Minutes  
DSD Reform Leadership, Supervision & Strategic Planning Action Team  
February 10, 2016, 3:30pm – 4:30pm  
Location: Denver County Jail Conference Room

Present:  
- Stephanie O’Malley  
- Shawn Smith  
- Patti Rowe  
- Chief Connie Coyle  
- Sergeant Steven Koch (via phone)  
- Sergeant Janelle Orozco  
- Captain Chris Brown

Agenda:  
1. Approval of Minutes  
2. Status Updates  
3. Discuss Leadership in Recruitment  
4. Next Steps/Open Forum

Discussion:  
The meeting opened with a review of the minutes from the Action Team meeting that was held on February 3, 2016, which were approved by the team with no changes.

Chief Connie Coyle reported that she met with representatives from the Office of Human Resources to discuss recommendation 1.11. Patti Rowe explained that with the goal of getting the right skills in the door during recruitment, she met with the Department of Safety recruiter and suggested that the Deputy Job Specification be revised to incorporate additional skills including some of those identified in the Sergeant Job Specification. Ms. Rowe also recommended that the DSD consider re-instituting a face-to-face interview toward the start of the hiring process that is separate and has different goals than the integrity interview conducted later in the process. Additionally, Ms. Rowe discussed the potential for identifying and cultivating potential leaders in the DSD. Director Stephanie O’Malley shared feedback provided from Mr. Mike Jackson during the Reform Implementation Team’s previous meeting such as a need to have a more objective opportunity for everyone to progress through the ranks and to communicate with staff regarding how they can advance. Additionally, Ms. O’Malley relayed Mr. Jackson’s suggestion that a Deputy not be allowed to promote until he or she has at least five years of experience. Director O’Malley expressed support for developing a more formal and objective process for career development. Chief Coyle then shared a concern regarding the substitution of education for experience in the promotion process. The Action Team then discussed the current promotion process in place and the new assessment program being pursued by the DSD, which will utilize a 3rd party provider for completing the assessment. Director O’Malley stated that perhaps the Request for Proposal and/or subsequent contract with the selected 3rd party provider should include a provision for ensuring neutrality in the assessment process. Shawn Smith then relayed another suggestion Mr. Jackson made to develop a formal career development plan that outlines the expectations of Deputies and includes a testing component to ensure that the Deputy has acquired the knowledge required for the position. Mr. Smith asked whether the frequent changes in supervisors that occur within the Department has any effect on the ability to adequately assess employee performance and asked what other jurisdictions do with regard to performance measurement. Chief Coyle indicated that part of the problem is the change in supervisors but another significant issue is that Sergeants may have a large number of performance
reviews to complete so span of control needs to be addressed as well. Director O’Malley stated that the DPD had a similar issue and converted to the team concept in order to help address this concern and suggested that perhaps a discussion with DPD could provide information that may be useful to the DSD. The Action Team members then confirmed agreement that the DSD needs to engage Deputies from the moment they “walk in the door” to encourage leadership and career growth. Director O’Malley then asked that the implementation plan drafted to address these consideration be reviewed with a focus on ensuring neutral opportunity, career development and leadership from day one and how DSD can ensure that PEPRs (Performance Enhancement Plan Reports) are done adequately to inform promotion opportunity. Additionally, Director O’Malley asked the Action Team members to get information from DPD pertaining to the team concept to help inform whether that or another approach will assist with these issues.

Captain Chris Brown then provided a brief overview of revisions made to the implementation plan for recommendation 1.7 and indicated that he would forward for review and approval shortly. The Action Team then agreed to adjust its meeting schedule to bi-weekly meetings, with the next meeting scheduled for February 24, 2016.

**Action Items**

1. Implementation Plans for recommendations 1.2-1.6
2. Response for Recommendation TFT.19

**Next Meeting:** February 24, 2016, 3:30pm – 4:30pm
County Jail Conference Room