

an example of an unhealthy SPD culture. Additionally, and understandably, the Otto Zehm case, including the circumstances of his death and the response of the SPD leadership, was also frequently mentioned.

The Commission is not in a position to draw any definitive conclusions regarding the health or lack thereof of the SPD organizational culture. However, the Commission is convinced that there is concern in this community that the current culture of the SPD does not promote transparency or an atmosphere of generous service and continuous quality improvement. Therefore, the Commission makes the following recommendations in the spirit of enhancing the culture of the Spokane Police Department.

Recommendation #1 – Conduct a culture audit of the SPD.

The City should retain qualified professionals to perform an institutional audit of the SPD's culture and its influence on employee behavior. This audit should enable the Mayor and the Chief of Police to determine whether officers and civilian employees think, feel and act the way leadership believes they should, and it can provide a baseline for future improvements.

The goal of the culture audit would be to secure a map of the formal and informal systems that permeate the work and the workplace. It should illuminate the SPD's overall working environment, identify unwritten norms and rules, and highlight possible barriers to effective work practices and communication. Without intending to limit other possible lines of inquiry, it would be helpful if the audit explored: the generally held beliefs among employees regarding the department's mission, values, goals and management practices; the department's informal motivational systems; the informal centers of power and influence within the SPD, to include alliances and coalitions; how critical information is shared across the department and with City administration; and, who the respected employees are at all levels within the SPD.

Recommendation #2 – Bring greater transparency to the City's negotiations with the Spokane Police Guild and the Spokane Police Lieutenants and Captains Association.

Many of the conversations that Commission members have experienced around the issue of the SPD's culture have included references to the Spokane Police Guild and the Spokane Police Lieutenants and Captains Association. An overwhelming majority of those references have blamed these collective bargaining units for what the speaker believes is an unhealthy culture within the SPD. Even if that opinion is inaccurate on one or both accounts, the perception still remains that the bargaining units within the SPD are having a negative influence on the department's operations, its reputation, and its credibility within the community.

The Commission encourages the City to be as open as legally possible regarding its negotiations with the Spokane Police Guild and the Spokane Police Lieutenants and