

Arizona State University
Chief Advisory Board

Minutes of Meeting
October 17, 2013

Members Present:

John Pickens, Chief
Matt Parker
Alyssa Karas
Luqman Khalid
Donovan Billingsley
Jeffery Griffith
Kevin Georgitso
Benjamin Flynn

Chief thanked everyone for volunteering for this committee. Want the committee to:

Give positive information.

Make new employees feel welcome.

Current employees need to feel welcome; they have to feel positive about working here. Keeping in mind that no matter what changes take place not everyone will be 100% satisfied or happy. That is ok if we can't change their mind set.

Community is giving positive feedback on the work employees do here at the PD. Hearing that is a testament that employees like to work here and are determined to do a good job.

We have to maintain a positive attitude. There is a survey that we have to send to the community and Chief has not doubt in his mind that it will come back positive. What he does expect it to say is requesting more officers and increased visibility.

Chief's vision is for this committee to grow in members so that communication lines can be open.

As this group makes progress and people see how well this committee works then other members will be added.

Supervisors will begin attending these meetings. No supervisors are present today because Chief wanted to stay focused on what needs to be done to facilitate the process to add positive things to the organization.

Chief wants to add positive things to this organization. Greet new employees, make them feel welcomed.

Chief asked about the frequency of meetings?

If there is a need, the committee can meet more than once a month, if there is a pressing matter, members do not have to wait to discuss it in the meeting, you can email all members and the issue can be discussed.

Chief gave an update on new police officer/recruit that will be going into academy next session. There will be 2 PA's (Dacquisito, Adams) 1 dispatcher (Mansfield) and 2 people from outside (Beyschau and Goodwin).

Having 5 new recruits sounds good, but reality is they cannot be incorporated into the schedule until they complete FTO. Currently there is one additional person in the FTO program.

PD Referral program – if you know someone that is interested in becoming a police officer –fill out the referral form; send it HR, tell them to apply online. Once the person is hired and complete the FTO program, a check will be issued (with appropriate taxes taken out).

Vacancies have been reposted due to the referral program.

If each employee could identify one person that they would not mind working with please refer them. You might not know all their history, but that will not matter. Refer people and get paid for it.

We have a lot of flexibility right now, so it does not matter that all the lines are filled. I have been given the green light to continue hiring. When we get a group of people, we will do all the testing in one day; physical agility and written assessment.

Once the referred person has applied on line, it is not yet known how long it will be before the testing is done. Those openings will remain posted for a while on the ASU HR website.

A part-time recruiter will be hired who will attend job fairs. Other agencies go to Military bases, job fairs to recruit employees. That is what the recruiter for the department will be doing.

The department is also in the process of developing a recruitment brochure and video.

Chief has various things that are in progress that will benefit the police department; a lot of them cannot be discussed today because they are have not been confirmed.

ASU PD is within the salary 90% margin with other East Valley agencies

Incentives for FTO –Police officer FTOs, dispatchers trainers and PA trainers receive 5% of their hourly salary while they are training an employee. He has been working on this for a while.

PA's may feel left out or have been neglected but will be worked on as well. We dealt with the dispatchers last year, and have been working on the police officers for some time.

One of the most important missions of this committee is to help new employees feel welcome. Show them the benefits of working for ASU.

This committee should also bring to light any concerns, the sooner negative concerns are dealt with the sooner things can be explained or resolved. Also, when discussing negative comments, a solution to it would be very helpful.

PD Budget was discussed. At this time the PD has been supplementing budget with vacant positions.

Other ways to supplement our budget would be to possibly have a “security fee” added to tuition. A \$50 fee had been discussed a few years back, but because of tuition being raised and economy was not doing too well, this fee was discarded.

One suggestion made by Cpl. Khalid is to have all potential employees do a ride-a-long with an FTO so they can see what it will be like to work here. **Cpl. Khalid is to take the lead and look into this and see how it would work. Talk to other agencies and see how they make it work and/or how they incorporate it into the hiring process.**

Chief agreed with this suggestion, he thinks this is a great idea and has seen it work in other agencies. PA Flynn related that Scottsdale FD has that policy in place.

The only thing is to how to make it work without slowing the hiring process down.

He will not hire a warm body, any PD employee has to pass all the background phase and Chief has to approve it before anyone will be hired. Chief will not hire other agencies problems. But he does support this idea.

Professionalism starts with each individual. If they don't encourage or feed into the negative stuff, clicks, gossip, etc....then sooner or later there will be nobody wanting to continue with unprofessional behavior.

Clicks do not run the department. Cpl. Parker suggested when you hear some of the gossip, approach the people that are gossiping and tell them to stop. A lot of times people will jump right in and start gossiping.

Alyssa commented that when a person does speak up, all they do is exclude her from further gossips but still continue on elsewhere.

Cpl. Parker stated that when a person holds them to a high standard of professionalism with everyone, then they will start respecting you more and will eventually stop.

A lot of the gossip is pure miscommunication. What is discussed between Chief and Parker; is not discussed with everyone.

Chief acknowledged that he is being personally attacked through the blog and other negative comments about the department and other employees.

IAs were referred to as the Retention program; it is not true. Chief had an audit completed on all IA's since 2011 through October 2013. Very few IAs are being sustained. Furthermore discipline for the ones that were sustained was very lenient.

If a person is the subject of so many IA's, why would Chief want to keep them in the PD?

Chief believes that when a person does have an IA it is more important for that person to learn from the incident and change their behavior.

Chief and Cpl. Parker meet every month to discuss any work related issues/rumors, items that do not circumvent the chain of command or to his attention through UCLEA.

Requisition process- from now on, when Chief approves a requisition, he will make sure everyone involved in the process is cc'd to let them know he has approved them.

Communication is about improving not only police department in general but us individuals. If you see something wrong or hear negative comments, instead of feeding the negativity, talk about it and determine how it can be fixed or bring it up to the committee to find a solution.

This group needs to be proactive, if there is grumbling out there about a process or procedure, we address it ASAP!

By the time I hear about something that is not right or complaining, its old news! In the meantime the issue has been growing (like cancer!) instead of giving Chief the opportunity to address it!

Chief understands that negative stuff will also need to be addressed but if he is unaware of the problem, he can't address it.

PA Benjamin Flynn

Talked to Sgt, PA's, Officers, to kind of get a view of how their agencies are. PA Flynn also looked into other universities to kind of get an idea of how their department was.

He has employment agreements from Ohio State University, MCC and Phoenix Fire Department. PFD's relationship by objectives and how they mediate problems.

- **Following is a list of things he submitted that are both concerns and suggestions on how issues could be addressed/fixe**d.

Officer/Aide Concerns

Low Pay

- Paid significantly less than surrounding agencies, for doing the same job with the same inherent risk.
- Can't make ends meet/ money always a stressor and concern.
- Qualify for welfare.
- Have to work two jobs.
- Even with spouse working, we don't make enough.
- Can't afford child care, spouse can only work part time and opposite days to PD employee.
- Due to working overtime/other jobs/ spouse working, not enough time is spent with family.
- No step increases, only uncertainty for our financial future; and it looks grim.
- No pay bumps for educational achievements.
- No shift differential.
- No pay bumps for relevant certifications.
- No pay bumps for languages spoken.
- For those who have used the tuition waiver, there is no financial incentive to stay. Most departments offer 5000\$/year tuition reimbursement; so the tuition waiver should not be looked at as an exclusive benefit for officers that only ASU provides. Some officers have been denied academic enrollment at ASU, so the waiver is a moot point.
- Not paid OT for court.
- Forced to burn comp time that is over 40 hours.

ACTION – Increase pay significantly, so that starting pay for officers is competitive with surrounding agencies. Have employment contracts with guaranteed increases that are competitive with surrounding agencies; these should be incremental, measureable, outlined, and guaranteed. Step increases need to be implemented. For officers who have been with the agency or have other police experience, automatically 'bump' them up in pay based on their years of service. Establish a guaranteed Cost of Living Adjustment. Utilizing the 'lower end, market reference point, and higher end' pay rates on the ASU website would be a good place to start for increasing Aide pay. Pay overtime for hours spent in court. Allow accrual of compensatory time to meet the statutory cap for all ASU employees, which is a maximum of 240 hours. Encourage membership in UCLEA (University College Law Enforcement Association); meet with members regularly to discuss issues.

Officer Safety Issues

- Outlying campuses often only have one officer on shift at a time.

- Tempe Campus goes down to only two officers on staff often.
- Using different radios and codes on party patrol.
- Not being familiar with the area being patrolled on party patrol.
- Not being familiar with Tempe Police policies and procedures when on party patrol; potentially opening us up to liability.
- The need to rely on other agencies for assistance if we need it, our safety depends on responding agencies call volume and response time.

ACTION – Increase staffing significantly. For officers who work party patrol, require training to become familiar with Tempe radios, maps, codes, policies and procedures.

Party Patrol

- We should not be sacrificing needed officers from our patrol staff to work party patrol.
- It is not our area, we have no business policing that area; it is the responsibility of Tempe Police.

ACTION – Recognize that this is a highly political topic. Meet with Tempe Police Chief and Michael Crow to discuss the issue and concerns of our officers. If party patrol is here to stay, it should be an overtime slot that volunteers can sign up for. Officers who work party patrol should be given additional training (map tests, radio tests, policy and procedure guidelines etc) to become familiar with Tempe and its operating procedures for officer safety.

Retirement

- After retiring from ASU PD in the Public Safety system, there will be a need to continue to work.
- The pay here is so low that it is not feasible to stop working after retiring from a 25 year career, even as a sergeant.

ACTION – Pay needs to be increased. An employee contract needs to be initiated so that pay increases are incremental, measureable, outlined, and guaranteed. Step increases need to be implemented.

Training

- Little or no professional development available through training.
- Free training is often denied by supervisors.

ACTION – Identify more training for officers and civilians. Give officers who want additional training the ability to go to a variety of professional development courses and certification courses. Petition the University for a higher training budget.

Management Issues

- Lack of respect from management.
- “If you don’t like it, Macdonald’s is hiring” or “vote with your feet” attitude.
- Performance evaluations are ‘kicked back’ by Command Staff, and supervisors are told to lower the ratings.
- Lack of trust.
- Micromanaging.
- Questionable IA investigations/practices.
- Lack of communication/support from management. Miscommunication is common.
- The Police Aide program does not seem to be respected or valued by quite a few supervisors.
- Outlying campuses are not deemed as important. Virtually impossible to get above a “3” or nominated for an award while staffed on an outlying campus. Those who work at outlying campuses are viewed as lazy and of less value within the organization. This attitude and perception must be corrected.

ACTION – Require management training for new supervisors or supervisors who have not had any management training. Offer management training and refresher courses to supervisors. Encourage supervisors to take graduate-level public administration courses at ASU; as it houses one of the finest public administration programs in the country. ASU also offers Six Sigma Black Belt management training.

Uniforms/Equipment

- Uniform requisitions take an extremely long time to get approved, six months to two years.
- We need Department issued load-bearing outer vest carriers. *If we are expected to work with Tempe on Party Patrol, we should have similar equipment.*
- There is a strong probability that an officer will need utilize a rifle indoors during an active shooter scenario. Indoors, a 5.56 round would be deafening/disorienting. An extremely loud noise/explosion can rupture eardrums

and incapacitate officers; or at minimum cause permanent hearing damage.

Officers should have sound suppressors issued for their safety.

ACTION - Utilize a voucher system for uniform requisitions, 'use it or lose it' coupons that are only good at Universal and dispensed to every employee twice per year.

Review outer vest carrier options, allow for use of load-bearing outer vests. Have all officers rifle certified. Purchase and issue sound suppressors to officers.

Parking

- Expensive.
- Cross parking is an issue with permits.
- No secure area to park so that we don't get assaulted on our way to/from work, and so that our cars don't get vandalized.

ACTION – Establish secure parking areas for patrol units at every campus for officer safety.

Field Training Officers

- One hour of comp time is not enough to compensate for being an FTO.
- FTO's should be paid more when training, or given considerably more comp time.

ACTION – Require that all Field Training Officers successfully complete General Instructor School and FTO School. Give pay increases/incentives to Field Training Officers. 5% while training is not enough. 5% of current officer pay is \$11.61 per day; and \$7.50 for a Police Aide per day. Give a 5% annual pay increase for FTO's. Require continuing training for Field Training Officers.

Staffing

- Difficult to get a day off because staffing levels are so low.

ACTION – Offer shift overtime on days that are low-staffed. Hire and retain more employees.

Fixed Post Details

- Downtown Campus, multiple fixed post details and often not enough people to staff them. The majority of shift is spent on detail.
- Downtown Campus PA's are not allowed to read, use cell phones, computers, or any other devices on detail; even though at least half and up to an entire shift will be spent on a fixed post detail.

ACTION – Meet with the Deans at the Downtown Campus and review the buildings that currently have fixed posts; identify if there is a need to have fixed posts in those buildings (especially when they are closed and locked). Revert to the previous fixed post detail policy and allow PA's to read or do homework on fixed post details. Increase staffing at the Downtown Campus.

Police Aides do not have access to the SRC.

ACTION – Meet with the Student Recreation Center management and give access to Police Aides.

Past Employee Input

Pay

- Increase pay for all patrol units. Pay rates are not competitive where they are now; this is a main reason why you're unable to retain employees and grow the Department. If you want a professional staff, pay them a professional wage.
- Amazed at the level of service the University gets for such a low wage. Putting out the minimal effort for a minimal wage is something that does not happen at ASU; because you have a lot of high-quality people who take pride in their work.
- "If the crew is starving, the captain should starve too. This is not the case with ASU Police".
- Not sure how officers with families/one income can make ends meet.
- The Chief got the Department a new building, something that no other Chief has been able to accomplish; which is awesome compared to what we had. Given the choice, I would rather be in an old run down building and have a competitive salary. If the Chief were able to accomplish both, that would help the morale problem.
- Maricopa Community Colleges have good salaries, large amounts of training available, a simple mission, and they are attracting top officers. Utilize this strategy.
- Uniforms are an issue. It takes too long for employees to get the equipment they need. The process needs to be sped up. Anything under \$200 for a requisition a Sergeant should be able to approve, anything under \$300 should go to a Commander, and anything over \$300 can go to the Chief.

Training

- You should have the training or administrative sergeant control policy updates, rather than someone in HR who does not have a direct connection with patrol.
- Have actual training incentives; make it financially worth the trainers' time to go through the hassle of training (a 5% bump only while training won't cut it, that's about 7\$ per day after taxes). Pay your people and you will get officers involved who actually want to train.
- ASU PD should be leaders when it comes to policing. With the available resources, they should have the most cutting edge technology, the best training, and the most effective officers. Our officers should be training other departments on active shooter scenarios, hazardous materials scenarios, DUI enforcement, drug recognition, and so on. Other departments should be emulating ASU. ASU Police should and could be the place that every officer wants to work.
- OIT training is terrible. This needs to be addressed immediately.

Management Issues

- Respect your employees. A work force that does not feel valued or respected by the administration has no reason to be loyal and stay with the Department.
- Management needs to admit that there is a problem.
- When performance evaluations are "knocked down" by management, employee performance and attitudes are "knocked down" at the same time.
- Managers who are contract employees are afraid to lead, because they do not want to make waves and lose their positions. This means the Department, in effect, has no leadership.
- Too much nit-picking and back-stabbing. Command often makes mountains out of molehills on issues.
- Management is removed from the patrol officers. They're unavailable to the "worker bees" (specifically the Commanders). Commanders should be out rubbing elbows with patrol officers, and asking what patrol needs, and how command can make the job easier for patrol officers. Commanders working a few shifts a month on patrol would bridge the gap significantly.
- Management does not look at all levels that will be affected when issuing a general order or policy; policies are not thought through at the patrol level.
- Management is going in 8 different directions at once; doing too much with too little. We need to pull back our resources and focus on a simple, clear mission.
- New, simple mission: "Our goal is to protect the students, staff members, and the assets of Arizona State University". When we can accomplish this effectively, we can add back other objectives. ASU needs to get back to basics as a Department

and focus on public safety. Is ASU Police staffed and trained to effectively deal with an active shooter on campus, with minimal loss of life? No.

- Be sure not to lose sight of the mission because of BS details. *"Make policies generic and simple enough so the officers can use common sense"* – MCCD Chief.

Promotions

- Retired officers who have 30+ years of experience are treated like they are new officers. They do not have much chance for promotion (a six year ASU officer will be promoted over a 30 year officer from another agency). There is no reason to stay if that is the case.
- Seem to promote people who won't "make waves" and will fall in line with the status quo.

Morale

- The morale situation needs to be the first thing addressed at ASU Police.
- A past employee stated "I couldn't stomach ASU anymore. The Chief does not seem to care about the problems we all faced. He must know about the institutional problems, he must be an intelligent person to hold his position for so long. He just doesn't care".
- Why is ASU PD sending out troops/resources when we are having so many problems within our borders?
- Management does not explain decisions to patrol.
- The team is divided; no unity exists as a Department.
- The Department is short staffed by 50-80 officers. This is a stressor for the officers that still work there.
- The past is a good predictor of the future. The employees who realize this will leave if there isn't considerable institutional change made.

After ASU

- Past employees report that they are much more fulfilled in their new positions.
- They are paid more and feel valued by their new employers.
- More training, more money, more respect. *"My batteries have been recharged since leaving ASU"*.

- Chief suggested that the committee be allowed to review all these issues and discuss it during the next meeting.
- A lot of these issues are due to lack of information and/or communication.

- PA Flynn stated that one person suggested that if the PD could get some revenue from all the tickets issued. Chief clarified that ASU PD does receive some revenue (based on what the statues allow).
- Some the issues addressed in the list have already been addressed or are because of miscommunication.
- Employees have to put some things into perspective, if you work for a city and need some things done, taxes can be raised to gain the revenue. Here at ASU the only way for the university to make more money is to raise tuition.
- Another suggestion is for command staff to get out more and mingle with the "working bees" and see how they are doing.
- Chief will start having all