90-007 Service Audit Program

Los Angeles County Sheriff's Department

FIELD OPERATIONS DIRECTIVE

Field Operations Support Services

SERVICE AUDIT PROGRAM

INTRODUCTION

Both the public and private sectors have long utilized audits and surveys to assist in determining the effectiveness of their services as perceived by their customers. Law enforcement agencies, including this Department, have used similar programs to measure citizen satisfaction.

A standardized "Service Audit Program" was developed by a committee of representatives from all three Field Operations Regions. This program helps determine how we are performing our duties in the eyes of our customers, the citizens of the communities we serve.

OBJECTIVES

The "Service Audit Program" is designed to measure the quality of our total service to the community. Specifically, its objectives are to:

- Determine and continually monitor the effectiveness of our services as perceived by the public.
- Create greater public confidence in our desire to provide quality service relative to community needs.
- Assist management in identifying strengths and weaknesses in our present methods of delivering services and pinpointing areas requiring further personnel training.
- Provide an additional mechanism for resolving questions from citizens regarding law enforcement procedures, response times, investigative follow-up, and other concerns.
- Provide an additional means for identifying and documenting personnel performance.
- Encourage personnel to perform in a manner consistent with the Department's Service Oriented Policing philosophy and Core Values.

AUDIT PROCEDURES

The "Service Audit Program" consists of two distinct parts. The first is designed to measure service satisfaction of the patrol operations, and the second measures the citizens' satisfaction with our investigative operations.

Station Commanders shall assign a lieutenant the collateral responsibility for the Service Audit Program. This lieutenant shall be responsible for establishing a mechanism for randomly selecting a number of tags, phone calls, reports, etc., for audit each month and for assigning an auditor to make contact with the involved citizen. The auditor will record the citizen's satisfaction with our service. Traffic stops and observations should also be

included for audit. The selection process utilized by the Station Commander must ensure that each patrol operations person (desk, field, S.D.O.A., P.C.O., etc.) be audited at least once each quarter.

The station's Detective Lieutenant shall be responsible for randomly selecting active investigative cases for audit and for assigning them to an auditor.

In recognition of the supervisory workload at field operations units, it is recommended that unit commanders develop a cadre of civilian volunteers to conduct service audits. Those audits that indicate citizen dissatisfaction or raise questions requiring further explanation will be separated for personal contact by a supervisor as directed by the station commander.

Audits shall be completed in a timely manner. It is suggested that situations selected for audit be assigned within two (2) weeks of the occurrence of the incident. When assigned, a due date should be established to ensure timely audit completion. Audits that cannot be completed within the time limit should be returned to the responsible lieutenant with an explanation. A system must be established to ensure the prompt return of assigned audits and to document the random selection process.

The station commander shall review the results of the audits completed each month. The specific method of review should meet the needs of the station and be structured to ensure that the objectives of the Service Audit Program are accomplished and that the integrity of the program is preserved.

Completed audits will be utilized to determine areas where additional training or procedural changes are required. Statistical information compiled as a result of these audits shall be incorporated into the station management files and Monthly Management Report. A copy of all completed audits shall be maintained in a unit/station file for review during the next command inspection.

PERSONNEL FEEDBACK

While the Service Audit Program is not primarily a tool to evaluate personnel, it does provide an excellent means to identify and document performance. Audits that reveal exemplary performance should be recognized by a supervisor with appropriate documentation. Negative comments concerning a specific employee must be discussed with the individual, and he/she should sign or initial the audit form. The employee is entitled to have a written rebuttal attached to the form. All completed audit forms shall be made available to the audited employee for review upon request.

AUDIT FORMS

The attached Service Audit forms are to be used for service audits.