

The bureau chief should provide his or her subordinate command officers monthly with a list of officers who have been the subject of personnel complaints and the results of the adjudication of those complaints. In evaluating those subordinate command officers, the bureau chief should take into account and give significant weight to the complaint histories of the officers under that subordinate's command. Careful scrutiny should be given to the management and leadership qualities of command officers whose subordinates have high levels of personnel complaints lodged against them. Likewise, the bureau chiefs should be evaluated on their effectiveness in dealing with subordinate commanders whose divisions are a source of high levels of personnel complaints.

If a complaint is sustained and there is a recommendation for suspension or removal, the Chief of Police should be required to provide a written explanation containing the facts and reasons for any modification in the classification or the penalty. The Chief's written explanation should be submitted to the Inspector General.

In making classification determinations and adjudications, bureau chiefs and Boards of Rights should be permitted to consider evidence adduced in prior complaints that were classified sustained or not resolved, and the City Charter should be amended to so provide. These fact finders should have access to all of the evidence developed in the resolution of any prior relevant complaints, and should be permitted to give whatever weight to that evidence they deem appropriate.

If the fact finder is a Board of Rights, the Board may, in its discretion, consider evidence of such complaints, including the testimony of the prior complainant.

The City Charter should be amended to provide that, if a Board of Rights is convened, one of the three members should be a civilian representative from the Inspector General's office. This civilian representative will bring a detached perspective to the case and force a rigorous sifting and evaluation of the evidence. The other two Board members should be randomly selected from among qualified officers, without further selection by the charged officer as is now allowed.