

LPD Recommendation Worksheet

December 8, 2022

Section		Recommendations	Unit	Completion Date	Details of Completion	
1		<p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(d) LPD should identify a plan to collect data on the effectiveness of each new and continuing program for attracting qualified personnel.</p> <p>(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.</p> <p>(f) Identify and encourage bilingual applicants for both sworn and non-sworn positions.</p> <p>(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.</p>	Education and Personnel and Human Resources		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).	
			Chief of Staff			
			Education and Personnel		Will be discussed during the next LPU negotiations cycle.	
			Education and Personnel	On-going	Survey all officer trainee applicants at the start of the process to assess why LPD and feedback on process.	
			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 its self. This can also collect data of when applicants are contacted.	
			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.	
			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.	
2		<p>(a) Ensure that all promotional processes are objective and follow best practice.</p> <p>(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.</p> <p>(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.</p> <p>(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.</p>	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.	
			Education and Personnel and Chiefs 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.	
			Education and Personnel	Completed	Education and Personnel designate to facilitate all selection processes for specialized position openings. Work in conjunction with Human Resources with a validated process (Oct-Nov 2022).	
3		Formal and Informal Evaluation Practices	No recommendations			
4		Shift and Bidding Procedures	No recommendations			

LPD Recommendation Worksheet

December 8, 2022

5	Training Opportunities and Selection for Training (pg. 32)	(a) A more transparent selection process that provides explicit information to applicants about any prioritized criteria for a specific training course.			
		(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.			
		(c) It could be useful to review applications that did not make it to the Education and Personnel Unit for consideration.			
		(d) A sergeants training and mentorship.			
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)	(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	In progress	
		(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.			
		(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.			
		(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.	Human Resources + Law	Q1 2023	
		(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.	Human Resources + Law	Q1 2023	
		(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.	Human Resources		

LPD Recommendation Worksheet

December 8, 2022

7	Discipline and Actions Taken Pending Investigations (pg. 39)	(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.			
		(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."			
		(c) Implement a policy for approval of level III complaints with a review through the chain of command including the Chief of Police.			
		(d) Require classification decisions are approved by Internal Affairs and/or Chief of Police to ensure accountability and legitimacy.			
		(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.			
8	Mentor Programs (pg. 42)	(a) Develop a formal mentoring program.	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.	Education and Personnel		
9	Light Duty Assignments Due to Medical Limitations, Including Pregnancy	No recommendations			
10	Pregnancy Leave Provisions and Lactation Policies and Facilities (pg 45)	(a) Review all accommodations related to lactation rooms for members and request additional input from members.	Chief of Staff		
11	Equitable Facilities Such as Locker Rooms and Bathrooms (pg 46)	(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's Open Door session.
12	Uniform and Clothing Policies (pg. 47)	No recommendations			
13	Engagement and Communications for Culture of Respect (pg. 49)	(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		

LPD Recommendation Worksheet

December 8, 2022

(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		
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