INTEGRITY, ACCOUNTABILITY, COMMUNITY

THE MARICOPA COUNTY SHERIFF’S OFFICE 2012
Oath of Office and Code of Conduct

As an employee of the Maricopa County Sheriff’s Office, I pledge to uphold the Constitution of the United States of America and the Constitution of the State of Arizona, to obey the laws of the State and the United States, and the rules, regulations, and Policies of the Maricopa County Sheriff’s Office. I will never abuse the authority vested in me, and will honor and uphold the constitutional rights to liberty, equality, and justice afforded to all persons. I will be honest in thought and deed, in both my personal and official life, and will not allow my conduct to bring discredit, dishonor, or shame upon the Maricopa County Sheriff’s Office. I will never misrepresent myself, be untruthful, or take what does not belong to me, nor will I tolerate conduct on the part of any other employee of the Office, which violates the principles of this Code of Ethics.

Signed, Every Employee
Maricopa County Sheriff’s Office

INTEGRITY, ACCOUNTABILITY, COMMUNITY
A Message From The Sheriff Of Maricopa County

During the last 20 years as your Sheriff, I have led this Office with specific goals in mind: to protect the public, reduce crime, run efficient jails, enforce all laws and save taxpayers money wherever possible. Many of you have heard or seen me speak publicly about these goals. I have intentionally developed a very public persona for two reasons. You have a right to hear from your elected Sheriff about issues affecting our community and your Sheriff wants to hear from you.

Recently, however, it seems that my high profile nature and that of my Office, along with my willingness to take on difficult and at times controversial issues, have led some people to feel dismayed, even alienated, particularly as it relates to our Hispanic community.

These concerns are fueled by an unfortunate use of language that compounds rather than describes the problem. Terms like “culture of cruelty” and “racist” are tossed about in headlines and sound bites, while information to support these claims is not offered or communicated through the mainstream media.

I do not tolerate racist attitudes or behaviors. We at the Maricopa County Sheriff’s Office do not foster a “culture of cruelty.” But because perception can be more powerful than fact, I want to address these concerns openly and focus on community-based goals and procedures which affirm our commitment to the highest professional standards.

With that in mind, I required my staff to consider how we can engage in more community outreach, to enhance our law enforcement and detention services and to build public trust. And I asked that this process be undertaken with our critics in mind. Their voices should be heard.

This document is a result of that evaluation. While we offer this as a work in progress, it represents a framework wherein my Office will continue to improve operationally, promote safer communities, and provide a real sense of “community” through actions and attitudes that respect our differences and diversities.

Maricopa County Sheriff Joe Arpaio
The Maricopa County Sheriff’s Office

INTEGRITY, ACCOUNTABILITY, COMMUNITY
The Maricopa County Sheriff’s Office.

Demanding Integrity And Accountability In Partnership With Our Community

As an Office we have been committed to provide exceptional law enforcement and detention services with a continual eye toward improvements. With that in mind we will continue to:

- Embrace and promote a culture of integrity founded in an unwavering commitment to the protection of Constitutional rights for all
- Provide Bias-free law enforcement and detention services to our community
- Establish, improve and adhere to policies and procedures consistent with industry best practices
- Hire, train and retain quality employees through valid recruitment, hiring and promotional processes, evidence-based training, supervision and oversight
- Provide professionally trained all-volunteer posse to support the duties and responsibilities of the Sheriff’s Office.
- Promote jail and public safety by emphasizing good decision-making, de-escalation strategies and reasonable and necessary use of force
- Proactively monitor our progress through improvements to records management, data collection and reporting; provide transparency in measuring outcomes
- Provide interested members of our community the means to understand and influence our work as law enforcement professionals through information sharing and educational opportunities
- Ensure we are accountable to the community, the profession and ourselves
A Solid Foundation.

*Policies And Procedures*

The Maricopa County Sheriff’s Office establishes Policies and Procedures, which embody our organizational culture, our principles and practices consistent with industry best practices and in compliance with federal and state laws. Policies provide clear and concise direction ensuring employees lawfully, effectively and ethically carry out their duties. Policies establish the framework by which our organizational integrity may be judged and as such they are comprehensive and all encompassing to guide the actions of personnel, reduce liability and address the needs of the community.

**To enhance policies and procedures, our Office will:**

- Maintain policies and procedures which embrace and promote a culture of integrity throughout the Sheriff’s Office founded in our commitment to protect everyone’s constitutional rights
- Establish and maintain specific bias-free law enforcement and detention services/policies
- Evaluate all policies and operational procedures in consideration of industry best practices. Policies deemed Critical Policies by our Office are and will continue to be responsive to evolving needs
  *Critical Policies are defined as a set of principles or courses of action, the knowledge of which is absolutely necessary to an employee’s respective assignment.*
- Review all policies and operational procedures for clarity and consistency
- Standardize a method of reporting policy deficiencies including opportunities for public input
- Provide employees with timely, effective training on Critical Policies
- Test and monitor employee knowledge and application of policies on a regular basis
- Make Critical Policies accessible to the public
Training For Excellence.
New-Hire And Advanced Training

Maricopa County Sheriff’s Office training provides clear direction to ensure all employees lawfully, effectively, and ethically carry out their duties as deputies, detention officers, civilians and posse volunteers. At every level from entry position to command staff, employees are trained and will continue to receive training and education to receive the knowledge and retain the skills needed to consistently carry out their duties as intended.

To enhance training and promote excellence, our Office will:

- Review minimum educational requirements established for all supervisors and provide annual mandatory training and education classes to prepare and advance supervisory competence
- Provide supervisor and command level academies
- Provide mandatory stand-alone training for all employees relating to bias free law enforcement and detention services
- Promote industry best practices through sponsoring and attending training at professional seminars, conferences, or training given by other law enforcement agencies
Protecting Constitutional Rights.
**Bias-Free Law Enforcement And Detention Services**

The Maricopa County Sheriff’s Office prides itself on the diversity of our organization. We are comprised of employees from over thirty foreign countries. Nearly one-third of our staff are of Latino descent. All employees are trained to understand the importance of providing equal law enforcement protection and detention services to our community.

Our Office does not tolerate mistreatment of any member of our community, any inmate in our jail, or any person with whom we contact during our duty of enforcing the law.

The recent debate surrounding the enforcement of both federal and state immigration laws, however, has called attention to the need to reinforce public trust by ensuring our values regarding bias-free public service are understood and that we continue to adhere to policies and procedures that parallel those values.

To ensure bias-free law enforcement and detention services, our Office will:

- Enforce policies and procedures that ensure equal law enforcement protection and detention services
- Develop and implement policies specific to bias-free law enforcement and detention services
- Enhance and mandate training focused on bias-free practices
- Improve upon the areas of community outreach and interpersonal communication.
- Monitor enforcement actions and jail practices for adherence to constitutional requirements
- Improve the methods used to capture statistics relating to traffic stops, searches and arrests
- Expand public access to pertinent, accurate information relating to the above
Public Gatherings And Demonstrations

The ability to freely exchange ideas is essential to our form of government. Ensuring this free exchange takes place while maintaining public order in accordance with United States and Arizona Constitutions and laws is the responsibility of our law enforcement personnel. This balance is determined by weighing the anticipated outcome of the gathering; the protection of persons, personal and real property; and the upholding of constitutional rights.

To maintain this critical balance, our Office will:

- Continue to review, update, and train our personnel on constitutional rights, civil rights, and related laws
- Continue to train personnel on the management of public events, crowd control, crowd psychology, major emergencies, disaster responses, civil disturbance, and public relations
- Train deputies and supervisors on peacekeeping, conflict resolution/avoidance, and response strategies to include intervention and use of force
- Develop a model for meetings to foster communication to assist in deterring illegal or violent activity and support free speech
- Provide information to the public which supports proactive involvement of the community and encourages the peaceful exchange of ideas
Communication Competencies

*Communicating Effectively With Each Other In The Jails And In The Field*

As one of the nation’s largest counties, Maricopa County is home to individuals of different lands, cultures, and languages. As the central repository for nearly two dozen different police departments, the Maricopa County jail system, is equipped to effectively communicate with everyone in their indigenous languages. Given the County’s proximity to Mexico and other Central American countries, we have implemented a Limited English Proficiency (LEP) program. Anyone incarcerated in the Maricopa County jail system has access to forms, notices, a language line, and translators to assure that clear communications occur. While these systems are in place to bridge language barriers, we can offer improvements to existing practices and procedures to bridge language barriers now in both the jails and enforcement.

To enhance communication overall and build language competencies for effective communication with those of limited English proficiency or others needing accommodation, our Office will:

- Designate and assign an LEP coordinator in each jail and each district with established goals and responsibilities
- Mandate LEP courses for all staff through E-Learning
- Evaluate all forms and other written materials disseminated to the public and where needed, translate into Spanish
- Educate all employees on available resources regarding communications with limited English speakers
- Make information pursuant to this objective available to the public
Safety And Security.

Decision Making, De-Escalation, And The Use Of Force

The Maricopa County Sheriff’s Office will continue to review, update, and monitor its use of force policies and procedures in accordance with the United States and Arizona Constitutions and laws which incorporate and comport with the best practices and professional standards in the law enforcement and detention industries.

Our Critical Policies clearly define and delineate use of force options ensuring that wherever possible, the level of force used is in a manner that avoids unnecessary injury to encountered persons, deputies, and officers.

To ensure the only reasonable and necessary use of force, our Office will:

- Provide and maintain training on decision-making, conflict resolution, and use of force options consistent with best industry standards
- Implement and maintain standardized use of force reporting and accountability procedures
- Encourage an overall change in thinking from care, custody, and control to care, custody, control, and community
- Record, report, and analyze incidents where force is used to enhance policies, training, and early intervention opportunities
- Standardize procedures for receiving, investigating, tracking, and reporting complaints of excessive use of force
- Educate the community on complaint procedures
Victim Services.
*Respectful, Responsive, Results Oriented*

Since late 2007, when Sheriff’s detectives became aware that sex crimes investigations were not completed to industry standards, changes were implemented to ensure that all sex crimes cases are completed professionally and in a timely manner. The Sheriff assigned new and additional detectives to the unit, ordered an internal audit by a panel of supervisors including advisors from the Maricopa County Attorney’s Office, to guarantee appropriate case dispositions. Additional investigation work was conducted by Sheriff’s Office and County Attorney Office personnel. Very critical to the Office – technology software to improve case tracking and management was implemented in all investigative divisions.

Although the issues were addressed and systems put in place to prevent a reoccurrence, what we learned, among other things, was that correcting internal deficiencies doesn’t correct external perceptions or necessarily promote public trust.

**To ensure quality law enforcement victim services are provided to all persons in Maricopa County, our Office will:**

- Further explore and develop collaborative partnerships to include victim’s advocacy, community experts, and valley wide family advocacy centers in order to deliver thorough and thoughtful services to all victims of sex related crimes
- Provide ongoing training to Sheriff’s personnel in sex crimes response, investigative procedures and communication practices in accordance with industry’s best practices and standards
- Continue our work with the Maricopa County Attorney’s Office to review, audit, monitor, and analyze case tracking and clearance data to ensure all cases are being worked in a timely and thorough manner consistent with industry best practices and standards
- Make case status and management information available to victims
- Develop and implement a central repository for all victims to be able to report complaints or concerns about the handling of their case
- Make case clearance data available to the public through the agency website
Community Outreach.  
*Seeing Ourselves As The Public Does*

The Maricopa County Sheriff’s Office seeks to improve the public trust and support through an effective community outreach program. Recently, enforcement of federal and state immigration laws coupled with claims made by special interest groups fueled a debate. For some this resulted in a negative public perception. We are committed to overcoming negative perceptions and developing support by enhancing our community outreach program.

To build public trust by seeking to understand, our Office will:

- Require that District Commanders participate in or hold public meetings which reach out to members of our community and seek public input

- Require that Jail Commanders participate in or hold public meetings which reach out to members of our community for input on jail operations

- Require that Command Staff participate in or hold meetings which reach out to members of our community for input on jail and enforcement performance

- Seek citizen feedback and evaluation through surveys or other similar methods to assess Sheriff’s Office performance
Helping The Public Get To Know US Better

The reality of day to day law enforcement and jail operations are unknown to most people.

The absence of accurate information, combined with misinformation and misunderstanding often leads to mistrust. To ensure that the right information is available and to provide an up-close and personal view into the world of a large scale sheriff’s office operation, we will offer to those interested a better understanding of the jobs we do and the challenges we face.

To build public trust by seeking to be understood, our Office will:

- Develop and implement educational tools, to include Citizen’s Sheriff’s Academies in both English and Spanish encompassing all topics to include street patrol functions, jail operations with an emphasis on the intake process, and inmate life as well as human smuggling and workplace enforcement laws and operations
The Sheriff’s All Volunteer Posse.  
*Practices And Professionalism*

Under Arizona law, the Sheriff is authorized to establish a posse. The Maricopa County Sheriff’s Office prides itself by having the nation’s largest - men and women of all ages and backgrounds who give back to their communities in the form of their time, resources, money, and energy in assisting the needs of Sheriff’s deputies and detention officers. Their contributions make it possible for compensated law enforcement personnel to better direct their resources in more critical duties. Each volunteer must meet minimum standards and successfully pass a thorough background check before admission to the posse is granted. Once an approved member, each posse volunteer receives law enforcement training by Arizona POST certified instructors commensurate with their duties to be performed. Once trained, each performs their duties under the supervision of deputy sheriffs. Posse volunteers must adhere to critical and ethics policies, including the Maricopa County Sheriff’s Office’s code of conduct.

To ensure a professional all-volunteer posse, our Office will:

- Implement and maintain computerized tracking system that provides accurate records of volunteers, including their backgrounds, assignments, training levels, equipment, hours donated, and investigative results

- Enhance posse training by including an emphasis on both community policing and bias free law enforcement practices

- Educate other law enforcement agencies and community groups to acquaint them with how the posse works, what their limitations are, and how they are trained and supervised

- Incorporate seasoned posse volunteers into the Citizens Sheriff’s Academies to educate the community about this unique and valuable resource
Sustained Excellence.

Internal Integrity

The role of the Maricopa County Sheriff’s Office is to protect and serve the people of Maricopa County. The community has the right to expect integrity and professionalism from all Maricopa County Sheriff’s Office employees. Ensuring these expectations are fairly and consistently met requires checks and balances, vigilant review, and accountability.

To ensure sufficient systems are in place to sustain internal integrity, the Office will:

- Maintain and vigorously enforce Office Policy
- Establish and implement performance indicators for the new goals outlined by this initiative
- Continue to audit all Office components for compliance with Policy and law
- Measure performance, assess quality, take required corrective action, and share results necessary to maximize consistency and opportunities for improvement
- Implement an early intervention/recognition system to minimize the potential for escalation of employee behavior into incidents involving serious misconduct and promote employee development
- Report results to the public to maintain security and confidentiality while enhancing accountability and integrity
Comments, Complaints And Anti-Retaliation.

*Inviting Constructive Feedback*

Every person should be confident in their freedom to observe and comment about the conduct of the Sheriff’s Office and its employees. To that end the Maricopa County Sheriff’s Office will conduct a prompt, thorough and fair evaluation of each comment or complaint received. This requires trust. The Maricopa County Sheriff’s Office must continually earn that trust by maintaining transparency in the performance of its mission and ensuring no individual or group is inhibited in their expressions or rights under the United States and Arizona Constitutions and laws.

To create an environment open and responsive to internal and public comments, complaints, our Office will:

- Continue to promote and educate employees on the Office’s Workplace Professionalism, Code of Conduct and Internal Investigation Policies which foster an environment of mutual employee respect; promote harmonious, productive, working relationships; and include mechanisms for the prevention of unlawful discrimination, harassment, and retaliation claims, as well as the mechanisms for complaint and investigative procedures for such incidents

- Implement training on the rights and actions of members of our community who witness, observe, record and/or comment on law enforcement actions, including stops, detentions, searches, arrests, or uses of force that are in accordance with the United States and Arizona Constitutions and the laws

- Review and revise, as needed, policies and procedures for receiving and investigating complaints to ensure fair and appropriate responses

- Maintain clear prohibitions against and severe consequences for retaliation

- Provide easy access for public complaint, comment and commendation about Sheriff’s Office personnel

- Develop a system to track comments and complaints, analyze and report results, issues or trends
Our Progress.

Record Keeping and Reporting

The Maricopa County Sheriff’s Office is committed to providing accurate information to all interested parties regarding programs, policies, and services. And while we stand firm in the values and vision set forth in this document, we also recognize the importance of objective review and validation through audit, accurate data collection and the timely delivery of that information.

Technology and the budget to acquire and maintain a superior records management and data collection program is a critically important goal for this Sheriff’s Office. Such a system will provide much needed transparency to an ever inquiring public while simultaneously helping us to monitor, evaluate, and reassess our resources for proper deployment of personnel and equipment. A computerized system will provide an accurate portrayal of how well we are performing in areas of our mandated duties.

To ensure accountability and transparency, our Office will:

- Create a centralized system of oversight and accountability

Finally - the Maricopa County Sheriff’s Office will continue to use the services of outside, independent experts to ensure our strategies continue to meet the goals set forth by Sheriff Arpaio - to evaluate and improve where necessary our current policies and procedures, to enhance our law enforcement and detention services and to engage in more thoughtful and thorough community outreach in order to build and sustain the public trust.
Contact us at:
Emergency – 911
Crime Stop – (602) 876-1011
Sheriff’s Administration – (602) 876-1801

Visit us online at:
www.mcso.org