

LPD Recommendation Worksheet

March 24, 2023

Section		Recommendations	Unit	Completion	Details of Completion
1	Officer Recruitment, Hiring, Selection and Retention	(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.	Education and Personnel and Human Resources	Completed	Education and Personnel is designated to facilitate all selection processes for hiring all openings. Human Resource 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> , due to staffing shortages, 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 will help assure members that leadership is diligently working on the situation.	Chief of Staff	Completed	Recruitment Strategic Plan for 2021-2025 has been created to address this recommendation and posted on the departments website. This document provides an overview of hiring and separations, hiring process and current initiatives. The Talent Acquisition Team has ongoing engagement internally and externally. Added social media coverage specific to incoming officers and lateral classes with specific dates to start. Announcements are made internally and externally when new hires arrive in various units. On-boarding is a partnership with Human Resources.
		(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.	Education and Personnel	Completed	Will be discussed during the next LPU negotiations cycle. The Acquisition Team works with recruitment to attend all events where recruitment is possible. Currently, a review of our process is on-going to make sure we are using all resources to the best of our ability. We continue to believe our best recruiters are our members. This review will be conducted annually.
		(d) LPD should identify a plan to collect data on the effectiveness of each new and continuing program for attracting qualified personnel.	Education and Personnel	On-going	Survey all officer trainee applicants at the start of the process to assess why they chose LPD with feedback on the 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.	Education and Personnel	Completed	Purchased software to have a broader ability to organize testing and communications with applicants on an ongoing basis for the entirety of the process. This can also collect data for when applicants are contacted. New recruit officers are surveyed and asked what brought them to LPD.
		(f) Identify and encourage bilingual applicants for both sworn and non-sworn positions.	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.	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.

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2	Selection and Promotional Practices	(a) Ensure that all promotional processes are objective and follow best practice.	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 was 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.	Education and Personnel and Chief's Office	Completed	Received feedback through "Open Door" days where members came to my 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.	Education and Personnel	Completed	Education and Personnel designated to facilitate all selection processes for specialized position openings. Will work in conjunction with Human Resources with 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.	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.
3	Formal and Informal Evaluation Practices	No recommendations			
4	Shift and Bidding Procedures	No recommendations			
5	Training Opportunities and Selection for Training	(a) A more transparent selection process that provides explicit information to applicants about any prioritized criteria for a specific training course.	Chief of Police	Completed	GO 1250 II D 1 b: The chief's office shall inform employees of position openings by email. The posting shall contain: (1) Description of position, duties, and work schedule; (2) Minimum qualifications for position; (3) Application procedures and last date for application; (4) Selection criteria or process, if applicable. Additional sections to cover openings: F 3 and 4, G 1-3, H 1-3. These sections cover rotating positions, non-rotating positions and rotating positions of less than 4 years.
		(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 action they could take to better position themselves before again requesting the same or a similar training course.	Chief of Police	Completed	All members have access to training sent by Education and Personnel via email. All members can apply for desired training. A new sign-off procedure has been put into place to track approvals and denials. Additionally, there is an area for the reason for the denial. The approval process goes through the chain of command including to the chief of police, even if it was denied. These documents are then maintained by the executive assistant to the chief.
		(c) It could be useful to review applications that did not make it to the Education and Personnel Unit for consideration.	Education & Personnel	Completed	Education and Personnel will track and annually review applications.
		(d) A sergeants training and mentorship.	Management Services	Completed	Sergeants are provided leadership training opportunities to include the Leadership in Police Organizations and First Line Leadership. A sergeants retreat was given in 2022 and is currently in the planning phase for 2023.

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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	(a) The EEO policy should specify time limits for all steps of the complaint process, from intake and classification through investigation, review and disposition	Human Resources & LPD	Completed	Human Resources directs the investigative timeline of the complaint process, from intake through disposition of the EEO complaint. The process is provided in the updated General Order 1260 III C. It clearly guides supervisors and members through the EEO process and states EEO violations will go directly to HR for investigation.
		(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.	LPD	Completed	The policy now states in GO 1260 III C a: When a complaint is brought to the attention of the EEO sergeant or supervisor, the employee or applicant should be encouraged to complete the City Human Resources' Workplace Complaint Form. If the employee or applicant does not want to complete the form, the EEO sergeant or supervisor shall complete the form with as much detail as provided.
		(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.	LPD	Completed	GO 1260 III A, B, C: Explicitly directs individuals that have witnessed a possible EEO violation, victims are encouraged to report any violation of this policy, and directives are provided for the supervisors and/or EEO sergeant. All evaluations with complaints are reviewed by the EEO sergeant, AC of Management Services and the chief of police. All complaints are then forwarded to HR for investigation.
		(d) Definitions section of the EEO policy defines sexual harassment, 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 harassment.	LPD	Completed	GO 1260 II A Definitions: This section defines Protected Classes, Discrimination, Sexual Harassment, Physical/Mental Disability, Retaliation, Hostile Work Environment and Gender Identity or Expression. The recommendation requires examples to members regarding these definitions. The general orders are the guidance and the yearly training through Traliant provides a deeper understanding with examples of these definitions and more. There are 12 video trainings for all members including Anti-Harassment/Preventing Sexual Harassment, Unconscious Bias, Diversity Equity and Inclusion at Work, Psychological Work Safety, etc. For supervisors, there are additional courses for those that manage our members. The City has adopted this training platform which will begin in April. LPD has been using this same platform for training since 2021.
		(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.	LPD	Completed	GO 1260 II A: Sexual harassment is defined in this section and consistent with the remainder of the general orders.
		(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.	LPD	Completed	There are several avenues now to file a complaint of misconduct: the standard EIR where a member can detail violations of policy or a memorandum which was just implemented for all matters concerning the department, violation of policy, request for equipment, recognizing great work, etc. Both documents are then submitted through the chain of command for approval and denial. In all cases, it must go through to the assistant chief of that department.

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7	Discipline and Actions Taken Pending Investigations	(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.	Chief of Police	Completed. Effective 1.01.2023	General Order 1430 was amended to require all dispositions to be reviewed by the chief of police, or designee; amended to include more communication with the employee regarding the status of the investigative and review process.
		(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	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	General Order 1430 has been amended to require all dispositions to be reviewed by the chief of police, or designee.
		(d) Require classification decisions are approved by Internal Affairs and/or chief of police to ensure accountability and legitimacy.	Chief of Police	Completed	General Order 1430 has been amended to require all dispositions to be reviewed by the 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	General Order 1430 has been amended to recognize Internal Affairs' reporting to CPAB along with requiring an annual review and report for complaint trends and disciplinary actions. The report will be provided to the chief of police, or designee.
8	Mentor Programs	(a) Develop a formal mentoring program.	Education and Personnel	Completed	The department has used a mentoring program for new police recruits but has expanded to all new hires (civilian/sworn). This will involve a selection process, training for mentors and an evaluation phase for new members. Two SOPs have been created to provide guidance, Career Development and Mentoring.
		(b) Support LPD members through policies and procedures as they identify and work toward career goals and encourage the development of leadership skills for succession planning.	Education and Personnel	Completed	The department created a career development program to assist staff with career planning and advancement to include job shadowing, specialized position rotations, and additional training. Each evaluation period includes a discussion with their supervisor to review personal goals and how they position themselves to successfully accomplish them.
9	Light Duty Assignments Due to Medical Limitations, Including Pregnancy	No recommendations	Chief of Police & Human Resources	Completed	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.
10	Pregnancy Leave Provisions and Lactation Policies and Facilities	(a) Review all accommodations related to lactation rooms for members and request additional input from members.	Chief of Staff	Completed	Amended the department's Special Order, Designated Lactation Spaces, to identify new spaces, expectations, guidelines for use, and policy for future remodels.

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11	Equitable Facilities Such as Locker Rooms and Bathrooms	(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 AC Jackson, Team Capt. McGuire speaking to the Northeast Team, and Chief Ewin's Open Door session.
12	Uniform and Clothing Policies	No recommendations			
13	Engagement and Communications for Culture of Respect	(a) Chief Ewins should continue to work with her command staff to plan for and assess LPD's internal communications strategy.	Chief of Police	On-going	As a command staff, we are always looking at new ways to communicate throughout the department but also actively listening to our members for input and perspective. This is accomplished through command staff meeting minutes posted on our website, the chief's open door meetings 2-3 times a month, and break out sessions of command staff members under their respective units.
		(b) Chief Ewins should work with her command staff to involve them in all kinds of internal engagement efforts.	Chief of Police	Completed	The command staff is included in all decision making. Input is considered and weighed in making decisions for the future of the department. From promotions, training, changes to policies and procedures as well as recognizing members both sworn and unsworn.
		(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	Completed	Active listening and modeling of communication has been successful through the following meetings: weekly command staff meetings, break out department meetings with the assistant chiefs, weekly AC meeting with the chief, individual meetings with each AC and the chief.