

TRAFFIC STOP QUARTERLY REPORT: SUPERVISOR SURVEY OF TSAR3 INTERVENTION

Q4 2020

Abstract

The Traffic Stop Annual Reports (TSAR) have limited the ability to identify deputy-level indicia of bias. The Traffic Stop Monthly Reports (TSMR) is currently being developed and that will provide more timely review for deputy-level indicia of bias. The intervention planning is in process, and findings from this survey of supervisors who had deputies in the TSAR3 intervention will inform the planning for future TSMR interventions.

MCSO Research Unit

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

This study was developed, conducted and analyzed by Maricopa County Sheriff's Office (MCSO) Research Unit. Developed methodology was approved by Court Monitoring Team and Parties on August 5, 2020, and survey disseminated on August 12, 2020. This report is intended to meet Paragraph. 65, as a Traffic Stop Quarterly Report for Quarter 4, 2020.

Principal Investigator:

Briana Frenzel, MSW, MA
Research Analyst
brianafrenzel@mcs.maricopa.gov

Co-Investigator:

David Redpath, MA
Research Director
davidredpath@mcs.maricopa.gov

The Research Unit would like to thank the Monitor's Team and Parties for their thoughtful feedback in the development of survey methods, as well as MCSO's Command and BIO staff for their support of this project.

Special thanks to the supervisors who responded to the survey, and the time they spent providing their considerable feedback. We hope your voice has been well-represented.

Table of Contents

Executive Summary.....	2
Introduction	3
Statement of Purpose	3
Timeline.....	3
Study Design & Implementation	4
Data.....	5
Findings & MCSO Response	6
Supervisor Time Investments.....	6
MCSO Response to Supervisor Time Investments.....	15
Supervisor Time Investments Related to Process Buy-In	16
Supervisor Support & Engagement.....	17
Supervisor Perspective of Deputy Support & Engagement	18
Supervisor Perception of Change in Deputy Behaviors or Traffic Stop Outcomes.....	19
Reflection of Study.....	21
Anticipated Impact.....	21
Appendix A.....	23
TSAR 3 Intervention – Supervisor Survey	23

Executive Summary

With the development of the Traffic Stop Monthly Report (TSMR) methodology receiving approval and the development of interventions underway, MCSO conducted this survey to give voice to the supervisors involved in the previous Traffic Stop Annual Report (TSAR 3) intervention. Supervisor feedback from those who had participated in the previous interventions was sought regarding time spent, supports received, perception of the process, and overall lessons learned during the intervention process from the perspective of the field. This information is intended to be used to supplement the development of the new intervention protocols as the the new monthly TSMR pilot period is rolled out.

17 supervisors responded to the survey between August 12th, 2020 and August 30th, 2020. On the whole, the majority of supervisors were supportive or neutral toward the TSAR 3 intervention process before it began and the majority indicated they understood why the process existed. The three key takeaways from the survey responses are as follows:

- 1) Supervisors indicated the intervention process was time consuming and required excessive review and documentation that took them away from other responsibilities. The estimated average time spent by a supervisor on single intervention was 24 hours (ranging from an estimated 9 to 45 hours). There did not appear to be any correlation between the supervisors level of support for the intervention process and the time spent conducting the intervention, indicating the supervisors took the intervention guidelines seriously and prepared professionally regardless of their level of support for the process.
- 2) Another theme identified was the need to ensure that those alerted for intervention be well founded and properly vetted before interventions are expected. Some frustration was expressed around the amount of time and effort spent on intervening with a deputy whose behavior was found to be reasonable and within appropriate guidelines.
- 3) The concern with the limited number of intervention choices (only one intervention process was available) that may not have been appropriate for the deputy given the situation in question was a source of frustration.

Happily, the survey responses confirmed many of the prevailing beliefs about what improvements need to be made to maximize the likelihood of success for the new TSMR interventions at MCSO's Bureau of Internal Oversight (MCSO-BIO); those charged with designing/implementing the new TSMR interventions. As such, MCSO's response to many of the issues raised have already been identified and are incorporated throughout the report.

Introduction

The recent approval for the analytic plan of the pilot Traffic Stop Monthly Reports (TSMR) indicates a need to begin planning the implementation of deputy interventions to address issues flagged at the individual level. Prior iterations had deputies flagged during the Traffic Stop Annual Reporting period; this has shifted with the changed methodology.

Since the MCSO began interventions for individual level flags of indicia of possible racial profiling, administration recognizes many lessons have been learned in ‘what works.’ The purpose of this study is to learn from the ‘administrators’ of the previous intervention – supervisors – to find out what they consider having been useful, what support they received, how they would identify success of the intervention, and what recommendations they may have to guide future intervention protocols.

Supervisors were candid in their responses, and many insights specific to their experiences have been shared. Results of the findings from this survey will be described, as well as how MCSO plans to incorporate lessons learned for future deputy-level interventions resulting from the TSMR flagging process.

Statement of Purpose

The shift to a monthly intervention has the potential to create a drastic impact on the supervisor’s regular duties, particularly as supervisors bear the brunt of responsibility for the performance of their subordinates. This was found to be the case in previous interventions, in place around 2017. While challenges to balance workload with assuring unbiased and impartial policing practices exist, there are several benefits to this increased regularity on improving that balance:

- increased review provides the opportunity to identify, react and ameliorate patterns of behavior more quickly;
- making interventions more ‘common’ is likely to improve morale as flags become an educational opportunity rather than a punishment of questioned legitimacy; and
- supervisors can improve the process of intervention with regular practice.

Previous iterations evolved from no interventions to the protocols established collaboratively with Monitoring team and Parties’ guidance for TSAR 3. MCSO seeks to ensure that the improvements made in process from TSAR 2 to TSAR 3 are carried over to the TSMR intervention while adaptations are designed for the increased frequency of alerts and considering efficiency in respect to finite resources available. This study sought to understand the experience of supervisors who were responsible for intervening with subordinates who had been alerted in TSAR 3.

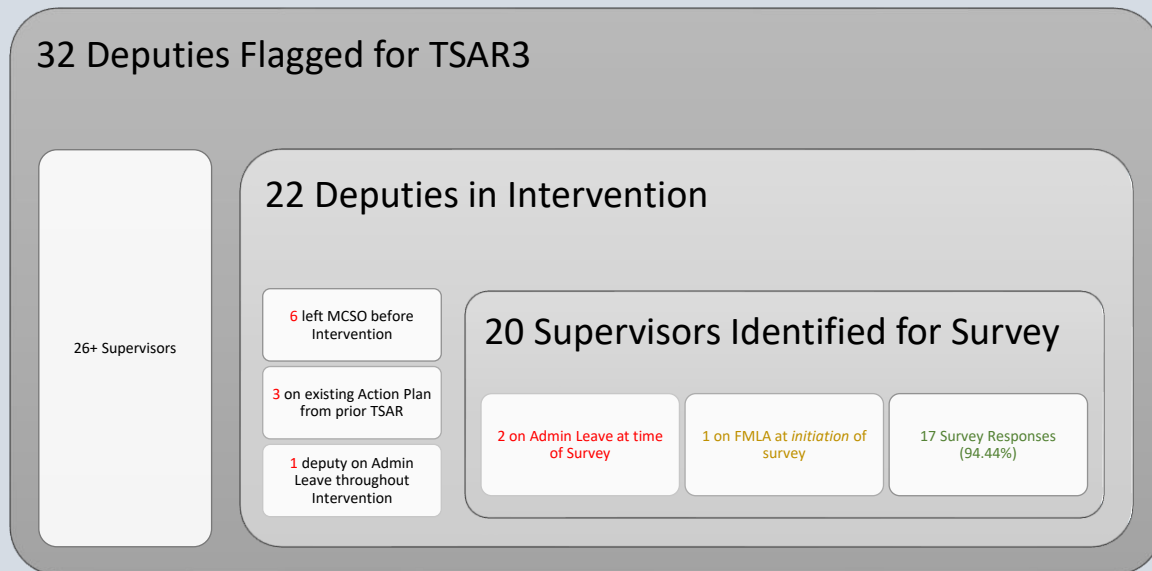
Timeline

The study was approved August 5th, 2020. The surveys were distributed to the 20 supervisors identified from the TSAR 3 intervention between August 12-30th, 2020. During the time of survey analysis and reporting, the MCSO was also developing protocol for the monthly reporting process. Preliminary findings of this survey are and will be considered as intervention planning continues.

Study Design & Implementation

The survey instrument (see Appendix A) was approved, and the methodology included survey dissemination via The HUB. The approved survey design had an expected completion rate of 100 percent, with the expectation that currently employed supervisors who were not on leave would be the surveyed population. There were 17 supervisors meeting these criteria, though one (1) supervisor was on FMLA and returned at the end of the survey window. The survey was extended to this supervisor as well, for a total of 18 supervisors. See Graphic 1 for the breakdown of survey response identification.

By the close of the survey window, 18 supervisors attested to completing the survey, though only 17 responses were recorded in SurveyMonkey. The survey was approved as an anonymously reported design to encourage respondents' confidence and candid feedback. The unforeseen complication of The HUB responses IP addresses being tracked as the network server limited the Research Unit's ability to identify which respondent's survey was not successfully submitted through SurveyMonkey.



Graphic 1: Intervention and Supervisor Survey Frequency Breakdown

Survey respondents: Two (2) supervisors were on administrative leave at time of survey. One (1) supervisor identified to be on FMLA until shortly after survey closed; disseminated to supervisor upon return. The survey was distributed to 18 supervisors.

The survey was deployed in TheHUB via SurveyMonkey. Confidential responses became anonymous as network IP address was assigned to all surveys. Due to anonymous responses, we were unable to identify which supervisor's technical difficulties excluded their responses from final dataset. Among the 17 responses, three were incomplete.

In an attempt to reach 100% completion, follow up phone calls to supervisors were made to informally request feedback about the survey experience to provide guidance for future survey methods. There were several supervisors who indicated technology issues that may have inhibited their responses from being included in final data, or complete. With respect to the value of time and the

94% Survey Response Rate

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

cleanliness of data, the Research Unit exhausted avenues for data collection, receiving 17 (94.44%) of 18 identified respondents' surveys.

# Supervisors	Totals
15 (1 Intervention)	15 Interventions
2 (2 Interventions)	4 Interventions
17 Supervisors	19 Interventions

There were three (3) supervisors identified with multiple interventions (2 deputies each) of deputies at the time of survey assignment. A total of five (5)

survey respondents identified multiple interventions (2 deputies each) in TSAR3. In review of the responses, three (3) responses indicating two deputies were determined to be misidentified (as evidenced by consistently repetitive answers in both comments and multiple choice selections, or by the lack of any responses to "deputy 2" items). The n will be indicated for each finding, as measures include interventions (19 represented in population) or supervisors (17 represented in population). Two (2) responses were not completed in their entirety, limiting the time measures to 17 interventions for these data.

Data

Data used for this study were the results of a survey (see Appendix A) disseminated to all 18 supervisors from TSAR 3 interventions who are still in MCSO employ and on active duty. The survey was delivered on a digital platform, with support from command staff provided to supervisors responding.

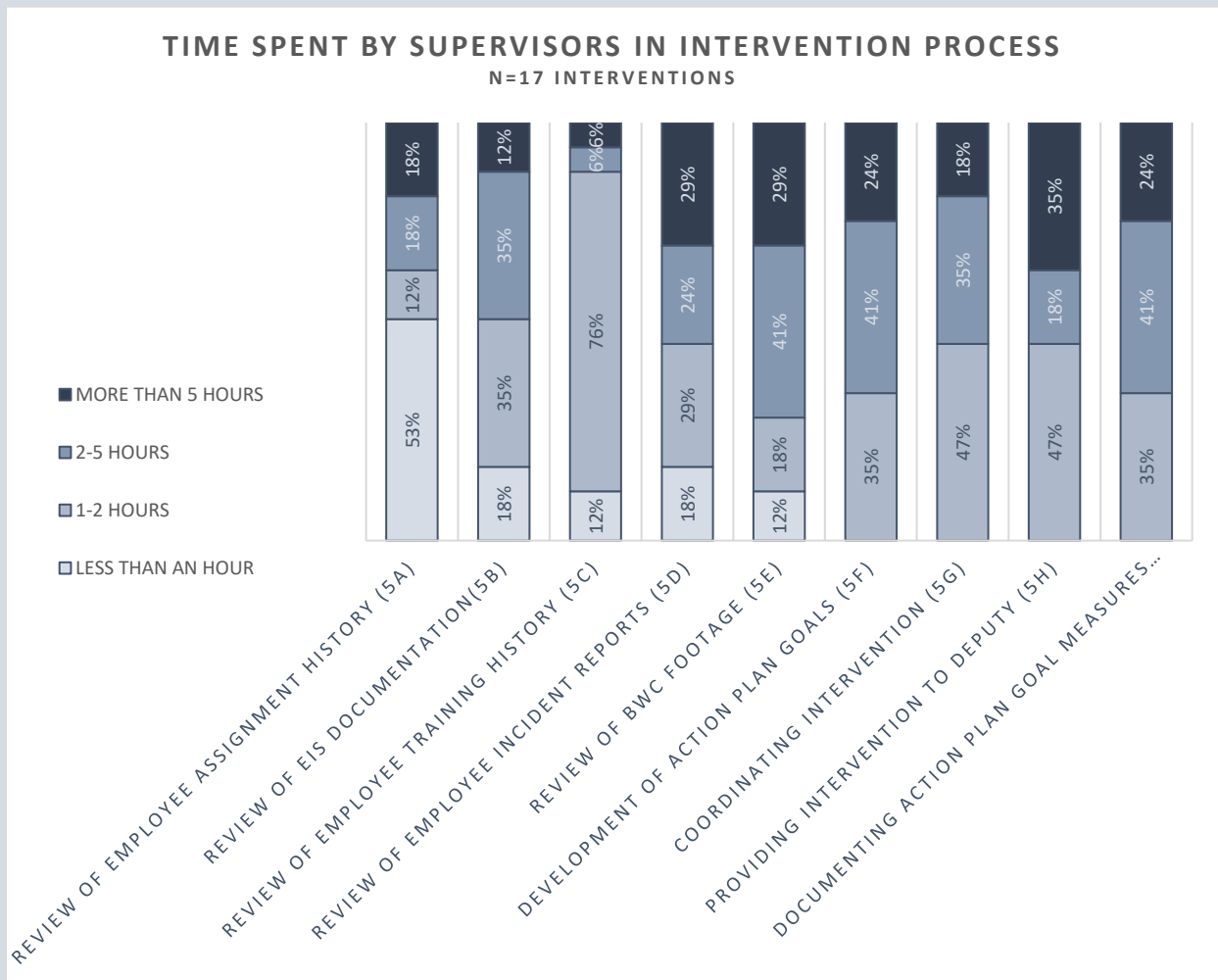
Given the anonymous nature of the survey, demographic information of respondents was not captured, including age, gender, race/ethnicity, number of years with MCSO, number of years as a supervisor, or rank. The original data are anonymous and saved to a network drive with access permissions limited to Research Unit staff. The nature of the study is a population rather than a sample, and given the low population size, descriptive statistics are the focus of these findings.

Findings & MCSO Response

The primary goals of this study were to identify how supervisors in the TSAR 3 intervention spent their time, levels of buy-in and engagement on their part and the part of the deputy's intervened upon, and a glimpse of supervisor perspective of outcomes. In an open comment box, we sought the supervisor's recommendations for which aspects were useful and opportunities for improvement in future interventions. The findings are outlined in this section, with opportunities for improvement a focus in the next section as to how MCSO intends to put this feedback to practice.

Supervisor Time Investments

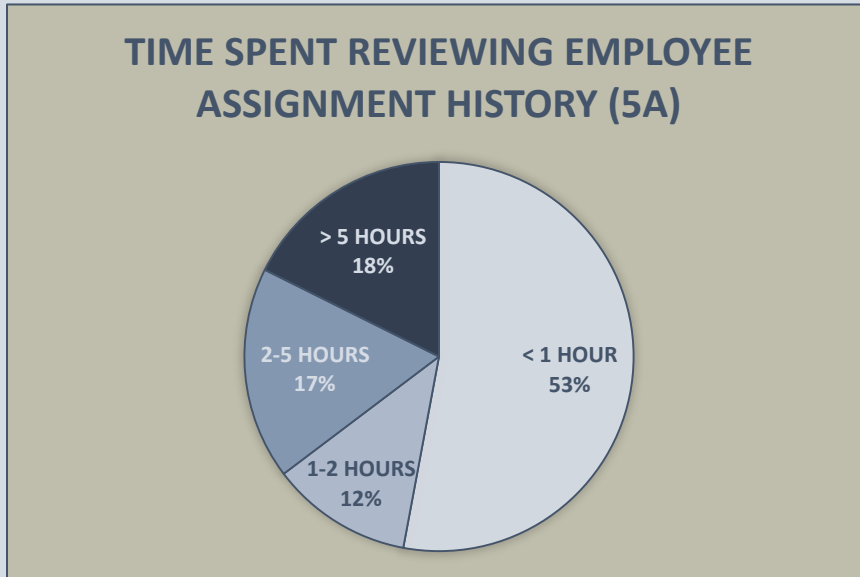
The supervisors' responses indicated how much time they spent on each aspect of the intervention, separated based on the identified steps from TSAR 3's documentation in the Early Intervention System (EIS). Categories of time were intentionally broad to address challenges in responding to a survey about the time taken to complete a task when the tasks were completed two years prior. The breakdown of responses are presented in Graphic 2.



Graphic 2: Time Spent in TSAR 3 Intervention Processes by Supervisors

While it is recognized that different activities are likely to have very different time investments required, and supervisors work at varying paces, further questions were asked to identify whether supervisors considered the time spent sufficient. If the supervisor indicated they would have preferred less time, a follow up question as to why was prompted.

Graphic 3: Review of Employee Assignment History



The supervisors indicated that reviewing employee assignment history was among the least time consuming aspects of the intervention process. The majority (12 of 17) responded that the amount of time they spent was a reasonable amount of time for them. Three (3) indicated that they would prefer to spend less time, though two of those three were responses by a supervisor who had two deputies in the intervention.

5A	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	3	6	-	9
1-2 HOURS	-	1	1	2
2-5 HOURS	-	3	-	3
MORE THAN 5 HOURS	-	2	1	3
TOTAL	3	12	2	17

In this case, the reasons for less time preferred included the note that the supervisor already reviews this information when a deputy is transferred to him, and twice

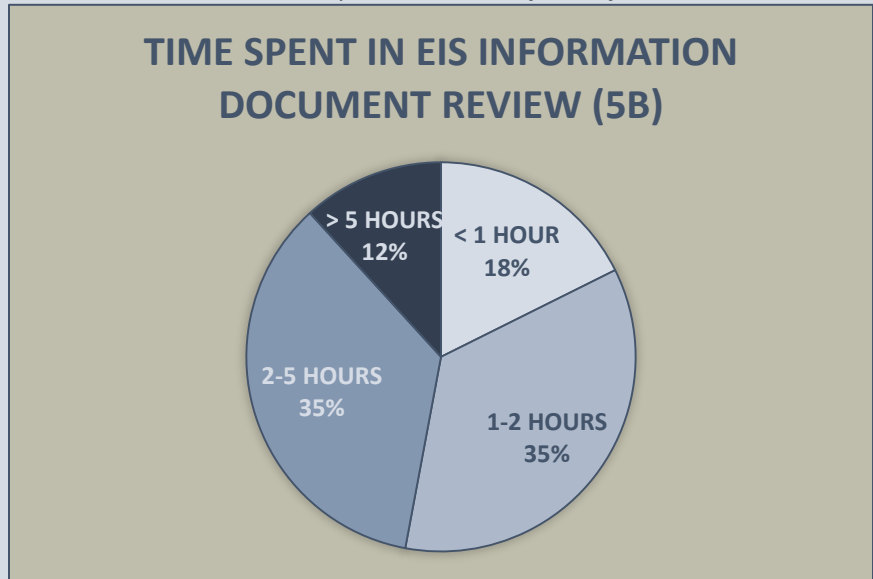
monthly thereafter for the EIS review. The other supervisor requesting less time questioned the usefulness of this step for the intervention process.

Graphic 4: Review of EIS Information Documents

MCSO RESPONSE

During the TSAR 3 intervention process, supervisors had a significant amount of documentation to review. Even though the new process will be resulting from monthly alerts, the data are still based on patterns of behavior over a year’s worth of time. Thus, it is not expected that the amount of documentation to review would be reduced.

In response to one supervisor’s suggestion to distribute steps in the intervention process to more centralized units, MCSO could identify which steps (such as document review, BWC footage review, etc.) would benefit from consistent persons reviewing and limiting the duplication of effort that results when supervisors are also responsible for a majority of the intervention. MCSO could then limit which steps would be the responsibility of the supervisor and which would be handled in select units, such as TSAU.



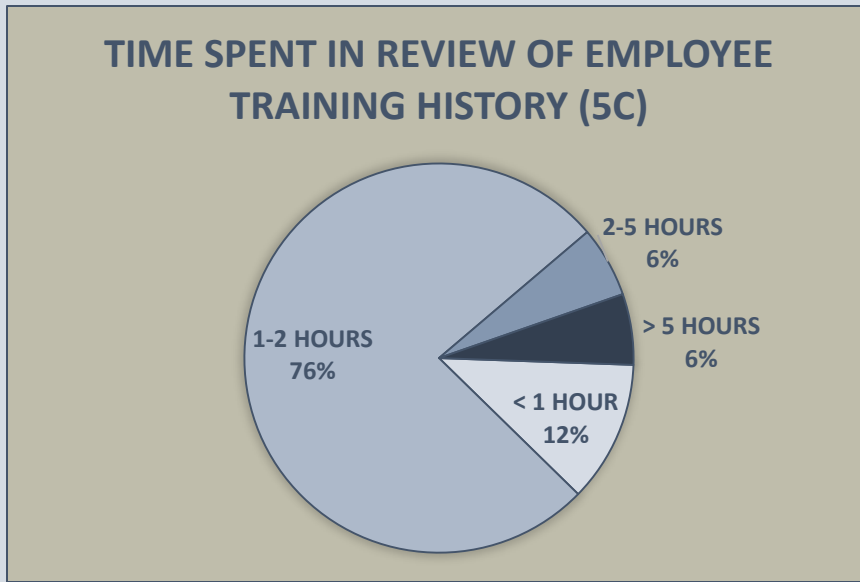
5B	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	2	1	-	3
1-2 HOURS	1	5	-	6
2-5 HOURS	-	4	2	6
MORE THAN 5 HOURS	-	2	-	2
TOTAL	3	12	2	17

Supervisors differed in the amount of time they spent reviewing documents from EIS. The concentrated timeframe was between one and five hours (70% combined), and in approximately 2/3 of the interventions indicated that this was the right amount of time for them.

Among those requesting less time for this step, the mention of this being a regular process in the bimonthly reviews was made. A request was also made that the documentation for review be specific to relevant traffic stops rather than “sifting through them to find the ones pertinent to the behaviors...” This frustration with a lack of guidance for supervisors while conducting reviews was well summarized in the recommendations for future interventions by one supervisor, “Be more transparent...”

“Be more transparent with the employee reference the alert and the process. TSAR 3 hid[e] the concern until further in the process making the Deputy very confused as to why they were selected...My second suggestion would be dedicating a supervisor outside of regular patrol function to handle the TSAR. (The current duties] lessens the time available for the employee in the TSAR for education or open discussions.”

Graphic 5: Review of Employee Training History



Supervisors indicated most frequently (76%) that the review of employee training history for the intervention took between 1-2 hours.

This amount of time appeared to be considered reasonable by the supervisors, as nearly 90% indicated that they would not change their time allotment for this task.

The two interventions indicating a desire for less time were done by the same supervisor, and feedback requested specific training for traffic stops to be clearly defined.

5C	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	2	-	-	2
1-2 HOURS	-	13	-	13
2-5 HOURS	-	1	-	1
MORE THAN 5 HOURS	-	1	-	1
TOTAL	2	15	-	17

Graphic 6: Review of Employee Incident Reports

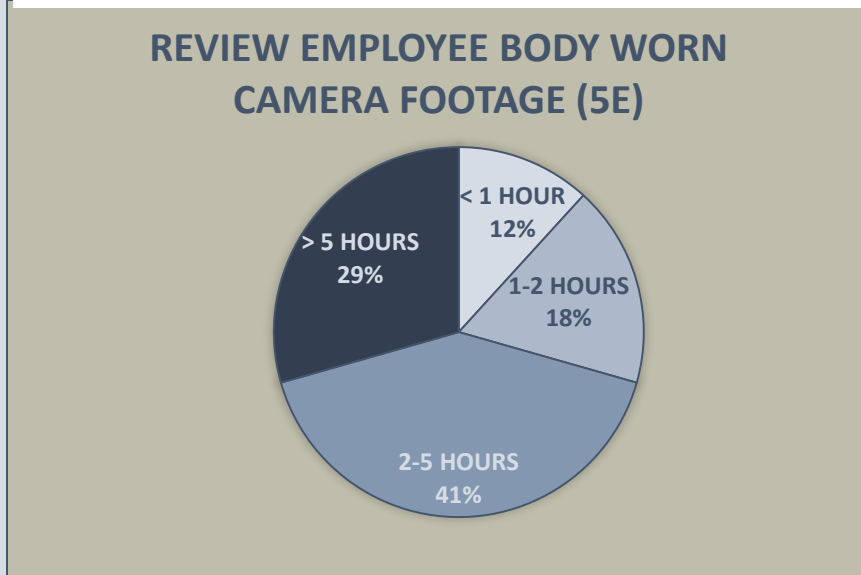
Supervisors had a relatively even distribution in the amount of time to review employee incident reports. Understandable, as deputies vary in their amount of incidents and their time on the job. The majority of supervisors indicated that the time they spent on this would be the amount they expect.

Those indicating less time would be expected may be a function of confusion - "what is this question asking?" - or a function of frustration - "...now we are going to go through past IRs and attempt to find other behavior."



5D	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	-	3	-	3
1-2 HOURS	2	3	-	5
2-5 HOURS	1	3	-	4
MORE THAN 5 HOURS	-	2	3	5
TOTAL	3	11	3	17

Graphic 8: Development of Action Plan Goals and Measures



5E	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	-	2	-	2
1-2 HOURS	-	2	1	3
2-5 HOURS	2	4	1	7
MORE THAN 5 HOURS	-	1	4	5
TOTAL	2	9	6	17

Supervisors review body worn camera (BWC) footage as a portion of the intervention process. The time spent reviewing this footage varied across interventions, likely due to the length and number of stops by the deputy in the intervention. With extended stop length as a cause for alerts, the time involved may be lengthy.

This variation is also reflected in the responses by supervisors, with the *request for more time* for this step indicated more commonly (35%) than any other step. The two interventions desiring less time for BWC footage review come from one supervisor, who noted that the footage reviewed by supervisors should be specific to the alert and otherwise reviewed by TSAU.

“Field supervisors should not be reviewing a ton of BWC footage...TSAU should be reviewing the [BWC] footage for indicia of bias.”

MCSO RESPONSE

The feedback from supervisors regarding the review of BWC footage as done in the TSAR 3 process has encouraged Command staff to consider how this important step will happen in the monthly alert process. MCSO could incorporate the BWC footage into the steps of review done by TSAU’s Sergeant Liaisons.

This shift would increase consistency in identifying patterns of bias-based policing.

The small group of Sergeant Liaisons receive specialized training and demonstrate competency in various administrative aspects of interventions. Training is focused on the TSMR, data analysis and interpretation, alerts and interventions. They also have more flexible time schedules to dedicate to the review of footage.

This also allows field supervisors to concentrate their time in the intervention addressing identified concerns and modelling appropriate corrections.



The resulting challenges from other measures, such as the lack of guidance for alert cause or insufficient training prior to the intervention, are well demonstrated in the time spent in development of Action Plan goals.

The time spent in each intervention on this step was considerable, with 2/3 of the interventions spending more than 2 hours on this task. The request for more time by 2 of the supervisors is also of note, as they reported spending 2-5 hours on this task. The supervisor (of two interventions) requesting less time indicated dissatisfaction with an action plan as the only

5F	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	-	-	-	-
1-2 HOURS	2	4	-	6
2-5 HOURS	-	5	2	7
MORE THAN 5 HOURS	-	3	-	3
TOTAL	2	12	2	16

course of intervention.

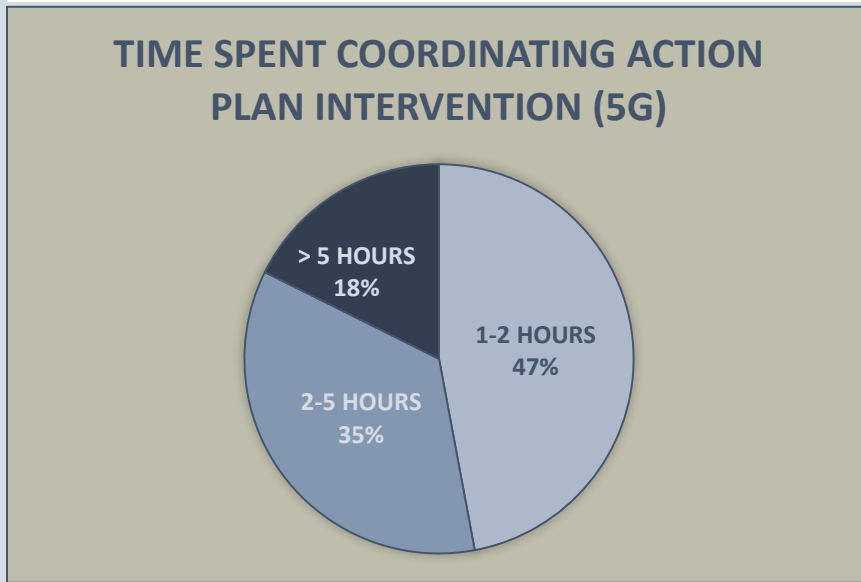
Developing goals and measures is a skillset that may not be well developed among supervisors, particularly goals formatted for review in an oversight process.

“The action plan is a fine intervention if needed. Being the default intervention is inappropriate.”

Additionally, it is a challenge to develop a goal, and measure it well, when a specific issue is not well defined. The need for more communication between BIO/Command and patrol supervisors as to the specific issues identified was a recommendation for improvement by one supervisor, who stated “I feel the process should be explained in more detail. It is not helpful to get be told you have to do this process without having a thorough briefing on the exact reason the deputy was put on the TSAR. There needs to be more communication between all parties from downtown to the district level.”

“It is not helpful to []be told you have to do this process without having a thorough briefing on the exact reason the deputy was put on [the intervention].”

Graphic 9: Time Coordinating Action Plan Intervention

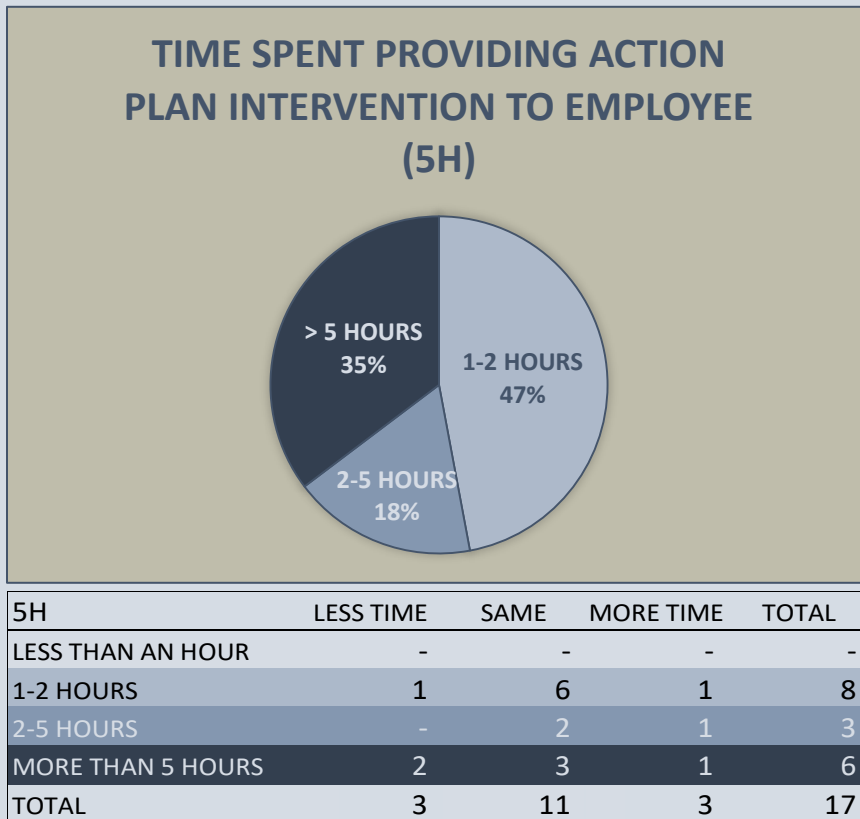


The distribution of time spent coordinating the Action Plan intervention indicates most were able to done between one and five hours, which supervisors indicated overall satisfaction (82%) with the amount of time it took them. Two (2) requested more time, and one less time.

The supervisor requesting less time noted that the existing demands for deputy and patrol supervisor time lead to challenges in coordinating a time to sit together and have conversations, and that this time takes from “deputy time on the road.”

5G	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	-	-	-	-
1-2 HOURS	1	6	1	8
2-5 HOURS	-	5	1	6
MORE THAN 5 HOURS	-	3	-	3
TOTAL	1	14	2	17

Graphic 10: Time Providing Action Plan Intervention to Employee



The measure of time spent providing the action plan intervention to employee is notable, as it is dedicated time that both supervisor and deputy are focused in this intervention. Nearly half of the interventions reported taking 1-2 hours, and another third (35%) reported over 5 hours for intervention. This varied time for intervention protocols also had variations in supervisor perspective of whether more or less time is necessary.

Responses requesting less time (18%) for this aspect revolved around the action plan itself, including dissatisfaction that action plans were the “default intervention”, a response to inappropriate flags, or an excessive amount of required meetings.

“...this just put more work on a sergeant’s plate. Especially in those instances where it was shown that the deputy did not display an unwanted behavior or pattern but rather this was a reflection of consistent practice and reasonable guidelines.”

MCSO Response

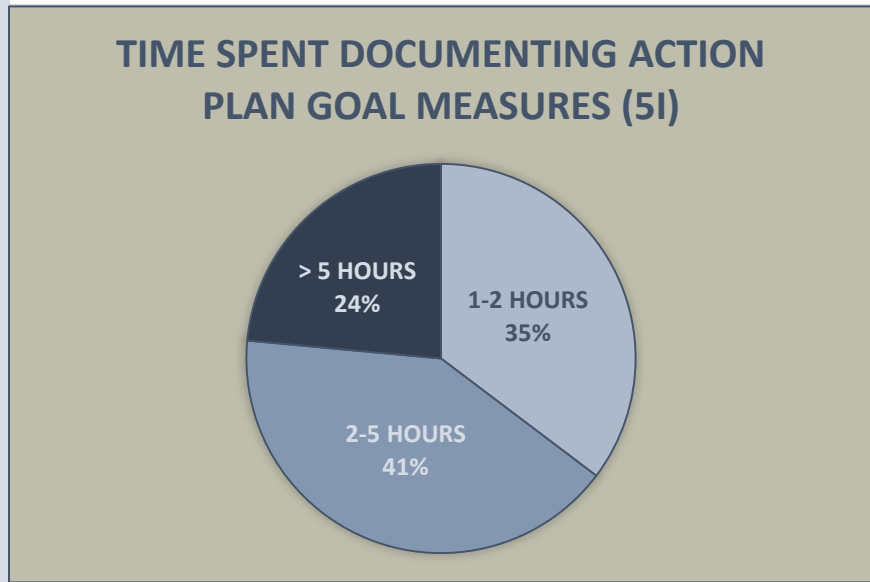
Concerns noted around the intervention focus on the alert process and the one-size-fits-all approach of using action plans as the intervention. These concerns have been noted. MCSO is developing more rigorous reviews for alerts prior to their release to patrol sergeants, with more intervention options available to respond to various alerts.

The analytical methods used to identify potential indicia of bias have been in development, and approval from the Monitor Team and Parties agreement has created a stronger model than used in TSAR 3. The pilot of this approach is in progress now.

Graphic 11: Time Documenting Action Plan Goals and Measures

MCSO Response

The TSAR 3 required supervisor notes to document all aspects of the intervention. With the shift to monthly alert processes and regularly occurring interventions, MCSO has been developing an Early Intervention System Operations Manual. The manual provides guidance to all aspects of the alert and intervention process, which will include a template for supervisors in the TSMR section to ensure appropriate and consistent documentation.



5I	LESS TIME	SAME	MORE TIME	TOTAL
LESS THAN AN HOUR	-	-	-	-
1-2 HOURS	-	5	1	6
2-5 HOURS	3	3	1	7
MORE THAN 5 HOURS	-	3	1	4
Total	3	11	3	17

The amount of time supervisors report focused on documenting Action Plan goals and measures is considerable. Documentation, in effect, sometimes took more time than the provision of the intervention itself.


In addition, 18% reported a desire for *more time* to be available for this step, while another 18% reported a desire for less time. Those indicating less time made suggestions to improve this step in the process, such as a template for supervisors to guide the documentation rather than simply requiring more supervisor notes. The other request for less time centered around a dissatisfaction with the alert process, as noted in the measure regarding time spent providing Action Plan intervention.

“There should be a template or questionnaire created. Having to write a bunch of supervisor notes is tedious.”

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

MCSO Response to Supervisor Time Investments

Previous interventions, such as that of TSAR 3, were conducted in response to annual reporting. Moving forward, MCSO will be analyzing and reporting indicia of racial/ethnic profiling at the deputy level on a more frequent basis (monthly). The expected increase in interventions also has the potential to impact supervisor tasks and responsibilities on a regular basis. As MCSO has considered the resources available and how to efficiently meet the needs of the Office and the community, the alerts will be reviewed by the BIO Sergeants in their role as TSAU Liaisons.



IN TSMR, ALERTS WILL BE REVIEWED BY THE
BUREAU OF INTERNAL OVERSIGHT (BIO)
SERGEANTS IN THEIR ROLE AS TSAU LIAISONS
WITH DISTRICT PATROL.

This will reduce the time commitment of supervisors in the field for the intervention process, increase consistency in the review process and assure the reviews are completed by the personnel with the most current and relevant training in identifying patterns of behavior indicating potential bias-based policing.

Supervisor Time Investments Related to Process Buy-In

The levels of support for each item in Question 2 were coded from -2 (strong disagreement) to 2 (strong agreement) and summed to get an overall value of level of support. Those with higher numbers indicated more agreement in more of the items, while those with lower numbers indicated disagreement in more items.

The supervisor's time spent in intervention was categorical on a Likert-type scale of time. The **median** value for each category of time was coded to have a quantitative value (with the exception of *more than 5 hours*, which was coded as 5), indicating a rough estimate of time invested and summed to approximate

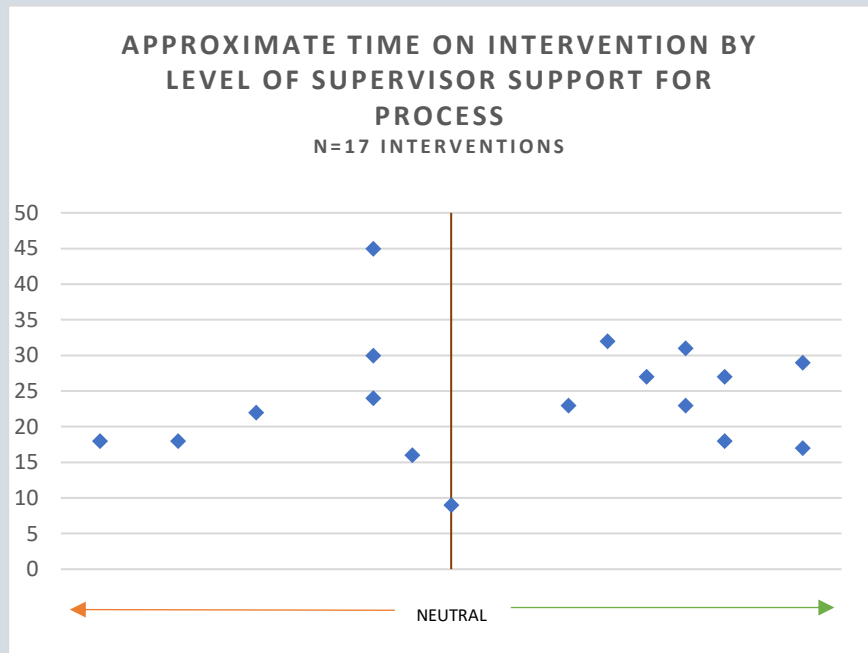
time of the supervisor in the intervention process as a whole. This rough estimate was broad to reflect the length of time between the actual intervention and the survey, as nearly two years passed between the two events.

*Estimated average time per intervention:
24 hours (3 man/days)*

The distribution of time investments with the indicated support for the intervention process did not have an identified relationship (Spearman's $\rho=.134$).

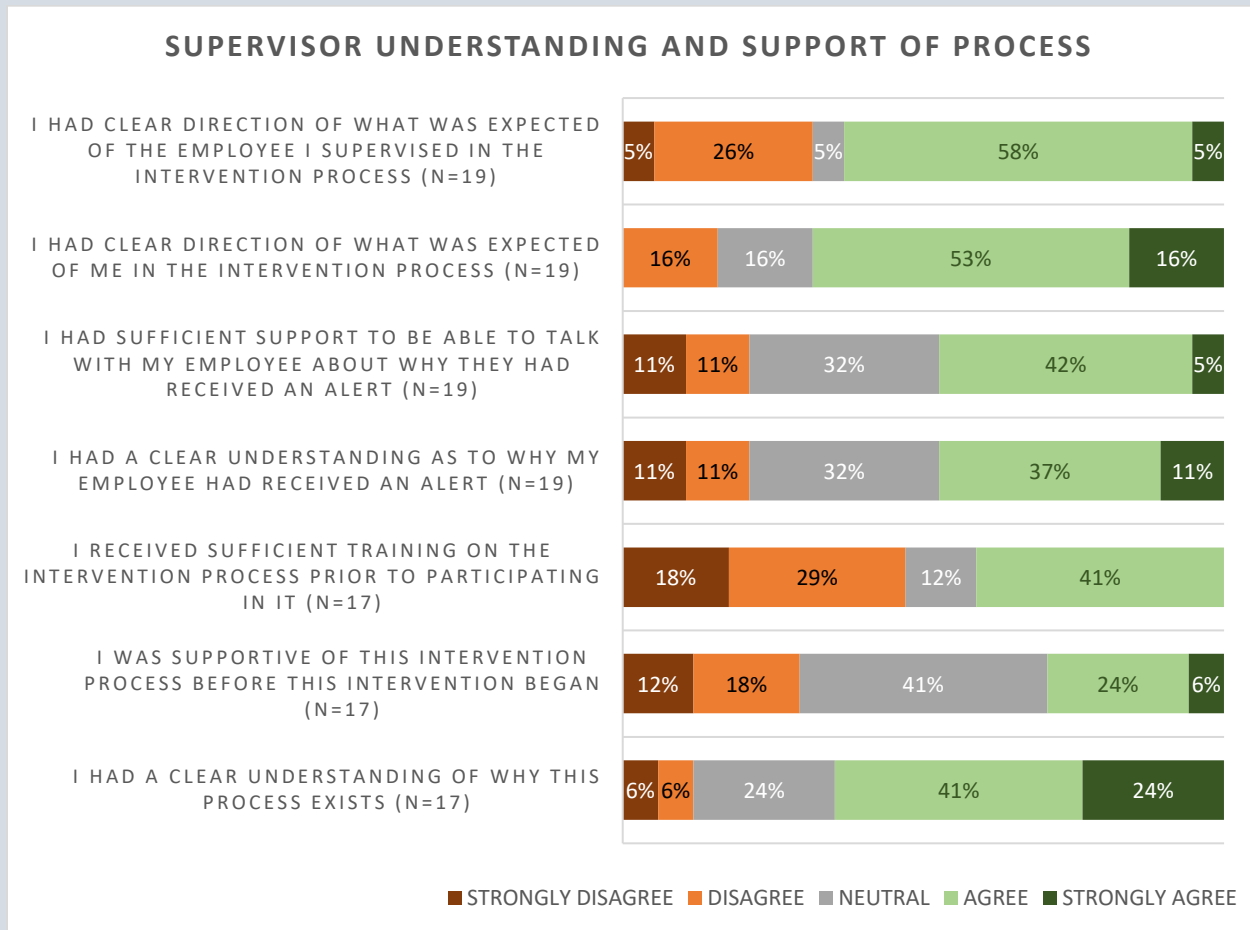
This suggests that supervisors completed the required aspects of the intervention with the time they needed to do them, regardless of whether they personally supported the process. This is evidenced by the least supportive supervisor's response to the question of the time spent reviewing employee reports, "...It will take whatever time it takes."

Graphic 12: Supervisor Time Investment (Q5) by Support for Process



"It will take whatever time it takes"

Supervisor Support & Engagement



Graphic 13: Supervisor Reflection of Understanding and Support of Intervention Process

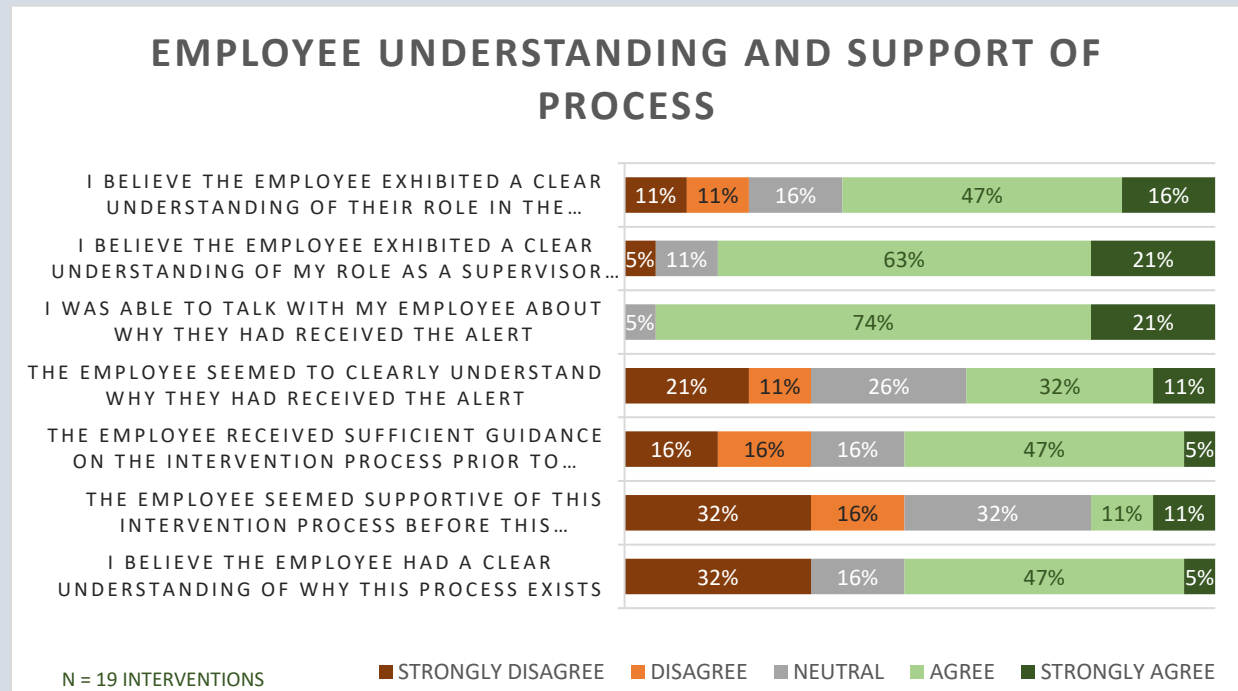
Overall, supervisors indicated the most agreement in the areas of direction as supervisor and understanding of why process exists. The most challenges appeared to have been sufficient training, support of process prior to beginning, and expectations for employee.

The relationship between supervisors identification of support in their talks with deputies in the intervention and the source of support differs by the source, as shown in Table 1. The support of EIU and Command staff were most commonly identified, followed by the staff of TSAU and the BIO Sergeants.

Table 1: Support Relationship with Source

Source of Support	χ^2	Pr
EIU	33.12	0.007
Command	29.05	0.024
TSAU	25.92	0.055
BIO Sgts	24.79	0.074
Others	5.31	0.15
Other Supervisors	14.02	0.299
Training	13.13	0.36

Supervisor Perspective of Deputy Support & Engagement



Graphic 14: Supervisor Perspective of Employee Understanding and Support of Intervention Process

In response to measures regarding supervisors’ perspective of the deputy’s understanding and support of the process, there were no supervisors who indicated that they were not able to talk with their employee about why they had received the alert. There was also a perception that employees clearly understood the role of the supervisor in the intervention process.

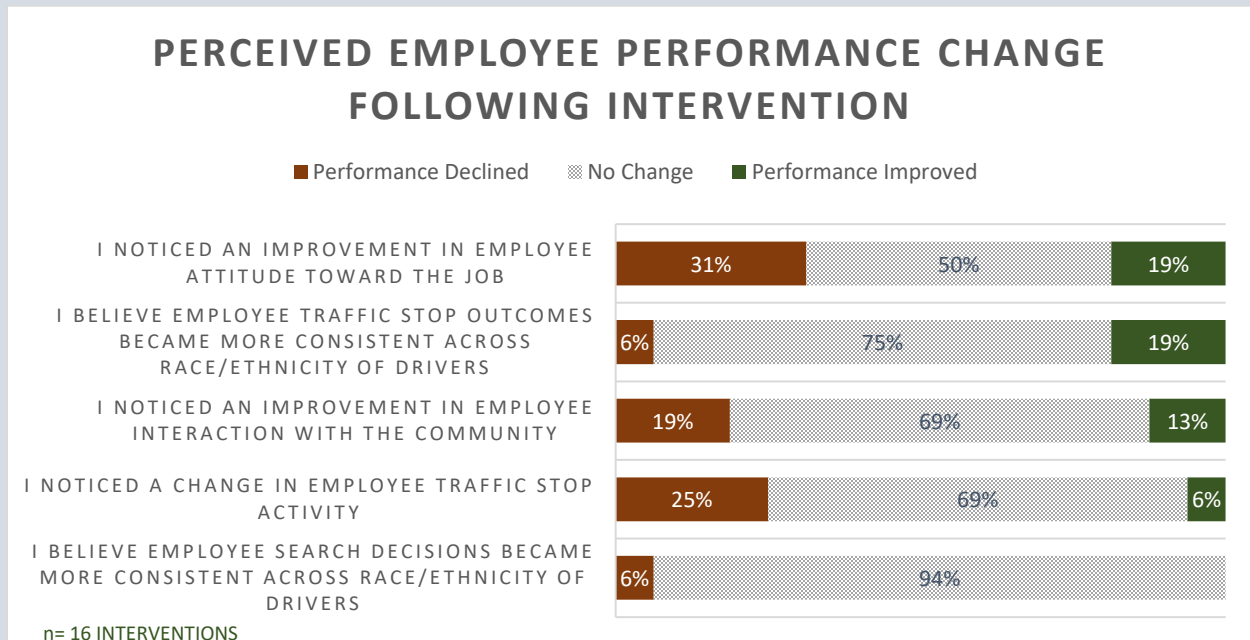
This was slightly less the case in the perception of supervisors regarding the employee role, with supervisors indicating that approximately 1 in 5 deputies did not understand their (the deputy) role in the intervention process. Similarly, supervisors indicate that in nearly one third of the interventions, employees did not clearly understand why they had received the alert. These findings are reflected in comments throughout the survey from supervisors regarding inappropriate flags or flags for extended stop length resulting from an arrest, where the time necessary exceeds typical traffic stops naturally.

The supervisors identified potential improvement in the areas of employee guidance on the intervention process prior to participating (32% disagreed it was sufficient) and overall employee understanding of why process exists (32% strongly disagreed with statement). The most improvement is likely to occur in the area of employee support of the intervention process, as only 22% indicated any level of perceived support of the deputy prior to intervention, and nearly 50% noting a distinct lack of support.

MCSO Response

The transition to monthly alert processes, improved bias training, more rigorous review within BIO prior to release to the field, and an increased catalog of appropriate responses (other acceptable interventions beyond Action Plan) are hoped to address the current perspective noted of this as solely a “punishment” and instead shift toward professional development, with discipline limited to appropriately identified situations.

Supervisor Perception of Change in Deputy Behaviors or Traffic Stop Outcomes



Graphic 15: Supervisor Reflection of Understanding and Support of Intervention Process

Overall, a quick review of the chart above suggests that supervisors generally did not see a value to the intervention process and its outcomes, with noted behavior changes often leaning toward a detrimental shift.

The most shifts in employee outcomes appeared in the measure of employee attitude toward the job. This measure was both ‘most improved’ and ‘most declined’. Among the responses for *no change*, supervisors indicated that the employee had a positive attitude and maintained it throughout the process. Among the *improved attitudes*, supervisors highlighted the experience of the intervention as addressing deputy fears and “improving understanding of the process”. The *declined attitudes* of deputies were noted by supervisors, with reasons tending toward the perspective of TSAR as “punishment” and the deputy having felt “scorned, justifiably so”. Additionally, supervisors who reported decreases in employee attitude indicated sweeping comments of deputies like “in almost all cases” and “Everyone felt...” or “I observed many deputies...”

“I observed many deputies and not just my subordinates display a negative attitude toward the job during the TSAR process.”

It is heartening to note that supervisors perceived an improved consistency in traffic stop outcomes across race/ethnicity for their deputies. Interestingly, all supervisors credited the deputy identification of internal guidelines as the basis for *improved consistency*.

While declined number of traffic stops have been commented upon previously in annual reports and at various site visits, supervisors noted this in only a quarter of the interventions in which they were involved.

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

Two thirds noted no change, and one indicated an improvement, stating that the deputy showed “greater confidence in making traffic stops.” Overall, statements tended to indicate that changes to traffic stops were related to changes in job duties with shifting to different assignments or to the outright concern over returning to the intervention process, with two indicating that their deputy stopped conducting traffic stops.

In TSAR 3, search consistency was not identified by the supervisor/deputy as the focus of an intervention, and the declined performance was a result of the change of assignment rather than reduced consistency in search decisions.

“[Deputy] was more cognizant of his decision making long term, versus situation to situation.”

In relationship to employee interaction with the community, the bulk of the supervisors indicated no change as they perceived their deputies to have good relationships within the community that were maintained throughout the process. Those who noted an improvement credit the process in the form of consistency, with one supervisor specifying his deputy was more aware of decisions “over the long term, rather than situation to situation.”

Overwhelmingly, negative outcomes, attitudes and experiences were identified in situations where the supervisor and/or deputy considered the alert to be unjustified. The impact of the intervention process being an Action Plan and required whether or not the review of the alert indicated the decision-making to be at the deputy’s discretion further aggravated the situations.

Reflection of Study

The study was able to address its purpose to a great extent. Nearly complete responses were provided, and supervisors provided candid, detailed responses to many open-ended questions. The responses were reflective of many of the existing anecdotal perspectives of lessons learned from the earlier annual intervention processes, with the addition of time considerations to guide a general understanding of what might be expected at the Office level for resources needed specific to interventions.

Barriers to success were found in the way the study was deployed, as the confidential nature of the survey shifted to anonymous with the inability to connect a survey response to an identified person. This limited the ability to look at intervention timeframes, supervisor tenure or demographics in relationship to the responses. This also limited the ability to achieve 100% completion, as the missing data were not able to be followed up with a specific individual. Additionally, the wording of the time measures question regarding 'more' or 'less' time may have caused some confusion, with several garnering responses of "what is this question asking?" before expanding upon their response.

Anticipated Impact

The primary impact anticipated from this study is that of the *deputy alert for indicia of bias in traffic stops* intervention process. The current annual process is undergoing revision, and new adaptations being planned, for the upcoming monthly intervention process. To improve planning, including feasibility, structure and supports, this study gains feedback from supervisors and increases the data available for informed decision-making and setting realistic expectations.

Responses to specific concerns identified throughout this report have been highlighted near the appropriate measure, and supervisor feedback from this survey reflect informal anecdotal information regarding the successes and challenges of the TSAR 3 intervention processes. Proposed opportunities for addressing identified challenges include the following:

Policy changes – Review of existing policy regarding alerts and interventions suggest that they are punitive in nature. For example, the limitations for career opportunities for deputies with an alert or intervention within a given timeframe.. For example, a deputy who consistently abides by internal guidelines may still receive an alert depending upon the specifics of their particular encounters not controlled for in the TSMR analyses. . It may be to the benefit of all to have the consistent and appropriate deputy shift to a position as a Field Training Officer (FTO) and properly train others to improve consistency across the Office. Another may have gone through the intervention and improved their performance and understanding of the process, however, because they went through the intervention, they may not be eligible to put their education and experience to best benefit MCSO and the community until a given amount of time has passed. Thus, ongoing review of policies that deal with limiting opportunities following an alert/intervention could be modified to recognize successful completion and improved performance post intervention as educational experiences that should be regarded as professional development and positive, rather than a detriment to advancement.

The TSMR methodologies are currently in development, and feedback from this survey was considered during the development phase. As a result of supervisor feedback, roles and responsibilities have shifted primarily to TSAU, with supervisors involved in the supervisory capacity rather than review or goal development. Training on identifying indicia of bias is in development, which supervisors will complete

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

and consider during regular monthly review. This will hopefully lead to a reduction in monthly alerts as this improved review can redirect deputies earlier. Additionally, the development of an Operations Manual and corresponding training is meant to address concerns regarding the understanding of how a deputy is flagged for *patterns of behavior*, and how this differs from *overt bias* (identifiable in a given situation).

Appendix A

TSAR 3 Intervention – Supervisor Survey

Supervisors are essential to a successful alert intervention, and MCSO will be moving toward a monthly alert process soon, rather than the previous annual alert process (TSAR). We would like your feedback about your experience as a supervisor responsible for at least one intervention during TSAR 3. We intend to use the results to improve the intervention process and ensure supervisors are granted appropriate preparation time to conduct complete interventions on the upcoming traffic stop monthly alert process.

Please refer to any TSAR3 documentation or notes (Blue Team, Action Plans or TSAR3 Worksheets) you have to refresh your memory while completing the survey. **Your identity will not be connected to your responses in survey findings (internally or externally), and we encourage your honest perspective.** We want to provide you with the best support possible as you fulfill your duties to the community and to “oneMCSO”. Thank you for your time.

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

How many people under your supervision were you responsible for providing intervention to following alert in TSAR 3?

Dropdown: 1 or 2

Please select the response that is closest to your sentiments to the following questions: (if more than one alerted employee, respond specific to Employee # only)

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
a. I had clear understanding of why this process exists				
b. I was supportive of this intervention process before this intervention began				
c. I received sufficient training on the intervention process prior to participating in it				
d. I had a clear understanding as to why my employee had received an alert				
e. I had sufficient support to be able to talk with my employee about why they had received an alert				
f. I had clear direction of what was expected of me in the intervention process				
g. I had clear direction of what was expected of the employee I supervised in the intervention process				

Please select the response that is closest to your sentiments to the following questions: (if more than one alerted employee, respond specific to Employee # only)

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
a. I believe the employee had clear understanding of why this process exists				
b. The employee seemed supportive of this intervention process before this intervention began				
c. The employee received sufficient guidance on the intervention process prior to participating in it				
d. The employee seemed to clearly understand why they had received an alert				
e. I was able to talk with my employee about why they had received an alert				
f. I believe the employee exhibited a clear understanding of my role as a supervisor in the intervention process				
g. I believe the employee exhibited a clear understanding of their role in the intervention process				

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

Please indicate whether you found these supports helpful in the intervention process:

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
----------------	-------	---------	----------	-------------------

- a. TSAU staff
- b. BIO Sgt Liaison
- c. EIU – Blue Team staff
- d. Training
- e. Command
- f. Other supervisors going through the intervention
- g. Other: enter text

To understand the time spent on each of the following aspects of the intervention, please use all available documentation as needed (Blue Team, Action Plans or TSAR3 Worksheets) to select the appropriate time estimate you spent on each:

(if more than one alerted employee, enter time for Employee # only)

Select the Estimated Time Spent on Each Task			
Less than an Hour	1-2 Hours	2-5 Hours	More than 5 Hours

For each, indicate whether you would have preferred MORE, THE SAME, or LESS time to accomplish each task.

*If less time is selected prompt comment box to appear in survey.

- a. Review: Employee Assignment History
- b. Review: EIS Information document review
- c. Review: Employee Training History
- d. Review: Employee Incident Reports
- e. Review: Employee Body-Worn Camera Footage
- f. Action Plan: Development of Goal(s) and Tasks
- g. Action Plan: Time Spent (as supervisor) Coordinating Intervention (e.g. identifying questions for employee and planning for critical discussions)
- h. Action Plan: Time Spent (as supervisor) Providing Intervention to Employee (e.g. Supervisor Discussions)
- i. Action Plan: Documenting Measures of Goal(s) and Tasks

Traffic Stop Quarterly Report: Supervisor Survey
September 2020

The following questions consider changes in employee performance during the action plan time period. Please select the response that is closest to your sentiments, and support your response with an example of a situation or experience that lead to your response selection, referring to notes as needed: (if more than one alerted employee, respond specific to Employee # only)

Yes, performance improved	No change	No, performance declined
a. I noticed an improvement in employee's interaction with the community		
a. Example/Basis:		
b. I noticed a change in employee's traffic stop activity		
a. Example/Basis:		
c. I believe employee traffic stop outcomes became more consistent across race/ethnicity of drivers		
a. Example/Basis:		
d. I believe employee search decisions became more consistent across race/ethnicity of drivers		
a. Example/Basis:		
e. I noticed an improvement in employee attitude toward the job		
a. Example/Basis:		

Prior to TSAR 3, were you involved in an intervention resulting from an alert in TSAR 2?

Yes
No
a. If yes, what was your role in a previous intervention? (select one)
Supervisor
Flagged Deputy/Individual
Both

Based on your experience as a supervisor in TSAR 3's intervention process, do you have any suggestions to improve the process for monthly alert interventions?

Open Comment

This concludes the survey. Thank you for your time!