



**To: Members of the House Business and Labor Committee**

**From:** Chief Marc Adams  
Keizer Police Department

**Date:** February 22, 2013

**Re: Testimony in opposition to HB 2418**

Chair Doherty and Members of the House Business and Labor Committee,

Good morning, I am Marc Adams, Chief of Police for the Keizer Police Department. I am here this morning representing the Oregon Association Chiefs of Police to state our opposition to passage of HB2418.

As a veteran police chief I can tell you that there are Five Pillars of a successful police department,

Hire good people (who are capable of doing the job right);

Good policy and procedures (that addresses how to do the job right);

Good training (on the policy and procedures);

Good supervision, (supervisors that enforce policies and coach members);

Good discipline (that is prompt, fair, and impartial).

Police Chiefs know that successful police service depends on the level of performance of its police officers. The level and efficiency of such performance is in large measure determined by the quality of supervision received. Such supervision can generally be defined as planning the work of personnel in an orderly manner, delegating authority, being responsible for the efficient and proper accomplishment of tasks and duties on their watch, and following up to assure satisfactory completion of duties assigned.

Police officers are required to work independently with little direct supervision so it is imperative that the supervision they do receive is from supervisors who are a part of the management of the police department. Citizens expect supervisors to be qualified, neutral, and able to meet public policy and community expectations in their decision making.

In most police departments the front line supervisors are members of the management staff, often the sole member of management on duty. As supervisors, one of their jobs is to help

thoroughly investigate complaints alleging misconduct, lack of performance, or improper performance of any department member. Only at the conclusion of an inquiry, will appropriate action will be taken. Limiting the definition of a supervisor only to include imposing Economic Discipline or Termination of a member does not make a qualified supervisor; it is but one of a number of alternatives which may be appropriate given the outcome of the conduct review.

The real role of the supervisor is to be the guiding force that coaches a member as they perform their duties, they're on the front line insuring that the department's policies, the collective bargaining agreements, and community expectations are followed. Discipline involves a system-wide approach including positive (often educational) as well as punitive elements of discipline.

HB 2418 would require that to be classed as a supervisor you must be able to impose economic discipline without regard to due process. In reality, before economic discipline can be issued, a wide range of due process procedures must be followed including a final review by the Chief of Police.

In Conclusion, The ever-changing landscape of law enforcement is bringing Police Officers to organizations that are younger with less life experience. It is important to keep a healthy ratio between management and labor. First line supervisors are critical to the organizational mission. In the police culture the rank of Sergeant is seen as a team leader, who communicates, trains, demonstrates, and enforces policies and procedures as directed by the Chief of Police. Sergeants provide for professional development of their employees, address professional and behavioral concerns, coordinate with the community to learn about issues and concerns and develop problems solving action plans on behalf of the organization. Sergeants are regularly charged with training officers on issues, such as, use and misuse of force, performance expectations, and officer misconduct. Sergeants are the cornerstone of policing and their ability to clearly communicate the mission and vision for the organization to employees is paramount. Command level executives must have the trust and confidence in their Sergeants to know that there are no divided loyalties between management and the goals and objectives of the union. Sergeants who share a union with the officers they supervise are placed in a difficult position when they have to hold officers accountable and are later exposed to cross examination by their own union lawyers who may question their decisions in interest arbitration. I believe that the public trust, civil rights, and the preservation of civil liberties are best preserved when our first line supervisors avoid a conflict of interest between management and the union.

Thank you!