



December 3, 2020

Director Andrew Myerberg
Office of Police Accountability
PO Box 34986
Seattle, WA 98124-4986

Dear Director Myerberg,

Please see the below Management Recommendation response

Case Numbers: 2019OPA-0422 / 2020COMP-0011

Topic: Leadership Expectations

Summary of the Management Action: It was alleged that the named employee, a SPD Captain, had repeated non-attendance and absenteeism at work and that SPD leadership failed to hold him accountable.

Original Recommendation:

1. Create a new framework of policies governing Department supervisors. These policies should:
 - a. Clearly set forth expectations for supervisors to work set schedules, including being physically present in the office;
 - b. Outline the minimum qualification and responsibilities for each supervisory rank;
 - c. Contain sufficient standards to allow OPA and the Chain of Command to hold supervisors accountable for performance issues.
2. Require supervisors to, when appropriate, provide written performance expectations and consistently document deficiencies in performance.
3. Rethink the manner in which SPD conducts performance evaluations to ensure that employees are being critically reviewed.
4. Mandate yearly anonymized 360 performance evaluations for Lieutenants, Captains, and Chiefs.
 - a. The results of these assessments should be used to develop and improve performance and managerial, communication, and leadership skills.
 - b. Failure to maintain minimum standards should result in actual consequences, including, but not limited to demotion.
 - c. Whether an employee may promote to a higher rank should rest, in part, on the outcomes of these assessments.
5. Reevaluate the manner in which the Department selects supervisors for promotion.
 - a. Develop metrics that objectively evaluate current leadership ability and future leadership potential.
 - b. Develop metrics that grade potential supervisors on essential leadership traits, such as kindness, empathy, work ethic, and sacrifice.
 - c. These metrics should be given a score that is combined with the other raw scores currently used to rank candidates.



Action Taken:

The department had budgeted for and planned to work on several of the recommendations during 2020, but unanticipated developments including the global pandemic and ongoing social unrest have significantly limited our resources and ability to move forward in the fashion we had planned. In a conference call Assistant Chief Lesley Cordner and HR Director Mike Fields discussed with you the Department's commitment to taking whatever steps we can. This includes participating in the development of a taskforce that comprised of OPA and our accountability partners to look at these issues over the next few years. We are also committed to including our labor partners to ensure we fulfill any bargaining obligations that may arise. Director Mike Fields will be the lead on this effort, and you can contact him directly to discuss next steps.

SPD Considers this Management Action:

Declined (due to budgetary and staffing issues)

Please contact me if you have additional questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "ADIAZ".

Adrian Diaz
Chief of Police