Use of Force Recommendation 59

Guidance for

Create Formal System to be Overseen by Policy & Planning Section to Allow Feedback During Policy Making Process

Agenda

- Recommendation Highlights
- Gap Analysis
- Discussion Points
- Committee Feedback
- Further Analysis
- Final Guidance

Recommendation Highlights

- *MPD should create a formal system, overseen by Policy & Planning, to allow feedback during policy making process.*
  - *Should allow for input by:*
    - *Officers & Frontline Supervisors*
    - *Subject Matter Experts (SMEs)*
    - *Commanders*
    - *Legal Representatives*
    - *Labor Organizations*
- *Per PERF, via PowerDMS, provide the above-mentioned parties certain number of days to provide feedback and*
- *Post review on impact to daily operations from the field once is policy implemented.*

Gap Analysis

Recommendation

- Include the Labor Organizations in policy making and revision process.

- Use PowerDMS to facilitate policy making and revision process.

- Solicit feedback from members impacted by the policy and take their input into consideration.

Current Policy

- Labor Organizations are not part of collaborative process.

- PowerDMS is mainly used for final workflow/approvals process.

- No follow-up conducted.

Pros

*List the reasons **for** adopting the recommendation*

- *Our Labor Organizations represent our membership and their relationship is established on trust.*

- *Our members are the end users of our policies and know what is working and what isn't—their input is valuable.*

- *PowerDMS advises functionality for both collaboration and ultimate workflow process built into the product.*

- *Proper communication, transparency and respect protects morale of members and establishes trust between members and management.*

- *People tend to support what they help create.*
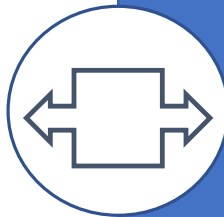
Cons

*List the reasons **against** adopting the recommendation*

- *Paralysis from too many opinions*
- *Opinion dominated by narrow views*
- *Members already have a lot on their plates*
  - *Risk the requests become white noise*
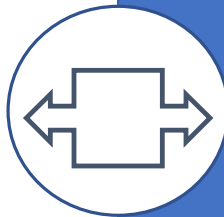
Committee Feedback

- There should be timelines for feedback and approvals.
- If Labor Organizations are included as stakeholders, we should run by legal, so that it doesn't appear we are bargaining with a Labor Organization, which the City Charter prohibits.
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  - Will run final wording by City Attorneys.
- It was asked if the Labor Organizations really represent the majority of our Officers.
  - Labor Organization advised 100% of officers belong to the MPA or FOP.
  - They have the trust of our officers and can communicate policy changes with them. Issues officers have can be brought up preemptively for consideration.
- It was suggested minor policies shouldn't involve team effort; there are just too many.
  - A solution is to give access to all stakeholders during a specified period so they can have a voice, and if they don't respond during review period, they are skipped.

Committee Feedback

- Lieutenants are responsible for policy development. Complex policies should be discussed at their meetings. This is where policy development should begin.

- PowerDMS as a tool during the collaborative process was not well received. We would have to train people to use. We'd have to consider public records and retention laws. Most agencies are using meetings, phone and email for the collaborative process.

- It was suggested to have two stages; one for collaboration and the second for a final draft and approvals.
  - ASU suggested allowing during the collaborative phase, feedback from the community as well; for instance, professors who are SMEs due to research and training.
  - Providing policy electronically would make it easier for them to provide feedback.

Committee Feedback

- They suggested Lieutenants always be included in the workflow approval chain, since policy is their job.

- Allowing members to comment may lead to unhelpful feedback, yet at least they have a voice, being heard and considered.

- Again, it's the lieutenant's job to create policy. Get the policy to a somewhat final form, and then solicit feedback. Allow officers to comment.

- Do initial research on policy using IACP, SMEs, etc. Don't get people involved too early; it gets overly complicated.

- PowerDMS is a good tool, because we can put timeframes on review and contributions. We have a historical record so we don't reinvent the wheel.

Further Analysis

- Most agencies are using meetings, phone calls, and emails during the early collaborative policy development process.
- About half are including Labor Organizations as stakeholders.
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  - Both Labor Organizations have expressed a desire to be included.
- Most agencies do not solicit feedback from the field, but instead, rely on officers bringing up concerns.
  - All agencies allow officers to initiate policy development or revision.

Final Guidance

Adopt Recommendation.

- Ensure communication on major changes occur from the top down, including involvement of Labor Organizations.

- Continue using current formal policy creation & revision process.

- Re-establish the feedback process (Chain of Command) for situations where a published policy has a negative effect.

Not Adopted by Exec Staff

- Add Labor Organizations to current list of stakeholders (SMEs, Legal, Effected Lieutenant, Executive Staff).

? Discussion