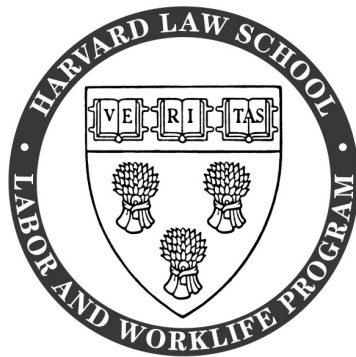


**10th Annual
Police Union Leadership Seminar**



Labor and Worklife Program

Harvard Law School

April 16-19, 2009

AGENDA

**Friday, April 17
Harvard Law School
Harvard Faculty Club
20 Quincy St., Cambridge**

1:00-2:30 PM:

**"Education-Based Discipline": A big agency takes a new approach
Presenters: LEE BACA and MIKE PARKER**

The Los Angeles County Sheriffs Department (LASD) is currently making dramatic changes to the disciplinary system. The comprehensive procedures emphasize "Education-Based Discipline" (EBD). It is an alternative to the traditional approach of suspension without pay which is perceived as punitive to both the officer and his/her family. There are often additional costs to the suspended officer including the unspoken stigmas of non-promotability and/or the inability to transfer for unspecified periods of time.

Education Based Discipline is centered on the theory that a people cannot be punished into excellent performance but rather excellence can only be attained through learning and practice. For example, the stars of your favorite sports team do not excel because they have been mentally or physically punished. A star athlete performs well based on several factors including their knowledge, skills and abilities which have been taught and developed by coaches. Physical and or mental abuse never results in positive outcomes.

EBD is an optional behavior-focused education and training opportunity which will be offered to peace officers whose actions warrant some form of discipline but where a suspension of pay may not be reasonable and/or may be counter productive to all concerned. The new approach to discipline builds competence, enhances communication skills and ensures that officers maintain the highest degree of character.

It is expected that EBD will reduce management-employee conflict, including the bitterness that results from withholding an employees' pay. It will reduce the incidence of a phenomenon where officers who feel they were wrongly punished, subtly resist and subvert management. Finally, it should significantly reduce legal representation costs for the police unions.

Sheriff Lee Baca and Captain Mike Parker will explain Education-Based Discipline and discuss the challenges and successes of its implementation for the 10,000 sworn personnel of the LASD (www.lasd.org).

Leroy D. Baca is the sheriff of Los Angeles County, the largest sheriff's department in the United States with a budget of \$2.5 billion dollars. He leads over 18,000 employees including sworn, technical and administrative personnel who provide law enforcement services to 40 incorporated cities, 90 unincorporated communities, nine community colleges, and over a million daily commuters of the Los Angeles Metropolitan Transportation Authority and the Southern California Regional Rail Authority. Over four million people are directly protected by the Sheriff's Department including the 58 Superior Courts and the 600 bench officers of the largest county court system in the U.S. The Department also manages the nation's largest jail system, which houses nearly 20,000 inmates.

Sheriff Baca is a strong proponent of incorporating innovative best practices based on pro-active, progressive problem solving. His approach has resulted in strong solutions to problems such as gangs, at-risk youth, parenting, drug addiction, domestic violence, illiteracy, homelessness, and the quality of life in the neighborhoods of Los Angeles County. He also developed the Office of Independent Review, comprised of six civil rights attorneys who provide oversight for all internal affairs and internal criminal investigations concerning alleged misconduct by Department personnel. This unique model of civilian oversight is a national model for police accountability.

He earned his Doctorate of Public Administration degree from the University of Southern California and is a lifetime member of the Honor Society of Phi Kappa Phi, USC Chapter. A strong advocate of education, he developed the LASD University system in conjunction with 20 universities where over 1,000 members of the Sheriff's Department are enrolled in Bachelor's and Master's Degree programs. He also manages fourteen non-profit Youth Athletic League Centers serving at-risk youth in after-school programs involving academics, sports, and cultural arts.

Lee Baca was elected Sheriff of Los Angeles County in December 1998 and was re-elected in June 2006 for his third term in office. He served with the United States Marine Corps Reserves and entered the Sheriff's Department on August 23, 1965.

Mike Parker is a captain and 24 year veteran of the Los Angeles County Sheriff's Department. He has worked patrol and jail assignments at three ranks, has managed as many as 160 patrol personnel, is multilingual, and has worked several administrative assignments including Chief's Aide, Press Relations, and International Liaison. His current assignment is Unit Commander of the Sheriff's Headquarters Bureau. He has co-developed, written about and lectured on award winning patrol and jail programs including criminal abatements, transients, and the mentally ill. He has earned recognition awards for supervision, and co-created and authored "Operation Outreach," the winner of the 1996 International Association of Chiefs of Police (IACP) Webber Seavey Award.

He is the author of scores of nationally published policing articles, with an emphasis on successful policing partnerships. He is the editor of the Peace Officers Association of Los Angeles County Journal (www.poalac.org), and is chairman of the Communications Committee of the California Peace Officers Association. (www.cpoa.org). He co-created and co-presents training on "Preparing for Promotional Exams." Utilizing experience gained while working Internal Affairs, he created two California POST-certified classes to explain employee rights and since 2007 has taught them to over 1,500 peace officers from over 50 agencies.