

MEMORANDUM

Date: April 7, 2006
From: Randy Revelle, Chair
To: Members, Sheriff's Blue Ribbon Panel
Re: Influential Factors

Based on our March 22, 2006 brainstorming session, I suggest the following are the major factors influencing the misconduct and discipline processes of the King County Sheriff's Office:

- **Department leadership and culture:** customs, values, informal standards of conduct, and professionalism expected and modeled by departmental leaders
- **Management and supervision:** prevention of misconduct, intervention when it occurs, and correction/discipline when needed
- **Human resource systems:** recruitment, hiring, training, promotions, and recognition
- **Labor environment:** collective bargaining agreements and relations with and influence of labor unions
- **Complaint process:** how it is structured and conducted, including intake, investigation, discipline, remedies, and appeals
- **Internal oversight:** tracking, monitoring, and reporting procedures and systems to provide feedback, evaluate individual performance, identify patterns of misconduct, and develop systemic improvements
- **External oversight:** governmental and citizen oversight of police misconduct and discipline processes
- **Transparency:** public access to relevant information and the public's perception of the openness of the investigation and discipline processes
- **External forces:** events or factors that prompt changes, such as politics, media coverage, and community reactions.