



PROFESSIONAL STANDARDS DIVISION  
*Professional Conduct Review Section*

The mission of the Professional Conduct Review Section is to determine employee compliance with Sheriff's Office written directives in a fair and impartial manner while maintaining the trust and confidence of Sheriff's Office personnel and the citizens and visitors of Seminole County.



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## SECTION I

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### Introduction

The **Professional Conduct Review Section** has as its major function the receiving, processing and investigating of administrative complaints made against Sheriff's Office employees. All Administrative Investigations are conducted by the Section. This report outlines the investigative process and includes an analysis of the personnel complaints investigated during the 2017 calendar year.

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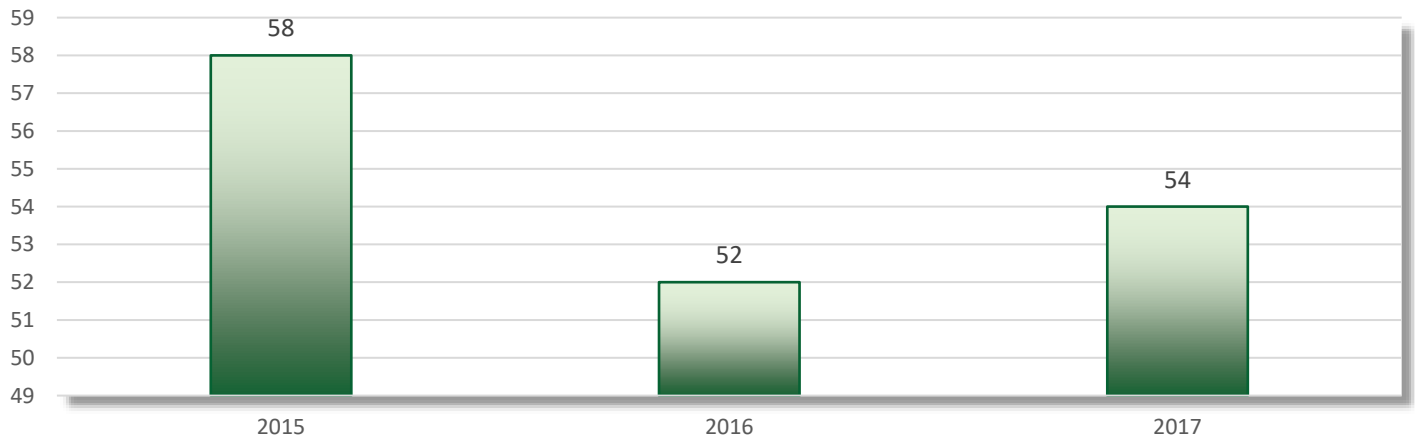
## SECTION II

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### Personnel Complaints

The Professional Conduct Review Section received **54** formal complaints from the public in 2017. During the same period in 2016, the section received **52** formal complaints. This represents a **4%** increase in formal complaints received by the section. Investigators and supervisors conducted **25** formal investigations in 2017, compared to **33** formal investigations in 2016. This represents a **24%** decrease in the number of formal investigations.

Formal Complaints  
2015 - 2017



Complaints against employees of the Sheriff's Office are classified according to the nature of the complaint. If not resolved informally, they may be categorized as Supervisory Inquiries or Administrative Investigations. There are specific procedures for investigating complaints, which are determined by the seriousness of the allegation(s).

The following information provides the reader with a summary of the complaint process as it applies to Supervisory Inquiries and Administrative Investigations. Also, an analysis of each category is provided to show comparisons based upon the cases investigated and the resulting disposition of those cases.



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### SUPERVISORY INQUIRIES

Supervisory Inquiries are investigations of allegations of discourtesy or other less serious violations of Sheriff's Office policy. They are generally conducted by a supervisor who has received specialized training and has been approved to conduct supervisory inquiries. These cases require limited investigation by the supervisor, who determines whether or not a violation of policy occurred.

If the supervisor determines through investigation that a violation of policy occurred and the allegation(s) are sustained, the Sheriff may elect to convene a Disciplinary Review Board. The Board considers the incident and recommends disciplinary action.

If the inquiry establishes the policy violation is more substantial than originally believed, or that it would become too time consuming for the supervisor to conduct, the Sheriff may order an Administrative Investigation be conducted by the Professional Conduct Review Section.

### ADMINISTRATIVE INVESTIGATIONS

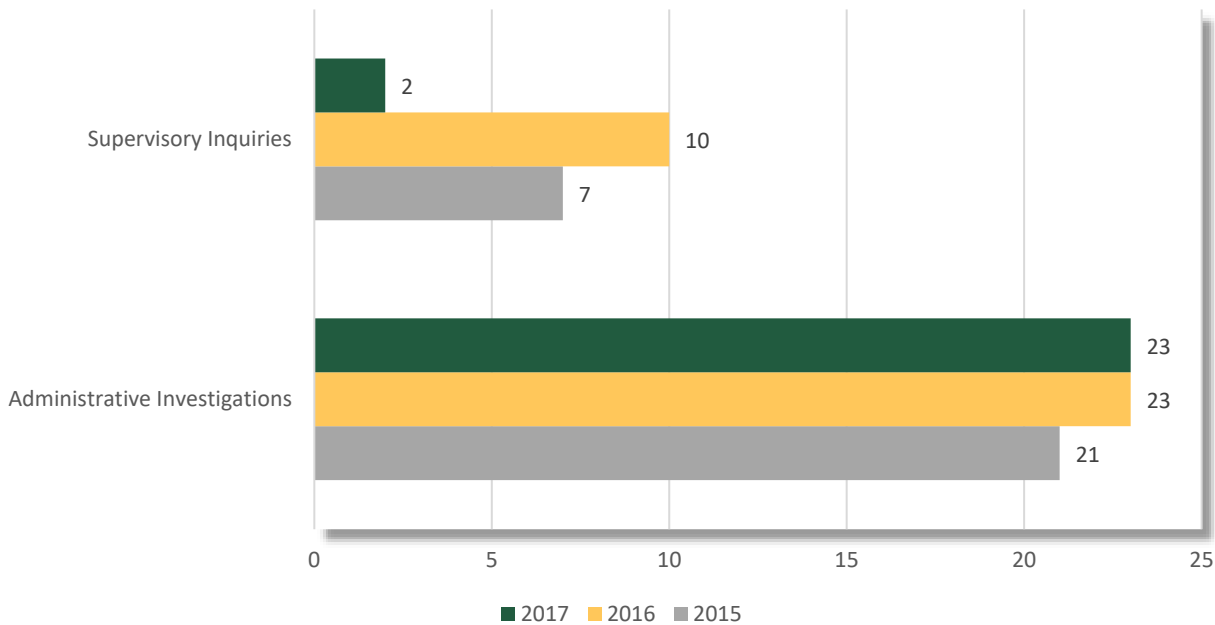
Administrative Investigations are investigations of major violations of Sheriff's Office policies, rules, procedures, or law. They are investigated by the Professional Conduct Review Section, only at the direction of the Sheriff or, in his absence, a Chief. When the investigation is completed, each allegation is assigned one of the following conclusions: Sustained; Not Sustained; Unfounded; Exonerated; or Policy Failure. The completed investigation is forwarded to the Sheriff for his review and approval. Upon the Sheriff's approval, the investigation becomes public record. Disciplinary action is at the sole discretion of the Sheriff. **NOTE: The Professional Conduct Review Section is a fact-finding body only and makes no recommendations concerning discipline.**



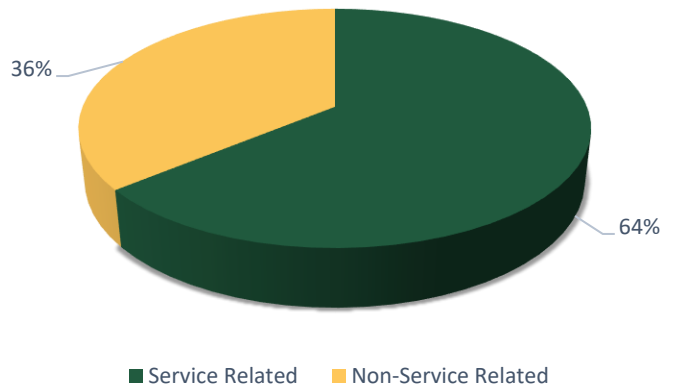
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### Analysis of Complaints

	2016	2017	CHANGE
Administrative Investigations	23	23	0%
Supervisory Inquiries	10	2	80%
<b>Total Number of Investigations</b>	<b>33</b>	<b>25</b>	<b>24%</b>



Service Related Investigations	16
Non-Service Related Investigations	9
<b>Total Investigations</b>	<b>25</b>





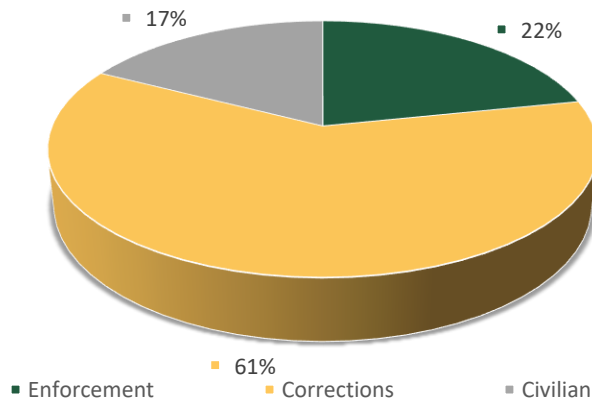
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### EMPLOYEE CLASSIFICATION

	TOTAL	PERCENTAGE
Enforcement	5	22%
Corrections	14	61%
Civilian	4	17%
<b>Total Number of Employees Investigated</b>	<b>*23</b>	<b>100%</b>

\* Some investigations involved multiple employees, and some employees were the subjects of multiple investigations.



### DIGITAL VIDEO EVIDENCE

In 2017, there were **24** formal investigations that involved the use of digital video evidence.

In-Car Camera (SCSO)	2
Body Worn Camera (Outside Agency)	6
Body Worn Camera (SCSO)	0
Security Video (Other)	1
Security Video (Outside Agency)	0

In **4** cases video evidence was used to sustain violations, in **5** cases video evidence did not influence the findings, and in **1** cases video evidence was used to disprove violations.

In 2017, there were **1** formal citizen complaints that were able to be informally resolved as a direct result of available digital video evidence. This represents a **67%** decrease over 2016 when **3** complaints were able to be resolved as a result of video evidence.

### AGENCY PRACTICES



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Recommendations for changes to agency practices were made in **4** formal investigations.

### PC-17-0008:

A recommendation is being offered that the phrase "may not serve as a Reserve and/or Auxiliary Deputy Sheriff" as currently contained within General Order #G-53 VII.A.1., be replaced or better defined so as to prohibit any service as a sworn law enforcement officer regardless of title, full or part-time.

### PC-17-0013:

A recommendation is being offered that the Communications Center re-evaluate their current policies and procedures to provide clarification on the performance requirements of its employees. In order for the Communications Center to hold its employees to fair and equal standards, such standards must be clearly enumerated and applied by policy. More importantly, these same standards must be known, defined, and easily understood by supervisors and personnel without ambiguity or hesitation.

The Communications Center should remain sufficiently flexible to fulfill the needs of the Sheriff's Office mission. It is also recommended that any changes made to the policies are not intentionally vague, and offer specific guidance on response, processing, and accomplishment of an employee's duties. For example, a policy that requires a communications employee to notify Public Safety of a complaint involving injuries, but allows the employee the discretion to either transfer the telephone call to Public Safety or make notification via Intercom dependent upon the situation.

Measures and standards of performance are necessary to assess the overall effectiveness and service delivery in the fulfillment of the Sheriff's Office mission. Likewise, a recommendation is being offered that the performance metrics and disciplinary forms on which employees are measured and counseled are uniform and consistent with established Sheriff's Office standards.

The Communication Center's annual employee evaluation form sections are currently mismatched to their respective policies. If the policies are improperly matched, the employee will be directed to the incorrect policy and unable to make the desired improvements. A review and update of these forms will ensure fair and consistent future evaluations of employees.

As the Sheriff's Office Communications Center works in conjunction with the Public Safety Communications Center, it is recommended that any policies created or revised do not hinder the efficient delivery of services and interoperability between organizations. Policies should also remain consistent with established accreditation requirements. Further, standardized best practices written into policy will aid in ensuring the consistent delivery of services to the public at large.

Any future "call critiques" should be inclusive of all materials available, to include Intercom recordings, so as to ensure a complete, fair, and accurate review of events when dealing with employees.

### PC-17-0014:

A recommendation is being offered that General Order #61 –Social Media, include a prohibition that





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Sheriff's Office personnel are not to initiate personal contact with juveniles with whom they have had professional contact. While the Sheriff's Office understands the vast networking potential of social media, there is no benefit of a Sheriff's Office employee seeking personal communication with supervised youth through social media. This recommendation is not intended to preclude employees from communicating with supervised youth in a strictly professional manner.

PC-17-0020:

A recommendation is being offered that a policy be written that expressly prohibits the sharing of personal belongings by Sheriff's Office employees with inmates while within the confines of the John E. Polk Correctional Facility. The following is a sample recommendation, "Sheriff's Office employees shall not provide to, or share with, inmates any personal belongings while within the confines of the John E. Polk Correctional Facility."

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## SECTION III

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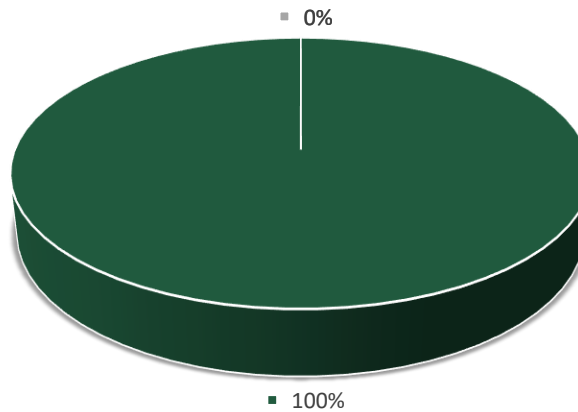
### Supervisory Inquiries

The following is an analysis of the **2** Supervisory Inquiries that were conducted during the 2017 calendar year. These inquiries resulted in **2** specific allegations of misconduct. The figures below represent the investigative findings and any resulting disciplinary action.

#### FINDINGS

The table below provides a comparison, by category, of the findings assigned to each of the specific allegations.

Sustained	2
Not Sustained	0
Unfounded	0



#### DISCIPLINARY ACTION

As a result of the **2** sustained violations of policy, **2** employees received some form of disciplinary action. The table below provides a comparison, by category, of the disciplinary actions administered.

DISCIPLINE	TOTAL	PERCENT
Warning	0	0%
Reprimand	1	50%
Suspension	0	0%
Resignation	1	50%



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## SECTION IV

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### Administrative Investigations

The following is an analysis of Administrative Investigations conducted during the 2017 calendar year. This information is based upon **19** investigations which are analyzed for Violations Charged, Findings, and Disciplinary Actions.

Sheriff's Office Administrative Investigations:	<b>23</b>
Total Number of Alleged Violations/Charges Investigated:	<b>42</b>
Total Number of Employees Investigated:	<b>19*</b>
Deputy Sheriff Involved Shootings:	<b>0</b>
Dangerous Animal Shootings:	<b>1</b>

*\* Some investigations involved multiple employees.*

### VIOLATIONS CHARGED

Of the **42** alleged violations of Sheriff's Office written directives investigated by the Professional Conduct Review Section, the following table shows the types and percentages of alleged misconduct.

VIOLATION	NUMBER	PERCENTAGE
Conduct Unbecoming	9	22%
Knowledge/Obedience to Laws	8	17%
Obedience to Lawful Orders	3	7%
Vehicle Operations	3	7%
False Statements and Reports	2	5%
Fraternization with Criminals	2	5%
Carelessness	1	2%
Conflicts of Interest	1	2%
Response to Resistance	1	2%
Charged With/Or Convicted	1	2%
Restrictions on Use of PTO	1	2%

VIOLATION	NUMBER	PERCENTAGE
Types of Employment Not Permitted	1	2%
Insubordination	1	2%
Interview Procedures	1	2%
Detainee Supervision	1	2%
Information/Equipment Handling	1	2%
Restrictions on Vehicle Use	1	2%
Pharmaceutical Operations	1	2%
Traffic Crashes	1	2%
Courtesy Deputy	1	2%
Employee Harassment	1	2%



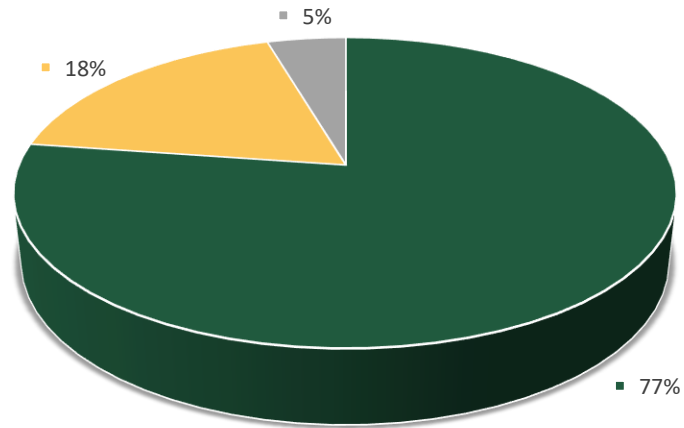
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### FINDINGS

Of the **42** alleged violations of Sheriff's Office policies and procedures investigated by Professional Standards, the table below provides a comparison, by category, of the findings assigned to each of the alleged violations investigated.

Sustained	34
Not Sustained	8
Unfounded	2



### DISCIPLINARY ACTION

As a result of the **34** sustained violations of policy, involving **19** employees, the following disciplinary actions were taken. The table below provides a comparison, by category, of the numbers and percentages of the resulting disciplinary actions.

DISCIPLINE	TOTAL	PERCENT
Suspension	2	15%
Demotion	1	8%
Resignation	7	54%
Termination	2	15%



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## SECTION V

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### **\*Telecommunications**

During the 2017 calendar year, there was **1** Administrative Review involving personnel assigned to the Telecommunications Division.

\*Required by the Association of Public-Safety Communications Officials, the organization that oversees accreditation of the Telecommunication Section.