Police SB Stat

November 29, 2018

Agenda

I. Department Updates
    I. Part Time Officer Pilot Evaluation
    II. Transparency and Open Data

II. 21st Century Policing
- Performance Evaluation Reflections
- Career Path Development Reflections
- Next Steps

III. Prospective Projects

IV. Celebrating our Values

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Department Updates

Part Time Officer Pilot Program Evaluation

Assisted with time-intensive calls, outreach, and special events

- Scene watches

- Prisoner watches

- Funeral escorts

- "Blue Book" business visits

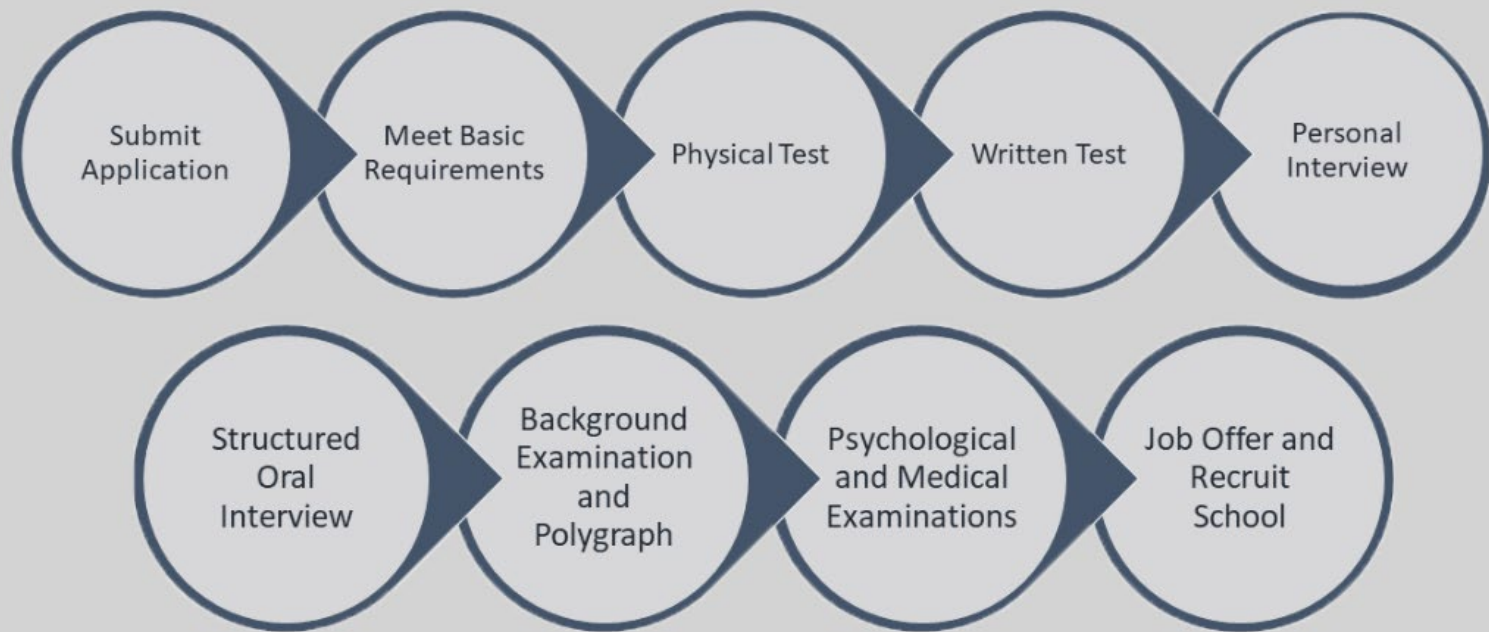- Parking > 40 school buses for children to attend the South Bend Symphony at the Morris

Transparency and Open Data

1. Recruiting
2. Part I Crimes Report
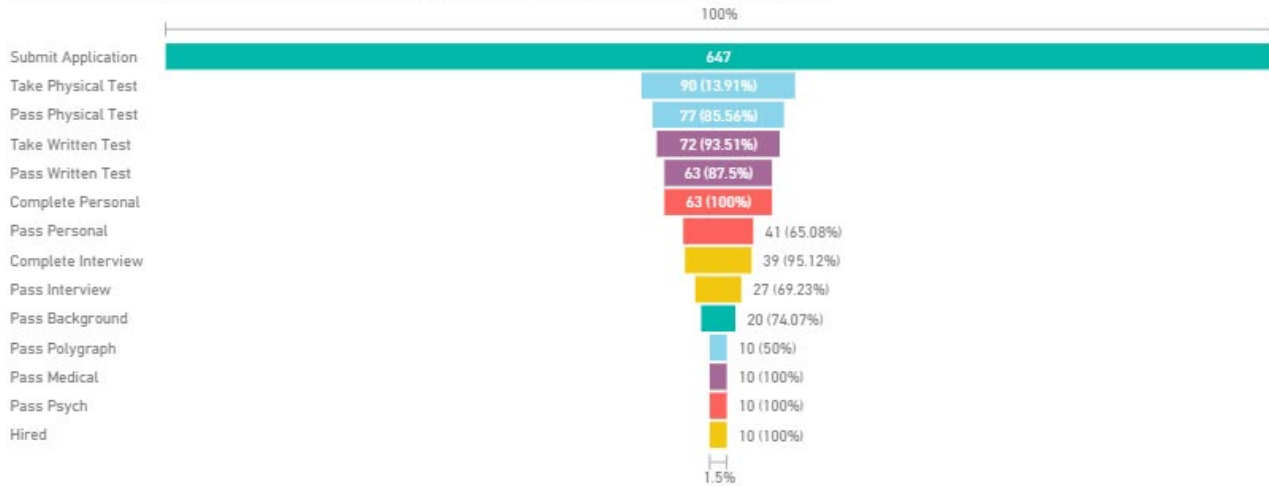3. Public Bulletins
4. Part I Crimes Incidents

Police Officer Recruiting

Like most Police Departments around the country, the South Bend Police Department works hard to recruit new officers. In the past couple of years, the SBPD placed a special focus on the volume, quality, and diversity of applicants. Since moving from a paper-based to electronic applicant system, SBPD is better able to understand our applicants and how they experience the recruiting process, summarized below:

Submit Application → Meet Basic Requirements → Physical Test → Written Test → Personal Interview

Structured Oral Interview → Background Examination and Polygraph → Psychological and Medical Examinations → Job Offer and Recruit School

Recruiting Process Funnel [Excludes applicants who were disqualified/withdrew at unknown stage in process]

100%

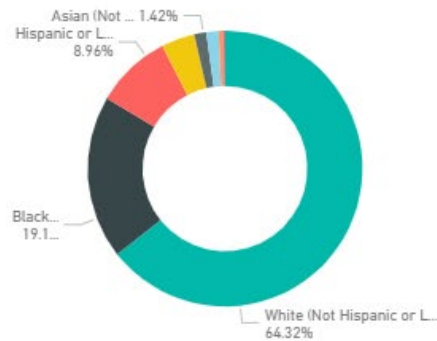| Stage	Value
Submit Application	647
Take Physical Test	90 (13.91%)
Pass Physical Test	77 (85.56%)
Take Written Test	72 (93.51%)
Pass Written Test	63 (87.5%)
Complete Personal	63 (100%)
Pass Personal	41 (65.08%)
Complete Interview	39 (95.12%)
Pass Interview	27 (69.23%)
Pass Background	20 (74.07%)
Pass Polygraph	10 (50%)
Pass Medical	10 (100%)
Pass Psych	10 (100%)
Hired	10 (100%)

1.5%

NOTE: All applications were entered into the City of South Bend's electronic system starting in 2018. For application periods pre-2018, some paper applications may not be represented in these totals. However, all hires for the represented application periods have been incorporated into the electronic data.
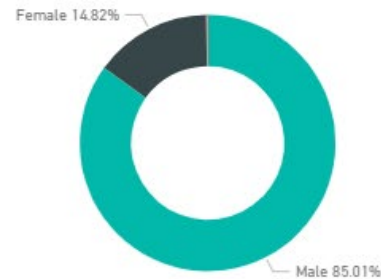
Summer 2018 applicants have not completed the process at the time this data was published.

Application Group
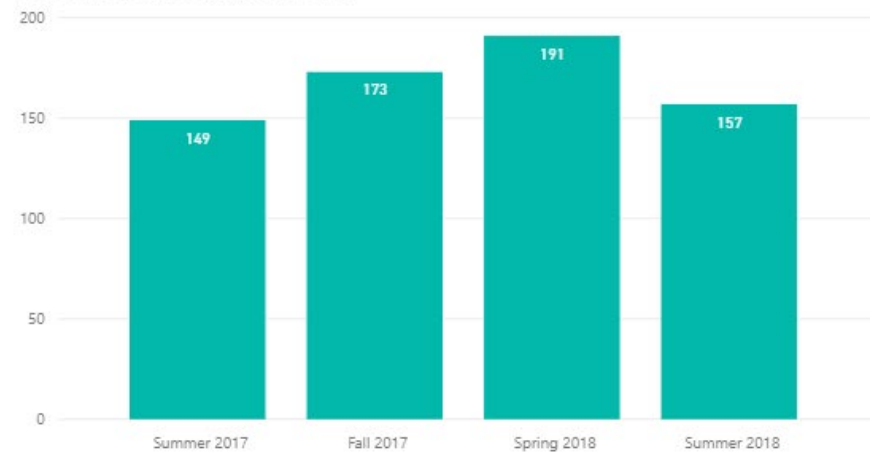☐ Summer 2017
☐ Fall 2017
☐ Spring 2018
☐ Summer 2018

Applicant Race and Ethnicity

Asian (Not ... 1.42%
Hispanic or L...
8.96%
Black...
19.1...
White (Not Hispanic or L...
64.32%

Applicant Gender

Female 14.82%
Male 85.01%

Total Online Applicants by Application Group

	Summer 2017	Fall 2017	Spring 2018	Summer 2018
	149	173	191	157

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Complete: Part I Crime *Report*

- Annual Part I Crimes totals, by category

- Was always published in BPS minutes

- Now also available on Police Transparency Hub and COSB Open Data Portal

- FBI statistics only available online through 2014

Part I Crimes Annual Totals

Showing 1 to 10 of 26

Year	Months Reported	Population	Violent Crime Total	Violent (
992	12	107753	1077	10
993	12	106971	1159	10.8
994	12	107701	1241	11.5
995	12	106024	980	9.2
996	12	106718	1022	9.6
997	12	107138	881	8.2
998	12	102996	784	7.6
999	12	100154	784	7.8

In Progress Open Data

- Public Bulletin
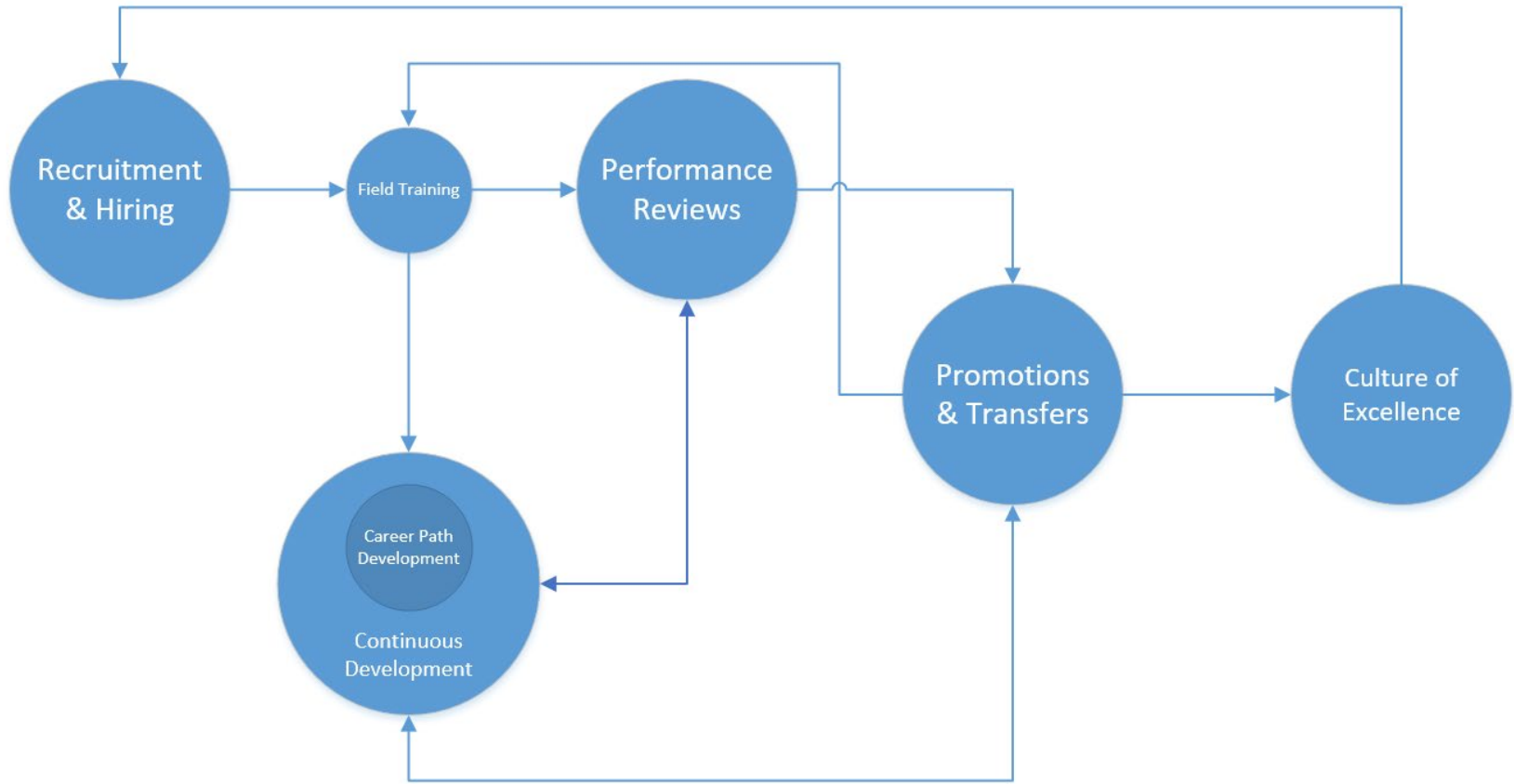
- Part I Crime *Incidents*

21ˢᵗ Century Policing

Sustainable Practices and Closing the Loop

Goals

Focus on systematizing our efforts to **incorporate lessons learned** and **promote sustainability**

- Career Path Development

- Performance Reviews

Recruitment & Hiring

Field Training

Performance Reviews

Career Path Development

Continuous Development

Promotions & Transfers

Culture of Excellence

Performance Evaluations

PE Original 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

Implementation Status

- All employees have completed an evaluation

- Next round of evaluations planned for early 2019

Reflections and Learning

- Challenges with paper forms

- Establish cadence of regular conversations on performance and employee development

- Supervisors should be involved in establishing specialized competencies

- Relationship to quarterly probationary reviews

Technology and Tracking

- 2018 evaluations were done on paper forms which had high administrative overhead

- Will make it easier to share CPD information with the Training Division

- Long Term Solution: Kronos HRIS

Timeline: Spring 2019 Performance Evaluations

Six Month Check Ins

- Goal: Establish a regular cadence of conversations between supervisor and employee

- Greater focus on CPD

- Opportunity to follow up on challenges

- Will be documented with simple form

Timeline: Beginning Fall 2019

Additional Competencies

- "Basic" competencies provide a foundation

- Introduce new competencies for each division and specialty unit

- Division/specialty unit leadership involved in process

Timeline: Select competencies Spring 2019, introduce Fall 2019, Evaluations include Spring 2020

Quarterly Probationary Reviews

- Goal: Provide extra support to those new to their role

- Build on existing process for promotions and introduce similar process for new hires

- Will be consistent with performance evaluation

- Will drill down into actionable and tangible task/behaviors associated with performance competencies

Timeline: Prepare and Implement Winter 2019

Original Metrics

- Employee Workplace Survey: In the past year, I have had a formal performance review

- Performance reviews inform transfers and promotions

- Gut check: Greater accountability

Revised Metrics

- Everyone completes an annual performance review

- Employee Climate Survey: Questions measuring accountability and feeling supported at work

- Later: Informs promotions and transfers

# In the past year, I have had a formal staff performance evaluation or review
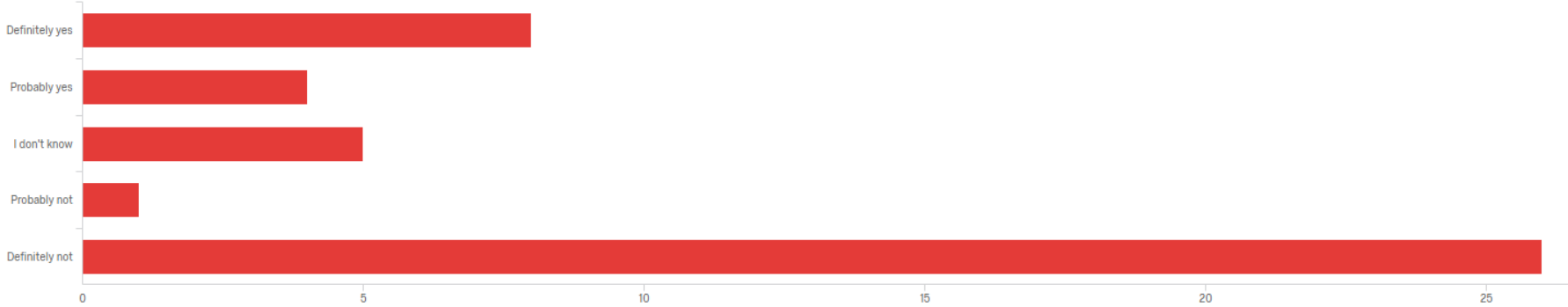
In my most recent evaluation, my supervisor and I discussed and made I plan for what I need to do to maintain or improve my performance
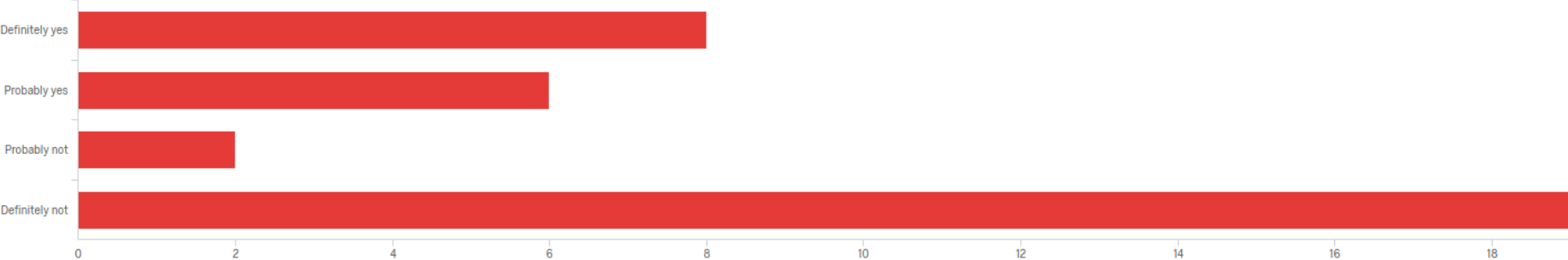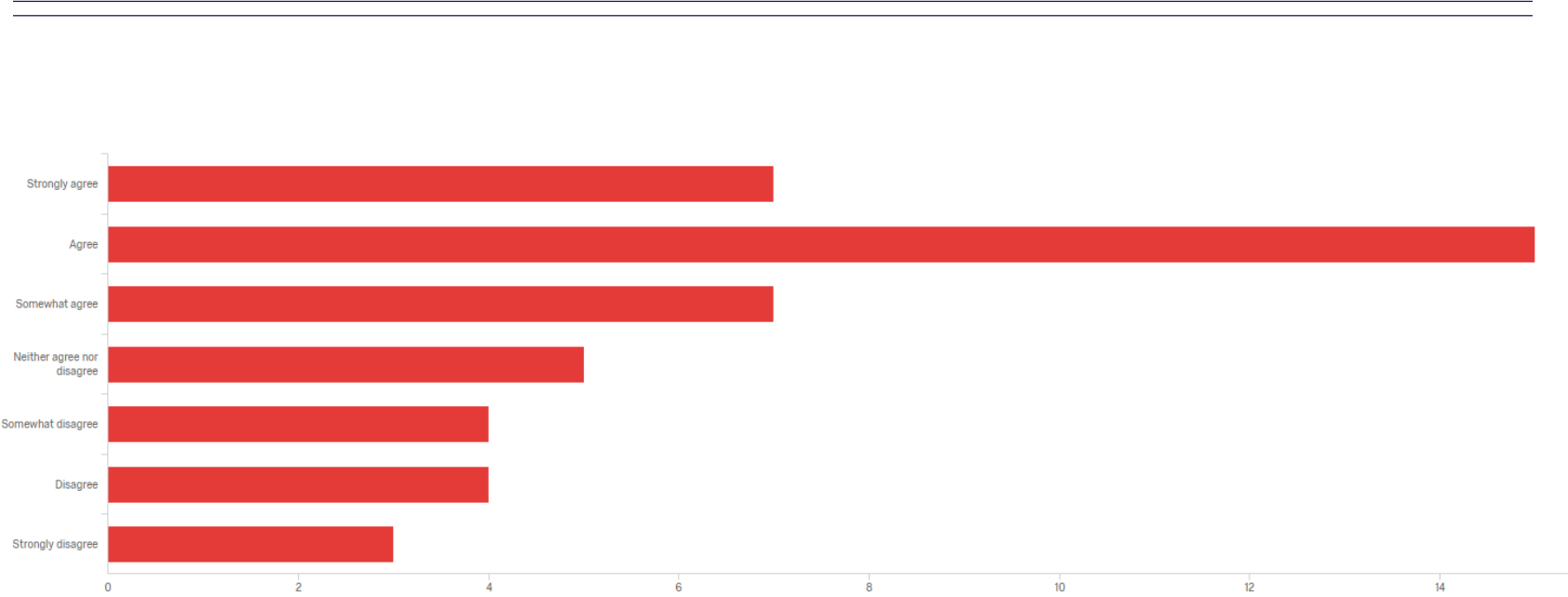
I have regular meetings or discussions with my supervisor about my performance, and my supervisor acts as a coach (formal or informal)
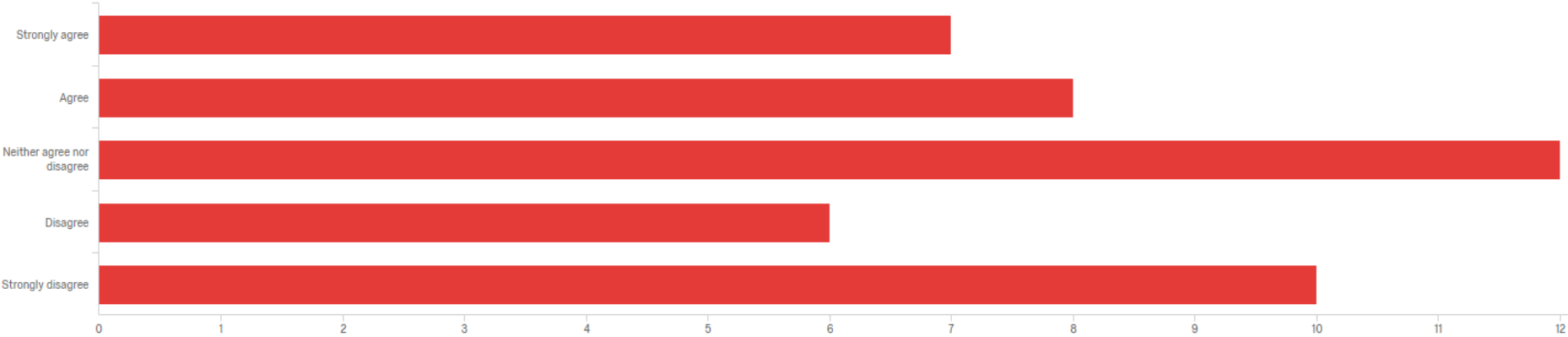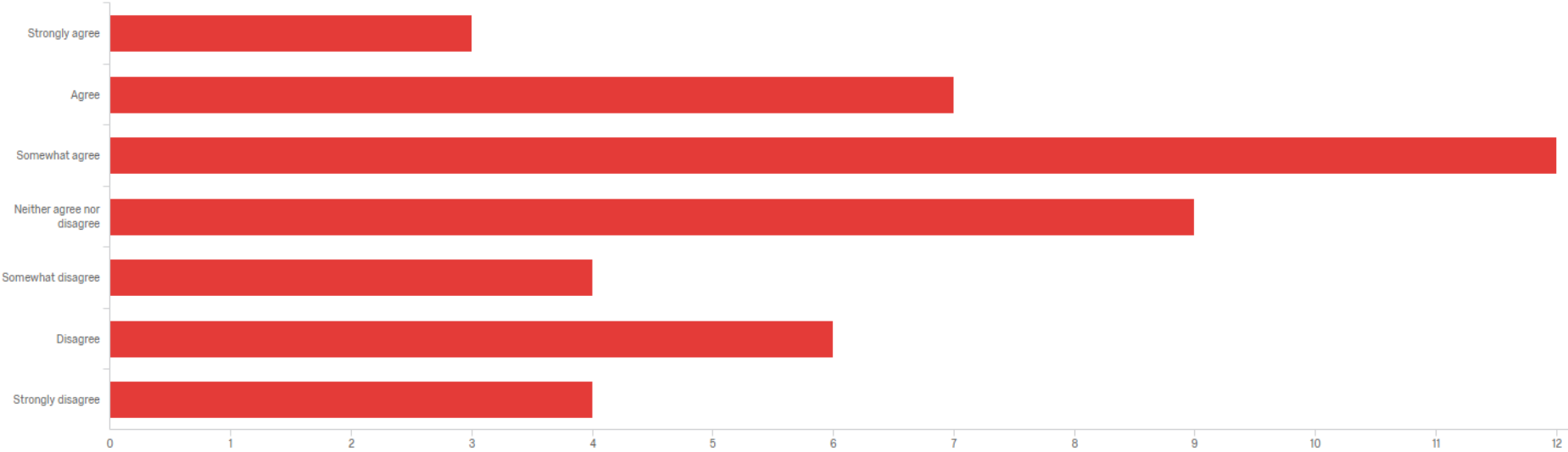
# When I discuss my performance with my supervisor, I receive actionable feedback
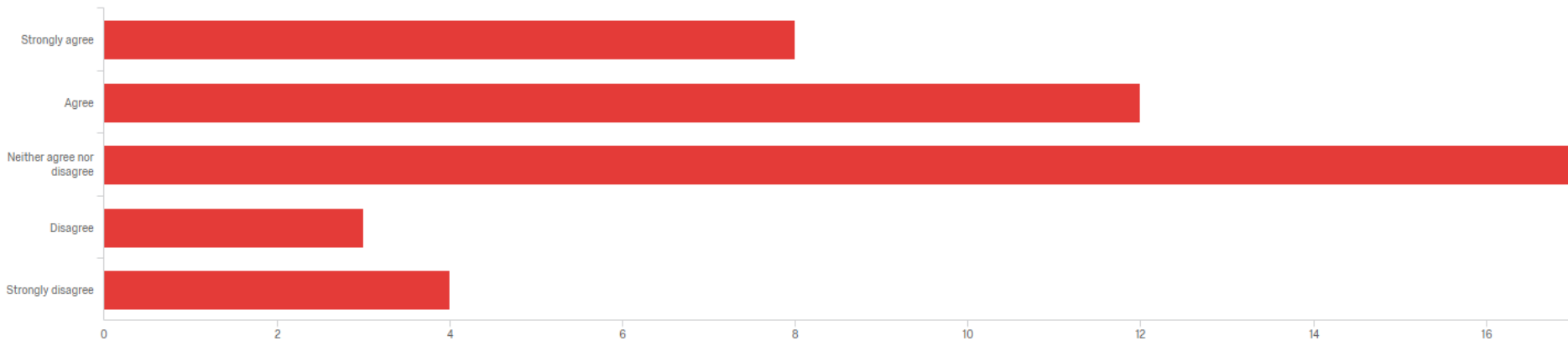
Supervisors in my work unit support all levels of employee development (support staff, supervisors, leadership)

In my work unit, differences in performance are recognized in a meaningful way

In my work unit, supervisors take steps to address individuals whose poor performance impacts the team
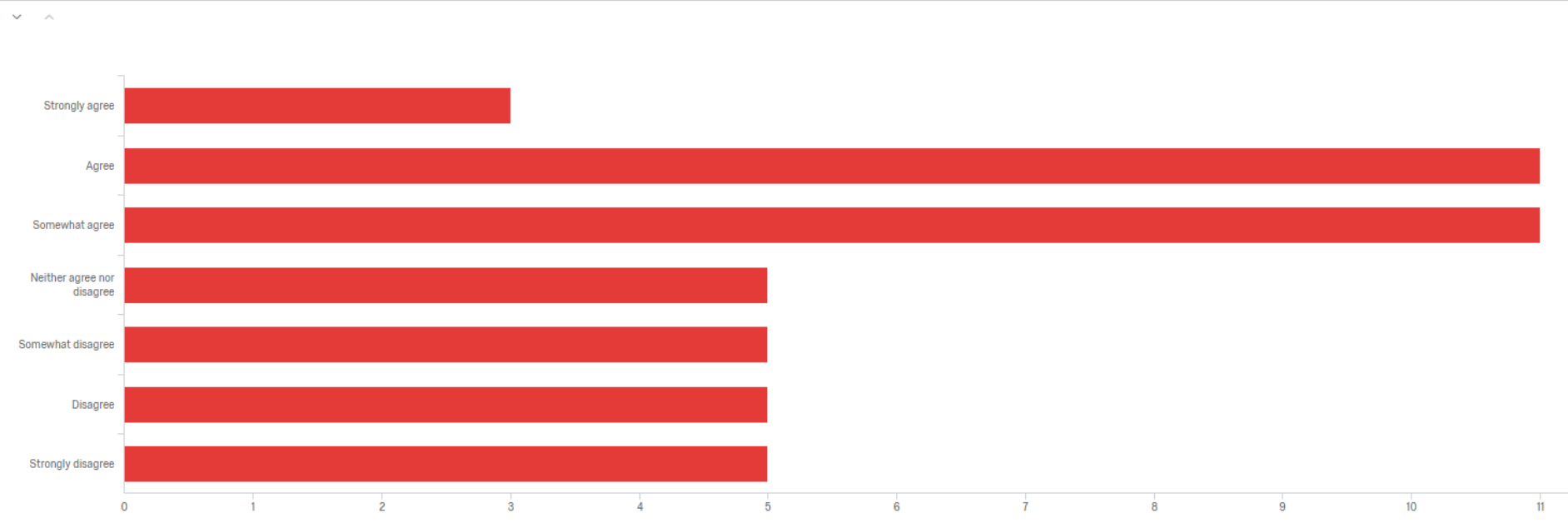
Career Path Development

CPD Original 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

Implementation Status

- Gathered information on career interests

- Virtual Academy (online education) is available

- Piloting job rotations (Strategic Focus Unit + Shooting Response Teams)

- Identified existing training opportunities

Virtual Academy Participation

- 40 officers participated since August 1

- 264 credit hours earned

- 171 total courses completed

- Most popular
  - The Bullet Proof Mind
  - Jonesboro School on Gang Violence/ISIS
  - Legal Updates
  - Leadership classes

Reflections and Learning

- Increase understanding of how CPD elections are used

- Supervisors need resources and training to support

- Training audit will identify gaps to address

- Currently supports transfers (specialization) over promotions (leadership)

- Need to make assumptions clear to test and evaluate the success of the program
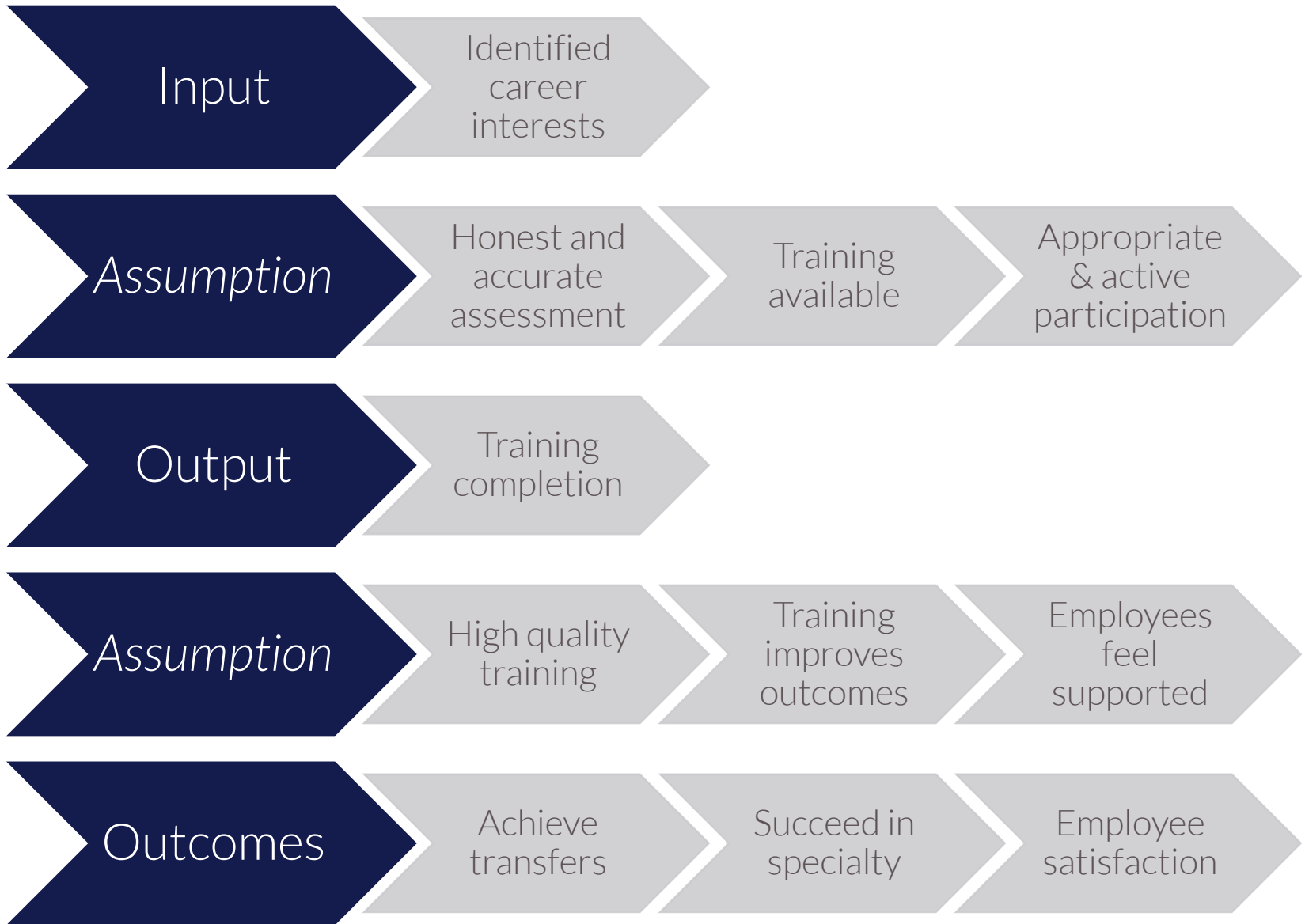
Impact Hypothesis

If we identify what career interests our employees have, we can provide appropriate training opportunities

If we provide appropriate training opportunities, employees will participate in them and will advance in the department

Original 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

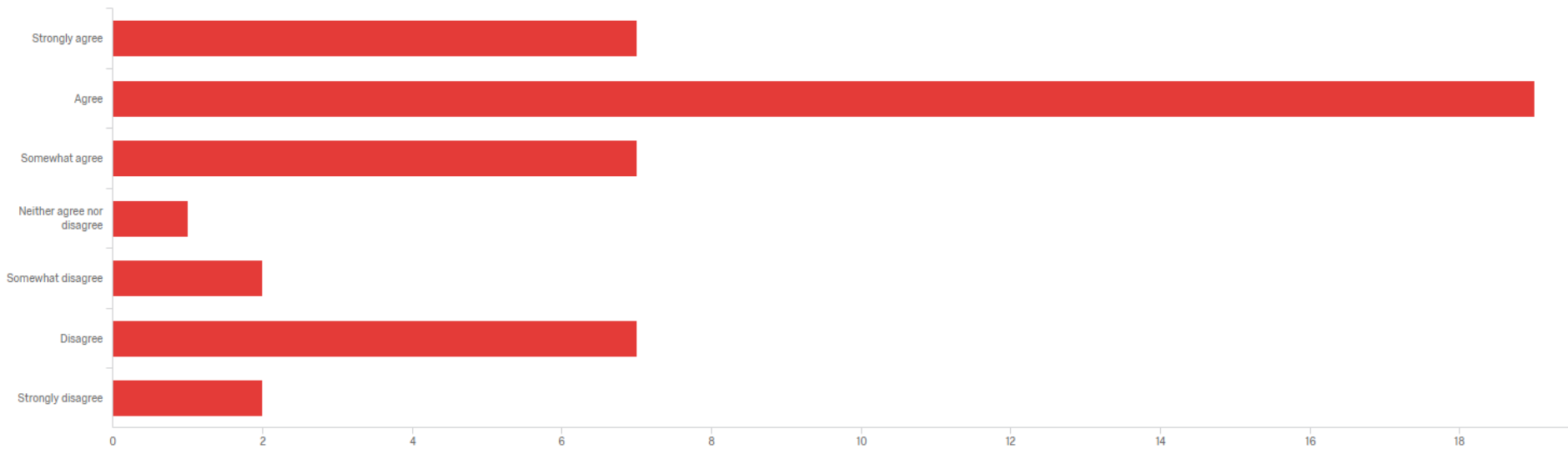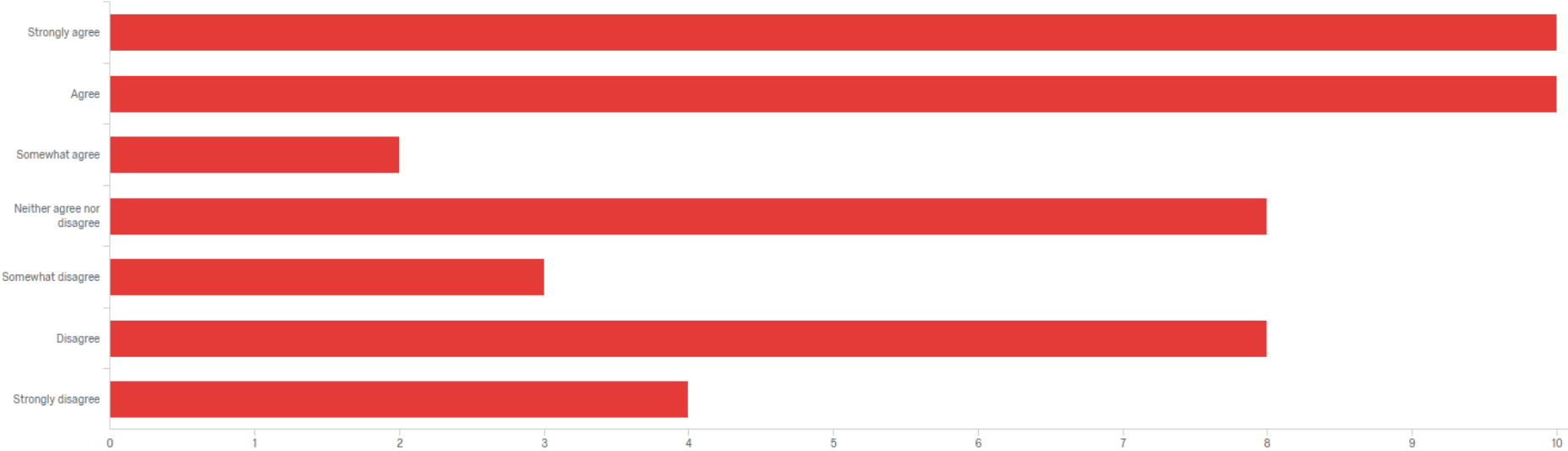# Revised Metrics

- Training opportunities aligning with interests

- Training participation aligning with interests

- Transfers achieved

- Performance following transfer

- Employee retention

- Employee satisfaction (Employee Climate/CPD Surveys)

My training needs at work are addressed

I have discussed my career aspirations and a career path development plan with my supervisor this year

CPD Process

```
Select/Update          Record in            Audit Available
CPD Interests    →      Database       →     Opportunities
```

```
Suggested                                   Request Validated
Opportunities          Employee             Against CPD
Shared with      →     Requests Training →  Interests
Employee
```

```
Employee               Record in            Track Participant
Completes        →     ACADIS         →     Outcomes
Training
```

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY
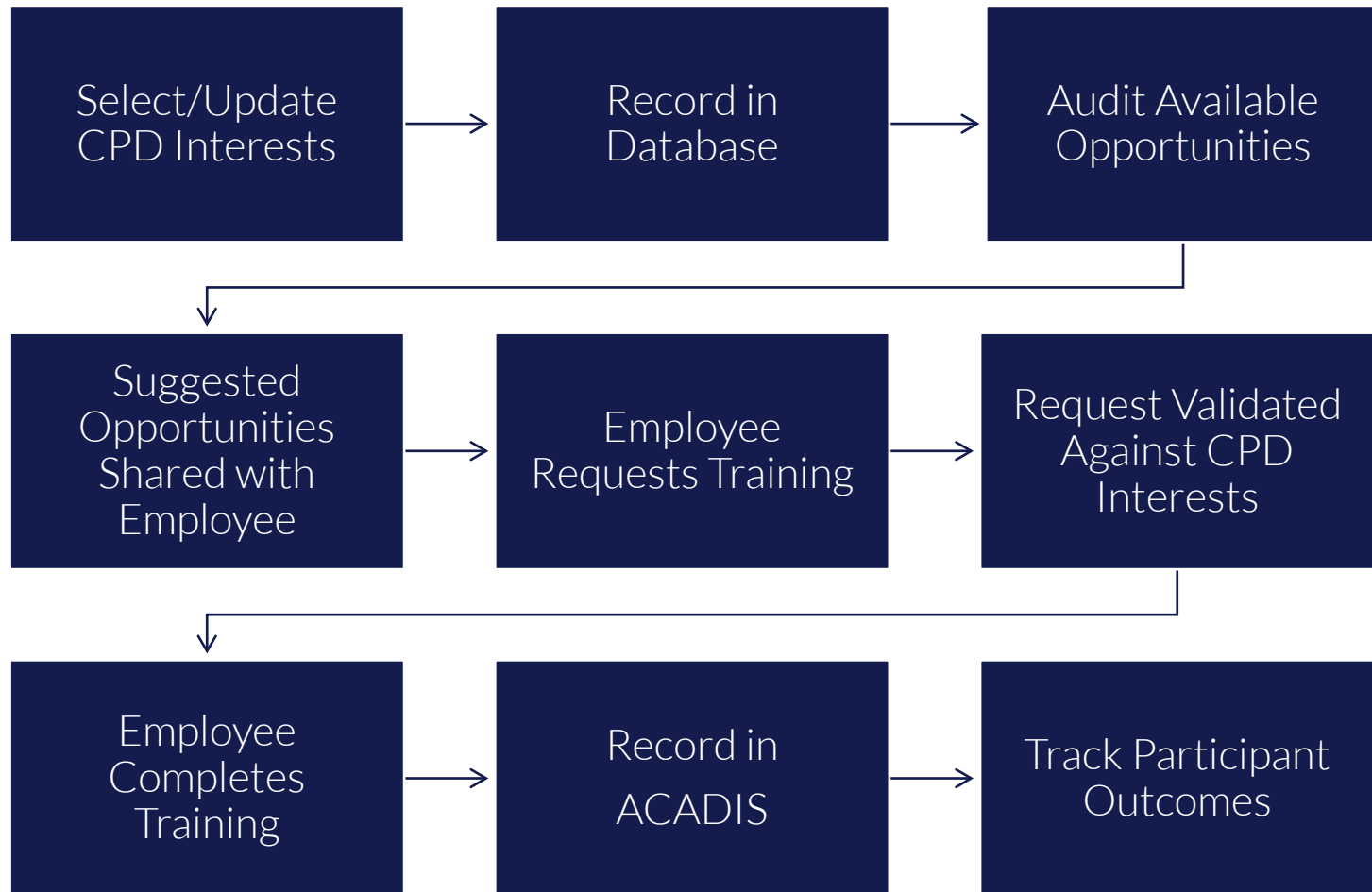
CPD RACI Matrix

Task	Training	Supervisor	Employee	Div Chiefs
Maintain list of CPD interests	R	C	I	A
Gather CPD preferences	I	R	C	A
Record CPD preferences	R	I		A
Maintain list of training opportunities	R	C	I	A
Audit training opportunities and address gaps	R	C		C/A
Train supervisors and employees on CPD	R	I	I	A
Share suggested opportunities with employee	C	R	I	A
Request opportunities relevant to interests	C	A	R	
Review training requests for relevance	R	I	C	A
Record CPD training completed	R			A
Record CPD outcomes	R			A

Setting Priorities

PE Phase 2 Milestones

MILESTONE	DATE	INVOLVED
Refresh promotion probationary reviews	Q1 2019	HR/D&I
Implement digital PE/CPD forms	Q1 2019	IT
Implement new hire probationary reviews	Q1 2019	
Select additional competencies	Q2 2019	HR/D&I
Introduce additional competencies	Q3 2019	HR/D&I
Implement six month check ins	Q3 2019	HR/D&I
Implement PE with additional competencies	Q1 2020	HR/D&I

Career Path Development

- Audit existing training opportunities
- Identify and begin addressing gaps
- CPD communication to all employees
- CPD tool training for supervisors
- Tracking outcomes
- Process to update interests

CPD Phase 2 Milestones

MILESTONE	DATE
Track CPD training participation	Ongoing starting immediately
Track CPD outcomes	Ongoing starting immediately
Review training resources for gaps	Beginning January 2019
Visit role calls to explain CPD	Q1 2019
Supervisor resource training	Q1 2019
Update CPD Interests	Q2 2019

Prospective Project: Recruiting

- Medium to Long Term Strategy

- Increasing Diversity

- Inter-Departmental Working Group

Celebrating our Values

Halloween Event

Around 6000 people attended this year!

CITY OF SOUTH BEND
INNOVATION & TECHNOLOGY

Chief Ruszkowski – National Network for Safe Communities Superstar!!