Police SBStat

Quarter 3 Meeting

August 23, 2017

Agenda

I. Sharing the Vision (10 min)
II. Defining Priorities (10 min)
III. Project Updates (40 min)
IV. Strategy and Vision (40 min)
V. Next Steps and Group Feedback (15 min)
VI. Celebrating our Values (5 min)

Project Updates

Part Time Officer Program

- Assembled implementation panel
- Drafted ordinance
  - Will be reviewed with Council during budget process
- In progress
  - Job description
  - PERF/retirement research

Goal: Implement Spring 2018

Recruiting Updates

- 325 New Applicants in 2017 to date
- Additional 23 Lateral/Certified

Pool	Applicants	% Increase
Fall 2016	45	
Winter 2017	62	38%
Spring 2017	94	52%
Summer 2017	169	80%

Changes to Recruiting Process

- Online application
- Lower written test score cutoff (80%)
  - Six additional candidates proceeded to the next stage
- Messaging prior to physical test
- This time: Mock physical test opportunity

Postcard Trial

THE BEHAVIORAL INSIGHTS TEAM

- Goal: Increase the number of applicants for police officer recruit at SBPD
- This trial was completed with support from the Behavioral Insights Team (BIT)
- Postcards to registered SJC voters, ages 21 to 35
- Use of behavioral insights
  - Personalization
  - Messenger – Stereotype threat
  - Simple and clear instructions
  - Use of deadlines

Service

THE BEHAVIORAL INSIGHTS TEAM

Dear <First Name>,

We're hiring new police recruits, and I hope you consider applying.

I became a police officer because my community supported me--now I want to give back to my community.

If you are looking to serve your community, you're just the kind of person we're looking for.

Apply now at **bit.do/SBPDserve** .

Good luck!

Officer Sienna Valdez-Sears

South Bend Police Department

<Full Name>
<Address>

Challenge

THE BEHAVIORAL INSIGHTS TEAM

Dear <First Name>,

We're hiring new police recruits, and I hope you consider applying.

I love being a police officer because no two days are the same. It's challenging, but I feel like I'm my best self every day.

If you thrive in a challenging environment, you're just the kind of person we're looking for.

Apply now at **bit.do/SBPDjob** .

Good luck!

Officer Sienna Valdez-Sears

South Bend Police Department

<Full Name>
<Address>

Identity

THE BEHAVIORAL INSIGHTS TEAM

Dear <First Name>,

We're hiring new police recruits, and I hope you consider applying.

Many things are important to me. My teammates know that, and that's why I'm proud to be a South Bend police officer.

If you know police officers are more than just their jobs, you're just the kind of person we're looking for.

Apply now at **bit.do/SBPDapp** .

Good luck!

Officer Sienna Valdez-Sears

South Bend Police Department

<Full Name>
<Address>

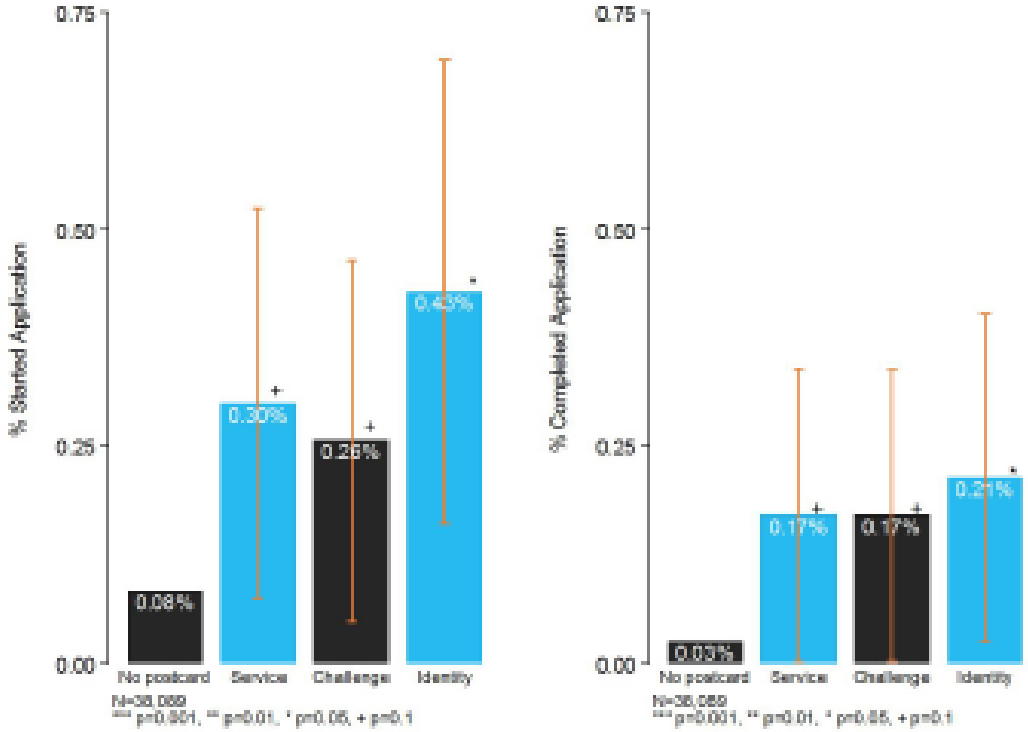
Postcard Trial Results

THE BEHAVIORAL INSIGHTS TEAM

- All postcards
  - 4x more likely to start application
  - 6x more likely to finish
- Identity postcard
  - 5x more likely to start
  - 7x more likely to finish
  - If sent to everyone = 69 more applications
- Postcards increased diversity, but this trend was not statistically significant
- Next Steps

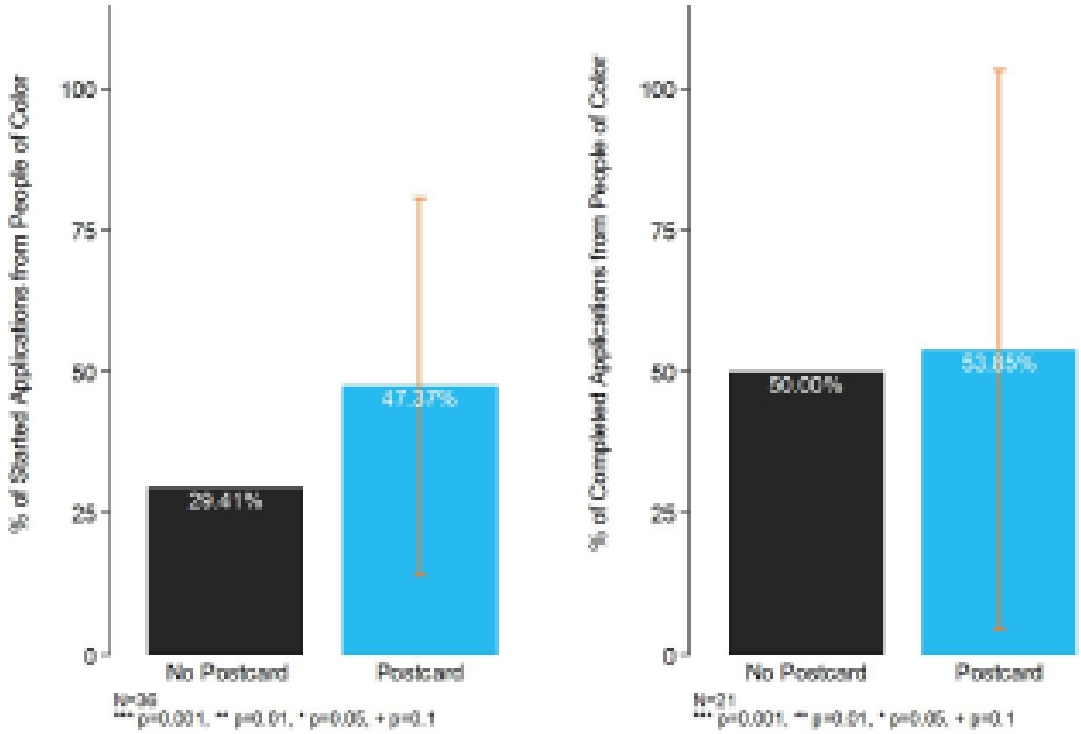
Effect on Application Rates

THE BEHAVIORAL INSIGHTS TEAM



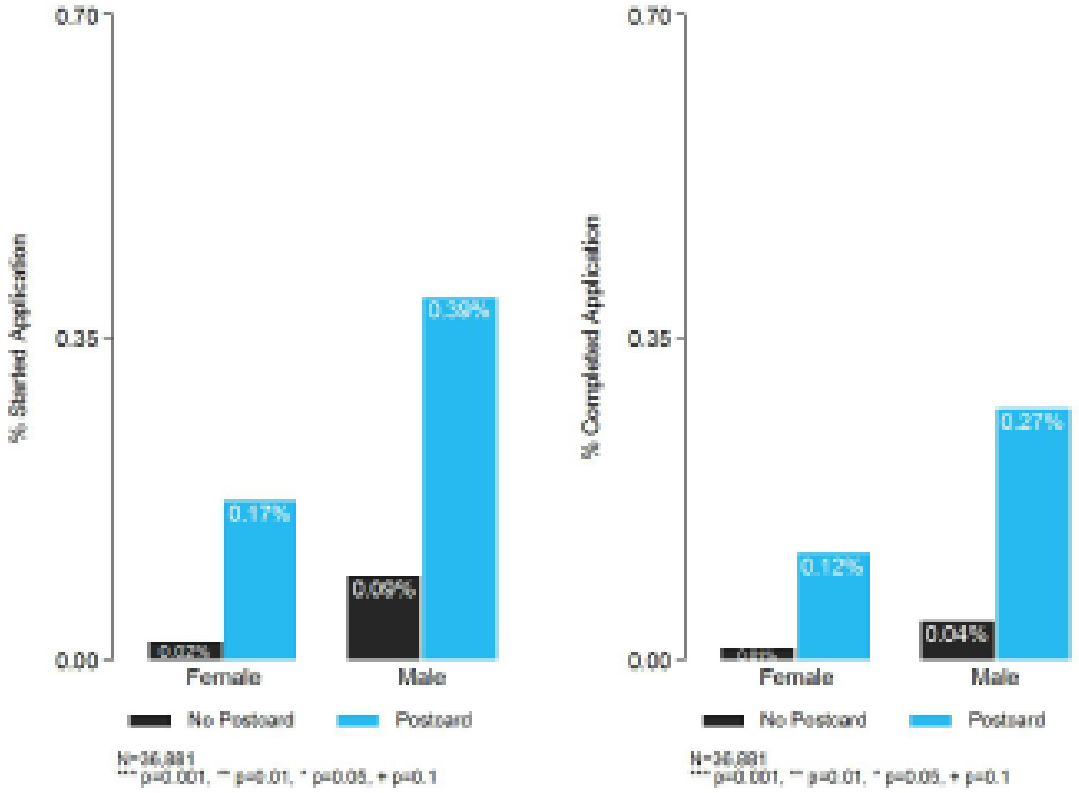
Effect on Racial Diversity

THE BEHAVIORAL INSIGHTS TEAM



Effect on Gender Diversity

THE BEHAVIORAL INSIGHTS TEAM

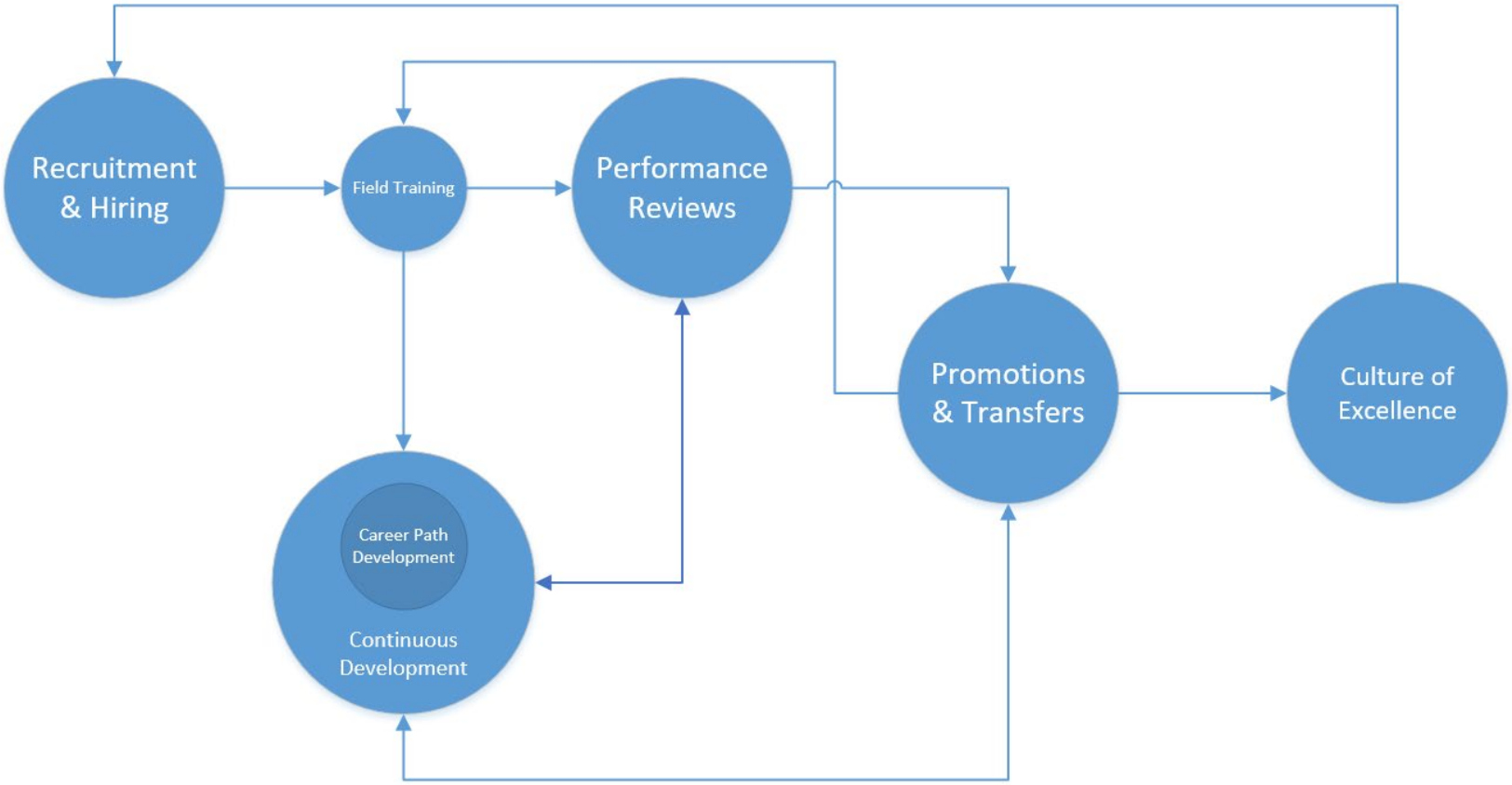


Strategy and Vision

Building a 21st Century Police Department

Interconnected projects that promote:

- Professionalism and accountability
- Leadership development
- Culture change
- Transparency and communication with employees
- Employee morale and retention


Recruitment & Hiring
Field Training
Performance Reviews
Promotions & Transfers
Culture of Excellence
Career Path Development
Continuous Development

EXTERNAL ENVIRONMENT

Police Effectiveness Issues:
Crime & Victimization
Safe Public Spaces
Quality of Life Issues
Traffic Safety
Vulnerable Communities (Inequality)

Police Legitimacy Issues:
Ethical Integrity/Responsibility
Authority and Use of Force
Procedural Justice (Transparency and Accountability)

INTERNAL ENVIRONMENT

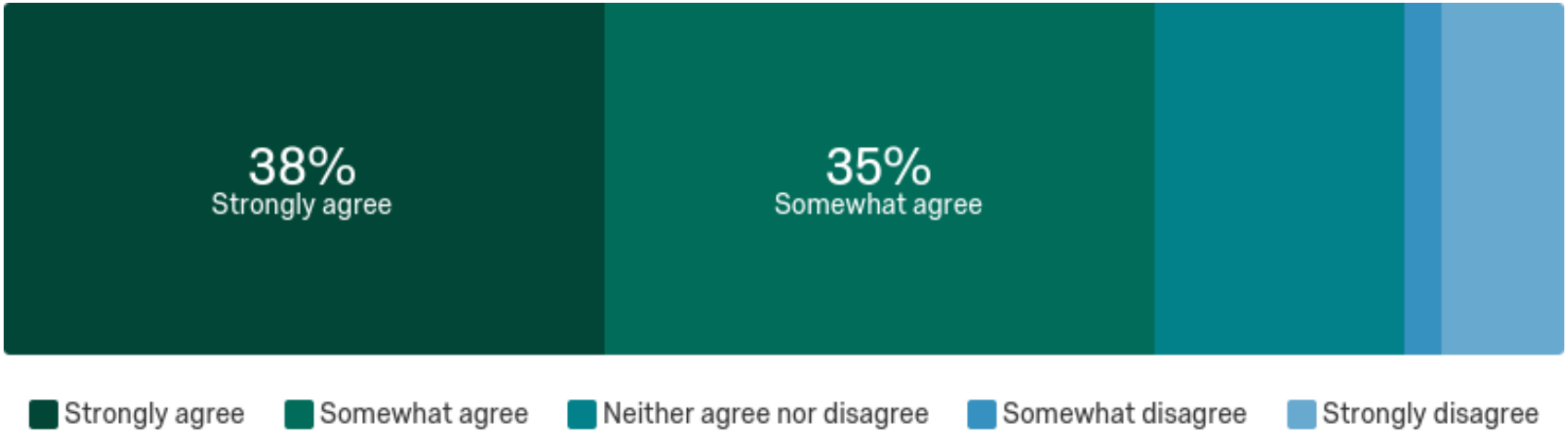
Effectiveness Issues:
Shared Mission/Values (do we have them?)
Perf./Task Management
Training/Leadership Development
Internal Procedural Justice (Do we have it? Is it believed?)

Legitimacy Issues:
Policy/Training/Behavior gaps (Are there?)
Undetected/Unaddressed Misconduct?
Transparency

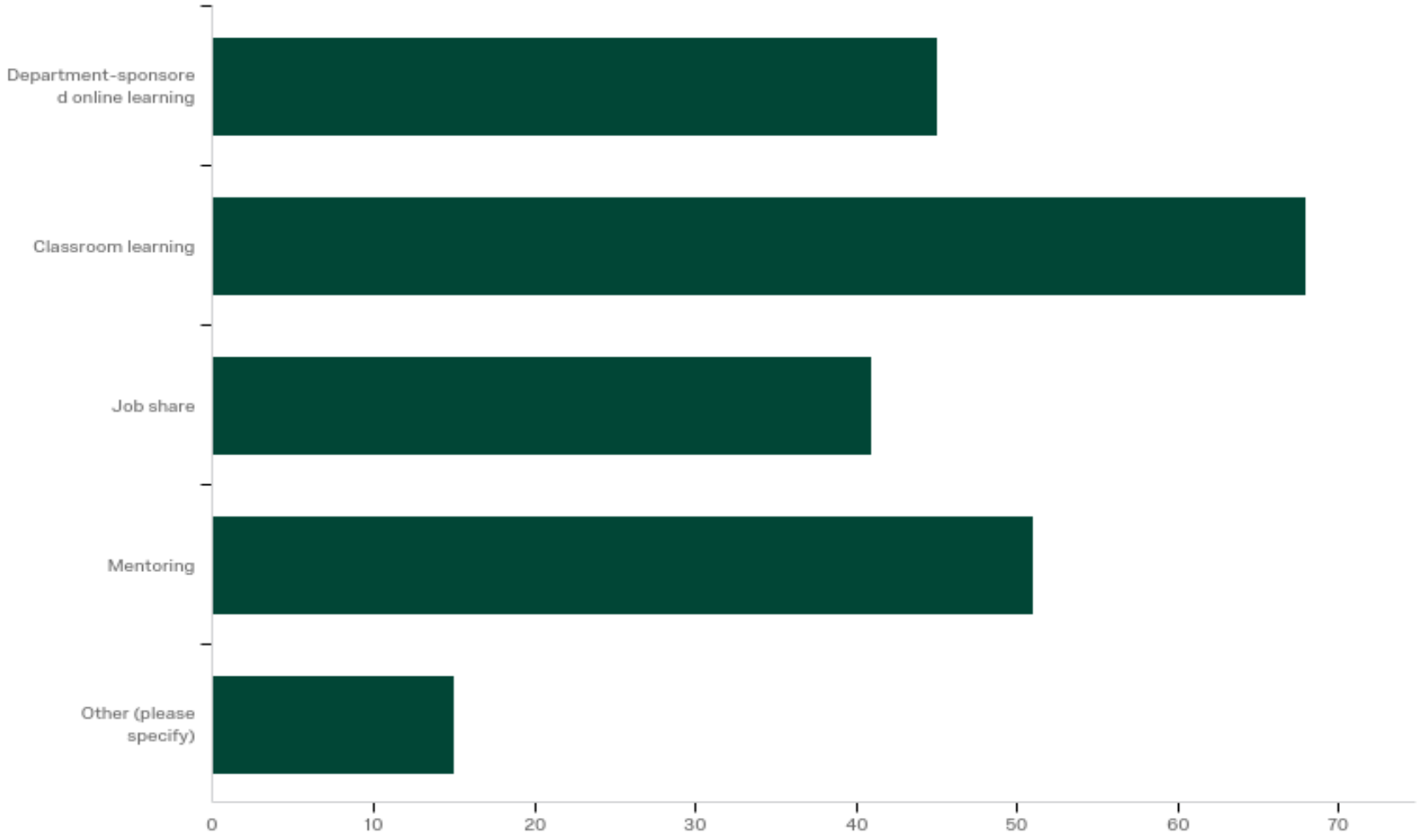
Career Path Development (CPD)

Survey Results

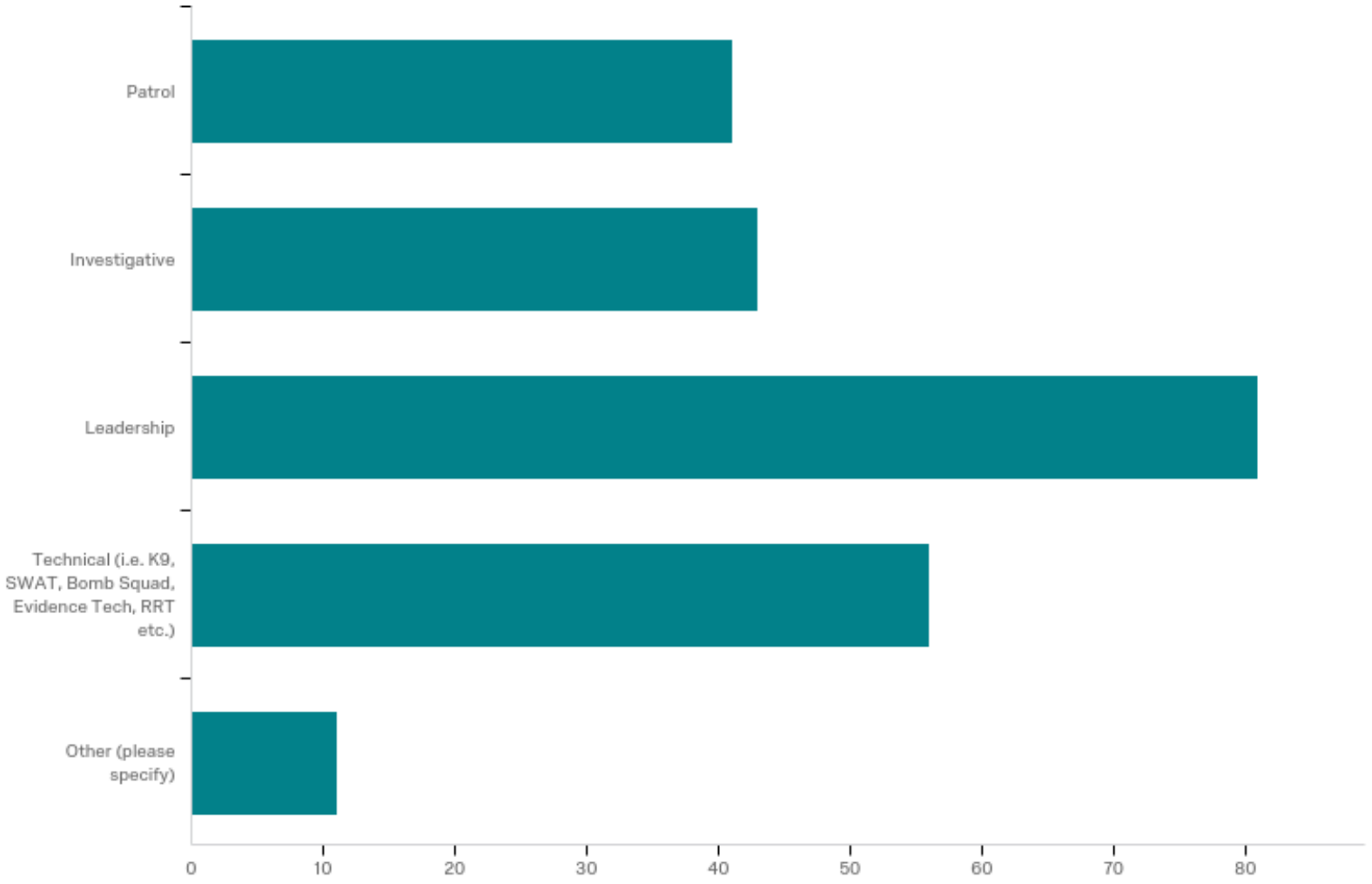
If SBPD offered a Career Path Development program, I would be interested in participating.



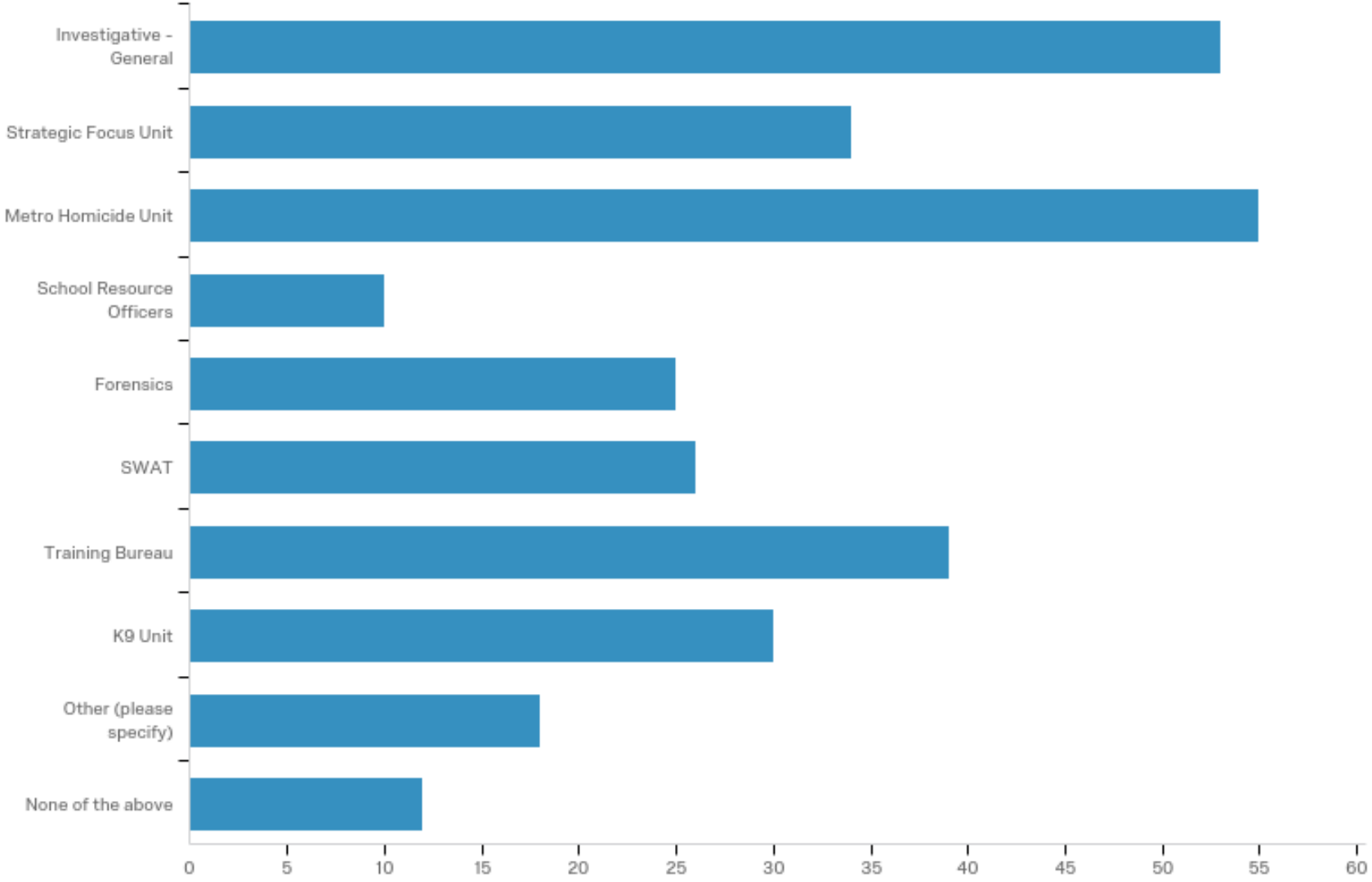
What types of CPD interest you?



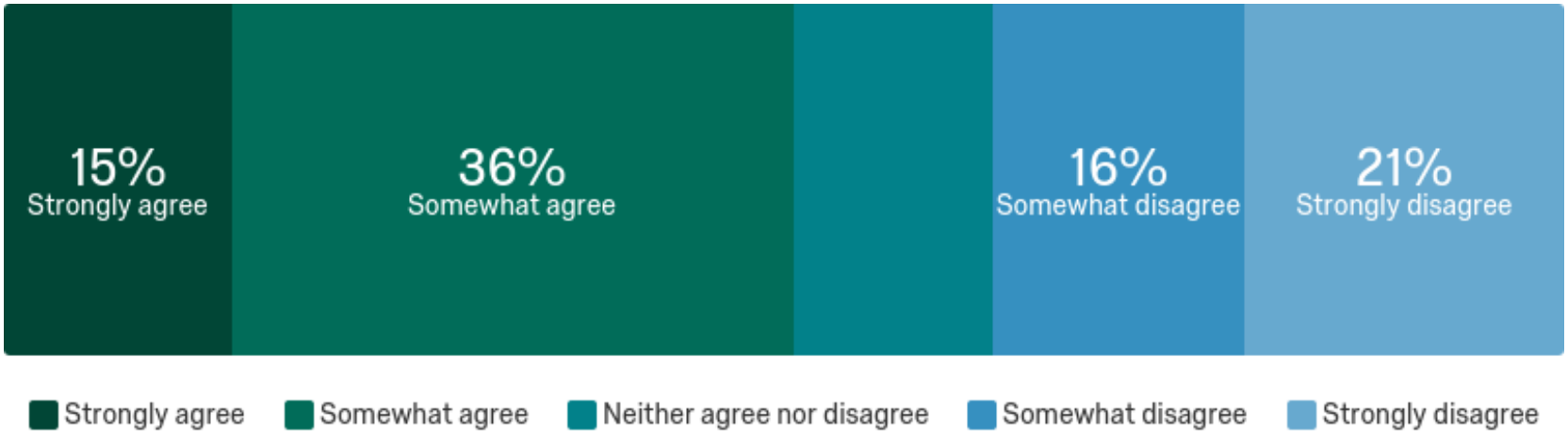
Which types of career paths interest you?



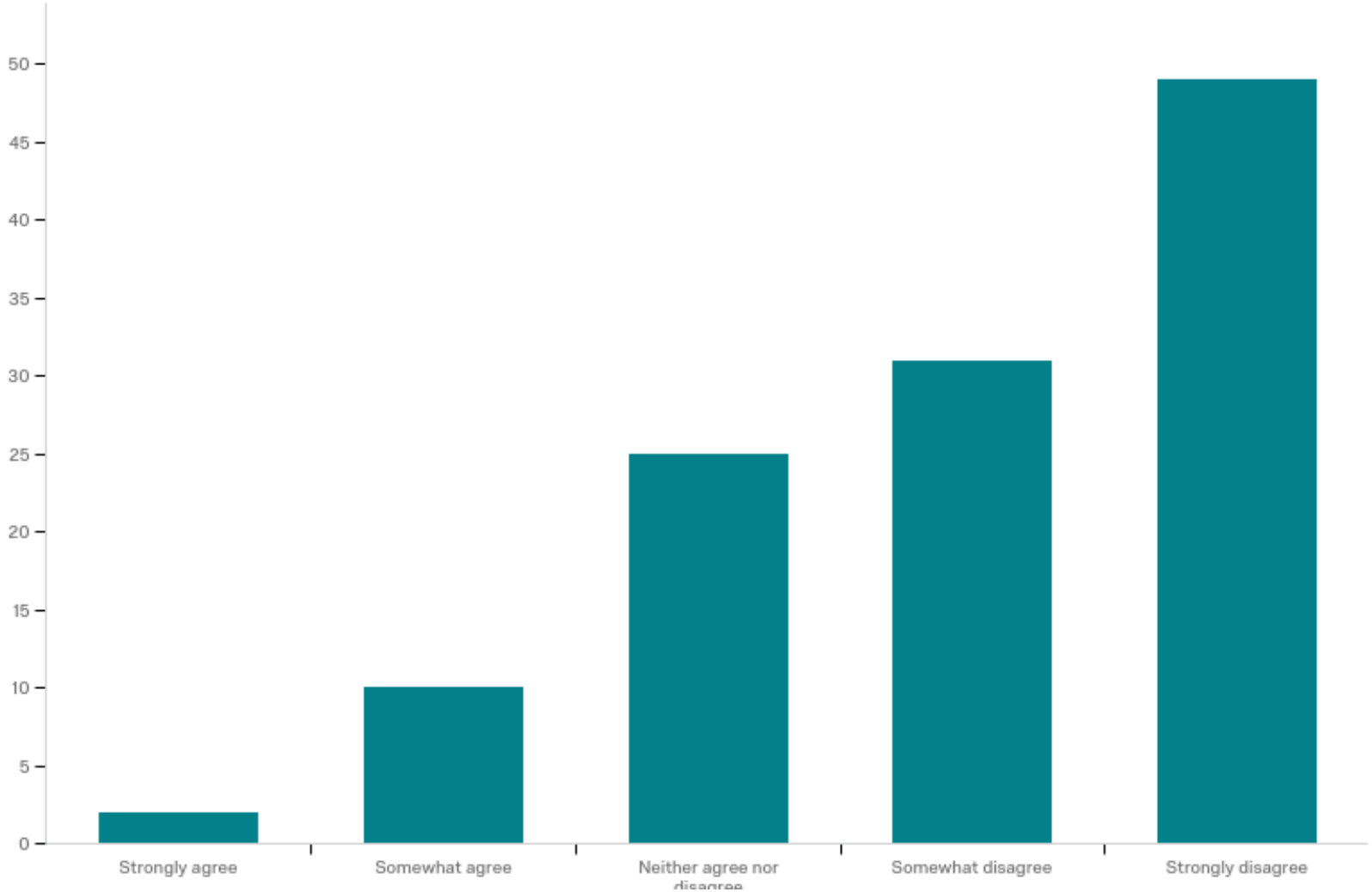
Interest in Rotations:



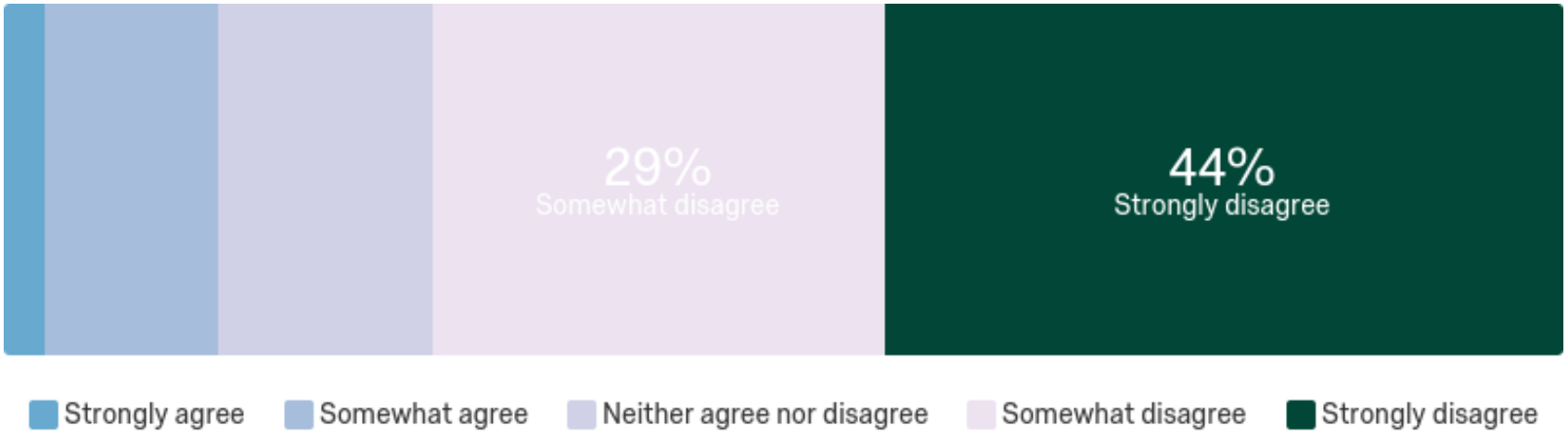
Supervisors in my division are adequately trained to support their staff's career development



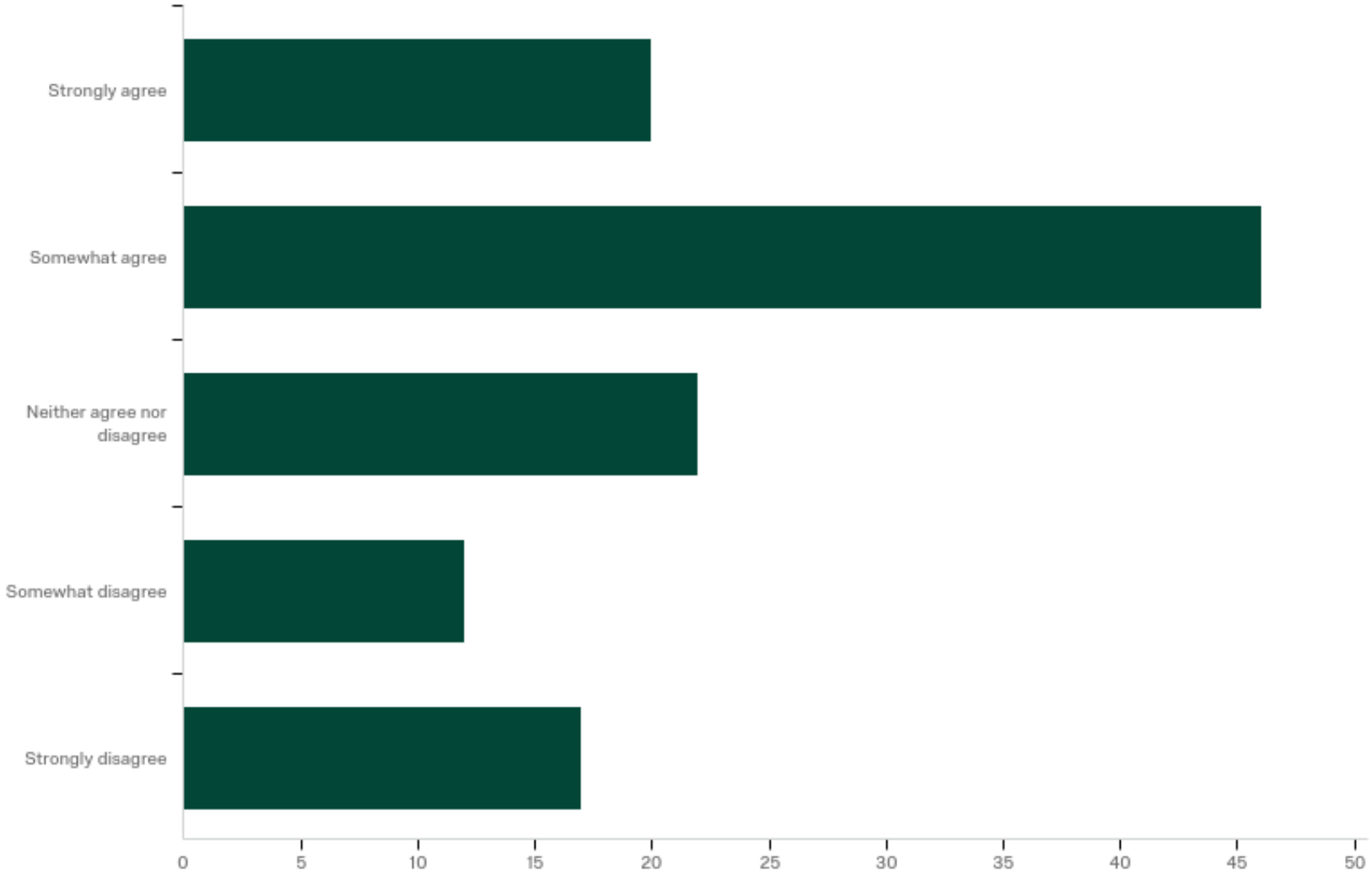
CPD is supported throughout SBPD with a clear and well-executed policy



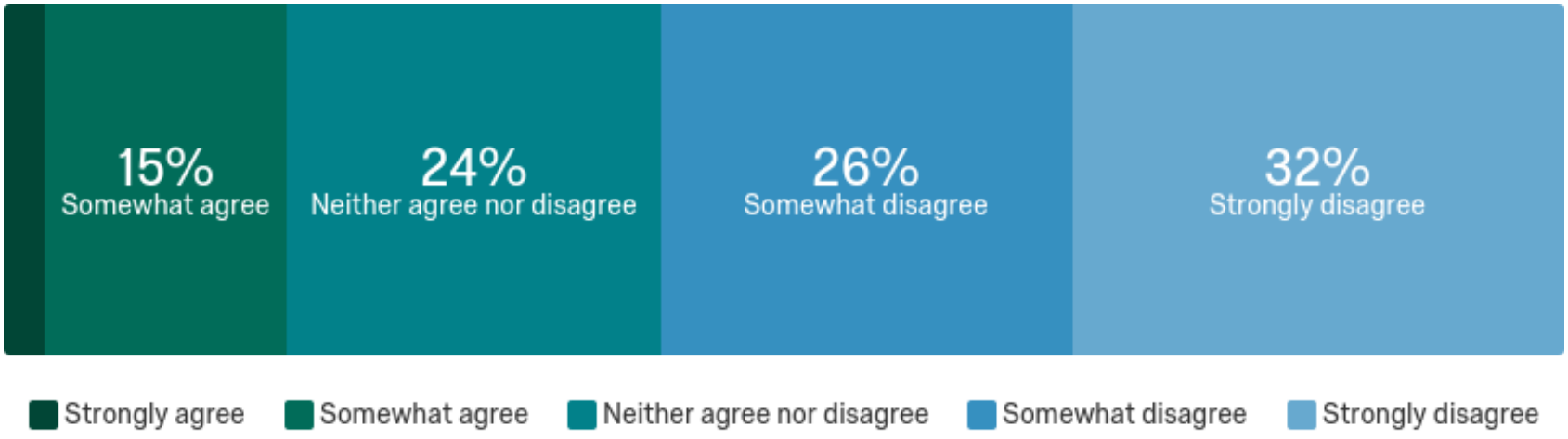
There is a good process in place to understand and address what matters to staff for their career development



I understand the key skills and competencies required for success in my division



The SBPD provides support and tools to help staff with their career development



Project Overviews

CPD Objectives

- Attract and retain great officers
  - Ongoing professional development
  - Exposure to opportunities within SBPD
- Leadership training and succession planning
- Greater transparency

CPD Metrics

- Retention of officers with 5-9 years of service
  - For 2013- 2017: 11.5% of attrition was in this range
- More competition for promotions
  - 2016 – 2017 Average: 4.38 applicants/position
- Increased certified officer applicants and hires
  - 23 applied in 2017
- Better qualified candidates for leadership positions
- CPD survey responses

Performance Review Objectives

- Inform transfer and promotion decisions
  - Consistent criteria
  - Historic documentation
- More accountability for all employees
  - Including expectations for supervisors
- Communicate expectations
- Support employees
  - Identify strengths to build on
  - Identify weaknesses and make a plan to address

Performance Review Metrics

- Employee climate survey: In the past year, I have had a formal performance review
  - Of eligible SBPD respondents, 84% either said they didn't have a review, or they did not know whether they had
- Performance reviews inform transfers and promotions
- Gut check: Greater accountability

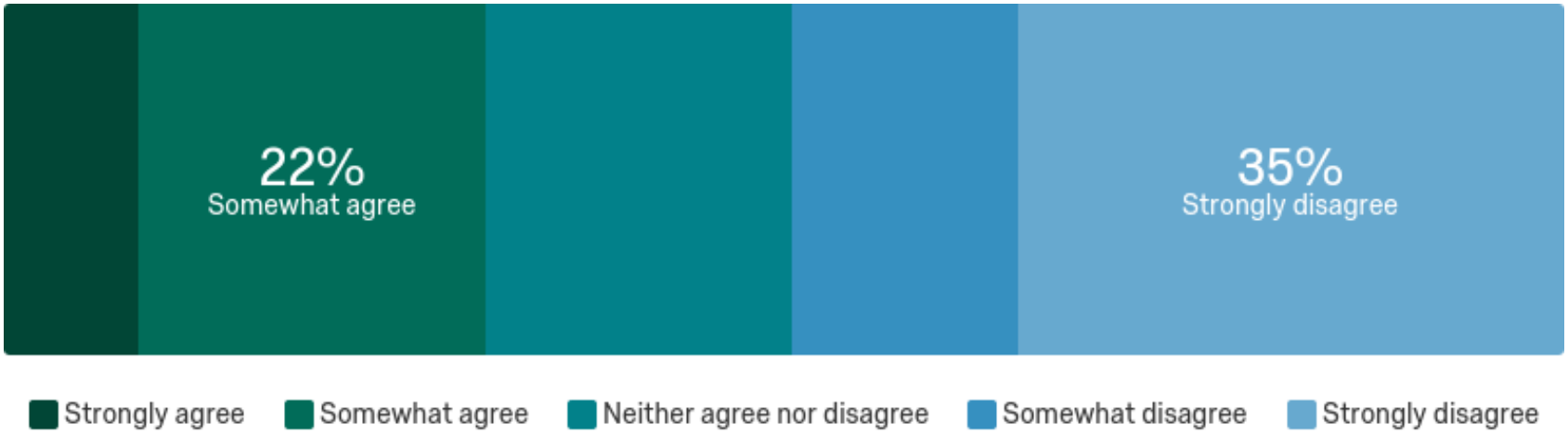
Performance Review Areas

- Appearance, care, and responsibility for equipment
- Training
- Attitude/Ownership
- Communication (Peer and public)
- Accountability/Reliability
- Technical and tactical competency
- Specialized unit competencies

Promotions & Transfers Objectives

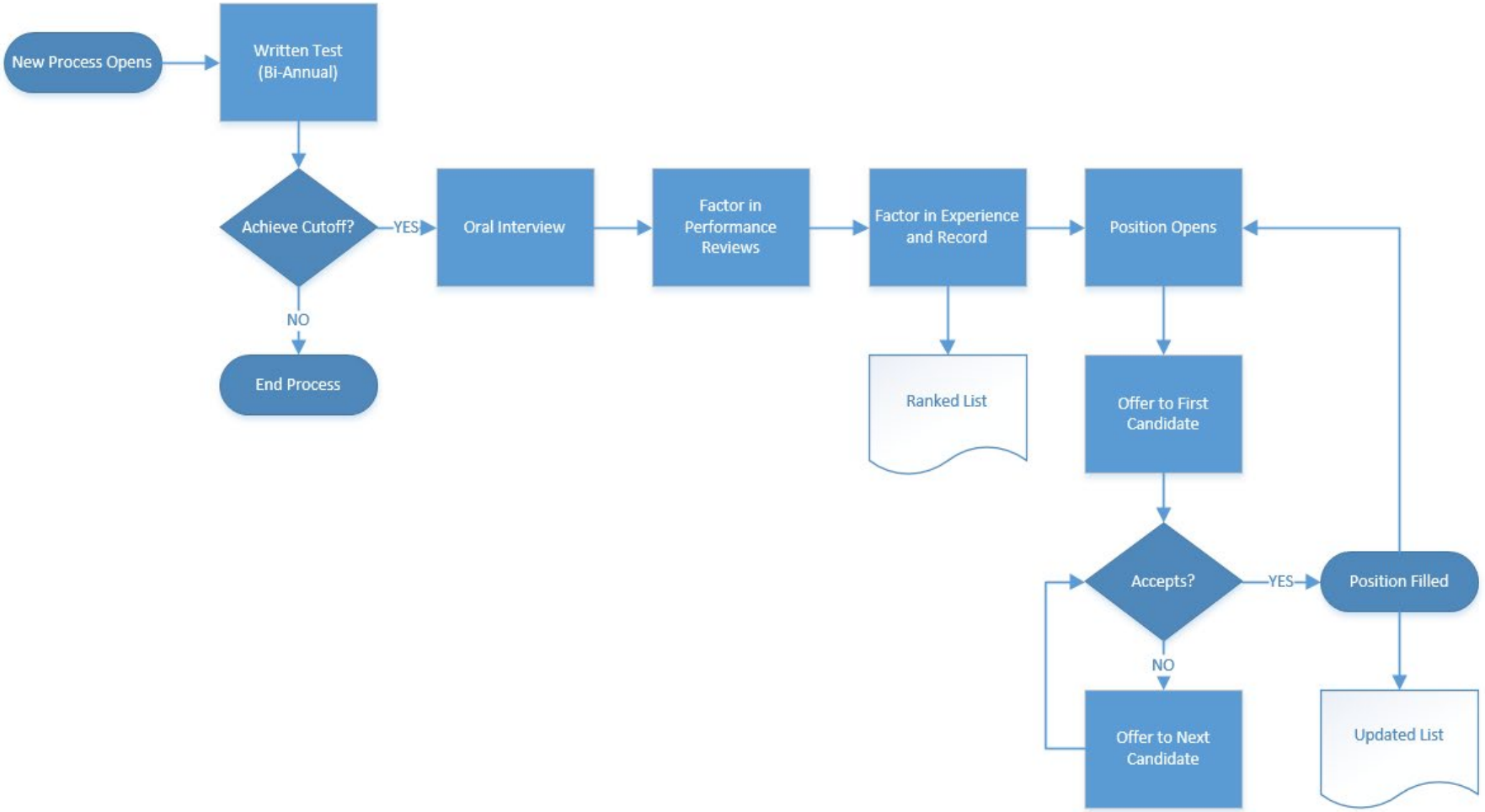
- Use of standardized criteria to make decisions
  - Promotions: Biannual ranked list
  - Transfers: Detailed requirements by position
- Align with industry best practices
- Reinforce CPD and performance reviews

There is a fair and transparent process for filling positions at SBPD, including for promotions



Promotions Scoring Criteria

1. Written test
2. Oral Interview
3. Performance Reviews
4. Experience and Record


New Process Opens
Written Test (Bi-Annual)
Achieve Cutoff?
YES
NO
End Process
Oral Interview
Factor in Performance Reviews
Factor in Experience and Record
Ranked List
Position Opens
Offer to First Candidate
Accepts?
YES
NO
Offer to Next Candidate
Position Filled
Updated List

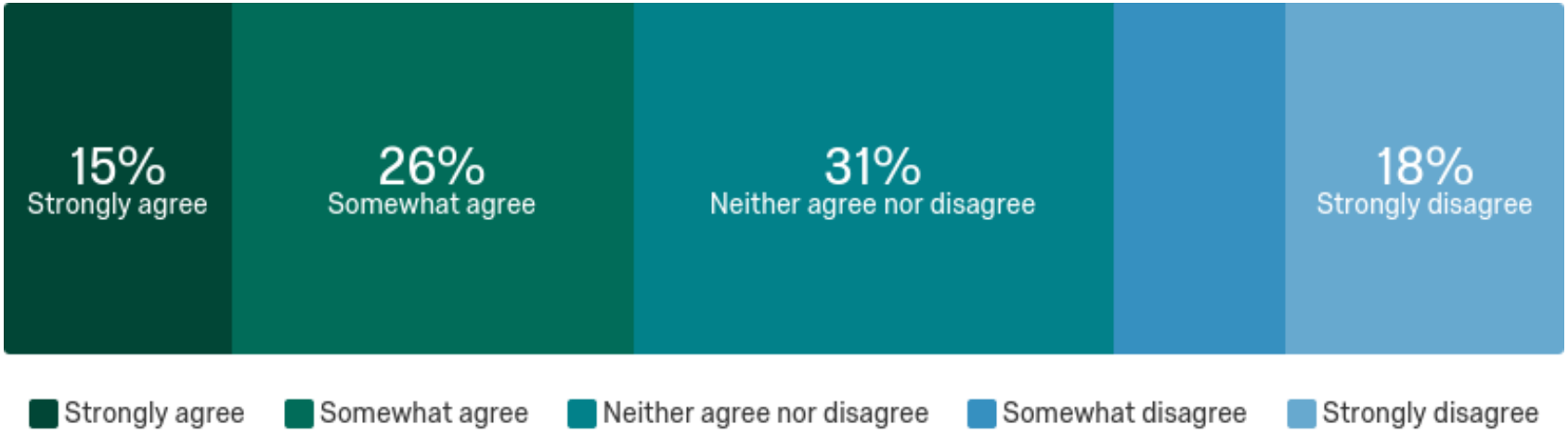
Promotions & Transfers Metrics

- More competition for leadership positions
  - 2016 – 2017 Average: 4.38 applicants/position
- Better qualified candidates for leadership positions
- Perceptions of fairness
- Retention of officers with 5-9 years of service
  - For 2013- 2017: 11.5% of attrition was in this range

Field Training Officers Program

- Socialization!
  - FTO can make a good officer great, an average officer problematic, a good officer average…
- Quality control on new hire training
- Knowledge of policy *and* community orientation
- Options
  - Short Term
  - Longer Term

There is an effective orientation process in place at SBPD, for new staff to learn about their role and responsibilities



Next Steps

High Level Timeline

PROJECT	EXPECTED
Performance Evaluations	Fall 2017
Career Path Development	
Online Learning	Spring - Summer 2018
Job Rotation Program	Fall 2018
Promotions and Transfers	Early 2019
Field Training Officers	
Short Term Improvements	Early 2018
Long Term Improvements	Late 2019

Performance Evaluation Milestones

MILESTONE	DATE
Supervisor Training	September
Roll Call Training for Everyone	September – October
Patrol Evaluations	October – December
All Other Evaluations	November
Data Entry	October – December
Evaluate Pilot Process	January

CPD Project Plan Milestones

MILESTONE	DATE
Gather Employee Feedback	Summer 2017
Hire Coordinator	Late 2017
Develop and Institute Policy	Early 2018
Online Education Pilot	May – June 2018
Job Rotations Pilot	Fall 2018
Evaluate Pilots	Late 2018

Celebrating our Values

- Recruiting: Applications increased by 275% since Fall 2016
- Increased collaboration in Strategy Sessions
- Lexipol (duty manual) is almost complete