Supervising — Managing
Internal Affairs, Managing Citizen Complaints and Employee Discipline

Course Objectives

Introduction: Outline of the program … current state of misconduct potential in law enforcement around the country … essential elements of a reasonable Internal Affairs or Professional Standards system … common complaints about police misconduct systems.

Foundation for the system: Importance of firm definitions of what constitutes a complaint and what is misconduct … peculiarities of Conduct Unbecoming allegations.

Gateway to the system: Issues in complaint acceptance … common complaints of public complainant perceived hindrances, hurdles and forms of intimidation … various complaint forms and public notice … successful techniques for complaint acceptance … necessity for a preliminary investigation … supervising and monitoring the process … a viable option for our most common type of complaint.

Administrative issues: Maintenance of files … issues in purging of investigations … confidentiality of records.

Investigative control measures: Standards of care … critical points which affect investigations … when to call in another agency … importance of planning your investigation … evaluating the complaint … organizing your investigation … why you may need to learn current standards … use of a standard case folder system … supervisory control methods for administrative investigations … administrative searches … chemical testing during your investigations … use of polygraph and other tools.

Pro-active administrative enforcement of misconduct: What it is and how to do it … you may being doing it and just don't know it.

Administrative interviews: Steps before you interview anyone … the necessity to do detailed planning before you act … issues of tape recording … general interview techniques … handling potential problems during interviews … dealing with the accused employee … living successfully under an Officer's Bill of Rights … understanding and working within Garrity and compelled statements … successful interviews even in the presence of victim and employee representatives.

Code of silence: Is it real and should we acknowledge it … dealing with it in a reasonable manner.

Adjudication: Administrative insight as a foundation for your decisions … rationalizing your adjudication statistics … to publish or not.

Discipline: Creating reasonable and defensible employee discipline … formalize the burden of proof your agency will use …build for an external appeal …where discipline charges can come from …using values as a foundation for organizational performance … what the pre-disciplinary hearing is and isn't …most common defenses to employee discipline …how to handle resignations and retirements in lieu of disciplinary action …developing a contract in lieu of discipline.

Early warning systems: Why such a system is important …precursors which should alert supervisors to potential problem employees … minimal criteria for such a system … examples of up and running systems … benefits and detriments of an early warning system.

Employee involved domestic misconduct: The significant difference between criminal and administrative violations…the need for an administrative policy more expansive than criminal sanctions…agency response to the domestic incident… supervisory support tools for our employees…further employment actions.

***Brady & Giglio* implications:** What are these cases and what affect they have on agency operations…new directions in investigative practices and relationships with prosecutors…protecting yourself and agency from liability…issues of truthfulness and continued employment…investigative approaches.

Pending challenges for police agencies: External review or oversight … what is it and what it isn't … what causes communities to react … forms of external review currently being used … common elements and problems of up and running external review bodies … the future of police external review … new Federal legislation which can get outsiders inside your agency.

Use of force: Current supervisory and liability issues in the use of force … reporting use of force incidents, making them professional and scientific … importance of a graphic force matrix … why and how a use of force report can help your agency … the role of Internal Affairs in the use of force reporting system.

Emergency provisions: Issues which might give rise to the necessity for using these provisions … essential supervisory tools you need to have in place before you need them … dealing with intoxicated employees … viable options your agency should have available … special considerations when using psychological services.

Seminar Agenda
Supervising — Managing
Internal Affairs, Managing Citizen Complaints and Employee Discipline

May 24, 25 & 26, 2016 • Redmond, WA (Seattle, WA Area)

Tuesday, May 24, 2016

8:00 a.m. – 8:30 a.m.	**Registration**
8:30 a.m. – 10:00 a.m.	Organization and Administrative Issues
10:00 a.m. – 12:00 Noon	Introduction to Internal Affairs
12:00 Noon – 1:00 p.m.	**Lunch (On Your Own)**
1:00 p.m. – 2:00 p.m.	Foundation for the System
2:00 p.m. – 4:00 p.m.	Gateway to the System
4:00 p.m. – 5:00 p.m.	Administrative Issues in Running Internal Affairs

Wednesday, May 25, 2016

8:00 a.m. – 9:30 a.m.	Investigative Procedures
9:30 a.m. – 11:00 a.m.	Pro-active Administrative Enforcement of Misconduct
11:00 a.m. – 12:00 Noon	Interview Techniques
12:00 Noon – 1:00 p.m.	**Lunch (On Your Own)**
1:00 p.m. – 2:00 p.m.	Code of Silence
2:00 p.m. – 3:00 p.m.	Adjudication
3:00 p.m. – 5:00 p.m.	Discipline

Thursday, May 26, 2016

8:00 a.m. – 9:00 a.m.	Early Warning System
9:00 a.m. – 10:00 a.m.	Employee Involved Domestic Misconduct
10:00 a.m. – 11:00 a.m.	*Brady & Giglio* Implications
	On the Horizon: New Pressures
11:00 a.m. – 12:00 Noon	Use of Force Reports
	Emergency Provisions
12:00 Noon	Questions and Answers
	Certificate Presentation

Cut Along Dotted Line

3 Ways to Register for a Seminar!

1. ***Register Online*** at **www.patc.com** — Yellow link in upper left corner
2. ***Fax Form*** to Public Agency Training Council **FAX: 1-317-821-5096**
3. ***Mail Form*** to

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5235 Decatur Blvd
Indianapolis, Indiana 46241

Federal ID# 35-1907871

***** Pre-payment is <u>not required</u> to register *****

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Seminar ID #14107

Seminar Title: **Internal Affairs– 2.5 Day**

Instructor: **Lou Reiter**

Seminar Location: **Redmond Public Safety Building**
8701 160th Avenue Northeast
Redmond, Washington 98052

When: May 24, 25 & 26, 2016

Registration Time: 8:00 A.M. (May 24, 2016)

Hotel Reservations: **Country Inn & Suites**
19333 North Creek Parkway
Bothell, Washington 98011
1-425-939-5504
$109.00 King or $119.00 Double (plus tax)

Note: To receive discount room rates, identify yourself with **Public Agency Training Council**

Registration Fee: $295.00 Includes Hand-Outs, Internal Affairs, Managing Citizen Complaints & Employee Discipline Manual, Coffee Breaks, and Certificate of Completion.

Names of Attendees 1. _____

2. _____

3. _____

4. _____

Agency _____

Invoice To Attn: _____
(Must Be Completed)

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Redmond, Washington

Training Seminar

Supervising — Managing Internal Affairs, Managing Citizen Complaints & Employee Discipline

How to Document Allegations, Define, Investigate, Adjudicate, & Take Action on Internal and External Allegations of Officer Misconduct

Instructor:
Lou Reiter, Retired
Los Angeles Police Department

Lou Reiter currently is a police consultant. He offers three (3) separate professional services to the law enforcement community. He provides training to police groups in the high liability areas of use of force, emergency vehicle operations, high risk operations, investigations of citizen complaints, Internal Affairs procedures, investigation of critical incidents, and liability management. He will normally conduct 15-20 of these programs ranging from 2 hours to 5 days in length. The primary seminars are a 2 ½ day program on Internal Affairs and Police Discipline and a 5 day program on investigation of police use of force incidents both for the Public Agency Training Council, Indianapolis. Each year nearly 1,000 police practitioners will attend these training programs.

Each year, Lou also conducts an average of 5-10 agency management audits and liability assessments. These have been for state, county and municipal police operations. The size of these agencies has been from 3 persons to 39,000 employees. These audits allow him to be in police cars up to 100 hours each year. He has been a consultant on 8 U.S. Department of Justice, Civil Rights Division, Special Litigation Section, investigations of agencies involving patterns and practices of Constitutional violations. He was selected as a Federal Court monitor for the Consent Decree of Colln v. Ventura County Sheriff's Department, CA.

Lou provides litigation consultation to attorney firms involved in police civil actions. Since 1983, Lou has been retained in over 1100 such cases in nearly every state plus the District of Columbia and Puerto Rico. This has been on both sides of the table with approximately 60 percent being for plaintiffs.

Lou Reiter was a member of the Los Angeles Police Department from 1961 to 1981. During that tenure he had 22 different assignments and rose through to ranks to retire as Deputy Chief of Police. About 70 percent of his time was spent in uniformed operations while the bulk of the remainder was in Internal Affairs, use of force review, training and personnel administration.

Lou has been published throughout his professional career. He was one of the principle researchers and authors of the 1973 Police Task Force Report of the National Advisory Commission on Criminal Standards and Goals, where he authored the chapters on Internal Discipline, Training and Management-Employee Relations. In 1993 he authored and published the Law Enforcement Administrative Investigations: a manual guide; the second edition was dramatically expanded and published the Public Agency Training Council in 1998; and the third edition has been published in 2006.

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