

September 28, 2020

Interim Chief Adrian Diaz
Seattle Police Department
PO Box 34986
Seattle, WA 98124-4986

Dear Chief Diaz:

Please see the below Management Action Recommendation.

Case Number

- 2019OPA-0422 / 2020COMP-0011

Topic

- Leadership Expectations

Summary

- It was alleged that the Named Employee (NE), an SPD Captain, had repeated non-attendance and absenteeism at work and that SPD leadership failed to hold him accountable.

Analysis

- SPD Captains are salaried employees, and therefore do not have a fixed schedule or receive overtime pay.
- SPD policy does not provide any guidance on or mandates concerning supervisory presence in the office or expectations for Captains on a day-to-day basis.
- The NE's direct reports indicated that he failed to be physically present at work, although he was responsive by phone or email, and that his non-attendance demonstrated a lack of leadership.
- The Deputy Chief issued a Captains' expectations memo in March 2019, which stated that "Scheduling flexibility is required for most captain assignments, the specifics of which should be arranged between the captain and their bureau commander." The memo stated that "Department work should normally occur at a Department facility unless otherwise arranged between the captain and their bureau commander."
- The Assistant Chief of the Investigations Bureau told OPA that she previously informed bureau Captains, including the NE, of her expectations for their leadership and management of their units. This discussion included guidance on work hours, responding to emails and monitoring their subordinates.
- The failure of leaders to be present to guide and teach subordinates has a negative impact on Department culture and does not help to move the organization forward. Department promotional processes should place more emphasis on an individual's current leadership ability and future growth potential.

Recommendation(s)

1. Create a new framework of policies governing Department supervisors. These policies should:
 - a. Clearly set forth expectations for supervisors to work set schedules, including being physically present in the office;
 - b. Outline the minimum qualifications and responsibilities for each supervisory rank;
 - c. Contain sufficient standards to allow OPA and the chain of command to hold supervisors accountable for performance issues.
2. Require supervisors to, when appropriate, provide written performance expectations and consistently document deficiencies in performance.



3. Rethink the manner in which SPD conducts performance evaluations to ensure that employees are being critically reviewed.
4. Mandate yearly anonymized 360 performance evaluations for Lieutenants, Captains, and Chiefs.
 - a. The results of these assessments should be used to develop and improve performance and managerial, communication, and leadership skills.
 - b. Failure to maintain minimum standards should result in actual consequences, including, but not limited to, demotion.
 - c. Whether an employee may promote to a higher rank should rest, in part, on the outcomes of these assessments.
5. Reevaluate the manner in which the Department selects supervisors for promotion.
 - a. Develop metrics that objectively evaluate current leadership ability and future leadership potential.
 - b. Develop metrics that grade potential supervisors on essential leadership traits, such as kindness, empathy, work ethic, and sacrifice.
 - c. These metrics should be given a score that is combined with the other raw scores currently used to rank candidates.

Thank you for your consideration of this matter. I look forward to your response.

Sincerely,

AM

Andrew Myerberg
Director, Office of Police Accountability