clerk file, Juvenile file)
5. More personal contact vs. e-mail

How Performance Problems are Dealt With

1. Lack of consistency
 2. Perception that discipline is inconsistent based upon who person is
 3. More training for supervisors on performance appraisals
 4. Uniform standards in expectations
 5. Develop process for helping staff resolve performance issues
 6. Incorporate radio training into new hire training group to include a tour to dispatch unit
 7. Accuracy in info (double-check work)
 8. Better documentation (need for automation)
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Employee Satisfaction Survey Forum Black Canyon Building May 9, 2006

Suggestions from breakout groups:

Workload

1. Speed up support staff workload – Automated
 - Court forms on macros (3 part forms – PTMs, PTR, expiration)
2. INS/DOC has too many cases
 - All DUIs to Field
 - Increase staff
 - Letters to defendants in DOC
 - Use temp's to file/clerical work
3. Standard caseload numbers high
 - Minimum caseloads
 - Random caseloads
 - CHRIs to support staff
 - Create uniform file (document placement guides)
 - More ROC caseloads
 - Take away stats (automate)
 - Ensure accurate info in APETS to be able to use info for reliability
 - As numbers increase, stress increases, and sick time increases
 - Assistant supervisors
 - Unit/Div. Mentors for new hires
4. IPS – someone to enter/track IPS CRP hours in APETS

Interest in Your Welfare

1. Support/APOs
 - X-ray machine
 - Magnetometer pilot – better than nothing
 - What to do with knives, rounds, and certain tools
 - Panic buttons – status
 - Visible alarm for support staff
 - Fish eye mirrors so Security can see, enhance lobby
2. Security
 - Increase Court Security knowledge about APD
 - Increased staffing
 - Communications after hours/weekends (i.e. nonbadged ID personnel must wear ID at all times)
3. Safety
 - Patrols during office days
 - Contact requirements/#'s high
 - IDS arrest – nonbadged role
4. Parking -- noise from vehicles
5. Lighting – after hours and under covered
6. Ergonomics – physical ailments for L/T computer use
7. Radios –static/dead zones
8. Mirrors or monitors in sex offender lobby for POs and support
9. Gated security parking lot
10. Antimicrobial vs. antibacterial
 - Where are cleaners and biohazard supplies?
 - Need more, perhaps on all floors
11. One-flush toilets (or buckets ☺)
12. Handicapped
 - Access through magnetometer
 - Ramp @ door
 - Door itself
13. Mileage reimbursement rate
14. Gym
15. On-site daycare
16. Jail interview video
17. Why legal days with 3-hour wait?
18. Nonbadged and CRP defensive tactics training

Communication Between Departments

1. OOC develop consistent timelines throughout state of Arizona
2. Develop consistent procedures for support staff department wide
3. Create nonbadged APD position to act as a court liaison position (not CLAPO) to locate lost paperwork, walk-throughs, clarify conditions, etc. Primary function: 2-way communication with judges.
4. Address the tone of communications coming from other departments (i.e. CLAPO “hit list” and Warrants “hit list”)
5. Emphasis on what is being done correctly rather than errors
6. Supervisor to supervisor calls to notify errors instead of going through Division Director
7. Create a reference page of frequently requested phone numbers on Intranet to include CPS, Crime stop, MCSO, etc.

8. Create an avenue for open, informal communication – a Q & A forum that can be viewed department wide (i.e. a department wide internal blog; i.e. old anonymous Printnet Q & A)

How Performance Problems Are Dealt With

1. Higher level of consistency with evaluations
 - Field appraisal committee – consistent caseload performance review
 - Timely evaluations – ongoing feedback, address issues
 2. Lateral comm.—job knowledge, cross-trained
 - Familiarity with resources
 - Accessible list of contact people in each building/areas
 3. Evaluations on “sliding scale”
 4. Communicate consistent problems/mistakes to unit – training issue
 5. Accountability – supervisors holding all staff equally accountable
 - Morale issues
-

Employee Satisfaction Survey Forum Northport May 10, 2006

Suggestions from breakout groups:

Workload

1. Random assignment unit
2. More copiers so we aren't waiting
3. APETS generates stats
4. Don't print things contained in APETS
5. Computer generate all court documentation
6. Access to PSI reports on M drive
7. TASC results go to APETS instead of APD on-line
8. No field face sheets for PSI reports
9. Get rid of supervisor signatures for transfers or RFR letters
10. Automatic overtime if you are over set ratio of 60:1 and/or drop 100% standards – something has to give
11. Use iCIS as opposed to APETS
12. Flexibility on standards as caseloads rise
13. Standing committee to address workload issues
14. Phone FROSTS – reassessments

Interest in Your Welfare

1. Accelerate plans to add security to existing buildings and complete new proposed offices and offices in Phoenix growth areas
2. Resource for preapproved secondary employment (e.g. detention)
3. Utilize our current authority as peace officers as well as uniform conditions, or publicize that authority, to search & seizure (i.e. signs in lobby)
4. Offer greater variety of medical plans (more varied deductibles)
5. Plan to continue funding to, and even increasing, funding to performance recognition programs
6. Encourage more team work for efficiency and coverage -- county car and S.O. at each building
7. Reduce stress – reduce/change workload
8. More accessible gyms – reductions in membership

Communication between Departments

1. Consistency among divisions/units: case plans/ transfer summaries, APETS completeness -- treatment field and the rest of the tree
2. Case transfer requirements not done per policy
3. Division directors slow to act and make decisions
4. Fear of retaliation/labeling for going above immediate supervisor with concerns
5. Why can't we e-mail judges directly?

How Performance Problems are Dealt With

1. Officers being held to the same standards (e.g. officers having higher caseload numbers being held to the same standards as those with lower numbers)
 - Give overtime
 - Split caseloads
 - Get rid of random reports
 - Hire more
 - Keep CMU cases in APETS with CMU until they are released
 2. Evaluations: Give us realistic expectations – too much to accomplish! especially in performance evaluations
 3. APETS
 - Get rid of some categories, such as treatment (already in contacts)
 - Supervisors require different things
 - Change time requirement for contacts – 3 days not enough time.
-

Employee Satisfaction Survey Forum Durango Dispatch June 1, 2006

Suggestions from breakout groups:

Workload

1. Automation (support staff).
2. Cut down on paperwork.
3. Modify hiring standards
4. Suggestions: Consider which job tasks require a degree to perform; repetitive assembly type task can be performed without a degree.
5. Changing who does the sentencing reports.
6. Quickie files need to be completed by the time it reaches the PO. Consider having the same set up for quickies as they do at WRC where support staff put all the paperwork together and then hands it off to the PO.
7. More involvement from CMU regarding interviews with defendants in order to save time for the PO having to drive down and wait.
8. Reduce caseload numbers.
9. TASC appears to be more troublesome now that it is online; go back to the old system, it was easier to keep track of those with positive UA's because we knew immediately when we got the results in the mail.
10. Review ET policy and who is eligible.
11. Reconsider if a PO really needs to be completing the FROST or if someone else can do it; is it something that can be completed over the phone?
12. Shorten the PTR process (less paperwork).

13. Kiosks for unsupervised, report only and minimums to report. Then we would have more APO's for field cases, which would align with EBP.

Interest in Your Welfare

1. Who is required to do the arrest? PO's vs. Warrants. Too much time is being spent on booking defendants and paperwork.
2. Incomplete information provided about defendant's criminal history.

How Performance Problems Are Dealt With

1. Give employees the opportunity to evaluate supervisors with some form of being anonymous. Opportunity has been there in the past for some but not all. (Have some consistency.)
2. Fear of retribution when doing surveys.
3. Feeling of intimidation when participating in survey.
4. Develop an annual survey on supervisors with the opportunity to evaluate past supervisors. By evaluating past supervisors there is a lesser likelihood of being identified as opposed to rating your present supervisor.
5. Consistency of evaluation process; bypass individual supervisor personal beliefs and biases so that they are not factored into the evaluation process.
6. Clearly address expectation of the supervisors; develop a consistent process for the evaluation. Let employees know what is expected of them in order to move from one level to the next.
7. Model the military method of evaluations.

Communication between Departments

1. Have a PO Liaison for the Department that we work with to establish better communication.
2. Share information on what we can offer to the agencies that we work with.
3. Educate the agencies that we work with (i.e. ALPHA program, jail rules, expectations, what the various positions are in our Department, etc.).
4. Do like a cross training with other agencies; offer opportunity for one on one as to what we do and what they do. Exchange knowledge.

Employee Satisfaction Survey Forum Southeast Facility June 1, 2006

Suggestions from breakout groups:

Workload

1. Random: assigned East/West
2. PSI:
 - CHRI only report for Prop 200
 - Single report format
 - Overflow PSI to Pretrial
 - Cell phones
 - Replacement officer
 - Get rid of centralized assignments
 - Judges don't always need 2nd report
3. Field:
 - Better use of technology – terms printer for field
 - Access to Internet from anywhere

- As numbers increase, supervision requirements adjustments (something needs to give)
- Palm pilots for APETS for officers in the field
- GPS for officers in the field
- Barcode files
- Shorten PV report

Interest in Your Welfare

1. Match officers deferred compensation
2. Don't forget about SEF:
 - SEF needed the employee satisfaction survey to be given at their office
 - Schedule BLITZ at SEF
3. Field needs videoconferencing
4. Jail visits every 60 days is a waste of time
5. Don't take away payroll deduction fees re: association dues
6. PSI needs to be included in peak performance
7. Raise gas reimbursement
8. Security in field offices and Garfield
9. Increase life insurance for officers (no adjustment made with arming)
10. Uniform performance evaluations
11. Sex offender court possibly similar to DV court
12. Career track instead of being promotion
 - Being on specialized caseload should be a promotion
13. Pay plan

Communication Between Departments

1. Shared training opportunities for departments to learn about each other
2. Have a liaison at management level, with County Attorney, Sheriff's Office, Public Defender, law enforcement agencies

How Performance Problems are Dealt With

1. Clarify interpretation of standards
2. Consistency
3. Acknowledge quantity and quality in workload and performance evaluation
4. Managerial awareness of workload issues

Employee Satisfaction Survey Forum Western Regional Center July 6, 2006

Suggestions from breakout groups:

Workload

- Reduce
 - Eliminate
 - Improve Efficiency
1. Improved equipment
 - makes a difference in the amount of work that gets processed when you have a fast computer.

2. Faster Bench response
 - ET's, Mods
 - Judicial Bench needs to have a better understanding, appreciation, and education for the job PO's do.
3. Unsupervised Probation
 - Get own support staff.
 - Work goes to other buildings
4. PV Court needs to change – there needs to be more accountability for probationers.
5. Open up report only caseload to take more cases.
6. Automated check in system for probationers with the receptionist. Similar to what DES has, but not like Kiosks, which would replace PO.
7. Wireless hookups.
8. Automated form rather than having to retype the same form all the time.

Interest in Your Welfare

1. Redesign building for safety and have PO input.
 - 5 day a week for office days
 - Seniority for office day
2. Safety in parking lots
 - Bigger parking lot in gated area
 - Need new lighting.
3. Keep Paula's satellite office.
 - Saves 60-70 people from having to come to WRC.
4. Large caseload sizes put stress on PO's (PO's need a stress reliever).
5. Field work for pregnant officers
 - Can't do DT
 - SO's should rotate around to help with fieldwork (team concept).
6. Lockers for defendants' property.

Communication between Departments

1. Need centralized way to get Quickie info – JA resistance to PO.
2. Memo to Judges – need a direct course of action and not a box that gets checked.
3. Educate Judges on Prop.
4. Release for PV – how to revoke release or notify the court.
5. IA court releasing dangerous defendants.
6. Group was not aware of committee with Judges and APD – need method to get information out to staff on existing collaborations.
7. Prop 200 – Educate judges on Prop 200; make a section in reports for issues with plea or contradicting information so that it is brought to the Judges attention.
8. Develop a quick standard method for all PO's to communicate with judges / break down JA resistance.
9. Develop a way to revoke PV release.
10. Get IA court to stop release of violent / risky defendants.
11. Get better responses from memos (take the check box off).
12. Develop a standard method to get information problems to Judge/APD committee.
13. Inform judges of policy changes (i.e. APO's making their own arrest and walking down warrants).

How Performance Problems Are Dealt With

1. Consistency – there are too many different interpretations of what good performance is.

2. Performance is not black and white – there are lots of factors that influence performance (i.e. factors in financial compliance).
 3. Familiarity with day-to-day job functions.
 4. Lack of accessibility with supers, courts, and other departments can affect timeliness of work being done.
 5. Deadline Issues – support staff, CA packets, reports/PTR.
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Appendix B

Employee Suggestions from the Employee Satisfaction Survey Forums Organized by Subject Area

Subject Area

Workload	Page 25
Interest in Your Welfare	Page 28
Communication Between Departments	Page 31
How Performance Problems Are Dealt With	Page 33

◆ **Workload:**

Recruitment ideas

1. Sell job – active marketing
2. Put PO's at career fairs/colleges
3. Recruit more interns/volunteers and use more wisely
4. Recruitment – incentives: word of mouth vs. advertisements
5. Shorten hire process timeline
6. Simplify hiring process – speed it up
7. Modify hiring standards. Consider which job tasks require a degree to perform; repetitive assembly type tasks can be performed without a degree
8. Associate P.O. (with different hiring requirements)
9. Use reserve/on-call field officers
10. Supervisor recruitment: Increase IV pay; recruitment is inhibited by 1) loss of flexibility, and 2) concern regarding location/placement

Automation/technology ideas

1. Improve automation (reduce duplication)
2. Paper files: A. Eliminate redundancy, B. Electronic vs. paper – no one has time to purge files, and C. Software – scan into file
3. Support staff wants more automation
4. Speed up support staff workload – automated; court forms on macros (3 part forms – PTMs, PTR, expiration)
5. Automation (support staff)
6. Automated form rather than having to retype the same form all the time.
7. Better use of technology – terms printer for field
8. Field applications – automation in the field
9. Take away stats – automate
10. APETS generates stats
11. Ensure accurate info in APETS to be able to use info for reliability
12. Contact standard in “month” format, not “number of days last seen” format
13. Don't print things contained in APETS
14. Develop a macro for FROST in APETS
15. TASC results go to APETS instead of APD On-line
16. TASC appears to be more troublesome now that it is online; go back to the old system, it was easier to keep track of those with positive UAs because we knew immediately when we got the results in the mail.
17. PSI – electronic reports
18. Automate PSI and field assignments.
19. Computer generate all court documentation
20. Access to PSI reports on M drive
21. Use iCIS as opposed to APETS
22. Improved equipment: makes a difference in the amount of work that gets processed when you have a fast computer
23. Automated check in system for probationers with the receptionist. Similar to what DES has, but not like kiosks, which would replace PO.
24. Kiosks for unsupervised, report only and minimums to report. Then we would have more APOs for field cases, which would align with EBP.
25. Access to Internet from anywhere

26. Wireless hookups
27. Palm pilots for APETS for officers in the field
28. GPS for officers in the field
29. Barcode files

Redistribute work

1. Overflow PSI to Pretrial
2. Better case assignment system (case in halfway house in another city, but unable to transfer it)
3. Re-address boundaries for workload issues
4. Better utilization of specialized caseloads
5. Pretrial – could manage better with specialized caseloads. Such as alcosensor being provided and used by officer monitoring DUI cases.
6. Minimum caseloads
7. More ROC caseloads
8. Open up report only caseload to take more cases
9. Increase use of bank/record type caseloads
10. Increase eligible offenses for “report only” caseload (consider criminal history for DUI offenses)
11. Random caseloads
12. Random assignment unit
13. Special unit to handle all “random” cases
14. Random assignments need to be more random especially the homeless cases.
15. Random: assigned East/West
16. Recreate CMU: A. Random warrants, and B. All interviews (P.V.’s and Combo’s)
17. More involvement from CMU regarding interviews with defendants in order to save time for the PO having to drive down and wait.
18. Work furlough to do their own warrants
19. Stop passing work on to field officers that used to be done downtown: A. Especially with Quickies, field has to go and get the police report and plea agreement, B. Purging files, C. DNA testing, if the ARC screener doesn’t have time, and D. OST, if the ARC screener doesn’t have time
20. Quickie cases increase workload in the field
21. More front work/more information (i.e. Quickie files)
22. Quickie files need to be completed by the time it reaches the PO. Consider having the same set-up for Quickies as they do at WRC where support staff put all the paperwork together and then hands it off to the PO.
23. CHRIs to support staff
24. Have support staff input the FROST and assist with the Quickie cases.
25. Reconsider if a PO really needs to be completing the FROST or if someone else can do it; is it something that can be completed over the phone?
26. Clerical support (Durango)
27. INS/DOC has too many cases: A. All DUIs to Field, B. Increase staff, C. Letters to defendants in DOC, and D. Use temp’s to file, perform clerical work
28. IPS – someone to enter/track IPS CRP hours in APETS
29. Unsupervised probation: get own support staff – work goes to other buildings.
30. Changing who does the sentencing reports

Reduce length of time on probation

1. Reduce length of time on probation
2. At presentence level, more accurate sentence – 6 months, not 3 years
3. PSI recommendations are getting lax regarding length of sentence (usually recommend 3 years)
4. Re-evaluate recommendations for sentencing: 3 years probation for first time offender misdemeanor case. What happened to the 1 or 2 year probation terms?

5. Increase ET's
6. Review ET policy and who is eligible
7. Fast track cases for ET's/Prop 200 and use civil judgements

Eliminate work

1. Cut down on paperwork
2. Eliminate interviews on stipulated sentences with significant prison time
3. PSI – eliminate some of the reports being done based on offense/type
4. PSI: CHRI only report for Prop 200
5. FROST has unrealistic time frames – should be done once a year.
6. Get rid of supervisor signatures for transfers or RFR letters
7. Shorten the PTR process (less paperwork)
8. Shorten PV report

Reallocate staff or change staffing pattern

1. Either increase IPS numbers or reduce staff
2. Look at employees in non-caseload assignments
3. Use of team concept
4. Assistant supervisors
5. Have surveillance officers assigned to an office for bookings to save time on the PO's end.
6. Field SO's for standard officers (ideas = 1 SO per unit or "x" number for division)
7. PSI: replacement officer

Adjust performance expectations with heavy workload

1. Some adjustment in performance expectations should correspond to large caseload size
2. Performance evaluations – how can employee be rated well on the quality of their work when their workload is so high? Workload issues affect quality of work and amount of work.
3. Flexibility on standards as caseloads rise
4. As numbers increase, supervision requirements adjustments (something needs to give)
5. Drug court: caseloads of 70, 80, 90. Punching numbers. Priorities – do progress reports; go to court. 40 hours. Need to take something off the plate.
6. Automatic overtime if you are over set ratio of 60:1 and/or drop 100% standards – something has to give
7. O.T. for extra assignments

Resolve issues with Court and County Attorney

1. Share information with judges regarding PSI issues: A. Sporadic calendars, and B. Add new courts without providing for the additional workforce needed at APD
2. Availability of judges to sign warrants – have judges on a rotating schedule to be available to sign warrants so that officers aren't stuck waiting around for a judge to be available.
3. Faster bench response: A. ETs, Mods, and B. Judicial bench needs to have a better understanding, appreciation, and education for the job POs do.
4. No probation tails after DOC unless it's a Prop 200 case
5. PV Court needs to change – there needs to be more accountability for probationers.
6. Flow of work – receiving the necessary paperwork in the appropriate time (County Attorney packets)
7. Cross training and collaboration with Clerk of Court and other court-related agencies to improve communication and reduce logjams and duplication

Other suggestions

1. PSI – streamline. Share information from Pretrial

2. PSI: A. Single report format, B. Cell phones, C. get rid of centralized assignments, and D. judges don't always need 2nd report
3. Pretrial – quick turnaround of defendants. May do all the initial work on defendant and next day he's no longer under supervision.
4. Have Presentence screen cases more thoroughly before making the assignment.
5. Random assignments – information: how are assignments handed out?
6. No field face sheets for PSI reports
7. Create uniform file (document placement guides)
8. Out of county cases
9. Field: revisit FROST vs. 180s. FROST is time prohibitive concerning the current workload.
10. Phone FROSTs -- reassessments
11. Decrease time frame for warrant process so that the cases aren't staying on the caseload for so long – reduce from 90 days to 60 days.
12. Caseload sizes: keep that at 60:1
13. Reduce caseload numbers
14. Additional work requirement of line staff – doing an arrest before issuing warrant
15. As numbers increase, stress increases, and sick time increases
16. Unit/division mentors for new hires
17. More copiers so we aren't waiting
18. Standing committee to address workload issues

♦ Interest in Your Welfare

Safety/security

Office Security

1. Dragging feet on security/safety issues
2. Office security
3. Accelerate plans to add security to existing buildings and complete new proposed offices and offices in Phoenix growth areas
4. Security in field offices and Garfield
5. Redesign building for safety and have PO input.
6. Work environment concerns – increase focus on safety.
7. Support staff is exposed to potential dangers by having probationers on the floor (Drug court - WCB). Suggest interview rooms.
8. Improve building security (South Port). Suggestions: Install metal detectors / get a security guard; physical restructure of building to provide for better surveillance by co-workers; bullet proof windows for support staff area and work area; iron fence should replace the chain link fence; put in a brick wall on 7th street side of building; inform all employees on the use of the panic buttons - -not everyone knows we have them or where they are located.
9. Metal detectors
10. Metal detectors
11. More cameras at Garfield
12. Bulletproof glass on reception area
13. Peep hole on door
14. Lockers
15. X-ray machine
16. Magnetomer pilot – better than nothing
17. Panic buttons – status
18. Visible alarm for support staff
19. Fish eye mirrors so Security can see, enhance lobby

20. Mirrors or monitors in sex offender lobby for POs and support
21. Gated security parking lot
22. Parking -- noise from vehicles
23. Safety in parking lots: A. Bigger parking lot in gated area, and B. Need new lighting.
24. Lighting – after hours and under covered
25. Utilize our current authority as peace officers as well as uniform conditions, or publicize that authority, to search & seizure (i.e. signs in lobby)
26. Security guards M-F 8-5
27. Security guard
28. Garfield SO's have access to personal weapons
29. Increase number of Garfield SO staff
30. Risk/safety issues regarding arrests. POs being told that they will need to handle more of their own field arrests so that the Warrants Unit can focus on true absconders/high risk cases. Suggestions: A. More training for officers on arrest procedures, and B. More Warrants officers or “arrest facilitators” at offices (POs who are more comfortable making arrests and are well trained for this who could handle office arrests as needed while perhaps carrying a reduced caseload)
31. Office safety training
32. Drills
33. Safety: A. Patrols during office days, B. Contact requirements/#'s high, C. IDS arrest – nonbadged role
34. Security: A. Increase Court Security knowledge about APD, B. Increased staffing, and C. Communications after hours/weekends (i.e. nonbadged ID personnel must wear ID at all times)
35. Five days a week for office days and Seniority for office day
36. Antimicrobial vs. antibacterial: Where are cleaners and biohazard supplies? Need more, perhaps on all floors
37. What to do with knives, rounds, and certain tools
38. Satellite Offices. Suggestions: Having radio coverage at satellite offices / cell phone reception; develop procedure / criteria for storage of defendant's belongings while at the office; work in teams; incorporate a crisis rehearsal at the training for potential safety problems.

Field Safety

1. Radios –static/dead zones
2. “Dead zones” for radios
3. Better radio reception
4. Need to have better cell phone reception
5. Power locks on vehicles
6. Install car lock.
7. Obtain new weapons of intermediate force, e.g. stun guns
8. Reconsider waiting period for arming (not waiting until off probation before becoming armed)
9. Decrease or remove 1-year wait period (for probationary employees) to carry weapon
10. Improve firearms authorization process
11. Work in teams
12. Field arrest – PO
13. Nonbadged and CRP defensive tactics training
14. Incomplete information provided about defendant's criminal history.

Equipment and facilities

1. Updated office equipment – why are we still using typewriters?
2. Improve radio equipment to provide better coverage
3. Cell phones for PSI. Officers cannot contact victims and defendants from home without exposing their personal phone numbers, thus limiting the hours during which these calls are possible.

4. Jail interview video
5. Field needs videoconferencing
6. Encourage more team work for efficiency and coverage -- county car and S.O. at each building
7. Equipment lockers, etc.
8. Lockers for defendants' property.
9. Better/more comfortable office space
10. Work environment concerns – increase focus on privacy.
11. Drug court staff has no private places to meet with probationers. Suggest interview rooms.
12. Eliminate mandatory telecommuting (required now in PSI because of space limitations) – some people don't want to telecommute
13. Handicapped: A. Access through magnetometer, B. Ramp @ door, C. Door itself
14. One-flush toilets (or buckets ☺)
15. Don't go too far in other direction regarding satellite offices. Some supervision areas are 25 miles from a regional office.
16. Keep Paula's satellite office: Saves 60-70 people from having to come to WRC.

Health and well-being

1. Ergonomics – Evaluation requests take a long time; there are health needs not being addressed
2. Ergonomic work stations
3. Larger computer screens for support staff
4. Ergonomics – physical ailments for L/T computer use
5. Stress issues related to workload – staff goes out on FMLA due to stress and that compounds the staff shortage and places more stress on the remaining staff. Provide chair massages.
6. Reduce stress – reduce/change workload
7. Large caseload sizes put stress on PO's (PO's need a stress reliever).
8. Time off – individuals have difficulty with scheduling time off and being able to use their vacation time.
9. Field work for pregnant officers: A. Can't do DT, and B. SO's should rotate around to help with fieldwork (team concept).

Benefits and compensation

1. Mileage reimbursement rate
2. Use of personal vehicles – increase reimbursement or provide county cars
3. Raise gas reimbursement
4. Gym
5. More accessible gyms – reductions in membership
6. On-site daycare
7. Match officers deferred compensation
8. Offer greater variety of medical plans (more varied deductibles)
9. Increase life insurance for officers (no adjustment made with arming)
10. Pay plan

Employee recognition

1. Employee recognition – movie passes, gift certificates, etc.
2. Recognition from upper management (not from direct supervisor)
3. Plan to continue funding to, and even increasing, funding to performance recognition programs
4. PSI needs to be included in peak performance
5. Don't forget about SEF: -- A. SEF needed the employee satisfaction survey to be given at their office, and B. Schedule BLITZ at SEF

Other ideas

1. Is upper management understanding of ... “managing file instead of people” (i.e. POs spending 85% of time in front of computer and not having sufficient time with clients)
2. Dispatch training
3. More communication between officers
4. More direct access to Chief
5. Uniform performance evaluations
6. Discipline actions
7. Resource for preapproved secondary employment (e.g. detention)
8. Who is required to do the arrest? PO’s vs. Warrants. Too much time is being spent on booking defendants and paperwork.
9. Why legal days with 3-hour wait?
10. Jail visits every 60 days is a waste of time
11. Sex offender court possibly similar to DV court
12. Career track instead of being promoted - Being on specialized caseload should be a promotion
13. Don’t take away payroll deduction fees re: association dues

◆ **Communication Between Departments**

Courts

Case Specific Communications

1. Need centralized way to get Quickie info – JA resistance to PO.
2. Develop a quick standard method for all PO’s to communicate with judges / break down JA resistance.
3. Get better responses from memos (take the check box off).
4. Memo to Judges – need a direct course of action and not a box that gets checked.
5. Create nonbadged APD position to act as a court liaison position (not CLAPO) to locate lost paperwork, walk-throughs, clarify conditions, etc. Primary function: 2-way communication with judges.
6. Why can’t we e-mail judges directly?
7. Develop better communication with Court and in iCIS to track petitions – when received, signed, whether approved or denied. Sometimes petitions come back right away; sometimes they take forever to come back. Meanwhile the information recorded in iCIS does not provide enough information to know what the status of the petition is.
8. Make a section in reports for issues with plea or contradicting information so that it is brought to the Judges attention.

Release and Sentencing Issues

1. Quickies – too many now! Many are not appropriate. Makes workload enormous. County Attorney or Court Clerk must read the defendant’s criminal history on the record for the bench to hear
2. Educate judges on Prop 200
3. Educate PV judges – after PO has worked with case and eventually takes the case back on probation violation, there is an expectation of jail, prison, or other significant consequence, but the judges are not imposing these sanctions.
4. IA court releasing dangerous defendants.
5. Get IA court to stop release of violent / risky defendants.
6. Release for PV – how to revoke release or notify the court.
7. Develop a way to revoke PV release.

Other Suggestions for Improving Communications with Courts

1. Develop a standard method to get information problems to Judge/APD committee.
2. Inform judges of policy changes (i.e. APO's making their own arrest and walking down warrants).
3. Better relationship with the court
4. Municipal Courts – Develop a system that relays information, records, and ability to access lines for probation status, cases, and arrest notification.

Other Agencies

1. Direct communication with County Attorney's Office at manager level (problem: don't know who to call and calls aren't returned)
2. Develop working relationships with police departments in order to coordinate arrests in a timely manner.
3. ICE/INS – Establish an information liaison person on both ends who actively attends meetings and is involved in the policies for issues (i.e. project manager).
4. TASC – Create an automated system that has an immediate referral system; results to officers; reduce the amount of technical problems; provide defendants with a receipt for their UA drop after they have actually dropped a sample. Presently the receipts are being given to the client before they drop, at times the client leaves and submits receipt to officer, without actually ever having dropped a sample.
5. OOC develop consistent timelines throughout state of Arizona

Other Agencies (Not Specified)

1. Identify agencies and problems
2. Accountability for departments that do not manage problems efficiently -- with consequences. APO's must return all calls within 24 hours, answer calls after hours – why don't they?
3. Specific contact people from each department
4. Set up a liaison for each department (entire court system) – have monthly meetings
5. Create liaison with a particular department
6. Have a PO Liaison for the Department who deals with issues and transfers/relays information from CA Office, DPD, PD, and Municipal Courts.
7. Have a PO Liaison for the Department that we work with to establish better communication.
8. Have a liaison at management level, with County Attorney, Sheriff's Office, Public Defender, law enforcement agencies
9. Mechanism to promote continued communication with court, attorney offices, and jail – direct communication between managers and between line staff, with results communicated. Perhaps quarterly meetings.
10. Create criminal justice committees—network and problem-solving (i.e. jail, court)
11. Training for each department on our function and cross-training
12. Engage staff and provide education to County Attorney, Judges, Public Defender, MCSO, and local police departments
13. Active participation in continued training of interlinking departments provides ongoing education and promotes open communications (forum, roundtable)
14. Share information on what we can offer to the agencies that we work with.
15. Educate the agencies that we work with (i.e. ALPHA program, jail rules, expectations, what the various positions are in our Department, etc.).
16. Do like a cross training with other agencies; offer opportunity for one on one as to what we do and what they do. Exchange knowledge.
17. Shared training opportunities for departments to learn about each other
18. Establish clear business rules/guidelines for/between departments (interagency agreements)
19. Uniform standards in information sharing, filing (ex. PO file, Clerk file, Juvenile file)
20. More personal contact vs. e-mail
21. Access for all staff to information

22. Survey all participants more frequently (judge, attorney, PO)
23. County criminal justice newsletter
24. Establish a unified PV Court preparation.
25. Way to measure department success (in reducing recidivism)
26. Bar needs tool similar to risk score (like IPS matrix) to determine if offender is appropriate for probation
27. Bar – stop the revolving door of reinstatement

Within MCAPD

1. Written communication of results of steps being taken to address/resolve current issues (pay, minutes of OMB, Blue Ribbon Committee)
2. Update staff about what is being done (safety)
3. Group was not aware of committee with Judges and APD – need method to get information out to staff on existing collaborations.
4. Create an avenue for open, informal communication – a Q & A forum that can be viewed department wide (i.e. a department wide internal blog; i.e. old anonymous Prinnet Q & A)
5. Sort the MCAPD phone lists by department, not just alphabetically – enable people to easily access a contact number to call presentence, pretrial, warrants, etc. without having to identify a person assigned there first before they can call.
6. Create a reference page of frequently requested phone numbers on Intranet to include CPS, Crime stop, MCSO, etc.
7. Address the tone of communications coming from other departments (i.e. CLAPO “hit list” and Warrants “hit list”)
8. Emphasis on what is being done correctly rather than errors
9. Supervisor to supervisor calls to notify errors instead of going through Division Director
10. Consistency among divisions/units: case plans/ transfer summaries, APETS completeness -- treatment field and the rest of the tree
11. Develop consistent procedures for support staff department wide
12. Case transfer requirements not done per policy
13. Division directors slow to act and make decisions
14. Fear of retaliation/labeling for going above immediate supervisor with concerns
15. Interdepartmental Communication
 - Jail Releases
 - Minute entry orders of special condition enforcement.
 - CMU & Work Furlough – assignments, timeliness of files; file prep for IDS, special caseloads
 - Immediate updated list for liaisons (i.e. CA packets, terms, reduced supervision, work furlough, FINCOM officers etc). Put a listing up on the intranet.

♦ **How Performance Problems Are Dealt With**

Performance and workload

1. Performance vs. caseload size
2. Workload issues – can a person who has disproportionately high numbers perform their job the same way a peer with smaller numbers can?
3. Acknowledge quantity and quality in workload and performance evaluation
4. Managerial awareness of workload issues
5. Evaluations on “sliding scale”
6. Evaluations: Give us realistic expectations – too much to accomplish! especially in performance evaluations

7. Officers being held to the same standards (e.g. officers having higher caseload numbers being held to the same standards as those with lower numbers) Ideas: Give overtime; split caseloads; get rid of random reports; hire more; keep CMU cases in APETS with CMU until they are released
8. Lack of accessibility with supers, courts, and other departments can affect timeliness of work being done.
9. Deadline issues – support staff, CA packets, reports/PTR.
10. APETS -- Get rid of some categories, such as treatment (already in contacts); Change time requirement for contacts – 3 days not enough time.

Consistency and favoritism

1. Consistency
2. Lack of consistency
3. Recognize and address the problems, i.e. preferential treatment (and work assignments) to individuals and units
4. Objective performance evaluations done consistently and timely
5. APETS -- Supervisors require different things
6. Consistency of evaluation process; bypass individual supervisor personal beliefs and biases so that they are not factored into the evaluation process.
7. Accountability – supervisors holding all staff equally accountable (Morale issues)
8. File reviews – favoritism (ex: officer is friend with supervisor, thus supervisor lacks objectivity). Suggestion: division director should conduct quality assurance checks.
9. Lack of consistency among supervisors (i.e. expectations of officer compliance). Suggestion: Stick to department policy; with regards to contacts with defendants, credit should be given for attempts that are being made.
10. Uniform standards in expectations:
11. Clearly address expectation of the supervisors; develop a consistent process for the evaluation. Let employees know what is expected of the in order to move from one level to the next.
12. Clarify interpretation of standards
13. Higher level of consistency with evaluations. Suggestions: A. Field appraisal committee – consistent caseload performance review; B. Timely evaluations – ongoing feedback, address issues
14. Consistency – there are too many different interpretations of what good performance is.
15. Like safety scenarios, do performance scenarios going over policies to understand and be able to pass down to unit to staff. Have division directors be the first to do this so they are all on the same page and interpret policy the same so it can be presented to each division more consistently. Scenarios discussed at Exec. Team meetings and minutes e-mailed/sent to all supervisors and staff
16. Perception that discipline is inconsistent based upon who person is

Supervisory skills

1. Lack of leadership skills among those being promoted. Suggestion: develop a better pay system for supervisors in order to attract staff with leadership skills; better training on leadership skills; do not promote if individual is not qualified; review the current promotional process.
2. Performance evaluations should not reflect only recent incidents, but an entire picture. Specific job functions should be weighted so that if there is a weakness, it does not diminish all the strengths and individual's accomplishments.
3. Performance is not black and white – there are lots of factors that influence performance (i.e. factors in financial compliance).
4. More training for supervisors on performance appraisals
5. Emphasis on negative / problems. Suggestions: provide positive feedback (verbally, written or publicly); give opportunity to fix the problem before putting it in writing; proper use of continuum of discipline.

6. Condescending nature of constructive criticism. Suggestions: privately discuss matters; supervisors should be aware of the tone/method in which they deliver a message.
7. Familiarity with day-to-day job functions.
8. Give employees the opportunity to evaluate supervisors with some form of being anonymous. Opportunity has been there in the past for some but not all. (Have some consistency.)
9. Develop an annual survey on supervisors with the opportunity to evaluate past supervisors. By evaluating past supervisors there is a lesser likelihood of being identified as opposed to rating your present supervisor.

Dealing with performance problems

1. Not addressing issues
2. Place/person to put comments anonymously, for example supervisor telling employee not to follow policy
3. Make it known that Bob Wilmarth/Lauren Eiler can be contacted with confidentiality
4. Speed up the full disciplinary process
5. Punitive measures for everyone when the issue is with one employee
6. Have an objective review board for disciplinary actions. Since supervisor will have already been talking to the director, have someone new review it.
7. Develop process for helping staff resolve performance issues
8. Lateral comm.—job knowledge, cross-trained
 - Familiarity with resources
 - Accessible list of contact people in each building/areas
9. Incorporate radio training into new hire training group to include a tour to dispatch unit
10. Communicate consistent problems/mistakes to unit – training issue

Other

1. Accuracy in info (double-check work)
2. Better documentation (need for automation)
3. Fear of retribution when doing surveys.
4. Feeling of intimidation when participating in survey.
5. Model the military method of evaluations.