

MARICOPA COUNTY SHERIFF'S OFFICE

Bureau of Internal Oversight

Audits and Inspections Unit



August 2018 Patrol Shift Roster Inspection

Inspection Report# BI2018-0104

The Audits and Inspections Unit (AIU) of the Bureau of Internal Oversight (BIO) will conduct inspections of Daily Patrol Shift Rosters on a monthly basis to determine if the rosters are in compliance with Office policy. The Daily Patrol Shift Rosters are uniformly inspected utilizing a matrix developed by AIU, in accordance with procedures outlined in Policy GB-2, *Command Responsibility*.

Matrix Procedures:

- A Daily Patrol Shift Roster is completed for each work shift.
- Supervisor span of control is in accordance with MCSO Policy GB-2.
- Shift Supervisor positions are being filled by employees with the rank of Sergeant, Lieutenant, or above in accordance with MCSO Policy GB-2.
- Supervisors are assigned to, and work, the same days and hours as the deputies under their direct command, absent exceptional circumstances.

Criteria:

MCSO Policy GB-2 (Sections 4 & 13.A1), *Command Responsibility*:

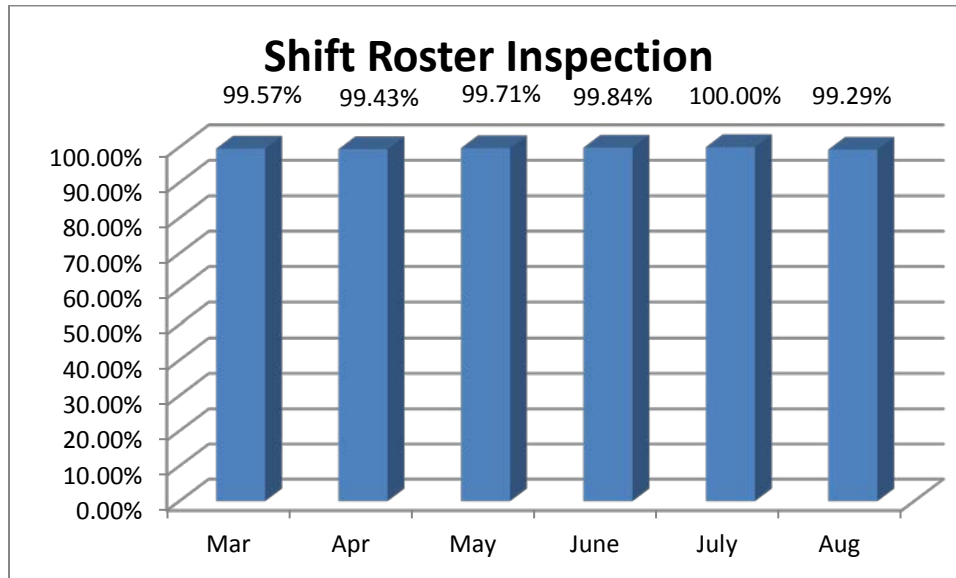
4. Direct Control: First-line patrol supervisors shall be assigned as primary supervisor to no more persons than it is possible to effectively supervise. First-line patrol supervisors shall be assigned to supervise no more than eight deputies, but in no event, should a patrol supervisor be responsible for more than 10 deputies. If circumstances warrant an increase or decrease in the level of supervision for any unit, squad, or shift, the reason shall be documented in a memorandum. The memorandum documenting the request for an increase or decrease shall be forwarded through the chain of command. Upon review completion, a copy of the memorandum with command responses shall be forwarded to CID for distribution, and to the BIO for notification for any potential inspections that may be related. Supervisors establishing a span of control shall consider the following factors:
 - A. The complexity and nature of the supervisor's duties, and the complexity of the subordinate's duties;
 - B. The capabilities and experience of the supervisor and their subordinates;
 - C. The geographic size of the district; and
 - D. The volume of calls for service.
13. **Sworn Supervisor Responsibilities:** In addition to other matters addressed in this Office Policy, sworn supervisors shall provide the effective supervision necessary to ensure that deputies are following Office policies or procedures, federal, state, or local criminal or applicable civil laws, administrative rules and regulations.

- A. Clearly Identified Supervisor: All deputies shall be assigned to a single, consistent, and clearly identified supervisor. Patrol supervisors shall be assigned to supervise no more than eight deputies, but in no event should a supervisor be responsible for more than ten deputies.
1. First-line patrol supervisors shall ensure that a Daily Shift Roster is completed for each shift in order to reflect the subordinates that are working under that supervisor for each day worked. The Daily Shift Roster shall be completed by the end of shift and include, but need not be limited to, the following:
 - a. The date, listed as DD/MM/YY;
 - b. The shift times;
 - c. The supervisor's name and serial number;
 - d. All employees supervised to include their serial numbers and letter designator:
 - (1) "S" signifies deputy sheriff;
 - (2) "A" and "B" signifies either a detention officer or civilian employee;
 - (3) "R" signifies reserve deputy;
 - (4) "V" signifies a former compensated deputy who retires and is approved for reserve deputy status;
 - (5) "P" signifies posse member;
 - e. The assigned vehicle number;
 - f. The employee's call sign; and
 - g. The names of any public observers, deputy in training, posse member, reserve deputy, or any other pertinent information.

Conditions:

An inspection of all Daily Patrol Shift Rosters was completed for the month of August 2018. Due to possible specialty assignment squads and the variance of days in a month; the total number of shift rosters will vary each month. There were a total of 671 rosters in August available for inspection; 671 or 100% of the rosters were inspected.

MCSO achieved a compliance rate of **99.29%** in the Daily Patrol Shift Roster inspection of August 2018, as illustrated in the graph below:



<u>Division:</u>	<u>District One</u>	<u>District Two</u>	<u>District Three</u>	<u>District Four</u>	<u>District Five</u>	<u>District Six</u>	<u>District Seven</u>
Total Rosters:	124	65	62	66	187	83	84
Compliance %:	99.00%	98.00%	100.00%	98.00%	100.00%	100.00%	100.00%

Note – The overall compliance rate is an average of the compliance scores from each division inspected.

The following potential deficiencies were observed during the inspection period:

<u>Dist/Div:</u>	<u>Sworn Employee Name:</u>	<u>Shift Date</u>	<u>Division Commander</u>	<u>Deficiency:</u>
District One	Sergeant	8/12/2018	Captain	Supervisor Span of Control was Exceeded by more than ten deputies.

<u>Dist/Div:</u>	<u>Sworn Employee Name:</u>	<u>Shift Date</u>	<u>Division Commander</u>	<u>Deficiency:</u>
District Two	Sergeant	8/18/2018	Captain	Shift Roster for Squad 5 was not completed.

<u>Dist/Div:</u>	<u>Sworn Employee Name:</u>	<u>Shift Date</u>	<u>Division Commander</u>	<u>Deficiency:</u>
District Four	Sergeant	8/22/2018	Captain	Shift Roster for Squad 4 was not completed.

- The Span of Control deficiency noted above for District 1 will not require a BIO Action Form. The deficiency was addressed through the Chain of Command to the Chief of Patrol in accordance to Policy GB-2, Command Responsibility.

A total of **2** BIO Action Form is requested from the affected division. **The form shall be completed utilizing Blue Team.**

Recommendations:

It is recommended that supervisors continue mentoring staff in the proper completion of the Daily Patrol Shift Rosters, keeping in mind the importance of uploading the document to the U-Drive in a timely manner. In doing so, **all** Daily Patrol Shift Rosters will be made available for inspection. In addition, it is recommended Division Command periodically review the shift rosters for accuracy and completeness.

It is also recommended that divisions conduct routine inspections of their shift rosters for missing data and/or errors.

Date Inspection Started: 09/06/2018
Date Completed: 09/20/2018
Timeframe Inspected: August 1st – 31st, 2018
Assigned Inspector(s): Sgt. D. Gardner S1608

I have reviewed this inspection report.

Connie J. Phillips
Connie J. Phillips
Acting Commander, Audits & Inspections Unit
Bureau of Internal Oversight

10/1/2018
Date