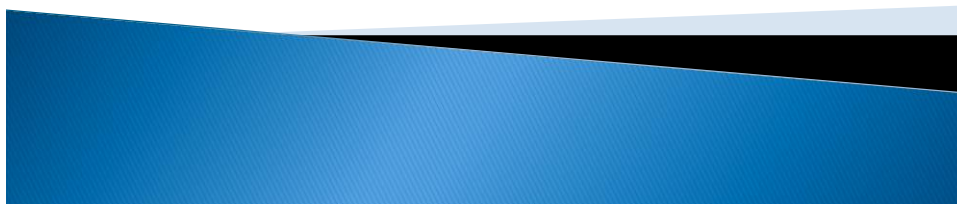




# Developing a Policy Compliance Strategy

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## Introductions

## Workshop Goals



## Challenges to Compliance Monitoring

- Resources dedicated to project
- IT monitoring solutions
- Frequent equipment failures/no replacements
- Agency commitment-stakeholder mentality
- Policy deficiencies



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## The Importance of Policy and Compliance

- Research demonstrates policy is an effective way to guide/control officer discretion
  - Policy effectiveness – deadly force, less-lethal force, automobile and foot pursuits, K-9 deployments, domestic violence responses
- Policy works IF:
  - Policy is CLEAR (what is and what is not expected)
  - Policy is KNOWN (training, widely available)
  - Policy is ENFORCED (compliance monitored)



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## Studies of BWC Policy Compliance

- ▶ Very few studies of officer compliance with BWC policy
  - ▶ Hedberg et al. (2016) – Phoenix PD
  - ▶ Ariel et al. (2016) – 10 agencies (UK and US)
- ▶ Hedberg et al. (2016: 16)
  - ▶ “if BWCs are employed as prescribed [i.e., 100 percent activation compliance], a majority of complaints against officers would be eliminated”
- ▶ Ariel et al. (2016)
  - ▶ Officers followed policy (activation and citizen advisement)
    - ▶ use of force declined by 37%
  - ▶ Officers did not follow policy
    - ▶ use of force increased by 71%



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## Effective Procedures for Monitoring Officer Compliance To BWC Policy

- ▶ Neutral Monitoring (support or command level of monitoring)
- ▶ Officer Training
  - ▶ Scenario-Based
  - ▶ Testing
- ▶ Supervisor Training and Roles
  - ▶ Same as Officers
  - ▶ Corrective vs. Discipline
  - ▶ Monitoring
    - ▶ Anytime vs. Periodic?



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## Supervisor & Command Responsibility

- ▶ Encourage BWC compliance through:
  - ▶ Coaching
  - ▶ Verbal Counseling
  - ▶ Documentation
  - ▶ Discipline
  - ▶ Prioritization



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## Supervisor & Command Authority to Review

- ▶ **Administrative Review**
  - ▶ **Example:** A supervisor may review specific BWC media or data for the purpose of training, civil claims, and administrative inquiry.
- ▶ **Compliance Review**
  - ▶ **Example:** Monthly, supervisors will randomly review 10 recordings pertaining to his/her area of responsibility to ensure that the equipment is operating properly and that officers are using the cameras appropriately and in accordance with this policy and training
- ▶ **Performance Review**
  - ▶ **Example:** Supervisors will conduct random weekly reviews of selected recordings in order to assess deputy performance as well as to identify videos that may be appropriate for training.
- ▶ **Command Review**
  - ▶ **Example:** Commanders will randomly conduct quarterly reviews of reports & video which has been previously reviewed as a result of : Administrative, Compliance & Performance reviews.



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## BWC Policy Trends on Supervisor Review

- ▶ Nearly all agencies allow supervisor review for administrative purposes (94%).
- ▶ About half of agencies allow supervisor review for policy compliance.
- ▶ Two-thirds of agencies allow supervisor review for officer performance
  - ▶ Periodic random review
  - ▶ Limited circumstances: probationer; officer identified by EI system



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## Summary

- ▶ Having a solid BWC policy in place, mandated and consistent training and a knowledgeable and experienced project administrator, not only help discover and resolve non-compliance issues, they provide a more accepting and comfortable environment for officers, supervisors and citizens.



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