



**Status Update:
Progress in the Police Department
May 2016**

Issue	Actions	Status
1. Staffing		
<p>1.1 Bring staffing to its fully authorized current level. The problem has been that vacant positions are not filled fast enough, so there are strains on existing staff to meet the shortfall.</p>	<p>As of November 12, all vacant positions have been filled. We continue to hire staff to date. Three recent retirements place us in a position whereby new hires coming on board in July will bring us to the 2016 authorized staffing of 107. If all backgrounds are successful and there are no other departmental departures, we will also attain two over-hire employees.</p>	Completed
<p>1.2 Increase the number of authorized staff. The problem: additional positions were needed to keep up with growth and changes in the community. The Budget for 2016 includes 9 additional sworn positions, 2 civilian employees, and authorization for 5% overhire.</p>	<p>As of November 12, recruiting and testing for these sworn positions is complete, and conditional job offers are being made, which triggers the backgrounding process. These positions are on track to be hired in early January.</p>	Completed
<p>1.3 Change the Police personnel hiring system so that the backlog of vacant positions does not happen again. The problem of excess vacancies was created by bottlenecks at the recruitment stage. City Council adopted the 2016 City budget including a new civilian position in personnel, to bring more human resources skills to solve the recruitment problem.</p>	<p>That new position (Police HR Technician) is hired. Amy Johnson, formerly of HR, moved over to Police on January 11.</p>	Completed
<p>1.4 Change promotional requirements to open up opportunities for Department staff. The problem is identified as unnecessary barriers in qualifications for promotion, with some seeing the barriers as disadvantaging some applicants.</p>	<p>Police, with HR Department support, is identifying modifications to qualification requirements. The expected time to complete new job descriptions is now expected to be May 31. The subcommittee's recommendation has been sent to the Department members and additional feedback has been requested prior to final approval at an open Staff meeting (which is regular practice at the PD.)</p>	Nearly complete; subcommittee recommendation made; job descriptions are being revised by the end of May.

<p>1.5 (<i>Added 2-17-2016</i>) Review all staffing levels comparing to other agencies, standards, and levels of activity; assure reasonable spans of control for supervisors.</p>	<p>Police, with HR support, will review staffing levels, with reference to the adopted Police Strategy and other data sources. This assessment and data collection is currently on-going.</p>	<p>In process, report to new Chief by May 31, 2016.</p>
<p>2. Discipline</p>		
<p>2.1 Educate employees on disciplinary practices, including a frank discussion of perceptions of discipline. The problems addressed are perceptions and knowledge gaps. Education and discussion has been missing in the past on disciplinary matters.</p>	<p>Principles guiding the existing disciplinary process are being laid out and explained; questions answered; and feedback received. The meeting series involves the Human Resources Department, City Attorney’s Office, and Police Professional Standards. Meeting notes will contribute to additional issues to address.</p>	<p>Complete: Four meetings were held in December and January. Follow-up has led to additional work items and corrections.</p>
<p>2.2 Change the disciplinary framework: consider the creation of a discipline assessment tool (“disciplinary matrix”) as an objective and mutually accepted tool to guide the administration of discipline. This is responsive to the perceived problem of uneven administration of disciplinary measures.</p>	<p>Process started in January, with a task force to develop the tool. Completion is expected by fall 2016.</p>	<p>This is a longer-term measure, not immediately developed.</p>
<p>2.3 Change the disciplinary framework: review the use of the polygraph in the administration of discipline as well as in hiring, and make changes as appropriate. This is responsive to the perceived problems in existing practice and involves a review of practices in other benchmark police departments.</p>	<p>Change the polygraph practice and establish new written policy. Detailed actions involve a recommendation from a Police committee.</p>	<p>Mandatory polygraph use ended: The City Manager suspended mandatory polygraph use citywide on December 23. Citywide Administrative Regulation to be complete by June 7.</p>
<p>2.4 (<i>Significantly added to on 2-17-2016</i>). Improve disciplinary practices: Institute a training program for supervisors and departmental leadership to assure fair and uniform discipline.</p>	<p>This begins in December with the meetings on disciplinary education in 2.1 above. Areas of focus in: creating chart of disciplinary actions and associating those actions with appropriate ranks to administer; set expectations and goals; develop culture of monitoring and correcting problems; continue training annually as a required in-service.</p>	<p>In process: began December 2015, and continuing thereafter.</p>

2.5 (Added on 2-17-2016). Improve tracking, reporting and knowledge of disciplinary actions among Department members.	Develop data set of disciplinary actions taken in the Department; publish semi-annual report to Department members, with first report in first half of 2016.	First report to be issued in June 2016 , and continuing.
3. Communication		
3.1 Create the Police Chief's Advisory Council, empowered with representation from all ranks and divisions, and serving as a new and broad communication link within the agency. This group will create a channel for communication of problems and issues within the Department.	The Council has been appointed and met for the first time on December 3. It has a cross-section of members, including some members of the FOP Board. Next meeting is February 25.	Complete , and ongoing.
3.2 The Police Chief will meet monthly with the Board of the Fraternal Order of Police (FOP). This creates an additional channel for dialogue.	This started in October before Chief Hecker's retirement, and the Interim Chief and new Chief will continue these meetings.	Complete , and ongoing.
3.3 The Police Chief and command staff will conduct periodic meetings with small work groups within the Department.	The command staff have started these meetings and will continue. Captain McDaniel and Interim Chief Brown have both been more present at Roll Call during shift changes. Captain Klinger is attending weekly meetings of the Criminal Investigations Unit (CIU), and Lt. Burreson attends both the CIU and the Community Resource Unit (CRU) meetings.	Complete , and ongoing.
3.4 The City Manager, Police Chief and Captains will meet periodically to assure alignment on all the elements of the Strategy. The challenge is to continue to execute the Strategy on all fronts and assure consistency in approach.	The meetings occur roughly monthly, starting November 30. They continue over the next few months, at a minimum through two months after the appointment of a permanent new Chief of Police.	Complete , and ongoing.
3.5 Police and HR will survey Police employees periodically (probably twice a year) for the next 2 years to monitor progress. This will provide a periodic feedback mechanism to gauge progress in the Department.	The Survey Monkey tool will be used to assure anonymity.	In development ; the first survey will be performed in the first half of 2016 to set an initial baseline.
3.6 The City Manager and Police Chief will report regularly to the City Council, the Police Community Advisory Board, and	This is the fifth report. Others will follow at least through two months after the arrival of the Police Chief on May 30.	Ongoing .

the Department on progress. This will provide information to interested parties.		
3.7 (Added at 2-17-2016). The City Manager will meet directly with Department members as appropriate.	The City Manager already meets periodically with small groups of employees throughout the entire City. These meetings will be an additional focus on Police during the transition period as a response to comments during the employee engagement meetings (4.4 below) and disciplinary education meetings (2.1 above).	Complete: Completed a round of meetings with all shifts in February 2016.
4. Connectedness and Trust		
4.1 The Police Chief and command staff are committing a sizeable percentage of their time monthly to field operations, working with line officers and other division employees.	The command staff have started these activities and will continue. Captain McDaniel moved his office downstairs into the Patrol operations offices through May 1.	Ongoing.
4.2 The Police Chief and command staff will train with line officers and other division employees. Previously, the practice of training together was inconsistent, leading to lack of connectedness with line employees.	The command staff have commenced and will continue.	Ongoing.
4.3 The Department will enlist sergeants in a leadership training program designed to cultivate a shared purpose and loyalty throughout the department. Sergeants are critical in the communication and shared culture of the Department.	The City Manager and HR are reviewing consultant proposals. Captain McDaniel has identified two viable programs that are available over the next year. Both Leadership in Police Organizations (LPO) and the Fire Department's Leadership Journey have been attended by many of the current supervisors. We continue to review other strong character development focused training options.	This program is being re-thought based on feedback from recent Police Department member meetings and is now expected to launch after the arrival of the new Chief.
4.4 Follow-up on City Employee Engagement Survey. The City's survey is followed up in all departments with small work group meetings run by HR; the Police Department follow-up will be handled independently.	HR has secured a consultant, Revolution Advisors, to hold small work group meetings with Police Department members. Results will be compiled to provide more	Completed, with follow-up from the meetings creating additional work items for this Plan.

	background on the survey results, and further guidance on departmental issues to address.	
Leadership Transition		
With Chief Hecker's retirement in December, there is also a leadership transition to manage. The challenge is to appoint a new Police Chief, and to cover the transitional period with an interim Chief until the arrival of the permanent new Chief.	<p>Captain Tim Brown serves as Interim Chief through May 29.</p> <p>On May 30, Robert Ticer will arrive as the new Police Chief.</p>	Complete.