

## LPD Recommendation Worksheet

December 22, 2022

Section	Recommendations	Unit	Completion Date	Details of Completion
<b>1</b> <b>Officer Recruitment, Hiring, Selection and Retention (pg 16)</b>	(a) A non-sworn LPD employee with strong HR skills be added to the Recruitment Team or that a City HR Department employee be tasked with developing recruitment and retention plans for dispatch and professional staff positions. Non-sworn.	LPD Education and Personnel + Human Resources	Completed November 2022	LPD Education and Personnel Unit is designated to facilitate all selection processes for hiring all openings. Human Resources personnel and LPD E&P personnel work in conjunction with a validated process (Oct-Nov 2022).
	(b) In regards to the <i>Strategic Plan</i> , provide information about steps being taken to address the problem, data on candidates in the hiring process, when new hires will be onboarded, and the like to help assure members that leadership is diligently working on the situation.	LPD Chief of Staff	On-going	
	(c) Create an employee recruitment incentive and encourage officers to work with the Acquisition Team to identify and test new recruitment strategies for their annual projects.	LPD Education and Personnel	On-going	Will be discussed during the next LPU negotiations cycle.
	(d) LPD should identify a plan to collect data on the effectiveness of each new and continuing program for attracting qualified personnel.	LPD Education and Personnel	On-going	Survey all officer trainee applicants at the start of the process to assess why they applied to LPD and obtain feedback on our process.
	(e) Set up a communications plans with applicants as they move through the process. Record the frequency and nature of these contacts, along with lessons learned.	LPD Education and Personnel	Completed August 2022	Purchased software to have a broader ability to organize testing and communications with applicants on an ongoing basis for the entirety of the process itself. This can also collect data of when applicants are contacted.
	(f) Identify and encourage bilingual applicants for both sworn and non-sworn positions.	LPD Education and Personnel	On-going	Hired an agency to re-create a landing page for recruitment which is highlighting members and our diversity. Goal is to purchase advertising spots on Telemundo TV and social media platforms.
	(g) Moving towards its stated goal of representing the demographic make-up of the Lincoln community, the Department should examine its application and hiring data more closely. Analyze the way applicants are failing during specific times in the process.	LPD Education and Personnel	On-going	Each recruitment class is analyzed for demographic makeup. We routinely assess the application and hiring data, and have added a section where we focus in on timing of applicants who fail. This is an outcome based measurement.
<b>2</b> <b>Selection and Promotional Practices (pg 12)</b>	(a) Ensure that all promotional processes are objective and follow best practice.	LPD Education and Personnel	Completed	Hired Swenson and Assoc. to administer testing. LPD members are subject matter experts and do not facilitate the testing. Sergeants test given Jan 2022. Lieutenants test will be administered Dec 2022.
	(b) Explore with members the pros and cons of the specialized position system in place and consider alternative approaches that better address the concerns raised.	LPD Education and Personnel + Chief's Office	Completed	Received feedback through "Open Door" days where members came to the police chief's office. Discussed process with Command Staff and then separately with each assistant chief and Lincoln Police Union.
	(c) Continue to explore with members which selection processes for specialized positions are perceived as unfair or limit their opportunities at LPD and alternative processes sworn members might experience as more equitable and transparent.	LPD Education and Personnel	Completed October 2022	Education and Personnel designate to facilitate all selection processes for specialized position openings. Work in conjunction with Human Resources to create a validated process (Oct-Nov 2022).
	(d) Rather than waiting for employees to ask for feedback, develop a cultural norm of offering feedback to all employees who successfully vied for a promotion or applied for a specialized position.	LPD Education and Personnel	On-going	After selection for specialized positions, chief directs captain of the unit to speak to all applicants and provide feedback. SOP will be created by E&P for a formalized process moving forward.
<b>3</b> <b>Formal and Informal Evaluation Practices</b>	No recommendations			
<b>4</b> <b>Shift and Bidding Procedures</b>	No recommendations			

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<p><b>5 Training Opportunities and Selection for Training (pg 32)</b></p>	<p>(a) A more transparent selection process that provides explicit information to applicants about any prioritized criteria for a specific training course.</p>	<p>LPD Education and Personnel</p>		
	<p>(b) Provide feedback to applicants who were not selected as this helps to legitimize the training selection process and gives direction to employees if there are actions they could take to better position themselves before requesting the same or a similar training course.</p>	<p>LPD Education and Personnel</p>		
	<p>(c) It could be useful to review applications that did not make it to the Education and Personnel Unit for consideration.</p>	<p>LPD Education and Personnel</p>		
	<p>(d) A sergeants training and mentorship.</p>	<p>LPD Education and Personnel</p>		
<p><b>6 Discrimination, Harassment, Retaliation, Workplace Bullying and Hazing Policies, along with Implementation, Reporting, and Investigations of Complaints of Violation of Policies Relating to LPD Culture (pg 36)</b></p>	<p>(a) The EEO policy should specify time limits for all steps of the complaint process, from intake and classification through investigation, review and disposition.</p>	<p>Human Resources</p>	<p>Q1 2023</p>	
	<p>(b) The policy is not clear direction for supervisors in regards to resolving EEO complaints. It should be required to consult with the EEO Sergeant and/or the Chief of Police about how a particular matter should be handled instead of making the decision themselves.</p>	<p>Human Resources, Law + LPD</p>	<p>Q1 2023</p>	
	<p>(c) Provide written guidance in the EEO policy on front-end classification decisions will help ensure that more serious concerns are not missed. Requiring that classification decisions are approved by the EEO sergeant and/or the chief of police helps to ensure accountability and legitimacy for the process overall.</p>	<p>Human Resources + Law</p>	<p>Q1 2023</p>	
	<p>(d) Definitions section of the EEO policy defines sexual harrassment, quid pro quo and hostile work environment. This is confusing. The policy should include practical examples of various forms of sexual harassment. Similarly, the prohibited conduct section of the EEO policy also refers to "discrimination, sexual harassment, quid pro quo, hostile work environment and retaliation," with the implication that quid pro quo and hostile work environment are something different from sexual harrassment.</p>	<p>Human Resources + Law</p>	<p>Q1 2023</p>	
	<p>(e) The EEO policy definition of harassment should be amended as it does not include all legally prohibited bases of discrimination that are included earlier in the policy.</p>	<p>Human Resources + Law</p>	<p>Q1 2023</p>	
	<p>(f) Department policy should clarify avenues for complaining about a violation of the Standards of Conduct policy that addresses conduct expectations between employees and their supervisors and co-workers, as such complaints do not necessarily involve an EEO protected basis.</p>	<p>Chief of Police</p>	<p>Q1 2023</p>	<p>Department General Order 1420, Standards of Conduct, was amended to clarify who can file a complaint for violations of Standards of Conduct. Additionally, a documentation section has been added for clear direction.</p>
<p><b>7 Discipline and Actions Taken Pending Investigations (pg 39)</b></p>	<p>(a) The Internal Investigation policies should specify time limits for all steps of the complaint process, from intake and classification through investigation, review, and disposition. The findings are reviewed by an assistant chief, but it is not noted in the policy.</p>	<p>Chief of Police</p>	<p>Completed. Effective 1.01.2023</p>	<p>The Department General Order 1430 was amended to require all dispositions to be reviewed by chief of police, or designee; amended to include more communication with the employee regarding the status of the investigative and review process.</p>

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	(b) Provide written policy and guidance regarding internal investigations and what are the levels of violations. Define what is a level III other than "minor."	Chief of Police	Completed. Effective 1.01.2023	The Department General Order 1430 was amended to include more communication with the employee regarding the status of the investigative and review process, along with classification examples.
	(c) Implement a policy for approval of level III complaints with a review through the chain of command including the chief of police.	Chief of Police	Completed. Effective 1.01.2023	The Department General Order 1430 has been amended to require all dispositions to be reviewed by chief of police, or designee.
	(d) Require classification decisions are approved by Internal Affairs and/or the chief of police to ensure accountability and legitimacy.	Chief of Police	Completed. Effective 1.01.2023	The Department General Order 1430 has been amended to require all dispositions to be reviewed by chief of police, or designee.
	(e) Reporting for misconduct complaints should be expanded to include trends over time, highlight what might be a concerning increase or positive decrease in certain types of allegations. Since a significant number of complaints are handled by supervisors, providing more information about the nature of those allegations, particularly if generated internally, and how they were resolved (similar to CPAB reports), would be instructive for LPD members.	Chief of Police	Completed. Effective 1.01.2023	The Department General Order 1430 has been amended to recognize IA's reporting to CPAB along with requiring an annual review and report complaint trends and disciplinary actions. The report will be provided to the chief of police, or designee.
<b>8</b>	<b>Mentor Programs (pg 42)</b>			
	(a) Develop a formal mentoring program.	LPD Education and Personnel		
	(b) Support LPD members through policies and procedures as they identify and work towards career goals, and encourage the development of leadership skills for succession planning.	LPD Education and Personnel		
<b>9</b>	<b>Light Duty Assignments Due to Medical Limitations, Including Pregnancy</b>			
	No recommendations	Chief of Police + Human Resources	Completed August 2022	Amended Lincoln Police Union collaborative bargaining agreement to provide an accommodation to those experiencing a pregnancy, have given birth, or a medical condition related to pregnancy/child birth. The accommodation exempts the employee from the light duty time limitations.
<b>10</b>	<b>Pregnancy Leave Provisions and Lactation Policies and Facilities (pg 45)</b>			
	(a) Review all accommodations related to lactation rooms for members and request additional input from members.	Chief of Staff	Completed December 2022	Amended department's Special Orders, Designated Lactation Spaces, to identify new spaces, expectations, guidelines for use, and policy for future remodels.
<b>11</b>	<b>Equitable Facilities such as Locker Rooms and Bathrooms (pg 46)</b>			
	(a) Clearer avenues for communication through out the department regarding decisions for new facilities involving locker rooms and bathrooms.	Chief of Police	Completed	Numerous avenues were used to communicate and receive input from our members regarding new facility locker rooms and bathrooms. Inservice attended by Assistant Chief Jackson, Team Captain McGuire speaking to the Northeast Team, and chief's open door session.
<b>12</b>	<b>Uniform and Clothing Policies (pg 48)</b>			
	No recommendations			
<b>13</b>	<b>Engagement and Communications for Culture of Respect (pg 49)</b>			
	(a) Chief Ewins should continue to work with her command staff to plan for and assess LPD's internal communications strategy.	Chief of Police		
	(b) Chief Ewins should work with her command staff to involve them in all kinds of internal engagement efforts.	Chief of Police		
	(c) Chief and command staff members engage in active listening and role modeling of effective communication techniques, it can help LPD members learn important communication skills and build a sense of trust and loyalty to staff.	Chief of Police		