



A Cultural Assessment of the MPD Workplace



POLICE EXECUTIVE
RESEARCH FORUM

Final Report | March 2023

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Executive Summary

Across the country, law enforcement agencies of all sizes are facing an array of challenges, from staffing shortages to an uptick in violent crime to calls for alternative response strategies. Cognizant of the daunting times ahead, newly confirmed Chief Robert J. Contee III of the Washington, DC, Metropolitan Police Department (MPD), sought a snapshot of the department's culture, an assessment that would tell him the organization's strengths and weaknesses.

"I am not one who rests in a space of just being content on being a great department," Contee said in a "Chat with the Chief." "I believe that if you are to remain the best of the best, the greatest of the great, that there's maintenance that goes along with being that great department. And part of that is really understanding not just the areas where you are strong but the areas also where you have vulnerabilities or the areas where there are opportunities for improvement."¹

To complete this organizational culture assessment, Contee commissioned the Police Executive Research Forum (PERF) in June 2021 to review and analyze MPD's management practices, internal investigation procedures, opportunities for employee advancement, and efforts to instill diversity, equity, and inclusion throughout the organization to determine whether any policies and procedures could be improved and to make recommendations based upon the profession's best practices.

Scope of Work

Specifically, the MPD asked PERF to:

- **Review** its written policies and procedures
- **Interview** individuals in four specialized divisions: Internal Affairs, Metropolitan Police Academy, Violent Crime Suppression, and Special Operations
- **Conduct** focus groups with sworn members and professional staff throughout the organization
- **Review** samples of internal investigation processes
- **Review** MPD's community engagement efforts (e.g., review "Chats with the Chief" and Zencity public sentiment data)
- **Disseminate** an employee survey and analyze the results
- **Review** external reports that provided assessments of MPD operations
- **Recommend** how to use body-worn cameras for training purposes
- **Conduct** focus groups with community members
- **Analyze** police officer applicant hiring data
- **Review** MPD's use of force policies and evaluate the Use of Force Review Board process
- **Develop** a policy for addressing extremism within law enforcement

Throughout this report, PERF compared MPD's policies and procedures to national best practices. Where applicable, PERF provided examples of other agencies with which the MPD can consult when acting on the report's recommendations.

1 "Chat with the Chief," June 30, 2021: <https://www.youtube.com/watch?v=58ph7HMi4z4>

Methodology

PERF employed eight major methodologies in collecting information on the MPD and assessing best practices across the country: individual interviews; internal focus groups; case reviews; analysis of available data, reports, policies, and procedures; an organizational culture survey; MPD's exit survey; expert forums; and interviews with outside agencies. Findings related to the surveys are presented immediately below; for additional information on this report's methodology, [see page 42](#).

Surveys

As part of its organizational review of the MPD, PERF conducted an organizational culture assessment, reviewed employee exit surveys, led community focus groups, and examined public sentiment data. The findings from these internal and external surveys led to numerous recommendations, which are presented in the other sections of the executive summary and in the body of the report. In this section of the executive summary, only the surveys' findings are highlighted.

Organizational Culture Assessment

Finding: In partnership with The Lab @ DC,² PERF created and distributed an organizational culture survey to all MPD employees to learn how the MPD is performing in seven key areas: organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions. A total of 903 employees (22.5%) responded to the survey, which consisted of 76 close-ended and 10 open-ended questions.

In five of the seven areas assessed, professional staff agreed more strongly with the survey's positive statements than sworn members. The two exceptions were leadership and hiring, professional development/special assignments, and promotions, which received an average rating only slightly higher (0.04 and 0.12 points, respectively, on a five-point scale) from sworn staff than from professional staff.

- On a scale of 1 to 5 (with a higher number representing a more positive rating), professional staff averaged 3.93 in the area of **organizational commitment and job satisfaction**, while sworn staff averaged 3.43. In fact, on average, professional staff rated all seven statements in this area more highly than sworn personnel.
- Employees tended to respond as neutral or agreeable to statements about their **work environment**. This was especially true when assessing their coworkers. Respondents agreed they "have positive relationships with [their] coworkers" and the "coworkers in [their] work unit have the knowledge and skills necessary to accomplish organizational goals."

On the other hand, personnel were inclined to disagree with the statements that "MPD rewards or recognizes the efforts of employees who do outstanding work" and that "awards and/or recognitions in [their] work unit depend on how well employees perform their jobs." Professional staff also expressed a desire to bridge a perceived divide with sworn personnel and to become more fully integrated into the department's

² "The Lab @ DC uses scientific insights and methods to test and improve policies and provide timely, relevant and high-quality analysis to inform the District's most important decisions." <https://oca.dc.gov/page/lab-dc>

network of activities.

- Of the seven areas measured, employees rated **communication** the lowest. Their responses indicated they do not feel free to express their professional opinions without worrying about negative results, do not believe leaders effectively communicate with employees about matters affecting them, and believe that their input is not sought regarding decisions that affect their work.
- Sworn and professional employees both rated **supervision** the highest of the seven areas measured. Supervision is also one of only two areas where sworn personnel expressed more agreement with the statements than professional staff. These findings are consistent with the department's exit surveys. Paradoxically, however, in respondents' open-ended comments, many of the several hundred references they made to "supervisors" and "supervision" were negative.
- Both sworn and professional staff rated **leadership** negatively, above only communication. Of the nine statements to which personnel were asked to respond, sworn personnel disagreed with all nine while professional staff disagreed with seven. In particular, sworn personnel disagreed very strongly with two of the statements: "Morale among employees is good" and "Employees who consistently do a poor job are held accountable." These were the only statements in the entire survey with an average rating below 2.0.
- Both sworn and professional staff generally agreed they "have access to information [they] need to do [their] job" and have "received the necessary **training** to do [their] job." But sworn personnel tended to disagree that "training opportunities are offered frequently enough for [their] needs."

Among professional staff, the statements about training had an average rating of 3.28—higher than one might expect given that professional staff stressed a lack of structured job training during focus group sessions and in their responses to open-ended survey questions.

Sworn personnel disagreed that they "have sufficient **resources** . . . to get [their] job done" and made numerous comments about the poor condition of MPD facilities and equipment.

- **Employees are concerned about the processes used to determine who is hired, promoted, and selected for professional development opportunities and special assignments.** Sworn and professional staff alike disagreed that "special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance" and that "MPD has an effective system for promotion."

Employee Exit Surveys

Finding: PERF obtained results from an exit survey completed by 411 employees (91 professional staff and 320 sworn personnel) who separated from the MPD between 2018 and 2022. Consistent with the finding of PERF's survey research on the workforce crisis,³ MPD's sworn

³ Police Executive Research Forum. (September 2019). *The Workforce Crisis, and What Police Agencies Are Doing About It*. <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

personnel tend to leave the department either before seven years or after their 25-year anniversary, when they become eligible for a full pension. Professional staff more commonly leave the MPD after a short time than do sworn members, which may be due to the more favorable pension structure of sworn personnel. The most common reasons provided for leaving the department were retirement (40%), getting a better job offer (14%), and dissatisfaction with their work (9%).

Community Focus Groups

Finding: PERF facilitated five focus group discussions to learn how community members experience the MPD and how the department can be more inclusive and representative of the District’s diverse communities. From these conversations, the community members identified several primary areas of concern: crime and safety, how police interact with the public, opportunities for engagement with officers, equitable enforcement across communities, officer recruitment, and officer training.

Public Sentiment Data

Finding: Until recently, the MPD conducted mobile sentiment surveys of DC residents at the beginning of each month to record their “perception of safety” and “trust in police.” The results of these surveys were consistent with the community focus group members’ comments. Respondents’ average trust and safety scores were only slightly above midpoint on a scale of 1 to 10, which reinforces the focus groups’ expressed concerns about crime and disorder, quality of police engagement and police-community relations, and need for more equitable policing practices across all neighborhoods. The MPD intends to resume these surveys once the results can be translated into actionable information for district commanders.

PERF Observations and Recommendations

This executive summary presents an overview of key findings and recommendations discussed throughout the report.

Professional Growth and Development

Internal Engagement

Finding: Employees’ responses to surveys and interviews indicate they are reluctant to believe MPD command staff and DC Government officials will act upon their requests for change. Many personnel believe they have previously made the recommendations in this report but those in position to enact the recommendations have ignored or dismissed them.

Recommendation: Use the results of the organizational culture survey conducted in partnership with DC@Lab as a baseline for measuring annually how MPD is performing in the key areas of organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions. These survey results are an opportunity for MPD’s leadership team to develop a strategic plan for addressing the legitimate concerns of the department’s professional staff and sworn personnel and to report every year—based on employees’ responses to each annual survey—on how the plan’s implementation is affecting organizational commitment, job satisfaction, employee performance, and working conditions.

Recommendation: Consistently publicize the actions taken to enact the recommendations of this report and give appropriate internal accolades when notable recommendations are fully implemented. Personnel need to know they have been heard, their opinions are respected and valued, and MPD's leaders are acting to improve working conditions and organizational culture. To increase awareness, participation, and internal legitimacy, the MPD should "overcommunicate" about topics such as repairs and upgrades to district stationhouses, a redesigned performance evaluation process, and a new policy for centralizing and standardizing the selection of personnel for specialized units. The MPD is encouraged to enlist credible messengers throughout the organization to help communicate this important information.

Finding: MPD's Office of Communications has mapped out a comprehensive strategy to fully engage departmental personnel in the Vision 2025 initiative, which details the department's four strategic priorities to become the nation's model law enforcement agency within the next three years: focused law enforcement, impactful community engagement, innovative infrastructure, and engaged workforce. Nearly a year into the initiative, the strategy has not yet produced the desired level of employee participation. For example, 31% of personnel opened a November 10, 2022, email on the Vision 2025 Initiative, but actual employee engagement with the content was troublingly low, with only 29 unique clicks of embedded links—yielding a 1% "click rate."

Recommendation: Work with the department's consulting company to provide more detailed data (e.g., division, unit, and rank) on who responds to the department's internal engagement efforts. This level of specificity is essential for the MPD to effectively tailor its internal messaging to specific audiences. Also, the Office of Communications should aggressively pursue its plans to integrate more video, photography, and interactive tools into its messaging, and to develop an MPD-specific app to deliver content via mobile devices. Perhaps most importantly, the MPD needs to determine why personnel are not engaging with the content in the desired manner. This will likely require one-on-one interviews and focus groups with employees, where the communications team and priority group co-leads and participants can ask them about the relevance of the content, delivery methods used, impediments to engagement (e.g., lack of time, cynicism toward promises of change), and alternative approaches to technology-based messaging (e.g., roll calls, union meetings, and command-delivered updates on the progress in implementing Vision 2025).

Training Opportunities for Professional Staff

Finding: Professional staff are provided very few opportunities for training throughout their careers, especially when compared to their sworn colleagues. This is a major reason why professional staff feel devalued by the organization, disconnected from sworn personnel, and limited in their opportunities for career growth.

Recommendation: Human Resources and the Metropolitan Police Academy should collaborate with a cross-section of MPD professional staff to develop a comprehensive training program that meets the diverse needs of professional employees. It should include a more robust orientation process for new employees, with sufficient flexibility to ensure that everyone's onboarding needs are met regardless of position status or unit of assignment. It should also include discussion on acclimating to the law enforcement environment and working with sworn members. Annual continuing education courses (with a minimum number of hours to be taken by all employees), provided

by the MPD, DC Government, or available through external sources (e.g., colleges and universities, law enforcement agencies, and private companies), should also be part of the program. Employees and supervisors should be informed of available training opportunities at the beginning of each calendar or fiscal year so they can set schedules and establish criteria for selecting courses to attend.

All required training hours should be taken while on the MPD clock. MPD should create a professional staff training budget to provide parity in training with sworn personnel.

Training Opportunities for Sworn Members

Finding: Sworn members completed almost all their professional development training requirements via online learning in 2021 and 2022. Personnel have grown weary of this delivery method, and they have expressed concern that perishable skills are diminishing, making them more vulnerable to committing mistakes in the field during critical incidents and dynamic situations.

Recommendation: Support the wishes of the MPD membership and the recommendations of the Metropolitan Police Academy to return personnel to the classroom for professional development training. Effective adult learning requires discussion, interaction, hands-on scenarios, and role-playing. This is especially true in the policing profession, where understanding and skills must come together in the classroom in order to achieve the desired outcomes in the field.

Other police departments with comparable staffing constraints and operational demands have returned to classroom training, including the Los Angeles, Chicago, and Baltimore Police Departments. The MPD should do the same, even if it requires a budgetary adjustment for overtime expenditures, restructuring of units, or reassignment of personnel. The risks of inadequately trained personnel are too great to continue training exclusively in a virtual environment.

Finding: Opportunities for sworn personnel to receive training outside the department appear to be limited. Furthermore, personnel believe the process for notifying and selecting members for these limited external training opportunities lacks transparency, consistency, and fairness.

Recommendation: Provide a list of approved trainings available to personnel each year and create a standardized application and selection process for determining who attends. This could be a department-wide process or one handled within bureaus or divisions, but the key is providing a transparent process where employees know what is available and how the selection process works. Acadis (MPD's learning management system) or the department's intranet could be used as the portal for posting training opportunities and position openings. As an example, the Pennsylvania Municipal Police Officers' Education and Training Commission⁴ provides a list of approved continuing law enforcement education courses⁵ that law enforcement personnel in Pennsylvania can take to meet their certification requirements.

4 Pennsylvania Municipal Police Officers' Education and Training Commission. (2022). Training. <https://mpoetc.psp.pa.gov/training/Pages/training.aspx>

5 Pennsylvania Municipal Police Officers' Education and Training Commission. (2022). MPOETC Approved CLEE Classes. <https://mpoetc.psp.pa.gov/training/Documents/Revised%20Training%20Documents/In-Service%20Police%20Officer%20Training/Continuing%20Law%20Enforcement%20Education/MPOETC%20Approved%20CLEE%20Courses.pdf>

Recommendation: Think beyond traditional classroom or online training when it comes to employee development. Among many options, detailing personnel for one week from their current assignment to a unit where they aspire to work would allow for career development, enable them to learn whether they would one day like to be assigned to that unit, and build an organizational culture of continuing learning and advancement. The Los Angeles Police Department, for example, is creating a program for officers to be loaned to specialized assignments for a specific amount of time to expand access to different positions and encourage women to seek long-term assignment to non-traditional roles. As with any process, a clear policy for such a program should be spelled out and the decisions made should be readily accessible to all personnel.

A Career Path for Patrol Officers

Finding: Patrol is often referred to as “the backbone of the department,” yet it often gets short shrift when people are considering their law enforcement career. Patrol is where people learn to supervise and make good decisions quickly; mentor officers at the beginning of their careers; build relationships with residents, business owners, and community organizations; and problem solve. But PERF heard concerns from personnel that they don’t feel like there are career growth opportunities in patrol. In fact, officers often apply for promotion to detective just to get out of patrol—not because they have a genuine interest in being a detective.

Recommendation: Create a career path for patrol officers. It should include tangible opportunities for officers to grow professionally, take on new challenges, earn incentives, and prepare for formal leadership roles. Potential opportunities include certified bilingual officer, Crisis Intervention Team officer (CIT), field training officer (FTO), Crime Suppression Team, and Community Outreach Team. In recognition of patrol officers’ importance to the organization, the MPD could award additional points in the promotional process to sergeant candidates who have spent a disproportionate number of years in patrol and taken on additional responsibilities such as CIT officer or FTO. This is akin to what some departments, such as Little Rock, Arkansas, do to recognize personnel for their years of service and higher education.⁶ The career path could also include a salary stipend to encourage officers to remain assigned to patrol districts and to promote officer retention. The Baltimore Police Department, for example, offers a \$2,000 annual “patrol incentive” to personnel who are assigned to police service areas (PSA).⁷

Assignment of Patrol Personnel

Finding: The average years of service of all officers assigned to a PSA is 9.7. In the Sixth and Seventh Districts, however, the average drops to 7.8 and 6.6 years, respectively—several years less than the rest of the districts. As a result, the department’s most junior personnel are disproportionately concentrated in two districts, both of which are low income and have predominately (over 90%) Black populations. The department should be mindful of unwittingly providing higher quality police services to some districts over others because of the experience level of personnel assigned.

Recommendation: Attempt to remedy the relative inexperience of personnel assigned to the Sixth and Seventh Districts by reassigning personnel, as needed, throughout

6 City of Little Rock, Arkansas. (September 24, 2015). Promotion Procedure Guidelines. Police Sergeant, Police Lieutenant, and Police Captain. https://www.littlerock.gov/userfiles/editor/docs/hr/Police_Promotion_Procedure_Guidelines_Sgt_Lt_Cptn.pdf

7 Memorandum of Understanding Between the Baltimore City Police Department and the Baltimore City Lodge No. 3, Fraternal Order of Police, Inc., 2022-2024. <https://fop3.org/wp-content/uploads/2022/02/Unit-I-MOU-2022-2024.pdf>

the Patrol Services Bureau so that the average years of experience across all seven districts is more equal. This is important so as not to breed resentment among personnel who may be bearing more challenging working conditions and to provide appropriate support for the department's most junior officers and supervisors.

Expanded Career Paths for Professional Staff

Finding: MPD's mobility program, which affords patrol sergeants and officers the opportunity to transfer between the seven police districts, is not available to professional staff to transfer between different assignments with similar skill sets.

Recommendation: Extend the mobility program beyond sworn personnel to professional staff, allowing them to transfer between similar assignments in the department as positions become available. The program would offer professional staff greater diversity in their work duties and reduce the chances of burnout. The MPD should determine which skill sets (e.g., crime analysts or payroll personnel) among professional staff would be suitable for the program. The MPD is also encouraged to create an advisory board of professional staff to help adapt the mobility program to include professional staff.

Finding: Interviews with professional staff revealed that many are frustrated by what they view as a lack of opportunities for departmental growth and advancement. Some believe that the MPD hires only external candidates for non-entry-level roles and therefore the only way to advance to a higher position is to leave the department for another employer.

Recommendation: Prioritize selecting/hiring professional staff already employed by the MPD to fill vacant positions for which they are qualified, even if the vacant positions are above their current pay grade and position status. Direct all professional staff supervisors to meet with their employees to identify career aspirations, and then document a specific plan with benchmarks and timelines—including education, certifications, duties and responsibilities, and mentors—to assess the progress in achieving these goals.

Professional Development Opportunities

Finding: Sworn and professional staff alike report not knowing many of the career development opportunities available to them, the skills needed to be competitive for positions they aspire to hold, and the resources available to help them acquire those skills.

Recommendation: Promote professional development opportunities for all MPD members by leveraging MPD's existing learning management system (LMS) as a tool for researching career resources, training classes, and position vacancies. As an alternative to the LMS, the MPD could use the document management system that this report recommends it acquire to also serve as the repository of the department's professional development resources. It would be helpful if employees could use the portal to search for different MPD positions and read the position descriptions, related qualifications, and recommended training courses so they could be prepared for success when the opportunity to apply comes around. The MPD could take career development to a heightened level of sophistication by producing "day in the life" videos for various assignments and posting them on the portal. Commands could also offer "shadow days" during which officers can receive an up-close look inside a specialized unit that interests them. PERF recommends Human Resources and the Metropolitan Police Academy jointly maintain

this system to ensure the information remains current. This is an opportunity for the MPD to lead the profession by creating something unique, as PERF is unaware of any other agencies that are curating this information in one central location.

Specialized Assignments

Finding: PERF heard in its many interviews and survey responses that favoritism exists in the selection of personnel for non-patrol positions. Indeed, although the department has instituted policies and practices to post for job vacancies and list position qualifications via “teletype,” there are other opportunities to bring more transparency and consistency to the process across commands.

Recommendation: Open up the process for selecting personnel for non-patrol positions through the widespread advertising of position vacancies and publication of the results, which would improve fairness and transparency. The MPD should standardize the entire process for the department by empowering Human Resources to administer all position postings through an electronic portal. The portal would centralize the advertising and application process, including the number of days personnel have to apply for the position and any documents they must submit. It would also list the job requirements for each position and explain each stage of the application process (e.g., knowledge assessment, interview, and review of performance and disciplinary histories), including what types of questions might be asked. Once a person has been selected, the posting would immediately be taken down and the site would record who was selected, providing transparency.

Recommendation: Update General Orders 201.04: *Special Assignment Positions* and 201.11: *Transfers and Changes in Assignments*. These policies, published 43 and 20 years ago, respectively, reflect neither contemporary best practices for personnel selection nor MPD’s mission and vision relating to diversity, equity, and inclusion.

Recommendation: Discontinue the practice of allowing intra-division transfers, which circumvent the department-wide, formal transfer process. Although this practice has streamlined the personnel selection and transfer process for some commanders, it undermines internal legitimacy and presents an equity issue across the organization. Increased efficiencies in the vacancy/selection process through centralization and standardization should reduce the need for this expedited option.

Recommendation: Consider creating a rotation policy for certain specialized units to provide more opportunities for personnel to experience different assignments. Positions without high-level qualifications could be rotated more frequently, while positions requiring credentials that take years to acquire should be rotated less frequently or, in some cases, not at all. In units with a periodic rotation of personnel, newcomers should be staggered with veterans so that no more than half of assigned personnel are rotated at a given time.

Recommendation: Consider developing a detail or temporary duty assignment program to allow members to experience new positions for a limited time. This would provide greater exposure to different aspects of the organization. It also would allow personnel to see what kind of professional development would help them achieve a permanent position in specialized units of interest. The Honolulu, Hawaii, Police De-

partment has a temporary assignments policy the MPD could adopt and customize in creating its own temporary duty assignment program.⁸

Preparation for New Roles

Finding: Personnel often feel unprepared when transitioning to new assignments, either through transfer or promotion. Personnel report showing up for new assignments without any orientation or training.

Recommendation: Develop a “shadowing program” for newly promoted or transferred managers and commanders to work with their predecessor for a short period before assuming the role. This would enable them to learn the job and provide for continuity of operations.

Recommendation: To the extent practicable, provide at least two weeks’ notice before transferring personnel from one assignment to another. This would facilitate the proposed “shadowing program,” which is designed to improve continuity of operations and reduce the stressors of taking on a rank and/or new assignment.

Mentoring

Finding: The MPD lacks a comprehensive, formal mentoring program, which can benefit mentors and mentees alike by building *esprit de corps*, increasing competency, charting career paths, experiencing new opportunities for professional growth, building self-confidence by recognizing achievements, and “getting by giving.”⁹

Recommendation: Create a comprehensive, formal mentoring program to support the growth of sworn and professional staff at all levels of the agency. To promote long-term program success and sustainability—with expected benefits in employee hiring and retention, work performance, and morale—the MPD should begin with a six-month pilot program to study feasibility and efficacy, then incrementally expand the program department-wide after achieving positive results and communicating successes to all personnel. Program success will require the chain of command to demonstrate its full support throughout all stages of development by communicating the program’s value and encouraging employee participation, providing detail time for training, recognizing mentors and mentees for their growth, participating in ongoing program evaluation, and discussing with the program’s director opportunities for improvement. The mentoring programs of the Gilbert, Arizona, Police Department, Indianapolis Metropolitan Police Department, and New York City Police Department, all of which are discussed in detail in this report, provide multiple options for the MPD to consider in creating its own mentoring program. The MPD could also explore how to expand its highly successful Police for Tomorrow Fellowship (see [page 71](#)), which is currently limited to small cohorts of junior personnel.

Note: Since PERF began its organizational review of the MPD, the COPS Office has awarded the MPD a LEMHWA grant to develop a mentoring program for both professional and sworn staff.

8 Honolulu Police Department. (2023). Temporary Assignments. <https://www.honolulupd.org/policy/policy-temporary-assignments/>

9 Harvey Sprafka and April H. Kranda. (2018). *Best Practices Guide: Institutionalizing Mentoring into Police Departments*. <https://www.theiacp.org/sites/default/files/2018-08/BP-Mentoring.pdf>

Recommendation: Mentoring personnel starting from their first inquiry with the MPD through their time in the training academy and various career milestones would distinguish the MPD as an agency fully invested in the long-term growth and well-being of its personnel. Furthermore, according to Jane Wiseman, an Innovations in Government Fellow at the Ash Center for Democratic Governance and Innovation at the Harvard Kennedy School, candidates of color might be especially helped by a mentoring program because they are more likely than white recruits to have family members who disapprove of policing as a career.¹⁰

Recommendation: Establish a formal process for selecting and onboarding mentoring program participants. The program should include a formal application process for both mentors and mentees; create a written agreement between mentor and mentee of commitments and responsibilities; match mentors and mentees according to their interests, preferences, relationship goals, and career goals; and provide training to all mentors that includes an assessment of their readiness for being assigned a mentee. Similar to how the MPD trains new FTOs and sergeants, the MPD should prepare new mentors to assume the role with a clear understanding of responsibilities, expectations, deliverables, desired outcomes, and skills needed for success.

Recommendation: Evaluate program efficacy on a consistent basis from the perspectives of management, mentors, and mentees. During the pilot phase, PERF recommends conducting evaluations every month, with all participants—mentors, mentees, supervisors, and commanders—critiquing their individual performance and the quality of the mentor-mentee relationship and sharing recommendations for program improvement and expansion. Because there is scant research on the impact of formal mentoring programs in law enforcement, the MPD should thoroughly document and share lessons learned with PERF and other law enforcement agencies as the program develops and becomes institutionalized.

Promotions

Finding: Many staff want the department to reconsider the best predictors of a high-quality supervisor and align the structure of promotional exams with these predictors. Personnel indicated a strong desire to change the promotional exam process from one that emphasizes multiple-choice questions and written responses to one that prioritizes relevant experience, training history, and performance evaluations.

Recommendation: Assess whether the current promotional exam format identifies the kind of leaders the MPD desires. Do those who are promoted have the desired skills, values, and work ethic? Do they motivate those who work for them, elevate their performance, and positively influence them to make good decisions? Do the personnel who are particularly respected by their colleagues for their knowledge, guidance, and leadership qualities consistently perform well on the exam, or are they outshined by those with questionable performance histories and records of misconduct? If the answers to these questions do not align with the MPD's mission, vision, and values, the MPD should redesign the promotional process as soon as practicable to better identify candidates with the skills, character, and leadership qualities necessary to transform

¹⁰ Jane Wiseman. (2021). Recruiting for diversity in law enforcement: selected recent research insights. https://scholar.harvard.edu/files/janewiseman/files/police_recruiting_research_summary_august_2021.pdf

the MPD into the “nation’s model law enforcement agency.” A promotional process that places less emphasis on a multiple-choice test and writing sample in favor of a holistic, comprehensive review of a candidate’s performance history, seniority, experience, skills, training and education, and ability to problem solve in complex situations may be a better measure of supervisory and leadership potential. For example, the MPD could choose to award points to candidates who have earned college degrees, received official awards and commendations, completed advanced training courses, or served as CIT officers, certified bilingual officers, field training officers, or detectives.

PERF challenges the MPD to use employee dissatisfaction about the promotional process as an opportunity to institute meaningful, employee-driven change. Convene a work group, confer with employment lawyers and HR professionals, and consult with organizational psychologists to design a promotional process that meets the standards of validity, objectivity, and equity. Other professions, including the military, incorporate metrics beyond test scores into selecting who gets promoted. Law enforcement can do the same.

Finding: Some promotional candidates are given time to study when on duty, while other candidates with busier assignments or more demanding supervisors are not. Employees stated that this creates an unlevel playing field for promotional candidates that should be rectified.

Recommendation: When it comes to matters of career advancement, all promotional candidates should have the same opportunities to succeed. The MPD should contemplate how it can establish a level playing field for test preparation for all employees, irrespective of assignment.

Finding: Fewer than 5% of promotional candidates avail themselves of MPD’s test preparation opportunities, which cover testing anxiety, employee health and wellness, how the testing day will unfold, evaluation criteria, and examples of high-quality question responses. Increased use of these services would likely reduce the number of complaints personnel file about the testing process and its results.

Recommendation: Reinstitute the requirement for personnel who register to take a promotional exam to attend one of the preparation sessions offered by the MPD’s Testing and Assessment Branch before they are permitted to take the test. Personnel should attend this preparation session—held either virtually (as it was during the COVID-19 outbreak) or in person—while the department is working to promote a level playing field for all test-takers.

Finding: Because of the limitations of a ranked promotional list, many other police departments have adopted alternative approaches to selecting who is promoted. These other options do not mandate the promotion of personnel in rank order according to their exam scores. Nor do they prevent qualified personnel from having to retake the test solely because the department does not want to promote a candidate who scored higher than them.

Recommendation: Explore alternatives to the ranked list for selecting who is promoted. Options include banding (e.g., Los Angeles Police Department), as well as consideration of past performance evaluations, peer evaluations, professional references, prior assignments and achievements, departmental awards, complaint history, and respons-

es to an interview panel consisting of MPD members and community stakeholders.

Finding: The number of MPD professional staff (excluding cadets)¹¹ has declined by 13% since 2019. Interviews and exit surveys found this high turnover is due, in part, to lack of bonuses and built-in salary increases, and a lack of opportunity for career growth and advancement.

Recommendation: Perform routine audits and compensation equity analyses and adjustments for professional staff positions throughout the department to ensure staff members don't spend years at the same low grades even as their responsibilities grow. Completing these audits, and conspicuously publishing the results for all personnel to see, are essential to communicating the importance of professional staff to the daily operations and sustained growth of the MPD. To hire and retain quality professional staff, the MPD must show its employees that the executive team prioritizes the development of career paths, including opportunities for training, lateral movement with diverse duties and responsibilities, promotions, and pay raises.

Note: In June of 2022, the MPD instituted a "Periodic Merit Increase Recommendation" process for professional staff management employees. The express purpose was to "reward successful performance."

Workplace Culture

Professional Staff Appreciation

Finding: Professional staff do not feel equally valued as their sworn colleagues. They often feel unheard, disrespected, and excluded from departmental communication and decision-making.

Recommendation: Establish a professional staff advisory board to meet with the chief each quarter. Establishing this board elevates the standing of professional staff in the MPD and sends the message they are important. The board would also enable the chief to stay connected to issues uniquely affecting the professional staff, and it would give professional staff a venue to bring problems and solutions to the chief's attention and hold the chief accountable for his commitments.

Recommendation: Identify ways in which professional staff do not receive the same treatment or benefits as sworn personnel and attempt to bridge the divide. This may include setting clear expectations for addressing professional staff who are in supervisory, management, command, or executive positions; involving professional staff more frequently in decision-making; providing professional staff resources—including training and equipment and opportunities for career growth—consistent with what sworn personnel receive; recognizing professional staff outside of annual awards ceremonies for excellent performance (e.g., in crime briefings or during roll calls); and inviting professional staff to community engagement events to inform the public of the essential work they do in delivering public safety services (e.g., information technology, crime scene processing, and managing the department's fleet of vehicles).

Recommendation: Consider ways to equalize the titles of sworn and professional staff.

11 DC residents under 25 years of age who do not yet meet the requirements to become police officers.

Many departments (e.g., the New York City and Baltimore Police Departments), give sworn and civilian executives the same titles, such as deputy commissioner and assistant chief. Whether a professional staff member or a sworn employee runs a bureau should not affect their title and status in the organization as their responsibilities are the same.

Facilities

Finding: Personnel expressed significant frustration with the appearance and operating conditions of many MPD facilities and equipment, including neglected buildings with structural damage, mold infestation, and water leaks; run-down vehicles routinely out of service for maintenance; and inoperable computers. Because MPD employees view the conditions of their facilities and equipment as a reflection of how much they are valued, it behooves the city to invest in the maintenance and upgrade of employees' work environment. A commitment of federal dollars is perhaps long overdue. Former U.S. Senator Lauch Faircloth appropriated tens of millions of dollars during the Charles Ramsey administration (1998–2006) to upgrade equipment and facilities and to purchase new communications and information technology.¹²

Recommendation: Conduct a comprehensive facilities analysis and develop short-term and long-term plans with specific goals and dates for improving MPD's working conditions. Priority should be given to those facilities in the worst conditions, with simple repairs and routine maintenance—mowing grass, painting dirty and damaged walls, fixing leaks, replacing broken doors and furniture, hauling away unused and damaged equipment—completed on a short time schedule. These short-term projects can likely be expedited if district commanders appeal to community associations and businesses to schedule stationhouse cleanup days during which they work alongside police officers. In the meantime, MPD executives should work with DC Government officials to fund capital improvements, solicit philanthropic donations, and ensure city agencies responsible for maintenance and repair fulfill their obligations.

Note: In its FY2024–2029 Capital Request, the MPD included funding requests for different vehicles (e.g., marked, unmarked, motorcycles, scooters, trailers, electric vehicles, e-bikes) and for improving facilities, including those in the 4th, 5th, 6th, and 7th Districts.

Administrative Burdens

Finding: Personnel expressed frustration around administrative burdens, especially in preparing reports and gathering information for briefing officials. Supervisors repeatedly complained about the inconsistent document format of administrative investigations and the repetition of required information. They also stated many of the forms they are required to use are outdated and contradictory.

Recommendation: Develop a standard document template for administrative investigations and streamline the presentation of information to the extent practicable. The MPD should also consider how to provide supervisors with timely access to all necessary information in the records management system. To address this issue, as well as inter-agency investigative delays that routinely cause cases to exceed the 90-day deadline, the MPD is encouraged to form two *ad hoc* committees. The first committee, tasked with creating a standardized form and checklist within the records management

¹² Metropolitan Police Department. (2023). Charles H. Ramsey. <https://mpdc.dc.gov/biography/charles-h-ramsey#:~:text=Ramsey,-Charles%20H.,longest%2D-serving%20in%20Department%20history>

system, should comprise field supervisors, Internal Affairs supervisors, and Information Technology staff. The second committee, charged with reviewing current practices for providing advice of rights, should include personnel from Internal Affairs, MPD General Counsel, and the U.S. Attorney's Office.

Recommendation: Review all departmental forms and reports as part of a comprehensive plan for reviewing, revising, and reissuing MPD's outdated written directives manual. This project should establish clear goals and timetables for completion and for maintaining the currency and accuracy of forms and reports thereafter. In conducting this review, the Policy and Standards Branch is encouraged to obtain input from personnel in the field who use the department's forms every day. Involving rank-and-file personnel would help identify which forms are outdated and enable them to recommend new content and design features, which in turn would promote buy-in among officers and supervisors for any changes made.

Note: MPD's Innovative Infrastructure Team is currently developing standardized templates for conducting use of force and misconduct investigations and digitizing other commonly used forms.

Finding: Supervisors called attention to how frequently and repetitively they are required to report critical incident information—to district commanders, assistant chiefs, and across several public communications platforms. They reported such distractions have increased despite advances in communications technology and stated these practices make it more difficult to perform their duties at a crime scene or other critical incident.

Recommendation: Examine ways to streamline information-sharing at critical incidents to reduce the burden on supervisors and ensure messaging is consistent. The MPD could begin by having a small team observe and document the communications practices of supervisors when responding to and managing homicide scenes and other high-profile incidents. Questions to explore include: Do supervisors and commanders adhere to the standard operating procedures (SOP) for providing updates to the chain of command in a timely manner? Do supervisors provide the same information to multiple people via a variety of channels (e.g., dispatcher, JSTACC, text, mobile phone applications, and telephone calls)? Once the status quo is determined, the MPD can create an SOP that enables multiple entities to receive timely and accurate information but also respects the priorities and capabilities of on-scene supervisors.

Wellness and Work-Life Balance

Finding: Childcare was one of the most frequently discussed issues in PERF's review, with personnel imploring the MPD to provide better resources for parents. Because childcare issues have a major impact on retention, workplace morale, and employee mental health, offering 24-hour childcare services would significantly boost morale and recruiting. Addressing childcare issues would also help the department meet its goals of diversity, equity, and inclusion, particularly those of the 30x30 Initiative.

Recommendation: Use the Law Enforcement Mental Health and Wellness Act (LEMHWA) grant to conduct an in-depth assessment of childcare options for employees, with the goal of mitigating the stressors of those who are balancing an MPD career with caring for a family. To be successful, a program should provide access to

affordable childcare for personnel who work nights, rotating shifts, and extended shifts (sometimes with little notice). The San Diego Police Officers Association (SDPOA) has created a model childcare program that other agencies can emulate.¹³

Note: Since PERF began its organizational review of the MPD, the COPS Office has awarded the MPD a LEMHWA grant to conduct a feasibility study of childcare programs.

Finding: Mental health is a serious concern for MPD’s employees. They recognize their vulnerability due to secondary trauma, the stressors of balancing a demanding profession with personal responsibilities, negative public sentiment toward the law enforcement profession, and what can seem like never-ending changes in policies and practices.

Recommendation: Consider adopting components of the LAPD’s Behavioral Science Services program.¹⁴ With 16 psychologists on staff, they offer employees **assessment and intervention** services, including individual and relationship counseling and 24/7 on-call response to assist employees with any on- or off-duty related crises; oversee and train hundreds of sworn and civilian employees who have volunteered to serve in the **Peer Support Program** and **Critical Incident Response Team**; serve as **field consultants to each patrol and specialized division** and most specialized sections and units within the department; destigmatize mental health services and demonstrate the real-world value of psychological knowledge and skills for police and civilian employees by providing roll-call presentations and participating in ride-alongs and other policing activities; develop and implement **de-escalation strategies and policies related to law enforcement contacts with persons in crisis**; produce **health campaigns** on topics such as suicide prevention, alcohol awareness, healthy sleep, and cardiovascular disease; and provide operational support during critical incidents to **SWAT’s Crisis Negotiation Team**.

Recommendation: Consider the value and practicality of requiring sworn personnel to undergo routine mental health evaluations to identify those with symptoms of mental illness who may benefit from professional treatment. A recommendation in favor of routine mental health screening should also discuss how to maintain employee confidentiality and how to protect personnel referred for mental health services from punitive action. In its 2019 report to Congress on the LEMHWA, the Office of Community Oriented Policing Services (COPS) devoted an entire section to “Mental Health Checks,” noting “proactive mental health checks have become a growing practice among first responders.”¹⁵ Bloomington, Minnesota,¹⁶ and Mundelein, Illinois, are two specific examples of departments that have adopted mental health checks.¹⁷

Recommendation: Provide training to personnel on the available health and wellness services, how to access them, and the differences between the department’s wellness program and the services offered by the EAP. It is important for personnel to know

13 San Diego Police Officers Association. (2023). SDPOA Childcare Center. <https://www.sdpoa.org/foundation/sdpoa-childcare-center>

14 Los Angeles Police Department. (2023). Behavioral Science Services. <https://www.lapdbss.online/psychology>

15 Deborah L. Spence, Melissa Fox, Gilbert C. Moore, Sarah Estill, and Nazmia E.A. Comrie. (2019). *Law Enforcement Mental Health and Wellness Act: Report to Congress*. Washington, DC: U.S. Department of Justice. <https://cops.usdoj.gov/lemhwareources>

16 Booker T. Hodges. (May 9, 2019). *How Public Safety Departments Can Do Annual Mental Health Checks*. <https://www.gov1.com/public-safety/articles/how-public-safety-departments-can-do-annual-mental-health-checks-Xn5rhSO0PmWF8OGg/>

17 Deborah L. Spence, Melissa Fox, Gilbert C. Moore, Sarah Estill, and Nazmia E.A. Comrie. (2019). *Law Enforcement Mental Health and Wellness Act: Report to Congress*. Washington, DC: U.S. Department of Justice. <https://cops.usdoj.gov/lemhwareources>

the differences between these programs and to be able to quickly access the resources they want in a time of need.

Recommendation: Build a robust peer support network modeled on the New York City Police Department’s (NYPD) Police Organization Providing Peer Assistance (POPPA) program. “POPPA is a volunteer police peer support network committed exclusively to providing a confidential, safe, and supportive environment for New York City police officers and NYPD retirees. Operating 24/7, every day of the year, POPPA assists officers to cope effectively with personal or job-related stress [by] preventing or reducing post-traumatic stress disorder, depression, anxiety, marital and relationship conflict, substance use, and suicide. . . . POPPA reduces the gap between essential support services and officers’ access to these services” by pairing volunteer officers with a network of behavioral health professionals.¹⁸

PERF identified peer support as a promising practice for reducing officer suicide in its 2019 report *An Occupational Risk: What Every Agency Should Do To Prevent Suicide Among Its Officers*. “Officers often feel more comfortable approaching a peer support counselor than a staff psychologist, so it is important for agencies to offer this option. . . . The most successful peer support programs complement the services offered by agencies’ Employee Assistance Programs.”¹⁹

Recommendation: Develop or customize a wellness app for personnel to quickly access 24/7 health and wellness information via cellphone. An app can offer extraordinary amounts of information for personnel to explore, including information about alcohol abuse, anger management, depression, marital guidance, financial fitness, parenting tips, physical fitness, resiliency, sleep optimization, suicide prevention, and secondary trauma. The app can also provide direct links for personnel to confidentially schedule appointments and seek additional information. Many departments have developed customized officer wellness apps, including those in Tempe, Arizona;²⁰ Austin, Texas;²¹ Cincinnati, Ohio;²² and Oklahoma City, Oklahoma.²³

Finding: Personnel reported two of the greatest contributors to low morale are canceling employees’ days off and requiring them to repeatedly work overtime, often without prior notice. Personnel also reported frustration with the lack of a standard process for assigning unscheduled or impromptu overtime. Although the emergency nature of the profession requires personnel to occasionally work unscheduled overtime, the use of overtime is an issue in need of thoughtful management, especially during an era of significant staffing shortages and increased operational demands.

Recommendation: Create a policy on assigning personnel to mandatory overtime

18 Police Organization Providing Peer Assistance. (2023). <https://poppanewyork.org/>

19 Police Executive Research Forum. (2019). *An Occupational Risk: What Every Agency Should Do To Prevent Suicide Among Its Officers*. <https://www.policeforum.org/assets/PreventOfficerSuicide.pdf>

20 Tempe Government. (2022). Stress Management. <https://www.tempe.gov/government/police/community-policing/training-innovation/officer-wellness-programs/stress-management>

21 Austin Police Department. (2023). Austin PD Wellness. <https://appadvice.com/app/austin-pd-wellness/1562354972>

22 Cincinnati Police Department. (2023). Officer Wellness. <https://joincincypd.com/officer-wellness/>

23 National Law Enforcement Officers’ Memorial Fund. (2022). Oklahoma City (OK) Police Department Comprehensive Wellness Program Overview. <https://nleomf.org/dz-resource/oklahoma-city-ok-police-department-comprehensive-wellness-program-overview/>

to offset personnel shortages on patrol shifts. This policy should establish uniform, department-wide practices for determining who will work mandatory overtime and when; spread the burden of mandatory overtime among personnel; give personnel as much notice as possible when they must work overtime; hold supervisors accountable for limiting the amount of mandatory overtime spent by each patrol shift; and track the amount of overtime that personnel work to reduce employee fatigue. The Baltimore Police Department and its Fraternal Order of Police, for example, agreed to a policy prescribing how patrol staffing shortages are to be filled on a rotating basis among personnel.²⁴

Performance Management

Employee Performance Evaluations

Finding: Chief Contee issued a department-wide, standardized performance evaluation system on December 30, 2021, which was designed to “deliver more meaningful feedback and reduce inconsistencies in how members are rated, while offering greater opportunities for members to grow and develop throughout their career.”²⁵ Pending an assessment, it is unknown if the department is meeting its objectives regarding this new performance evaluation system.

Recommendation: Assess the new performance evaluation system, which has now been in effect for one year. Use surveys, focus groups, and one-on-one interviews to determine if the new system meets management’s expectations and if employees feel they are being appropriately motivated and guided to achieve organizational goals.

Finding: Employees recommended additions to the performance evaluation system, including the opportunity to evaluate their supervisors. Self-reviews and “upward appraisal”—two components of a 360-degree performance appraisal system—are common practices in many organizations and together provide a more holistic assessment of employees’ performance than the top-down, superior-subordinate evaluation currently used.

Recommendation: Consider adding peer review and upward-appraisal to the department’s “Performance Management and Development” process, which recently added an optional self-review to the long-standing practice of superior-subordinate evaluation. According to the 2015 COPS Office publication *Implementing a Comprehensive Performance Management Approach in Community Policing Organizations: An Executive Guidebook*, written by PERF, “full circle feedback from coworkers is viewed as more credible and motivating than a single rater model.”²⁶ This comprehensive feedback would promote employee engagement in the evaluation process and provide a more holistic assessment of employees’ performance. It would also be responsive to employees’ recommendations for improving the performance evaluation process and honor their request for subordinates to rate their supervisors.

24 See pages 16 and 17, C. Provisions to Applicable Assignments, 4. Mandatory Overtime Assignments. Baltimore City Police Department and the Baltimore City Lodge No. 3, Fraternal Order of Police, Inc. (2022). Memorandum of Understanding. <https://fop3.org/wp-content/uploads/2022/02/Unit-I-MOU-2022-2024.pdf>

25 Robert J. Contee, III. (December 30, 2021). Performance Management and Development (PMD) General Order. Email to MPD personnel.

26 COPS. (2015). *Implementing a Comprehensive Performance Management Approach in Community Policing Organizations: An Executive Guidebook*. <https://cops.usdoj.gov/ric/Publications/cops-p331-pub.pdf>

Equal Employment Opportunity Investigations

Finding: At least 20 current and former employees have filed suit against the MPD in the past year, alleging discrimination and retaliation. These serious allegations—still pending adjudication—could derail the important progress the MPD has made in establishing public trust by causing the community to question how the department can be expected to treat the public fairly if it doesn't treat its own employees fairly. Now is the time for the department—with Chief Contee taking a highly visible leadership role—to double down on its commitment to a workplace free from harassment, retaliation, intimidation, and discrimination by providing department-wide training on EEO policy, the EEO investigation process, whistleblower protections, and consequences for misconduct.

Finding: The EEO Office provided PERF with data from 2019 to 2022. The data are incomplete and inconsistent from year to year, making it difficult to interpret and analyze. For example, total dispositions by type, exit letters, and charges without merit are reported in some years, but not others.

Recommendation: Commission an in-depth, independent audit of MPD's EEO Office.

The broad scope of work for PERF's review of the MPD—which was negotiated before any of the pending lawsuits were filed—did not afford the time and resources needed to conduct an in-depth EEO case review. The independent audit should therefore include a detailed process analysis from complaint intake to disposition, interviews of EEO Office investigators and MPD personnel who have been a party to EEO investigations, and case outcome evaluation. Given the multiple lawsuits pending against the MPD and its EEO Director, and the inconsistencies in data reported from year to year, an in-depth audit is urgently needed to protect the integrity of the investigative process, manage the department's risk exposure, remedy any wrongdoing that may be uncovered, and recommend policies and procedures to protect the rights of all employees.

Recommendation: It is imperative that the MPD scrutinize the daily operations, investigative practices, and data collection of its EEO Office in the same manner it does the department's other commands. PERF's findings indicate the unit has lacked scrutiny for at least the past several years, which calls into question how seriously the department takes its "commit[ment] to providing a workplace free of any demeaning, derogatory, or abusive language, actions, and/or gestures relating to a person's race, color, national origin, sex/gender, age, religion, disability, sexual orientation, language harassment, discrimination, or retaliation."²⁷ Moving forward, the MPD should establish command oversight and accountability of the EEO Office by having the unit report directly to an assistant chief.

Recommendation: Provide department-wide training on EEO policy, the EEO investigation process, whistleblower protections, and consequences for misconduct. To highlight the importance of the training, the MPD could make these topics the subject of its first classroom (not online) instruction in 2023, with command staff required to attend the class alongside rank-and-file personnel. The training environment should include a mix of professional staff and sworn personnel, and the curriculum should be based on adult learning principles that promote full engagement with the content. The

27 Metropolitan Police Department. (February 17, 2005). General Order PER-201.09: *Equal Employment Opportunity*. <https://go.mpdonline.com/GO/3160000.pdf>

chief should attend at least one of these trainings in person, and for the others, a video message from the chief should be played, which would further emphasize the importance of the topic.

Recommendation: Begin immediately to examine all current policies and practices related to disciplinary investigations and allegations of discrimination, including outcomes, to ensure personnel are treated fairly and equitably regardless of race, gender, sexual preference, religion, marital status, or any other protected class. PERF recognizes the MPD has prioritized updating the policies and practices of the EEO Office and encourages prompt publication of these updates to promote the implementation of best practices as soon as possible. The MPD should not wait for the multiple pending lawsuits to run their course; now is the time to dive into the culture and operations of the department to identify opportunities and remedies for improvement. Two excellent resources the MPD should consult in updating its policies and practices related to discrimination and harassment are *Harassment, Discrimination, and Unprofessional Conduct* by the International Association of Chiefs of Police (IACP)²⁸ and *Model Policy Resource: Law Enforcement Sexual Misconduct Prevention and Accountability* by End Violence Against Women International (EVAWI).²⁹

Finding: Without any evidence of a change in written policy or practice, internal counseling contacts of MPD personnel for EEO-related issues have decreased by 65% since 2019, and external counseling contacts decreased from 70 in 2019 to zero in 2021 and 2022.

Recommendation: Interview EEO Office staff to ascertain why MPD internal counseling contacts have decreased by 65% since 2019 and why there weren't any external counseling contacts in 2021 or 2022. The answers may point to important insights regarding the quality of investigative practices and counseling services and inform how to improve the unit's operations.

Finding: The EEO Office does not adhere to many professional best practices related to case and data tracking even though many of them are spelled out in the unit's own standard operating procedures. These practices include discretely tracking internal and external complaints; classifying cases by type (intake, referral, or intelligence); calculating the merit factor resolution rate; classifying cases upon conclusion as insufficient facts, unfounded, exonerated, or sustained; and including Incident Summary Numbers with their disposition for all internal cases.

Recommendation: Prioritize updating the *EEO Standard Operational Procedures (EEO Division)*, published in 2021. The revised SOP should be consistent with General Order PER-201.09: *Equal Employment Opportunity Program*, which is presently being updated, and include explicit requirements for data tracking and routine auditing. Arguably, auditing is the most important addition to the SOP because many of these data tracking requirements are already a part of the current SOP. Among the data tracking requirements to be audited, the MPD should consider the following: Discretely tracking "All EEO complaints received from members of MPD [and] all EEO complaints received from

28 International Association of Chiefs of Police. (May 2019). *Harassment, Discrimination, and Unprofessional Conduct*. <https://www.theiacp.org/sites/default/files/2021-07/Harassment%20and%20Discrimination%20FULL%20-%2006292020.pdf>

29 End Violence Against Women International. (December 2022). *Model Policy Resource: Law Enforcement Sexual Misconduct Prevention and Accountability*. https://evawintl.org/resource_library/evawi-model-policy-resource-law-enforcement-sexual-misconduct-prevention-and-accountability/

members of outside DC Government agencies”;³⁰ classifying all cases by type upon receipt as either intake, referral, or intelligence; mandating that all cases be classified upon conclusion as insufficient facts, unfounded, exonerated, or sustained; calculating the merit factor resolution rate; and including Incident Summary Numbers assigned along with their disposition for all internal cases.

Additionally, it is recommended the SOP ensures the following: cases are tracked in a manner consistent with the policies and procedures of the DC Office of Human Rights (OHR); definitions and terminology are consistent with those used by the EEOC and OHR; responsibility is assigned for entering data into a tracking database and reviewing it for accuracy; criteria are established for conducting a complete, formal investigation versus counseling; and protocol is created for documenting how the EEO Office receives complaints from members of the MPD, receives complaints from members of other DC Government agencies, receives charges of discrimination from OHR, receives charges of discrimination from EEOC, and records all mediations/conciliations attended and their disposition and all position statements submitted to the DC OHR/EEOC and their disposition.

Finding: Disposition records of cases the EEO Office refers to the chain of command are incomplete. Once the cases are referred, either the chain of command does not report the findings and dispositions to the EEO Office or the EEO Office does not track what is reported. This makes it difficult to audit outcomes for consistency across commands, ensure equity and fairness throughout the department, and track the completion of recommended actions.

Recommendation: Create a case disposition form for commanders to record the actions taken to resolve issues referred by the EEO Office. A disposition form added to each case folder would provide clear direction to commanders on the remaining actions to be taken and the options available for case disposition. To ensure consistency across the department, the EEO Office should include instructions to the chain of command regarding the minimum and maximum recommended remedial action. Case disposition forms should be tracked and routinely audited for completion and consistency in case resolution. PERF recommends the MPD spell out this process in the updated General Order PER-201.09: *Equal Employment Opportunity Program*.

Recommendation: Expedite the review and issuance of an updated General Order PER-201.09: *Equal Employment Opportunity Program*. This written directive has not been reviewed and updated for 17 years, which is obviously far too long. This is especially true when the directives touch on matters that frequently give rise to litigation and are affected by changes to the law that can affect training, management and supervision, investigative practices, and unit structure. Notably, MPD’s new Chief Equity Officer has been working with the Policy and Standards Branch to update General Order PER-201.09.

Finding: Many case folders PERF reviewed consisted of multiple PDF files rather than one consolidated file. For example, one case had 75 pages in three PDFs; a second had 130 pages in three PDFs; and a third had 149 pages in four PDFs. It is easier for a reader to review one comprehensive case file than to transition back and forth among multiple documents. PERF also found inconsistent practices in how the case memoranda were written, making it difficult, at

30 Metropolitan Police Department. (2021). *EEO Standard Operational Procedures (EEO Division)*.

times, to identify who approved the case's findings and conclusions and to quickly identify the case's key contents.

Recommendation: Consolidate case files into one comprehensive electronic case file as opposed to multiple individual documents. This would make case review more efficient and reader friendly.

Recommendation: Because of the complexity and length of EEO cases, the EEO Office should adopt a standardized case organization format, including a table of contents and the name, rank/title, and assignment of all personnel addressed in the cover memorandum. This will make it much easier for readers—perhaps several years later as part of litigation—to locate case information and identify those who played a role in reviewing it.

Misconduct Investigations

Finding: Sworn Black females received 11.7% of the department's adverse actions in 2019 and 2020—3.5 percentage points less than their representation in the department. White males received 27.6% of the adverse actions—2.7 percentage points less than their representation in the department. In fact, Black males are the only demographic group the data show as receiving adverse action at a level above their representation in the department: They received 45.9% of adverse actions but make up only 35.6% of sworn staff. With respect to gender, sworn males represented 84% of adverse action cases but comprise only 77% of all sworn personnel.

Recommendation: The MPD should probe more deeply into why Black males receive adverse action at a level above their representation in the department. The MPD has done this analysis in the past, but a more current analysis is recommended to identify any changes in the reasons for the disparity and to consider potential interventions for changing the outcomes, if appropriate.

Disciplinary Process

Finding: MPD employees told PERF that the disciplinary process is heavy-handed and needs reform. Specifically, personnel expressed frustration that the approach to misconduct investigations is similar regardless of the severity of the allegation, which can result in a lengthy and overly burdensome process for low-level violations. Extensive investigations and reporting requirements for low-level misconduct also create an administrative burden for supervisors and place members in limbo for a long period of time.

Recommendation: Consider expanding existing procedures for handling low-level misconduct. Extensive investigations and reporting requirements for low-level policy violations create an administrative burden for supervisors and often cause members unnecessary anxiety. An Expedited Resolution of Minor Misconduct process, like the one instituted by the Baltimore Police Department,³¹ provides efficient, timely resolution for minor misconduct and requires minimal departmental resources. This process would be an important expansion to the disciplinary options already available to the MPD because it responds to employees' requests to quickly resolve minor incidents without harming their reputation or hindering their career pursuits.

31 Baltimore Police Department. (August 16, 2021). Expedited Resolution of Minor Misconduct. <https://www.baltimorepolice.org/transparency/bpd-policies/321-expedited-resolution-minor-misconduct>

Finding: PERF's review of 115 misconduct investigations found inconsistencies in outcomes depending on where the member is assigned and whether they appeal the result. Because commanders have substantial discretion over resolving low-level cases, similar conduct in different districts could result in different levels of discipline. And the chief's appeals process almost always results in a lowered penalty, which may indicate that the initial proposed penalties are not fair and/or the process is not working as designed. This concern is supported by the Office of the DC Auditor (ODCA), which reported in October 2022 that "for every three police officers the MPD terminated between October 1, 2015 and March 31, 2021, two have been returned to the force primarily because independent arbitrators believed firing was too severe a punishment or the department missed deadlines, overstepped its authority, or provided insufficient evidence."³²

Recommendation: Analyze why the decisions of the Adverse Action Panel and Chief of Police are consistently contrary to the Disciplinary Review Division's (DRD) recommendations of termination; enact the recommendations of the ODCA to address its findings that discipline is often disproportionate to the offense, based on insufficient evidence against the accused officer, or resulting from procedural errors;³³ and consider ways to improve consistency in corrective actions between chains of command. Similar conduct in different commands (assuming the involved members' prior disciplinary histories are similar) should receive similar penalties. To ensure this happens, each commander could be required to consult with the DRD prior to taking corrective action. The Risk Management Division could also routinely audit chain of command cases for compliance with the Table of Penalties and for equity in disciplinary action across commands and demographic groups. Furthermore, the department may want to consider tracking how cases are resolved through the appeals process by type of allegation, employee assignment, employee disciplinary history, race, gender, and stage of appeal. Consistently tracking and analyzing this data can be very informative in determining if disparities exist and identifying opportunities for improving processes and outcomes.

Disciplinary Process Review

Finding: General Order PER-120-21: *Sworn Employee Discipline* states that when "deciding greater degrees of disciplinary action for similar conduct, . . . time since [the] last occurrence shall be weighed in the Douglas Factor analysis." The Douglas Factor analysis was born of the landmark Merit Systems Protection Board ruling that established criteria supervisors must consider in determining an appropriate penalty to impose for an act of employee misconduct. Because MPD's general order does not explain the criteria in a Douglas Factor analysis (e.g., seriousness of the offense, the employee's role in the organization, prior discipline), employees may be confused or misunderstand its requirements.

Recommendation: Amend General Order PER-120-21: *Sworn Employee Discipline* to include the criteria in a Douglas Factor analysis, which guides decision makers when determining degree of disciplinary action. A few of the relevant factors to be considered include the nature and seriousness of the offense, the employee's job level and type of employment, and the employee's past disciplinary record.³⁴

32 Office of the District of Columbia Auditor. (October 6, 2022). 36 Fired Officers Reinstated; Receive \$14 Million in Back Pay. <https://dcauditor.org/report/mpd-personnel-settlement-report/>

33 Ibid.

34 Office of Performance Management. (ND). The Douglas Factors. <https://www.opm.gov/policy-data-oversight/employee-relations/reference-materials/douglas-factors.pdf>

Finding: Employee surveys and interviews indicate a lack of trust and confidence in MPD’s disciplinary process. Personnel view the process as laborious, protracted, and heavy-handed, and believe it is rife with disparate treatment and favoritism. To reduce these negative perceptions, there may be an opportunity to improve internal communication about the process and its outcomes.

Recommendation: Create a monthly IAD/DRD newsletter—including aggregate data—to inform officers of real-life issues and case-based behavior that has resulted in adverse consequences. This is an excellent teaching opportunity and creates transparency to increase internal legitimacy and dispel the misinformation commonly surrounding disciplinary actions. The newsletter could also include trends in misconduct IAD personnel have observed and community concerns gleaned from OPC and administrative investigations. Actual cases will need to be anonymized (names, date, time, locations, unit involved) but should provide sufficient context to convey the consequences and lessons learned. The newsletter could include an integrity message—for example, “Integrity is doing the right thing, even when no one else is watching”—to serve as a reminder that it is the responsibility of every officer to practice active bystandership when they see others who are not.

Recommendation: IAD and DRD leadership should consider attending roll calls with sworn personnel and convening meetings with professional staff to review with them new policies and practices, discuss trends, and answer questions. This is especially important given the recent release of three new general orders: GO-PER-120-20: *Administrative Investigations*;³⁵ GO-PER-120-21: *Sworn Employee Discipline*; and GO-PER-120-25: *Office of Police Complaints Investigations*. Frequently communicating with personnel about these issues can go a long way toward dispelling rumors and building trust in disciplinary investigations.

Use of Force Case Review

Finding: PERF found that about half of the use of force investigations it reviewed took longer than 90 days to complete. However, those delays were generally attributable to the United States Attorney’s Office conducting a criminal review of the use of force before the MPD began its administrative investigation.

Recommendation: Reduce delays and ensure timely closure of use of force investigations. The MPD Risk Management Division should work with the Use of Force Review Board to set an annual schedule for conducting “periodic audits to review the timeliness of cases pending submission to UFRB”³⁶ to ensure there are no avoidable delays past the 90-day deadline. Should there be sufficient reason for a delay, the reason should be noted in the case file (e.g., tolling due to a pending criminal investigation).

Investigating and closing cases in a timely manner ensures fairness and a sense of procedural justice for the focus officer(s) and suspects. The MPD should continue to work with the USAO to identify ways to review cases more quickly and minimize delays in the administrative investigation of use of force cases.

35 Metropolitan Police Department. (November 27, 2022). General Order PER-120-20: *Administrative Investigations*. https://go.mpdconline.com/GO/GO_120_20.pdf

36 Ibid.

Finding: PERF found some inconsistencies among reviewers in the assessment of officers' tactics as well as the force used. The MPD should consider providing additional training to supervisors and others who are tasked with conducting the tactical analysis in use of force incidents (regardless of their severity) to promote consistency in these assessments.

Recommendation: Ensure all personnel responsible for conducting assessments of use of force incidents receive training to ensure quality and consistency. This training should include a detailed review of the procedures personnel must follow when conducting the investigations. Checklists are helpful tools for ensuring all necessary investigative steps are completed and can be integrated into case management systems. The tactical analysis of an incident should also include all officers (and supervisors) involved in the incident, not just those who used force. Even if the incident was resolved successfully, other options that also would have led to a successful outcome should be identified for training purposes. It is encouraging to see the recently released General Order RAR-901-07: *Use of Force* specifically addresses several of these issues: compliance with official MPD guidance (i.e. policy, procedure, and training), whether proper tactics were used, risk management issues, adequacy of training, analysis of the events leading up to and following the incident, whether the level of force used was appropriate for the incident, and the various decision points of the member who used force as well as those of any member who is relevant to the use of force.

Finding: Several use of force reports contained descriptive language in the case summaries that was subjective or persuasive in nature. This language *could* be perceived as attempting to justify an officer's actions, which should be avoided.

Recommendation: Use neutral language in case narratives. The MPD should ensure that the language used in case narratives is neutral and avoids subjective or "leading" language that may unduly influence the reader by attempting to overemphasize or unduly justify a particular use of force or force outcome. Closely scrutinizing reports for evidence of biased language is essential to the department's credibility. To aid in accomplishing this goal, the MPD should leverage the value of its repository of BWC footage by disseminating case studies of effective de-escalation practices and exemplary use of force reporting as an instructional tool for personnel.

Finding: Body-worn camera footage is an underused resource for assessing officer performance, instructing personnel, leading after-action reviews, promoting culture change, informing training, and monitoring personnel conduct. PERF did not discover an MPD policy or practice of systematically using BWC footage for these purposes.

Recommendation: The MPD should maximize opportunities for organizational growth by setting expectations for ongoing supervisory review of BWC footage. In addition to the required reviews of BWC footage for investigations of use of force and misconduct complaints, supervisors should review their officers' BWC footage for a variety of other purposes: leading after-action reviews, coaching individual officers on incident response, addressing safety concerns, sharing teachable moments with training staff, assessing a new officer's readiness for working independently in the field, improving a field training officer's communication style, monitoring officers who are in the early intervention program, inspecting the performance of specialized units, and evaluating personnel on performance improvement plans.

Finding: PERF reviewed several use of force reports stating the involved officer(s) attempted to communicate with the subject or de-escalate a situation before having to use force. This is commendable and reflects MPD's adoption of de-escalation in policy and practice. However, it was unclear in reading the case narratives as to what types of de-escalation techniques were used in each incident.

Recommendation: Ensure descriptive language regarding communication and de-escalation techniques is used in case narratives. The MPD should capture the specific types of communication and de-escalation techniques (e.g., time, distance, cover, and use of additional resources) that were employed in an incident when writing case narratives. Generic language does not provide reviewers with sufficient information as to what tactics and approaches were employed. To aid in accomplishing this goal, the MPD should leverage the value of its repository of BWC footage by disseminating case studies of effective de-escalation practices and exemplary use of force reporting as an instructional tool for personnel.

Finding: PERF understands the Force Investigation Team (FIT) has recently been reinstituted. Having a specialized unit responsible for investigating serious uses of force can be beneficial to the quality of these important investigations. However, it is critical these investigators receive ongoing, specialized training in conducting use of force investigations, and use of force generally, to stay current with the department's expectation on the use of force by its members.

Recommendation: The MPD should provide annual, specialized training to FIT agents in support of conducting objective, high-quality investigations that withstand the critical scrutiny of criminal and administrative proceedings. Ongoing topics of instruction—in addition to the annual professional development training all MPD personnel receive—should include, among others, use of force policy, crime scene management, evidence collection, digital forensic analysis, interview and interrogation skills, search and seizure law and policy, officer rights and responsibilities, officer mental health and wellness, family notifications, and case presentations to the UFRB. Instructional methods should reflect the diversity of adult learning styles with an emphasis on role-playing practical exercises, case studies, and teach-backs.

Finding: As part of PERF's review, the project team observed a Use of Force Review Board meeting, which comprises several commanders and, per a new District of Columbia law, three civilian members appointed by the mayor and two civilian members appointed by the DC Council.³⁷ PERF found that the board conducts thorough, holistic reviews of the cases brought before it and engages in a robust discussion with the Internal Affairs Agents presenting the investigation. However, the board does not include a peer member of the involved officer (the FOP representative on the board is a non-voting member).

Recommendation: Consider adding a peer member to MPD's Use of Force Review Board. This member should be of the same rank and of similar tenure as the officer but from another division than the officer under investigation. The purpose of the peer member is to provide the UFRB with insight and perspective from an officer with similar experience. This role is different from the FOP representative who serves on the board and may not be the same rank as the involved member, may be assigned to the

37 As of this report, the civilian members of the Use of Force Review Board have not been appointed.

same division as the involved member, and whose primary purpose on the board is to serve the interests of the FOP, which may or may not be consistent with the involved member's interests. Training should be provided to the peer member to understand the function and operations of the UFRB and to understand the adjudication process. To ensure there are always enough personnel of different ranks (e.g., officers, detectives, sergeants, lieutenants, and captains) who are trained and prepared to serve as peer members on the UFRB, the department should consider training multiple members at each rank to account for busy schedules and conflicts of interest that could cloud objectivity, such as a close relationship between the officer who used force and the peer member of the board.

Recruitment and Retention

Recruitment

Finding: MPD's recruitment data lack specificity and consistency, making it difficult to discern the reasons for significant changes in recruitment outcomes. In some places, the data simply do not make sense. According to the data MPD provided to PERF, only 5% of applicants (58 of 1,160) were disqualified on Prospect Day in FY20, but this figure skyrocketed to 21% (282 of 1,367) the following year. The data provided do not explain this increase, nor do they explain why 125 applicants did not complete the written exam in FY21 as compared to zero in FY20. The data are also internally inconsistent, showing in one place that only two applicants failed the written exam in either year but in another place that 241 failures occurred in FY21. Exactly how many people failed the physical ability test, written exam, or preliminary background review during Prospect Day is unknown from the data provided.

Recommendation: Collect, track, and analyze recruitment and hiring data with greater specificity and consistency. The MPD needs to be able to readily produce detailed and accurate recruitment and hiring data, including the reasons applicants are disqualified (e.g., NTN exam, physical ability test) or do not accept a job offer (e.g., took a job with another agency), by race and gender identity. eSOPH is an excellent resource, and the MPD should explore ways to use it more fully for this purpose. In addition to the demographic data the Recruitment Division is now capturing via the Interest Card, PERF recommends renaming or providing sub-categories for the "not best suitable" designation to clarify the category's meaning and reduce the risk of subjectivity and bias. The MPD should also seek to eliminate the "unidentified reason" category from its reporting.

Finding: Employees and community members voiced concern that the college credit requirement is preventing otherwise qualified people who would make good police officers from being hired. They worried it was unnecessarily limiting, especially in trying to attract qualified candidates from the DC area, and they saw no significant differences (other than writing ability) between those with college credits and those without. While it is true that some departments nationwide have relaxed their higher education requirements amidst severe staffing shortages, PERF is reluctant to endorse this action. Research has shown that college-educated police officers are less likely to use force and they generate fewer complaints than officers without college degrees.³⁸ College-educated police officers are also believed to possess greater problem solving and creative thinking skills, have better community relations skills, and are more prepared to

38 Leana Bouffard and Gaylene Armstrong. (June 18, 2020). 5 Reasons Police Officers Should Have College Degrees. <https://theconversation.com/5-reasons-police-officers-should-have-college-degrees-140523>

assume formal leadership roles.³⁹ History also reminds us of the potential perils of lowering hiring standards. According to a General Accounting Office report in the wake of drug-related corruption in the MPD in the 1980s, “‘rapid recruitment initiatives’ coupled with loosening education requirements and inadequate training and supervision ‘might have permitted the hiring of recruits who might not otherwise have been hired.’”⁴⁰

Recommendation: Although PERF believes reducing college education requirements is a mistake, the MPD should develop multiple options to creating a college-educated workforce if it eliminates or suspends the 60-credit requirement. In addition to the cadet program the DC Government has bolstered in the past couple of years, another pipeline to building a college-educated workforce could be a binding agreement with officers to complete the 60 college credits during their first four years of employment. In exchange for the MPD paying tuition costs to attend the University of the District of Columbia Community College, officers would commit to serving four more years of service (for a total of eight years). An MPD employee offered a similar recommendation in the organizational culture survey: “We can alleviate the unfair 60 college credit requirement and implement a program where MPD requires and provides the 60-college credit[s] to be obtained within a certain timeframe after being hired.”

Professionalization of Administrative Positions

Finding: As of July 10, 2022, only 13.2% of MPD’s employees were part of the professional staff, well below the 2019 national average of 22.2% for full-time law enforcement employees within the nation’s cities.⁴¹ The MPD could help address its staffing shortage by professionalizing some non-enforcement positions currently filled by sworn personnel to free up more officers to patrol the streets.

Recommendation: Identify as many sworn positions as reasonably possible that could be filled by qualified, trained professional staff, and work as quickly as possible to create and fill the positions. Staffing the MPD with approximately 20% of professional personnel—close to the national average for cities—would allow the department to fill some of its operational vacancies, thereby reducing overtime costs and officer fatigue. It could also improve the department’s efficiency if the MPD hired professional staff with skills and experience specific to the duties they will perform. The 2013 study PERF conducted for the MPD is a good place to begin this inquiry.

Note: As part of the FY24 budget process, the MPD requested budget authority for 63 additional full-time professional staff positions, including 45 to bolster an alternative response program and 18 to augment sworn staff in a variety of general functions.

Retention Incentives

Finding: While the MPD has offered incentive packages to attract new hires, it has not offered similar retention incentives for its veteran officers. Sworn personnel repeatedly said this leaves them feeling demoralized, unappreciated, and taken for granted.

³⁹ Ibid.

⁴⁰ Ray Sanchez and Mark Morales. (February 11, 2023). ‘A Recipe for Disaster.’ Deadly Encounter in Memphis Comes at a Critical Time in American Policing. <https://www.cnn.com/2023/02/11/us/tyre-nichols-memphis-police-law-enforcement>

⁴¹ FBI UCR. (2019). Full-time civilian law enforcement employees. <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-75>

Recommendation: Develop incentives for veteran personnel that are commensurate with the bonuses provided to new recruits. This is essential for employee morale, commitment to mission, vision, and values, and a healthy organizational culture.

Note: In November 2022, the MPD made a significant stride toward personnel retention when the DC City Council approved a base retention differential (BRD) for all officers and sergeants who have served on the department for at least five years. Under the new collective bargaining agreement, eligible members will receive a 5% longevity bonus each year for three years, in addition to negotiated salary increases. This bonus is considered basic pay for purposes of retirement, life insurance, and other forms of premium pay, and adds to a pre-existing 5% BRD for members who have completed at least 20 years of service.

Women and Persons of Color in the Department

Finding: The MPD has made significant progress in recruiting more women, who make up roughly half of current cadets and 23% of MPD's total sworn staff. Thus, the agency is well ahead of the 12% national average of women in policing. In 2022, MPD's 11 recruit classes were 27% women, and for the past four years combined (2019–2022), MPD's 38 recruit classes were 28% women. The department has also consistently recruited and hired persons of color. In 2022, 50.5% of sworn personnel and 71.1% of professional staff were Black, 10.9% of sworn personnel and 4.7% of professional staff were Hispanic, and 4.7% of sworn and professional staff were Asian/Pacific Islander.

Recommendation: The MPD should build on its record of diversity and equity by closely tracking personnel separations, promotions, and assignments by race and gender to determine if certain demographics are leaving the MPD, advancing in rank, or working in specialized assignments at rates disproportionate to their population. The Equity Office should lead this practice by analyzing these data points along with the results of annual surveys, exit surveys, complaints of harassment, lawsuits, recruitment numbers, discussions with affinity groups, check-ins with labor union representatives, and promotional exam test-takers to develop a comprehensive picture of any observed anomalies in employees' satisfaction with the MPD.

Administrative and Policy Review

Outdated Policy Manual

Finding: The current system of developing, revising, and publishing policy does not meet the demands of a large, complex, and rapidly changing 21st century police department. The result is a convoluted web of general orders, executive orders, special orders, circulars, standard operating procedures, bureau/division orders, and even teletypes. The multiple sources of policy are often confusing, disorganized, hard to navigate, and outdated. For example, roughly 200 policies are at least 10 years old, the policies on "Procedures for Handling Tardiness" and "Retirement Program" date as far back as 1977, and body-worn camera program policies include 14 related executive orders.

Recommendation: Create a comprehensive plan to eliminate repetitive or outdated orders, identify written directives that can be integrated into one policy document, and review, revise, and reissue, as applicable, all written directives on a routine

schedule. The plan should include policy priorities, timelines for completion, and assignment of responsibilities among staff members. Streamlining policies into a single written directives manual and strictly adhering to a maintenance schedule for revising policies over time would free personnel from reviewing multiple orders on the same subject, such as the 14 executive orders currently related to the body-worn camera program.

Document Management

Finding: The MPD lacks an electronic document management platform, which would enable it to digitize manual processes, create a centralized repository of all document types, streamline policy management, track and expedite workflow, and increase accountability for receipt of policy changes through electronic signature tracking.⁴² This is unusual, especially for an agency the size of the MPD.

Recommendation: Procure an electronic document management platform or expand the function of the department’s LMS to include document management. This tool would enable the Policy and Standards Branch to more efficiently create, review, and revise MPD’s large inventory of written directives; allow personnel to quickly search and access all policies in one centralized location; reduce organizational risk by providing a mechanism for tracking employees’ receipt and review of policy changes; and give the department a mechanism to consistently inform personnel why policy changes are being made. Thousands of law enforcement agencies throughout the United States use vendors such as PowerDMS to meet their policy management needs.⁴³

Staffing

Finding: A small staff of only six professionals in the Policy and Standards Branch is responsible for maintaining hundreds of policies covering thousands of pages. A sworn member—who possesses expertise professional staff do not have—used to be a part of this unit but was reportedly transferred to the field due to operational needs.

Recommendation: Consider assigning a veteran officer to the Policy and Standards Branch (PSB) or hiring a retired officer to provide the subject matter expertise the unit needs to expeditiously modernize the MPD’s outdated written directives manual. PSB’s professional staff members have attested to the value of having a sworn member in the unit. Also, the large amount of work needed to update the department’s policies merits assigning additional personnel to the task.

Addressing Extremism in Law Enforcement

Finding: Law enforcement officers and current and former military members are overrepresented among adherents of extremist movements, according to domestic terrorism experts and law enforcement analysts.⁴⁴ In fact, a leaked membership roster of the Oath Keepers found some 370 members were in law enforcement.⁴⁵ This erodes public trust and requires police departments to develop comprehensive policies and practices to prevent extremism in their ranks.

42 PowerDMS. (October 27, 2022). Specialized for Law Enforcement. <https://www.powerdms.com/why-powerdms/law-enforcement-home>

43 Ibid.

44 *The New York Times*. (November 13, 2022). Extremists in uniform put the nation at risk. <https://www.nytimes.com/2022/11/13/opinion/us-police-military-extremism.html?searchResultPosition=3>

45 Ibid.

Recommendation: Create a clear policy that defines extremism and outlines what is and is not permitted. In keeping with the MPD's current practices for amending Written Directives, PERF recommends the MPD publish an Executive Order to update General Order 201-26: *Duties, Responsibilities and Conduct of Members of the Department*. PERF has created an [example policy](#) for MPD's consideration.

Recommendation: Ensure the current screening process for new hires can adequately detect extremist behavior as outlined in the new policy. Establish a detailed protocol that background investigators are required to follow in probing for past extremist conduct or affiliations. Included in the protocol should be a review of applicants' travel history, social media activity, close associates, and psychological profile.

Recommendation: Add a statement to the initial MPD application affirming the applicant has never belonged to an organization that advocates hate or discriminates against a group or groups. If the department later discovers that an applicant has belonged to such an organization, the false statement on the application provides solid grounds for termination.

Recommendation: Provide specific training for background investigators. The Southern Poverty Law Center, Anti-Defamation League (ADL), FBI, and police departments with expertise in the area (e.g., NYPD) are excellent resources for providing this training or helping to develop an in-house train-the-trainer program.

Recommendation: Establish a formalized process for making and investigating complaints (both internal and external) related to extremism. This process, which can follow existing protocols for reporting sensitive and confidential information such as allegations of internal corruption, must ensure anonymity for personnel who do not want to disclose their identity and must explicitly provide whistleblower protections. The process should be codified in departmental policy on extremism. For external complaints, protocols for reporting extremism should follow those already in place for the public to file complaints online, in person, or via telephone, anonymously if they prefer. The department's website and published documents should include extremism among the allegations of wrongdoing to be promptly reported to the MPD.

Recommendation: Use an educational campaign to increase knowledge and awareness of extremism. Chief Contee should introduce the campaign with a strong statement of support. The campaign should include information about extremist groups and extremist symbols, a discussion of the prevalence of extremism in law enforcement, as well as the department's policy and how to report concerning behavior. The training should be provided to all academy recruits and veteran personnel.

Recommendation: Commit to transparency regarding allegations and findings of extremism as part of a larger communications strategy of sharing wrongdoing and the agency's response to it. Although reporting negative news is unpleasant, it demonstrates to the public the department's commitment to transparency. It also highlights the actions the MPD has taken to identify extremist conduct, hold wrongdoers accountable, and reinforce organizational policy and values.

Diversity, Equity, and Inclusion

Supervisors and Commanders

Finding: Among sergeants and lieutenants, 47% are Black or Hispanic, well below these groups' 61.4% share of sworn personnel. By comparison, 49% of sergeants and lieutenants are white, well above their 33.8% share of sworn personnel. Among command staff (those who hold the rank of inspector, commander, or assistant chief), 57% are white, 30% are Black, 7% are Asian/Pacific Islander, and 7% are Hispanic.

Recommendation: Conduct an in-depth analysis of promotional practices to learn why Black and Hispanic officers are not promoted to the ranks of sergeant and lieutenant at a rate consistent with their representation in the department. Are Black and Hispanic personnel not seeking promotion to these ranks at a rate consistent with their representation in the department? Are they seeking promotion but performing poorly during the testing process? Once these questions are answered, the MPD can then begin developing solutions, which might include providing mentoring and test-taking skills or promoting the rewards of formal leadership roles.

Finding: Women make up 23% of all sworn personnel, including 23% of sergeants and lieutenants. However, a closer look at how women are represented among MPD's upper ranks is concerning. Whereas 19% of all command staff (captains, commanders, inspectors, and assistant chiefs) are women, only three of 15 commanders are women (20%), and a mere 14% of captains (6 of 44)—the pipeline to the command ranks—are women. The department plans to promote one additional woman to the command ranks in the first quarter of 2023, as current commanders retire or otherwise create position vacancies.⁴⁶

Recommendation: Conduct an in-depth analysis of promotional practices to learn why women are not promoted to the ranks of captain and commander at a rate consistent with their representation in the department. For the command ranks to reflect the gender composition of the rank-and-file, and for the MPD to meet the goals of the 30x30 Initiative and promote gender equity throughout the agency, it is essential to discern why women are not promoted beyond lieutenant in numbers consistent with their representation in the department. Are women not seeking promotion beyond the rank of lieutenant? Are they seeking promotion but performing poorly during the testing process? Once these questions are answered, the MPD can begin developing solutions, which (as in the recommendation above) might include providing mentoring and test-taking skills or promoting the rewards of formal leadership roles. PERF's March 2023 *Critical Issues in Policing* report, *Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*,⁴⁷ is written specifically to help departments overcome the barriers to career advancement for women in policing.

Specialized Units

Finding: PERF found gender and racial disparities among personnel assigned to various specialized units. In the Special Operations Division (SOD), only 7% of the personnel are women. Meanwhile, in the Youth and Family Services Division, women make up 46% of its members.

⁴⁶ Ben Haiman. (December 20, 2022). Chief of Staff, Metropolitan Police Department. Microsoft Teams interview.

⁴⁷ Police Executive Research Forum. (March 2023). *Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*. <https://www.policeforum.org/assets/WomenPoliceLeadership.pdf>

Black members are overrepresented in the Youth and Family Services Division, making up 65% of its members, but underrepresented in both the Internal Affairs Division (IAD) (39%) and SOD (34%). By comparison, white personnel make up 20% of the Youth and Family Services Division, 46% of IAD, and 52% of SOD.

Recommendation: Set SMART goals (specific, measurable, achievable, relevant, and time-bound) for achieving more diversity throughout all specialized assignments, and then work to remove existing barriers and provide opportunities to achieve these goals. This will likely require additional listening sessions with personnel, followed by the development of career paths to specialized assignments—including required training to build knowledge and skills—and the establishment of mentoring relationships between those assigned to specialized units and those who desire to one day work there. Ultimately, the MPD should hold commanders accountable for taking the necessary actions to achieve these important organizational goals.

Finding: The MPD does not formally provide its personnel information about who is selected for various positions and why (i.e., the specific position qualifications met). As a result, members must draw their own conclusions, which might be inaccurate and undermine the goal of establishing internal legitimacy around the department’s opportunities for advancement.

Recommendation: Post on the MPD intranet the units where personnel are assigned throughout the agency (including aggregate demographics) and seek opportunities to promote transparency in the processes for selecting personnel for specialized units. The MPD can improve transparency regarding the transfer selection process by renewing the outdated policies related to “Special Assignment Positions” and “Transfers and Changes in Assignments,” published in 1980 and 1993, respectively;⁴⁸ requiring all commands to follow the same processes for posting and selecting personnel; posting all position vacancies on the MPD intranet, including job descriptions and qualifications; publishing the results of all position selection processes on the MPD intranet; and empowering MPD Human Resources to approve all position postings, job descriptions, position qualifications, and selection processes to ensure department-wide adherence to policy. The department is also encouraged to post on its intranet the population demographics of each police district along with the demographics of the personnel assigned to work there.

Mission and Values Statement

Finding: PERF reviewed the online mission statements of the 50 largest police departments to get an overall visual impression, assess whether the sites were user-friendly, consider the value of the content, determine the ease of finding the mission statements, and evaluate their quality. MPD’s Mission and Values Statement is one of the better statements—it’s easy to read and not too long.

Recommendation: Integrate into MPD’s Values Statement one or two bullets that reflect the values of diversity, equity, and inclusion. These additions should include a commitment to working with all of Washington, DC’s diverse communities and to

48 Metropolitan Police Department. (November 21, 1980). General Order 201.04: *Special Assignment Positions*. https://go.mpdconline.com/GO/GO_201_04.pdf; Metropolitan Police Department. (1993, November 23). General Order 201.11: *Transfers and Changes in Assignments*. https://go.mpdconline.com/GO/GO_201_11.pdf

recruiting, hiring, retaining, and promoting personnel who reflect the diversity of the communities they serve.

Recommendation: Prominently feature MPD’s Mission Statement and make it readily accessible to employees and the public. This is essential for creating a shared understanding of MPD’s purpose among all stakeholders. To help accomplish this, the MPD should insert a direct link titled “Mission Statement” to the “MPDC Popular Links” list on the department’s homepage and create a separate PDF version of the Mission Statement bearing the MPD shield that is available to download or print.

Recommendation: Incorporate DEI language throughout MPD’s written directives. This would affirm MPD’s commitment to DEI principles and practices across units of assignment and highlight opportunities for meeting the department’s DEI goals and objectives. Among other policies, those involving the transfer and promotion of personnel, external training, disciplinary procedures, performance management and improvement, and EEO program are opportunities for MPD to integrate DEI language.

MPD’s Office of Diversity, Equity, Inclusion, and Wellness

Finding: MPD’s creation of an Office of Diversity, Equity, Inclusion, and Wellness is an important step in “guiding efforts and creating opportunities to define, assess, and promote diversity and inclusion initiatives across all MPD offices, bureaus, and divisions.”⁴⁹ Many large police departments across the country are taking similar steps with similar objectives but fail to properly resource the office, which prevents it from delivering on the lofty objectives for which it was created.

Recommendation: Ensure the development of MPD’s Office of Diversity, Equity, Inclusion, and Wellness is not just a box-checking exercise but has the funding and personnel to accomplish its goals. Thus far, Chief Contee has demonstrated total commitment to MPD’s Chief Equity Officer and the mission of the Office of Diversity, Equity, Inclusion, and Wellness. With many goals yet to be achieved around diversity, equity, inclusion, and accessibility, it is important the department sustain this commitment.

Recommendation: Consider changing the position title of Chief Equity Officer to assistant chief. This would support other recommendations in this report to assign the same position authority to professional positions as to sworn positions. Converting the position to assistant chief status as soon as practicable would clearly communicate to the MPD membership the critical importance of the Chief Equity Officer position. Additionally with this move, the department could establish the command oversight needed of the EEO Office.

⁴⁹ DC Metropolitan Police Department. (May 10, 2022). MPD hires new chief equity officer. <https://mpdc.dc.gov/release/mpd-hires-new-chief-equity-officer#>

Introduction

Shortly after becoming chief of the Metropolitan Police Department (MPD) in 2021, Robert J. Contee III began formulating a plan to conduct an independent assessment of MPD and selected the Police Executive Research Forum (PERF) for the task. He asked PERF to review and analyze MPD’s policies and management practices, internal investigation procedures, and opportunities for advancement, as well as its inclusion and diversity efforts. The goal was to assess the degree to which all employees—sworn officers and professional staff members—have opportunities to advance and feel that they are an essential part of the organization. This report presents the findings from that investigation.

MPD at a Glance

Total Employees

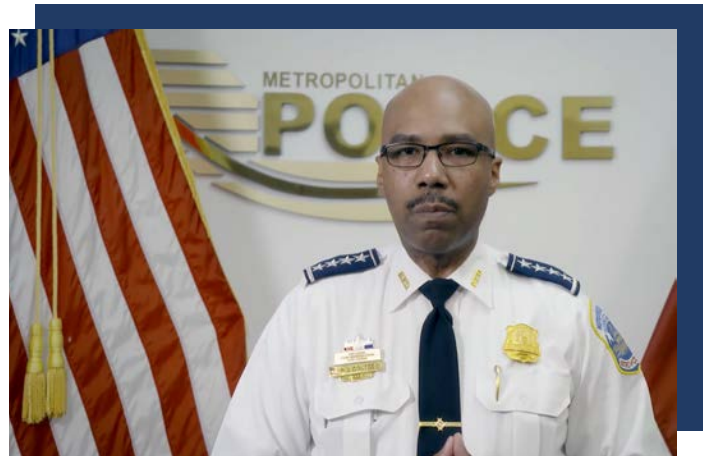
Located in the nation’s capital, MPD employs more than 4,000 employees—including 3,483 sworn and 530 professional staff⁵⁰—and operates seven districts within the Patrol Services North and South divisions. One of the largest municipal police departments in the nation, it serves a population of approximately 670,000, of whom 45.8% are Black, 38.3% are white, 11.5% are Hispanic, and 8.3% are Asian/Pacific Islander, American Indian/Alaskan Native, or a combination of two or more races.⁵¹

Employees by Race

The majority of MPD employees are Black, including 50.5% of sworn personnel (Figure 0.1) and 71.1% of professional staff (Figure 0.2). Whites are the second-largest racial group, comprising 33.8% of sworn personnel and 16.2% of professional staff, while Hispanics make up 10.9% of the sworn staff and 4.7% of the professional staff. Thus, the department’s racial composition is fairly diverse and aligns relatively closely with the District’s population. However, all the department’s cadets⁵² are either Black (82.6%) or Hispanic (17.4%); none are white, Asian, or American Indian, at least at the time this report was written (Figure 0.2).

Employees by Gender

With 22.9% of its sworn personnel female (Figure 0.3), the MPD is well above the national average of 12% of women in sworn policing positions.⁵³ Additionally, 61.9% of MPD’s 530 professional staff and 51.2% of its 86 cadets are women (Figure 0.3), which reflects the department’s prioritization of a diverse and representative workforce and a harbinger of becoming one of the first major-city police departments to achieve a primary goal of the 30x30 Initiative: “To



MPD Chief Robert J. Contee III told staff about the PERF partnership in a June 2021 video.

50 Data are as of July 10, 2022, and do not include cadets, which numbered 86.

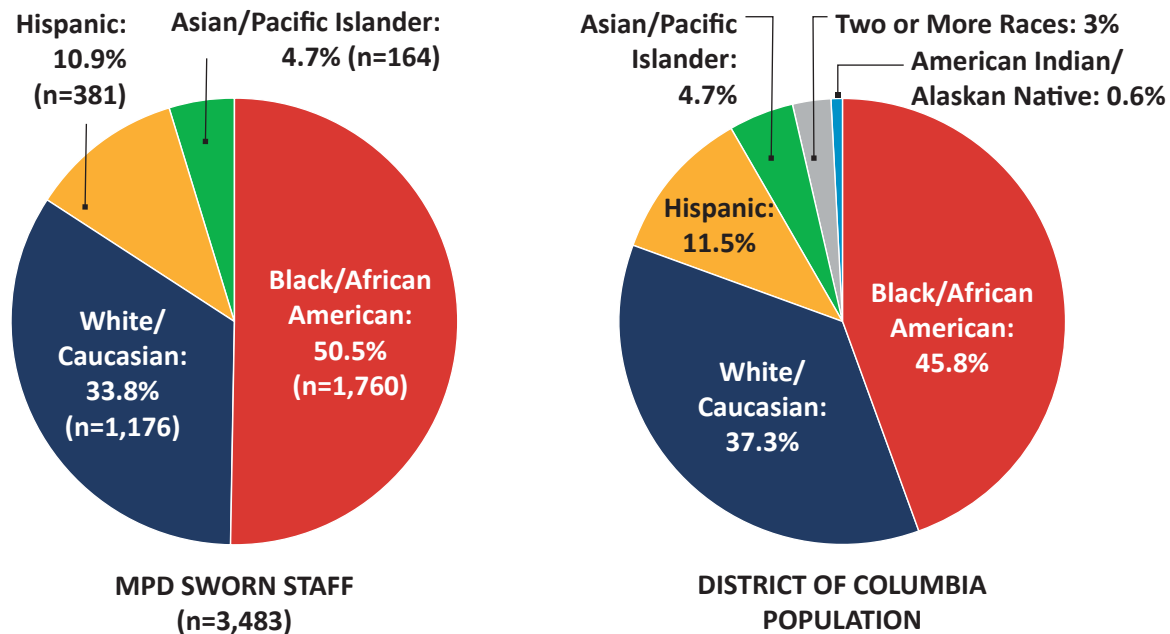
51 U.S. Census Bureau. (2022). Quick Facts: District of Columbia. <https://www.census.gov/quickfacts/DC>

52 Not to be confused with police recruits, the Cadet Corps Program comprises DC residents who are seniors in high school or under age 25 who are hired to serve as part-time, uniformed, professional employees. They are paid and can earn up to 60 tuition-free college credits at the local community college, and from the Cadet Corps they can enter the police academy as a recruit.

53 30x30 Initiative. (2021). *The Under-Representation of Women in Policing Undermines Public Safety*. <https://30x30initiative.org/>

FIGURE 0.1

MPD Sworn Staff by Race/Ethnicity in 2022 Compared with the District of Columbia Population

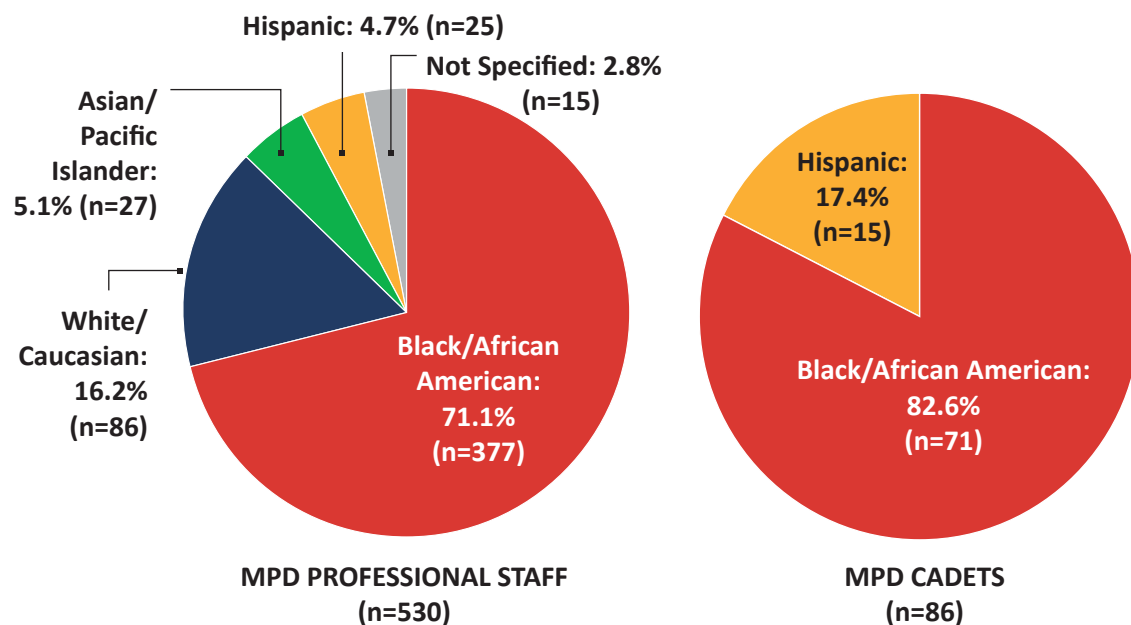


Sources: Metropolitan Police Department and U.S. Census, July 2021

Notes: In the MPD pie chart: In addition to the above, one person identified as American Indian/Alaskan Native (0.0%), and one person's race/ethnicity was not specified (0.0%). Numbers are as of July 10, 2022. In the DC pie chart: Hispanics may be of any race, so they also are included in applicable race categories other than White/Caucasian. DC's White/Caucasian population is 45.9% when also accounting for Hispanic ethnicity.

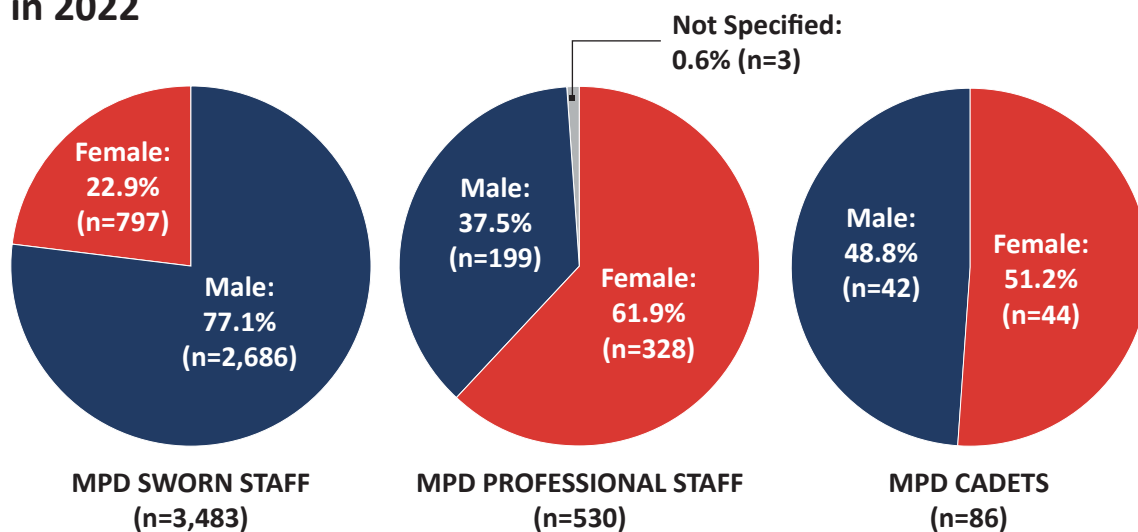
FIGURE 0.2

MPD Professional Staff and Cadets by Race/Ethnicity in 2022



Source: Metropolitan Police Department

Note: Numbers are as of July 10, 2022.

FIGURE 0.3**Total MPD Sworn Staff, Professional Staff, and Cadets by Gender in 2022**

Source: Metropolitan Police Department

Note: Numbers are as of July 10, 2022.

increase representation of women in police recruit classes to 30% by 2030.”⁵⁴

Brief Summary of PERF

The Police Executive Research Forum (PERF) is an independent research organization that focuses on critical issues in policing. Since its founding in 1976, PERF has developed national policy guidance on such issues as reducing police use of force; developing community policing and problem-oriented policing; using technologies to deliver police services to the community; and evaluating crime-reduction strategies.

PERF marries practical law enforcement experience and best practices with academic research to produce policy rooted in both real-world experience and cutting-edge academic theory.

In addition to conducting rigorous original research and publishing reports on its findings, PERF conducts management studies of individual law enforcement agencies across the country. In doing so, PERF’s team has interviewed thousands of law enforcement officers, non-sworn staff, elected officials, and community representatives over the years.

Through its work, PERF has demonstrated its ability to be fair and impartial while still providing constructive feedback on agency practices. Recommendations are practical, specific, and reflect modern policing.

54 Ibid.

Scope of Work

In June 2021, the MPD contracted with PERF to take a critical look at its policies and processes and provide a cultural assessment of the department. As a significant part of this review, PERF was tasked with studying equity, inclusion, and fairness within the department and assessing whether all employees—sworn officers and professional staff—have equal opportunities to advance and feel that they are an essential part of the organization.

“My charge to PERF is to identify blind spots,” Contee told MPD personnel in announcing the agreement with PERF.⁵⁵ “MPD will be best poised to serve our community when we have an inclusive and diverse workplace where we have internal mechanisms that are procedurally just.”⁵⁶

Specifically, the MPD asked PERF to:

- **Review** its written policies and procedures
- **Interview** individuals in four specialized divisions: Internal Affairs, Metropolitan Police Academy, Narcotics and Special Investigations, and Special Operations
- **Conduct** focus groups with sworn members and professional staff throughout the organization
- **Review** samples of internal investigation processes
- **Review** MPD’s community engagement efforts (e.g., review “Chats with the Chief” and Zencity public sentiment data)
- **Disseminate** an employee survey and analyze the results
- **Review** external reports that provided assessments of MPD operations
- **Recommend** how to use body-worn cameras for training purposes
- **Conduct** focus groups with community members
- **Analyze** police officer applicant hiring data
- **Review** MPD’s use of force policies and evaluate the Use of Force Review Board process
- **Develop** a policy for addressing extremism within law enforcement

While broad in its scope, the assessment’s primary focus was to identify opportunities where MPD can remove barriers to advancement; increase opportunities for employees to achieve their career goals; promote a culture where everyone feels seen, heard, and valued; and provide specific and measurable objectives to accelerate achievement of the department’s strategic priorities.

Methodology

PERF employed eight major methodologies in collecting information on the MPD and assessing best practices across the country: individual interviews; internal focus groups; case reviews; analysis of available data, reports, policies, and procedures; an organizational culture survey; MPD’s exit survey; expert forums; and interviews with outside agencies.

Individual Interviews

PERF held 32 one-on-one interviews with the commanders and managers⁵⁷ of four specialized

55 Robert J. Contee. (2021). Chat with Chief Announcement—PERF. <https://www.youtube.com/watch?v=e0PhtrqW9SE>

56 Ibid.

57 Due to a provision in the DC Police Union contract, PERF was unable to interview union members (i.e., officers and sergeants) assigned to these units.

units: Violent Crime Suppression Division (VCSD, formerly called Narcotics and Special Investigations, NSID), Special Operations (SOD), Metropolitan Police Academy (MPA), and Internal Affairs Division (IAD). The purpose was to talk about the department's culture with a focus on increasing opportunities and decreasing barriers. PERF also conducted interviews with members⁵⁸ throughout the agency to better understand how policies and procedures operate in practice.

Internal Focus Groups

PERF organized focus groups with 10 different cohorts: district professional staff (two districts), district command staff (two districts), district lieutenants (two districts), Executive Office of the Chief of Police, IAD, Homeland Security Bureau, and Youth and Family Engagement Bureau. The purpose of these group interviews was to understand the strengths, opportunities for improvement, organization, and culture of MPD. PERF also sought to understand different members' perspectives and solicit ideas for potential organizational improvements from all levels of the department. PERF selected a variety of work assignments and formed cohorts of sworn members (made up only of lieutenants and above for reasons explained in the Limitations of this Review section on [page 45](#)) and professional staff to obtain a broad array of viewpoints.⁵⁹ The discussions covered issues such as promotions, recruitment, and the disciplinary process.

PERF held 32 one-on-one interviews with the commanders and managers of four specialized units, and it organized internal focus groups with 10 different cohorts.

Case Reviews

PERF reviewed misconduct investigations, use of force investigations, and equal opportunity employment investigations to examine the department's procedures and outcomes with an eye toward equity and inclusion.

For each of these case categories, PERF selected a random sample to review.

Misconduct: The first set of cases provided to PERF were investigations that resulted in adverse action, including investigations completed by both the Internal Affairs Division and the chain of command. PERF reviewed 115 misconduct investigations.

Use of Force (UOF): PERF reviewed 20 use of force incidents adjudicated by the Use of Force Review Board (UFRB).

Equal Employment Opportunity (EEO) Cases: PERF requested all EEO investigation case files from 2019 to 2021. The MPD sent PERF 54 case files. PERF excluded nearly half of the files because they were duplicates or were incorrectly filed as EEO allegations. Ultimately, PERF reviewed 27 EEO cases.

Analysis of Available Data, Reports, Policies, and Procedures

PERF reviewed MPD's use of force and disciplinary policies, along with its mission statement, core values, and policy preambles. PERF also conducted an overall assessment of the general orders related to human resources issues. In addition, PERF reviewed basic data related to MPD

⁵⁸ None of these employees were represented by the DC Police Union.

⁵⁹ Again, none of these employees were represented by the DC Police Union.

member demographics.

Organizational Climate Survey

In partnership with The Lab @ DC,⁶⁰ PERF created and distributed an organizational culture survey to all MPD employees to learn their views on key aspects of the department and solicit their recommendations for improvement. The survey, which consisted of 76 close-ended questions plus 10 opportunities to answer open-ended questions or write responses, assessed seven areas: organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions. The response rate was 22.3%, including 26.4% (149) of professional employees and 21.6% (754) of sworn personnel. The survey can be found in [Appendix A](#), and the results can be found in [Appendix B](#).

MPD's Exit Survey

PERF obtained results from an exit survey the MPD sends each separating employee. Between June 25, 2018, and October 21, 2022, 411 separating employees—91 professional staff and 320 sworn personnel—completed the anonymous survey, for a response rate of approximately 20%. The survey asked respondents to explain why they were leaving the department and to rate their satisfaction with different aspects of their job. The Exit Interview Survey Analysis can be found in [Appendix D](#).

Expert Forums

PERF held two virtual forums that brought together experts from across the country to identify best practices for addressing extremism in law enforcement and implementing a mentoring program.

“Addressing Extremism in Law Enforcement,” held on March 17, 2022, was moderated by Chuck Wexler, Executive Director of PERF, and featured Alex Friedfeld, Elise Jarvis, and Rachel Grinspan of the Anti-Defamation League; Michael German of the Brennan Center for Justice; Commissioner Michael Harrison of the Baltimore Police Department; Assistant Chief Robert Marino of the Los Angeles Police Department; Chief of Intelligence Thomas Galati of the New York City Police Department; Deputy Commissioner Robin Wimberly of the Philadelphia Police Department; Chief Chuck Lovell of the Portland (Oregon) Police Bureau; and Chief Adrian Diaz of the Seattle Police Department.

“Tips for Implementing a Mentoring Program,” held on March 31, 2022, featured Sgt. Sharon Castronova of the Gilbert (Arizona) Police Department, Officer Nicole Juday of the Indianapolis Metropolitan Police Department, and Lt. Taneisha McLaughlin of the New York City Police Department.

Interviews With Outside Agencies

In looking at best practices in policing across the United States, PERF also reached out to different agencies to learn how they were approaching such topics as equity and inclusion, recruiting and retention, promotions, and extremism. PERF spoke with officials in the Baltimore Police Department, Los Angeles Police Department, New York City Police Department, Philadelphia Police Department, Portland Police Department, and Seattle Police Department.

60 “The Lab @ DC uses scientific insights and methods to test and improve policies and provide timely, relevant and high-quality analysis to inform the District’s most important decisions.” <https://oca.dc.gov/page/lab-dc>

Expert Consultants

For its review, PERF contracted with several highly regarded consultants to complement its full-time staff—experts who have experience in both the public and private sectors and have worked with federal agencies as well as local police agencies similar in size to the MPD. Maria Cicala,⁶¹ Ganesha Martin,⁶² and Nikki Smith-Kea,⁶³ with expertise in human resources, personnel investigations, and employment law, brought extensive experience and different perspectives to the assessment.

Limitations of This Review

PERF was unable to complete several of the tasks initially planned for this review due to barriers imposed by the DC Police Union contract and pending litigation.

DC Police Union

The primary limitation of this organizational review was PERF's inability to interview police officers and sergeants. The DC Police Union denied PERF's request to interview its members—approximately 2,459 police officers and 408 police sergeants, who together make up 82% of sworn staff and 71% of all MPD employees. To make up for this shortcoming, PERF carefully analyzed officers' and sergeants' answers to the organizational culture survey, including their written responses to open-ended questions.

Initially, the union also denied its membership's participation in the organizational culture survey. Fortunately, however, the union negotiated the terms of the survey with the MPD and ultimately agreed to participate under the following conditions: The union could review, modify, and exclude survey questions; the union could participate in any related messaging to its membership; and the MPD and PERF would partner with a third party to collect, anonymize, store, and share the survey data. PERF and the MPD agreed to these terms.

Pending Litigation

PERF had planned to interview employees within MPD's EEO Office. However, due to pending litigation involving the EEO Office, its staff, and its work,⁶⁴ and in consultation with MPD's General Counsel, PERF did not proceed with this part of the project.

61 Maria Cicala was Fannie Mae's first vice president for diversity and work-life initiatives. During her 12-year tenure, she led one of the top award-winning diversity programs in the country. Prior to joining Fannie Mae, Maria was appointed by former DC Mayor Sharon Pratt Kelly to design and serve as the first chief administrative judge for the District of Columbia's Office of Employee Appeals Temporary Appeals Panel. She was a commissioned officer in the United States Navy Reserve Judge Advocate General's (JAG) Corps for 15 years. Maria attended Howard University and Georgetown University Law Center. She is an active member of the District of Columbia Bar Association.

62 Ganesha Martin is the President & CEO of GMM Consulting, LLC, and Vice President of Public Policy and Community Affairs at Mark43. Ganesha is recognized as a legal, public safety, community, and law enforcement relations expert leading optimal consultant services for police reform, public affairs and stakeholder strategy, DOJ consent decrees, community engagement and listening strategy, community/police mediation, and public safety solutions. She is a thought-leader advising nonprofit organizations, tech startups, private corporations, universities, and local governments.

63 Nikki Smith-Kea currently serves as a Stoneleigh Fellow with the Philadelphia Police Department, where she is developing and promoting police accountability, wellness, and community engagement practices. Nikki is the founder and principal of Smith-Kea Consulting, focused on exploring strategies that improve outcomes, drive transformative solutions and policy change, and cultivate trust between communities and police. She has expertise in gender equity in policing; policing at the intersection of mental health, substance use, and homelessness; community policing; violent crime reduction; and policing reform. Nikki holds a bachelor's and master's degree in sociology from the University of the West Indies, a master's degree in criminology and criminal justice from the University of Maryland, and a master's and PhD in leadership and change from Antioch University.

64 Maya Brown. (February 19, 2022). Fourth lawsuit makes 20 employees alleging a toxic culture within the DC police department. <https://www.cnn.com/2022/02/19/us/washington-dc-police-toxic-culture-investigation/index.html>

Current Organizational Culture Initiatives at MPD

The MPD is already engaged in some important organizational culture work.

Engaged Workforce Team

In addition to asking PERF to examine these issues and make recommendations, Chief Contee appointed an internal working group to conduct its own organizational assessment and to begin taking immediate action where there were opportunities for improvement. This group—the Engaged Workforce Team—was established in 2021 with four MPD members chosen by Chief Contee. As of February 21, 2023, the team had grown to include the Homicide Branch Captain, Human Resources Division Commander, 4th District Captain, Metropolitan Police Academy Captain, and the Director of Employee Well-Being.

The team has set yearly goals through 2025 on a variety of workplace topics. Thus far the team has:

- **Revised** promotional training for sworn members, including field training in patrol districts for three to five days
- **Created** six MPD career paths and highlighted them through a video and a presentation on career development tips
- **Worked with** several units to create “lead” positions that will provide a career path to management positions
- **Created** performance improvement plan (PIP) training and a PIP form to provide supervisors with a resource to standardize the process
- **Launched** an MPD wellness website and newsletter containing wellness information and resources
- **Provided** Headspace app⁶⁵ subscriptions for MPD members to receive meditation, exercise, stress, and sleep-aid tools
- **Added** five chaplains to MPD’s Chaplain Corps⁶⁶
- **Collaborated with** Mighty Meals⁶⁷ to secure a 25% discount for MPD members on a pre-cooked food delivery service that provides healthy meal options for employees
- **Provided** suicide prevention and heart-focused leadership training to members
- **Placed** Healthy Markets in five additional MPD locations
- **Onboarded** a Health and Wellness Program Associate to assist with wellness initiatives
- **Received** a DOJ Law Enforcement Mental Health and Wellness Act Program⁶⁸ grant to create mentoring programs for sworn and professional staff, develop a retirement transition program, and conduct an in-depth assessment of childcare options for employees

Internal Communications

Key to making any changes in MPD’s culture will be communicating those changes with the department. The MPD has started to make headway in this area. The department hired an internal deputy communications director and is rolling out Chief Contee’s strategic priorities—1) an engaged workforce, 2) focused law enforcement, 3) impactful community engagement, and 4) innovative infrastructure—through videos, posters, union presentations, and email communication.

65 Headspace. (2022). <https://www.headspace.com/about-us>

66 Metropolitan Police Department. (2022). Chaplain Corps. <https://joinmpd.dc.gov/metropolitan-police/chaplain-corps>

67 Mighty Meals. (2022). <https://mightymeals.com/>

68 COPS Office. (2022). Law Enforcement Health and Wellness Act (LEHWA) Program. <https://cops.usdoj.gov/lemhwa>

Racial Equity Assessment

DC Mayor Muriel Bowser announced the creation of the Office of Racial Equity⁶⁹ in early 2021, and one of its first initiatives was to send its departments and agencies an assessment to help them identify areas where they may need to increase focus or resources or to be more intentional in their DEI decision-making.

As part of MPD's ongoing participation in this assessment, it accomplished the following as of October 14, 2022:

- **Submitted** a draft of the updated general order on EEO to the Policy and Standards Branch for review
- **Developed** a message from Chief Contee to all employees and new hires highlighting MPD's commitment to diversity, equity, inclusion, and accessibility
- **Initiated** multiple EEO training initiatives
- **Scheduled** a "Voices Tour" to visit district roll calls and host voluntary, in-person and virtual roundtables with sworn and professional staff to discuss the current DEI landscape across the workforce and determine what needs to be done to ensure DEI is an integral part of MPD's DNA
- **Started** discussions to formalize a path to alternative dispute resolution
- **Created** fact sheets on retaliation, EEO, and microaggressions
- **Developed** the following DEI Mission Statement:

Diversity is a Fact. Equity is a Goal. Inclusion is a Practice. Belonging is the Outcome.

At the Metropolitan Police Department, we recognize that members come from many different backgrounds, with unique experiences and perspectives. This kind of diversity makes us stronger and our goal is to foster an environment of inclusion so that every single member feels seen, heard, valued and understood.

We do this by ensuring that all members of the MPD are treated with respect and understanding regardless of race, ethnicity, gender, sexual orientation, age, socio-economic status, religion, physical ability or political belief.

MPD's First Chief Equity Officer

The MPD has also created a Chief Equity Officer position to guide efforts to assess and promote diversity and inclusion initiatives within the MPD. This is the first step in launching its own Equity Office. (As noted above, the District of Columbia has already established an Office of Racial Equity.)

Chief Contee appointed Pamela Smith, former chief of the US Park Police, as MPD's first Chief Equity Officer on May 9, 2022.⁷⁰ Smith "serve[s] as the department's equity strategist, respon-



The Georgetown Voice, March 23, 2021

69 Muriel Bowser. (February 1, 2021). Mayor Bowser to launch district's first Office of Racial Equity with search for Chief Equity Officer. <https://mayor.dc.gov/release/mayor-bowser-launch-district%E2%80%99s-first-office-racial-equity-search-chief-equity-officer>

70 DC Metropolitan Police Department. (May 10, 2022). MPD hires new chief equity officer. <https://mpdc.dc.gov/release/mpd-hires-new-chief-equity-officer#>

sible for guiding efforts and creating opportunities to define, assess, and promote diversity and inclusion initiatives across all MPD offices, bureaus, and divisions. She . . . build[s] and promote[s] a data-driven approach to DEI and customize[s] department-specific diversity strategies that result in driving action and change in the

organization.”⁷¹ Among her responsibilities are creating diverse applicant pools and designing professional development opportunities. The creation of this position is an important step, as research shows “one of the strongest factors influencing increases in organizational diversity is establishing positions with responsibility for diversity efforts.”⁷²



D.C. police hire former Park Police chief as new equity officer

The hire comes amid lawsuits filed by current and former members alleging discrimination and sexual harassment

By Peter Hermann
May 13, 2022 at 5:56 p.m. EDT

The Washington Post, May 13, 2022

Structure of the Report

PERF’s review of the MPD covered a broad swath of the agency. This report is divided into eight primary sections:

1. [Professional Growth and Development](#), including training, mentoring, and promotions
2. [Workplace Culture](#), including professional staff appreciation, workplace facilities, administrative burdens, and wellness
3. [Performance Management](#), including employee performance evaluations, Equal Employment Opportunity investigations, and misconduct investigations
4. [Recruitment and Retention](#), including trends in hiring and attrition
5. [Administrative and Policy Review](#), including addressing extremism in law enforcement
6. [Diversity, Equity, and Inclusion](#), including racial and gender representation
7. [Employee Feedback](#), including the results of an organizational culture survey and exit interviews
8. [Community Feedback](#), including five community focus groups and community sentiment data

Each section outlines PERF’s overall findings and recommendations.

⁷¹ Ibid.

⁷² Tracy C. Krueger, Sean Robson, & Kirsten M. Keller. (2019). An examination of recruiting and selection practices to promote diversity for Colorado state troopers. https://www.rand.org/pubs/research_reports/RR2999.html

Section 1: Professional Growth and Development

A key part of examining the culture of the MPD is determining whether its members feel that they have opportunities to grow in their careers. Once they join the department, are they properly trained and mentored? Can they envision a career path in the organization? Do they have equal access to specialized assignments? Do they understand and feel supported in the promotion process?

In speaking with MPD members, the PERF team learned there are barriers to achieving what members want out of their careers, as well as ways to increase opportunities. This section describes some of these barriers and opportunities. But before doing so, it outlines MPD's recently developed internal communications plan, which endeavors to increase the involvement of internal audiences to create a positive workplace culture in support of the department's strategic priorities, including an engaged workforce.

Internal Communications Plan

On April 18, 2022, Chief Contee announced the "Our MPD Vision 2025" initiative ("Vision 2025") to become the nation's model law enforcement agency. Vision 2025 lays out four strategic priorities: focused law enforcement, impactful community engagement, innovative infrastructure, and engaged workforce.

To support the four strategic priorities, MPD's Office of Communications established the following goals to guide internal communications:

1. Members understand and are engaged in the Vision 2025 initiative and there is an increase in member participation in advancing one or more of the priorities.
2. Members are aware of measurable progress in each of the four priority areas.
3. Members know that they have a voice in the process.

To achieve these goals, the Office of Communications has adopted the following strategies:

1. Ensure there is a consistent cadence of member communications that are centrally coordinated



MPD engagement efforts promoting its "Vision 2025" strategic priorities.

2. Create opportunities for members to engage in the process, particularly the opportunity to provide feedback
3. Leverage existing and new communications channels, with a focus on metrics
4. Track, monitor, and report on the effectiveness of internal communications efforts

In one of its first internal engagements after the launch of the initiative, on November 10, 2022, the Office of Communications emailed 3,780 personnel with a brief progress update. Thirty-one percent of personnel opened the email, but the actual engagement with the content was troublingly low, with only 29 unique clicks of embedded links—yielding a 1% “click rate.”

This suggests that while the Office of Communications has developed clear goals related to internal engagement, its strategy—reliant almost exclusively on print and technology channels (print, digital signage, digital articles, web, video, videoconference, and in-person)—may not achieve the desired outcomes.

1%

The click rate/engagement among the 3,780 MPD personnel who received an email update on the department’s strategic initiative.

RECOMMENDATION: Work with the department’s consulting company to provide more detailed data (e.g., division, unit, and rank) on who responds to the department’s internal engagement efforts. This level of specificity is essential for MPD to effectively tailor its internal messaging to specific audiences. Also, the Office of Communications should aggressively pursue its plans to integrate more video, photography, and interactive tools into its messaging, and to develop an MPD-specific app to deliver content via mobile devices. Perhaps most importantly, MPD needs to determine why personnel are not engaging with the content in the desired manner. This will likely require one-on-one interviews and focus groups with employees, where the communications team and priority group co-leads and participants can ask them about the relevance of the content, delivery methods used, impediments to engagement (e.g., lack of time, cynicism toward promises of change), and alternative approaches to technology-based messaging (e.g., roll calls, union meetings, and command-delivered updates on the progress in implementing Vision 2025).

RECOMMENDATION: Consistently publicize the actions taken to enact the recommendations of this report and give appropriate internal accolades when notable recommendations are fully implemented. Personnel need to know they have been heard, their opinions are respected and valued, and MPD’s leaders are acting to improve working conditions and organizational culture. To increase awareness, participation, and internal legitimacy, the MPD should “overcommunicate” about topics such as repairs and upgrades to district stationhouses, a redesigned performance evaluation process, and a new policy for centralizing and standardizing the selection of personnel for specialized units. The MPD is encouraged to enlist credible messengers throughout the organization to help communicate this important information.

RECOMMENDATION: Use the [results of the organizational culture survey](#) conducted in partnership with DC@Lab as a baseline for measuring annually how MPD is performing in the key areas of organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions. These survey results are an opportunity for MPD’s leadership team to develop a strategic plan for addressing the legitimate concerns of the department’s professional staff and sworn personnel and to proudly report every year—based on employees’ responses to each annual survey—how the plan’s implementation is improving organizational commitment, job satisfaction, employee performance, and working conditions.

To implement these recommendations, the MPD should leverage the assets of its newly appointed Chief People Officer, Angela Simpson. “In creating this position, MPD recognized the need for a professional change agent to proactively address organizational effectiveness issues and guide the formation of an engagement culture that helps attract and retain top-performing talent.”⁷³ This is a promising addition to the executive team as the department endeavors to maximize the many strengths of its human capital.

Training Opportunities and Shadowing Program

Much of the training offered at the MPD is for sworn staff, which leads some professional staff members to feel neglected relative to their opportunities for professional growth. And while the department offers an array of regular in-service training, employees provided several training-related suggestions during PERF’s focus groups.

Training Opportunities for Professional Staff

Professional staff receive mandatory culture training and a basic orientation, but that’s typically where their training opportunities end. One professional staff member, responding to a question in the organizational culture survey, stated, “We need detailed/specific trainings that are geared towards civilians in order to promote growth and opportunities!” Another staff member reported, “training for civilian staff is almost minimal. . . . It is important to provide space and time on-duty for us to get training. MPD almost always expect[s] us to get training on our own time.”

To create a culture where professional staff feel equally valued as their sworn coworkers, the MPD should provide more opportunities for professional staff to receive training.

To create a culture where professional staff feel equally valued as their sworn coworkers, the MPD should provide more opportunities for professional staff to receive training. One staff member suggested a “mini academy”—more extensive training like sworn personnel receive but that fits their roles. The MPD could also provide regular workshops for professional staff that address their day-to-day jobs, such as computer skills training for less technologically adept

⁷³ Metropolitan Police Department. (January 23, 2023). MPD Promotes Angela Simpson to Serve as Agency Chief People Officer. <https://mpdc.dc.gov/release/mpd-promotes-angela-simpson-serve-agency-chief-people-officer>

employees. (See also “[Career Paths and Professional Development](#),” page 56.)

Staff also recommended that the MPD review its onboarding process for professional staff to make sure they receive information specific to their positions and not lump all new professional staff into the same orientation training. At the very least, it was suggested, lower-level and higher-level professional staff should have separate trainings since each group has different training needs.

RECOMMENDATION: Human Resources and the Metropolitan Police Academy should collaborate with a cross-section of MPD professional staff to develop a comprehensive training program that meets the diverse needs of professional employees. It should include a more robust orientation process for new employees, with sufficient flexibility to ensure that everyone’s onboarding needs are met regardless of position status or unit of assignment. It should also include discussion on acclimating to the law enforcement environment and working with sworn members. Annual continuing education courses (with a minimum number of hours to be taken by all employees), provided by the MPD, DC Government, or available through external sources (e.g., colleges and universities, law enforcement agencies, and private companies), should also be part of the program. Employees and supervisors should be informed of available training opportunities at the beginning of each calendar or fiscal year so they can set schedules and establish opportunities for selecting courses to attend.

All required training hours should be taken while on the MPD clock. The MPD should create a professional staff training budget to provide parity in training with sworn personnel.

Training Opportunities for Sworn Members

In-House Training: Unlike professional staff, sworn personnel have well-established annual training requirements. By law, the MPD must provide sworn personnel with a minimum of 32 hours of professional development training each year. This training is supplemented with ongoing roll call training.

The professional development training courses offered at the MPD in 2021 and 2022 were:

- Active Bystandership for Law Enforcement (ABLE)
- National Museum of African American History Phase III: The History of Race and Violence in Washington, DC
- Hate Crimes and Violent Extremism
- Leadership
- Discretion
- Officer Health and Wellness
- Family Support Team
- Phase 1 Pistol Re-qualification
- Tactics
- Address Confidentiality Program
- eAgent 2.0 Overview
- Crime Scene and Evidence Protection
- Language Access Training 2022–2023

- MPD Radio Upgrade-Motorola APX800
- Spit Hoods
- Buccal Swabs
- Concealed Carry Licenses
- Inclusive Policing
- Active Bystandership for Law Enforcement (ABLE): Officer Wellness
- ASP Baton Recertification
- Human Trafficking
- OC Spray Refresher
- Tactical Emergency Critical Care
- Intelligence-led Policing
- Adolescent Racial Equity
- De-escalation

Twelve months of roll-call training topics are mapped out in [Table 1.1](#).

The MPD delivers more training hours than are required of most departments throughout the United States⁷⁴ by providing refresher training on fundamental skills (e.g., report writing and stops) and prioritizing subject matter at the forefront of police reform: active bystandership, extremism, officer health and wellness, de-escalation, community engagement, mindfulness, and mentoring. This is a strength on which the MPD can build. Given the complexities and demands of the law enforcement profession, many personnel are clamoring for more training hours than are currently provided.

With these strengths in mind, the MPD must find a way to get officers back into the classroom. Since shortly after the COVID-19 outbreak, the MPD has been delivering its training online via a learning management system and video conferencing platform. Although this was necessary for a time to prevent further spread of the disease and to meet the operational demands of daily deployments of civil disturbance units to protests in the District, the rank-and-file have grown weary of online learning and are eager to return to the classroom. Here's what some officers are saying about professional development training in the MPD:

“90% training are silly PowerPoint style/online slides that offer very little value and low retention rate. Just another way to check the box.”

**MPD
Feedback**

“Our training has been condensed when some training needs to be more detailed. . . . Now, just about everything is online—watch a video, click, finish, and we are trained.”

“Training is a valuable resource on the department but **40 hours a year is not enough**. We have stated this for years. Now that most training is done online it has gotten worse.”

⁷⁴ According to Dr. Jason Armstrong, Assistant Professor of Criminal Justice at Albany State University, each state requires between six and 40 hours of continuing education every year. Jason Armstrong. (July 9, 2020). A letter to the American public: We need to increase the quantity and quality of police training. <https://www.police1.com/police-training/articles/a-letter-to-the-american-public-we-need-to-increase-the-quantity-and-quality-of-police-training-PEIoRJqWTIG55dqy/>

TABLE 1.1**12 Months of MPD Roll Call Training Topics**

December 2021 <ul style="list-style-type: none"> • Autism and Police Interactions • Crisis Intervention for First Responders • Medical Marijuana • Responding to Incidents at Power Stations • Updates to DC Mask Policy 	January 2022 <ul style="list-style-type: none"> • Report Writing: The Importance of Police Reports • Report Writing: Content Checklist • Report Writing: Word Choice • Report Writing: Questions Answered by Effective Police Reports • Testifying in Court Checklist 	February 2022 <ul style="list-style-type: none"> • Mindfulness • Tuition Reimbursement • Language Line App Reminder • Healthy Eating • Preventing Sexual Harassment Complaints • Safety Bulletin: Fatal Overdose Cluster
March 2022 <ul style="list-style-type: none"> • Conducting Stops • DCFEMS_MPD Scene Handling • Mastering Communication in Public Safety • Active Listening in Public Safety: A Critical Skill • Cell Phones on Duty 	April 2022 <ul style="list-style-type: none"> • Conducting Stops • DCFEMS-MPD Scene Handling • Call Signs • Checking Engine Oil • Video DRCT Protection Against Infectious Disease 	May 2022 <ul style="list-style-type: none"> • Security Officers Management Branch (SOMB) • Active Bystandership for Law Enforcement (ABLE) • Leadership • Discretion • Preventing Emergency Vehicle Crashes
June 2022 <ul style="list-style-type: none"> • Identity and Purpose in Public Safety • First Responder Seatbelt Safety • Landlord Tenant Evictions • Community Engagement • Emotional Intelligence in De-escalation 	July 2022 <ul style="list-style-type: none"> • Introduction to July 2022 Daily Roll Call Trainings • Work Life Balance as a Cop • Value of Training Every Day for Public Safety • Mastering Communication in Public Safety • Law Enforcement Community Engagement • Balancing the Relationship Between Police and Community 	August 2022 <ul style="list-style-type: none"> • Treat People Right • The Importance of Mentoring • Relationship Building • Calls for Service • Safe Driving Habits
September 2022 <ul style="list-style-type: none"> • Introduction to September 2022 Daily Roll Call Training • Maintaining Our Standing with Community Policing • 4 Lessons for Surviving a Law Enforcement Career • 4 Principles of Law Enforcement De-Escalation • Unauthorized Holsters • After-Action Reviews • Harm Reduction 	October 2022 <ul style="list-style-type: none"> • Communication Rights for the Hard of Hearing • Unauthorized Holsters • Compassion Fatigue • Proper ASP Baton Protocol • Neck Restraints • Call Signs and Members Entering into Service • Domestic Violence Arrests 	November 2022 <ul style="list-style-type: none"> • Prisoners in the Cell Block • Equal Protection • Searching Prisoners • Plain Clothes Officers in 1st Amendment Assemblies • Probable Cause Misdemeanors

Source: Metropolitan Police Department

RECOMMENDATION: Support the wishes of the MPD membership and the recommendations of the Metropolitan Police Academy to return personnel to the classroom for professional development training. Effective adult learning requires discussion, interaction, hands-on scenarios, and role-playing. This is especially true in the policing profession, where understanding and skills must come together in the classroom in order to achieve the desired outcomes in the field.

Other police departments with comparable staffing constraints and operational demands have returned to classroom training, including the Los Angeles, Chicago, and Baltimore Police Departments. The MPD should do the same, even if it requires a budgetary adjustment for overtime expenditures, restructuring of units, or reassignment of personnel. The risks of inadequately trained personnel are too great to continue training exclusively in a virtual environment.

External Training: Beyond MPD-delivered training, opportunities for sworn personnel to receive outside training appear to be limited or sporadic. Some personnel expressed concerns related to the selection process for specialized training; for example, SOD used to select people from patrol, but then patrol commanders started making selections, which reportedly resulted in a disproportionate number of administrative personnel taking the training and then going back to their administrative jobs instead of using the training they received. This creates ill will among field personnel, who are recognized as having the most challenging working conditions and the most at stake on the front lines of service delivery but are often forgotten when it comes to training and other opportunities for professional growth that will build their resumes for transfer to specialized units. Here's what a few sworn personnel said about external training opportunities:

"The ability to attend training that is **directly applicable to my job is non-existent**. It has been years since optional training opportunities were presented that had a direct correlation to my job as a police officer and later detective. The ability to attend outside training has never been discussed directly and the process for applying for such opportunities that are found by the members themselves is so arduous and complicated that it becomes prohibitive to seek these opportunities out."

**MPD
Feedback**

"**MPD has a high level of internal training**, especially compared to most other police departments, [but] MPD does NOT allow outside training unless you're part of the favored few (more cronyism)."

"This department **does not regularly offer outside training opportunities**. I've routinely had to take my own leave and pay for outside courses, with no assistance from the MPD. They do not even grant admin leave for valuable training."

RECOMMENDATION: Provide a list of approved trainings available to personnel each year and create a standardized application and selection process for determining who attends. This could be a department-wide process or one handled within bureaus or divisions, but the key is providing a transparent process where employees know what is available and how the selection process works. Acadis (MPD’s learning management system) or the department’s intranet could be used as the portal for posting training opportunities and position openings. As an example, the Pennsylvania Municipal Police Officers’ Education and Training Commission⁷⁵ provides a list of approved continuing law enforcement education courses⁷⁶ that law enforcement personnel in Pennsylvania can take to meet their certification requirements.

⁷⁵ Pennsylvania Municipal Police Officers’ Education and Training Commission. (2022). Training. <https://mpoetc.psp.pa.gov/training/Pages/training.aspx>

⁷⁶ Pennsylvania Municipal Police Officers’ Education and Training Commission. (2022). MPOETC Approved CLEE Classes. <https://mpoetc.psp.pa.gov/training/Documents/Revised%20Training%20Documents/In-Service%20Police%20Officer%20Training/Continuing%20Law%20Enforcement%20Education/MPOETC%20Approved%20CLEE%20Courses.pdf>

RECOMMENDATION: Think beyond traditional classroom or online training when it comes to employee development. Among many options, detailing personnel for one week from their current assignment to a unit where they aspire to work would allow for career development, enable them to learn whether they would one day like to be assigned to that unit, and build an organizational culture of continuing learning and advancement. The Los Angeles Police Department, for example, is creating a program for officers to be loaned to specialized assignments for a specific amount of time to expand access to different positions and encourage women to seek long-term assignment to non-traditional roles. As with any process, a clear policy for such a program should be spelled out and the decisions made should be readily accessible to all personnel.

Career Paths and Professional Development

One of the most efficient ways an organization can retain employees is by providing them with a clear career path so they can envision where they will go from their current position and how to get there. Having structured career paths for staff also can help avoid allegations of office politics or favoritism that benefits one person or group over another.

Sworn Career Path – Patrol

Patrol is often referred to as “the backbone of the department,” yet it often gets short shrift when people consider a law enforcement career. PERF heard concerns from staff that some people might apply for promotion to detective just to get out of patrol—not because they have a genuine interest in being a detective.

Having a better structured career path *within* patrol, where officers can rise in the ranks and not feel that they need to transfer to another assignment to find the prestige associated with specialized units, could make a significant difference in job satisfaction and officer retention.



The path could begin when they start in the academy and follow them to their districts.

The patrol career path should include tangible opportunities for officers to grow professionally, take on new challenges, earn incentives, and prepare for formal leadership roles. During the academy, recruits should be introduced to the principles of good followership and leadership, including giving and receiving peer performance evaluations; they also should have opportunities to serve as squad leader and class commander. Once an officer is assigned to a patrol district, the career path should map out the timelines and criteria for them to take on additional responsibilities, many of which are unique to patrol: certified bilingual officer, Crisis Intervention Team (CIT) officer, field training officer (FTO), Crime Suppression Team, and Community Outreach Team.

The patrol career path should include tangible opportunities for officers to grow professionally, take on new challenges, earn incentives, and prepare for formal leadership roles.

It might also be worth considering paying a bonus to patrol officers in recognition of the important work they do. For example, the Baltimore Police Department provides “an annual lump sum incentive payment for Sector Patrol members of \$2,000 per year.”⁷⁷ If paying the entire patrol force a bonus is too fiscally burdensome, the MPD could offer a bonus as part of a retention incentive to those with at least two years of service. Any bonuses paid to certified bilingual officers, field training officers, and officers in charge should also be included as part of the patrol career path.

⁷⁷ Memorandum of Understanding Between the Baltimore City Police Department and the Baltimore City Lodge No. 3, Fraternal Order of Police, Inc., 2022-2024. <https://fop3.org/wp-content/uploads/2022/02/Unit-I-MOU-2022-2024.pdf>

RECOMMENDATION: Create a career path for patrol officers. It should include tangible opportunities for officers to grow professionally, take on new challenges, earn incentives, and prepare for formal leadership roles. Potential opportunities include certified bilingual officer, Crisis Intervention Team officer (CIT), field training office (FTO), Crime Suppression Team, and Community Outreach Team. In recognition of patrol officers' importance to the organization, the MPD could award additional points in the promotional process to sergeant candidates who have spent a disproportionate number of years in patrol and taken on additional responsibilities such as CIT officer or FTO. This is akin to what some departments, such as Little Rock, Arkansas, do to recognize personnel for their years of service and higher education.⁷⁸ The career path could also include a salary stipend to encourage officers to remain assigned to patrol districts and to promote officer retention. The Baltimore Police Department, for example, offers a \$2,000 annual "patrol incentive" to personnel who are assigned to police service areas (PSA).⁷⁹

78 City of Little Rock, Arkansas. (September 24, 2015). Promotion Procedure Guidelines. Police Sergeant, Police Lieutenant, and Police Captain. https://www.littlerock.gov/userfiles/editor/docs/hr/Police_Promotion_Procedure_Guidelines_Sgt_Lt_Cptn.pdf

79 Memorandum of Understanding Between the Baltimore City Police Department and the Baltimore City Lodge No. 3, Fraternal Order of Police, Inc., 2022-2024. <https://fop3.org/wp-content/uploads/2022/02/Unit-I-MOU-2022-2024.pdf>

Assignment of Patrol Personnel

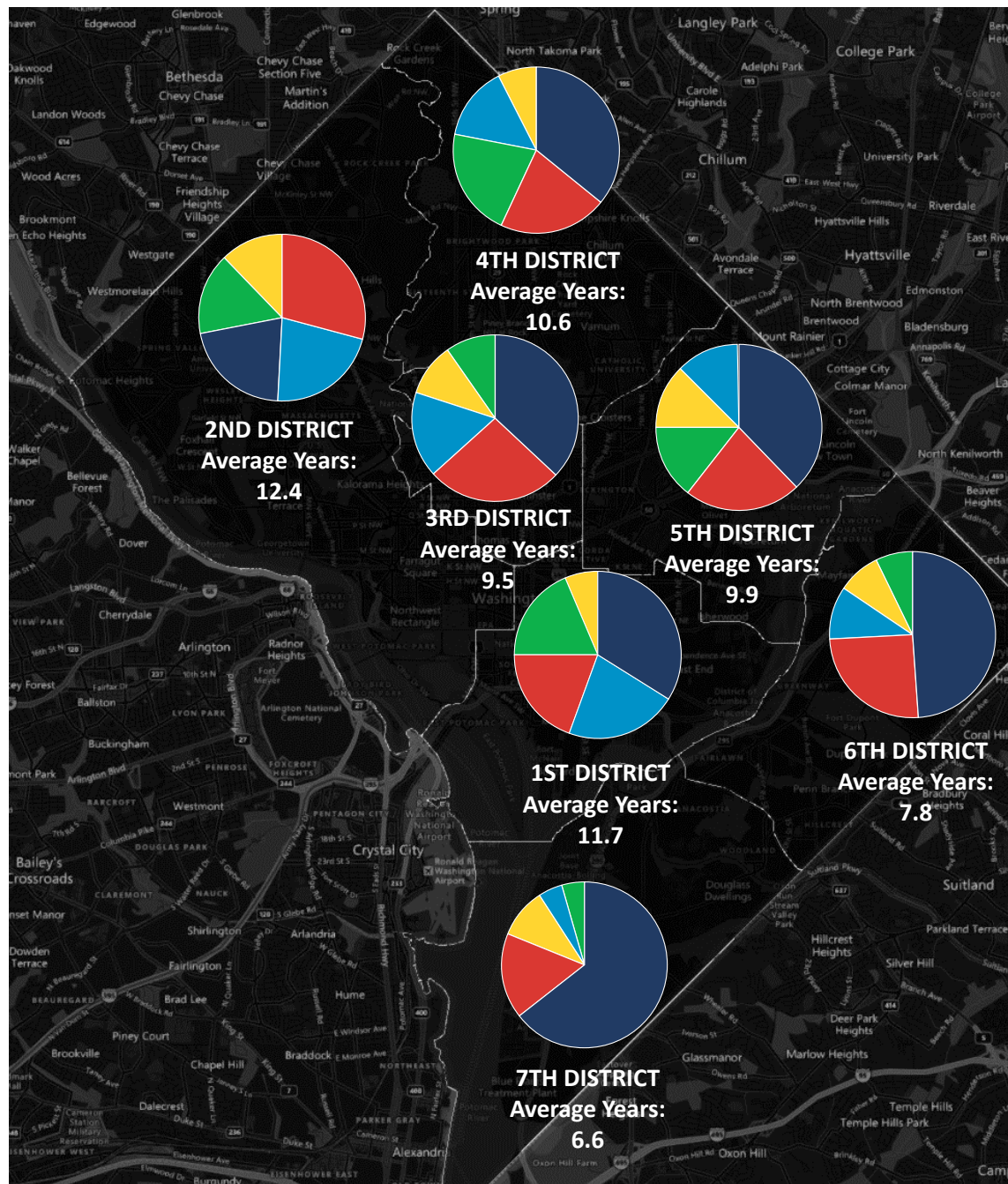
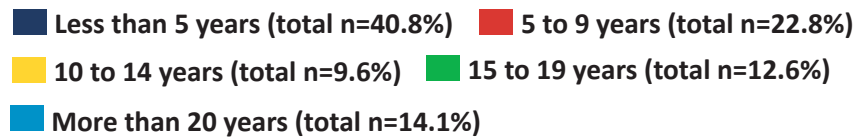
As part of the department's efforts to improve the job satisfaction of patrol personnel, attention should be given to officers' years of experience. As shown in [Figure 1.1](#), the average years of service of all officers assigned to a police service area (PSA) is 9.7. In the Sixth and Seventh Districts, however, the average years of service drops to 7.8 and 6.6 years, respectively—several years less than the rest of the districts. Similarly, whereas 41% of all officers assigned to a PSA citywide have less than 5 years of service, this increases to 49% and 65% in the Sixth and Seventh Districts. As a result, the department's most junior personnel are disproportionately concentrated in two districts of the city, both of which have predominately (over 90%) Black populations.

It is important for the department's most junior officers and supervisors to feel supported by colleagues who can properly coach and train them. Because the concentration of less experienced personnel puts a strain on the relatively few veteran officers and commanders left behind to train new staff in the Sixth and Seventh Districts, the agency should be aware of this issue and attempt to address the disparity in experience so as not to breed resentment among personnel. Furthermore, the department should be mindful of unwittingly providing higher quality police services to some districts over others, with correlations between officers' level of experience and the racial and socioeconomic status of those they serve.

RECOMMENDATION: Attempt to remedy the relative inexperience of personnel assigned to the Sixth and Seventh Districts by reassigning personnel, as needed, throughout the Patrol Services Bureau so that the average years of experience across all seven districts is more equal. This is important so as not to breed resentment among personnel who may be bearing more challenging working conditions and to provide appropriate support for the department's most junior officers and supervisors.

FIGURE 1.1

Average Years of Service of All MPD Officers Assigned to a Police Service Area by District as of July 2022



Source: Metropolitan Police Department

Note: Does not include such personnel as district detectives or crime suppression teams.

Career Path – Professional Staff

It is also important to develop career paths for professional staff, some of whom have expressed frustration with their limited opportunities for advancement. Many complained that the only way to advance is to leave the department altogether. To address this issue, the chief's Engaged Workforce Team has undertaken a "career progression" initiative, creating career paths for each of the following categories of professional staff:

1. Information Technology Infrastructure & Engineering Technicians & Specialists (see [Figure 1.2](#))
2. Human Resources Representatives, Assistants, Specialists, Manager, and Director (see [Figure 1.3](#))

FIGURE 1.2

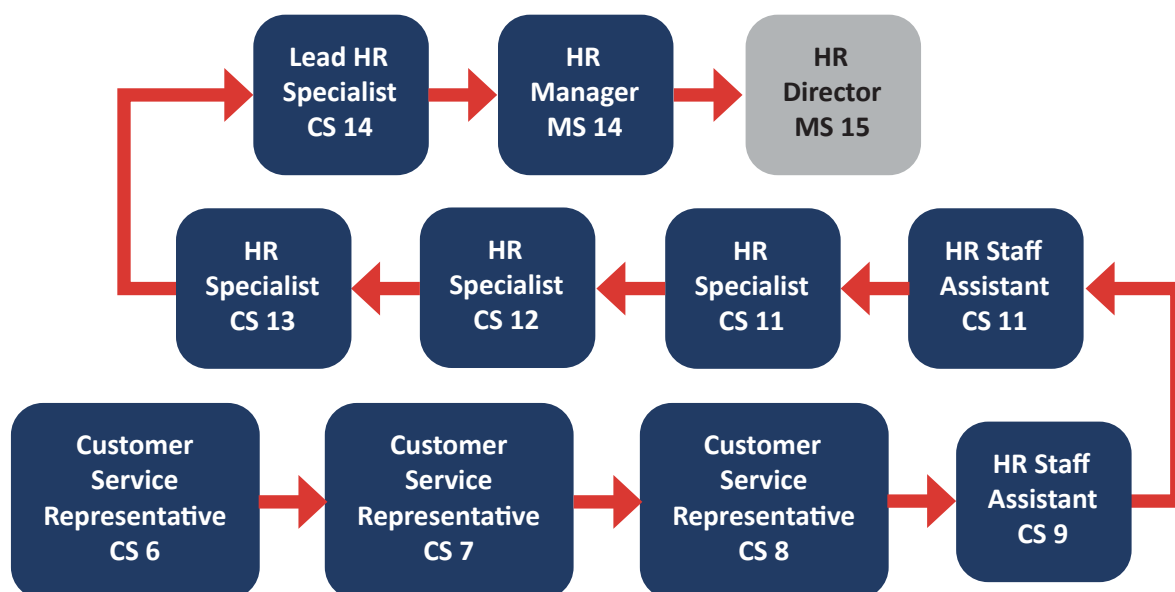
Career Path: IT Infrastructure and Engineering Division



Source: Metropolitan Police Department

FIGURE 1.3

Career Path: Human Resources

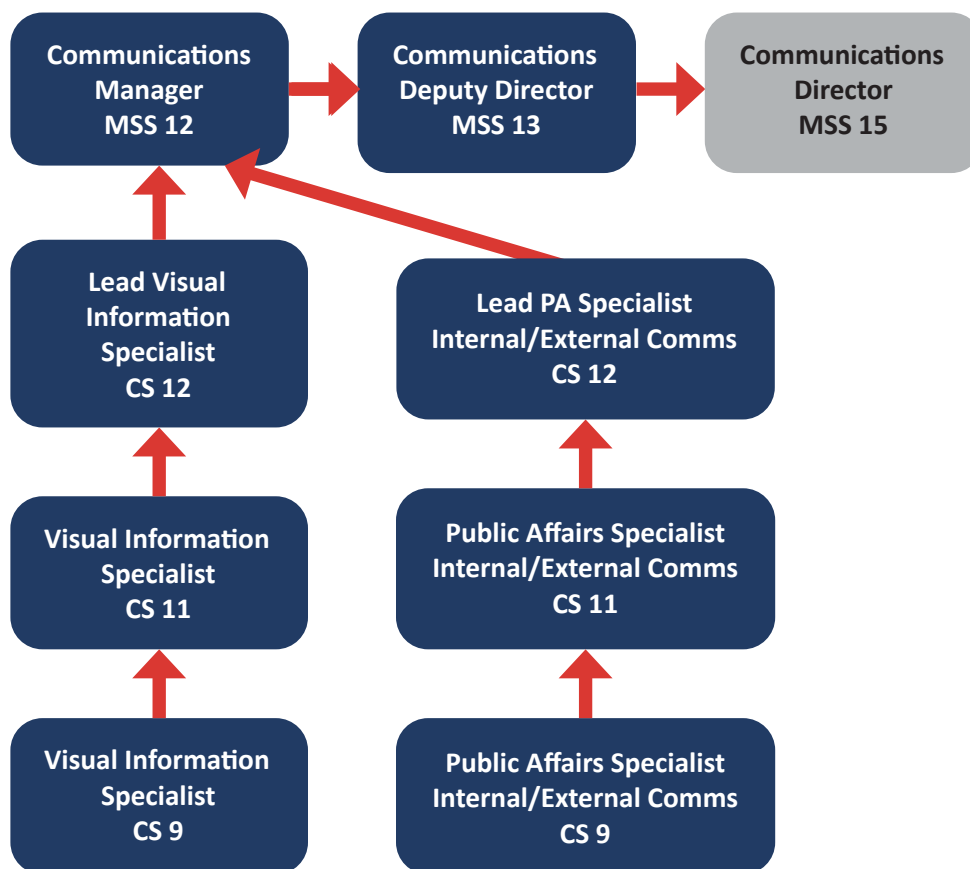


Source: Metropolitan Police Department

3. Communications Visual and Public Affairs Specialists, Manager, and Directors (see [Figure 1.4](#))
4. Policy and Standards Technical Writer, Lead, and Director (see [Figure 1.5](#))

FIGURE 1.4

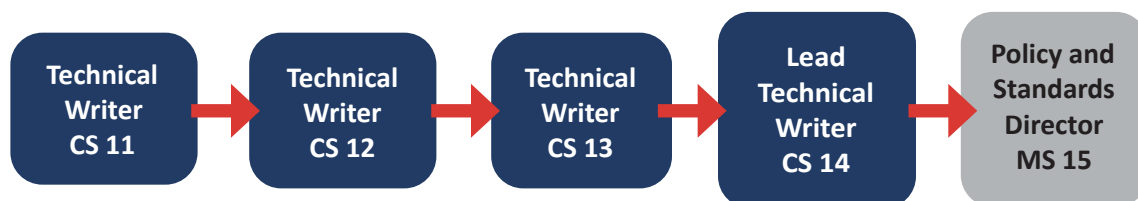
Career Path: Communications



Source: Metropolitan Police Department

FIGURE 1.5

Career Path: Policy and Standards



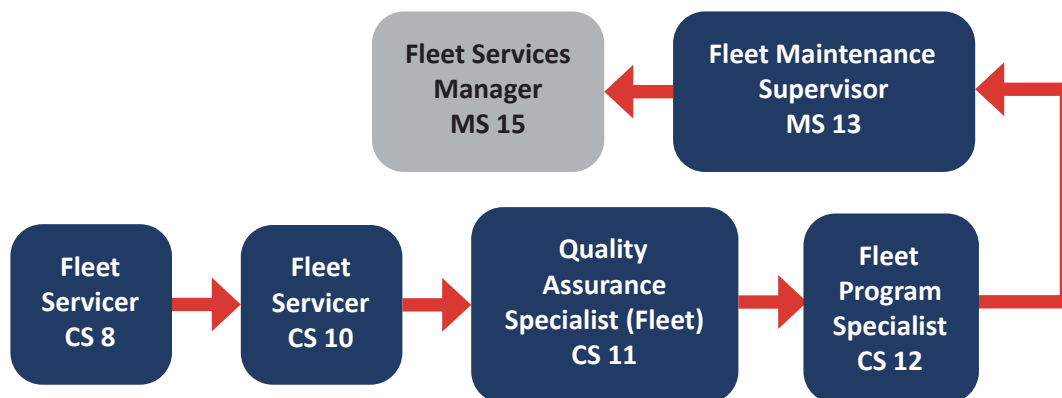
Source: Metropolitan Police Department

5. Fleet Servicer, Quality Assurance Specialist, Program Specialist, Maintenance Supervisor, and Manager (see [Figure 1.6](#))
6. Joint Strategic & Tactical Analysis Command Center (JSTACC) Research Specialist, Investigative Analyst, Supervisors, and Director (see [Figure 1.7](#))

These six career paths provide many MPD professional staff with clear routes to advancement, additional responsibility, increases in pay, and opportunities to rise to formal leadership roles within the organization.

FIGURE 1.6

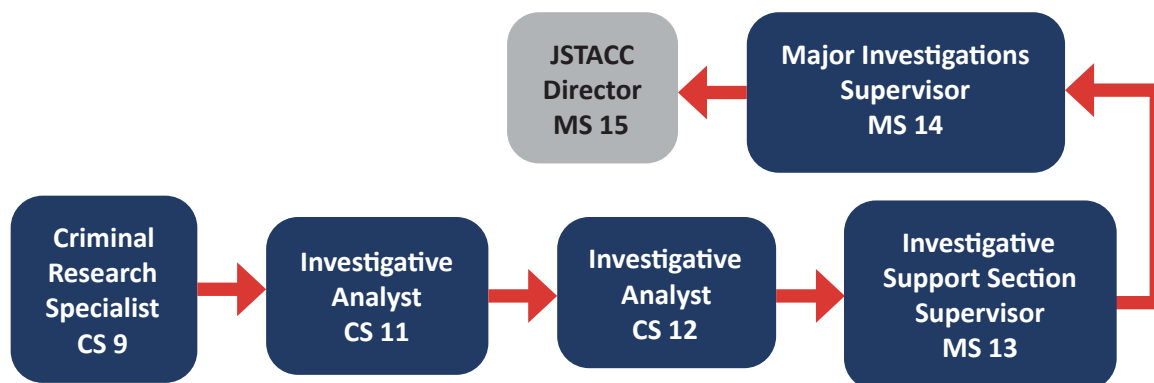
Career Path: Fleet Services



Source: Metropolitan Police Department

FIGURE 1.7

Career Path: Joint Strategic & Tactical Analysis Command Center (JSTACC)



Source: Metropolitan Police Department

The MPD should also extend to professional staff the mobility program now available to sworn personnel. “The mobility program affords patrol sergeants and officers the opportunity to transfer between the seven police districts. . . . Members are then placed in a pool and selections are made monthly based upon seniority.”⁸⁰

Because some professional staff have similar job descriptions or skill sets, a mobility program could allow a data analyst, for example, to move from one division that does analysis to another that offers a similar role. The program would offer professional staff greater diversity in their work and keep them from feeling pigeon-holed. It would also be more flexible and efficient than requiring staff to go through the formal application process when a position is vacant and they have the skills and experience needed for the role.

The MPD should also extend to professional staff the mobility program now available to sworn personnel.

RECOMMENDATION: Extend the mobility program beyond sworn personnel to professional staff, allowing them to transfer between similar assignments in the department as positions become available. The program would offer professional staff greater diversity in their work duties and reduce the chances of burnout. The MPD should determine which skill sets (e.g., crime analysts or payroll personnel) among professional staff would be suitable for the program. The MPD is also encouraged to create an advisory board of professional staff to help adapt the mobility program to include professional staff.

RECOMMENDATION: Prioritize selecting/hiring professional staff already employed by the MPD to fill vacant positions for which they are qualified, even if the vacant positions are above their current pay grade and position status. Direct all professional staff supervisors to meet with their employees to identify career aspirations and then document a specific plan with benchmarks and timelines—including education, certifications, duties and responsibilities, and mentors—to assess the progress in achieving these goals.

Professional Development Opportunities

For both sworn and professional staff, it is important to outline what skill sets are needed to advance to certain positions and to publicize what resources are available to help members develop them. The MPD should focus on helping members update their resumes and practice their interviewing skills, since these are two key elements in any application process.

Staff also should know what kinds of professional development opportunities exist within the MPD and DC Government. For example, in partnership with George Washington University’s

80 Metropolitan Police Department. (2019, November 20). Mobility Program. https://go.mpdconline.com/GO/CIR_23_01.pdf

Center for Excellence in Public Leadership,⁸¹ the District of Columbia Human Resources Department administers the Certified Public Manager Program,⁸² which is available to lieutenants and captains. Opportunities like this are abundant in the MPD, so having a centralized portal (e.g., MPD’s intranet or LMS) with this information that interested staff can easily access would not only help them as they envision their career paths but also allow leaders to identify gaps in offerings and assess for equity in opportunity between sworn and professional staff.

This portal could also welcome feedback on what other kinds of professional development would be helpful. In PERF’s meetings, for example, supervisors identified report writing as a weakness among personnel and said many could benefit from a dedicated professional development class.

RECOMMENDATION: Promote professional development opportunities for all MPD members by leveraging MPD’s existing learning management system (LMS) as a tool for researching career resources, training classes, and position vacancies. As an alternative to the LMS, the MPD could use the document management system that this report recommends it acquire to also serve as the repository of the department’s professional development resources. It would be helpful if employees could use the portal to search for different MPD positions and read the position descriptions, related qualifications, and recommended training courses so they could be prepared for success when the opportunity to apply comes around. The MPD could take career development to a heightened level of sophistication by producing “day in the life” videos for various assignments and posting them on the portal. Commands could also offer “shadow days” on which officers can receive an up-close look inside a specialized unit that interests them. PERF recommends that Human Resources and the Metropolitan Police Academy jointly maintain this system to ensure the information remains current. This is an opportunity for the MPD to lead the profession by creating something unique, as PERF is unaware of any other agencies that are curating this information in one central location.

Specialized Assignments

There appear to be several barriers to movement into specialized units, including delays in advertising vacancies, members choosing to stay in the same position for a long time, and potentially preferential treatment. The MPD can address these challenges by creating transparent processes for advertising, applying for, and selecting personnel for specialized unit positions.

Advertising New Vacancies and the Application Process

The MPD is a large department with numerous opportunities to work in specialized units, many of which are highly competitive. Making sure the job posting and application and selection processes are fair and transparent not only benefits the unit but can improve members’ perceptions of the agency. People want to know what it takes to earn a position so they can work toward that goal; if

81 George Washington University’s Center for Excellence in Public Leadership. (2022). Center for Excellence in Public Leadership. <https://cepl.cps.gwu.edu/>

82 District of Columbia Human Resources Department. Certified Public Manager Program. <https://dchr.dc.gov/node/1630231>



selections seem arbitrary or based on favoritism, staff may decide it's pointless to even try.

Assessing Position Selection Processes

Despite the MPD's committed efforts to create a transparent, standardized application process for non-patrol positions, personnel remain skeptical of the selection process's integrity.

The MPD should therefore assess each non-patrol unit's selection process and pipeline to: 1) ensure candidates are fully aware of what the process entails, 2) look for hidden barriers (for example, candidates being disqualified for technicalities or scheduling conflicts) or inadequate requirements (one division has only a limited skills assessment, which reportedly enabled a person to be assigned there before realizing they couldn't do the job), and 3) identify best practices throughout the department that can be used to update General Order 201.11: *Transfers and Changes in Assignments*,⁸³ published in 1993.

Several people in the PERF sessions said they thought opportunities were fair for those who worked hard. But perceptions of favoritism persist, particularly when it comes to selections for specialized units. Empowering MPD Human Resources to approve all position postings, job descriptions, position qualifications, and selection processes to ensure department-wide adherence to policy could help address these perceptions, but the MPD could also do a better job of encouraging more people with varying skill sets to apply. Several members also expressed frustration at the lack of transparency in announcing final selection decisions.

⁸³ Metropolitan Police Department. (1993, November 23.) General Order 201.11: *Transfers and Changes in Assignments*. https://go.mpdonline.com/GO/GO_201_11.pdf

Some people believe that, regardless of the qualifications listed for a given position, only those with certain other experiences are considered qualified. For example, there is a perception that only people with advanced drug/gun experience gained through time on the Crime Suppression Team will ultimately be selected for VCSD. But that perception will change if the MPD makes a practice of transferring personnel with different types of experience and sharing those decisions department-wide. Some barriers are more perceived than actual, and knocking down those false perceptions can increase opportunities. Increasing the pool of applicants would not only broaden representation within specialized units but also ensure that cutoff scores don't have to be lowered, and thus quality compromised, because not enough candidates passed, which personnel also expressed to PERF as a concern.

Some barriers are more perceived than actual, and knocking down those false perceptions can increase opportunities.

There were also concerns about the substantial role of demographics in selections for positions in specialized units. This is obviously a complicated issue. While representation is important throughout police departments, a number of officers said that in the interest of balancing demographics, sex and race often override qualifications. As one officer said, "People are promoted based on race and gender . . . over skill."

This is why a centralized, uniform, and transparent process is so essential to establishing legitimacy in personnel selection. Only when the facts are laid bare for all to see—position vacancies and qualifications, demographics and qualifications of applicants, and selection decisions—can the MPD objectively assess the fairness of its process and make any necessary changes to achieve desired outcomes.

RECOMMENDATION: Open up the process for selecting personnel for non-patrol positions through widespread advertising of position vacancies and publication of the results, which would improve fairness and transparency. The MPD should standardize the entire process for the department by empowering Human Resources to administer all position postings through an electronic portal. The portal would centralize the advertising and application process, including the number of days personnel have to apply for the position and any documents they must submit. It would also list the job requirements for each position and explain each stage of the application process (e.g., knowledge assessment, interview, and review of performance and disciplinary histories), including what types of questions might be asked. Once a person has been selected, the posting would immediately be taken down and the site would record who was selected, providing transparency.

Another structural issue personnel raised was the ability of commanders to move employees within their division when a position opens without advertising the position to the rest of the department. When this happens, others who are interested in the position or could be an asset to the unit never have a chance to apply. While this practice allows the commander to fill the position without going through a drawn-out application process, making the formal application process faster and more efficient could avoid this tradeoff.

RECOMMENDATION: Discontinue the practice of allowing intra-division transfers, which circumvent the department-wide, formal transfer process. Although this practice has streamlined the personnel selection and transfer process for some commanders, it undermines internal legitimacy and presents an equity issue across the organization. Increased efficiencies in the vacancy/selection process through centralization and standardization should reduce the need for this expedited option.

RECOMMENDATION: Update General Orders 201.04: *Special Assignment Positions* and 201.11: *Transfers and Changes in Assignments*. These policies, published 43 and 20 years ago, respectively, reflect neither contemporary best practices for personnel selection nor MPD's mission and vision relating to diversity, equity, and inclusion.

There was also the suggestion that the academy introduce recruits to the different specialized units so they understand the varied career opportunities within the MPD and the job requirements for each. One leader of a specialized unit said she makes a special effort to talk to people about her unit to reduce apprehension and encourage them, especially women, to apply. The MPD should encourage more of this.

To expand its candidate pool, SOD recently sent some of its officers to roll calls to recruit when a vacancy came up for the first time. The unit also holds an orientation for people who have already been vetted by Human Resources a few weeks prior to the agility test, where they can learn more about the unit.

Increasing Opportunities and Helping Members Prepare for Specialized Roles

A concern was raised that some people who get into specialized assignments lose enthusiasm after a few years but don't leave, which prevents someone else from taking the position. One way to avoid this would be to have more regular turnover within the unit. Some employees remain in specialized units because they fear they won't ever be able to return if they leave; a policy of regular staff turnover would encourage them to try something new. Several personnel expressed support for "mandatory rotation" through specialized units:

"I feel that **special assignments should be limited in time**, and members should have to re-apply when that time is up. If they are still the best for the job, they can be re-selected."

"Transfer people into and OUT OF special assignments/districts regularly. **People should not have the same assignment for 20 years.**"

MPD
Feedback

"Rotating personnel through specialized assignments would **expose more employees to different roles and responsibilities**, thereby expanding skill sets throughout the agency. It also would enable management to infuse underperforming units with personnel who are eager to perform in a new environment."

Of course, the MPD must balance opportunities for new experiences and career advancement with the department's need for stability and expertise in certain specialized units. And not every specialized unit may be appropriate for routine rotation. In some commands, such as Homicide and the Emergency Response Team (ERT), it takes years to cultivate the knowledge and skill to perform at a high level, and the consequences of failure are too great to rely on an ongoing rotation of inexperienced personnel.

RECOMMENDATION: Consider creating a rotation policy for certain specialized units to provide more opportunities for personnel to experience different assignments. Positions without high-level qualifications could be rotated more frequently, while positions requiring credentials that take years to acquire should be rotated less frequently or, in some cases, not at all. In units with a periodic rotation of personnel, newcomers should be staggered with veterans so that no more than half of assigned personnel are rotated at a given time.

There is also the question of “What’s next?” among those who work in specialized units because the only opportunities they see are returning to patrol or transferring to another unit. Having possible career paths mapped out for those in these units could reduce this fear of leaving a specialized assignment.

Another way to curtail perceptions of favoritism is to show members what they can do to be an attractive candidate for specialized roles and help them prepare. The MPD could do so by providing regular training in certain skills and offering rotations, shadow days, or details for specialized units so members can learn more about those roles. For example, the MPD could offer periodic Emergency Response Team (ERT) courses so that when a position vacancy becomes available, a pool of qualified candidates is ready to apply.

Some people suggested that for specialized assignments, it would be good to have people detailed first or implement a 90-day probationary period to make sure they’re the right candidate. To make this work, there would need to be a rigorous review process along with opportunities to improve.

The MPD could also consider offering rotations of specialized units, similar to what is done with the Special Liaison Branch. While there are core members who work in the unit full time, other officers are rotated through one of the units that work closely with Asian, Black, deaf and hard of hearing, interfaith, LGBTIQ+, and Latino communities. Officers can volunteer to receive specialized training on diverse communities (regardless of whether they belong to the specific community) and learn how best to serve them; they then return to their home units with that training and experience in their toolkit.

Offering something similar in the other specialized units—where most members are full-time but there are openings for others to learn a skill and rotate through—could expose staff to different aspects of the organization and show them what kind of professional development would increase their chances of selection for a permanent position in those units when a vacancy occurs.

RECOMMENDATION: Consider developing a detail or temporary duty assignment program to allow members to experience new positions for a limited time. This would provide greater exposure to different aspects of the organization. It also would allow personnel to see what kind of professional development would help them achieve a permanent position in specialized units of interest. The Honolulu, Hawaii, Police Department has a temporary assignments policy the MPD could adopt and customize in creating its own temporary duty assignment program.⁸⁴

84 Honolulu Police Department. (2023). Temporary Assignments. <https://www.honolulupd.org/policy/policy-temporary-assignments/>

Preparation for New Roles

Training is also important when people are promoted to new positions or transfer to different units. Several personnel noted that the process for a new person coming into a position could be improved; often they just show up and are left to figure out what work was already in progress. The department should provide specific training for certain positions or units—especially specialized units and new supervisors—and ensure that when an employee begins a new job, they aren’t thrown into the unknown without any formal orientation or training. Having a checklist for each position would be extremely helpful, such as the Watch Commander Guide that the Innovative Infrastructure Team is creating to orient new commanders to the duties of their new position.

The timing between transitioning assignments was also discussed in PERF’s focus groups; in some cases, a unit had only a few days’ notice before an employee left, which was not enough time to hand off all their responsibilities. It is recommended that the standard two weeks employees give before leaving a job also apply to transfers.

While those who are newly promoted into some supervisory positions (e.g., sergeants and lieutenants) attend a school where they are taught the administrative duties of being a supervisor, this training is often insufficient—especially for sergeants, who are transitioning to a role commonly recognized as the most important and challenging in the profession. For newly promoted managers, it is therefore recommended that the MPD institute a “shadowing program,” where the new member works for a short time alongside the person currently in the position to learn the ins and outs of the job. The Atlanta Police Department uses a shadowing program to facilitate the transfer of commands. This program could be replicated at lower ranks, including detectives.

RECOMMENDATION: Develop a “shadowing program” for newly promoted or transferred managers and commanders to work with their predecessor for a short period before assuming the role. This would enable them to learn the job and provide for continuity of operations.

RECOMMENDATION: To the extent practicable, provide at least two weeks' notice before transferring personnel from one assignment to another. This would facilitate the proposed "shadowing program," which is designed to improve continuity of operations and reduce the stressors of taking on a rank and/or new assignment.

Mentoring

As law enforcement agencies across the country encounter challenges with recruiting and retention, a formal mentoring program has the potential to encourage new recruits and help existing employees remember what made them want to work in policing and with the MPD.

While there are numerous ways for MPD staff to learn on the job (including field training and informal mentoring), there is no formal mentoring program for the entire department. An effective formal law enforcement mentoring program supports the development of recruits and officers while fostering healthy work relationships within the department and the communities they serve. It also gives mentors a sense of purpose; mentors often report that they get as much out of the program as mentees do.

In its *Best Practices Guide: Institutionalizing Mentoring into Police Departments*, the International Association of Chiefs of Police cites the following benefits for mentors: recognition for spotlighting and developing talent, an opportunity to leave a personal legacy in the department, the respect of colleagues, and "get[ting] by giving." Mentees benefit by increasing competency, reducing failure, setting goals, charting career paths, experiencing new opportunities for professional growth, avoiding pitfalls, learning through real-life examples, and encouraging self-confidence by recognizing achievements.⁸⁵

But to be successful, a mentoring program requires significant senior leadership commitment as well as support from rank-and-file officers.

To be successful, a mentoring program requires significant senior leadership commitment as well as support from rank-and-file officers.

A mentoring program can link experienced officers with academy recruits; it can also introduce less experienced officers or new lateral officers to a mentoring relationship. Going further, such a program could encompass an entire agency, as even the most experienced personnel can benefit from having a mentor. A mentoring program could be restricted to sworn staff or also include professional staff. PERF encourages the latter, given the frustrations professional staff have expressed with being left out of opportunities offered to sworn members.

A mentoring program should not be equated with the Field Training Officer program. An FTO is not a mentor—their job is to coach and evaluate the recruit's daily performance after graduation from the academy. Mentoring relationships are not between managers and direct reports. Nor should mentoring be confused with coaching, which is a training method to help a person

⁸⁵ Harvey Sprafka and April H. Kranda. (2018). *Best Practices Guide: Institutionalizing Mentoring into Police Departments*. <https://www.theiacp.org/sites/default/files/2018-08/BP-Mentoring.pdf>

develop skills or improve their performance and may be used by managers for the purpose of progressive discipline.



Police for Tomorrow Fellowship

The MPD currently provides opportunities for small cohorts of junior employees to receive mentoring from senior personnel through the highly regarded Police for Tomorrow Fellowship.⁸⁶ This partnership between the MPD and the Georgetown Law Center for Innovations in Community Safety is a two-year program, comprising monthly workshops and community activities, that provides new MPD employees—sworn and civilian alike—“an opportunity to learn more about why we police the way that we do, and how we should police differently, tomorrow and beyond.”⁸⁷ “Designed to inspire and challenge new officers to be creative in their approach to law enforcement solutions, Police for Tomorrow is focused on topics such as use of force, interactions with homeless individuals, handling disruptive teenagers, and mending frayed relations with minority communities.”⁸⁸

Expanding the program to incorporate mid-career and upper-level managers may be worth considering, but not at the expense of diluting the program’s quality. Fellowship recipients are there because they want to be—not because they’ve been ordered to attend—and because they’ve demonstrated their commitment to the program’s goals through their resumes, essays about law enforcement and social issues, and prior experience in community service.⁸⁹ Integrating more senior MPD personnel into the program, either with the junior personnel or in distinct senior cohorts, should be done only after careful consideration.

86 Metropolitan Police Department. (ND). Police for Tomorrow Fellowship. <https://mpdc.dc.gov/page/police-for-tomorrow>

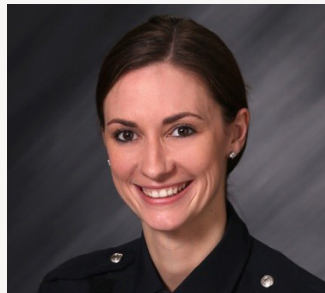
87 Police for Tomorrow Fellowship. (ND). Georgetown Law Center for Innovations in Community Safety. <https://www.law.georgetown.edu/cics/police-for-tomorrow-fellowship/>

88 COPS Office. (2019). Police for Tomorrow: Creating a New Generation of Leaders. *Community Policing Dispatch*. https://cops.usdoj.gov/html/dispatch/03-2019/police_for_tomorrow.html

89 Ibid.

SPOTLIGHT**PERF Forum: Designing an Effective Mentorship Program**

In March 2022, PERF held a forum with the mentorship program leaders at three police departments—Sgt. Sharon Castronova of the Gilbert (Arizona) Police Department, Officer Nicole Juday of the Indianapolis Metropolitan Police Department, and Lt. Taneisha McLaughlin of the New York City Police Department—to learn more about how these programs are structured at small, medium, and large police agencies. PERF facilitated the meeting and MPD staff attended so they could ask questions of the speakers.

**Sgt. Sharon Castronova****Officer Nicole Juday****Lt. Taneisha McLaughlin**

Below are seven takeaways from the meeting:

1. Assign a senior officer to oversee the program and adequately staff the program for proper development and monitoring. There is no one right unit to oversee a mentoring program: Some, like NYPD's, operate out of the Equity and Inclusion Department; others, like in Indianapolis, are under the Department of Professional Development and Wellness. Smaller agencies may want to create a position for the program but not house it within a specific unit.

The most important thing is to have a veteran officer with solid experience in law enforcement and a passion for mentoring personally oversee the program. "To make it sustainable, the person in charge has to have passion," said Sgt. Castronova, who has been at the Gilbert Police Department for 18 years. (Gilbert has 320 sworn officers.)

Officer Juday in Indianapolis has been with the department for 15 years and has been running its mentoring program for about six years. (IMPD has 1,700 sworn officers.) Having studied sociology in college, she found the program to be right in her wheelhouse and has developed a sought-after training program for mentors. Lt. McLaughlin, who has been with the NYPD for 17 years, jumped at the chance to run the agency's brand-new mentoring program. "I knew what I was missing when I was on patrol, so it was important to me that those coming behind me would have that kind of support," she said.

2. Define the program's goal. By putting the program's specific goals down in writing,

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Spotlight on Mentoring, continued from previous page

an agency can later determine if it's fulfilling its purpose.

The NYPD made its mentoring program part of its response to police reform and geared it toward retention—providing support to those from underrepresented communities—and supporting those transitioning from civilian life to law enforcement. Gilbert's police department doesn't have the funding to offer recruitment bonuses, so it played up its mentoring program in a recent video⁹⁰ that doubled as a recruiting tool.

Recruiting is just one possible goal of a mentoring program. Others include increasing employee morale, promoting diversity in hiring, improving retention of academy recruits, increasing employee productivity and safety, helping new employees acclimate to their job and the department's culture, and creating *esprit de corps* within the department.

3. Outline the mentoring process. This is where most of the work takes place as an agency determines what kind of mentoring program it wants.

The Gilbert Police Department offers mentoring to its sworn employees; mentoring begins when a recruit enters the academy and ends after they finish their field training. As soon as recruits are hired into the academy, they are given a profile sheet to fill out that includes their hobbies, education, and prior jobs. The mentees—called “associates”—are then paired with one of the agency's 45 mentors. (Mentors fill out their own skills and experience questionnaire.) The pairs sign partnership agreements saying that mentors won't discuss what they learn during conversations unless they learn of misconduct that is otherwise required to be reported or an associate indicates they are an immediate danger to self or others.

Mentors touch base with associates on a weekly basis for the four months the associate is in the academy and then the four months they are in field training. After those

The image shows two forms from the Gilbert Police Department. The top form is the "Mentor Associate Profile Sheet" which includes fields for Name, Preferred Name, Age, Cell, Residential History, and Educational History. The bottom form is the "Mentor Skills and Experience Questionnaire" which includes fields for Name, Years of Experience with the Gilbert Police Department, Current and Previous Assignments, Specialized Skills, Education Background, Previous Work Experience (including Military Experience), and Hobbies.

⁹⁰ Gilbert Police Department. (January 19, 2021). GPD Mentoring and Peer Support Programs. <https://www.youtube.com/watch?v=LBZKhBDJEyk>

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eight months and once the associate is assigned to a permanent team, the formal mentoring relationship ends. Because there are only 45 mentors and academy classes could have more than 25 people, some mentors are doubled up for a short time. The program now includes newly promoted sergeants, who get a mentor for the first six months after their promotion.

Like the Gilbert program, the Indianapolis program is recruit-based and lasts throughout the entry-level training period. On the first day, a recruit meets with Human Resources, and Officer Juday introduces them to her office and presents them with a survey, similar to Gilbert's, that also asks what one word describes what quality they are looking for in a mentor (patience, directness, etc.). Officer Juday also recently started asking them to indicate their preferred mode of communication after hearing from one mentor who had sent a dozen emails to their mentee and hadn't heard back. The recruit's response: "Just text me." As in Gilbert, Indianapolis's mentors touch base with their mentees once a week.

The NYPD program is open to both uniformed and professional staff, and employees with up to five years of experience can get a mentor. Mentors can hold any rank up to captain but need at least seven years on the job. The NYPD plans to run its mentoring program for nine months at a time and to expand the program to 100 mentees.

4. Select program participants deliberately.

The NYPD kept the application process open for 28 days and then went through applications to choose 50 pairs of mentors/mentees. All mentors are vetted by the Internal Affairs Bureau and Risk Management Bureau to ensure they are appropriate for the program (i.e., they don't have a negative history of discipline). In Gilbert, those who wish to become mentors must fill out a special assignment request with their chain of command, and then Sgt. Castronova decides whether they fit the role. In Indianapolis, which has more applicants for mentors than openings, applicants must submit a resume and write a two- to three-page essay on why they want to be a mentor.

5. Match mentors and mentees carefully. One challenge to such a program is logistics—making the program work with different shifts and different work schedules.

With NYPD operating out of five boroughs, Lt. McLaughlin tries to keep together mentees and mentors from the same area. Applicants are asked if they prefer a male or



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female mentor, but people of the same gender are generally matched up. Race is not considered. Pairs are not allowed to be from the same precinct or be in intimate relationships. Mentors and mentees meet once a month; if they meet virtually, they are permitted to take a break from their patrol duties to do so, and if they meet in person, the NYPD provides gift cards so the pair can meet for coffee.

Before each recruit class, Officer Juday from Indianapolis makes sure her pool of 170 mentors is able and willing to take on new mentees. Mentors need to be in a good place, both with work and their personal lives, and affirmatively agree to take on a new mentee.

Characteristics of a good mentoring relationship include genuine interest from both participants, sufficient time and commitment to participate, confidentiality, open two-way communication, self-motivation, and mutually established and clear goals.

6. Provide mentorship training. Indianapolis is the gold standard in mentorship training. Its three-day course is so popular that other agencies often pay to attend, which helps support the program. The training is scenario-based, which is key to learning the ins and outs of being a good mentor. On the first day, the new mentors talk about themselves and different communication styles; on the second day, they travel 45 minutes outside the city to do team building; on the third day, academy representatives discuss program expectations.

In Gilbert, mentorship training is a roughly two-hour session involving a PowerPoint presentation and group discussion. Topics include departmental policy, goals and benefits of the mentoring program, roles and qualities of an effective mentor, expectations of mentors, and the differences between formal and informal mentoring.

7. Track, follow up, and perform evaluations.

In Gilbert, where the mentorship program has been around for more than a decade, Sgt. Castronova has updated the system from paper-based documentation to electronic. Mentors document each weekly conversation through an app on their department work phones or a bookmark on their computers. The data submitted is then automat-

The image shows two overlapping forms. The top form is titled "Mentor Activity Tracking Form" and contains fields for "Mentor", "Associate", "Month/Year", "Date of Contact", "Location of Contact", "Purpose of Contact", and "Total Time Spent with Associate". The bottom form is titled "Mentoring Program Evaluation" and contains four numbered questions with checkboxes for "Yes" and "No", and a "Please explain:" section for each.

Mentor Activity Tracking Form

Mentor	Associate	Month/Year
Date of Contact	Location of Contact	Purpose of Contact
		Total Time Spent with Associate

Mentoring Program Evaluation

1. Did your mentor provide you with the information you needed to make the law enforcement career adjustment?

☐ Yes ☐ No

Please explain:
2. Was your mentor supportive and informative?

☐ Yes ☐ No

Please explain:
3. Please specify how your mentoring experience with the Gilbert Police Department has helped or hindered your performance and attitude in your law enforcement career?

Please explain:
4. Please explain how you believe the Gilbert Police Department could improve the mentoring program?

Please explain:

Continued on next page

Spotlight on Mentoring, continued from previous page

ically uploaded to an Excel spreadsheet. Each month, mentors complete a tracking form and submit it to the program coordinator; at the end of the program all participants complete an evaluation that is used to assess the effectiveness of the program and make improvements.

Because its mentorship program is new, NYPD had planned to conduct an evaluation of the six-month pilot program. However, in July 2022, before the evaluation could be completed, a new administration opted to redesign the program to focus on underrepresented populations early in their careers, consistent with the governor’s executive order, “Police Reform and Reinvention Collaborative.”⁹¹ Named the Path to Mentorship Program, “the program connects NYPD leaders with high-potential employees from underrepresented groups to invest in their personal and professional goals by using their skills, experience, and networks to drive their growth.”⁹² The nine-month voluntary program pairs mentors with mentees based upon shared career interests and desired skills development.

A mentorship program can produce countless benefits, as Indianapolis (which is on its third generation of mentors) can attest. Mentors often spot problems that recruits are having—domestic situations, dealing with a line of duty death, or other issues—before others do, and can help come up with a plan to help them. There are only five people in the Office of Professional Development and Wellness and 1,700 sworn employees in the department, so having the program’s 170 mentors looking out for problems among recruits is extremely helpful.

Serving as a mentor also can be hugely beneficial to veteran officers. It gives them a more substantial impact on the organization and on the profession overall, develops their communication skills, and boosts their experience and skills for career development. It also creates a culture of mutual support within the department that goes beyond individual unit and district assignments. Officer Juday noted how the program has been a pick-me-up for veterans in her department: “We’ve watched veteran officers reengage and reinvest and kind of come back to life in some ways.”

Officer Juday advises police departments that are considering a mentoring program to make sure they have the resources to invest in it. Mentoring programs need extensive management and oversight—and it’s essential that the agency allocate a full-time employee to run the program. But it’s just as important to make sure the department has the resources to help recruits overcome whatever they’re up against, such as lack of childcare or need for mental health assistance. “If you want it to be effective, it takes follow-up—you have to make sure you have resources for when things get messy,” Juday says.

91 Police Reform and Reinvention Collaborative. (ND). <https://policereform.ny.gov/>

92 Keechant Sewell and Wendy Garcia. (2022). Path to Mentorship Program: Program Overview. New York City Police Department.

RECOMMENDATION: Create a comprehensive, formal mentoring program to support the growth of sworn and professional staff at all levels of the agency. To promote long-term program success and sustainability—with expected benefits in employee hiring and retention, work performance, and morale—the MPD should begin with a six-month pilot program to study feasibility and efficacy, then incrementally expand the program department-wide after achieving positive results and communicating successes to all personnel. Program success will require the chain of command to demonstrate its full support throughout all stages of development by communicating the program’s value and encouraging employee participation, providing detail time for training, recognizing mentors and mentees for their growth, participating in ongoing program evaluation, and discussing with the program’s director opportunities for improvement. The mentoring programs of the Gilbert, Arizona, Police Department, Indianapolis Metropolitan Police Department, and New York City Police Department, all of which are discussed in detail in this report, provide multiple options for the MPD to consider in creating its own mentoring program. The MPD could also explore how to expand its highly successful Police for Tomorrow Fellowship (see [page 71](#)), which is currently limited to small cohorts of junior personnel.

Note: Since PERF began its organizational review of the MPD, the COPS Office has awarded the MPD a LEMHWA grant to develop a mentoring program for both professional and sworn staff.

RECOMMENDATION: Mentoring personnel starting from their first inquiry with the MPD through their time in the training academy and various career milestones would distinguish the MPD as an agency fully invested in the long-term growth and well-being of its personnel. Because candidates of color are more likely than white recruits to have family members who disapprove of policing as a career, Jane Wiseman, an Innovations in Government Fellow at the Ash Center for Democratic Governance and Innovation at the Harvard Kennedy School, has suggested candidates of color might be especially helped by mentoring.⁹³

93 Jane Wiseman. (2021). *Recruiting for diversity in law enforcement: selected recent research insights*. https://scholar.harvard.edu/files/janewiseman/files/police_recruiting_research_summary_august_2021.pdf

RECOMMENDATION: Establish a formal process for selecting and onboarding mentoring program participants. The program should include a formal application process for both mentors and mentees; create a written agreement between mentor and mentee of commitments and responsibilities; match mentors and mentees according to their interests, preferences, relationship goals, and career goals; and provide training to all mentors that includes an assessment of their readiness for being assigned a mentee. Similar to how the MPD trains new FTOs and sergeants, the MPD should prepare new mentors to assume the role with a clear understanding of responsibilities, expectations, deliverables, desired outcomes, and skills needed for success.

RECOMMENDATION: Evaluate program efficacy on a consistent basis from the perspectives of management, mentors, and mentees. During the pilot phase, PERF recommends conducting evaluations every month, with all participants—mentors, mentees, supervisors, and commanders—critiquing their individual performance and the quality of the mentor-mentee relationship and sharing recommendations for program improvement and expansion. Because there is scant research on the impact of formal mentoring programs in law enforcement, the MPD should thoroughly document and share lessons learned with PERF and other law enforcement agencies as the program develops and becomes institutionalized.

Promotions

PERF heard from many personnel who think MPD’s promotional process is overly focused on testing, which does not result in those with the right skill sets being promoted. Here’s what a few sworn members said:

“There are far too many natural-born leaders on this department who cannot be promoted because they are either bad test-takers, or do not have the time to study for the test. **There should be a merit-based route to promotion, also.**”

MPD
Feedback

“I think that the current promotional process is a **disservice to everyone** because it is not intended on promoting quality leadership.”

“Promotion process needs revision. More emphasis on leadership skills and review from peers and supervisors and less on a written test.”

Test Design

The MPD administers exams every two years for promotion to the ranks of sergeant, lieutenant, and captain. The stated purpose of all three selection processes is “to identify members who are best qualified for and possess high levels of competencies such as problem solving and analysis, organizational leadership, and communication which are critical for successful performance of MPD sergeants/lieutenants/captains.”⁹⁴

One criticism about the promotional testing process is that it focuses too much on administrative and policy knowledge and not enough on practical skills and leadership qualities. All exams for promotion to the ranks of sergeant, lieutenant, and captain follow the same format: a multiple-choice exam that counts for 40% of a candidate’s final score, then an oral assessment also counting for 40%, and finally a written exercise worth 20%.⁹⁵

94 Metropolitan Police Department. (December 20, 2021). Circular-21-13: 2022 Promotional Selection Process for the Rank of Captain. Metropolitan Police Department. (December 20, 2021). Circular-21-14: 2022 Promotional Selection Process for the Rank of Lieutenant. Metropolitan Police Department. (December 20, 2021). Circular-21-15: 2022 Promotional Selection Process for the Rank of Sergeant.

95 The testing process for promotion to Detective Grade One is similarly designed, with a written multiple-choice test (15%), video-based structured interview (40%), and writing exercise (45%). Its purpose is to “identify those members who are best qualified for resolving the department’s most difficult, critical, and sensitive investigations and for serving as investigative training officers for less experienced personnel.” Metropolitan Police Department. (September 13, 2019). Announcement of the 2019 Detective Grade One Selection Process.

Thirty-four percent of sworn personnel who responded to the organizational culture survey said written exams should receive less emphasis or not be used at all, yet 60% of the current promotional process could be considered “written.” Moreover, 74% of respondents indicated more emphasis should be placed on relevant experience and training in determining who gets promoted, and 49% said more emphasis should be given to employee performance evaluations. Thus, many staff are calling on the department to reconsider what are the best predictors of a high-quality supervisor.

Too Much Study Material?

Another criticism is that there is too much study material for promotional tests and that many of the orders contradict one another, don’t apply any more, or reference outdated forms. Review of these testing materials should therefore be prioritized to ensure they are up to date and consistent.

As for the amount of study material, there is indeed a lot. Officers seeking promotion to sergeant in 2022 were responsible for the following content: 1) hundreds of specified general orders, special orders, circulars, executive orders, standard operating procedures, and labor agreements related to the organization of the MPD, administrative procedures, field activities, reporting procedures, arrest and detention procedures, courts and court procedures, homeland security, and firearms and other weapons; 2) hundreds of specified DC criminal laws and procedures related to police, firefighters, medical examiner, and forensic sciences; human health care and safety; environmental and animal control and protection; and motor and non-motor vehicles and traffic; and 3) several books (in some cases, specific chapters only): *Briefs of Leading Cases in Law Enforcement*, *Police Leadership & Supervision*, *Preparing for Crisis: A First Responder’s Guide to Messaging When it Really Matters*, and *Everyday Bias: Identifying and Navigating Unconscious Judgments in Our Daily Lives*.⁹⁶

Police departments are obligated to ensure those who assume positions of authority possess the knowledge to effectively supervise and lead their subordinates in a variety of situations, whether bureaucratic and mundane or fraught with peril and liability.

The Burdens of Leadership

The reality, however, is that policing requires its practitioners to have a vast body of knowledge. And police departments are obligated to ensure those who assume positions of authority possess the knowledge to effectively supervise and lead their subordinates in a variety of situations, whether bureaucratic and mundane or fraught with peril and liability.

There’s simply no getting around the tremendous responsibility police have in society, and this is especially true for those who supervise and lead others. With this burden of responsibility

⁹⁶ Rolando V. Del Carmen and Jeffrey T. Walker. (2019). *Briefs of Leading Cases in Law Enforcement*, 10th Edition. New York: Routledge. Blaine Locklair. (2013). *Police Leadership & Supervision*. Independently published; Judy Pal. (2020). *Preparing for Crisis: A First Responder’s Guide to Messaging When it Really Matters*, 2nd Edition. Middletown: 10-8 Communications; Howard J. Ross. (2020). *Everyday Bias: Identifying and Navigating Unconscious Judgments in our Daily Lives*. Lanham: Rowman & Littlefield Publishers.

comes the expectation that prospective leaders will commit themselves to ongoing learning by studying relevant laws, rules, and regulations; reading trade publications and books; taking courses; and engaging in frequent discussions with thought leaders both inside and outside the profession, typically independent of the formal preparation period for a promotional exam.

However, there are two issues the MPD should consider in making the promotional process fairer and more equitable. First, when it comes to matters of career advancement, all personnel should have the same opportunities to succeed. Employees told stories of how some promotional candidates are given time to study when on duty, while other candidates with busier assignments or more demanding supervisors are not. If all personnel cannot be afforded the same amount of time to study while on duty, the department should contemplate how it can establish a level playing field for test preparation for all employees, irrespective of assignment.

Second, because those who run the test-taking process said personnel file a substantial number of complaints over the testing process and its outcomes, the MPD could require all personnel who register for a promotional exam to attend one of the preparation sessions offered by the MPD's Testing and Assessment Branch before taking the test. Fewer than 5% of promotional candidates have availed themselves of MPD's test preparation opportunities, which cover testing anxiety, health and wellness, how the testing day will unfold, evaluation criteria, and even examples of high-quality question responses. Establishing such a requirement would likely reduce the number of personnel who schedule 45-minute meetings with the Testing and Assessment Branch to review their exam scores; branch staff report these meetings commonly devolve into complaint sessions as opposed to learning sessions.

RECOMMENDATION: Assess whether the current promotional exam format identifies the kind of leaders the MPD desires. Do those who are promoted have the desired skills, values, and work ethic? Do they motivate those who work for them, elevate their performance, and positively influence them to make good decisions? Do the personnel who are particularly respected by their colleagues for their knowledge, guidance, and leadership qualities consistently perform well on the exam, or are they outshined by those with questionable performance histories and records of misconduct? If the answers to these questions do not align with the MPD's mission, vision, and values, the MPD should redesign the promotional process as soon as practicable to better identify candidates with the skills, character, and leadership qualities necessary to transform the MPD into the "nation's model law enforcement agency." A promotional process that places less emphasis on a multiple-choice test and writing sample in favor of a holistic, comprehensive review of a candidate's performance history, seniority, experience, skills, training and education, and ability to problem solve in complex situations may be a better measure of supervisory and leadership potential. For example, the MPD could choose to award points to candidates who have earned college degrees, received official awards and commendations, completed advanced training courses, or served as CIT officers, certified bilingual officers, field training officers, or detectives.

PERF challenges the MPD to use employee dissatisfaction about the promotional process as an opportunity to institute meaningful, employee-driven change. Convene a work group, confer with employment lawyers and HR professionals, and consult with organizational psychologists to design a promotional process that meets the standards of validity, objectivity, and equity. Other professions, including the military, incorporate metrics beyond test scores into selecting who gets promoted. Law enforcement can do the same.

RECOMMENDATION: When it comes to matters of career advancement, all promotional candidates should have the same opportunities to succeed. The MPD should contemplate how it can establish a level playing field for test preparation for all employees, irrespective of assignment.

RECOMMENDATION: Reinstitute the requirement for personnel who register to take a promotional exam to attend one of the preparation sessions offered by the MPD's Testing and Assessment Branch before they are permitted to take the test. Personnel should attend this preparation session—held either virtually (as it was during the COVID-19 outbreak) or in person—while the department is working to promote a level playing field for all test-takers.

Promotional Selections

Promotions are granted at the MPD by using a ranked list. Candidates are ranked based upon their test scores and then promoted to the new rank as positions become available. This process has its critics. Among the concerns are perceived “list killers”: If management deems a given test-taker as undesirable for promotion, and the undesirable test-taker does not meet the exclusion criteria spelled out in the collective bargaining agreement,⁹⁷ some believe management may choose not to promote the undesirable candidate at the expense of not promoting other qualified candidates who ranked below that person on the promotional list. This causes the list to “die” and requires anyone not yet promoted to go through the entire test-taking process again.

To address some of the limitations (real and perceived) of the ranked list, the MPD may want to consider what some other agencies are doing to provide more flexibility in making promotional selections. This process is likely a negotiated issue with the union, but some examples are discussed below for the MPD to consider if such a change is desired.

DISTRICT OF COLUMBIA METROPOLITAN POLICE

2022 Promotional Selection Process for the Rank of Sergeant
 Number: CIR-21-15
 Effective Date: December 20, 2021
 Rescinds: CIR-20-05 (2020 Promotional Selection Process for the Rank of Sergeant), Effective Date August 19, 2020

I.	Background	Page	1
II.	Purpose	Page	1
III.	Eligibility Requirements	Page	1
IV.	Application Procedures	Page	2

DISTRICT OF COLUMBIA METROPOLITAN POLICE

2022 Promotional Selection Process for the Rank of Lieutenant
 Number: CIR-21-14
 Effective Date: December 20, 2021
 Rescinds: CIR-20-04 (2020 Promotional Selection Process for the Rank of Lieutenant), Effective Date August 19, 2020

I.	Background	Page	1
II.	Purpose	Page	1
III.	Eligibility Requirements	Page	1
IV.	Application Procedures	Page	2
V.	Selection Process Structure	Page	3
VI.	Advancement to Phase II	Page	7
VII.	Reference Materials	Page	11
VIII.	Additional Information	Page	14
IX.	Emergencies Connected to Phase I or II	Page	16
X.	Provisions	Page	17
XI.	Attachments	Page	17

Promotions are granted at the MPD by using a ranked list. Candidates are ranked based upon their test scores and then promoted to the new rank as positions become available.

⁹⁷ “A member shall be ineligible to participate in a promotional process if that member has a sustained adverse action resulting in a penalty of demotion or a suspension of fifteen or more days within one year of the announced administration date of the first phase of the promotional exam. A member who sustains an adverse action resulting in a penalty of demotion or a suspension often or more days on or after the announced administration date of the first phase of the promotional exam shall be ineligible for promotion for the duration that the resulting promotional list is in effect.” Collective Bargaining Agreement Between District of Columbia Government Metropolitan Police Department and District of Columbia Police Union. (October 1, 2020 – September 30, 2023). https://go.mpdconline.com/GO/CollectiveBargainingAgreement_100120_093023.pdf

The Los Angeles Police Department uses a banding system. Candidates are placed on a promotional list in order of their performance during the process and broken into bands. (For example, Band 1 might contain the 20 highest-scoring candidates, Band 2 the next 20 highest-scoring candidates, and so on.) In making promotional selections, the chief can select anyone within the band; unlike the rank-order list, the chief is not restricted to going in order. Only after everyone in the previous band has been selected can promotions move on to the next band.^{98, 99}

Another alternative to the “rank order” method of selecting candidates for promotion is to choose from among the top three or five individuals on the rank-order list. Other departments, such as Prince William County, Virginia, consider all candidates who have passed the exam to be equal, as explained in the PERF report *Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership*.¹⁰⁰ Department leaders then choose new sergeants from among an alphabetical list of eligible individuals.

The Chicago Police Department (CPD) has inserted even greater flexibility into its selection process. The department reserves a set percentage of its promotions—typically about one-third—for “merit promotions.” These are individuals who have successfully completed the initial phases of the promotional process and have been recommended by a command staff member for a merit promotion, based not just on their examination results but also on their work history and character. To reduce concerns of cronyism in this process, CPD has instituted a multi-part application system, including oral interviews and an assessment exercise.¹⁰¹

Finally, the Greenville, SC, Police Department created a “Professional History Portfolio” for promotional candidates to address, in writing, their performance and achievements along three categories of behavior. The portfolio is intended to provide a more robust picture of a promotional candidate’s work history, personal integrity, and impact on the organization.¹⁰²

RECOMMENDATION: Explore alternatives to the ranked list for selecting who is promoted. Options include banding (e.g., Los Angeles Police Department), as well as consideration of past performance evaluations, peer evaluations, professional references, prior assignments and achievements, departmental awards, complaint history, and responses to an interview panel consisting of MPD members and community stakeholders.

98 Here are the relevant policy sections that govern the LAPD selection process:

(d) *Certification Within Range of One or More Whole Scores.* In consideration of the number of vacancies to be filled and the likely number of available eligibles within a range of three whole scores, the General Manager of the Personnel Department may certify the names and addresses of all available eligibles within a range of one or more whole scores whenever a certification is requested by an appointing authority and there are at least five eligibles available within such range over and above the number of positions to be filled.

(e) *Order of List.* Whenever the General Manager of the Personnel Department certifies the names and addresses of eligible candidates, the names shall be listed in the order of the whole scores achieved, except that within the range of each single whole score the names of eligibles shall be listed in random order.

99 See also Baltimore Police Department [Policy 1738, Command Promotions and Promotion Committee](#), for another example of “promotion bands.”

100 Police Executive Research Board. (2018). *Promoting Excellence in First-Line Police Supervision: New Approaches to Selection, Training, and Leadership*. <https://www.policeforum.org/assets/FirstLineSupervision.pdf>

101 Ibid.

102 Ibid.

Lack of Advancement Opportunities for Professional Staff

The number of MPD professional staff (not including cadets) has declined by 13% in the past four years, from 612 in 2019 to 530 as of July 2022. This high attrition rate is partly due to lack of bonuses and built-in salary increases. Raises for management can be granted upon positive review of a “decision memo,” but it’s cumbersome and many people don’t even know it’s an option. As a result, some professional managers earn less than their career civil service subordinates.

A significant complaint regarding promotions is the lack of opportunity for professional staff (see “[Career Paths and Professional Development](#)” on page 56 for more). Management should regularly perform audits and compensation equity analyses and adjustments for professional staff positions throughout the department—employees should not have to initiate the action—to ensure staff members don’t spend years at the same low grades even as their responsibilities grow.

The chief’s Engaged Workforce Team has been studying ways to improve advancement opportunities for professional staff, including making sure all open jobs are communicated to current employees, ensuring everyone gets career development services and professional development training on a wide scale, and, most importantly, creating career paths for professional staff.

RECOMMENDATION: Perform routine audits and compensation equity analyses and adjustments for professional staff positions throughout the department to ensure staff members don’t spend years at the same low grades even as their responsibilities grow.

Completing these audits, and conspicuously publishing the results for all personnel to see, are essential to communicating the importance of professional staff to the daily operations and sustained growth of the MPD. To hire and retain quality professional staff, the MPD must show its employees that the executive team prioritizes the development of career paths, including opportunities for training, lateral movement with diverse duties and responsibilities, promotions, and pay raises.

Note: In June of 2022, the MPD instituted a “Periodic Merit Increase Recommendation” process for professional staff management employees. The express purpose was to “reward successful performance.”

Section 2: Workplace Culture

In any work environment, some staff will have grievances or frustrations that they want addressed. The MPD is no exception. While PERF heard about a variety of issues related to workplace culture, some of which are complex and run deep into the organization, many other issues could be easily addressed.

The most commonly cited source of poor morale is the frequent cancellation of days off for sworn personnel, especially since May 2020. Professional staff also expressed feelings of exclusion and limited opportunities for career growth. Other frustrations involved high stress, administrative burdens, the work environment, and among professional staff the feeling that they were often ignored and/or disrespected.

Chief Contee has expressed a desire to keep a pulse on the organization and to address issues affecting personnel in a timely manner. While this section attempts to compile some of what PERF heard during focus groups, the MPD could benefit from a regular pulse-taking, whether through its own focus groups or member surveys. While what follows may read like a laundry list of complaints, it's important to note that many said they appreciated the personal interest Chief Contee took in members and that he is good at building relationships, which is essential to morale.

Professional Staff Appreciation

Professional staff make up a minority (approximately 13%) of MPD members, but they are key to MPD's success. Like many police departments across the country, MPD has an inclusivity problem when it comes to its professional employees. Many expressed that they don't feel like valued members of the MPD team.

Professional staff often feel invisible in the organization—they aren't offered many of the same professional development and training opportunities that sworn staff receive, and they feel limited in their career paths. Many of these issues (and PERF recommendations) are discussed in the [“Professional Growth and Development”](#) section of this report (see page 49).

But it's not just about opportunity—it's also about respect. Many feel that they are not seen as part of the MPD and are treated as second-class. They aren't given uniforms like sworn staff are. They note that professional staff managers do not receive the same level of respect as sworn managers, and that professional staff often have more expertise than the sworn managers to whom they report.

Higher-level professional staff say they are left out of command staff memos and meetings and feel their contributions are not always valued. One participant mentioned having to go above certain people to get the resources they needed because the items are not as readily available to professional staff. Others mentioned a culture of blame, in which professional staff are assumed to be

Professional staff often feel invisible in the organization—they aren't offered many of the same professional development and training opportunities that sworn staff receive, and they feel limited in their career paths.

the cause of any problems that arise. Many felt there was a lack of appreciation for their efforts. Some said that sworn staff needed training on how to treat professional staff with respect.

All this breeds stress and feelings of exclusion, but there are things the MPD can do to resolve many of the frustrations among professional staff.

First and foremost, the chief should form a professional staff advisory board, in which a rotating group of professional staff meet quarterly with the chief to share their workplace concerns and propose solutions. To maintain credibility, a staff member should be assigned to take notes, including the chief's commitments.

Kevin Davis launched such a group as police commissioner of the Baltimore Police Department. Based upon the positive feedback he received from BPD's professional staff, he took the idea with him to Virginia as chief of the Fairfax County Police Department. "Police departments too often neglect the tremendous talent and commitment of their civilian personnel," Davis said in an interview with PERF. "Quarterly meetings with the department's professional staff keep me connected to their critical work and serve as a wellspring of valuable ideas."

RECOMMENDATION: Establish a professional staff advisory board to meet with the chief each quarter. Establishing this board elevates the standing of professional staff in the MPD and sends the message they are important. The board would also enable the chief to stay connected to issues uniquely affecting the professional staff, and it would give professional staff a venue to bring problems and solutions to the chief's attention and hold the chief accountable for his commitments.

There are myriad ways to show professional staff that they are respected and valued members of the team. These include extending to professional staff the same opportunities that sworn members typically receive to participate in community engagement events, regularly recognizing the work of professional staff in formal and informal settings, inviting them to staff meetings and soliciting their input, and including them as recipients of memoranda.

RECOMMENDATION: Identify ways in which professional staff do not receive the same treatment or benefits as sworn personnel and attempt to bridge the divide. This may include setting clear expectations for addressing professional staff who are in supervisory, management, command, or executive positions; involving professional staff more frequently in decision-making; providing professional staff resources—including training and equipment and opportunities for career growth—consistent with what sworn personnel receive; recognizing professional staff outside of annual awards ceremonies for excellent performance (e.g., in crime briefings or during roll calls); and inviting professional staff to community engagement events to inform the public of the essential work they do in delivering public safety services (e.g., information technology, crime scene processing, and managing the department's fleet of vehicles).

RECOMMENDATION: Consider ways to equalize the titles of sworn and professional staff.

Many departments (e.g., the New York City and Baltimore Police Departments), give sworn and civilian executives the same titles, such as deputy commissioner and assistant chief. Whether a professional staff member or a sworn employee runs a bureau should not affect their title and status in the organization as their responsibilities are the same.

Facilities

Much is expected of MPD officers and supervisors, and the demands for holding them accountable for their actions are greater than ever, yet they are forced to deal with rundown station-houses and inoperable equipment. Here are some of the working conditions that focus group participants described to PERF staff.

“The Second District looks abandoned. . . . No one comes to mow the lawn or cut the weeds that are coming from out of the cement. There is no hot water in [the] building, so members can’t use the showers that are provided for them. There are leaks all over the building and they never get fixed. These working conditions are deplorable.”

MPD
Feedback

“The buildings are falling apart, old pipes breaking, flooding our lockers, bad smells, mold everywhere, broken gates and doors, no parking, and I can keep going but everyone knows that already and nothing has been done about it.”

“Vehicles that are not maintained, computers that are in[operable], . . . even a [lack of] crime scene tape. . . . Facilities have water damage . . . and [are] not maintained inside and out.”

These descriptions are reminiscent of MPD’s facilities in the late 1990s, when *The Washington Post* described how “sewage leaked into the locker room of the 4th District’s headquarters on upper Georgia Avenue NW. Officers were buying their own station house toilet paper. Police cars were scarce.”¹⁰³ As the department aims to achieve the Vision 2025 strategic priority of innovative infrastructure, it should closely monitor the conditions of the facilities and equipment that personnel use every day. Poor working conditions send employees the message that they aren’t valued, which hurts morale and diminishes performance. “[I]t’s difficult to report to work when the building you’re assigned to is falling down and in disrepair,” one employee wrote. Another wrote, “Come and see our work environment and ask yourself, would I want to work here?” These are reasonable reactions to a work environment that the MPD and the DC Government should commit to improving as soon as fiscally possible.

103 Craig Timberg and David A. Fahrenthold. (December 23, 2002). Ramsey Era Brings Little Improvement. <https://www.washingtonpost.com/archive/politics/2002/12/23/ramsey-era-brings-little-improvement/41a31827-001d-4c7d-b19e-9fd7526e97d7/>

RECOMMENDATION: Conduct a comprehensive facilities analysis and develop short-term and long-term plans with specific goals and dates for improving MPD’s working conditions. Priority should be given to those facilities in the worst conditions, with simple repairs and routine maintenance—mowing grass, painting dirty and damaged walls, fixing leaks, replacing broken doors and furniture, hauling away unused and damaged equipment—completed on a short time schedule. These short-term projects can likely be expedited if district commanders appeal to community associations and businesses to schedule stationhouse cleanup days during which they work alongside police officers. In the meantime, MPD executives should work with DC Government officials to fund capital improvements, solicit philanthropic donations, and ensure city agencies responsible for maintenance and repair fulfill their obligations.

Note: In its FY2024–2029 Capital Request, the MPD included funding requests for different vehicles (e.g., marked, unmarked, motorcycles, scooters, trailers, electric vehicles, e-bikes) and for improving facilities, including those in the 4th, 5th, 6th, and 7th Districts.

Administrative Burdens

During PERF’s review, personnel expressed frustration around administrative burdens, especially in preparing administrative reports and gathering information for briefing officials. Though this was not the most significant area of discontent, a few points should be addressed.

Supervisors repeatedly complained about the inconsistent format of administrative investigations and the repetition of required information. A few supervisors also mentioned that the current systems create delays in gathering information for administrative investigations. For example, if a supervisor conducting an investigation works on a different shift from the officers involved in the incident, the supervisor often must go through another supervisor to gain access to the officer’s reports. Additionally, many officers request “reverse Garrity” warnings prior to providing a statement in a use of force investigation, which can cause significant delays.¹⁰⁴ These delays can impair the quality of their recollections and, thus, the quality of the investigation.

RECOMMENDATION: Develop a standard document template for administrative investigations and streamline the presentation of information to the extent practicable. The MPD should also consider how to provide supervisors with timely access to all necessary information in the records management system. To address this issue, as well as inter-agency investigative delays that routinely cause cases to exceed the 90-day deadline, the MPD is encouraged to form two *ad hoc* committees. The first committee, tasked with creating a standardized form and checklist within the records management system, should comprise field supervisors, Internal Affairs supervisors, and Information Technology staff. The second committee, charged with reviewing current practices for providing advice of rights, should include personnel from Internal Affairs, MPD General Counsel, and the U.S. Attorney’s Office.

¹⁰⁴ “Reverse Garrity” warnings include advice of rights as established by the Supreme Court in the cases of *Miranda v. Arizona* and *Garrity v. New Jersey*. Under *Garrity*, the police department can compel an employee to make a statement in an administrative investigation under threat of disciplinary action, but the statement cannot be used against the employee in criminal proceedings. With “Reverse Garrity,” a voluntary (non-custodial) statement is sought, and the employee’s answers are admissible in a criminal prosecution. Americans for Effective Law Enforcement. (2022). Interview warnings for disciplinary and criminal investigations. <https://www.aele.org/law/warnings.html>

Supervisors also expressed frustration at how frequently and repetitively they must report critical incident information—to district commanders, assistant chiefs, and across several public communications platforms. With limited personnel resources, supervisors handling duties such as overseeing the provision of life-saving medical care, managing a restless crowd, identifying and detaining witnesses and possible suspects, securing evidence, and maintaining crime scene integrity are also repeatedly called upon to provide real-time information at a chaotic and rapidly unfolding scene. Such distractions have *increased* despite advances in communications technology, personnel report. These practices make it far more difficult for supervisors to perform their duties at a crime scene or other critical incident.

RECOMMENDATION: Examine ways to streamline information-sharing at critical incidents to reduce the burden on supervisors and ensure messaging is consistent. The MPD could begin by having a small team observe and document the communications practices of supervisors when responding to and managing homicide scenes and other high-profile incidents. Questions to explore include: Do supervisors and commanders adhere to the standard operating procedures (SOP) for providing updates to the chain of command in a timely manner? Do supervisors provide the same information to multiple people via a variety of channels (e.g., dispatcher, JSTACC, text, mobile phone applications, and telephone calls)? Once the status quo is determined, the MPD can create an SOP that enables multiple entities to receive timely and accurate information but also respects the priorities and capabilities of on-scene supervisors.

Lastly, some members expressed frustration with forms that are outdated and contradictory. Some said they tried to create new forms (such as a revamped overtime form) but these weren't adopted. The MPD should consider conducting a thorough review of the agency's forms to ensure they are up to date and consistent. This review could be integrated into the recommendation that the Policy and Standards Branch create a comprehensive plan for reviewing, revising, and reissuing MPD's outdated written directives manual (see [page 146](#)).

RECOMMENDATION: Review all departmental forms and reports as part of a comprehensive plan for reviewing, revising, and reissuing MPD's outdated written directives manual. This project should establish clear goals and timetables for completion and for maintaining the currency and accuracy of all forms and reports thereafter. In conducting this review, the Policy and Standards Branch is encouraged to obtain input from personnel in the field who use the department's forms every day. Involving rank-and-file personnel would help identify which forms are outdated and enable them to recommend new content and design features, which in turn would promote buy-in among officers and supervisors for any changes made.

Note: The MPD's Innovative Infrastructure Team is currently developing standardized templates for conducting use of force and misconduct investigations and digitizing other commonly used forms.

Wellness and Work-Life Balance

It is unsurprising that MPD employees are suffering from burnout: Not only is this issue affecting law enforcement agencies across the United States—who have had to work amid the COVID-19 pandemic, the 2020 protests, the “Defund the Police” movement, an increase in violent crime, and the subsequent staffing shortages—but the MPD was also significantly affected by the January 6 insurrection at the U.S. Capitol.

Approximately 65 MPD officers reported being injured in the 2021 attack—beaten with poles, crushed by barriers, tased, dragged down concrete stairs, and sprayed with bear mace—and many other injuries were unreported.¹⁰⁵ Nine days after the insurrection, one MPD officer—Jeffrey Smith—died by suicide,¹⁰⁶ and about seven months later, two other officers—Gunther Hashida and Kyle DeFreytag, who also had responded to the Capitol—took their lives.¹⁰⁷ More than a year later, many of the 850 officers who responded to the insurrection are still affected by their experiences.¹⁰⁸

Chief Contee has taken steps to help with the mental health of his staff, including speaking out about the importance of officer wellness: “In order to fight against compassion fatigue and to have officers who can serve our community with empathy, we must work to support the well-being of the whole person for all of our members.”¹⁰⁹



The Washington Post, June 8, 2021

The MPD also hired a Director of Employee Well-Being Support, plus two clinicians, in 2021 to coordinate and increase officer participation in the mental health programs offered by the agency, including the Metropolitan Police Employee Assistance Program, a free mental health service.¹¹⁰

The Engaged Workforce Team has met with the wellness director to discuss her goals and has discussed as a group what steps can be taken immediately and what longer-term goals they can prioritize. Among the team’s suggestions: a well-being program that holistically looks at how best to help meet members’ physical, mental, and spiritual needs; a physical fitness center; and childcare.

Childcare

Childcare was one of the most frequently discussed issues in PERF’s review, with personnel imploring the department to “provide better resources for new and expecting parents.” Here’s some of what they had to say.

¹⁰⁵ Robert J. Contee, III. (January 26, 2021). Capitol complex security failures on January 6, 2021. <https://mpdc.dc.gov/release/capitol-complex-security-failures-january-6-2021>

¹⁰⁶ Michael Kaplan. (March 10, 2022). Death of D.C. police officer who died by suicide days after January 6 attack officially ruled a death in the line of duty. <https://www.cbsnews.com/news/dc-police-jeffrey-smith-line-of-duty-suicide-january-6/>

¹⁰⁷ Zak Hudak. (August 3, 2021). Two more officers who responded to January 6 attack die by apparent suicide, bringing total to four. <https://www.cbsnews.com/news/gunther-hashida-kyle-defreytag-suicides-washington-metropolitan-police-january-6-capitol-riot/>

¹⁰⁸ Peter Hermann. (June 8, 2021). D.C. police hire new director of well-being to help officers impacted by Capitol riot and other calls. https://www.washingtonpost.com/local/public-safety/police-riot-capitol-wellbeing/2021/06/08/a17d4d40-c884-11eb-81b1-34796c7393af_story.html

¹⁰⁹ Gaspard Le Dem. (January 6, 2022). ‘People are definitely suffering in silence.’ A year later, Jan. 6 still haunts D.C. police officers. <https://dcist.com/story/22/01/06/d-c-police-jan-6-trauma/>

¹¹⁰ Peter Hermann. (June 8, 2021). D.C. police hire new director of well-being to help officers impacted by Capitol riot and other calls. https://www.washingtonpost.com/local/public-safety/police-riot-capitol-wellbeing/2021/06/08/a17d4d40-c884-11eb-81b1-34796c7393af_story.html

“There have been no provisions made to accommodate single parents. Members perform better when they are not at work worried about the well-being of their family. The reality is that there are many single parent homes and MPD must do a better job at accommodating our members that are in this category. A department sanctioned daycare and/or night care for children would help.”

**MPD
Feedback**

“MPD [could not] care less if you have a family and children at home. It is standard practice to say that officers need to find other family members to care for YOUR children because a schedule change forces an officer to work.”

“Management doesn’t have empathy for single parents. Having childcare issues is frowned upon. It’s a challenge to get hardship issues approved through management.”

Childcare issues have a major impact on retention, workplace morale, and employee mental health. Offering 24-hour childcare services would significantly boost morale and recruiting. Addressing childcare issues would also help the department meet its goals of diversity, equity, and inclusion, particularly those of the 30x30 Initiative. The MPD is aware of this fact and has received a grant under the Law Enforcement Mental Health and Wellness Act to conduct an in-depth assessment of childcare options for employees. An excellent resource for the MPD is the San Diego Police Department (SDPD). This year, the San Diego Police Officers Association (SDPOA) is scheduled to open the SDPOA Childcare Center on the grounds of the SDPD.¹¹¹ Funded by state grants and philanthropic donations, the center will serve children 5 years and under from 5 a.m. to 10 p.m., including holidays, and charge employees 50% less than market rate.¹¹²

111 San Diego Police Officers Association. (2023). SDPOA Childcare Center. <https://www.sdpoa.org/foundation/sdpoa-childcare-center>

112 COPS. (June 2022). *The San Diego Police Department’s Childcare Solution*. https://cops.usdoj.gov/html/dispatch/06-2022/SanDiego_Childcare_Solutions.html#:~:text=A%20childcare%20center%20has%20been,15%20percent%20above%20market%20rate.

RECOMMENDATION: Use the Law Enforcement Mental Health and Wellness Act (LEMHWA) grant to conduct an in-depth assessment of childcare options for employees, with the goal of mitigating the stressors of those who are balancing an MPD career with caring for a family. To be successful, a program should provide access to affordable childcare for personnel who work nights, rotating shifts, and extended shifts (sometimes with little notice). The San Diego Police Officers Association (SDPOA) has created a model childcare program that other agencies can emulate.¹¹³

Note: Since PERF began its organizational review of the MPD, the COPS Office has awarded the MPD a LEMHWA grant to conduct a feasibility study of childcare programs.

113 San Diego Police Officers Association. (2023). SDPOA Childcare Center. <https://www.sdpoa.org/foundation/sdpoa-childcare-center>

Mental Health & Wellness

Focus group participants also suggested that the MPD provide employees with at least 40 hours of mental health leave per year and access to counselors and life coaches to learn coping skills. Some recommended making counseling mandatory.

A recent survey study published in the JAMA Network Open suggested that “routine mental health screening may be needed in law enforcement agencies to systematically identify and refer officers to mental health care services.”¹¹⁴ (MPD, like most agencies, does not require mental health evaluations after a person is hired.) That survey, of 434 Dallas-Fort Worth police officers, found that 26% of sworn patrol officers reported current symptoms of mental illness but that only 17% of this group had sought mental health services in the past year. “[I]nterventions appear to be needed to systematically identify and refer officers to health care services while mitigating their concerns, such as fear of confidentiality breach,” it concluded.¹¹⁵

114 Jetelina KK, Molsberry RJ, Gonzalez JR, Beauchamp AM, Hall T. (October 7, 2020). Prevalence of Mental Illness and Mental Health Care Use Among Police Officers. [doi:10.1001/jamanetworkopen.2020.19658](https://doi.org/10.1001/jamanetworkopen.2020.19658)

115 Ibid.

RECOMMENDATION: Consider the value and practicality of requiring sworn personnel to undergo routine mental health evaluations to identify those with symptoms of mental illness who may benefit from professional treatment. A recommendation in favor of routine mental health screening should also discuss how to maintain employee confidentiality and how to protect personnel referred for mental health services from punitive action. In its 2019 report to Congress on the LEMHWA, the Office of Community Oriented Policing Services (COPS) devoted an entire section to “Mental Health Checks,” noting “proactive mental health checks have become a growing practice among first responders.”¹¹⁶ Bloomington, Minnesota,¹¹⁷ and Mundelein, Illinois, are two specific examples of departments that have adopted mental health checks.¹¹⁸

116 Deborah L. Spence, Melissa Fox, Gilbert C. Moore, Sarah Estill, and Nazmia E.A. Comrie. (2019). *Law Enforcement Mental Health and Wellness Act: Report to Congress*. Washington, DC: U.S. Department of Justice. <https://cops.usdoj.gov/lemhwareources>

117 Booker T. Hodges. (May 9, 2019). *How Public Safety Departments Can Do Annual Mental Health Checks*. <https://www.gov1.com/public-safety/articles/how-public-safety-departments-can-do-annual-mental-health-checks-Xn5rhSO0PmWF8OGg/>

118 Deborah L. Spence, Melissa Fox, Gilbert C. Moore, Sarah Estill, and Nazmia E.A. Comrie. (2019). *Law Enforcement Mental Health and Wellness Act: Report to Congress*. Washington, DC: U.S. Department of Justice. <https://cops.usdoj.gov/lemhwareources>

Confidentiality is vitally important because of the stigma of mental illness. Records of MPD employees who participate in the department’s independent Employee Assistance Program (EAP) are confidential.¹¹⁹

One focus group participant said they were confused about how the role of the new wellness director relates to that of the EAP. Another said they didn’t know how to contact the new well-

119 Gaspard Le Dem. (January 6, 2022). ‘People are definitely suffering in silence.’ A year later, Jan. 6 still haunts D.C. police officers. <https://dcist.com/story/22/01/06/d-c-police-jan-6-trauma/>

ness director and personal trainer, and yet another said they didn't know whom to contact at Human Resources with questions about staffing mix-ups with the Juneteenth holiday.

RECOMMENDATION: Provide training to personnel on the available health and wellness services, how to access them, and the differences between the department's wellness program and the services offered by the EAP. It is important for personnel to know the differences between these programs and to be able to quickly access the resources they want in a time of need.

With the addition of these new roles to the agency, the MPD has taken an important step by launching a website and newsletter containing wellness information and resources. The MPD could enhance this resource by creating a wellness app for personnel to quickly access the information via cellphone. Many customizable apps are available¹²⁰ that offer information on topics such as alcohol abuse, anger management, depression, marital guidance, financial fitness, parenting tips, physical fitness, sleep optimization, suicide prevention, and secondary trauma. The apps can also include links to help users confidentially schedule appointments and seek additional information.

120 For example, <https://www.cordico.com/shield/>, <https://www.powerdms.com/why-powerdms/law-enforcement/burnout-in-law-enforcement-mental-wellness-app>, <https://www.lighthousehw.org/>

RECOMMENDATION: Build a robust peer support network modeled on the New York City Police Department's (NYPD) Police Organization Providing Peer Assistance (POPPA) program. "POPPA is a volunteer police peer support network committed exclusively to providing a confidential, safe, and supportive environment for New York City police officers and NYPD retirees. Operating 24/7, every day of the year, POPPA assists officers to cope effectively with personal or job-related stress [by] preventing or reducing post-traumatic stress disorder, depression, anxiety, marital and relationship conflict, substance use, and suicide. . . . POPPA reduces the gap between essential support services and officers' access to these services" by pairing volunteer officers with a network of behavioral health professionals.¹²¹

PERF identified peer support as a promising practice for reducing officer suicide in its 2019 report *An Occupational Risk: What Every Agency Should Do To Prevent Suicide Among Its Officers*. "Officers often feel more comfortable approaching a peer support counselor than a staff psychologist, so it is important for agencies to offer this option. . . . The most successful peer support programs complement the services offered by agencies' Employee Assistance Programs."¹²²

121 Police Organization Providing Peer Assistance. (2023). <https://poppanewyork.org/>

122 Police Executive Research Forum. (2019). *An Occupational Risk: What Every Agency Should Do To Prevent Suicide Among Its Officers*. <https://www.policeforum.org/assets/PreventOfficerSuicide.pdf>

RECOMMENDATION: Develop or customize a wellness app for personnel to quickly access health and wellness information via cellphone. These apps offer extraordinary amounts of information for personnel to explore, including information about alcohol abuse, anger management, depression, marital guidance, financial fitness, parenting tips, physical fitness, resiliency, sleep optimization, suicide prevention, and secondary trauma. The apps can also provide direct links for personnel to confidentially schedule appointments and seek additional information. Today, many departments have developed customized officer wellness apps, including those in Tempe, Arizona;¹²³ Austin, Texas;¹²⁴ Cincinnati, Ohio;¹²⁵ and Oklahoma City, Oklahoma.¹²⁶

123 Tempe Government. (2022). Stress Management. <https://www.tempe.gov/government/police/community-policing/training-innovation/officer-wellness-programs/stress-management>

124 Austin Police Department. (2023). Austin PD Wellness. <https://appadvice.com/app/austin-pd-wellness/1562354972>

125 Cincinnati Police Department. (2023). Officer Wellness. <https://joincincypd.com/officer-wellness/>

126 National Law Enforcement Officers' Memorial Fund. (2022). Oklahoma City (OK) Police Department Comprehensive Wellness Program Overview. <https://nleomf.org/dz-resource/oklahoma-city-ok-police-department-comprehensive-wellness-program-overview/>

Staffing Shortages

MPD's staffing shortage, which has forced it to cancel days off and institute mandatory overtime that has had some officers working 12 to 18 hours a day, has significantly affected staff morale and performance.¹²⁷ Several people told PERF about the unrealistic expectations placed on staff, who are blamed when they fall short even though leadership understands the underlying issue.

Personnel also reported frustration with the lack of a standard process for assigning unscheduled or impromptu overtime. While staffing shortages cannot quickly be overcome, the assignment of mandatory overtime to fill patrol positions can be managed uniformly throughout the department and in a way that gives personnel reasonable notice to plan their personal lives. The Baltimore Police Department and its Fraternal Order of Police, for example, agreed to a policy prescribing how patrol staffing shortages are to be filled on a rotating basis among personnel.¹²⁸



NBC Washington, February 23, 2023

127 Jodie Fleischer. (December 10, 2021). DC police working with 200 fewer officers than last year. <https://www.nbcwashington.com/investigations/dc-police-working-with-200-fewer-officers-than-last-year/2906765/>

128 See pages 16 and 17, C. Provisions to Applicable Assignments, 4. Mandatory Overtime Assignments. Baltimore City Police Department and the Baltimore City Lodge No. 3, Fraternal Order of Police, Inc. (2022). Memorandum of Understanding. <https://fop3.org/wp-content/uploads/2022/02/Unit-I-MOU-2022-2024.pdf>

RECOMMENDATION: Create a policy on assigning personnel to mandatory overtime to offset personnel shortages on patrol shifts. This policy should establish uniform, department-wide practices for determining who will work mandatory overtime and when; spread the burden of mandatory overtime among personnel; give personnel as much notice as possible when they must work overtime; hold supervisors accountable for limiting the amount of mandatory overtime spent by each patrol shift; and track the amount of overtime that personnel work to reduce employee fatigue.

Section 3: Performance Management

Employee Performance Evaluations

The first initiative undertaken by the Engaged Workforce Team upon its creation in 2021 was to revamp MPD's performance management and development system. Previously, the MPD had two systems for evaluating employees: one for management, which evaluated them on whether they meet expectations, and one for other sworn and nonsworn staff, which was based on a 1-5 rating system. Under the new evaluation system, which took effect on December 30, 2021, under General Order PER-201.20: *Performance Management and Development*,¹²⁹ everyone is on the system that management had used.

The new evaluation system encourages managers to go beyond grading employees to have more intentional, robust conversations with them, formulate goals, and provide greater feedback. Supervisors meet on a quarterly basis with their direct reports to discuss whether they are on track to meet expectations or need improvement; if the latter, a performance development plan is created for that employee. At the end of the year, employees receive a final assessment of "successful performer" or "does not meet expectations." As Chief Contee wrote in an email to staff announcing the new system, it aims to "deliver more meaningful feedback and reduce inconsistencies in how members are rated, while offering greater opportunities for members to grow and develop throughout their career."¹³⁰ The Engaged Workforce Team also developed a training plan explaining how the new system works.

The more comprehensive and standardized process for assessing employees is a significant



129 Metropolitan Police Department. (December 30, 2021). General Order PER-201.20: *Performance Management and Development*. https://go.mpdconline.com/GO/GO_201_20.pdf

130 Robert J. Contee, III. (December 30, 2021). Performance Management and Development (PMD) General Order. Email to MPD personnel.

improvement that, if used as developed, sets staff up to succeed. PERF encourages MPD leadership to assess the new program by seeking feedback from all personnel.

RECOMMENDATION: Assess the new performance evaluation system, which has now been in effect for one year. Use surveys, focus groups, and one-on-one interviews to determine if the new system meets management’s expectations and if employees feel they are being appropriately motivated and guided to achieve organizational goals.

Additions to the Current Performance Evaluation System

In assessing the new performance evaluation system, executives should give extra attention to the relationship between supervisor and subordinate (or rater and ratee). Many MPD employees do not think highly of their supervisors’ performance, as these comments suggest.

“While there are supervisors who treat their employees with dignity and respect, **there are many who don’t.** Throughout my 18 years of service, I have either experienced or seen more harsh treatment from supervision than those [who] treat us fairly.”

**MPD
Feedback**

“My current supervisor has a poor work ethic and disregards boundaries/does not respect my time (i.e., delegates work immediately before the end of the day, calls when the workday is over, calls when I am on leave, and urgently requests that I complete tasks that are largely her responsibility).”

Some employees called for the opportunity to evaluate their supervisors. “Please have supervisors and managers rated by the employees they lead to assess the effectiveness of their leadership,” one wrote. Another sworn member agreed: “Once . . . they take the test and are promoted, [supervisors] should be evaluated by the officers, so the chief can see how the officers feel about their leadership.”

This feedback is an invitation for MPD to consider incorporating peer reviews and upward-appraisal, which are additional components of the 360-degree performance appraisal system, into its “Performance Management and Development” process.¹³¹ This would promote employee engagement in the evaluation process and provide a more holistic assessment of employees’ performance. An article from the American Management Association characterizes the superior-subordinate performance review as “a one-way, top-down process in which the boss serves as judge and jury of employees’ behavior and achievements on the job.”¹³² MPD would be wise to reconsider that one-way approach to performance management and employee development.

131 Metropolitan Police Department. (December 30, 2021). General Order PER-201.20: *Performance Management and Development*. https://go.mpdonline.com/GO/GO_201_20.pdf

132 BJ Gallagher. (January 7, 2020). American Management Association. The dos and don’ts of performance review. <https://www.amanet.org/articles/the-dos-and-donts-of-performance-reviews/>

Self-Reviews

Incorporating employee self-reviews by having subordinates fill out a written document comparable to what supervisors use “helps eliminate defensiveness and gets the performance evaluation meeting off to a good start by establishing that it is a dialogue, a two-way conversation in which both parties can share observations, perspectives, and comments about job performance.”¹³³ MPD policy “encourages” members “to complete a self-evaluation to be considered by supervisors when evaluating their performance,” but does not mandate self-appraisal.¹³⁴ Completing the self-review before the annual evaluation meeting helps both parties ensure the “meeting will be focused on the documentation of job performance, instead of the boss focusing on the employee.”¹³⁵ The self-review is also an excellent tool to aid managers in assessing whether employees’ actions are aligned with established goals and to identify coaching opportunities for career growth.

Upward Appraisal

“An upward-appraisal process or feedback survey is among the most significant . . . features of a ‘full circle’ performance evaluation program,” according to the United States Office of Personnel Management (OPM), adding that “The subordinate ratings provide particularly valuable data on performance elements concerning managerial and supervisory behaviors.”¹³⁶ Incorporating upward-appraisal is an excellent opportunity for MPD executives to enact a recommendation made by sworn and professional staff and, at the same time, improve the quality of the department’s performance evaluation system. Upward-appraisals are “the best way to cultivate stronger leaders and managers . . . by gaining authentic and confidential feedback from the people they manage all day every day.”¹³⁷

If the MPD adopts upward-appraisal, it will need to integrate anonymity into the process.

If the MPD adopts upward-appraisal, it will need to integrate anonymity into the process. “Subordinates simply will not participate, or they will give gratuitous, dishonest feedback, if they fear reprisal from their supervisors.”¹³⁸ Special consideration for ensuring anonymity should be given to units “with fewer than four subordinates in the rating pool for a particular manager.”¹³⁹ Furthermore, “only subordinates with a sufficient length of assignment under the manager (at least 1 year is the most common standard) should be included in the pool of assessors. Subordinates currently involved in a disciplinary action or a formal performance improvement period should be excluded from the rating group.”¹⁴⁰

133 Ibid.

134 Metropolitan Police Department. (December 30, 2021). General Order PER-201.20: *Performance Management and Development*. https://go.mpdonline.com/GO/GO_201_20.pdf

135 BJ Gallagher. (January 7, 2020). American Management Association. The dos and don’ts of performance review. <https://www.amanet.org/articles/the-dos-and-donts-of-performance-reviews/>

136 United States Office of Personnel Management. (September 1997). *360-Degree Assessment: An Overview*. <https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/rating/360assessment.pdf>

137 Rachael Bosch. (May 28, 2021). Why everyone should be down with upward feedback. <https://www.forbes.com/sites/forbes-coachescouncil/2021/05/28/why-everyone-should-be-down-with-upward-feedback/?sh=47a63b16f787>

138 Ibid.

139 Ibid.

140 Ibid.

RECOMMENDATION: Consider adding peer review and upward-appraisal to the department’s “Performance Management and Development” process, which recently added self-review as an option to the long-standing practice of superior-subordinate evaluation. According to the 2015 COPS Office publication *Implementing a Comprehensive Performance Management Approach in Community Policing Organizations: An Executive Guidebook*, written by PERF, “full circle feedback from coworkers is viewed as more credible and motivating than a single rater model.”¹⁴¹ This comprehensive feedback would promote employee engagement in the evaluation process and provide a more holistic assessment of employees’ performance. It would also be responsive to employees’ recommendations for improving the performance evaluation process and honor their request for subordinates to rate their supervisors.

141 COPS. (2015). *Implementing a Comprehensive Performance Management Approach in Community Policing Organizations: An Executive Guidebook*. <https://cops.usdoj.gov/ric/Publications/cops-p331-pub.pdf>

Equal Employment Opportunity Investigations

Workplace Perceptions

While PERF didn’t address the five^{142, 143} pending lawsuits filed against the MPD during its review—so as not to compromise the process—it would be remiss not to acknowledge the issues raised in these lawsuits, which can dramatically affect the culture of an agency. Among the complaints they raised were discriminatory behavior against women—particularly Black women—and a toxic culture in which supervisors abuse their power and retaliate against those who complain about discrimination or police misconduct.¹⁴⁴

Some employees told PERF the department had limited accountability and many issues are dismissed or swept under the rug. Some said there was a lack of interest to resolve internal issues and that an employee who voices concerns is perceived as “not a team player.” Others said that employees must “keep [their] head[s] down” and avoid conflict to get through the day.

It is essential to MPD’s reputation and the organization’s growth and credibility that whistleblowers feel they can alert management to problems without fear of reprisals.

The MPD should act immediately—without waiting for litigation to conclude—to address the culture of retaliation that both sworn and non-sworn personnel attested to when speaking with PERF. It is essential to MPD’s reputation and the organization’s growth and credibility that whistleblowers feel they can alert management to problems without fear of reprisals.

142 Maya Brown. (February 19, 2022). Fourth lawsuit makes 20 employees alleging a toxic culture within the DC police department. <https://www.cnn.com/2022/02/19/us/washington-dc-police-toxic-culture-investigation/index.html>.

143 Jenny Gathright. (May 13, 2022). MPD captain sues department, alleging retaliation for reporting his supervisor’s misconduct. <https://dcist.com/story/22/05/13/dc-police-retaliation-lawsuit-chase/>

144 Maya Brown. (February 19, 2022). Fourth lawsuit makes 20 employees alleging a toxic culture within the DC police department. <https://www.cnn.com/2022/02/19/us/washington-dc-police-toxic-culture-investigation/index.html>.

The MPD can affirm its commitment to a workplace free from harassment, retaliation, intimidation, and discrimination by providing department-wide training on EEO policy, the EEO investigation process, whistleblower protections, and consequences for misconduct. To highlight the importance of the training, the MPD could make these topics the subject of its first classroom (not online) instruction of 2023, with command staff required to attend alongside rank-and-file personnel. Chief Contee should lead the way with clear messaging, and all command staff should be expected to reinforce and model his message throughout the agency.

Such an initiative could send a clear message that the hostile work environment several female employees described to PERF will not be tolerated at the MPD. One woman responded to the employee survey by recommending “real training on the sexism in the workplace because it’s rampant and contributes to a hostile work environment but if I bring it up when someone says something incredibly sexist, then I face backlash. The little video on sexual harassment is doing absolutely nothing and the supervisors are a huge part of the problem.” Meaningful, department-wide training would go far in showing this member, and others, that MPD takes this issue seriously.

RECOMMENDATION: Provide department-wide training on EEO policy, the EEO investigation process, whistleblower protections, and consequences for misconduct. To highlight the importance of the training, the MPD could make these topics the subject of its first classroom (not online) instruction in 2023, with command staff required to attend the class alongside rank-and-file personnel. The training environment should include a mix of professional staff and sworn personnel, and the curriculum should be based on adult learning principles that promote full engagement with the content. The chief should attend at least one of these trainings in person, and for the others, a video message from the chief should be played, which would further emphasize the importance of the topic.

Another important way to change the culture and perceptions in this area is to give employees ample ways to express their views about the workplace to people who have the power to effect change. Giving personnel an audience with the chief and other executive team members—by raising issues through affinity groups or *ad hoc* focus groups—would give employees a chance to be heard in a meaningful way.

MPD’s treatment of women, a primary issue raised in the lawsuits, also came up in PERF’s focus groups. Women spoke of receiving unfair treatment, including expectations of performing more tasks than men or, as reported by some, being regarded as “the angry Black woman” when simply raising issues.

This purported type of culture—and the negative publicity from the lawsuits aimed at dismantling it—creates poor morale. It could also derail the important progress MPD has made toward establishing public trust by causing the community to question how the department can be expected to treat the public fairly if it can’t be trusted to treat its own employees fairly.

RECOMMENDATION: Begin immediately to examine all current policies and practices related to disciplinary investigations and allegations of discrimination, including outcomes, to ensure personnel are treated fairly and equitably regardless of race, gender, sexual preference, religion, marital status, or any other protected class. PERF recognizes the MPD has prioritized updating the policies and practices of the EEO Office and encourages prompt publication of these updates to promote the implementation of best practices as soon as possible. The MPD should not wait for the multiple pending lawsuits to run their course; now is the time to dive into the culture and operations of the department to identify opportunities and remedies for improvement. Two excellent resources the MPD should consult in updating its policies and practices related to discrimination and harassment are *Harassment, Discrimination, and Unprofessional Conduct* by the International Association of Chiefs of Police (IACP)¹⁴⁵ and *Model Policy Resource: Law Enforcement Sexual Misconduct Prevention and Accountability* by End Violence Against Women International (EVAWI).¹⁴⁶

145 International Association of Chiefs of Police. (May 2019). *Harassment, Discrimination, and Unprofessional Conduct*. <https://www.theiacp.org/sites/default/files/2021-07/Harassment%20and%20Discrimination%20FULL%20-%2006292020.pdf>

146 End Violence Against Women International. (December 2022). *Model Policy Resource: Law Enforcement Sexual Misconduct Prevention and Accountability*. https://evawintl.org/resource_library/evawi-model-policy-resource-law-enforcement-sexual-misconduct-prevention-and-accountability/

EEO Case Tracking

PERF requested EEO case tracking/disposition data for 2019–2022 (see [Tables 3.1](#), [3.2](#), and [3.3](#)). The MPD provided incomplete data that was poorly presented, difficult to interpret, and internally inconsistent, all of which call its accuracy into question. For example:

- **MPD internal counseling contacts have apparently decreased** by 65% since 2019, from 172 to 61 (through December 6, 2022). Because the ongoing litigation precluded PERF from interviewing EEO Office staff to explore the reasons for this dramatic decrease, the issue should be explored in the audit of the unit we recommend.
- **Per the EEO Office’s SOP**, “The EEO [Office] has the authority to investigate complaints of discrimination against the Metropolitan Police Department and to provide EEO counseling to other DC Government employees.”¹⁴⁷ However, according to the 2019–2022 data, there weren’t any external counseling contacts in 2021 or 2022. In 2019, by contrast, there were 70 external counseling contacts. If MPD cannot explain this disparity, it should task independent auditors with researching this issue.
- **The data indicate MPD personnel initiated 472 counseling contacts** and formal EEO investigations from 2019 to 2022. However, only 22 (4.7%) of these 472 reported incidents yielded a formal investigation. That is, the EEO Office resolved over 95% of the incidents without a full or formal investigation.
- **For 2019 and 2020, it is unclear** how many of the “total protected traits alleged” (e.g., disability, race, sexual orientation, religion, etc.) and “total issues alleged” (e.g., hostile work environment, sexual harassment, disparate treatment, etc.) involve MPD and how many involve outside DC agencies, because the data were not separately tracked. This

147 Metropolitan Police Department. (2021). *EEO Standard Operational Procedures (EEO Division)*. Received from the MPD EEO Office on December 12, 2022.

TABLE 3.1

Equal Employment Opportunity Case Tracking (Counseling) from 2019 to 2022

	2019	2020	2021	2022*
Total EEO Counseling Contacts	242	108	118	61
MPD	172	99		
Outside DC Agencies	70	9		
Total Protected Traits Alleged	187	128	174	88
Age	12	8	9	2
Color	16	10	11	2
Disability	8	4	7	1
Family Responsibilities	5	6	8	1
Gender Identity and Expression	1	1	1	0
Genetic Information	1	0	3	0
Marital Status	0	3	2	0
Matriculation	2	1	4	0
National Origin	11	4	5	6
Personal Appearance	10	5	6	6
Race	46	33	45	27
Religion	2	2	5	3
Sex	40	29	41	24
Sexual Orientation	6	4	4	3
Retaliation	27	18	23	13
No Protected Trait Indicated	65	42	28	22
Total Issues Alleged	146	87	141	99
Hostile work environment	45	25	44	29
Sexual Harassment	21	6	15	20
Harassment	41	10	39	21
Family and Medical Leave /Paid Family Leave	7	4	3	0
Failure to Accommodate	4	8	5	2
Disparate Treatment	28	34	35	27
No Issues Indicated	79	42	24	26

Source: Metropolitan Police Department

Notes: * Data are through December 6, 2022. Blank values indicate that the MPD did not provide data. Under "Total Protected Traits Alleged," the following categories were removed from the table because each year had zero instances: Credit Information, Status as a Victim of an Intrafamily Offense (DV, Sexual Assault, Stalking), and Political Affiliation.

TABLE 3.2

Equal Employment Opportunity Dispositions (Counseling) from 2019 to 2022

	2019	2020	2021	2022*
Total EEO Counseling Contacts	242	108	118	61
MPD	172	99		
Outside DC Agencies	70	9		
Total Dispositions				
Administrative Dismissal				
Exonerated				
Insufficient Facts				
Labor Management				
Mediation				
Pending				
Sustained				
Unfounded				
Disposition/Outcome		106		
Charges Without Merit		103		
Failure to Cooperate/Failure to State a Claim (Withdrawn)				
Failure to Cooperate After Allegations Submitted (Withdrawn)		2		
Failure to State a Claim (No EEO Basis and/or Issue)		53	38	38
Anonymous		3		
Not EEO/Referred to Chain of Command (COC)		1		
Guidance		38		
Untimely		6		
Charges With Merit		3		
Pending		0		
Resolved		2	9	13
Reasonable Cause Exists		1		
Exit Letter			65	59

Source: Metropolitan Police Department

Notes: * Data are through December 6, 2022. Blank values indicate that MPD did not provide data.

TABLE 3.3

Equal Employment Opportunity Case Tracking and Dispositions (Formal Investigations) from 2019 to 2022

	2019	2020	2021	2022*
Total Formal Investigations	8	2	6	6
Total Protected Traits Alleged	10	3	13	10
Age	0	0	1	
Color	0	0	2	
Matriculation	0	0	1	
National Origin	1	0	1	
Personal Appearance	0	0	1	
Race	1	1	2	1
Sex	8	2	3	9
Sexual Orientation	0	0	1	
Retaliation	0	0	1	
Total Issues Alleged	16	2	9	15
Hostile work environment	7	0	2	4
Sexual Harassment	8	2	3	8
Harassment	1	0	2	3
Disparate Treatment	0	0	2	
Total Dispositions	0	3		
Sustained		1		
Unfounded				
Insufficient Facts		1		
Exonerated		1		
Pending				
Mediation/Resolution COC				
Withdrawal				
Disposition/Outcome			0	10
Not EEO/Referred to Chain of Command (COC)			0	8
Resolved			0	2
Exit Letter			2	7

Source: Metropolitan Police Department

Notes: * Data are through December 6, 2022. Blank values indicate that the MPD did not provide data. Under "Total Protected Traits Alleged," the following categories were removed from the table because each year had zero instances: Credit Information, Disability, Status as a Victim of an Intrafamily Offense (Domestic Violence, Sexual Assault, Stalking), Family Responsibilities, Gender Identity and Expression, Genetic Information, Marital Status, Political Affiliation, and Religion. Under "Total Issues Alleged," the following categories were removed from the table because each year had zero instances: Family and Medical Leave/Paid Family Leave and Failure to Accommodate.

does not meet the requirement of the unit's SOP to track "All EEO complaints received from members of MPD [and] all EEO complaints received from members of outside DC Government agencies."¹⁴⁸

- **The EEO Office's SOP states that each allegation of a complaint** must be closed as either unfounded, exonerated, insufficient facts, or sustained.¹⁴⁹ However, according to the data MPD provided, none of the "Counseling Contacts" was classified in this manner, and only three (all in 2020) of the 22 "Formal Investigations" were classified as such.
- **Dispositions/outcomes appear to have been calculated differently from year to year.** This makes it difficult to identify trends and patterns of organizational conduct and to develop training and other programming to address those trends and patterns, promote desired behavior, and curb prohibited conduct.
- **PERF could not determine the merit factor resolution rate** from the information provided and it is not clear the EEO Office had been tracking it at all. An industry standard, the U.S. Equal Employment Opportunity Commission defines merit resolutions as "charges that are resolved in the agency's administrative process (pre-litigation) in favor of the individual who filed the charge."¹⁵⁰ In FY 2020, the EEOC's merit factor resolution rate was 17.4 %, up from 15.6% the year before.¹⁵¹ MPD's EEO Office should begin tracking this metric.
- **The SOP states that allegations of EEO violations involving serious misconduct** will be documented on Form UN-938 (Incident Summary Sheet), which the EEO Office will then classify as intake, referral, or intelligence and process accordingly.¹⁵² However, contrary to the SOP's directive—published as recently as 2021—none of these three intake classifications was reported in the tracking data. There are significant holes in the tracking data, including entire categories, rows, and columns devoid of data.

RECOMMENDATION: Interview EEO Office staff to ascertain why MPD internal counseling contacts have decreased by 65% since 2019, and why there weren't any external counseling contacts in 2021 or 2022. The answers may reveal important insights about the quality of investigative practices and counseling services and inform the EEO Office how to improve its operations.

148 Ibid.

149 Ibid.

150 Ibid.

151 U.S. Equal Employment Opportunity Commission. (February 26, 2021). EEOC releases fiscal year 2020 enforcement and litigation data. <https://www.eeoc.gov/newsroom/eeoc-releases-fiscal-year-2020-enforcement-and-litigation-data>

152 "Intake—Any allegation or complaints of discrimination as set forth in GO-PER-201.09 (Equal Employment Opportunity), serious misconduct, and/or criminal activity as set forth in GO-PER-120.23 (Serious Misconduct Investigations); Referral—Allegations or complaints that do not meet the criteria set forth in the GO-PER-201.09 (Equal Employment Opportunity) will be referred to the appropriate organizational element or agency for investigation [i.e., chain of command]... In all instances of referrals, the complainant and/or his or her representative will receive an Exit Letter affording the complainant the right to file a formal complaint with the D.C. Office of Human Rights (OHR); . . . and Intelligence—A complaint which lacks sufficient information for investigation at the time received, shall remain on file for 90 days for future reference; or a complaint which has undergone cursory investigation and has been found to be without merit in accordance with General Order 201.9 (Equal Employment Opportunity) and/or General Order 120.23 (serious misconduct investigations) and shall be filed and closed as unfounded." Metropolitan Police Department. (2021). *EEO Standard Operational Procedures (EEO Division)*.

RECOMMENDATION: Prioritize updating the *EEO Standard Operational Procedures (EEO Division)*, published in 2021. The revised SOP should be consistent with General Order PER-201.09: *Equal Employment Opportunity Program*, which is presently being updated, and include explicit requirements for data tracking and routine auditing. Arguably, auditing will be the most important addition to the SOP because many of the data tracking requirements are already a part of the current SOP. Among the data tracking requirements to be audited, MPD should consider the following: Discretely tracking “All EEO complaints received from members of MPD [and] all EEO complaints received from members of outside DC Government agencies”;¹⁵³ classifying all cases by type upon receipt as either intake, referral, or intelligence; mandating that when closing any case, it be classified as either insufficient facts, unfounded, exonerated, or sustained; calculating the merit factor resolution rate; and including Incident Summary Numbers assigned along with their disposition for all internal cases.

Additionally, PERF recommends that the SOP ensures: cases are tracked in a manner consistent with the policies and procedures of the DC Office of Human Rights (OHR); definitions and terminology are consistent with those used by the EEOC and OHR; personnel responsible for entering data into a tracking database and reviewing it for accuracy are assigned; criteria are established for conducting a complete, formal investigation versus counseling; protocols are created for documenting how the EEO Office receives complaints or charges from members of MPD, other DC Government agencies, OHR, and EEOC; and all mediations/conciliations attended are recorded along with their dispositions.

¹⁵³ Ibid.

Case Review

As part of its organizational culture assessment of the MPD, PERF reviewed a sample of EEO cases the department provided. This limited review sought to determine whether MPD’s EEO Office employs best investigative practices, as demonstrated through timely investigations, objectivity and neutrality, thorough documentation, and “communication of the [findings] of the investigation to all parties and, where appropriate . . . the sanction imposed if harassment was found to have occurred.”¹⁵⁴ The review also sought to determine if cases found not to be EEO-related were referred to the chain of command for appropriate resolution. Finally, the review looked for evidence of an internal system to identify employees and/or units of assignment with repeated allegations of EEO violations to provide training, counseling, and other appropriate interventions to prevent behavior that generated the complaints.

Methodology: PERF requested “a copy of all EEO Investigations conducted between calendar years 2019 – 2021, [and] a 10% random sampling of all EEO Intake Forms not resulting in an investigation along with their exit letter.”¹⁵⁵ In response, MPD sent PERF 54 EEO case files but no EEO Intake Forms.¹⁵⁶ PERF excluded half of the cases MPD forwarded as duplicates or, in one

¹⁵⁴ U.S. Equal Employment Opportunity Commission. Checklist for employers. <https://www.eeoc.gov/checklists-employers-1>

¹⁵⁵ See email from Chief of Staff Ben Haiman to EEO Director Alphonso Lee on July 9, 2022, at 4:21PM.

¹⁵⁶ MPD transferred the case files to PERF via SharePoint link on July 13, 2022.

case, because it was incorrectly filed as an EEO allegation.¹⁵⁷ Ultimately, PERF reviewed 27 cases alleging EEO violations.

Of the 27 EEO cases reviewed, 15 met the criteria to be investigated as EEO violations, which General Order PER-201.09: *Equal Employment Opportunity*¹⁵⁸ defines as “any demeaning, derogatory, or abusive language, actions, and/or gestures relating to a person’s race, color, national origin, sex/gender, age, religion, disability, sexual orientation, language harassment, discrimination, or retaliation.”¹⁵⁹ The remaining 12 cases were classified as labor-management grievances, which MPD referred to the involved parties’ chain of command for resolution.

The number of cases the MPD sent to PERF does not correspond with the data MPD’s EEO Office provided to PERF. The EEO Office’s case tracking data indicate the unit conducted 16 formal investigations from 2019 to 2021. It was therefore unclear why the MPD sent PERF 54 EEO case files, which PERF ultimately winnowed down to 27, 12 of which had been referred to the chain-of-command (i.e., were not investigated as EEO violations).

The data discrepancies are particularly troublesome considering litigation pending against the department for its EEO investigative practices. Since September 2021, at least 20 current and former MPD employees have filed suit against the department, “including more than a dozen Black women officers alleging racial and sexual discrimination and a culture of intimidation.”¹⁶⁰ Many of these allegations are aimed at the EEO Office and its director.¹⁶¹ Because of this, an in-depth, independent audit of the EEO Office is recommended. This audit should include a top-to-bottom review of the unit, including:¹⁶²

- Interviews of all EEO Office staff;
- Interviews of a representative sample of EEO complainants and targets;
- Analysis of the unit’s practices as compared to standard operating procedures;
- Review of a representative sample of cases by type (i.e., counseling versus formal investigation), outcome/finding (exonerated, insufficient facts, exonerated, or sustained), trait (e.g., age, race, gender identity, marital status, disability, national origin, political affiliation, sexual orientation, religion), and issue (e.g., disparate treatment, Family Medical Leave Act, failure to accommodate, harassment, sexual harassment, hostile work environment);
- Case intake practices;
- Disciplinary actions;
- Data tracking;

¹⁵⁷ The incorrectly filed case involved a claim of damages against a citizen’s property.

¹⁵⁸ General Order PER-201.09 has been updated twice via Executive Order during this time: in 2017 under Executive Order 17-012, *Gender Identity and Expression Anti-Discrimination Policy*, and in 2018 under Executive Order 18-009, *Members’ Rights and Responsibilities Concerning Disability Retirement and Americans with Disabilities Act Accommodations*.

¹⁵⁹ Metropolitan Police Department. (February 17, 2005). General Order PER-201.09: *Equal Employment Opportunity*. <https://go.mpdonline.com/GO/3160000.pdf>

¹⁶⁰ Maya Brown. (February 19, 2022). Fourth lawsuit makes 20 employees alleging a toxic culture within the DC police department. <https://www.cnn.com/2022/02/19/us/washington-dc-police-toxic-culture-investigation/index.html>

¹⁶¹ Ibid.

¹⁶² On August 16, 2022, PERF team members Tom Wilson, Martin Bartness, and Maria Cicala met with MPD Chief Equity Officer Pamela Smith to discuss the preliminary findings of PERF’s limited EEO case review and to explain why a comprehensive EEO case review exceeded the scope of PERF’s contract and potentially interfered with General Counsel’s pending defense of MPD against claims of EEO violations. Thus, although MPD ultimately provided PERF access to all 2019 – 2021 EEO case files on August 4, 2022, PERF’s scope of work on this topic had already been completed by then. Also, reviewing another case sample would not have met the needs of the comprehensive audit PERF recommends of the MPD EEO Office.

- Annual reporting;
- Recommendations to the executive team regarding workforce diversity, equity, and inclusion; and
- Use of mediation, diversity training, education, and awareness initiatives to achieve the unit's goals of "a work environment free of unlawful discrimination and a workforce reflective of our nation's diversity."¹⁶³

¹⁶³ Metropolitan Police Department. (2021). *EEO Standard Operational Procedures (EEO Division)*. Received from the MPD EEO Office on December 12, 2022.

RECOMMENDATION: Commission an in-depth, independent audit of MPD's EEO Office.

The broad scope of work for PERF's review of the MPD—which was negotiated before any of the pending lawsuits were filed—did not afford the time and resources needed to conduct an in-depth EEO case review. The independent audit should therefore include a detailed process analysis from complaint intake to disposition, interviews of EEO Office investigators and MPD personnel who have been a party to EEO investigations, and an evaluation of case outcomes. Given the multiple lawsuits pending against the MPD and its EEO Director, and the inconsistencies in data the EEO Office reported from year to year, an in-depth audit is urgently needed to protect the integrity of the investigative process, manage the department's risk exposure, remedy any wrongdoing that may have taken place, and recommend policies and procedures to protect the rights of all employees.

RECOMMENDATION: It is imperative that the MPD scrutinize the daily operations, investigative practices, and data collection of its EEO Office in the same manner it does the department's other commands. PERF's findings indicate the unit has lacked scrutiny for at least the past several years, which calls into question how seriously the department takes its "commit[ment] to providing a workplace free of any demeaning, derogatory, or abusive language, actions, and/or gestures relating to a person's race, color, national origin, sex/gender, age, religion, disability, sexual orientation, language harassment, discrimination, or retaliation."¹⁶⁴ Moving forward, the MPD should establish command oversight and accountability of the EEO Office by having the unit report directly to an assistant chief.

¹⁶⁴ Metropolitan Police Department. (February 17, 2005). General Order PER-201.09: *Equal Employment Opportunity*. <https://go.mpdconline.com/GO/3160000.pdf>

Case Review Findings and Recommendations

Overall, the reported findings appear consistent with the facts of each case. The case files are detailed and comprehensive, with thorough witness interviews, evidentiary analysis, and application of legal standards. The casebooks are well written and objective, not tilted toward civilian employees, sworn officers, or management.

As in any organization, some complaints filed as EEO violations, even if true, do not meet the standard of proof for discrimination under various EEO statutes, but are instead issues related to management-employee relations, disagreement about policy interpretation and implementation, or ill-advised communication between people. Nevertheless, these issues too can affect

retention, recruitment, and organizational *esprit de corps*, so it is essential that the MPD attempt to resolve the claims in a consistent manner. One case PERF reviewed, for example, was resolved by counseling a lieutenant regarding her communication practices with subordinates.

Moving forward, PERF identified several findings the MPD should consider addressing as it seeks to implement the highest-quality EEO investigative practices and to reflect a “diverse and effective workforce . . . founded upon equality of opportunity and void of discrimination in employment.”¹⁶⁵

First, cases referred to the chain of command as issues of management practices rather than EEO issues do not appear to have final reports on how management resolved them. This close-out information is essential for tracking purposes and for ensuring that commanders throughout the department issue consistent and appropriate corrective action. Accordingly, the MPD should adopt a case disposition form that commanders complete to record the actions taken to resolve issues referred by the EEO Office.

RECOMMENDATION: Create a case disposition form for commanders to record the actions taken to resolve issues the EEO Office refers. A disposition form added to each case folder would provide clear direction to commanders on the remaining actions to be taken and the options available for case disposition. To ensure consistency across the department, the EEO Office should include instructions to the chain of command regarding the minimum and maximum recommended remedial action. Case disposition forms should be tracked and routinely audited for completion and consistency of case resolution. PERF recommends the MPD spell out this process in an updated General Order PER-201.09: *Equal Employment Opportunity Program*.

RECOMMENDATION: Expedite the review and issuance of an updated General Order PER-201.09: *Equal Employment Opportunity Program*. This written directive has not been reviewed and updated for 17 years, which is obviously far too long. This is especially true when the directives touch on matters that frequently give rise to litigation and are affected by changes to the law that can affect training, management and supervision, investigative practices, and unit structure. Notably, MPD’s new Chief Equity Officer has been working with the Policy and Standards Branch to update General Order PER-201.09.

Many case folders PERF reviewed consisted of multiple PDF files rather than one consolidated file. For example, one case had 75 pages in three PDFs; a second had 130 pages in three PDFs; and a third had 149 pages in four PDFs. It is easier for a reader to review one comprehensive case file than to move back and forth among multiple documents. It is therefore recommended that all future case documents be consolidated into one comprehensive electronic case file, including a cover memorandum with a table of contents, page numbers, and section headings (see [sidebar, page 109](#)).

¹⁶⁵ Metropolitan Police Department. (2021). *EEO Standard Operational Procedures (EEO Division)*. Received from the MPD EEO Office on December 12, 2022.

SPOTLIGHT**Recommended Cover Sheet for Case Files****MEMORANDUM**

TO: **Jane Doe**
Director
Disciplinary Review Division

THRU: **John Doe, II**
Executive Director
Professional Development Bureau

THRU: **Janice Doe**
Assistant Chief of Police
Internal Affairs Bureau

FROM: **John Doe, III**
Director
EEO Investigation Division

DATE: June 1, 2022

SUBJECT: Final Investigative Report Regarding Allegations of
Misconduct Against Sergeant John Doe, IS
#22001234

Page(s)	Section Heading
2	Table of Contents
3-8	Chronological Narrative
9	Summary and Conclusion
10	Applicable Laws/Policies/Directives
11-12	Findings of Fact
12-40	Statements
41	Disposition
42	Attachments list
43-107	Attachments

The memorandum should provide a table of contents and the name, rank/title, and assignment of all personnel to whom the memorandum is addressed; this establishes a clear and complete record of who approved the case's investigative actions, findings, and conclusions. (Signatures are often illegible.) Without this information, future reference to the case file for litigation purposes—perhaps after several years, during which personnel may have changed—may require time-consuming consultation with Human Resources to learn who reviewed the investigation.

RECOMMENDATION: Consolidate case files into one comprehensive electronic case file as opposed to multiple individual documents. This would make case review more efficient and reader friendly.

RECOMMENDATION: Because of the complexity and length of EEO cases, the EEO Office should adopt a standardized case organization format, including a table of contents and the name, rank/title, and assignment of all personnel addressed in the cover memorandum. This will make it much easier for readers—perhaps several years later as part of litigation—to locate case information and identify those who played a role in reviewing it. The [sidebar on page 109](#) provides an example.

Misconduct Investigations

PERF heard in interviews with MPD members that Black members were disciplined more harshly. To explore this issue, PERF examined the outcomes of misconduct investigations to determine how the proportions of members receiving adverse action (AA) compared to the overall racial and gender breakdowns of the department.

From 2019 to 2020, Black members were overrepresented in AA cases. Of all sworn AA recipients, 57.7% were Black but they comprise only 50.4% of MPD's sworn personnel ([Figure 3.1](#)). Of all professional AA recipients, 88.2% were Black but they comprise only 74% of MPD's professional staff ([Figure 3.2](#)).

Male members were also overrepresented in AA cases. Male sworn members represented 83.8% of sworn AA cases (compared to 77% of sworn staff), and male professional staff represented 64.7% of professional staff AA cases (compared to 39% of all professional staff). ([Tables 3.4](#) and [3.5](#) show the race/ethnicity and gender of MPD sworn and professional staff disciplined from 2019 to 2020.)

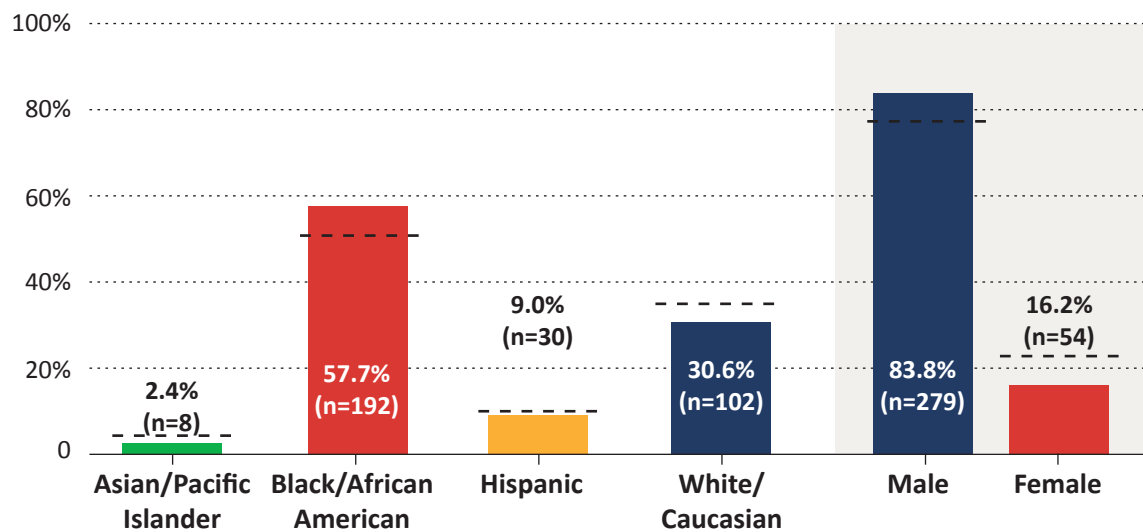
The Brinkley *et al.* lawsuit claims that Black female officers are disciplined more frequently and face harsher punishments. It also claims they are sometimes punished for actions that are not transgressions at all, including recording meetings with supervisors, not taking a temperature (during the height of the COVID-19 pandemic) when no one was available to do so, and missing a call-out while on approved FMLA leave. The lawsuit also claims that white male officers are not held accountable for serious misconduct. However, the data do not appear to support this claim.

FIGURE 3.1

Breaking Down the Race/Ethnicity and Gender of MPD Sworn Staff Who Received Adverse Action from 2019 to 2020

--- Race/Ethnicity and Gender of Overall MPD Sworn Staff from 2019 to 2020

TOTAL SWORN WHO RECEIVED ADVERSE ACTIONS: 333



Source: Metropolitan Police Department

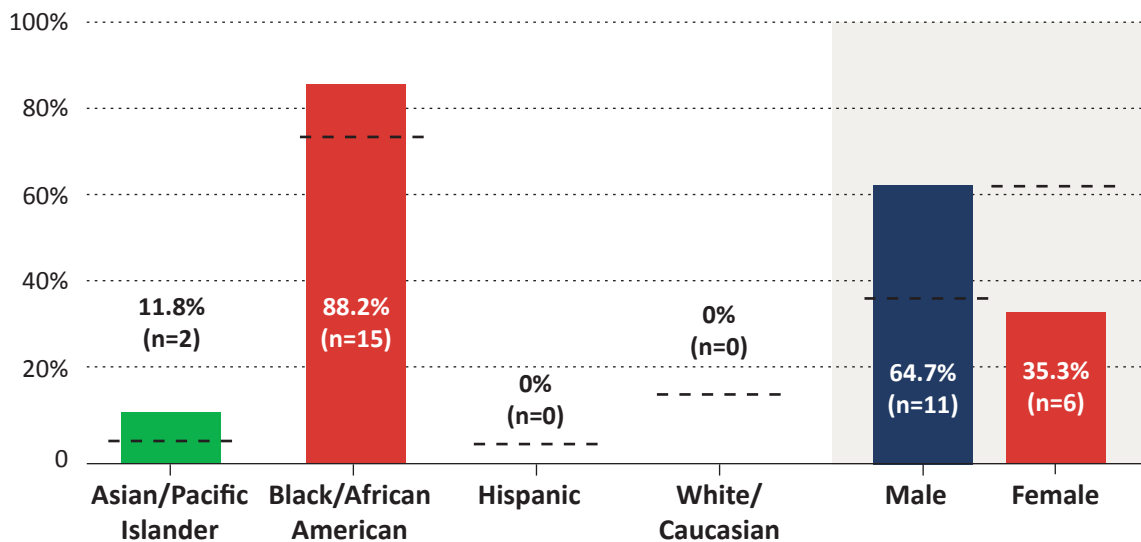
Note: In addition to the above, one sworn officer receiving adverse action (0.3%) was American Indian/Alaskan Native.

FIGURE 3.2

Breaking Down the Race/Ethnicity and Gender of MPD Professional Staff Who Received Adverse Action from 2019 to 2020

--- Race/Ethnicity and Gender of Overall MPD Professional Staff from 2019 to 2020

TOTAL PROFESSIONALS WHO RECEIVED ADVERSE ACTIONS: 17



Source: Metropolitan Police Department

According to the Internal Affairs Division’s adverse action data, sworn Black females received 11.7% of the department’s adverse actions in 2019 and 2020—3.5 percentage points less than their representation in the department ([Table 3.4](#)). White males make up 30.3% of sworn personnel and received 27.6% of the adverse actions—2.7 percentage points less than their representation in the department. Black males are the only demographic group these data show as receiving adverse action at a level above their representation in the department: They receive 45.9% of adverse actions but make up only 35.6% of sworn staff. While this disparity is worth noting, it does not independently constitute evidence of discrimination or disparate treatment. To determine why Black males receive adverse action at a level above their representation in

TABLE 3.4

Breaking Down the Race/Ethnicity and Gender of MPD Sworn Staff Disciplined from 2019 to 2020

Race/Ethnicity and Gender	Number of Adverse Actions	Percentage of Adverse Actions	Percentage of MPD Sworn Staff from 2019 to 2020
American Indian/ Alaskan Native Female	0	0.0%	0.0%
American Indian/ Alaskan Native Male	1	0.3%	0.1%
Asian/Pacific Islander Female	0	0.0%	0.4%
Asian/Pacific Islander Male	8	2.4%	3.8%
Black/African American Female	39	11.7%	15.2%
Black/African American Male	153	45.9%	35.6%
Hispanic Female	5	1.5%	2.3%
Hispanic Male	25	7.5%	7.7%
White/Caucasian Female	10	3.0%	4.6%
White/Caucasian Male	92	27.6%	30.3%

Source: Metropolitan Police Department

Note: Red denotes a greater proportion of adverse actions than overall MPD representation.

the department, the MPD would need to examine the types of allegations and the quality of evidence across cases. For example, in previous analyses of this disparity, the MPD found Black males were more likely to be accused of violations of criminal statute, which carry serious penalties if sustained.¹⁶⁶

TABLE 3.5

Breaking Down the Race/Ethnicity and Gender of MPD Professional Staff Disciplined from 2019 to 2020

Race/Ethnicity and Gender	Number of Adverse Actions	Percentage of Adverse Actions	Percentage of MPD Professional Staff from 2019 to 2020
American Indian/ Alaskan Native Female	0	0.0%	0.0%
American Indian/ Alaskan Native Male	0	0.0%	0.1%
Asian/Pacific Islander Female	1	3.7%	2.2%
Asian/Pacific Islander Male	1	3.7%	2.7%
Black/African American Female	10	37.0%	50.2%
Black/African American Male	15	55.6%	23.8%
Hispanic Female	0	0.0%	2.1%
Hispanic Male	0	0.0%	2.2%
White/Caucasian Female	0	0.0%	7.3%
White/Caucasian Male	0	0.0%	8.4%

Source: Metropolitan Police Department

Note: Red denotes a greater proportion of adverse actions than overall MPD representation.

166 Ben Haiman. (December 20, 2022). Chief of Staff, Metropolitan Police Department. Microsoft Teams interview.

RECOMMENDATION: The MPD should probe more deeply into why Black males receive adverse action at a level above their representation in the department. The MPD has done this analysis in the past, but we recommend a more current analysis to identify whether the reasons for the disparity have changed and to allow for consideration of potential interventions for changing the disparate outcomes, if appropriate.

Disciplinary Process

It would be remiss not to mention recent negative media attention that MPD’s disciplinary processes have received. In March 2021, the Office of the District of Columbia Auditor (ODCA) found flaws in MPD’s internal investigations into police killings.¹⁶⁷ And in October 2022, the ODCA reported that “for every three police officers the MPD terminated between October 1, 2015, and March 31, 2021, two have been returned to the force primarily because independent arbitrators believed firing was too severe a punishment or the department missed deadlines, overstepped its authority, or provided insufficient evidence.” The 36 officers who were fired but got their jobs back were awarded a total of \$20.6 million in back wages and damages.¹⁶⁸

The Engaged Workforce Team has been studying MPD’s disciplinary processes, including the delineations between discipline and personnel management and between misconduct and mistakes; it also has been examining what does and does not get reported (for example, what results in IS numbers versus what can be dealt with through a conversation, mentoring, or feedback). The team is considering the creation of a peer review board in each unit—where decisions are made on how to address the incidents—and plans to lay out four options to guide managers on how incidents should be handled.

Reviewing these issues will be extremely helpful, as PERF discovered considerable frustration and confusion among MPD staff over what kinds of incidents should be counseled versus written up. For example:

“While I do not think the disciplinary process is unfair, **I do think that discipline is often unnecessarily excessive.** Supervisors should have more leeway to informally counsel employees for first offenses without drawing IS numbers.”

**MPD
Feedback**

“A minor violation causes serious discipline, and it can affect a member’s career path goal and financial stability. **A minor violation can ruin your career** when they can use some discretion and be handled with corrective action.”

“This discipline system of MPD is too heavy on members of the department. There is no more verbal discipline and **it’s becoming more political.**”

¹⁶⁷ Mitch Ryals. (March 23, 2021). MPD’s Investigations of Officers’ Fatal Uses of Force Were Inadequate, Review Finds. <https://washingtontimes.com/article/512319/review-finds-mpd-investigations-of-officers-fatal-uses-of-force-inadequate/>

¹⁶⁸ Office of the District of Columbia Auditor. (October 6, 2022). *36 Fired Officers Reinstated; Receive \$14 Million in Back Pay*. <https://dcauditor.org/report/mpd-personnel-settlement-report/>

Supervisors' Perceived Lack of Discretion

Supervisors said they are not comfortable using discretion because they feel they will be criticized for “not following policy to the letter.” This presents a potential disconnect, as supervisors are told to use discretion in training but do not feel able to make decisions without involving the watch commander (which is commonly mandated in policy). This can breed a culture of complacency among supervisors if not corrected. According to one member, “Supervisors just sit by and wait to be told as MPD has established a culture of discipline over a culture of learning. MPD continues to hammer down people to the point where Officials and Officers are scared to make choices.”

Member Perceptions

PERF heard from quite a few people that the discipline process is heavy-handed and needs reform. There is a perception that discipline is overly harsh and outcomes are often inconsistent and unfair. For example:

“Two members can violate the same policy but **receive different levels of discipline**. For example, one may get 30 days and the other terminated.”

**MPD
Feedback**

“Discipline in MPD is **incredibly arbitrary**. Two officers may have committed the same exact violation with the same circumstances but one officer will receive far less punishment based on their relationship with the commander/assistant chief/DRD.”

“Discipline is not meted out fairly and **disparately impacts hardworking officers** who more often are placed in high-risk situations requiring critical decision making and use of force.”

Another frustration personnel expressed was that the approach to misconduct investigations is similar regardless of the severity of the allegation, which can result in a lengthy and overly burdensome process for low-level violations. Extensive investigations and reporting requirements for these low-level misconducts also create an administrative burden for supervisors and place members in limbo for a long period of time. And from a morale standpoint, it is frustrating to officers when a “failure by accident” is treated the same as an egregious act.

Disciplining personnel for minor incidents also can affect their careers and the culture of the agency. Many members cited violations for not activating their body-worn cameras or losing a radio as being over the top. Many personnel believe “unnecessary discipline” has “tarnished” the reputation of good officers or made them less likely to proactively engage the public. (It should be noted that during Chief Contee’s confirmation hearing, councilmembers grilled him on why officers were not being punished for failure to turn on their cameras.)¹⁶⁹

The MPD has adopted education-based development “as an alternative to discipline in lieu of rec-

¹⁶⁹ Martin Austermuhle. (May 4, 2021). Robert Contee unanimously confirmed to serve as Chief of Metropolitan Police Department. <https://dcist.com/story/21/05/04/robert-contee-unanimously-confirmed-chief-of-metropolitan-police-department/>

ommended corrective action or a recommended suspension of one to 10 business days.”¹⁷⁰ This is an excellent addition to the available disciplinary options: it responds to employees’ requests, prioritizes behavior change through training over punitive action, and allows personnel to quickly move past the incident without harming their reputation or hindering their career pursuits.

Another alternative to a full administrative investigation, which the MPD should consider, is Expedited Resolution of Minor Misconduct (ERMM).¹⁷¹ Instituted by the Baltimore Police Department, this process affords commanding officers the authority to resolve certain minor offenses (e.g., tardiness, failure to appear in court, failure to attend required training, or lost property) at the command level when an extensive investigation is not required “and the accused member does not contest the allegations. In such cases, Expedited Resolution can provide a more efficient, timely resolution that uses minimal Departmental resources. It is beneficial to all parties involved to resolve complaints as quickly as possible, without sacrificing the goals of the corrective action or the disciplinary process.”¹⁷²

It appears that ERMM could work seamlessly within current MPD policies and practices. Furthermore, it would reduce the need to conduct full administrative investigations for a significant number of minor misconduct violations, thereby freeing up investigators’ time to devote to more serious allegations of wrongdoing involving members of the public.

170 “Members’ participation in EBD shall be in lieu of, and not in addition to, receiving corrective action or serving the proposed suspension. Members shall only be eligible to participate in EBD one time within a three-year period for similar conduct regardless of who issued the EBD.” Metropolitan Police Department. (November 27, 2022). General Order PER-120-21: *Sworn Employee Discipline*. https://go.mpdconline.com/GO/GO_120_21.pdf

171 Baltimore Police Department. (August 16, 2021). Expedited Resolution of Minor Misconduct. <https://www.baltimorepolice.org/transparency/bpd-policies/321-expedited-resolution-minor-misconduct>

172 Ibid.

RECOMMENDATION: Consider expanding existing procedures for handling low-level misconduct. Extensive investigations and reporting requirements for low-level policy violations create an administrative burden for supervisors and often cause members unnecessary anxiety. An Expedited Resolution of Minor Misconduct process, like the one instituted by the Baltimore Police Department,¹⁷³ provides efficient, timely resolution for minor misconduct and requires minimal departmental resources. This process would be an important expansion to the disciplinary options already available to the MPD because it responds to employees’ requests to quickly resolve minor incidents without harming their reputation or hindering their career pursuits.

173 Ibid.

There also appears to be inconsistency in the outcomes for misconduct investigations depending on where the member is assigned and whether they appeal the result. Because commanders have substantial discretion over resolving low-level cases, similar conduct in different districts could result in different levels of discipline. And the chief’s appeals process almost always results in a lowered penalty, which may indicate that the initial proposed penalties are not fair and/or the process is not working as designed. This should be examined further.

RECOMMENDATION: Analyze why the decisions of the Adverse Action Panel and Chief of Police are consistently contrary to the Disciplinary Review Division's (DRD) recommendations of termination; enact the recommendations of the ODCA to address its findings that discipline is often disproportionate to the offense, based on insufficient evidence against the accused officer, or resulting from procedural errors;¹⁷⁴ and consider ways to improve consistency in corrective actions between chains of command. Similar conduct in different commands (assuming the involved members' prior disciplinary histories are similar) should receive similar penalties. To ensure this happens, each commander could be required to consult with the DRD prior to taking corrective action. The RMD could also routinely audit COC cases for compliance with the Table of Penalties and for equity in disciplinary action across commands and demographic groups. Furthermore, the department may want to consider tracking how cases are resolved through the appeals process by type of allegation, employee assignment, employee disciplinary history, race, gender, and stage of appeal. Consistently tracking and analyzing this data can be very informative in determining if disparities exist and identifying opportunities for improving processes and outcomes.

174 Office of the District of Columbia Auditor. (October 6, 2022). *36 Fired Officers Reinstated; Receive \$14 Million in Back Pay*. <https://dcauditor.org/report/mpd-personnel-settlement-report/>

Disciplinary Process Review

As part of PERF's review into transparency, fairness, and equity in the treatment of MPD employees, the team reviewed investigations of misconduct complaints. As noted in the Limitations section of this report, PERF only reviewed a random sample of cases where members received adverse action between 2016 and 2020. [Figure 3.3](#) gives a breakdown of the random sample PERF received.

For a performance management analysis, see [Appendix E](#).

Case Review Findings

Most of the cases reviewed were well written and appeared to become more thorough and better organized as the years progressed.

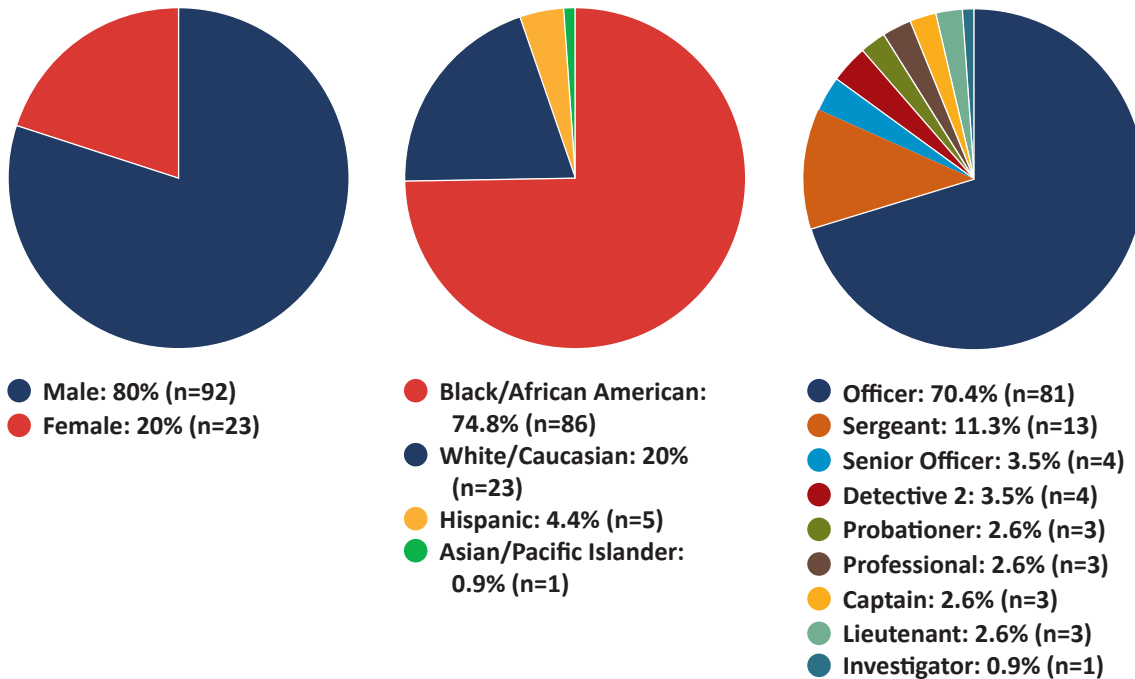
Incomplete cases: Several of the files received by PERF were incomplete. Many were missing the Investigative Report, which generally includes the most detailed explanation of the facts of the case, the evidence reviewed, and the rationale and findings of the investigator. Some cases were missing everything except the Commander's Resolution Conference (CRC) memo.

In some of the incomplete cases, PERF could extrapolate the facts from other documents found in the case file, but not so when it came to the analysis of the evidence and/or the rationale for sustaining charges. Below is a sampling of cases whose files were incomplete.

- IS# 17-003331: The Investigative Report is missing
- IS# 17-003528: Only the Chief of Police (COP) memo is in the file
- IS# 18-004688: Only the Investigative Report is in the file
- IS# 18-000297: Includes the Notice of Proposed Adverse Action (NOPAA), Final Notice of Adverse Action (FNAA), and Final Agency Action (FAA), but no Investigative Report

FIGURE 3.3

Demographic Breakdown of the Random Sample of Cases PERF Reviewed in Which Members Received Adverse Action Between 2016 and 2020



- IS# 17-004094: Only the FNAA is in the file
- IS# 17 002842: Only the Disciplinary Review Division (DRD) memo and CRC memo are in the file; the Investigative Report & attachments are not included
- IS# 17-002292: The Final Report Concerning Alleged Misconduct with Sustained Charges and discipline requested, nothing further
- IS# 16-0010030: Includes the Final Investigative Report, Sustained Charges, and Adverse Action (AA) requested, nothing further
- IS# 150003235/IS#16-002732: The only document in the file is the FNAA
- IS# 16-000854: The only document in the file is the CRC memo

Disparities in penalties: Some disparities in penalties were noted but they did not appear to be based on gender, race, rank, or other demographic. For example:

- **In case #20-001796**, an officer stood by while her partner struggled to arrest a suspect; the struggle eventually went to the ground, and still the officer did not assist, except to call for assistance. She did not become physically involved until other officers arrived on the scene and began to assist, and then she assisted only minimally, as evidenced by her own BWC footage. Her partner sustained minor injuries. He informed his supervisor that he would never ride or work with the officer again. The author of the Investigative

Memo noted that there was another similar incident and included the IS# in the memo, but it was never mentioned again.

The Investigative Memo listed two sustained charges: Neglect of Duty (1st—offense – Reprimand to Removal) and Conduct Unbecoming (1st—offense – Suspension for 15 days to Removal). The decision was made to drop the Conduct Unbecoming charge and the case was sent to a CRC and included only the charge of Neglect of Duty and a penalty of 10 days or less. Ultimately, the officer received a two-day suspension.

In comparison, the department issued more significant penalties to other officers for falling asleep in their patrol car and the same penalty to an officer for losing a piece of equipment. Yet, the officer's inaction suggests she may be a danger to fellow officers, herself, or the community, especially since she had been involved in a previous similar incident.

- **Compare the above case to case # 19-003656:** An officer was in his patrol car with his partner when a woman approached him to complain about an earlier incident involving a police cadet and a gun. The officer handed her an IAD information card and told her to contact IAD. The officer admitted he should have followed up instead of telling her to contact IAD; he also said he notified a sergeant but could not recall whom. He received a sustained charge of Neglect of Duty (1st offense: Reprimand – Removal) and a penalty of 25 days' suspension without pay, later reduced on appeal by the chief of police to 10 days' suspension without pay, 15 in abeyance, because the officer later recalled the name of the supervisor he had notified.
- **Both officers in the above cases** failed to do their duty, but the disciplinary outcomes were significantly different, with the officer who many consider to have committed the more serious infraction punished less severely than the other officer.

In some cases where charges were sustained in the Investigative Report, some of the charges were later dropped, which then sends the case to a CRC—where disciplinary outcomes are less severe.

The penalty matrix: The MPD's penalty matrix was not always followed and therefore does not reflect the true exposure an officer faces for a first, second, or third sustained charge.

The penalty matrix lists "Removal" (i.e., termination) as the only penalty when "Conduct Constitutes a Crime"—yet the actual penalty in such cases is often a significant number of days' suspension without pay.

An example where the penalty matrix was not applied (Case #17-003274) involves an officer with three years on the department. She had two prior disciplinary actions (for Neglect of Duty and Violation of General Order) within the previous two years. In the Investigative Memo, charges were sustained for Untruthful Statement and Neglect of Duty, but the decision was made to send the case to the CRC for Neglect of Duty only; the Untruthful Statement was dropped. It is unclear why the charge of Untruthful Statement was dismissed. Under the penalty matrix, a second sustained violation for Neglect of Duty has a range of discipline between Suspension for 15 days and Removal, but at the CRC she received a seven-day suspension without pay. Ultimately, two days were served and five were held in abeyance. Without clear explanation for why such decisions are made, rumors of disparate

treatment and favoritism percolate throughout the department.

Body-worn camera (BWC) violations: PERF's review of Internal Affairs cases discovered inconsistent investigative and disciplinary practices related to BWC policy violations. Periodically, Internal Affairs detectives found a BWC violation while investigating an unrelated allegation of misconduct. Often detectives assigned a new IS# for the BWC violation and opened a separate investigation, but sometimes the BWC violation remained part of the initial misconduct investigation and IS#, and sometimes it was mentioned once but never spoken of again.



PERF's review of Internal Affairs cases discovered inconsistent investigative and disciplinary practices related to BWC policy violations.

When fully investigated, a BWC violation generally resulted in a sustained charge of Failing to Obey Orders & Directives. According to the penalty matrix, this finding warrants "Reprimand – Removal" for a first offense, "Suspension for 1 day to Removal" for a second offense, and "Suspension for 15 days to Removal" for a third offense.

However, in case #20-002353, though it was the officer's fifth BWC violation, a CRC issued the officer a three-day suspension without pay, all of which was held in abeyance. The officer had three prior BWC violations in 2018 and two in 2020, which, according to the penalty matrix, should have led to "Suspension for 15 days to Removal." The case folder did not explain why it was sent to a CRC or why the issued penalty did not conform to the matrix.

More and more, the public is demanding transparency from law enforcement, especially in high-profile incidents. When a controversial incident occurs, the public expects law enforcement to explain what happened, and if a department has issued BWCs to their officers, the public will expect to see BWC footage. For this reason, it is imperative for officers turn the BWC on almost instinctually, as required under departmental policy.

Progressive discipline: With any rule or regulation, once it is established the department needs to be clear and transparent in how it will be applied and provide the penalties associated with the violation. The penalty for BWC violations should be fair and consistent to bring behavior into conformance, regardless of the type of incident the officer is involved in. The type of incident (e.g., shooting, traffic stop, well-being check) should not determine if a BWC violation is worthy of an IS number. There should be consistency, so that officers know what to expect and everyone should be treated the same. Flagrant or consistent violations of the BWC directive should be considered a red flag and progressive discipline should be applied.

As to what kind of progressive discipline should be applied, General Order PER-120-21: *Sworn Employee Discipline* states that when "deciding greater degrees of disciplinary action for similar conduct, . . . "time since [the] last occurrence shall be weighed in the Douglas Factor analy-

sis.”¹⁷⁵ The criteria in a Douglas Factor analysis are not explained in the policy but should be added for ease of reference and employee understanding.

Multiple incidents: Recent police-related incidents have demonstrated the need not only to continuously evaluate the risks associated with officers who have multiple incidents, but also to address police behavior in advance of a major incident in order to reduce the number of complaints and the department’s liability exposure. MPD’s Professional Conduct Intervention Board meets monthly to review a list of officers with multiple IS numbers. These reviews should continue and include documentation of steps taken to modify the performance and behavior of the identified officers, including, but not limited to, training and counseling.

175 “The Merit Systems Protection Board in its landmark decision, *Douglas vs. Veterans Administration*, 5 M.S.P.R. 280 (1981), established criteria that supervisors must consider in determining an appropriate penalty to impose for an act of employee misconduct. . . . The following relevant factors [not an all-inclusive list] must be considered in determining the severity of the discipline: (1) The nature and seriousness of the offense, and its relation to the employee’s duties, position, and responsibilities, including whether the offense was intentional or technical or inadvertent, or was committed maliciously or for gain, or was frequently repeated; (2) the employee’s job level and type of employment, including supervisory or fiduciary role, contacts with the public, and prominence of the position; (3) the employee’s past disciplinary record; (4) the employee’s past work record, including length of service, performance on the job, ability to get along with fellow workers, and dependability; (5) the effect of the offense upon the employee’s ability to perform at a satisfactory level and its effect upon supervisors’ confidence in the employee’s work ability to perform assigned duties; (6) consistency of the penalty with those imposed upon other employees for the same or similar offenses; (7) consistency of the penalty with any applicable agency table of penalties; (8) the notoriety of the offense or its impact upon the reputation of the agency; (9) the clarity with which the employee was on notice of any rules that were violated in committing the offense, or had been warned about the conduct in question; (10) the potential for the employee’s rehabilitation; (11) mitigating circumstances surrounding the offense such as unusual job tensions, personality problems, mental impairment, harassment, or bad faith, malice or provocation on the part of others involved in the matter; and (12) the adequacy and effectiveness of alternative sanctions to deter such conduct in the future by the employee or others.” Office of Performance Management. (ND). The Douglas Factors. <https://www.opm.gov/policy-data-oversight/employee-relations/reference-materials/douglas-factors.pdf>

RECOMMENDATION: Amend General Order PER-120-21: *Sworn Employee Discipline* to include the criteria in a Douglas Factor analysis, which guides decision makers when determining degree of disciplinary action. A few of the relevant factors to be considered include the nature and seriousness of the offense, the employee’s job level and type of employment, and the employee’s past disciplinary record.¹⁷⁶

176 Office of Performance Management. (ND). The Douglas Factors. <https://www.opm.gov/policy-data-oversight/employee-relations/reference-materials/douglas-factors.pdf>

RECOMMENDATION: Create a monthly IAD/DRD newsletter—including aggregate data—to inform officers of real-life issues and case-based behavior that has resulted in adverse consequences. This is an excellent teaching opportunity and creates transparency to increase internal legitimacy and dispel the misinformation commonly surrounding disciplinary actions. The newsletter could also include trends in misconduct IAD personnel have observed and community concerns gleaned from OPC and administrative investigations. Actual cases will need to be anonymized (names, date, time, locations, unit involved) but should provide sufficient context to convey the consequences and lessons learned. The newsletter could include an integrity message—for example, “Integrity is doing the right thing, even when no one else is watching”—to serve as a reminder that it is the responsibility of every officer to practice active bystandership when they see others who are not.

RECOMMENDATION: IAD and DRD leadership should consider attending roll calls with sworn personnel and convening meetings with professional staff to review with them new policies and practices, discuss trends, and answer questions. This is especially important given the recent release of three new general orders: GO-PER-120-20: *Administrative Investigations*;¹⁷⁷ GO-PER-120-21: *Sworn Employee Discipline*; and GO-PER-120-25: *Office of Police Complaints Investigations*. Frequently communicating with personnel about these issues can go a long way toward dispelling rumors and building trust in disciplinary investigations.

177 Metropolitan Police Department. (November 27, 2022). General Order PER-120-20: *Administrative Investigations*. https://go.mpdonline.com/GO/GO_120_20.pdf

Use of Force Case Review

As part of PERF's organizational culture assessment of the MPD, PERF reviewed a sample of use of force cases provided by the department. The purpose was not to conduct a case audit, but to review each individual case for equity, transparency, fairness, and internal/external procedural justice.

Methodology

PERF requested a list of all the incidents adjudicated by the Use of Force Review Board (UFRB) that occurred between 2018 and 2020. Per policy, the UFRB is responsible for reviewing:

- all use of force investigations completed by the Internal Affairs Division;
- all firearm discharges at animals;
- all chain of command investigations forwarded to the Board by the Assistant Chief, Internal Affairs Bureau; and
- all vehicle pursuits resulting in a fatality.¹⁷⁸

Prior to making the sample selection, PERF removed incidents that were still open and those that did not involve the intentional use of force against a person (e.g., negligent discharges, animal shootings, death investigations). This resulted in 105 unique incidents, from which PERF selected a random sample of 20 cases. PERF then gave the case numbers of this sample to MPD, which provided the investigation case files.

Sample Case Review Findings and Recommendations

Overall, PERF found the sample of cases reviewed to be well written and organized, with all relevant information and evidence (e.g., investigative narratives; transcripts/interview summaries of officers, suspects, and witnesses; witness canvasses) documented in the case file. Analyses of the facts were thorough, and investigators typically arrived at reasonable conclusions based on their review of the evidence.

PERF's recommendations below are made with the intention of further strengthening the quality of MPD's use of force investigations.

178 General Order RAR-901.07 (effective January 1, 2022).

Time Delays

According to General Order RAR-901-07: *Use of Force*,¹⁷⁹ published January 1, 2022, “UFRB shall complete, to the extent practicable, its review of each incident within 90 business days of the date that IS numbers were issued. This time period may be tolled due to criminal investigations and investigations conducted by the Office of the Inspector General, Office of the DC Auditor, or Office of Police Complaints.” PERF found that about half of the use of force investigations it reviewed took longer than 90 days to complete. However, the reason for this delay is attributable to the United States Attorney’s Office (USAO) conducting a criminal review of uses of force before MPD beg its administrative investigation.

To ensure the MPD continues to meet the 90-day timeline in use of force incidents where review by the USAO is not pending, the Risk Management Division (RMD) should work with the UFRB Administrator to set an annual schedule for conducting “periodic audits to review the timeliness of cases pending submission to UFRB.”¹⁸⁰

Reviews that exceed the 90-day window should be closely scrutinized, as these delays compromise the department’s ability to take timely corrective action related to policy and procedure, training, supervision, and use of force investigations. For example, multiple use of force incidents where officers neglect to take appropriate de-escalation measures can increase a department’s liability for failing to institute appropriate policy changes or provide remedial training to ensure officers’ uses of force are reasonable and proportional to the threat presented.

Investigating and closing cases in a timely manner are also important because delays in the investigation unfairly penalize both the officer who is the focus of the investigation and the complainant (the person on whom force was used). Officer and witness recollections of events may become less clear and reliable as the case goes on, and key evidence can be lost. Closing cases in a timely manner promotes a sense of procedural justice for the involved officer(s),¹⁸¹ the persons subject to force, and the community at large.

The MPD should also continue to work with the United States Attorney’s Office to identify opportunities to review cases more quickly and minimize delays in MPD’s administrative review of use of force cases. Additionally, the MPD should evaluate the process for providing reverse *Garrity* to reduce delays in officer interviews on that basis.

Reviews that exceed the 90-day window should be closely scrutinized, as these delays compromise the department’s ability to take timely corrective action.

179 Metropolitan Police Department. (November 27, 2022). General Order PER-120-20: *Administrative Investigations*. https://go.mpdconline.com/GO/GO_120_20.pdf

180 Ibid.

181 Involved officers commonly suffer from increased anxiety while awaiting the UFRB’s decision, with concerns ranging from criminal and administrative charges to being passed over for transfers and promotions.

RECOMMENDATION: Reduce delays and ensure timely closure of use of force investigations. The MPD Risk Management Division should work with the Use of Force Review Board to set an annual schedule for conducting “periodic audits to review the timeliness of cases pending submission to UFRB”¹⁸² to ensure there are no avoidable delays past the 90-day deadline. Should there be sufficient reason for a delay, the reason should be noted in the case file (e.g., tolling due to a pending criminal investigation).

Investigating and closing cases in a timely manner ensure fairness and a sense of procedural justice for the focus officer(s) and suspects. As it has done for years, the MPD should continue to work with the USAO to identify ways to review cases more quickly and minimize delays in the administrative investigation of use of force cases.

182 Ibid.

Holistic Review of Incidents/Tactical Analysis

In reviewing use of force investigations, PERF examined the evaluation of the officers’ tactics in addition to the force used. PERF found some inconsistencies among reviewers in the assessment of these tactics. The MPD should consider providing additional training to supervisors and others who are tasked with conducting the tactical analysis in use of force incidents (regardless of their severity) to promote consistency in these assessments.

Additionally, for those cases where the tactical analysis was generally conducted well, the assessment often focused only on the actions of the officer(s) using force. While this is understandable, the MPD should require a thorough tactical analysis of all officers on the scene, including supervisors, even if they did not use force. The results of such a review should be documented in the investigative report and used for training purposes.

Even if all officers were found to have used sound tactics to resolve the situation, there is a benefit to evaluating whether other options could have ensured a successful outcome. PERF Executive Director Chuck Wexler wrote in his weekly Trending column in August 2020 that police departments “need to embrace Monday morning quarterbacking [of use of force incidents] because it will improve performance, save lives, preserve some officers’ careers, and begin to build trust with the community.”¹⁸³ The MPD should welcome every available opportunity to engage commanders, supervisors, and officers in thoughtful conversations about the latest viral video. What do they think about how the officers handled the situation? What were other options? How would they have responded differently? What does MPD policy say? Routinely having these conversations will demonstrate leadership and a commitment to ongoing scrutiny of policies and practices and will promote positive culture change throughout the organization.

183 Chuck Wexler. (August 29, 2020). How Do We Get Out of this Mess? Here’s A First Step. <https://www.policeforum.org/trendingaugust29>

RECOMMENDATION: The MPD should maximize opportunities for organizational growth by setting expectations for ongoing supervisory review of BWC footage. In addition to the required reviews of BWC footage for investigations of use of force and misconduct complaints, supervisors should review their officers' BWC footage for a variety of other purposes: leading after-action reviews, coaching individual officers on incident response, addressing safety concerns, sharing teachable moments with training staff, assessing a new officer's readiness for working independently in the field, improving a field training officer's communication style, monitoring officers who are in the early intervention program, inspecting the performance of specialized units, and evaluating personnel on performance improvement plans.

RECOMMENDATION: Ensure all personnel responsible for conducting assessments of use of force incidents receive training to ensure quality and consistency. This training should include a detailed review of the procedures personnel must follow when conducting the investigations. Checklists are helpful tools for ensuring all necessary investigative steps are completed and can be integrated into case management systems. The tactical analysis of an incident should also include all officers (and supervisors) involved in the incident, not just those who used force. Even if the incident was resolved successfully, other options that also would have led to a successful outcome should be identified for training purposes. It is encouraging to see the recently released General Order RAR-901-07: *Use of Force* specifically addresses several of these issues: compliance with official MPD guidance (i.e. policy, procedure, and training), whether proper tactics were used, risk management issues, adequacy of training, analysis of the events leading up to and following the incident, whether the level of force used was appropriate for the incident, and the various decision points of the member who used force as well as those of any member who is relevant to the use of force.

Use of Objective Language

PERF found most investigative narratives used a neutral tone. However, several narratives contained descriptive language in the case summaries that was subjective or persuasive in nature. This language *could* be perceived as attempting to justify an officer's actions without the need to do so.

The MPD should ensure that case narratives use simple, direct, objective language, and do not overemphasize or unduly justify a particular use of force or outcome.

RECOMMENDATION: Use neutral language in case narratives. The MPD should ensure that the language used in case narratives is neutral and avoids subjective or "leading" language that may unduly influence the reader by attempting to overemphasize or unduly justify a particular use of force or force outcome. Closely scrutinizing reports for evidence of biased language is essential to the department's credibility.

Use of Descriptive Language to Explain De-escalation

PERF reviewed several use of force reports stating the involved officer(s) attempted to communicate with the subject or de-escalate a situation before having to use force. This is commendable and reflects MPD's adoption of de-escalation in policy and practice. However, it was unclear in reading the case narratives as to what types of de-escalation techniques were used in each incident.

Examples of de-escalation techniques include using time, distance, and cover; active listening; and calling for additional resources (such as a mental health clinician). However, without more description, "communicating with the subject" can also mean shouting the same command (e.g., "drop the knife!") repeatedly.

It is important for investigators and department trainers to know what specific de-escalation approaches were used in a force incident to guide their review of the case. This will inform investigators as to whether MPD policy was adhered to, as well as whether officers need additional training in de-escalation techniques. Investigators should require officers to provide descriptive responses during their interviews, and investigators and supervisors should use descriptive language when writing their investigation reports.

RECOMMENDATION: Ensure descriptive language regarding communication and de-escalation techniques is used in case narratives. The MPD should capture the specific types of communication and de-escalation techniques (e.g., time, distance, cover, and use of additional resources) that were employed in an incident when writing case narratives. Generic language does not provide reviewers with sufficient information as to what tactics and approaches were employed. To aid in accomplishing this goal, the MPD should leverage the value of its repository of BWC footage by disseminating case studies of effective de-escalation practices and exemplary use of force reporting as an instructional tool for personnel.

Training for FIT Investigators

PERF understands the Force Investigation Team (FIT) has recently been reinstituted. Having a specialized unit responsible for investigating serious uses of force can be beneficial to the quality of these important investigations. It is critical that these investigators receive ongoing, specialized training in conducting use of force investigations, and use of force generally, to stay current with the department's expectation on the use of force by its members.

RECOMMENDATION: The MPD should provide annual, specialized training to FIT agents in support of conducting objective, high-quality investigations that withstand the critical scrutiny of criminal and administrative proceedings. Ongoing topics of instruction—in addition to the annual professional development training all MPD personnel receive—should include, among others, use of force policy, crime scene management, evidence collection, digital forensic analysis, interview and interrogation skills, search and seizure law and policy, officer rights and responsibilities, officer mental health and wellness, family notifications, and case presentations to the UFRB. Instructional methods should reflect the diversity of adult learning styles with an emphasis on role-playing practical exercises, case studies, and teach-backs.

Use of Force Review Board

The UFRB is responsible for adjudicating serious uses of force at MPD. It can compel the appearance of members for questioning, recommend commendations for members who acted with distinction in force incidents, recommend corrective or adverse action as well as non-disciplinary action for cases it reviews, and conduct quality control reviews of all chain of command use of force investigations. The Internal Affairs Bureau is responsible for administering the UFRB and the board meets regularly to review force incidents.

The UFRB is made up of one Assistant Chief; the commanding officials of the Special Operations Division, Criminal Investigations Division, Metropolitan Police Academy, Recruiting Division, and Court Liaison Division; and one Commander or Inspector from the Patrol Services Bureau. The Executive Director of the Office of Police Complaints and one representative from the Fraternal Order of Police also sit on the board but are not voting members. Additionally, a new District of Columbia law adds several new members to the UFRB: three civilian members appointed by the mayor and two civilian members appointed by the DC Council. As of this writing, these new members have not yet been appointed to the UFRB.

As part of PERF's review, the project team observed a UFRB meeting. PERF found that the board conducts thorough, holistic reviews of the cases brought before it and engages in a robust discussion of the issues with the Internal Affairs Agents presenting the investigation.

PERF understands that the composition of the UFRB is outlined in the DC Code. However, if feasible, the MPD may want to consider adding a peer member—an officer who is the same rank as the officer under investigation—to the board. Adding a member who has similar experience as the involved officer allows for that perspective to be included during the deliberations and is likely to increase the board's internal legitimacy. This is a practice used by the Los Angeles Police Department (LAPD) in its own Use of Force Review Board. In LAPD's board, the peer is a member of the same job classification as the involved employee but from a different bureau and is a voting member of the board.¹⁸⁴

RECOMMENDATION: Consider adding a peer member to MPD's Use of Force Review Board. This member should be of the same rank and of similar tenure as the officer but from another division than the officer under investigation. The purpose of the peer member is to provide the UFRB with insight and perspective from an officer with similar experience. This role is different from the FOP representative who serves on the board and may not be the same rank as the involved member, may be assigned to the same division as the involved member, and whose primary purpose on the board is to serve the interests of the FOP, which may or may not be consistent with the involved member's interests. Training should be provided to the peer member to understand the function and operations of the UFRB and to understand the adjudication process. To ensure there are always enough personnel of different ranks (e.g., officers, detectives, sergeants, lieutenants, and captains) who are trained and prepared to serve as peer members on the UFRB, the department should consider training multiple members at each rank to account for busy schedules and conflicts of interest that could cloud objectivity, such as a close relationship between the officer who used force and the peer member of the board.

184 More information on LAPD's UFRB peer member can be found here:
<https://www.lapdonline.org/app/uploads/2021/05/Department-Manual-Volume-2-092.50-Use-of-Force-Review-Board.pdf>

Section 4: Recruitment and Retention

MPD's challenges with recruitment and retention are shared by law enforcement across the United States. Even before the events of 2020, police departments were having a hard time hiring and retaining police officers. A 2019 PERF report described a "triple threat" facing departments of all sizes and types: fewer applications, more early exits among younger officers, and more retirements.¹⁸⁵ (See [sidebar on page 145](#) for details.)

"Fewer people are applying to become police officers, and more people are leaving the profession, often after only a few years on the job," the report stated. "There are ominous signs that the workforce crisis in policing may be getting worse." Indeed, in 2020 staffing levels dipped to even more concerning levels.

To determine the extent and seriousness of the staffing crisis, in January 2022, PERF fielded a survey of police agencies whose chief executives are PERF members.¹⁸⁶ The survey generated 184 responses ([Figure 4.1](#)). It found that agencies were filling only 94% of the authorized number of positions available, on average, and there was a decrease of about 3.5% in officer staffing levels over the two-year period of 2020 and 2021. The number of sworn officers hired was about 4% lower in 2021 than in 2019, there were over 40% more sworn officer resignations in 2021 than in 2019, and the number of sworn officer retirements increased more than 20% from 2019 to 2021.



185 Police Executive Research Forum. (September 2019). *The Workforce Crisis, and What Police Agencies are Doing About It*. <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

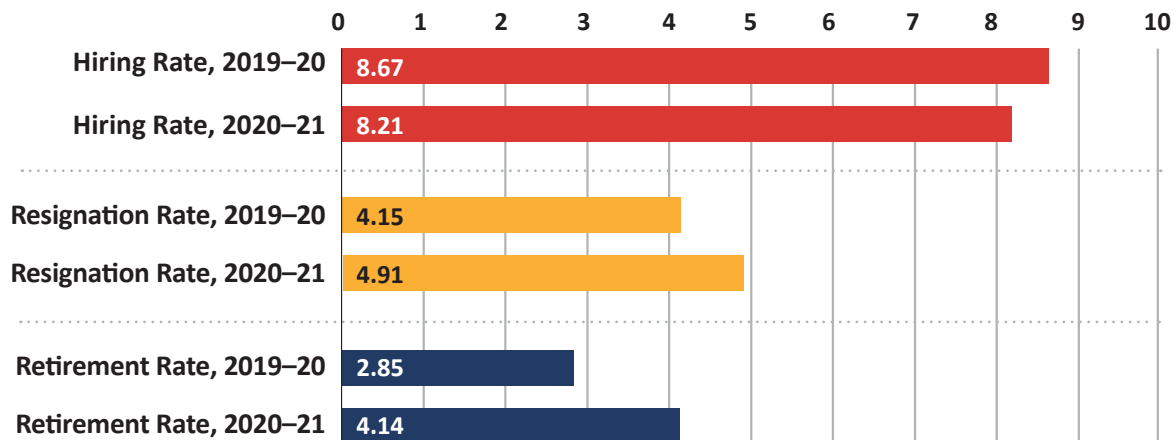
186 Police Executive Research Forum. PERF survey shows steady staffing decrease over the past two years. (March 10, 2022). <https://www.policeforum.org/workforcemarch2022>

The reasons for this high rate of attrition are well documented: public hostility toward the policing profession and individual officers; calls for massive cuts to police department budgets; widespread demands to reform and “reimagine” the policing profession; fear of criminal prosecution; months of protests denouncing police uses of force and in-custody deaths; generational shifts in career expectations and desired lifestyles; and COVID-19, which not only claimed lives and led to long-term, debilitating illnesses but caused some officers to resign in opposition to vaccination mandates.

FIGURE 4.1

PERF Survey on Police Workforce Trends

The hiring, resignation, and retirement rates per 100 officers between April 2019–March 2020 and April 2020–March 2021.



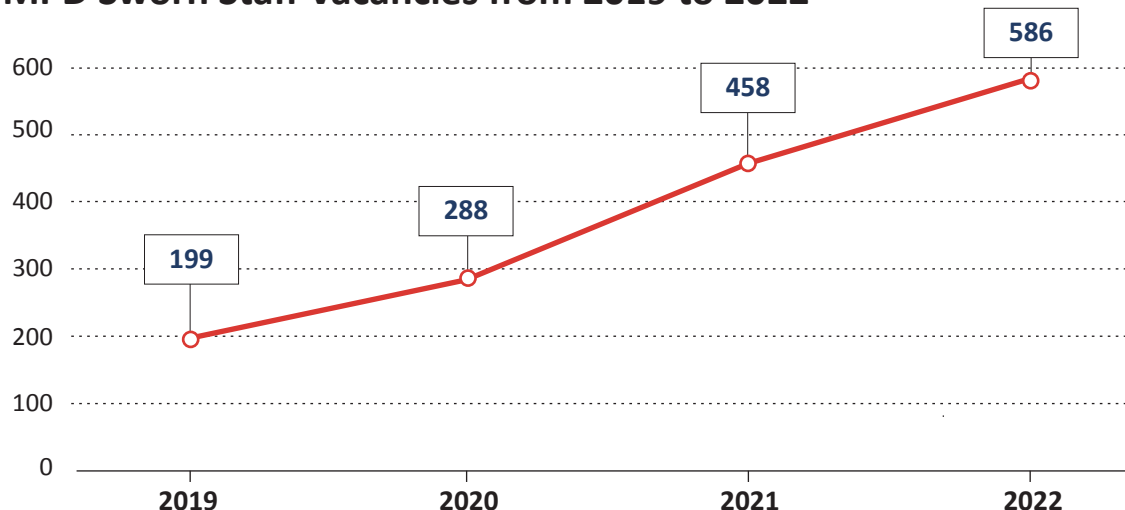
Agency Size	Hiring Rate Change	Resignation Rate Change	Retirement Rate Change
0-49	3% (10.09 to 10.42)	11% (5.15 to 5.70)	49% (2.48 to 3.69)
50-249	8% (7.51 to 8.08)	28% (3.69 to 4.73)	59% (2.87 to 4.55)
250-499	-29% (8.10 to 5.77)	22% (2.81 to 3.42)	19% (3.23 to 3.85)
500+	-36% (8.65 to 5.52)	21% (3.93 to 4.76)	27% (3.43 to 4.35)

Source: Police Executive Research Forum

Note: 184 police departments of varying sizes across the country participated in the survey conducted in January 2022.

FIGURE 4.2

MPD Sworn Staff Vacancies from 2019 to 2022



Source: Metropolitan Police Department

Note: Numbers are based on a targeted number of 4,000 sworn personnel; however, the majority of the current vacancies are not funded positions.

MPD Attrition

When fully staffed, the MPD has 4,500 members: 4,000 sworn police officers and 500 professional employees.¹⁸⁷ But as of July 2022, it had 586 officer vacancies, compared with 199 vacancies in 2019, and the fewest number of sworn personnel in the department in at least two decades.¹⁸⁸ In August 2021, the DC Council denied the mayor's request for \$11 million to hire 170 police officers, instead approving \$5 million.¹⁸⁹

For an analysis on MPD separations, see [Appendix F](#).

In April 2021, the DC Police Reform Commission recommended shrinking the size of MPD, but Chief Contee defended the need for a fully staffed agency.¹⁹⁰ "You know, the police department gets pulled into a thousand different directions," he said. "And until we get to that point where that's not the case and there's less reliance on law enforcement officers, I think that's something that we assess then. But as of today, for the safety and security of the city today, that is not a very wise move."¹⁹¹

187 Ben Haiman. (February 20, 2023). Written communication to PERF.

188 Jodie Fleischer. (December 10, 2021). DC police working with 200 fewer officers than last year. <https://www.nbcwashington.com/investigations/dc-police-working-with-200-fewer-officers-than-last-year/2906765/>

189 Christy Matino. (August 4, 2021). D.C. Council votes against Bowser's initial \$11 million request for more officers. <https://www.dcnnewsnow.com/news/local-news/washington-dc/d-c-council-votes-against-bowser-initial-11-million-request-for-more-officers/>

190 Peter Hermann. (April 1, 2021). Group seeking to reinvent policing in District calls for sweeping changes. https://www.washingtonpost.com/local/public-safety/police-reform-district-contee/2021/04/01/1eb04a46-9285-11eb-a74e-1f4cf89fd948_story.html

191 Kojo Nnamdi. (April 23, 2021). The Politics Hour. <https://wamu.org/story/21/04/23/the-politics-hour-april-23-2021/>

There was a hiring freeze from October 2020 through August 2021, which meant MPD didn't hire anyone during the entire 2021 fiscal year.

Recruitment

The MPD has a robust recruitment process that starts with advertisements and engagements. In 2022, the MPD stepped up its game, attracting the attention of the New York City tabloids when it began advertising for recruits in the New York subway system.¹⁹² Banner ads encouraged “gamers,” “foodies,” “techies,” and “influencers” to join the next generation of DC police and included a QR code taking scanners to the agency’s hiring page.¹⁹³ The MPD’s Strategic Engagement Office hosts events on street corners, college campuses, and other venues to recruit new members.

Recruitment Process

The front door of MPD’s recruitment process is an interest card (I-card), which is designed to be a low barrier to get people engaged. This is a Google form on which interested people provide contact information, indicate whether they meet the minimum requirements,¹⁹⁴ and choose a “Prospect Day”—an informational meeting held every Friday morning at the academy.

At Prospect Day, after MPD staff confirm the prospective applicants meet the minimum requirements, they register in the eSOPH system, which tracks applicants from start to finish. The MPD transitioned from a paper system to eSOPH in December 2015, which has enabled the department to keep everything in one electronic place. When used to its full potential, eSOPH has many benefits, including the ability to compile data and track where applicants are screened out in the hiring process.

The MPD also monitors the process to identify where applicants tend to get stuck. When recruitment staff noticed that the biggest hold-up in the cadet program was the personal history statement (consisting of 100 questions), they started having the applicants complete it during Prospect Day.



Top: New York Post, February 4, 2022

¹⁹² Gabrielle Fonrouge. (February 4, 2022). DC police trying to poach NYPD officers with transit ad campaign. <https://nypost.com/2022/02/04/dc-police-try-to-poach-nypd-cops-with-transit-ad-campaign/>

¹⁹³ David Tran. (February 16, 2022). The DC Police Department wants to recruit New York foodies, gamers, and influencers. <https://www.washingtonian.com/2022/02/16/the-dc-police-department-wants-to-recruit-new-york-foodies-gamers-and-influencers/>

¹⁹⁴ Minimum requirements to apply include: US citizenship, by birth or naturalization; age of at least 20 years and 6 months (must be 21 years old when appointed to officer); a valid driver's license; 20/100 vision, correctable to 20/30 in both eyes; and either successfully completed at least 60 semester hours of college credit, served in the US military for at least two years on active duty (with an honorable discharge, if separated), or served at least three years in a full-duty status with a full-service police department in a US state or municipality and have resigned or retired in good standing.

Prospect Day

The purpose of Prospect Day is to get people excited about becoming a police officer; they are introduced to specialized units and meet sworn officers who share stories about their careers. Background investigators meet with recruits in person that day, but after that, most of the process is virtual.

Entry-level applicants go through an initial screening, orientation, and physical readiness test (of which 95% of people pass); they then are fingerprinted and scanned and register to take the civil service exam administered by the National Testing Network (NTN).¹⁹⁵ Background investigators play a big role, particularly with mitigating possible disqualifiers. There are a limited number of automatic disqualifiers, so investigators have latitude to evaluate people individually. If applicants have not yet met the college education requirement of 60 credit hours to become a police officer, those who are under age 25 and live in DC are steered to the cadet program (see [page 137](#)).

After Prospect Day, applicants fill out background paperwork, also noting the other police departments they are applying to and other agencies where they've worked or volunteered. They answer three essay questions about why they want to be a police officer and participate in an online video interview, which isn't heavily weighted but can help those who are on the border of qualified/disqualified.

If applicants have not yet met the college education requirement of 60 credit hours to become a police officer, those who are under age 25 and live in DC are steered to the cadet program.

Credit checks are performed to gauge applicants' financial responsibility, but bad credit is not an automatic disqualifier. The MPD has hired people with \$10,000 in debt if they have a payment plan in place and sign a promissory note that they will continue making payments. Then medical and polygraph assessments are performed.

The MPD does an excellent job of helping applicants cover the costs associated with the application process where needed. The national test, which includes video, essay, and multiple-choice questions, costs \$55, but the MPD pays for DC residents and those with financial need. During the academy, people who live more than 50 miles away are offered a hotel room for two weeks. And new employees are eligible for up to \$6,000 in rental assistance.

Applicant Data Tracking

Comprehensive data tracking is one of the keys to success in hiring. For example, identifying when applicants are most likely to drop out of the process allows agencies to target where they provide support, such as pre-hire fitness programs and test-taking skills. When the LAPD found that one-third of those who dropped out did so when it was time to write their personal statement, the department used text messages to encourage applicants, which resulted in a 15% increase in the completion of the process.¹⁹⁶

Data tracking can also reveal when a part of the application process is having a disparate impact on specific groups of applicants. MPD's recruitment team recognized a disproportionate num-

¹⁹⁵ Applicants can take a training course to help prepare for this exam.

¹⁹⁶ Jane Wiseman. (October 2021). Law Enforcement Recruitment: Research-based Recommendations. https://scholar.harvard.edu/files/janewiseman/files/police_recruiting_policymaker_summary_oct_2021.pdf

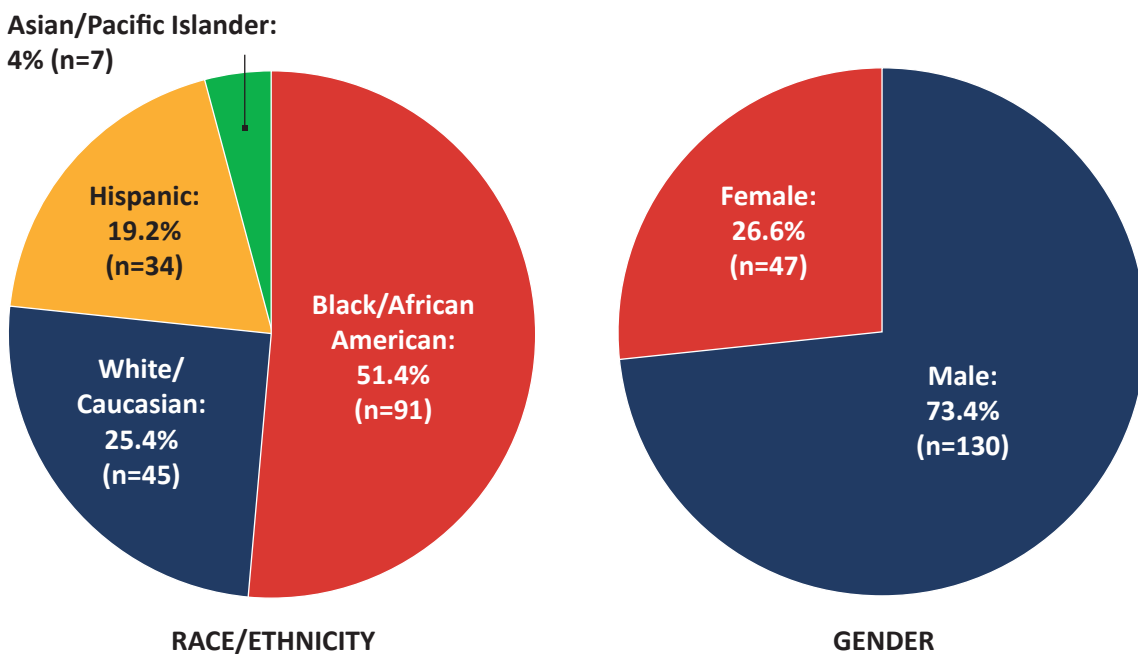
ber of Black applicants were screening out of the application process during the written exam, which used to focus on language and math skills. Since MPD switched to a situational judgment exam in 2016, these disparities have reportedly disappeared.¹⁹⁷

Based on PERF's examination of the composition of MPD's 11 academy classes for calendar year 2022 ([Figure 4.3](#)), the department is to be praised for hiring a diverse body of recruits under some of the most challenging workforce conditions. In total, 177 recruits began the academy in 2022: 70.6% Black and/or Hispanic and 26.6% female.

PERF also reviewed applicant disqualification data for fiscal years 2020 and 2021 (see [Figures 4.4](#) and [4.5](#) and [Table 4.1](#)), but here the picture is less clear. Most confusing is what occurred on Prospect Day. According to the data, only 5% of applicants (58 of 1,160) were disqualified on Prospect Day in FY20, but this figure skyrocketed to 21% (282 of 1,367) the following year. The data provided do not explain this increase. Nor do they explain why 125 applicants did not com-

FIGURE 4.3

Total MPD Academy Classes by Race/Ethnicity and Gender in 2022



Source: Metropolitan Police Department

Note: Eleven academy classes began training in 2022

197 Ben Haiman. (November 22, 2022). Chief of Staff, Metropolitan Police Department. Microsoft Teams interview.

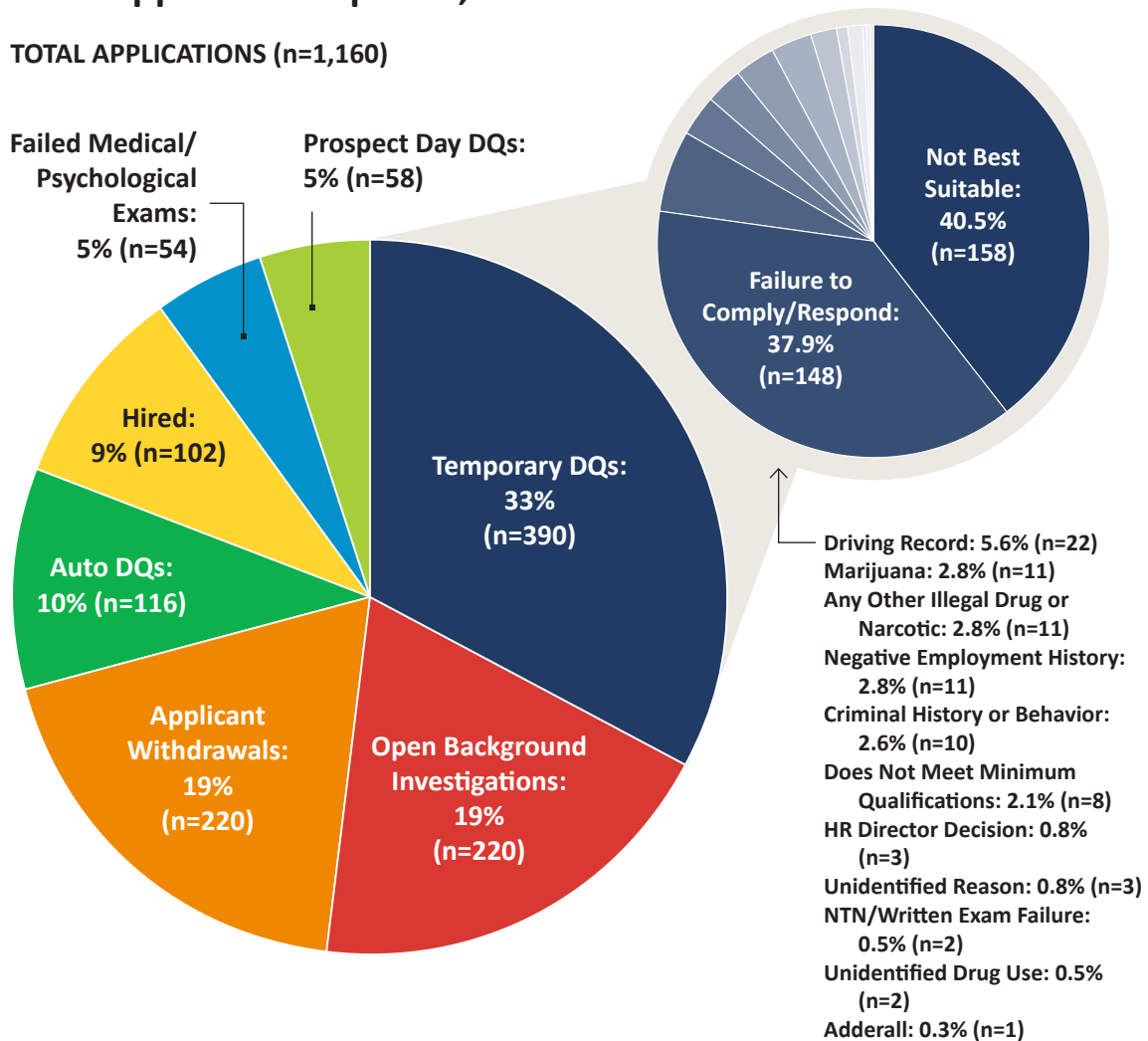
plete the written exam in FY21 as compared to zero in FY20; this is particularly confusing given MPD's practice that requires all applicants to take the NTN exam on Prospect Day.

The data are also internally inconsistent, showing in one place that only two applicants failed the NTN in either year but in another place that 241 NTN failures occurred in FY21 (see lime-green wedge in [Figure 4.5](#)). Exactly how many people failed the physical ability test, written exam, or preliminary background review during Prospect Day is unknown from the data provided. Moving forward, the Recruitment Division should produce consistent data broken down by race and gender.

FIGURE 4.4

MPD Application Pipeline, Fiscal Year 2020

TOTAL APPLICATIONS (n=1,160)



Source: Metropolitan Police Department

Note: Prospect Day includes fingerprinting, meeting with an investigator for a preliminary background review, and taking the physical ability test and written exam. NTN= National Testing Network

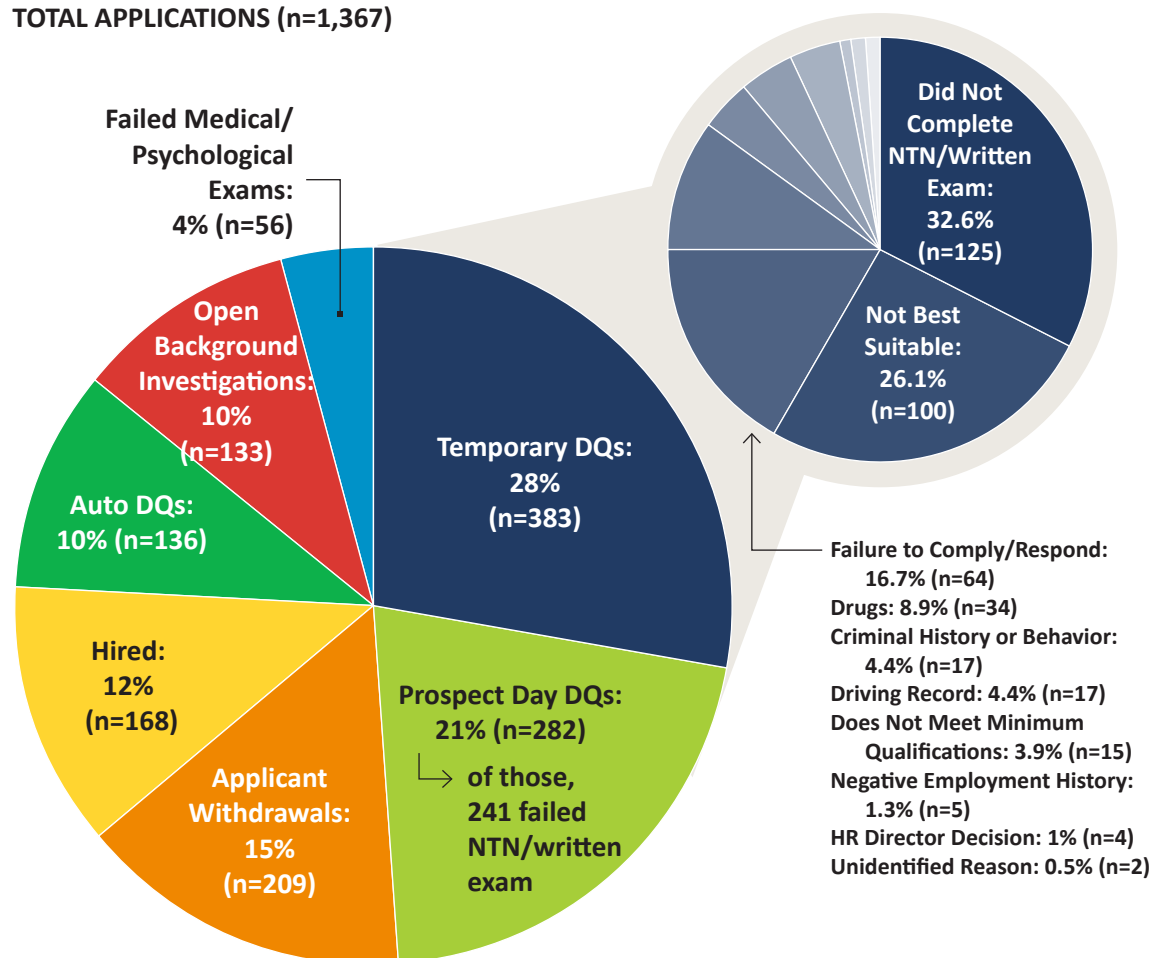
It is encouraging that the number of applicants temporarily disqualified as “not best suitable” or for “failure to comply/respond” fell dramatically between FY20 and FY21—by 37% and 57%, respectively. However, because the meaning of “not best suitable” is not readily apparent, PERF recommends renaming this category or providing sub-categories to clarify why some candidates are deemed “not best suitable.” On its face, the category is vulnerable to subjectivity and bias, so it is important for MPD to track if any groups of applicants are likelier to be so categorized.

The MPD should also seek to eliminate the “unidentified reason” category from its reporting. While only five applicants fell into this category over the two fiscal years, the department should capture the disqualification reason for every applicant. Customization of software and

FIGURE 4.5

MPD Application Pipeline, Fiscal Year 2021

TOTAL APPLICATIONS (n=1,367)



Source: Metropolitan Police Department

Note: Prospect Day includes fingerprinting, meeting with an investigator for a preliminary background review, and taking the physical ability test and written exam. NTN= National Testing Network

TABLE 4.1

MPD Application Pipeline, Fiscal Years 2020 and 2021

Status/Reason for Disqualification (DQ)	Fiscal Year 2020		Fiscal Year 2021		Temporary Disqualifications (DQ)	Fiscal Year 2020		Fiscal Year 2021	
	n	%	n	%		n	%	n	%
Prospect Day* DQ	58	5%	282 (of those, 241 failed the NTN/ written test)	21%	Not Best Suitable	158	40.5%	100	26.1%
Medical/ Psychological Exam DQ	54	5%	56	4%	Failure to Comply/Respond	148	37.9%	64	16.7%
Automatically DQ/ Ineligible	116	10%	136	10%	Did Not Complete NTN/ Written Exam	0	0.0%	125	32.6%
Applicant Withdrawal	220	19%	209	15%	NTN/Written Exam Failure	2	0.5%	0	0.0%
Temporary DQ (see table at right)	390	33%	383	28%	Driving Record	22	5.6%	17	4.4%
Open Background Investigations	220	19%	133	10%	Drugs	0	0.0%	34	8.9%
Hired	102	9%	168	12%	Marijuana	11	2.8%	0	0.0%
Total Applications	1,160	100%	1,367	100%	Other Illegal Narcotic	11	2.8%	0	0.0%
					Unidentified Drug Use	2	0.5%	0	0.0%
					Adderall	1	0.3%	0	0.0%
					Negative Employment History	11	2.8%	5	1.3%
					Criminal History	10	2.6%	17	4.4%
					Does Not Meet Minimum Qualifications	8	2.1%	15	3.9%
					HR Director Decision	3	0.8%	4	1.0%
					Unidentified Reason	3	0.8%	2	0.5%
					Total Disqualifications	390	100.0%	383	100.0%

Source: Metropolitan Police Department

Note: Prospect Day includes fingerprinting, meeting with an investigator for a preliminary background review, and taking the physical ability test and written exam. NTN= National Testing Network

supervisory review of each applicant's file should help ensure this occurs.

Recognizing that it is currently unable to give PERF more specific demographic information about who is screened out of the application process, at which stage, and why, MPD recently added fields to the Interest Card that applicants complete on Prospect Day (see at right). This is an important step toward meeting PERF's data tracking recommendations.

RECOMMENDATION: Collect, track, and analyze recruitment and hiring data with greater specificity and consistency. MPD needs to be able to readily produce detailed and accurate recruitment and hiring data, including the reasons applicants are disqualified (e.g., NTN exam, physical ability test) or do not accept a job offer (e.g., took a job with another agency), by race and gender identity. eSOPH is an excellent resource and MPD should explore ways to use it more fully for this purpose. In addition to the demographic data the Recruitment Division is now capturing via the Interest Card, PERF recommends renaming or providing sub-categories for the "not best suitable" designation to clarify the category's meaning and reduce the risk of subjectivity and bias. MPD should also seek to eliminate the "unidentified reason" category from its reporting.

Optional Data Collection: The Metropolitan Police Department is an equal opportunity employer and we value diversity and foster an inclusive environment for all. We actively encourage applicants from all backgrounds to apply. This information collected in the section below is voluntary and will have no bearing on the selection process and will be maintained confidentially and subject to all applicable legal limitations.

Gender Identity (required field)

- ☐ Prefer not to disclose
- ☐ Woman
- ☐ Man
- ☐ Transgender Woman
- ☐ Transgender Man
- ☐ Non-Binary/fluid

Race (required field)

- ☐ Prefer not to disclose
- ☐ American Indian/Alaskan Native
- ☐ Asian
- ☐ Black or African American
- ☐ Hispanic or Latino
- ☐ Native Hawaiian or Other Pacific Islander
- ☐ Two or More Races
- ☐ White

Cadet Corps Program

One way the MPD is seeking to reinforce its recruitment efforts is by expanding the Cadet Corps Program, which hires DC residents who are seniors in high school or under age 25 to serve as part-time, uniformed, professional employees. They are paid a starting salary of \$36,528 and can earn up to 60 tuition-free college credits at the University of the District of Columbia.¹⁹⁸ Upon meeting the minimum qualifications to become a police officer, they transition from the Cadet Corps to the police academy as a recruit. The program has been around since the late 1980s. Chief Contee became a cadet at the age of 17 in 1989; by 1993, he was a patrol officer.¹⁹⁹

¹⁹⁸ Metropolitan Police Department. (2022). Metropolitan Police Department Cadet Corps. <https://joinmpd.dc.gov/metropolitan-police/cadet>

¹⁹⁹ Martin Austermuhe. (May 4, 2021). Robert Contee unanimously confirmed to serve as chief of Metropolitan Police Department. <https://dcist.com/story/21/05/04/robert-contee-unanimously-confirmed-chief-of-metropolitan-police-department/>

Mayor Bowser has made it a priority to invest in the Cadet Corps Program, expanding it from 20 cadets in 2015 to 150 in 2022.²⁰⁰ In October 2022, she and Chief Contee opened the new MPD Cadet Corps Training Center in Southeast DC, giving the cadets a space of their own for training.

In November 2021, the cadet program removed the requirement that applicants must have graduated from a DC high school, opening up the program to more young adults who are DC residents. (This followed a 2016 rule change that raised the maximum age for participating

TABLE 4.2

Number of MPD Cadets Hired from Fiscal Year 2015 to Fiscal Year 2023, and What Became of Them

Fiscal Year of Hire	Total Hired	OF THEM:	Active Cadets	Resignations	Separations: Other	Terminated	Transitioned to Civilian	Transitioned to Recruit
2015	9	→		2		2		5
2016	27	→		10			1	16
2017	34	→		7	1	3	1	22
2018	40	→	1	3	1	4	2	29
2019	59	→	1	16	1	2	1	38
2020	47	→	4	15	4	1		23
2021	27	→	18	6				3
2022	76	→	62	8		4	1	1
2023	18	→	18					
Total	337	→	104	67	7	16	6	137

Source: Metropolitan Police Department

200 Metropolitan Police Department. (November 18, 2021). Mayor Bowser introduces legislation to make more DC residents eligible for the MPD Cadet Corps Program. <https://mpdc.dc.gov/release/mayor-bowser-introduces-legislation-make-more-dc-residents-eligible-mpd-cadet-corps-program>



from 21 to 24.) Also in 2021, the department relaunched the Metropolitan Police Academy's High School Cadet Program, in which DC residents who are seniors in high school can join MPD as part-time cadets.²⁰¹ Continued efforts to strengthen its cadet programs could enable MPD to experience successes similar to the Lansing, Michigan Police Department, which recruits approximately half of its new officers through the cadet program.²⁰²

College Credit Requirement

Some employees raised strong concerns that MPD's new 60-college-credit requirement has made it unnecessarily difficult for DC residents to successfully apply to the department.



Top: WTOP, October 19, 2022

201 Muriel Bowser. (December 10, 2021). Metropolitan Police Department receives over \$3 million from the US Department of Justice to support hiring. <https://mayor.dc.gov/release/metropolitan-police-department-receives-over-3-million-us-department-justice-support-hiring>

202 Chuck Wexler. (March 26, 2022). Trending: In the debate over college for cops, maybe it's time to rethink what success and potential look like. <https://www.policeforum.org/trending26mar22>

“Having a college degree will not allow you to make life or death decisions faster than a person without one. If a person has no criminal history that would prohibit him/her to join the department, **why not allow this person the opportunity to add their knowledge of the city**, their life experiences, military training, and education to the force.”

**MPD
Feedback**

“Drop the college requirement and do a better job with recruiting. Too many good people are being turned away based on their lack of a college degree, meanwhile, college educated applicants typically have little to no prior contact with the general public, lack any on the job training or work experience.”

“Consider a **temporary moratorium on the college requirement** to increase the pool of otherwise qualified individuals who simply do not have a college degree or credits. I did not have a degree at the time I was hired, I am from this city and a product of DC Public Schools, and I have so far dedicated 21 years to this department. There are great candidates out here without degrees.”

While higher education is an important qualification in policing—as noted in the 2015 President’s Task Force on 21st Century Policing²⁰³—it’s vitally important to MPD to have DC residents on staff who understand the community and are likely to stay with the agency.

In PERF interviews and surveys, some personnel expressed a desire to see more studies on whether the academic requirement is effective. They worried it was unnecessarily limiting, especially in trying to attract qualified candidates from the DC area, and they saw no significant differences (other than writing ability) between those with college credits and those without. A related barrier is the difficulty international applicants have in obtaining comparative compliance for college credits earned in their native countries.

Because the college credit requirement is seen as a barrier, the MPD should continue to explore ways to make it work better. As one example, the MPD recently eliminated the credit requirement for candidates who have served in the US military for at least two years on active duty and, if separated, have received an honorable discharge. Candidates who have served at least three years in a full-duty status with a full-service police department in a US state or municipality and have resigned or retired in good standing are also eligible for hire.²⁰⁴

Other agencies across the country have adopted similar changes. The Chicago Police Department, in an attempt to broaden and diversify the pool of police officer applicants, announced in 2022 it was waiving the requirement that recruits come in with at least 60 college credits.²⁰⁵ This requirement can now be fulfilled with three or more years of experience in professions such as the military, corrections, private security, health care, education, or social services. Phil-

203 COPS Office. (May 2015). *The President’s Task Force on 21st Century Policing*. https://cops.usdoj.gov/pdf/taskforce/taskforce_finalreport.pdf

204 Metropolitan Police Department. (2022). Becoming a Police Officer. <https://joinmpd.dc.gov/metropolitan-police/police-officer>

205 Manny Ramos. (May 10, 2022). CPD to waive college requirements for some new hires. <https://chicago.suntimes.com/2022/3/10/22971560/cpd-waive-college-requirements-for-some-new-hires>

adelphia and New Orleans dropped similar requirements a few years ago.

But agencies should do this thoughtfully and with a view toward incentivizing higher education as personnel advance in their careers. Policing has become more sophisticated—with new technologies, a wider range of responsibilities, and more complex decisions to make—so having college-educated officers is a good thing. College can help develop analytical and problem-solving skills, increase exposure to people with different backgrounds or life experiences, and foster a deeper sense of curiosity. Plus, as PERF detailed in a 2021 report, extensive research over the past two decades indicates that officers with some college education (an associate’s degree or higher) are less likely to use force or to be involved in misconduct.²⁰⁶

RECOMMENDATION: Although PERF believes reducing college education requirements is a mistake, the MPD should develop multiple options to creating a college-educated workforce if it eliminates the 60-credit requirement. In addition to the cadet program the DC Government has bolstered in the past couple of years, another pipeline to building a college-educated workforce could be a binding agreement with officers to complete the 60 college credits during their first four years of employment. In exchange for the MPD paying tuition costs to attend the University of the District of Columbia Community College, officers would commit to serving four more years of service (for a total of eight years). An MPD employee offered a similar recommendation in the organizational culture survey: “We can alleviate the unfair 60 college credit requirement and implement a program where MPD requires and provides the 60 college credit[s] to be obtained within a certain timeframe after being hired.”

Professionalization of Administrative Positions

Among the ideas broached during PERF focus groups to address MPD’s staffing shortage was to professionalize some non-enforcement positions currently filled by sworn personnel to free up more officers to patrol the streets.

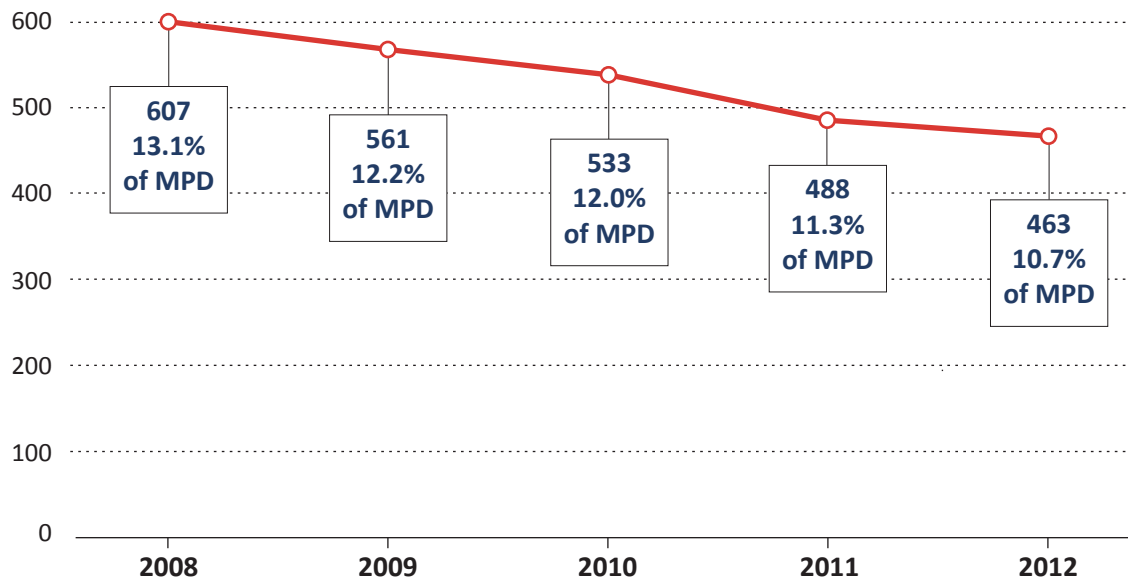
In 2013, the MPD commissioned a study with PERF “to determine whether the MPD could further increase the number of sworn officers on the street by moving officers from administrative and technical positions to patrol, or other front-line positions, and replacing them with civilians.”²⁰⁷ At the time, professional staff comprised only 10.7% of all MPD personnel, and this share was falling ([Figure 4.6](#)).

PERF’s study identified 112 jobs being performed by MPD sworn personnel that could be filled by qualified, trained professional employees, which would increase MPD’s percentage of professional staff to 15%. PERF did not determine if the MPD acted on these recommendations, but as of July 10, 2022, only 13.2% of MPD’s employees were part of the professional staff, well below the 2019 national average of 22.2% for full-time law enforcement employees within the nation’s cities.²⁰⁸ At a time when the department’s sworn ranks are decreasing, competition for

²⁰⁶ Police Executive Research Forum. (February 2021). *What Police Chiefs and Sheriffs Need to Know About Collecting and Analyzing Use-of-Force Data*. <https://www.policeforum.org/assets/CollectingAnalyzingUOFData.pdf>

²⁰⁷ Police Executive Research Forum. (August 2013). *Metropolitan Police Department: Civilianization Feasibility Assessment*.

²⁰⁸ FBI UCR. (2019). Full-time civilian law enforcement employees. <https://ucr.fbi.gov/crime-in-the-u.s/2019/crime-in-the-u.s.-2019/topic-pages/tables/table-75>

FIGURE 4.6**Civilian Positions in the MPD from 2008 to 2012**

Source: Metropolitan Police Department

hiring new officers is greater than ever, and existing sworn personnel are fatigued from working overtime to compensate for staffing shortages, MPD would be wise to invest in civilianizing as many sworn positions as possible.

RECOMMENDATION: Identify as many sworn positions as reasonably possible that could be filled by qualified, trained professional employees, and work as quickly as possible to create and fill the positions. Staffing the MPD with approximately 20% of professional personnel—close to the national average for cities—would allow the department to fill some of its operational vacancies, thereby reducing overtime costs and officer fatigue. It could also improve the department’s efficiency if the MPD hired professional staff with skills and experience specific to the duties they will perform. The 2013 study PERF conducted for the MPD is a good place to begin this inquiry.

Note: As a part of the FY24 budget process, the MPD requested budget authority for 63 additional full-time professional staff positions, including 45 to bolster an alternative response program and 18 to augment sworn staff in a variety of general functions.

Retention Incentives

The MPD has taken extraordinary actions to overcome the recruitment challenges of the past several years. Most notably, it is offering \$20,000 hiring bonuses to all new recruits: \$10,000

when they begin the training academy and \$10,000 when they graduate. Only a two-year service agreement is required in exchange.²⁰⁹ Additional recruitment incentives beyond the typical benefits package include temporary housing of \$200 per night for two weeks at a local hotel, and rental assistance of \$1,000 per month for up to six months.²¹⁰ These incentives can be very attractive to candidates who live outside the DC area.

Unfortunately, the MPD doesn't appear to offer similar incentives to retain veteran personnel. The rank-and-file have taken notice and expressed their displeasure with this decision.

"MPD has basically shown that they **don't care about the financial security of their current employees.** Whatever the contract is for new hires to receive the \$20,000 should have been offered to all members, regardless of time on. A similar program to the \$6,000 rental assistance [could] also be offered to current members that live in the District. There should be some type of incentive to members living in the city."

MPD
Feedback

"I know that things like the hiring bonus are meant to attract new members, and the older members are considered to be invested and therefore not a priority as far as retention—but people are leaving with years on like we've never seen before. **Recognizing the members who are here for the long haul would be much appreciated.** Just a little can go a long way."

This sentiment is not unique to the MPD. As other departments have similarly invested on the front end of officers' careers rather than the middle or back end, veteran personnel often feel dismissed, used, and unappreciated. The fiscal and performance costs of these decisions remain to be seen, but there is good reason for concern that many rookie officers will take advantage of the generous bonuses and then leave the agency within two to five years to accept other departments' windfalls. Meanwhile, veteran officers' exclusion from these incentives will leave them demoralized, unmotivated, and bitter—the opposite of what MPD needs to become the nation's model law enforcement agency.

RECOMMENDATION: Develop incentives for veteran personnel that are commensurate with the bonuses provided to new recruits. This is essential for employee morale, commitment to mission, vision, and values, and a healthy organizational culture.

Note: In November 2022, the MPD made a significant stride toward personnel retention when the DC City Council approved a base retention differential (BRD) for all officers and sergeants who have served on the department for at least five years. Under the new collective bargaining agreement, eligible members will receive a 5% longevity bonus each year for three years in addition to negotiated salary increases. This bonus is considered basic pay for the purposes of retirement, life insurance, and other forms of premium pay, and adds to a pre-existing 5% BRD for members who have completed at least 20 years of service.

209 Metropolitan Police Department. (2022). MPD Benefits. <https://joinmpd.dc.gov/basic-page-2020/mpd-benefits>

210 Ibid.



Recruiting and Retaining Women Police Officers

The MPD has made significant progress in recruiting more women, who make up roughly half of current cadets and 23% of MPD's total sworn staff. Thus, the agency is well ahead of the 12% national average of women in policing. To raise that number higher, MPD announced²¹¹ in March 2022 its participation in the 30x30 Pledge,²¹² which aims to increase the representation of women in police department recruit classes throughout the U.S. to 30% by 2030. In 2022, MPD's 11 recruit classes were 27% women, and for the past four years combined (2019–2022), MPD's 38 recruit classes were 28% women.

These recruitment numbers are strongly encouraging for MPD's gender representation. However, the department should not take these positive signs for granted. The Brinkley *et al.* lawsuit claims that a disproportionate number of Black female officers resign or retire early. Of the 1,025 sworn staff who separated from MPD between 2019 and 2021, 18.8% were Black females,



MPD social media post aimed at recruiting women

211 Muriel Bowser. (March 7, 2022). Mayor Bowser Announces Metropolitan Police Department's 30x30 Initiative to Hire More Women as MPD Officers. <https://mayor.dc.gov/release/mayor-bowser-announces-metropolitan-police-departments-30x30-initiative-hire-more-women-mpd>

212 Policing Project of NYU School of Law. (2021). The 30x30 Pledge. <https://30x30initiative.org/the-30x30-pledge/>

slightly more than their 15.1% representation in the department. (Retirement was the most common reason for separation, as opposed to termination or resignation.)

RECOMMENDATION: The MPD should build on its record of diversity and equity by closely tracking personnel separations, promotions, and assignments by race and gender to determine if certain demographics are leaving the MPD, advancing in rank, or working in specialized assignments at rates disproportionate to their population. The Equity Office should lead this practice by analyzing these data points along with the results of annual surveys, exit surveys, complaints of harassment, lawsuits, recruitment numbers, discussions with affinity groups, check-ins with labor union representatives, and promotional exam test-takers to develop a comprehensive picture of any observed anomalies in employees' satisfaction with the MPD.

SPOTLIGHT

PERF Confronts the Workforce Crisis

PERF's 2019 report *The Workforce Crisis, and What Police Agencies are Doing About It* provides guidance for agencies that are looking beyond the workforce crisis of today and thinking creatively about building the police agencies of tomorrow.²¹³ It includes 12 takeaways to improve retention and recruitment:

1. **Monitor your workforce demographics:** To stay ahead of current and future changes, agencies need to monitor workforce trends, collect and analyze data on their staffing needs, and adjust their recruiting and retention strategies accordingly.
2. **Build trust in communities:** Work closely with community groups—and not merely as a short-term recruiting effort, but as a constant, broad-based effort to build strong relationships of trust. In that way, community members will get to know and respect the police department, and some will choose to join the department as officers.
3. **Seek recruits** who are comfortable with 21st Century Policing and have the skills for it.
4. **Provide more training** if the workforce's overall level of experience declines.
5. **Develop new strategies** for recruiting officers with needed skills.
6. **Find new ways** to recruit a diverse workforce.
7. **Ensure that recruiting messages** reflect the reality of police work.
8. **Eliminate unnecessary delays** in the job application process.
9. **Use exit interviews** to learn why officers leave the department.
10. **Offer employees** professional development opportunities.
11. **Aim to meet employees' needs** for work-life balance and wellness.
12. **Be willing to rethink** old ways of doing things.

213 Police Executive Research Forum. (September 2019). *The Workforce Crisis, and What Police Agencies are Doing About It*. <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

Section 5: Administrative and Policy Review

Overall

PERF's review of MPD's policies and standards raised several issues. While all department policies are accessible to employees via the MPD intranet (and most policies are available to the public via the internet),²¹⁴ the current system of developing, revising, and publishing policy does not meet the demands of a large, complex, and rapidly changing 21st century police department. The result is a convoluted web of general orders, executive orders, special orders, circulars, standard operating procedures, bureau/division orders, and even teletypes. The multiple sources of policy are often confusing, disorganized, hard to navigate, and outdated. For example, roughly 200 policies are at least 10 years old, the policies on "Procedures for Handling Tardiness" and "Retirement Program" date as far back as 1977, and body-worn camera program policies include 14 related executive orders.

6

The number of staff responsible for maintaining hundreds of policies covering thousands of pages.

Staffing the Policy and Standards Branch

Part of the problem is workload: A small staff of only six professionals is responsible for maintaining hundreds of policies covering thousands of pages. Until recently, because of a huge backlog, staff have simply added new policies rather than integrate them with existing ones.

In PERF's focus groups, staff assigned to the Policy and Standards Branch (PSB) recommended that a sworn officer join the team. A veteran sworn officer—perhaps one who has recently retired—would provide the PSB with a sworn perspective, which is essential to the ongoing review and development of high-quality law enforcement written directives. It would also reduce the time PSB's professional staff spend contacting sworn personnel from other units to obtain their input on routine procedural matters.

RECOMMENDATION: Consider assigning a veteran officer to the Policy and Standards Branch (PSB) or hiring a retired officer to provide the subject matter expertise the unit needs to expeditiously modernize the MPD's outdated written directives manual. PSB's professional staff members have attested to the value of having a sworn member in the unit. Also, the large amount of work needed to update the department's policies merits assigning additional personnel to the task.

Updating Written Directives

To ensure that all policies are up to date, in one place, and easily searchable, MPD should create a comprehensive plan to eliminate repetitive or outdated orders, identify and prioritize policy addenda or supplements (referred to as circulars or executive orders) that can be integrated into one policy document or general order, and update General Order 101.00: *Directives System* to review, revise, and reissue, as applicable, written directives more frequently than the

214 Metropolitan Police Department. (October 26, 2022). Directives for Public Release. <https://mpdc.dc.gov/page/directives-public-release>

current requirement of every seven years.

According to the International Association of Chiefs of Police's *Best Practices Guide: Developing a Police Department Policy-Procedure Manual*, the entire manual should be reviewed at least annually to help ensure that it complies with current management, operational, and legal standards.²¹⁵ Although a yearly review may be impractical for a large department with a policy manual the size of MPD's, seven years is much too long for policy to reflect the most current evidence-based best practices of a dynamic profession.

To its credit, the MPD recently updated General Order 304.11: *Intrafamily Offenses* by rescinding and integrating 12 separate policy documents, some dating as far back as 1997. This is one example, among many,²¹⁶ of the positive direction the MPD is moving (and should continue to move) relative to consolidating and updating its entire inventory of written directives. Acquiring a document management platform would greatly assist the department in achieving this goal.

Policy Type and Number	Policy Name	Publication Date
General Order 304.11	<i>Intrafamily Offenses</i>	11/7/2003
Executive Order 21-021	<i>Address Confidentiality Program</i>	8/3/2021
Circular 14-8	<i>Help for Domestic Violence Victims with Pets</i>	6/26/2014
Special Order 97-13	<i>Revised Form 378 Domestic Violence Handout</i>	7/15/1997
Special Order 97-13A	<i>Revised Form 2778-A Domestic Violence Handout (Spanish)</i>	12/31/1997
Special Order 12-14	<i>Domestic Violence Assessment Tool Pilot Program in PSAs</i>	4/30/2012
TT 01-075-04	<i>PD 252B Intrafamily Offenses</i>	1/16/2004
TT 02-013-07	<i>Resources Domestic Violence and Sexual Assault Victims</i>	2/6/2007
TT 03-010-08	<i>Intrafamily Offenses</i>	2/28/2008
TT 08-031-09	<i>Intrafamily PD 252B</i>	8/13/2009
TT 08-065-14	<i>Complainants/Witnesses Listed on PD 252 and Not PD 379</i>	8/18/2014
TT 02-092-15	<i>DC Civil Order in DV Matters</i>	2/28/2015

215 W. Dwayne Orrick. (ND). *Best Practices Guide: Developing a Police Department Policy-Procedure Manual*. International Association of Chiefs of Police. <https://www.theiacp.org/sites/default/files/2018-08/BP-PolicyProcedures.pdf>

216 Other examples include consolidation of policies on use of force, crowd management, juveniles, calls for service, arrest warrants, discipline, and admin investigations.

Document Management Platform

PERF recommends the MPD research vendors to procure an electronic document management platform or expand the use of its LMS beyond training to include document management. For example, many law enforcement agencies have used PowerDMS to digitize manual processes, create a centralized repository of all document types, streamline policy management, track and expedite workflow, and increase accountability for receipt of policy changes through electronic signature tracking.²¹⁷ Among other benefits, electronic signature tracking reduces the department's exposure to risk by establishing a historical record that all employees have received—and accepted responsibility for complying with—new and amended policy.

The Baltimore Police Department (BPD) acquired PowerDMS for this reason shortly after the 2015 in-custody death of Freddie Gray, which led to criminal and administrative charges against six of its members. During the trials, it was determined there was no way of knowing whether the accused officers had read BPD's policies related to using force or transporting prisoners in custody.²¹⁸ Ultimately, BPD settled a civil suit with Gray's family for \$6.4 million;²¹⁹ none of the accused officers were found guilty in the criminal or administrative proceedings.²²⁰

Acquiring a document management platform would also give the MPD a mechanism to consistently inform personnel whether a given policy change is due to changes in law, developments in research-based evidence or practice, mitigation of risk, consistency with the department's mission, vision, and values, or some other factor. This would promote compliance and understanding, and address a frustration voiced by a sworn member in the organizational culture survey:

MPD Feedback

"The norm is for general orders and teletypes to be released without prior notice, explanation, or statement of purpose. **When changes are explained, they tend not to be changes that warrant great explanation.** For example, thanks to a roll call training that must be read for two weeks, I now know the department doesn't want us to wear thigh holsters anymore, and that continuing to do so will result in discipline. However (had I not taken it upon myself to read them), I would know nothing about the two 15+ page general orders on search warrants and warrantless searches that were released . . . without fanfare. I still do not know what prompted the updated general order changes or the reasoning behind the changes."

217 PowerDMS. (October 27, 2022). Specialized for Law Enforcement. <https://www.powerdms.com/why-powerdms/law-enforcement-home>

218 Kevin Rector. (May 24, 2016). New software will ensure Baltimore police officers receive policy changes, a key issue in Freddie Gray case. <https://www.baltimoresun.com/maryland/baltimore-city/bs-md-ci-police-tracking-software-20160524-story.html>

219 Ian Simpson. (September 8, 2015). Baltimore offers \$6.4 mln to settle Freddie Gray case. <https://www.reuters.com/article/usa-police-baltimore/baltimore-offers-6-4-mln-to-settle-freddie-gray-case-idUSL1N11E17B20150908>.

220 Justin Fenton. (November 22, 2017). Commissioner dismisses administrative charges against last officer facing discipline in Freddie Gray case. <https://www.baltimoresun.com/news/crime/bs-md-ci-alicia-white-charges-dropped-20171122-story.html>

RECOMMENDATION: Create a comprehensive plan to eliminate repetitive or outdated orders, identify written directives that can be integrated into one policy document, and review, revise, and reissue, as applicable, all written directives on a routine schedule.

The plan should include policy priorities, timelines for completion, and assignment of responsibilities among staff members. Streamlining policies into a single written directives manual and strictly adhering to a maintenance schedule for revising policies over time would free personnel from reviewing multiple orders on the same subject, such as the 14 executive orders currently related to the body-worn camera program.

RECOMMENDATION: Procure an electronic document management platform or expand the function of the department's LMS to include document management. This tool would enable the Policy and Standards Branch to more efficiently create, review, and revise MPD's large inventory of written directives; allow personnel to quickly search and access all policies in one centralized location; reduce organizational risk by providing a mechanism for tracking employees' receipt and review of policy changes; and give the department a mechanism to consistently inform personnel why policy changes are being made. Thousands of law enforcement agencies throughout the United States use vendors such as PowerDMS to meet their policy management needs.²²¹

²²¹ Ibid.

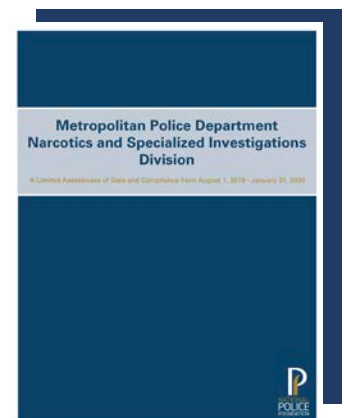
External Report Review

The MPD asked PERF to review four reports other organizations (National Police Foundation, The Bromwich Group and Steptoe & Johnson, DC Police Reform Commission, and the Council for Court Excellence) have published since late 2019 about the department, its operations, and its role in the criminal justice system to determine whether any of the findings and recommendations relate to equity and inclusion. Each report and its nexus to equity and inclusion are discussed below.

1. Metropolitan Police Department Narcotics and Specialized Investigations Division: A Limited Assessment of Data and Compliance from August 1 – January 31, 2020²²²

This review of MPD's Narcotics and Specialized Investigations Division (NSID) met the requirements of DC Law 23-16 to conduct an independent review of the division. Specifically, the National Police Foundation was contracted to:

- Produce a description of the NSID's operations, management, and command structure
- Assess stops and searches conducted by NSID officers



²²² National Police Foundation. (2020). *Metropolitan Police Department Narcotics and Specialized Investigations Division: A Limited Assessment of Data and Compliance from August 1, 2019 – January 31, 2020*. <https://policecomplaints.dc.gov/publication/metropolitan-police-department-narcotics-and-specialized-investigations-division-limited>

- Assess citizen complaints regarding the alleged conduct of NSID officers
- Assess the adequacy of discipline imposed by MPD on NSID officers pursuant to a sustained allegation of misconduct
- Provide recommendations for improving the NSID’s policing strategies, oversight of NSID officers, and community-police relations

Given the limited scope of this review—including a lack of comparative data between NSID members and personnel assigned to other divisions—the report did not provide recommendations pertaining to matters of equity and inclusion. But it did note that only 9% of the personnel assigned to NSID were female. Today, approximately 20% of the personnel assigned to NSID (now called the Violent Crime Suppression Division) are female, a notable increase and a figure that closely reflects the percentage of women in the department.

2. The Metropolitan Police Department and the Use of Deadly Force: Four Case Studies 2018–2019²²³

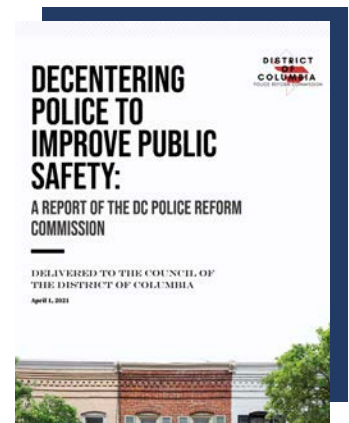
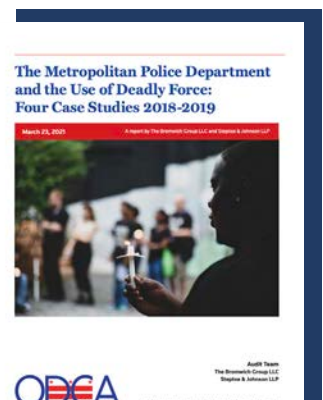
This 2021 study of four uses of deadly force, completed by The Bromwich Group and Steptoe & Johnson, was not intended to address issues of diversity, equity, and inclusion. Rather, the report very effectively “evaluate[d] the conduct of the MPD officers involved in the incident[s], and the MPD internal affairs investigations that followed, to determine whether the conduct was consistent with existing law, MPD policy, and best policing practices.”

3. Decentering Police to Improve Public Safety: A Report of the DC Police Reform Commission²²⁴

Several of the recommendations in the DC Police Reform Commission’s 2021 report speak to promoting diversity, equity, and inclusion within MPD and overlap with the objectives of PERF’s organizational assessment:

MPD should fortify its ongoing efforts . . . to hire officers who would enhance MPD’s diversity, including but not limited to women, racial and ethnic minorities, LGBTQ+ individuals, immigrants, individuals with disabilities, individuals who themselves have had experience with the police through the criminal legal system (including those convicted of minor offenses), and individuals fluent in non-English languages used in District communities; and . . . to keep from hiring individuals who endorse violence, racism, bigotry, religious insensitivity or misogyny, or who disparage any group or person based on their membership in a protected class.

The MPD has worked to meet these recommendations. As previously stated, the racial composition of today’s department is representative of the District’s population. Furthermore, approximately 10% of the department’s employees are certified as proficient in one of 37 languages other than English (see [Table 5.1](#)). Most of the department’s bilingual members speak Spanish, but others are fluent in languages such as Arabic, French, Korean, Russian, Urdu,



223 The Bromwich Group LLC and Steptoe & Johnson LLP. (March 23, 2021). *The Metropolitan Police Department and the Use of Deadly Force: Four Case Studies 2018–2019*. <https://dcauditor.org/report/the-metropolitan-police-department-and-the-use-of-deadly-force-four-case-studies-2018-2019/>

224 DC Police Reform Commission. (April 1, 2022). *Decentering Police to Improve Public Safety*. <https://dccouncil.gov/police-reform-commission-full-report/>

TABLE 5.1**MPD Employees Who Are Certified As Proficient In a Language Other Than English**

Foreign Language	Employees Certified as Proficient	Foreign Language	Employees Certified as Proficient
Albanian	5	Laotian	1
Amharic	3	Mandarin	8
Arabic	22	Nepali	1
Armenian	1	Pashto	1
Bengali	6	Polish	3
Bosnian	1	Portuguese	2
Burmese	4	Punjabi	6
Cantonese	4	Romanian	2
Czech	1	Russian	9
Dutch	1	Serbian	1
Farsi	5	Spanish	238
French	21	Swahili	1
German	4	Tagalog	2
Haitian Creole	18	Turkish	5
Hebrew	1	Ukrainian	1
Hindi	8	Urdu	11
Italian	1	Vietnamese	9
Japanese	1	Yoruba	7
Korean	10		

Source: Metropolitan Police Department

and Vietnamese. This diversity supports MPD's charge "to provide equal access to programs and services to all persons living, working, or visiting the District regardless of their ability to speak English."²²⁵

225 Metropolitan Police Department. (October 14, 2020). General Order 308.18: *Language Access Program*. https://go.mpdconline.com/GO/GO_304_18.pdf

In addition, the MPD ensures all sworn personnel are prepared to provide police services to non-English speakers through biannual professional development training on General Order 308.18: *Language Access Program*.²²⁶ Updated in 2020, this policy codifies best practices related to oral interpretation, written communication, document translation, transcription services, documentation and reporting, staff training, and stipends for certified bilingual members.

As for the recommendation regarding violence and racism, MPD would become one of the first police departments in the country to adopt a written directive on deterring extremism in the ranks if it adopts the related policy recommendations in this PERF report ([see sidebar, page 158](#)).

The Police Reform Commission also recommends the MPD provides annual in-service training on active bystandership, which they suggest should “include instruction on MPD’s policy proscribing retaliation against officers who report or intervene to prevent misconduct by their fellow officers.” In 2021, the MPD required all sworn personnel to attend “Active Bystandership for Law Enforcement” (ABLE), a one-day course developed by the Georgetown Law Center for Innovations in Community Safety “to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention.”²²⁷ In 2022, officers received an additional two hours of ABLE-related training on officer wellness. These courses include a review of departmental policy prohibiting retaliation for preventing, intervening upon, or reporting misconduct.

4. *Jails & Justice: Our Transformation Starts Today*²²⁸ and *Jails & Justice: A Framework for Change*²²⁹

The *Jails & Justice* reports, produced by the Council for Court Excellence, focus on the District’s jails, which are under the purview of the District of Columbia’s Department of Corrections, not the MPD. The reports’ recommendations “cover a wide spectrum of topics related to reimagining criminal justice to include community investments and criminal justice alternatives; decarceration; recommendations regarding the District’s jail facilities and services; and local control issues.” These reports do not feature the MPD or its organizational culture.



Addressing Extremism in Law Enforcement

Law enforcement officers and current and former military members are overrepresented among adherents of extremist movements, according to domestic terrorism experts and law enforcement analysts.²³⁰ In fact, the Oath Keepers—one of the best-known extremist groups—“was formed in 2009 with a core notion that its members should continue to honor the oaths

²²⁶ Ibid.

²²⁷ Georgetown Law. (2022). Active Bystandership for Law Enforcement (ABLE) Project. <https://www.law.georgetown.edu/cics/able/>

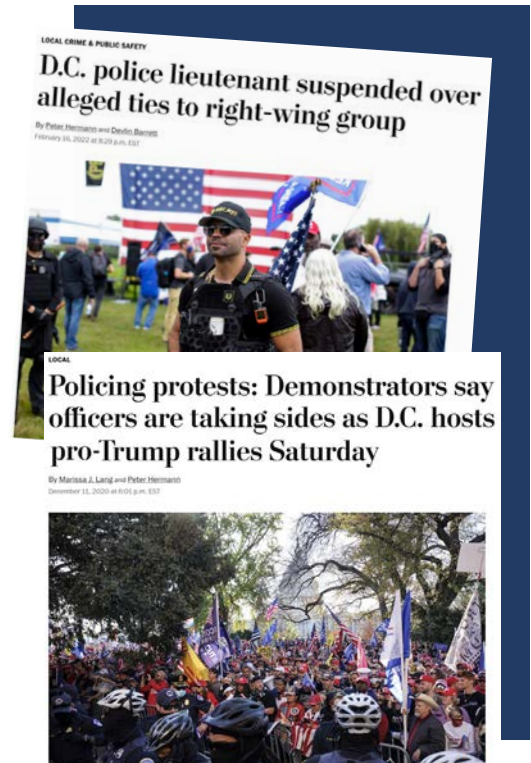
²²⁸ Council for Court Excellence. (February 2021). *Jails & Justice: Our Transformation Starts Today*. <http://www.courtexcellence.org/uploads/publications/TransformationStartsToday.pdf>

²²⁹ Council for Court Excellence. (October 2019). *Jails & Justice: A Framework for Change*. <http://www.courtexcellence.org/uploads/publications/FrameworkForChange.pdf>

²³⁰ *The New York Times*. (November 13, 2022). Extremists in uniform put the nation at risk. <https://www.nytimes.com/2022/11/13/opinion/us-police-military-extremism.html?searchResultPosition=3>

they took in the military and law enforcement agencies to defend the country, via their efforts in a militia.”²³¹ A leaked membership roster of the organization found some 370 members were in law enforcement.²³² Also, according the Anti-Defamation League (ADL), hundreds of sheriffs nationwide are members of, or subscribe to the ideas of, the Constitutional Sheriffs and Peace Officers Association, an “antigovernment extremist group whose primary purpose is to recruit sheriffs into the antigovernment ‘patriot’ movement.”²³³ In addition, “at least 24 current and former police officers [nationwide] have been charged with crimes in relation to the Jan. 6 attacks, and dozens of others have been identified as part of the crowd at the Capitol.”²³⁴

The MPD is among the agencies that have had to address the issue of extremism in its ranks. In February 2022, MPD placed a lieutenant in the intelligence branch—Shane Lamond, a 22-year police veteran—on leave pending an investigation into possible improper contact with a prominent member of the Proud Boys, a right-wing extremist group.²³⁵ Lamond has been the subject of investigation by the MPD, FBI, and Department of Justice.²³⁶ MPD has also been accused of being too friendly with the Proud Boys, as some officers have been seen posing for photos or fist-bumping members.²³⁷ While Chief Contee has said he does not believe many members of his department have ties to hate groups, the accusation and publicity alone can hurt the agency’s reputation and community relationships.²³⁸



The Washington Post, February 16, 2022 (top) and December 11, 2020 (above)

In 2021, PERF began speaking with experts and police agencies from across the country that have dealt with these types of incidents and created a draft framework for how agencies can begin to deal with this issue.

Understanding the Scope of the Problem

When forming policy to prevent extremism in the ranks, police agencies should draw on the work of the Center on Extremism at the Anti-Defamation League (ADL).²³⁹ Following the January 6 as-

231 Jennifer Steinhauer. (September 11, 2020). Veterans fortify the ranks of militias aligned with Trump’s views. <https://www.nytimes.com/2020/09/11/us/politics/veterans-trump-protests-militias.html>

232 The New York Times. (November 13, 2022). Extremists in uniform put the nation at risk. <https://www.nytimes.com/2022/11/13/opinion/us-police-military-extremism.html?searchResultPosition=3>

233 Ibid.

234 Ibid.

235 Peter Hermann and Devlin Barrett. (February 16, 2022). D.C. police lieutenant suspended over alleged ties to right-wing group. <https://www.washingtonpost.com/dc-md-va/2022/02/16/dc-police-tarrio-proud-boys-lamond/>

236 Ibid.

237 Marissa Lang and Peter Hermann. (December 11, 2020). Policing protests: Demonstrators say officers are taking sides as D.C. hosts pro-Trump rallies Saturday. https://www.washingtonpost.com/local/dc-maga-protest/2020/12/11/fe7859d2-3afd-11eb-98c4-25dc9f4987e8_story.html

238 John Henry. (February 18, 2022). DC Police Chief discusses crime initiatives, internal affairs with DC Council. <https://www.wusa9.com/article/news/local/dc/mpd-chief-discusses-crime-initiatives-internal-affairs-with-district-council/65-67ab72cb-e1be-4e9a-8a82-6a3b9231af61>

239 Anti-Defamation League. (2022). Center on Extremism. <https://www.adl.org/research-centers/center-on-extremism>

sault on the Capitol, the ADL began researching extremist ties to law enforcement and published its findings in the report *Extremism in American Law Enforcement*.²⁴⁰

Combing through public resources for the 2010–2021 period, including media reports and social media, the ADL looked at cases that were supported either by photographic evidence or by extensive media coverage. The ADL developed a dataset of 76 instances in which members of law enforcement, including corrections officers, were identified as a member of or showed overt support for an established extremist group or movement. The ADL’s analysis only included members of law enforcement who were associated with or showed support for established extremist movements or groups during the past 10 years. It did not include those who had spoken or acted in a racist or bigoted manner or those whose extremist activity occurred only before or after their employment at a law enforcement agency.

The 76 instances included 73 unique cases (one incident per person) and three instances where an officer was hired by a different agency after the officer’s extremist associations were reported—so 76 cases but 73 different people. Alex Friedfeld, an investigative researcher with the ADL’s Center on Extremism, said the number was almost certainly an undercount because some agencies were reluctant to provide information.

Approximately 80% of this group are or were members of local law enforcement agencies, as opposed to state or federal agencies. Forty percent were associated with anti-government groups like the Three Percenters and Oath Keepers, two organizations involved in the Capitol insurrection. Thirty-three percent were associated with white supremacist ideologies, with the Ku Klux Klan the most represented.

The extremists in the ADL data set didn’t use their power as law enforcement to commit acts of violence, with one exception: two correctional officers and one former officer with ties to the KKK conspired unsuccessfully in 2015 to kill a Black prison inmate after his release.

According to the ADL, 42% of the 73 individuals were removed from their position by firing, early or forced retirement, or voluntary or forced resignation, but three of those were subsequently hired by another department. Of the remaining officers, at least 40 percent were allowed to remain on active duty. In numerous cases the ADL could not determine the status of the officer due to lack of public information.

Law enforcement agencies should realize that extremism is a society-wide problem that is not going away anytime soon, according to Michael German, a fellow with the Brennan Center for Justice’s Liberty & National Security Program and a former FBI special agent who wrote the 2006 paper “Hidden in Plain Sight: Racism, White Supremacy, and Far-Right Militancy in Law Enforcement.” Agencies’ work on extremism will thus need to be an ongoing process. “We look

76

The number of instances in which members of law enforcement, including corrections officers, were identified by the ADL as a member of—or showed overt support for—an established extremist group or movement from 2010 to 2021.

240 Anti-Defamation League. (May 3, 2022). *Extremism in American Law Enforcement: Far Greater Transparency, Accountability Needed*. (2022, May 3). <https://www.adl.org/resources/reports/extremism-in-american-law-enforcement-far-greater-transparency-accountability>

at white supremacists and far-right militias as extremist viewpoints without recognizing that some viewpoints are fairly mainstream,” said German, who as an FBI agent worked undercover in neo-Nazi groups in Los Angeles in 1992. “It’s a longstanding problem that affects every aspect of our society and institution in our society.”

To police officers who defend their extremist associations by asserting their constitutional rights of freedom of speech and expression, it’s important to explain that their profession requires more of them. “You can say [those things] as a private citizen, but when you are a member of a police department, there are consequences when you represent yourself as a police officer and comingle your personal belief with your professional responsibilities,” said Commissioner Michael Harrison of the Baltimore Police Department. “Trust is eroded when we demonstrate that we subscribe to ideologies that are discriminatory. We cannot be trusted to do the right thing for the right reason because we’ve already tipped our hand that we’re biased in some areas. How the community views us is the most important thing.”

The Portland (Oregon) Police Bureau has a policy that explains what you can and cannot post on social media when you identify yourself as an officer. “That’s the struggle,” said Portland Chief Chuck Lovell. “We want to give people the ability to exercise their first amendment rights and give them the freedom to be who they are, but we have to safeguard the needs and reputation of the department.”

Hateful rhetoric is problematic not only for the community but also for other members of a police department. “This profession requires trust between members and feeling that your fellow officers will have your back,” said Rachel Grinspan, director of law enforcement policy and civil rights at the ADL. “When those comments are made, that gives other members pause and concern. . . . It makes the job so much harder when you can’t trust your fellow officer.”

From *Police Chief* magazine: “Extremism within law enforcement ranks poses a threat to both the profession of law enforcement and the communities its members are sworn to serve. It can potentially erode or deeply damage the trust needed for communities to feel that their law enforcement agency is there to protect them. Those within law enforcement who participate in extremist-related activities, promote extremist ideologies or movements, or join extremist groups are behaving in a way that directly contradicts their oaths to serve, which makes communities less secure.”²⁴¹

241 Rachel Grinspan. (2022, July). Rooting out extremism within the ranks. *Police Chief*. https://www.policechiefmagazine.org/wp-content/uploads/Police-Chief-July2022_WEB.pdf



Developing a Response Framework for Police Agencies

For law enforcement agencies, an anti-extremism policy should aim to prevent individuals who espouse extremist ideology from being hired, increase awareness of extremism among members, and create a system of accountability for responding to complaints and incidents of extremism involving officers. An anti-extremism policy should not attempt to cover all forms of

racism or all types of bigotry and hate.

Each agency will have different municipal, local, or state laws, policies, contractual obligations, or guidelines that may affect how policies are crafted and implemented. What follows are possible roadmaps an agency can follow, but agencies must ensure they comply with existing laws and guidelines.

There are four key components to the framework that agencies should consider when drafting a plan: policy; screening new hires and investigators; investigating complaints of current employees; and education, awareness, and prevention.


Policy

When drafting a policy on extremism, an agency needs to acknowledge that members have constitutional protections but that those protections are not unlimited.

The agency also should articulate to its staff the purposes behind such a policy. Officers who espouse extremist views may be seen by the community as unable to impartially enforce the law and protect them, and this lack of trust can be imputed to the entire agency. Fellow officers may also feel that they cannot trust extremist officers, which can harm the work environment.

Perhaps the most challenging aspect of designing a policy on extremism is defining exactly what actions are and are not permissible. The ADL has prepared a “Toolkit of Principles & Resources for Law Enforcement” to prevent and root out extremism within the ranks and will provide it upon request. The toolkit is designed to suggest what policy could look like and how to educate staff about it.

To be effective, a policy must define extremism and clearly proscribe conduct that falls within this definition.



To be effective, a policy must define extremism and clearly proscribe conduct that falls within this definition, said Grinspan, primary author of the toolkit. The policy must also take account of constitutional freedoms as well as union and contractual obligations.

When it comes to proscribed conduct, sample language in the toolkit focuses on “knowingly aiding, assisting, becoming a member or being affiliated with an extremist organization.”

“Many times, it’s not them going out to join groups,” Grinspan said. “They show support with patches, bumper stickers and mostly on social media. We see them supporting movements by retweeting, liking, reposting, taking an active step to show members of the public that they support these movements. And that’s where the focus needs to be. Give them enough notice that these activities are not acceptable.” A policy should cover both on-duty and off-duty conduct and address displays (for example, patches, tattoos, bumper stickers, and yard signs), social media, and group membership specifically.

Similarly, policy recently released by the Department of Defense barring “active participation” in extremist groups provides a comprehensive definition of the term, which includes not only membership in and material support for certain organizations and attendance at certain types of events but also communications or displays that promote an extremist group’s symbols or literature.

To make sure officers know what the rules are, German said specific language should be used to describe the problem—not extremism generically but instead racism, white supremacy, and far-right militias. “It should not be we’re going to find everybody who looked at the wrong website or had a wrong patch,” she added. “Your goal should be to mitigate the threat to the public that these extremists present.”

Extremism Policies in the Philadelphia and Seattle Police Departments: While the Philadelphia Police Department’s discipline policy doesn’t directly refer to extremism, its discipline code contains several provisions that address discriminatory behavior:

*Knowingly and intentionally associating, fraternizing or socializing with persons actively engaged in criminal conduct, or fugitives from justice, or others **that compromises, discredits, prejudices or otherwise makes suspect an employee’s authority, integrity, or credibility.***

Any act, conduct or course of conduct, which objectively constitutes discriminating or harassing behavior based on race, color, gender, religion, national origin, age, ancestry, sexual orientation, disability, or gender identity.

Inappropriate communication(s) based on race, color, gender, religion, national origin, age, ancestry, sexual orientation, disability, or gender identity conveyed in any manner.

The Seattle Police Department addresses extremism via its social media policy, which reads in part:

The Department recognizes the role that social media plays in the personal lives of some Department employees. However, the personal use of social media can have bearing on employees in their official capacity as they are held to a high standard by the community. . . .

Employees Shall Not Post Speech That Negatively Impacts the Department’s Ability to Serve the Public: *Employees may express themselves as private citizens on social media sites as long as employees do not:*

- *Make, share, or comment in support of any posting that includes harassment, threats of violence, or similar conduct*
- *Make, share, or comment in support of any posting that ridicules, maligns, disparages, expresses bias, or disrespect toward any race, religion, sex, gender, sexual orientation, nationality, or any other protected class of individuals*
- *Make, share, or comment in support of any posting that suggests that Department personnel are engaged in behavior reasonably considered to be unlawful or reckless toward public safety*

RECOMMENDATION: Create a clear policy that defines extremism and outlines what is and is not permitted. In keeping with MPD’s current practices for amending Written Directives, PERF recommends MPD publish an Executive Order to update General Order 201-26: *Duties, Responsibilities and Conduct of Members of the Department*. Recommended content (subject to additional directive at the discretion of MPD) to include in this Executive Order is spelled out in the [sidebar on page 158](#).

SPOTLIGHT**EXECUTIVE ORDER: SAMPLE DRAFT****DISTRICT OF COLUMBIA**

Subject:	Prohibition of Extremism
Number	
EO-23-01	
Effective Date	
January 1, 2023	
Related To:	
	GO-201-26 (Duties, Responsibilities and Conduct of Members of the Department)
	EO-21-007 (Immigration Enforcement Reminder and the Sanctuary Values Amendment Act of 2020)
	EO-21-014 (MPD Email Requirements)
	EO-21-032 (Off-Duty Service Firearms and Police Action)
	EO-22-010 (Regular or Continuous Associations and Involvements)

I.	Background	Page 1
II.	Definitions	Page 1
III.	Policy	Page 2
IV.	Procedures	Page 2
V.	Cross Reference	Page 3

I. Background: Preventing Extremism in MPD

Extremism within the ranks of law enforcement poses a threat to law enforcement itself and to the communities its members are sworn to serve. It can erode or deeply damage the trust needed for communities to have confidence in their police department to protect all persons regardless of race, color, national origin, sex/gender, age, religion, disability, or sexual orientation. Those within law enforcement who participate in extremist-related activities, promote extremist ideologies or movements, or join extremist groups are undermining their oaths to serve fairly, justly, and impartially, which undermines community safety.

It is critical to ensure that law enforcement officers are prepared and willing to serve and protect everyone in their communities. Engaging in conduct that calls that commitment into question casts legitimate doubt among the public, and particularly among members of marginalized communities, about the willingness of such officers to protect them.

II. Definitions

Domestic Violent Extremists: Individuals who seek to further political or social goals wholly or in part through unlawful acts of force or violence [and those] who conduct or threaten activities that are dangerous to human life in violation of the criminal laws of the United States or any state; appearing to be intended to intimidate or coerce a civilian population; and influence the policy of a government by intimidation or coercion, or affect the conduct of a government by mass destruction, assassination, or kidnapping, as per the definition of domestic terrorism in 18 U.S. Code 2331.²⁴²

242 Office of the Director of National Intelligence. (March 2021). *Domestic Violent Extremism Poses Heightened Threat in 2021*. <https://www.dni.gov/files/ODNI/documents/assessments/UnclassSummaryofDVEAssessment-17MAR21.pdf>

Continued on next page

Spotlight on Extremism, continued from previous page

Extremist Organization: Any organization, group, committee, club, league, society, association, or combination of individuals, or subsection of such entities, however named or characterized, and by whatever legal or non-legal entity or non-entity it be established, which engages in or threatens, advocates, abets, advises, or teaches, or a purpose of which is to engage in or threaten, advocate, abet, advise, or teach, activities intended to intimidate or coerce a civilian population, influence the policy of a government by intimidation or coercion, or affect the conduct of a government through mass destruction, assassination, kidnapping, revolution, force, violence, acts dangerous to human life that are in violation of federal or state criminal laws, or other unlawful means.²⁴³

Extremist-Related Activities: Activities including, but not limited to, the following would warrant appropriate investigation to determine whether an officer has engaged in extremist conduct which potentially violates MPD's rules and regulations: joining the local chapter of an extremist group, voicing one's support for an extremist group or movement on social media channels, putting a patch on a uniform expressing support of an extremist group or movement, putting a bumper sticker with the emblem of an extremist group or movement on a personal vehicle. Often, extremist-related activities do not include official membership in an extremist group. Support or active promotion of groups or movements can be carried out in a variety of ways without belonging to an extremist group itself.²⁴⁴

III. Policy

The policy of MPD is that our sworn law enforcement officers maintain the highest standard of conduct and always perform their duties in a nondiscriminatory, efficient, courteous, respectful, and ethical manner. Police powers shall not be used for personal profit or gain, and members shall not violate the Constitution or laws in performance of their work.

IV. Procedures

- A. Specific violations of department policies or procedures shall be handled in accordance with General Order PER-120.21: *Disciplinary Procedures and Processes* and other applicable directives.
- B. The Commanding Officer of the Metropolitan Police Academy (MPA) shall ensure:
 - a. Recruits are familiar with the content of this directive prior to graduation from the MPA.
 - b. In-service training periodically includes the contents of this order in the curriculum. Included in the curriculum should be the expectation

²⁴³ Anti-Defamation League. (2021). *Preventing and Rooting Out Extremism Within Law Enforcement*.

²⁴⁴ Ibid.

Continued on next page

Spotlight on Extremism, continued from previous page

that members of the public leave feeling confident that the complaint will be investigated promptly and thoroughly after reporting allegations of extremism to any member of the department.

- C. Members of the MPD are encouraged to use the agency's confidential mechanism for reporting extremist-related activities or ideologies.
 - a. This allows for members to bring their concerns to a commanding officer, investigative bureau, or executive if they are concerned about an officer exhibiting signs of extremist behavior, engaging in extremist-related activities, or promoting extremist ideologies or movements.
 - b. Agency supervisors shall explain this mechanism and its importance to encourage members to report any concerns about a fellow officer's conduct.²⁴⁵ Supervisors shall also explain to members that whistleblower protections apply to anyone who reports concerns of extremist behavior.
- D. Members are strongly encouraged to use available officer wellness and safety resources provided by the department and/or third parties to address the stresses and demands of the law enforcement profession.²⁴⁶
- E. The Internal Affairs Division shall provide clear instructions on how the public can file complaints of extremism online, in person, or via telephone.

V. Cross References

General Order PER-120.21: *Disciplinary Procedures and Processes*

²⁴⁵ Ibid.

²⁴⁶ Rachel Grinspan. (July 2022). Rooting out extremism within the ranks. *Police Chief*. https://www.policechiefmagazine.org/wp-content/uploads/PoliceChief-July2022_WEB.pdf

The “Plain View Project” – The Benefit of Strong Policy: There is no better example of the importance of monitoring police officers' social media feeds than the Plain View Project (PVP). In 2016, a team of attorneys in Philadelphia learned that numerous local police officers had posted content on Facebook that appeared to endorse violence, racism, and bigotry. This discovery inspired the creation of the PVP, a research endeavor that identified thousands of Facebook posts and comments by current and former police officers from across the United States, which the PVP team posted on a public database in 2019.²⁴⁷ The Philadelphia



²⁴⁷ The Plain View Project. (2019). <https://www.plainview-project.org/>

Above: The Philadelphia Inquirer, September 11, 2019

Police Department alone had more than 300 officers implicated in the database.

Deputy Commissioner Robin Wimberly of the Philadelphia Police Department said the agency immediately began reviewing all the posts and identifying the most egregious and came up with 325 separate investigations. The agency consulted an outside law firm and determined that while many posts were protected under the First Amendment, many more were not. According to *The Philadelphia Inquirer*, 193 officers were disciplined²⁴⁸ in response to the findings, including 15 who were fired or forced to retire and 10 who received 30-day suspensions.²⁴⁹

Because of the strong language already included in its misconduct policy, the department was on solid ground in holding its officers accountable. In February 2022, a federal judge dismissed a civil rights lawsuit brought by 12 of the officers, ruling that the posts clearly violated the department's policy. And only a few of the officers who were fired had their jobs restored after successful arbitration.

Screening New Hires

The second piece of the framework is to prevent individuals who would act on their extremist views from joining police agencies in the first place. This means having background investigators with the expertise and training to detect problematic behaviors and associations during the screening process.

Proper training of investigators is important, according to Tom Galati, who as NYPD chief of intelligence oversees investigations of current employees who may be involved in extremist activities and in-depth investigations of prospective NYPD officers. Because the NYPD hires 400 people every three months, it screens 2,000 applicants at a time and needs investigators to look for any signs that might point to extremist beliefs and associations. For example, they look at the person's travel history; if someone who claimed asylum later traveled back to that country, this should raise eyebrows. They determine what platforms extremist groups are using; three-quarters of extremist groups don't use Instagram or Facebook, Galati said. The investigators are also trained to look for extremist symbols such as Pepe the Frog tattoos.

"We try to dig as deep as the law allows us to."

Commander Jeff Bell of the Portland (Oregon) Police Bureau

The NYPD also trains the people who do the psychological profiles of candidates so they know what to look for. "They can come to us and say, 'We didn't like these answers or activities,' and it gives us a better picture," Galati said. Then the investigators can take it from there.

Most agencies don't have the in-house resources of the NYPD, but outside agencies can help them assess recruits. Agencies should consider using available federal or state resources, including the FBI, to assist with background checks. Commander Jeff Bell of the Portland (Oregon) Police Bureau said that the agency has partnered with the ADL and Southern Poverty Law Center to identify problematic organizations and terms. "We try to dig as deep as the law allows us to," Bell said, adding that personal references can help.

248 Chris Palmer. (June 7, 2019). 150 protest at Roundhouse as police Facebook scandal fallout continues. <https://www.inquirer.com/news/philadelphia-police-facebook-posts-racist-offensive-protest-20190607.html>

249 Chris Palmer. (September 11, 2019). 2 more Philly cops to be fired in Facebook probe, bringing total to 15. <https://www.inquirer.com/news/philadelphia-police-facebook-scandal-15-cops-fired-christine-coulter-20190911.html>

The individuals conducting the background investigation must themselves not be involved with or support extremist groups. Deputy Commissioner Robin Wimberly from the Philadelphia Police Department learned from a tip that one of its background investigators had attended the January 6 insurrection. The person was removed from the position and the department conducted an audit on every applicant's file the employee had touched. "Thankfully, it didn't reveal anything," Wimberly said. "It's very important that we conduct investigations on everybody, including Internal Affairs people."

MPD: Leveraging Technology to Make Informed Hiring Decisions: To help identify and screen out applicants with extremist beliefs and affiliations, in October 2022 MPD added a new feature to its eSOPH background investigation system called "Social Insights." This screening tool returns results from broad internet inquiries within 48 hours, reducing the need for investigators to manually search social media, which is subject to error and personal biases.

This new tool searches even non-primary accounts for a wide range of potentially concerning items and returns any findings for an investigator to manually review and discuss with the applicant. It specifically looks for ties to extremism with the assistance of an "Intolerance Database" that the Southern Poverty Law Center and ADL update quarterly. If an applicant has used any of their social media accounts or profiles to like, share, or post content related to the identified extremist groups (images, slurs, hate symbols, keywords, themes, ideologies, etc.), it will be flagged on the report. This feature is an important advancement and ensures MPD's background investigations meet the highest standards.

RECOMMENDATION: Ensure the current screening process for new hires can adequately detect extremist behavior as outlined in the new policy. Establish a detailed protocol that background investigators are required to follow in probing for past extremist conduct or affiliations. Included in the protocol should be a review of applicants' travel history, social media activity, close associates, and psychological profile.

RECOMMENDATION: Add a statement to the initial MPD application affirming the applicant has never belonged to an organization that advocates hate or discriminates against a group or groups. If the department later discovers that an applicant has belonged to such an organization, the false statement on the application provides solid grounds for termination.

RECOMMENDATION: Provide specific training for background investigators. The Southern Poverty Law Center, ADL, FBI, and police departments with expertise in the area (e.g., NYPD) are excellent resources for providing this training or helping to develop an in-house train-the-trainer program.

When issues are brought to the agency's attention, the key is taking them seriously and holding people to account.

Investigating Complaints of Current Employees

Rather than widespread monitoring of social media or other activities, PERF believes the best course of action regarding current employees who may have extremist ties is to establish a robust system of reporting, investigation, and accountability. When issues are brought to the agency's attention, the key is taking them seriously and holding people to account.

This includes training Internal Affairs investigators on what to look for when it comes to extremist behavior and connections. For internal complaints, agencies should establish a confidential reporting system and protect whistleblowers. For external complaints, agencies should have clear instructions on how the public can file complaints online, in person, or via telephone; their interaction with the department and its representatives should leave them feeling confident that the complaint will be investigated promptly and thoroughly.

In researching his 2006 report on white supremacy, German of the Brennan Center discovered that among the cases that became public knowledge, the officer's affiliation was actually well known to fellow officers, but leadership didn't take action until it became a public scandal. "Your officers in the locker room know who the problem officers are," he said. "Often the community knows who the problem officers are. If you make it clear to the community that you want to know, they will let you know. Addressing what you do know first is the most important thing you can do to change this system."

Grinspan of the ADL recommends having a confidential reporting mechanism for capturing complaints from inside the organization. Other officers are in the best position to identify problems because they spend time around their coworkers. A confidential reporting system "allows for officers to express concerns about behavior they may be seeing from other officers," Grinspan said. Leadership needs to make clear to the entire agency that reporting potential problems is not snitching and that the agency takes this seriously and won't look the other way. Having an open office where people are willing to come forward with information is essential, as Assistant Chief Robert Marino of the LAPD recently saw.

On Feb. 14, 2021, the LAPD learned about an Instagram post with a meme of George Floyd, a heart, and the words "You take my breath away." There was talk that the person who owned the Instagram account was an LAPD officer, and Internal Affairs attempted to identify the account holder. Unable to do so, Police Chief Michel Moore asked the public to come forward if they had information regarding the post, which prompted an LAPD employee to provide key information in the investigation. The account holder was identified as an LAPD sergeant and the department sought his termination. Six months later, a "Board of Rights" panel comprised of three civilians found the sergeant not guilty after determining he had neither created the meme nor sent it to anyone other than his commanding officer to



notify him of its existence.²⁵⁰

In this case, after thinking the worst of the employee's conduct, the LAPD exonerated him. But the exoneration occurred only because there was a process in place to protect whistleblowers, identify potential suspects, and investigate the allegations thoroughly.

In the aftermath of Philadelphia's Plain View Project scandal, internal strife and public distrust surfaced as employees and residents alike wrestled with the implications of the officers' racist and hateful postings. Like most police agencies across the country, Philadelphia didn't have a process (and still doesn't because of the cost) to track its employees' Facebook posts. This emphasizes the importance of using the tools departments do have—namely, the good employees who don't want extremists in their organization.

RECOMMENDATION: Establish a formalized process for making and investigating complaints (both internal and external) related to extremism. This process, which can follow existing protocols for reporting sensitive and confidential information such as allegations of internal corruption, must ensure anonymity for personnel who do not want to disclose their identity and explicitly provide whistleblower protections. The process should be codified in departmental policy on extremism. For external complaints, protocols for reporting extremism should follow those already in place for the public to file complaints online, in person, or via telephone, anonymously if they prefer. The department's website and published documents should include extremism among the allegations of wrongdoing to be promptly reported to the MPD.

Education, Awareness, and Prevention

Like other extremists, those who are a part of the law enforcement community often use symbols to express ideologies. They may display these symbols on their uniforms, hats, or department vehicles, but also in spaces unrelated to their professional lives. The ADL cited an officer with a Three Percenter²⁵¹ flag flying at their home, and two off-duty officers wearing QAnon imagery at a protest. They also display the symbols on their social media accounts or become members of groups that publicize the symbol, so an agency must expand the scope of inquiry beyond officers' jobs.

When confronted about displaying such a symbol, many officers said they thought it was simply a benign patriotic symbol. This highlights the importance of training officers on all extremist symbols so they can't claim ignorance. The ADL has put together a database of 200 symbols.²⁵²

Increasing awareness helps officers steer clear of organizations and behaviors that conflict with their role as police officers. It also helps them identify and intervene when they see other offi-

250 Jeffrey Cawood. (July 7, 2021). LAPD officer accused of circulating meme mocking George Floyd's death will not face discipline. <https://www.dailywire.com/news/lapd-officer-accused-of-circulating-meme-mocking-george-floyds-death-will-not-face-discipline>

251 According to the ADL, "Three Percenters are part of the militia movement, which supports the idea of a small number of dedicated 'patriots' protecting Americans from government tyranny, just as the patriots of the American Revolution protected early Americans from British tyranny. . . . Created in 2008, [the Three Percenter concept] is based on an inaccurate historical claim that only three percent of Americans fought in the Revolutionary War against the British." <https://www.adl.org/resources/backgrounders/three-percenters>

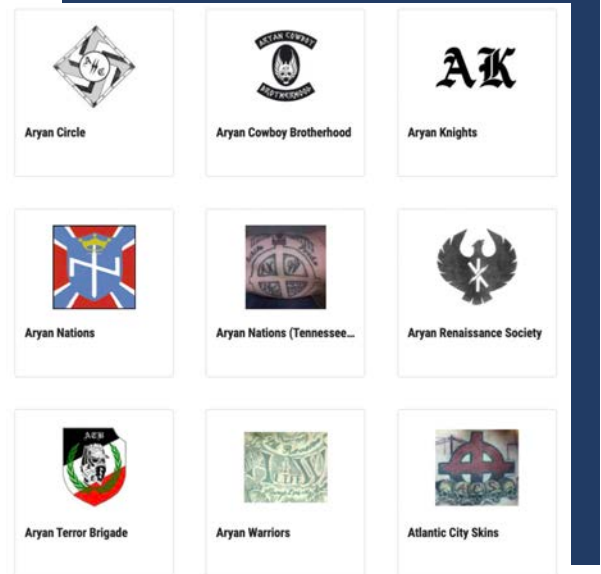
252 Anti-Defamation League. (2022). Hate on display.™ Hate symbols database. <https://www.adl.org/resources/hate-symbols/search>

cers becoming involved in extremism.

The ADL, with 25 regional offices across the country, has a team of experts who are eager to help. It offers professional development opportunities, including programs specifically tailored to law enforcement agencies and interactive workshops. “Our role is to partner with you and help you collaborate on fighting against extremism and hate,” said Elise Jarvis, the ADL’s Director of Law Enforcement Outreach and Partnerships.

Local universities may also be able to provide support, suggests Assistant Chief Robert Marino of the LAPD, who recently completed a course offered by the University of Southern California about extremism in law enforcement.

Finally, agencies can take other prevention measures, such as implementing wellness programs to reduce officers’ susceptibility to extremist ideologies. The Seattle Police Department is one example. Amid a consent decree, the 2020 protest, losing a precinct, and vaccine mandates, the department has been hit from all sides. Through a variety of wellness programs and training, Chief Adrian Diaz wants his staff to feel connected to one another. “We’re building resiliency at the front end,” he says.



The ADL has put together a database of 200 symbols.

RECOMMENDATION: Use an educational campaign to increase knowledge and awareness of extremism. Chief Contee should introduce the campaign with a strong statement of support. The campaign should include information about extremist groups and extremist symbols, a discussion of the prevalence of extremism in law enforcement, as well as the department’s policy and how to report concerning behavior. The training should be provided to all academy recruits and veteran personnel.

As the ADL also recommends in its toolkit, “Agencies should be transparent with results of any potential disciplinary matters involving officials that relate to findings that show extremist-related misconduct. Giving the public information about how an extremist-related disciplinary matter was handled will give communities an understanding that their law enforcement agency is taking these matters seriously and addressing them in a timely and forthcoming matter, recognizing a shared goal of preventing extremism within the ranks.”

RECOMMENDATION: Commit to transparency regarding allegations and findings of extremism as part of a larger communications strategy of sharing wrongdoing and the agency’s response to it. Although reporting negative news is unpleasant, it demonstrates to the public the department’s commitment to transparency. It also highlights the actions MPD has taken to identify extremist conduct, hold wrongdoers accountable, and reinforce organizational policy and values.

Section 6: Diversity, Equity, and Inclusion

MPD's Racial and Gender Representation

Supervisors and Commanders

During PERF's focus groups, personnel expressed concerns about the lack of diversity in the higher levels of the organization and in the staffing of certain specialized units. Members were most concerned about these imbalances among the sworn ranks, so this was PERF's focus.²⁵³

For an analysis of MPD's Racial and Gender Representation, see [Appendix G](#).

Among sergeants and lieutenants, 47% are Black or Hispanic, well below these groups' 61.4% share of sworn personnel. By comparison, 49% of sergeants and lieutenants are white, well above their 33.8% share of sworn personnel. Among command staff (those who hold the rank of inspector, commander, or assistant chief), 57% are white, 30% are Black, 7% are Asian/Pacific Islander, and 7% are Hispanic.

When it comes to gender, the breakdown in most ranks is consistent with their overall representation in the department ([Figures 6.1](#) and [6.2](#)). Women make up 23% of all sworn personnel, including 23% of sergeants and lieutenants. However, a closer look at how women are represented across MPD's upper ranks is concerning. Whereas 19% of all command staff (captains, commanders, inspectors, and assistant chiefs) are women, only three of 15 commanders are female (20%), and a mere 14% of captains (6 of 44)—the pipeline to the command ranks—are women.

With relatively few women at the rank of captain from whom the chief can select, appointing women to the command ranks is challenging. It is therefore incumbent upon MPD to focus on increasing the number of women seeking promotion to the rank of captain. The department's plans to promote one woman to the command ranks in the first quarter of 2023, as current commanders retire or otherwise create position vacancies,²⁵⁴ is encouraging.

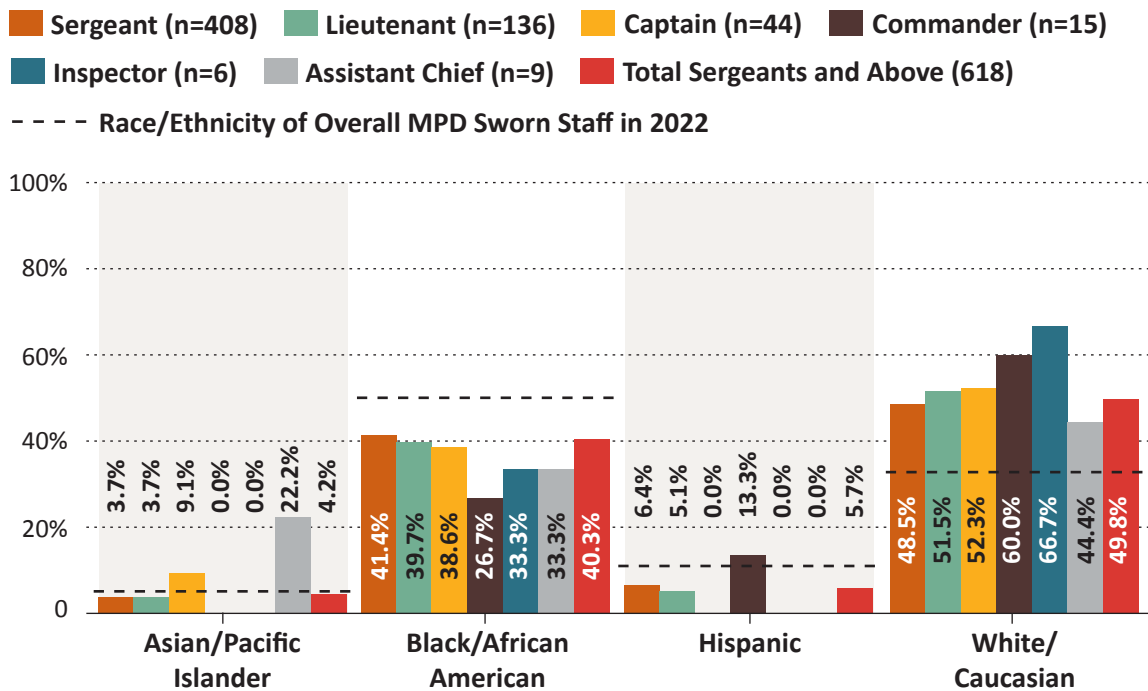
RECOMMENDATION: Conduct an in-depth analysis of promotional practices to learn why Black and Hispanic officers are not promoted to the ranks of sergeant and lieutenant at a rate consistent with their representation in the department. Are Black and Hispanic personnel not seeking promotion to these ranks at a rate consistent with their representation in the department? Are they seeking promotion but performing poorly during the testing process? Once these questions are answered, the MPD can then begin developing solutions, which might include providing mentoring and test-taking skills or promoting the rewards of formal leadership roles.

²⁵³ The figures included in the tables below were based on Active MPD Roster provided to PERF on July 10, 2022.

²⁵⁴ Ben Haiman. (December 20, 2022). Chief of Staff, Metropolitan Police Department. Microsoft Teams interview.

FIGURE 6.1

MPD Sworn Staff by Rank and Race/Ethnicity for 2022

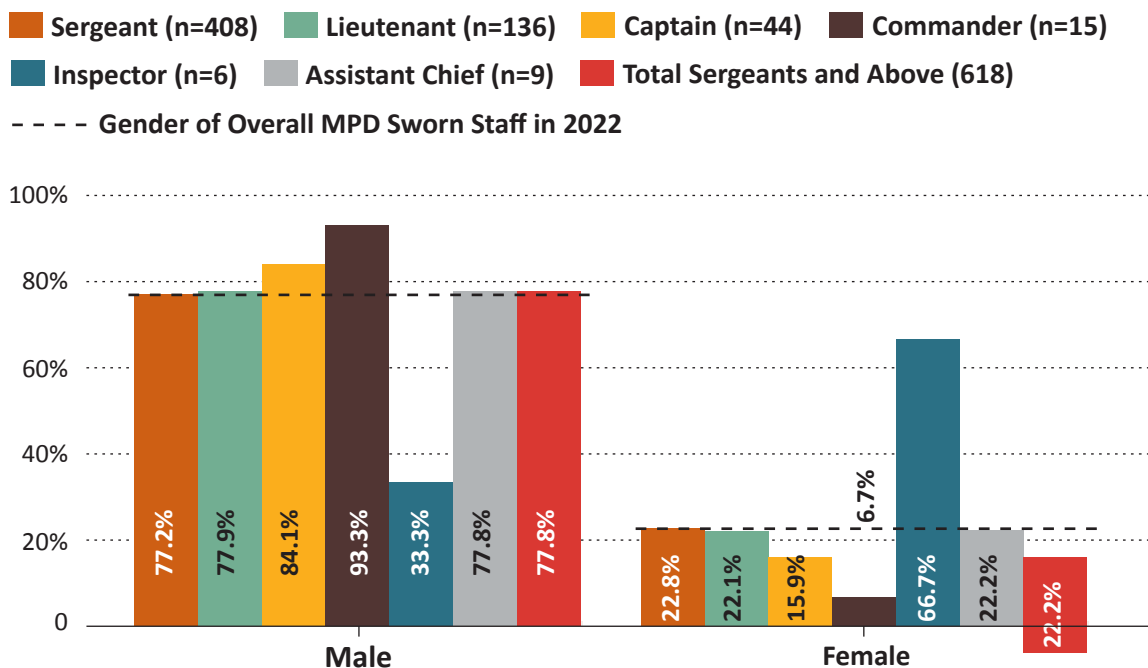


Source: Metropolitan Police Department

Note: Numbers are as of July 10, 2022.

FIGURE 6.2

MPD Sworn Staff by Rank and Gender in 2022



Source: Metropolitan Police Department

Note: Numbers are as of July 10, 2022.

RECOMMENDATION: Conduct an in-depth analysis of promotional practices to learn why women are not promoted to the ranks of captain and commander at a rate consistent with their representation in the department. For the command ranks to reflect the gender composition of the rank-and-file, and for the MPD to meet the goals of the 30x30 Initiative and promote gender equity throughout the agency, it is essential to discern why women are not promoted beyond lieutenant in numbers consistent with their representation in the department. Are women not seeking promotion beyond the rank of lieutenant? Are they seeking promotion but performing poorly during the testing process? Once these questions are answered, the MPD can begin developing solutions, which (as in the recommendation above) might include providing mentoring and test-taking skills or promoting the rewards of formal leadership roles. PERF's March 2023 *Critical Issues in Policing* report, *Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*,²⁵⁵ is written specifically to help departments overcome the barriers to career advancement for women in policing.

255 Police Executive Research Forum. (March 2023). *Women in Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing*. <https://www.policeforum.org/assets/WomenPoliceLeadership.pdf>

Specialized Units

Next, PERF examined the demographic breakdowns of certain specialized units. Employees told PERF during interviews and focus groups that women were underrepresented in certain specialized units relative to their representation in the department. This is less characteristic today of the Violent Crime Suppression Division (VCSD)—formerly the Narcotics and Special Investigations Division (NSID)—than it was two to three years ago. In January 2020, NSID was 91% male,²⁵⁶ as of July 2022, VCSD was 20% female (39 of 195, see [Figure 6.4](#)).

However, this same progress is not evident in the Special Operations Division (SOD), where only 7% (13 of 185) of the personnel are women. While women are underrepresented in historically male-dominated assignments such as VCSD and SOD, they are overrepresented in the Youth and Family Services Division, where women make up 46% of its members.

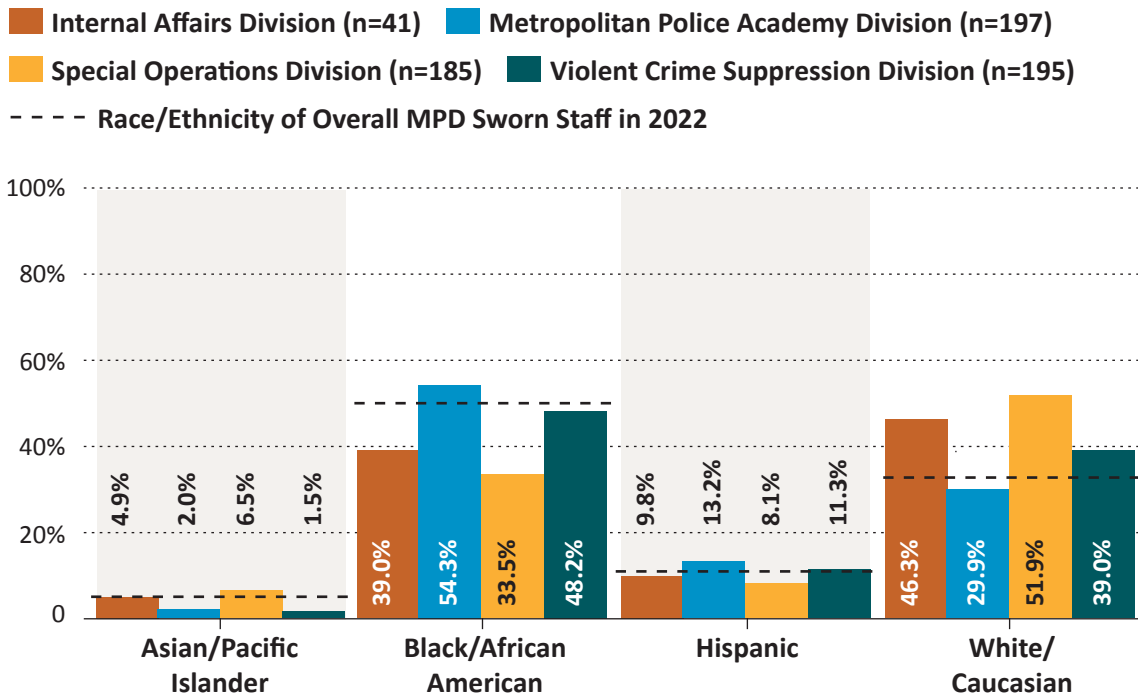
Similar disparities exist in terms of race. Black members are overrepresented in the Youth and Family Services Division, making up 65% of its members, but underrepresented in both IAD (39%) and SOD (34%). By comparison, white personnel make up 20% of the Youth and Family Services Division, 46% of IAD, and 52% of SOD ([Figure 6.3](#)).

256 National Police Foundation. (September 23, 2020). *Metropolitan Police Department Narcotics and Specialized Investigations Division: A limited assessment of data and compliance from August 1, 2019 – January 31, 2020*. <https://policecomplaints.dc.gov/publication/metropolitan-police-department-narcotics-and-specialized-investigations-division-limited>

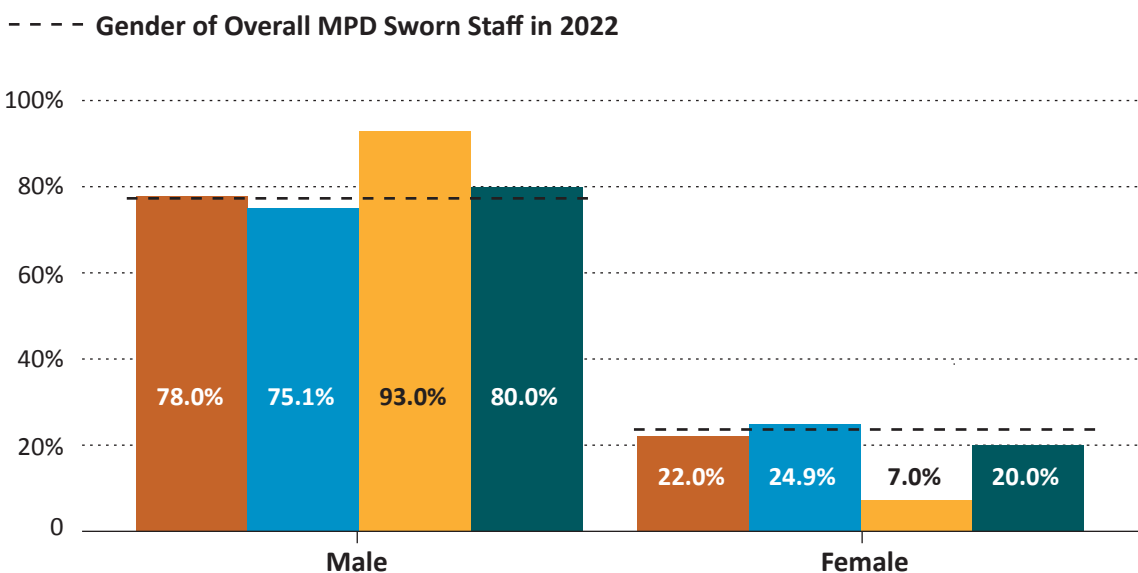
RECOMMENDATION: Set SMART goals (specific, measurable, achievable, relevant, and time-bound) for achieving more diversity throughout all specialized assignments, and then work to remove existing barriers and provide opportunities to achieve these goals. This will likely require additional listening sessions with personnel, followed by the development of career paths to specialized assignments—including required training to build knowledge and skills—and the establishment of mentoring relationships between those assigned to specialized units and those who desire to one day work there. Ultimately, the MPD should hold commanders accountable for taking the necessary actions to achieve these important organizational goals.

FIGURE 6.3

Distribution of MPD Sworn Staff in Key Divisions by Race/Ethnicity in 2022

**FIGURE 6.4**

Distribution of MPD Sworn Staff in Key Divisions by Gender in 2022



Source: Metropolitan Police Department

Notes: In addition to the above, the race/ethnicity of one sworn officer in the Metropolitan Police Academy Division (0.5%) was not specified. The Internal Affairs Division is under the Internal Affairs Bureau, which includes two other divisions. Numbers are as of July 10, 2022.

FIGURE 6.5

Distribution of MPD Professional Staff in Key Divisions by Race/Ethnicity in 2022

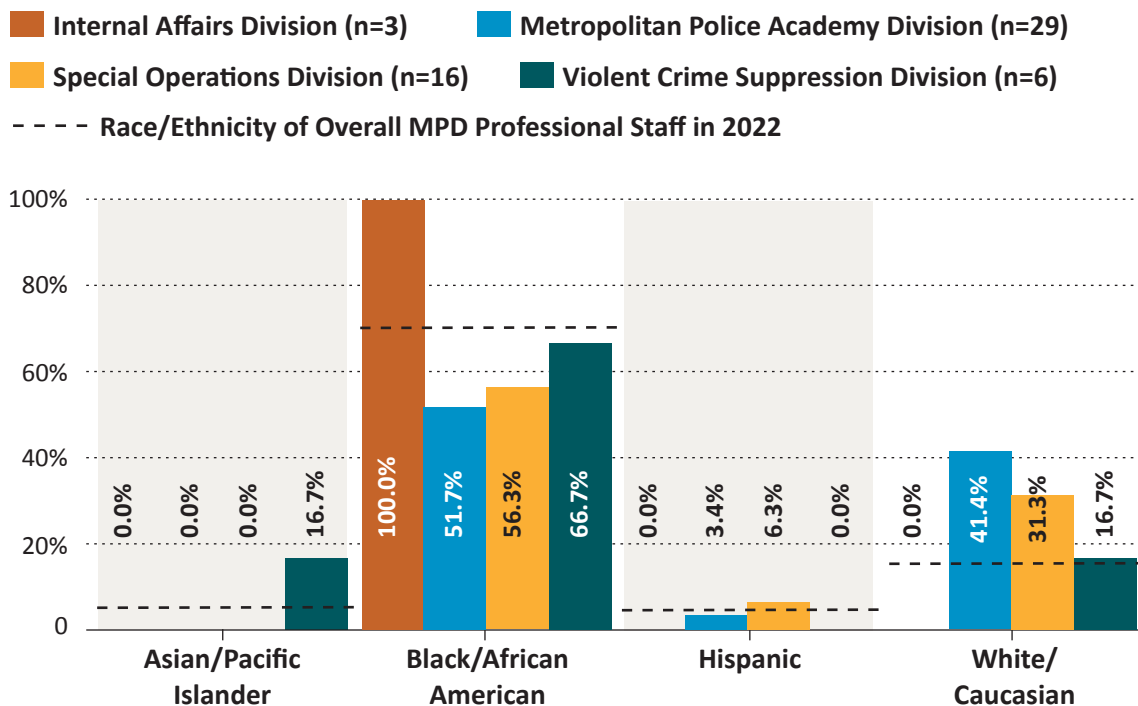
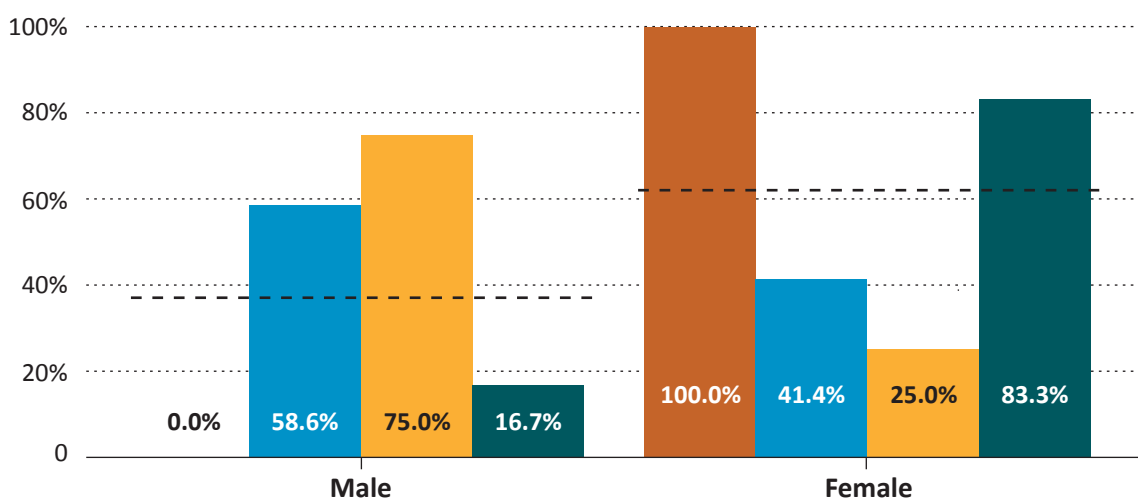


FIGURE 6.6

Distribution of MPD Professional Staff in Key Divisions by Gender in 2022

--- Gender of Overall MPD Professional Staff in 2022



Source: Metropolitan Police Department

Notes: In addition to the above, the race/ethnicity of one person with the Metropolitan Police Academy Division (3.4%) and one person with the Special Operations Division (6.3%) was not specified. The Internal Affairs Division is under the Internal Affairs Bureau, which includes two other divisions. Numbers are as of July 10, 2022.

The Metropolitan Police Academy, though understaffed, is diverse in both racial and gender terms, but several IAD leaders told the PERF team they believe it is important to have a diverse Internal Affairs Division so that those being investigated feel like the person on the other side of the table can relate to them. The push in recent years to increase IAD's diversity is admirable and should be continued, as the staffing demographics show there is more work to do.

Patrol Districts

PERF heard from at least one member who said he had been promoted or selected for different roles before he was ready because of his race. PERF also heard from several members that Black officers were more likely to be assigned to patrol in the Sixth and Seventh Districts to mirror the area's demographics. Officers' race may be a consideration when assigning personnel to patrol districts—to better align MPD staffing with DC population demographics—but it is important to note that patrol district staffing is far more racially balanced than the residential population where some MPD officers are assigned. Indeed, while the populations of the Sixth and Seventh Districts are 95% and 93% Black, respectively,²⁵⁷ MPD staffing in those districts is 60% and 56% Black—not far above the citywide patrol district average of 52% (Figure 6.7).

Likely for similar reasons, the MPD assigns more Hispanic officers to the Third and Fourth Districts, where Hispanics make up 28% and 36% of the population, respectively—approximately two-thirds of all Latinos in the entire District of Columbia. In those two districts, 19% and 20% of the assigned officers are Hispanic, above the citywide patrol district average of 11%. Assigning more Hispanic officers to the two districts where the city's Latino population is concentrated is encouraged as it supports MPD's legal obligation “to provide equal access to programs and services to all persons living, working, or visiting the District regardless of their ability to speak English.”²⁵⁸

257 John Keefe. (June 7, 2020). Race and ethnicity data by Washington DC police zones. <https://johnkeefe.net/race-and-ethnicity-data-by-washington-dc-police-zones>

258 Metropolitan Police Department. (October 14, 2020). General Order 308.18: *Language Access Program*. https://go.mpdconline.com/GO/GO_304_18.pdf

RECOMMENDATION: Post on the MPD intranet the units where personnel are assigned throughout the agency (including aggregate demographics) and seek opportunities to promote transparency in the processes for selecting personnel for specialized units.

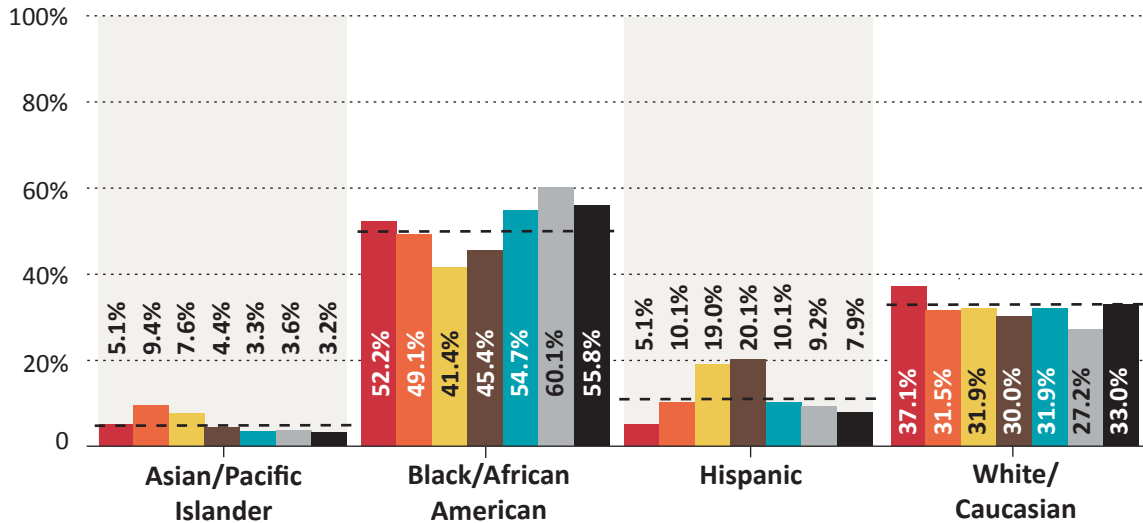
When the department does not formally provide its personnel information about who is selected for various positions and why (i.e., the specific position qualifications met), members will draw their own conclusions, which might be inaccurate and undermine the goal of establishing internal legitimacy around the department's opportunities for advancement. MPD can improve transparency regarding the transfer selection process by renewing the outdated policies related to “Special Assignment Positions” and “Transfers and Changes in Assignments,” published in 1980 and 1993, respectively;²⁵⁹ requiring all commands to follow the same processes for posting and selecting personnel; posting all position vacancies on the MPD intranet, including job descriptions and qualifications; publishing the results of all position selection processes on the MPD intranet; and empowering MPD Human Resources to approve all position postings, job descriptions, position qualifications, and selection processes to ensure department-wide adherence to policy. The department is also encouraged to post on its intranet the population demographics of each police district along with the demographics of the personnel assigned to work there.

259 Metropolitan Police Department. (November 21, 1980). General Order 201.04: *Special Assignment Positions*. https://go.mpdconline.com/GO/GO_201_04.pdf; Metropolitan Police Department. (1993, November 23). General Order 201.11: *Transfers and Changes in Assignments*. https://go.mpdconline.com/GO/GO_201_11.pdf

FIGURE 6.7

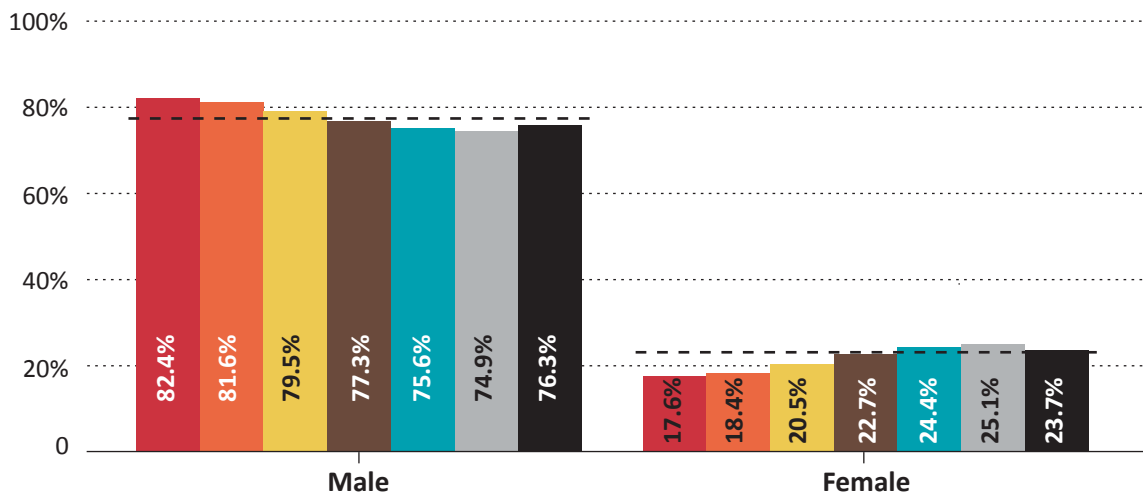
Assignment of MPD Sworn Staff to Patrol Districts by Race/Ethnicity in 2022

1st District (n=272)* 2nd District (n=267) 3rd District (n=263)
 4th District (n=273) 5th District (n=307) 6th District (n=338) 7th District (n=342)
 - - - Race/Ethnicity of Overall MPD Sworn Staff in 2022

**FIGURE 6.8**

Assignment of MPD Sworn Staff to Patrol Districts by Gender in 2022

- - - Gender of Overall MPD Sworn Staff in 2022



Source: Metropolitan Police Department

Notes: * The 1st District also includes one officer identifying as American Indian/Alaskan Native (0.4%). Numbers are as of July 10, 2022.

Moving Forward with DEI Initiatives

As the MPD develops a strategic plan for the newly created position of Chief Equity Officer, it could benefit from the experiences of other law enforcement agencies across the country.

Mission and Values Statement

The MPD should begin by reviewing its Mission Statement, reprinted below, to ensure important values such as diversity, equity, and inclusion (DEI) are reflected.

MPDC: Mission and Value Statement

Mission of the Metropolitan Police Department

It is the mission of the Metropolitan Police Department to safeguard the District of Columbia and protect its residents and visitors with the highest regard for the sanctity of human life. We will strive at all times to accomplish our mission with a focus on service, integrity, and fairness by upholding our city's motto Justitia Omnibus – Justice for All.

Values Statement

- Reduce crime and the fear of crime in the community.
- Strive to resolve all conflicts peacefully, valuing all human life, and ensuring that any use of force is proportional to the threat faced.
- Ensure that all allegations of misconduct and uses of force are investigated thoroughly and impartially.
- Instill a sense of transparency in operations with regular reports and outreach on critical events and community concerns.
- Sustain a culture of building and sustaining safe neighborhoods by making the relationship between police and neighborhoods paramount — tailoring policing to neighborhoods.
- Continue to work with other government agencies to address the issues faced by the mentally ill in our communities.
- Throughout the department, focus on how the MPD can address youth issues.
- Build on what the MPD is doing right by continuously evaluating our strengths and weaknesses and position the MPD to be viewed and respected nationally and internationally as a model for how it serves the community.
- Build homeland security into the culture of the MPD and the community without creating fear.
- Fostering a culture of innovation and initiative by leveraging technology.
- Support our employees as they work to serve the City.
- Encourage teamwork and leadership at every level of the police department and throughout the community.
- Emphasize that every MPD employee has the power to influence positive change — and encourage them to improve the service they provide to both the Department and community.
- Fortify these values by training and educating all of our members in the critical skills of communication, service and conflict resolution.

PERF reviewed the online Mission Statements of the 50 largest police departments to get an overall visual impression, assess whether the sites were user-friendly, consider the value of the content, determine the ease of finding the Mission Statements, and evaluate their quality. MPD's Mission and Values Statement is one of the better statements—it's easy to read and not too long.

PERF recommends adding one or two bullets to MPD's list of Values Statements using specific DEI language. LAPD, for example, affirms the goal of fostering "an organization committed to engaging the voices and respecting the humanity of all people, [and] . . . recognize[s] that equality, diversity, and human rights are an integral part of Departmental partnerships."²⁶⁰ NYPD's Office of Equity and Inclusion (OEI) uses more descriptive language in its DEI mission statement, which MPD may want to consider adopting: "The OEI is dedicated to prioritizing the needs, voices, and perspectives of marginalized communities by focusing on religious diversity and issues impacting the disability community, women, LGBTQIA+, and black, indigenous and people of color (BIPOC). OEI is responsible for ensuring our employees are treated with dignity and respect in the workplace, identifying and addressing obstacles to success, and promoting a fair and inclusive workplace that is free from discrimination and harassment."²⁶¹

RECOMMENDATION: Integrate into MPD's Values Statement one or two bullets that reflect the values of diversity, equity, and inclusion. These additions should include a commitment to working with all of Washington, DC's diverse communities and to recruiting, hiring, retaining, and promoting personnel who reflect the diversity of the communities they serve.

Additionally, PERF recommends inserting a direct link titled "Mission Statement" to the "MPDC Popular Links" list on the lower right side of the department's homepage so users do not need to use the site's search engine to find it. PERF also recommends adding a separate PDF version of the Mission Statement bearing the MPD shield that is available to download or print.

RECOMMENDATION: Prominently feature MPD's Mission Statement and make it readily accessible to employees and the public. This is essential for creating a shared understanding of MPD's purpose among all stakeholders. To help accomplish this, MPD should insert a direct link titled "Mission Statement" to the "MPDC Popular Links" list on the department's homepage and create a separate PDF version of the Mission Statement bearing the MPD shield that is available to download or print.

260 Los Angeles Police Department. (2022). Your LAPD by Division: Diversity, Equity, & Inclusion Division. <https://www.lapdonline.org/lapd-contact/diversity-equity-inclusion-division/>

261 New York City Police Department. (2022). Equity and Inclusion. <https://www.nyc.gov/site/nypd/bureaus/administrative/equity-inclusion.page>



Incorporate DEI Language Throughout the Written Directives Manual

The MPD should also explore opportunities to incorporate DEI language throughout its entire written directives manual. For example, General Order 201.11: *Transfers and Changes in Assignments*²⁶² and General Order 201.04: *Special Assignment Positions*²⁶³ establish the policies and procedures for the transfer or change of assignment for sworn and civilian personnel. In focus groups, interviews, and surveys, numerous personnel said they do not believe this selection process is fair and equitable. Because these policies were published in 1993 and 1980, respectively, it is long past time to update them. MPD should seize this opportunity to affirm its commitment to upholding DEI principles and practices in selecting personnel for changes in assignments.

RECOMMENDATION: Incorporate DEI language throughout MPD's written directives.

This would affirm MPD's commitment to DEI principles and practices across units of assignment and highlight opportunities for meeting the department's DEI goals and objectives. Among other policies, those involving the transfer and promotion of personnel, external training, disciplinary procedures, performance management and improvement, and EEO program are opportunities for MPD to integrate DEI language.

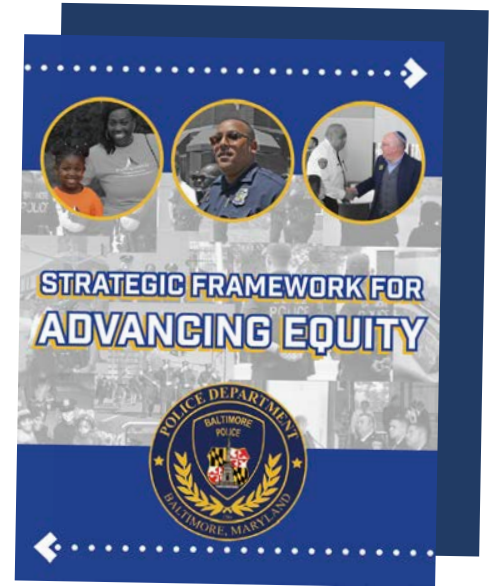
262 Metropolitan Police Department. (November 23, 1993). General Order 201.11: *Transfers and Changes in Assignments*. https://go.mpdonline.com/GO/GO_201_11.pdf

263 Metropolitan Police Department. (November 21, 1980). General Order 201.04: *Special Assignment Positions*. https://go.mpdonline.com/GO/GO_201_04.pdf

What Other Police Agency Equity Offices Are Doing

As part of its review, PERF interviewed other agencies across the country to learn about their DEI work. While most departments are still in the planning stages, some of their ideas are worth considering.

At the Baltimore Police Department, Bill Joyner was selected in 2020 to launch the agency's Equity Office, which was created in the aftermath of the federal consent decree. He was charged with developing and implementing DEI initiatives that would support the department's reform efforts to better serve the community. Joyner said the biggest pitfall that agencies encounter when developing their equity offices is a lack of resources. If you adopt a plan for change but don't commit the resources needed to create the change, Joyner said, you will erode the trust needed to sustain change.



Baltimore Police Department DEI plan

The Los Angeles Police Department's first DEI officer, Commander Ruby Flores, has a similar problem: she has neither a budget nor a staff. One of the first big initiatives she'd like to accomplish is a formal, independent climate study but she is trying to identify outside resources to support it.

RECOMMENDATION: Ensure the development of MPD's Office of Diversity, Equity, Inclusion, and Wellness is not just a box-checking exercise but has the funding and personnel to accomplish its goals. Well-intentioned police departments (and other public and private entities) often establish an office of equity but fail to properly resource it, which prevents the office from delivering on the lofty objectives for which it was created. Thus far, Chief Contee has demonstrated total commitment to MPD's Chief Equity Officer and the mission of the Office of Diversity, Equity, Inclusion, and Wellness.

RECOMMENDATION: Consider changing the position title of Chief Equity Officer to assistant chief. This would support other recommendations in this report to assign the same position authority to professional positions as to sworn positions. Converting the position to assistant chief status as soon as practicable would clearly communicate to the MPD membership the critical importance of the Chief Equity Officer position. Additionally with this move, the department could establish the command oversight needed of the EEO Office.

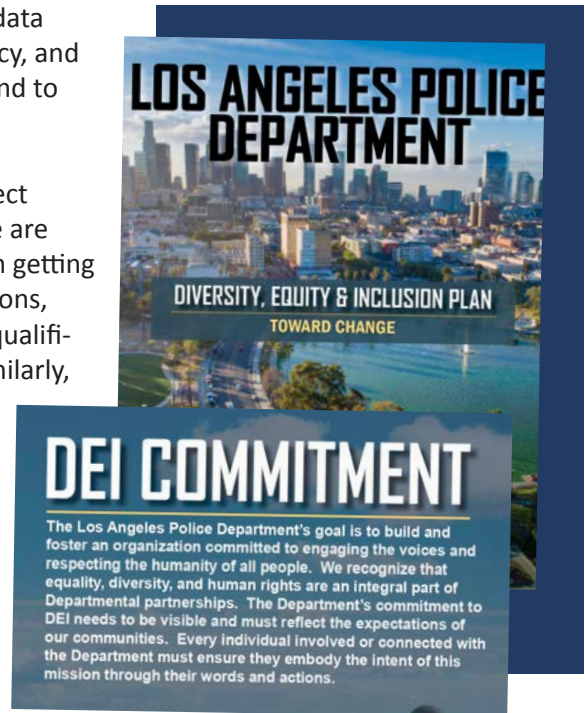
A number of additional suggestions from other agencies align with PERF recommendations in this report. LAPD's Commander Flores, for example, said an agency should seek input from affinity groups as it sets goals for its equity office; she relied heavily on the agency's African American, AAPI, Latino, and women's affinity groups for input as she launched the office in her agency.

Dana Moore, Baltimore's first Chief Equity Officer and director of its Office of Equity and Civil Rights, said it is important to first look at the agency's demographic breakdown when consid-

ering what DEI goals to set. A dashboard that includes this data going back years—with an annual update—allows the agency, and its community, to identify opportunities for improvement and to measure growth.

Moore also advised that the equity office look at every aspect of the employment and hiring process to determine if there are barriers keeping members of a particular demographic from getting hired. It should collect data about who is applying for positions, what the application is like, what the qualifications and disqualifications are, and whether college degrees are necessary. Similarly, Moore says reviewing the promotional and transfer processes is critical to determine whether training or requirements for a special unit favor some groups over others.

Also important, according to Commander Flores, is establishing feedback loops at every level so that employees know where to go to when they have a problem. “Systems of feedbacks are free and let employees feel like there is buy-in from the department,” Flores said. And externally, it’s essential to involve the community and provide information to them along the way about the department’s DEI efforts.



Los Angeles Police Department DEI plan

In 2021, Flores publicly released the LAPD’s DEI plan, *Toward Change*, which outlines the department’s commitments and includes a timeline for making change.²⁶⁴ Baltimore did something similar, releasing a Strategic Framework for Advancing Equity, which outlines six strategic objectives and the outcomes they expect to produce.²⁶⁵ With guidance from the Annie E. Casey Foundation, the BPD also lays out its seven basic commitments.²⁶⁶

264 Michel R. Moore. (October 2021). *Diversity, Equity & Inclusion Plan: Toward Change*. https://lapdonlinestrgeacc.blob.core.usgovcloudapi.net/lapdonlinemedia/2021/10/BPC_21-192_compressed.pdf

265 Baltimore Police Department. (May 2021). *Strategic Framework for Advancing Equity*. <https://www.baltimorepolice.org/sites/default/files/Equity%20Framework%20-%20for%20web.pdf>

266 Annie E. Casey Foundation. (January 8, 2015). *Race Equity and Inclusion Action Guide*. <https://www.aecf.org/resources/race-equity-and-inclusion-action-guide>

Section 7: Employee Feedback

Organizational Culture Survey

Response Rate

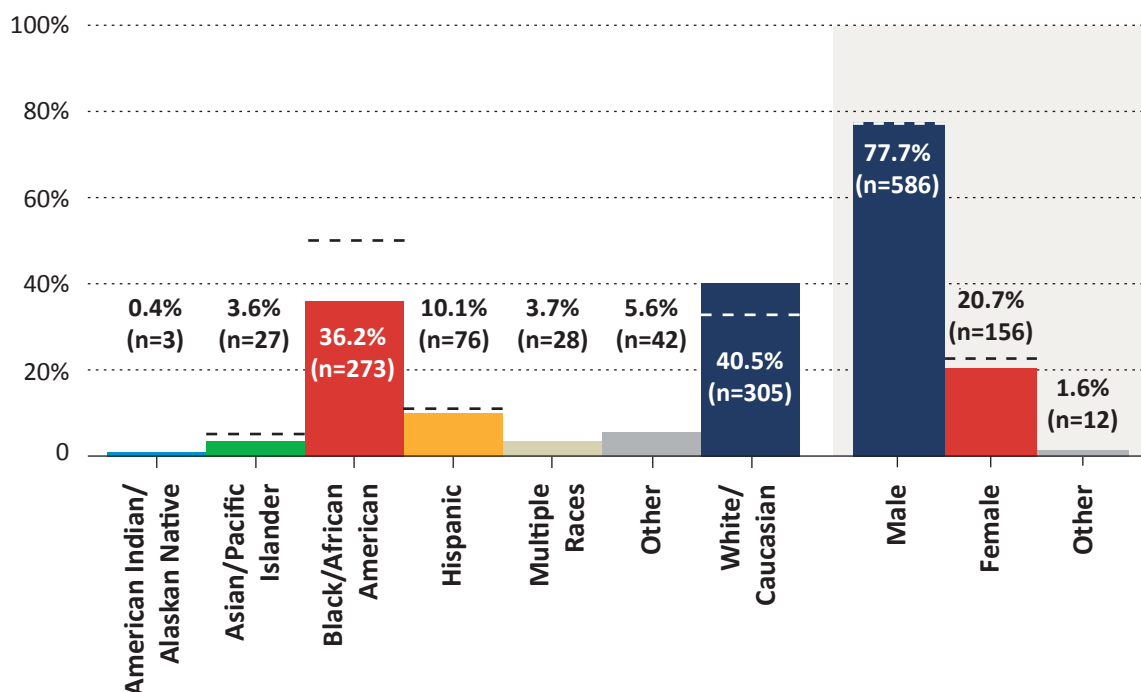
In partnership with The Lab @ DC,²⁶⁷ PERF created and distributed an organizational culture survey to all MPD employees ([Appendix A](#)) to learn their views on several key aspects of the department and solicit recommendations for improvement. The survey provided 76 close-ended statements to which respondents could either strongly disagree (response 1), disagree (2), agree (4), strongly agree (5), or indicate they were neutral/did not have an opinion (3). Average scores from 1 to 5 were then calculated for sworn and professional staff. The survey also pro-

FIGURE 7.1

Breakdown of Sworn Staff Who Completed the Organizational Culture Survey

--- Race/Ethnicity and Gender of Overall MPD Sworn Staff in 2022

TOTAL SWORN PARTICIPATION: 754



Note: Overall MPD totals for "multiple races" and "other" were not available, though 0% of MPD sworn staff are identified as "not specified."

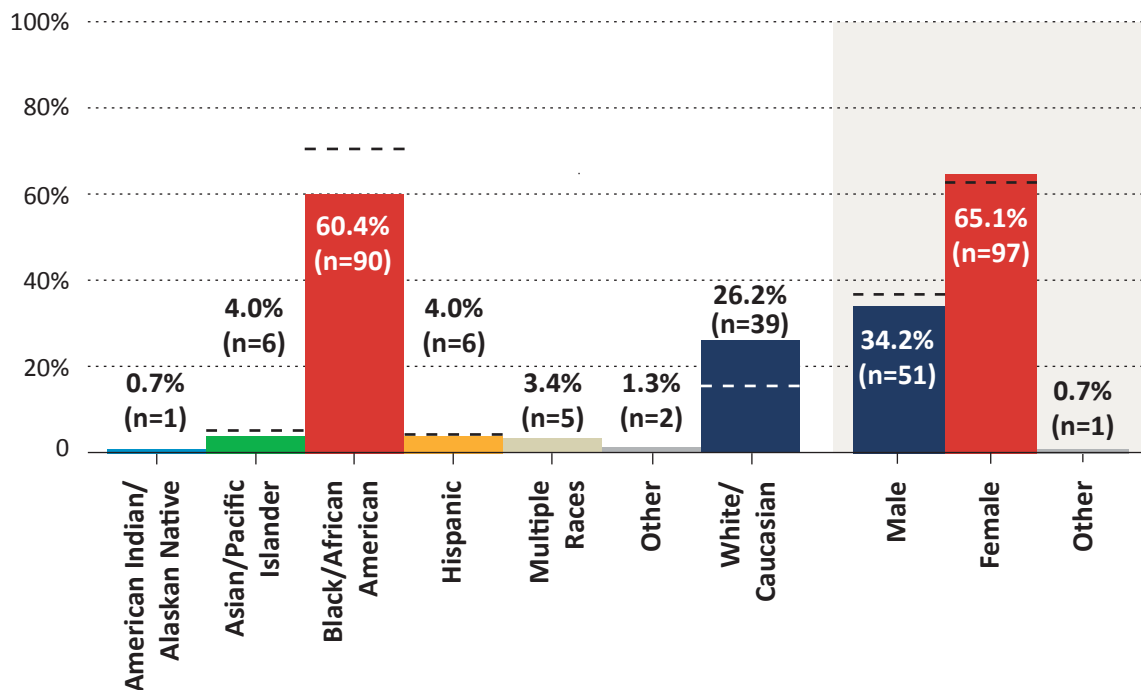
267 "The Lab @ DC uses scientific insights and methods to test and improve policies and provide timely, relevant and high-quality analysis to inform the District's most important decisions." <https://oca.dc.gov/page/lab-dc>

FIGURE 7.2

Breakdown of Professional Staff Who Completed the Organizational Culture Survey

--- Race/Ethnicity and Gender of Overall MPD Professional Staff in 2022

TOTAL PROFESSIONAL PARTICIPATION: 149



Note: Overall MPD totals for “multiple races” and “other” were not available, though 2.8% of MPD professional staff are identified as “not specified.”

vided 10 opportunities for staff to answer open-ended questions or write responses. Many did, collectively writing more than 200 pages of comments.

A total of 903 employees responded to the survey. Although a larger number of respondents was desired, the 22.5% response rate is not surprising given the low employee morale expressed in the responses, particularly among sworn personnel—only 21.6% (754) of whom completed the survey as compared to 28.1% (149) of professional staff. On average, sworn members disagreed with the statement that “the results of this survey will be used to make my agency a better place to work.” As one officer wrote, “Many . . . believe that even doing this survey might be a waste of time and nothing will be don[e] to change the environment of MPD.”

Among sworn personnel who completed the survey (see [Figure 7.1](#)), 36.2% of respondents were Black, 40.5% were white, and 10.1% were Hispanic. Among MPD’s professional staff (see [Figure 7.2](#)), 60.4% of the 149 survey respondents were Black, 26.2% were white, and 4% were Hispanic.

Males and females responded at rates consistent with their representation in the department. Among sworn personnel, 77.7% of respondents were male and 20.7% were female; among professional staff, 34.2% were male and 65.1% were female.

Purpose

PERF recommends using the results of this survey as a baseline for measuring annually how the MPD is performing in the key areas of organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions.

The survey should be seen as an important tool for identifying opportunities for improvement and determining if the department is moving in the right direction. It should also be used as a tool for engaging with the MPD membership. PERF strongly encourages MPD to share the survey's results—along with this report—with the rank-and-file to promote dialogue, enlist their involvement to further develop and implement their many recommendations, and improve their job satisfaction.

FIGURE 7.3

How Sworn Staff Answered “I Believe the Results of This Survey Will Be Used to Make My Agency a Better Place to Work” by Race/Ethnicity

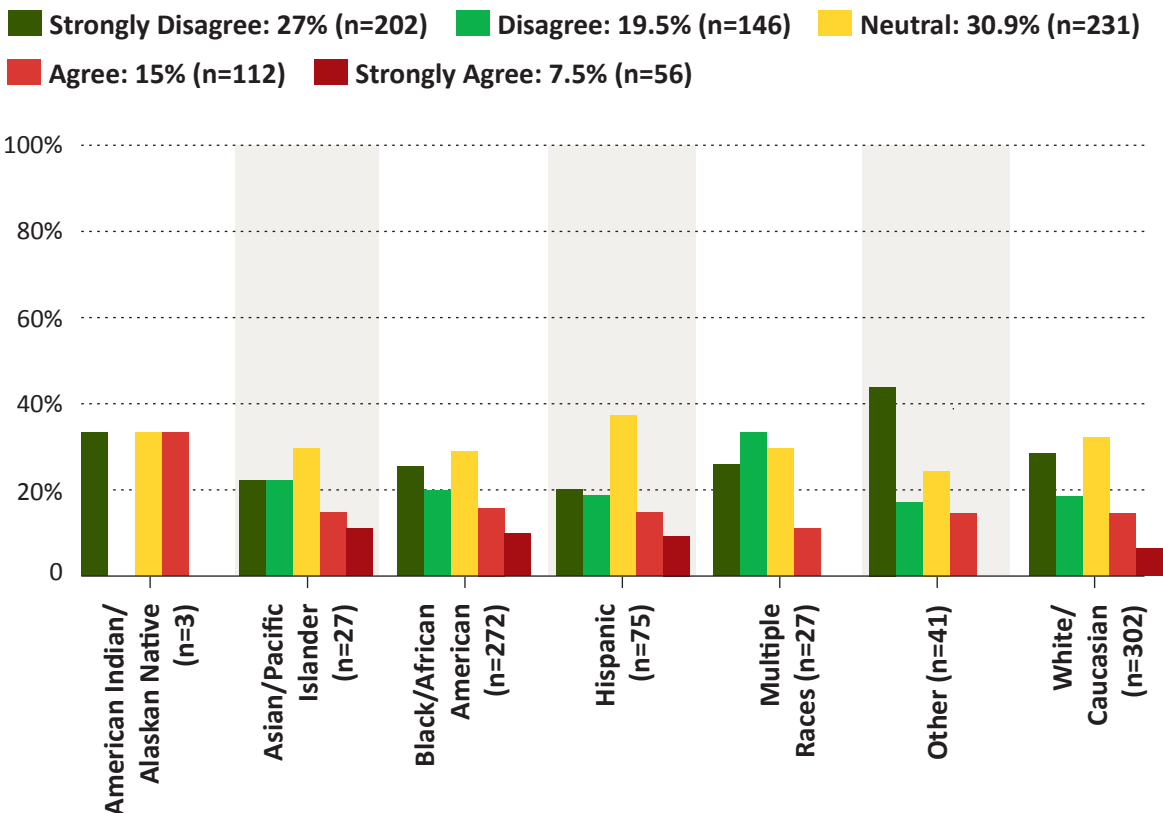
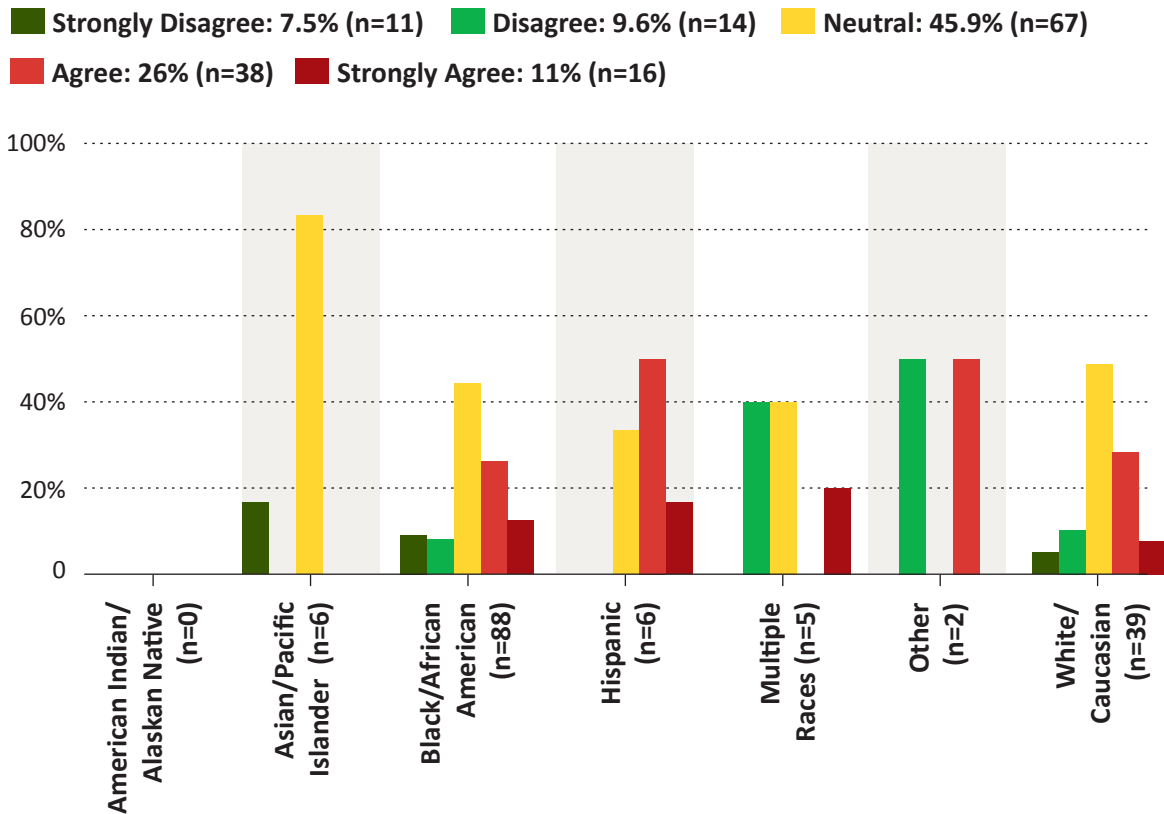


FIGURE 7.4

How Professional Staff Answered “I Believe the Results of This Survey Will Be Used to Make My Agency a Better Place to Work” by Race/Ethnicity



Analysis of Responses

The data obtained from the organizational culture survey—particularly when combined with information received from exit surveys, focus group discussions, and one-on-one interviews—provides a clear picture of how employees feel about the MPD in seven areas: organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions.

For more results from the organizational culture survey, see [Appendix B](#).

In five of the seven areas, professional staff agreed more strongly with the survey’s positive statements than sworn members did. The two exceptions were leadership and hiring, professional development/special assignments, and promotions, and there the average rating was only slightly higher (0.04 and 0.12 points, respectively) for sworn staff than for professional staff.

FIGURE 7.5

How Sworn Staff Answered “I Believe the Results of This Survey Will Be Used to Make My Agency a Better Place to Work” by Gender

Strongly Disagree: 27.2% (n=204) Disagree: 19.7% (n=148) Neutral: 30.6% (n=230)
Agree: 15% (n=113) Strongly Agree: 7.5% (n=56)

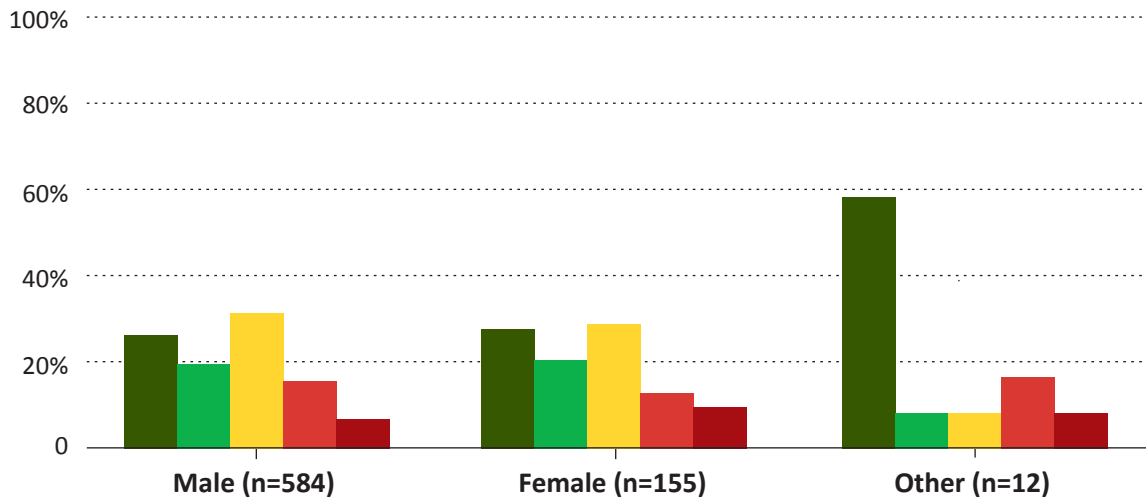
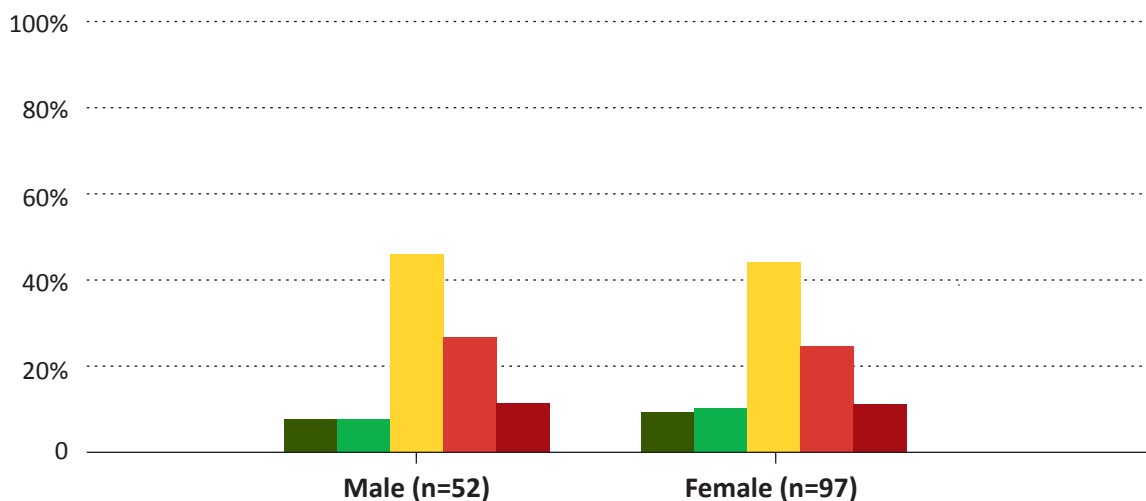


FIGURE 7.6

How Professional Staff Answered “I Believe the Results of This Survey Will Be Used to Make My Agency a Better Place to Work” by Gender

Strongly Disagree: 8.7% (n=13) Disagree: 9.4% (n=14) Neutral: 45% (n=67)
Agree: 25.5% (n=38) Strongly Agree: 11.4% (n=17)



Organizational Commitment and Job Satisfaction

Both sworn and professional employees expressed moderate agreement with statements related to organizational commitment and job satisfaction. They most strongly agreed that they “really care about the fate of MPD” and “like the work [they] do.” The only statement with which sworn respondents did not agree was in recommending MPD “as a good place to work.”

Professional staff averaged 3.93 out of 5.0 in the area of organizational commitment and job satisfaction, while sworn staff averaged 3.43. In fact, professional staff rated all seven statements in this area more highly than sworn personnel, on average.

Work Environment

Employees tended to respond as neutral or agreeable to statements about their work environment. This was especially true when assessing their coworkers. Respondents agreed they “have positive relationships with [their] coworkers” and the “coworkers in [their] work unit have the knowledge and skills necessary to accomplish organizational goals.”

On the other hand, personnel were inclined to disagree with the statements that “MPD rewards or recognizes the efforts of employees who do outstanding work” and that “awards and/or recognitions in [their] work unit depend on how well employees perform their jobs.” The dissatisfaction with the process for recognizing excellent work and issuing awards surfaced frequently in respondents’ open-ended comments. For example:

- *Management also needs to give awards to those officers out there not only keeping the streets safe by patrolling but also engaging in community policing.*
- *MPD does little to nothing to recognize its employees for outstanding work. This is very disappointing and has made me feel unmotivated.*
- *There are so many people on this department that should have gotten awards or should*

FIGURE 7.7

Organizational Commitment and Job Satisfaction

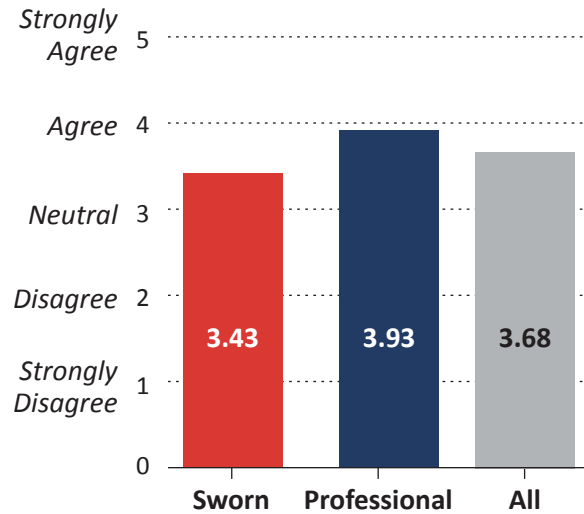
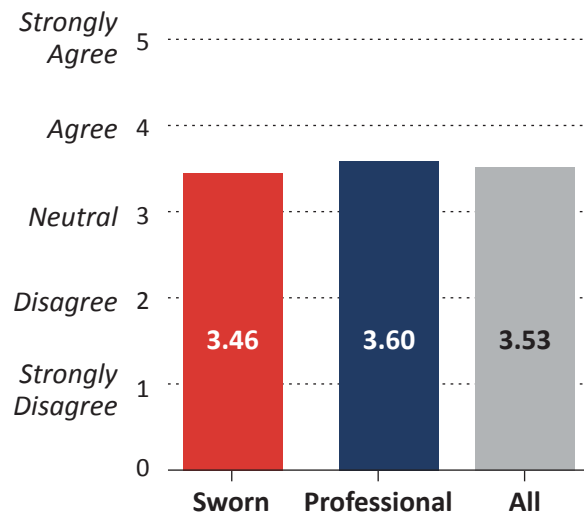


FIGURE 7.8

Work Environment



get them regularly....and haven't/don't. There are people on this department that have gotten awards and don't deserve them, me included.

- *I have been on scenes where a [lieutenant] tells a [sergeant] to write officers up for awards and [it] never happens as the [sergeants] are overwhelmed with their own workload. . . . A lot of officers do good work every day and never get recognized when they should. It seems all this department cares about is getting guns off the street, and those officers are awarded special call signs and assignments while other officers are picking up the pieces of answering radio runs.*

Professional staff also expressed a desire to bridge a perceived divide with sworn personnel and to become more fully integrated into the department's network of activities.

- *The sworn members DO NOT make professional members feel like we are a part of MPD. Look at commercials, videos, advertisements—ALL are directed to sworn members. Officers were commended for their OT and long hours. However, it's the professional members that entered those long hours. If they are working, so are we. They are always recognized, we aren't.*
- *Have more face-to-face activities to get the professional staff and sworn to see each other . . . than an email.*
- *As a civilian/professional I feel like my ideas don't matter. I don't feel appreciated by sworn members. . . . They don't want to be bothered with me or my concerns about upward mobility.*

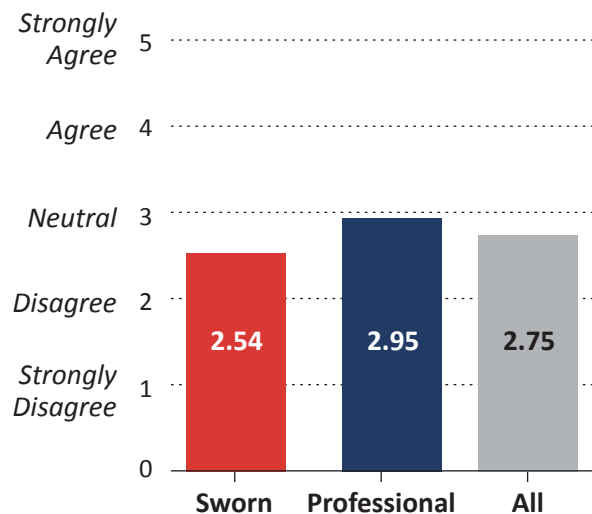
Communication

Of the seven areas measured, employees rated communication the lowest. In fact, most respondents *disagreed* with all of these associated statements:

- "I feel free to express my professional opinions in my job without worrying about negative results."
- "Department leaders do an effective job of informing employees about matters affecting us."
- "Information about things relevant to my job are communicated in a timely manner."
- "I am satisfied with the information I receive from management on what is going on in the MPD."
- "The rationales behind important decisions that impact me are communicated effectively."
- "Employees are asked for input regarding decisions that affect my work."

FIGURE 7.9

Communication



Respondents' open-ended comments raised a number of concerns, such as lack of communication, excessive reliance on email, and lack of input from the rank and file:

- *There are days, where it is absolute chaos and there is no communication. It causes unnecessary stress. I wish MPD would have some foresight and plan better.*
- *The lack of effective communication in the department is a major gripe.*
- *Learn to talk to each other instead of relying so heavily on email and impersonal communication.*
- *No or very little communication from management regarding decisions or changes. Communication from leadership to its members rel[ies] on forwarded emails. This creates a bureaucratic culture and not one that empowers its members. . . . When there is no clear venue or opportunity to speak about these day-to-day and practical work items, it breeds an environment of distrust.*
- *Communication is bad at MPD. Emails have replaced face to face communication. . . . Members have to find out about certain things through media outlets or through the "grapevine."*
- *Management typically provides little to no communication to officers about what is occurring in the workplace and ideas they have. Decisions made by individual district management typically are made with no input whatsoever from officers and sergeants.*
- *If you publicly voice an opposing opinion even when asked for honesty, you are subtly outcasted and blacklisted for future promotions and special assignments. This is one of the major issues in the department that needs to be worked on. Two-way communication is a key from management down to officers, especially to improve employee morale.*
- *Decisions are almost always made by the upper management without any consultation with the masses who are to carry out those orders. The rationale is never made known, and the decisions often seem nonsensical or asinine to the lower echelon of the department.*

Supervision

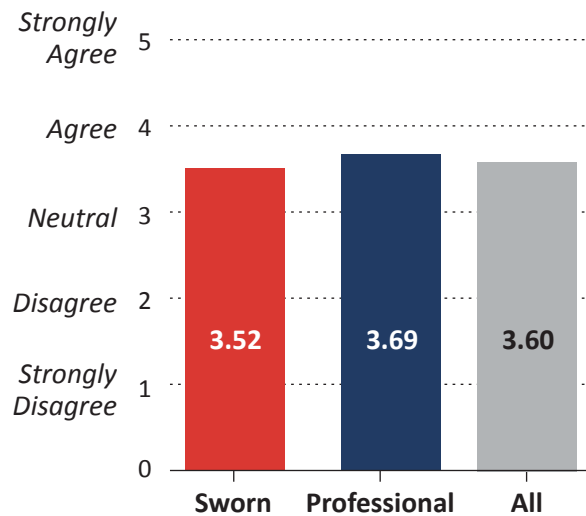
Employees rated supervision the highest of the seven areas measured. Supervision is also one of only two areas where sworn personnel expressed more positive sentiments than professional staff. These findings are consistent with the department's exit surveys.

Respondents especially agreed with the following statements: "I know what is expected of me on the job"; "My immediate supervisor treats the employees he or she supervises with respect"; and "My immediate supervisor is available to me when I have questions or need help." The only statement about supervisors with which respondents disagreed was framed negatively: "I have little trust in my supervisor's evaluation of my work performance."

In respondents' open-ended comments, on the other hand, many of the several hundred references to "supervisors" and "supervision" were negative. For example:

- *My direct supervisor should have to take mandatory classes on how to supervise civilian employees and I feel that their supervision, or lack thereof, should be included as part of their evaluations.*
- *I got lucky with a good supervisor but I have also had terrible ones.*
- *I am lucky enough to work under a good leader at the moment, but if this were a year ago, my answers would be WAY different. My previous supervisor was the absolute WORST leader I have ever worked under on MPD, in the military, and in my short civilian career prior to joining MPD.*
- *Performance evaluations are useless because supervisors just give you whatever score they need to not have to write (constantly one under the highest threshold).*
- *Our supervisors are terrible, do not know their officers at all, and pride themselves in telling us that they are only looking out for themselves and don't care about us.*

FIGURE 7.10
Supervision



While this negativity could be attributed to a relatively small group of disenchanted employees, MPD would be well advised to closely review the comments and to seek opportunities to improve relationships between supervisors and employees through more effective communication, enhanced supervisory training, and/or an annual performance evaluation process that requires subordinates to rate and comment on their supervisors.

Leadership

Both sworn and professional staff rated leadership negatively, second only to communication. Of the nine positive statements to which personnel were asked to respond, sworn personnel disagreed with all nine while professional staff disagreed with seven. Professional staff, on average, reported being neutral on the statements “Clear goals for MPD are established by its leaders” and “I have a high level of respect for my organization’s command staff.”

Sworn personnel disagreed very strongly with two of the statements: “Morale among employees is good” and “Employees who consistently do a poor job are held accountable.” These were the only statements in the entire survey with an average rating below 2.0.

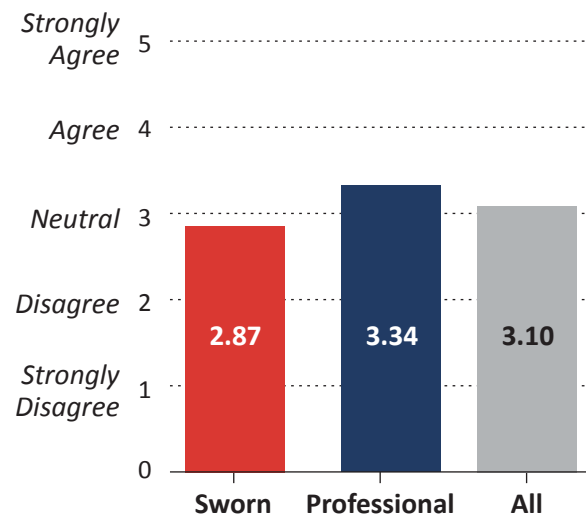
Open-ended comments on leadership included:

- *In my experience, virtually none of the command and executive staff have any leadership skills. They are at best competent managers, not leaders of any kind.*
- *The leadership has lost the trust of the members.*

- *The leadership is the worst it has ever been on this department.*
- *Some are like Chief Wheeler-Taylor or Chief Contee who could teach a master class on leadership and management, others are like poison on the department and leave behind them a wake of inefficiency and low morale.*
- *As far as our command, it is both disheartening and disgraceful that so many of them have serious misconduct issues and yet they are rarely reprimanded. Command members frequently have inappropriate relationships with subordinates causing infidelity scandals and domestic dramas that are unbecoming [to] representatives of our department.*

- *MPD needs to better evaluate the leadership of this department. Morale is always low and the same people who create the toxic environment seem to continue to be promoted and thrive while people under their command suffer.*

FIGURE 7.11
Leadership



Training and Resources

Both sworn and professional staff generally agreed they “have access to information [they] need to do [their] job” and have “received the necessary training to do [their] job.” But sworn personnel tended to disagree that “training opportunities are offered frequently enough for [their] needs.”

Among professional staff, the statements about training had an average rating of 3.28—higher than one might expect given that professional staff stressed a lack of structured job training during focus group sessions and in their responses to open-ended survey questions (see “Training Opportunities for Professional Staff,” [page 51](#)):

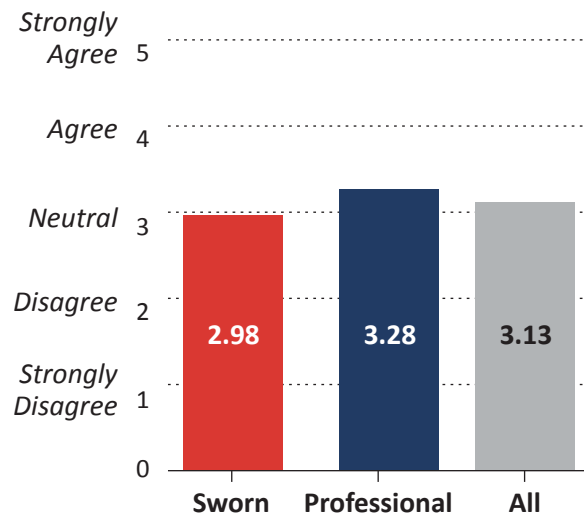
- *I have been told by upper management that training will not be paid for by the department, so I don’t even bother to ask for training.*
- *I . . . have to invest in my own training to keep my certifications updated. It would be nice if the department . . . reimburse[d] for certification testing, renewals, and professional development units.*
- *We need actual hands-on training. We are being disciplined at a rate that is ridiculous. Start with giving us the proper training. . . . We have only received a PowerPoint on what not to do. . . . Our job is also practical and very much hands on. What does this training look like and how do you discipline for hands on training we have NOT received?*

Sworn personnel disagreed that they “have sufficient resources . . . to get [their] job done,” and made numerous comments about the poor condition of MPD facilities and equipment, including:

- Police cars are not well maintained—Dodge Durangos have problems starting, burning oil, charging equipment, emergency lights, air conditioning, etc. Computers and printers in the station are not well maintained—they are slow and not connected to network printers. The facilities at the station are not well maintained—there are regularly water leaks and sewage backups. Batteries and paper for ticket writers aren’t in stock. Members often have to bring their own equipment to perform the tasks required by the department.*
- I think the districts that have been around for a while need to be rehabbed or the department should find another building that is a suitable for a working environment. It is difficult to work in an office where the ceiling is leaking constantly on your desk, . . . bad odor [is] coming from the pipes, and toilets [are] flooding the building on [a] regular basis. . . . DGS comes and looks and the problem remains the same. Members are disgusted with their working environment which affects morale. We often have bugs and rodents in the building and nothing is being done about it.*
- Our cars barely run, our guns are 20+ years old, most computers in the car don’t work, buildings have mold, and they leak when it rains. You would think being the nation’s capital we would have the best but it’s really a Third World department in terms of technology and equipment.*

FIGURE 7.12

Training and Resources



Hiring, Professional Development, Special Assignments, and Promotions

According to their survey responses, employees are concerned about the processes used to determine who is hired, promoted, and selected for professional development opportunities and special assignments. Sworn and professional staff alike disagreed that “special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance” and that “MPD has an effective system for promotion.” They tended to agree that “MPD has an ineffective system for determining special assignments or professional development opportunities” and that “promotions are more related to whom you know rather than the quality of your work.”

This was one of only two areas (communication was the other) in which professional staff gave an average score of less than 3.0. It also was one of only two areas (along with supervision) in which their rating was lower than the rating from sworn personnel. Professional staff disagreed that “MPD has an effective system for promotion,” that “there is a fair opportunity to be pro-

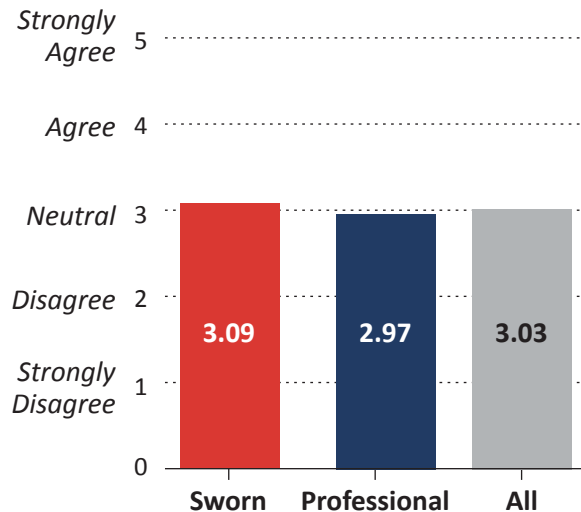
moted,” and that “there are opportunities for me to move up in this department.”

Open-ended comments included:

- *Our promotional process is a joke, being able to regurgitate answers from a book doesn't make anyone a good supervisor. Just like a college education doesn't make someone a good police officer. We emphasize too highly on test results and scores.*
- *The same people end up in special assignments over and over again, which leaves the rest feeling as if they have no chance to even get the opportunity to prove themselves. This often results in low morale among the rank and file.*
- *Decisions for promotions and special assignments [are] based on favor and friendships as opposed to knowledge, abilities, and skills.*
- *There is very little, if any, feedback on the selection choices for special assignments. That forces your brain to fill in the blanks. The only time I've ever gotten actual feedback I was told I wasn't selected because I was white.*
- *Promote the Professional Staff!!!! We deserve to be celebrated for our hard work just like upper management is reward[ed] with titles and pay increases.*
- *CHANGE MINIMUM ELIGIBILITY QUALIFICATIONS FOR NEW HIRES!!! Make it easier for DC residents and minorities w/ HS diplomas or GEDs yet who do NOT have any post-secondary education and who do NOT have military to get hired. Far too many black native DC residents specifically black males with no criminal history have expressed interest in becoming MPD but the department has eligibility requirements they do not meet. The stats in DC are available to demonstrate that black male DC residents are underserved across the board. The current standards FULLY ELIMINATE VIABLE NATIVE DC CANDIDATES FROM SERVING THE COMMUNITIES THEY CAME FROM. The demographic make-up of the department is not indicative of the demographic makeup of the city.*

FIGURE 7.13

Hiring, Professional Development, Special Assignments, and Promotions



Because employees have expressed a strong desire for change regarding promotions, specialized assignments, and professional development opportunities, respondents were asked several pointed questions—beyond whether they agree or disagree—about how to improve these processes and whether the current processes favor certain groups over others.

For the promotional process, sworn personnel²⁶⁸ indicated more emphasis should be placed on relevant training and experience, interviews, and employee performance evaluations; 34% of respondents said written exams should receive less emphasis or not be used at all. This is noteworthy because the promotional process does not include training and experience and past performance evaluations in determining who gets promoted; rather, written exams are featured prominently.

In determining special assignments or professional development opportunities, sworn and professional personnel alike called for more emphasis on employee performance evaluations, interviews, and relevant training and experience. Seniority (i.e., years of service) should receive less emphasis or not be used at all, according to 33% of respondents, and written exams and independent/external reviewers should receive less emphasis or not be used at all, according to 42% of respondents.

Many personnel believe that members of other demographic groups are treated better than their group(s) in receiving special assignments, professional development opportunities, and promotions. For example, 47.3% of white sworn personnel believe “minorities are treated better than Whites,” while 66.2% of Black sworn personnel believe “Whites are treated better than minorities.” Notably, however, only 27% of sworn personnel who identified as Asian Islander/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Multiple Races, or Other indicated “Whites are treated better than minorities.”

Professional staff provided similar responses. While 53.7% of professional staff believe “Whites and minorities are treated about the same” regarding special assignments, professional development opportunities, and promotions, 57.5% of Black professional staff believe “Whites are treated better than minorities.”

As with race, there is a relationship between gender and beliefs. Among sworn personnel, 38% of males believe “women are treated better than men” while 65.8% of females believe “men are treated better than women.”²⁶⁹ Among professional staff, 69.4% of males believe “men and women are treated about the same” but 57.6% of females believe “men are treated better than women.”

Given such disagreements among demographic groups, it is perhaps surprising that 75% of all survey respondents believe “MPD members are treated about the same regardless of parental status.” Sworn female members are the least likely to agree with this statement, yet only 26.5% of the 151 sworn females who responded said “MPD members without children are treated better than members with minor children.” Because focus groups, one-on-one interviews, and open-ended survey comments all show that employees with children struggle to balance work and family responsibilities, future surveys should consider adding the variable of parental status to assess how it relates to beliefs in organizational opportunity.

34%

The percentage of sworn survey respondents who said written exams should receive less emphasis or not be used at all in the promotional process.

²⁶⁸ Professional staff were not asked this question because their opportunities for promotion are contingent upon processes outside the purview of MPD.

²⁶⁹ Overall, 46.7% of sworn personnel believe “men and women are treated about the same.”

Sworn personnel are much more likely than professional staff (41.6% vs. 12.5%) to believe “LGBTQIA+ members are treated better than non-LGBTQIA+ members.” Only small percentages of sworn personnel and professional staff (4.9% and 9.8%, respectively) believe “Non-LGBTQIA+ members are treated better than LGBTQIA+ members.” The survey did not ask employees’ status as LGBTQIA+,²⁷⁰ so differences in beliefs based on their gender identity could not be assessed.

In future iterations of this survey, the MPD should consider asking respondents if they identify as LGBTQIA+ to determine if there is a correlation between gender identity and beliefs regarding opportunities for special assignments, professional development, and promotions. To accurately assess if MPD is meeting its DEI goals and objectives, it is important to know whether LGBTQIA+ employees believe they have the same opportunities for advancement as non-LGBTQIA+ members.

Exit Survey

As part of its organizational review, PERF obtained results from an exit survey MPD sends each separating employee. Between June 25, 2018, and October 21, 2022, 411 separating employees—91 professional staff and 320 sworn personnel—completed the anonymous exit survey, for a response rate of approximately 20%. These results gave PERF additional information—beyond what it received from its one-on-one interviews, focus group discussions, and organizational culture survey—from which to draw findings about MPD’s organizational culture.

Survey Responses

Why Employees Separate: Consistent with the findings of PERF’s survey research on the workforce crisis,²⁷¹ MPD’s sworn personnel—like officers in police departments across the country—tend to leave the department either before seven years or after their 25-year anniversary, when they become eligible for a full pension. Professional staff more commonly leave MPD after a short time than do sworn members, which may be due to the latter group’s favorable pension structure. The most common reasons provided for leaving the department were retirement (40%), getting a better job offer (14%), and dissatisfaction with their work (9%).

As for their plans after leaving MPD, exiting employees gave a range of responses including working in the same field, working in the private sector, working for the federal government, working for another DC agency, and relaxing. Exiting employees were significantly less likely to recommend a friend or colleague to work for the department in 2022 than in 2018, with the average recommendation rating decreasing from around 7 (out of a possible 10) to just under 5.

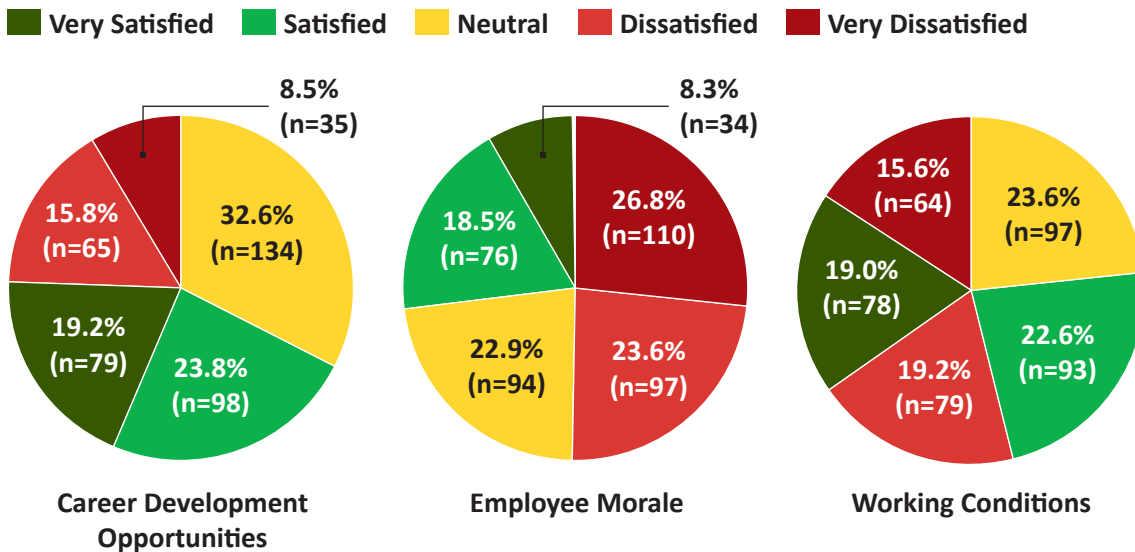
Job Satisfaction: Respondents expressed satisfaction with most aspects of their jobs. “Working conditions” had the most mixed response, while “type of work” was the most positive. Nearly half of employees leaving after six years or less stated they were “very dissatisfied” or “dissatisfied” with their working conditions, whereas more than half of those with 25 years or more stated they were “very satisfied” or “satisfied” (Figure 7.14).

270 LGBTQIA+ refers to the lesbian, gay, bisexual, transgender, queer/questioning (one’s sexual or gender identity), intersex, and asexual/aromantic/agender community.

271 Police Executive Research Forum. (September 2019). *The Workforce Crisis, and What Police Agencies Are Doing About It*. <https://www.policeforum.org/assets/WorkforceCrisis.pdf>

FIGURE 7.14

Job Satisfaction Rates



Source: Metropolitan Police Department

Notes: Data is based on 411 responses to the exit interview questions from June 25, 2018, to October 21, 2022. Only about 20% of those leaving the MPD completed the survey. The respondents include 91 professional staff and 320 sworn officers.

Satisfaction with the department overall was much lower than job satisfaction. “Morale” was especially low, with 50% of personnel stating they were “dissatisfied” or “very dissatisfied” and only 27% stating they were “satisfied” or “very satisfied.” Morale was slightly more negative for sworn personnel than professional staff, but the results were close and consistently negative.

For more results from the exit survey, see [Appendix D](#).

Professional staff employees responded more positively about their “work-life balance” than sworn members. Whereas approximately 40% of professional staff said they were “very satisfied” or “satisfied” with their work-life balance, roughly the same percentage of sworn members said they were “very dissatisfied” or “dissatisfied.” This is not surprising given the scheduling demands disproportionately placed upon sworn members to offset staffing shortages and meet operational demands.

Also, while nearly half of sworn personnel stated they were “very satisfied” or “satisfied” with their “career development,” roughly the same percentage of professional staff were either “very dissatisfied” or “dissatisfied.” This is likely due to the clearer pathways to new assignments and promotion for sworn personnel than for professional staff.

Supervision: Respondents rated their supervisors favorably, with “always” the most common response to questions about performance feedback; recognition of accomplishments; coaching, training, and development; communication with staff; and resolution of concerns and problems. Nearly 70% of employees said their supervisors do these things “always,” “usually,” or “often,” whereas 20% said they do them “seldom.”

Section 8: Community Feedback

Focus Groups

PERF facilitated five focus group discussions with community members at MPD Headquarters at One Judiciary Square between August 23 and September 7, 2022. The goals were to learn how community members experience MPD and how MPD can be more inclusive and representative of the District’s diverse communities. MPD leadership selected participants for the focus groups by speaking with community stakeholders whose grassroots connections helped identify diverse focus group representatives.

PERF consultant Dr. Nikki Smith-Kea, who specializes in developing and promoting police accountability, wellness, and community engagement practices, facilitated the sessions with support from a Senior Associate in PERF’s Center for Management and Technical Assistance. To encourage participants to share openly, MPD staff were not present. Each session lasted approximately 90 minutes and was guided by the following eight discussion questions.

1. How does your community experience MPD officers?
2. Do you think MPD officers are appropriately equipped to address concerns within your community?
3. How would you describe police-community relations between your community and the MPD?
 - a. Is there anything that’s working well?
 - b. Are there areas for improvement? If yes, share some practical ways you think police-community relationships can be improved.
4. What are your main public safety concerns in your community?
 - a. How is MPD addressing these concerns?
 - b. How are community members and police working together to address these concerns?
5. Is there adequate exchange of information between your community and MPD?
 - a. What data/information do you currently get from MPD?
 - b. What other data/information would you like to get from MPD?
6. What are your thoughts on how the MPD can be more inclusive of community voice?
7. What advice would you provide MPD to assist with their recruiting to ensure MPD personnel are reflective of the community they are sworn to serve?
8. Is there anything else you think we should be aware of as it relates to your community and MPD?

PERF reconvened the participants virtually on November 3, 2022, so PERF could share with MPD officials what it had learned from the community stakeholders. MPD Chief of Staff Marvin “Ben” Haiman and Chief Equity Officer Pamela Smith attended the meeting and pledged to thoughtfully consider the groups’ findings and recommendations and to engage with them in developing an implementation plan after the publication of PERF’s report.

Focus Group Participants

The five focus groups represented a diverse set of community stakeholders from all District wards who were willing to engage in a robust dialogue. Below is a brief description of each



group and one or two of their most notable comments.

Advocacy and Oversight Focus Group (12 participants)

Participants are highly engaged in their communities through groups such as Advisory Neighborhood Commissions, MPD’s Citizen Advisory Council, MPD’s Community Engagement Academy, and Office of Police Complaints. Typically, long-term residents of the District, they lamented the lack of a personal connection to the officers who work in their neighborhoods—a bond they say used to exist when officers walked the beat and talked with residents and rotated assignments less frequently. Participants expressed dissatisfaction with police response to matters both minor and serious, from residents blocking sidewalks with lawn chairs to ongoing violent crime.

Returning Citizens Focus Group (7 participants)

Participants were previously incarcerated and are now active in their communities through such organizations as Peer Navigators. They described an imbalance in MPD’s policing practices in non-affluent communities, citing over-policing in the form of “jump outs” (in which officers quickly pull over and approach pedestrians for pat-downs without reasonable articulable suspicion of criminal activity) but inaction for quality-of-life issues such as public urination. Participants expressed a strong desire to be more involved with MPD as both advisors and community outreach coordinators to build trusting relationships.

LGBTQ+ Focus Group (6 participants)

Participants reside throughout the District and are engaged with a variety of community-based organizations and government agencies. Feedback from this focus group centered on advocating for adequate training for all MPD officers. Participants praised the officers assigned to the

Lesbian, Gay, Bisexual, and Transgender Liaison Unit as valuable resources but said all MPD officers should be trained to appropriately interact with and serve the LGBTQ+ community. Importantly, participants advocated for adopting hiring practices that focus on identifying applicants who are eager to be highly engaged with the communities they serve.

Clergy Focus Group (10 participants)

Participants are faith leaders from ten different places of worship or other religious nonprofits in the District, who said they are highly invested in their congregations and beyond. They described experiencing MPD differently depending on whether they were interacting on an institutional level through their place of worship or on an individual level in their community. On an institutional level, interactions were largely very positive; on an individual level, however, they reported more negative experiences.

Youth Focus Group (6 participants)

Participants are mostly members of MPD's Youth Advisory Council (one participant was not a member of the Council at the time of the focus group). The six participants represented five different schools in the District. Participants were particularly concerned with gun violence in the District. This group expressed a strong desire to more frequently engage with decision makers to share their thoughts and recommendations.

Emerging Themes and Lessons Learned

PERF identified seven themes across the five focus groups:

1. Public Safety Concerns

Participants expressed several public safety concerns in their communities, including gun violence, public drinking and intoxication, widespread illicit drug use and open-air drug sales, loitering, illegal parking and loud vehicles, public urination, and blocking sidewalks. They described these incidents as occurring disproportionately in communities of color with large vulnerable populations, like the elderly and people with mental health and substance use disorders. These conditions create fear among residents and affect their general well-being, according to participants, and will escalate into more serious problems if not addressed.

“How can we empower MPD to be able to do something?”

Advocacy & Oversight participant

Necessity of Police-Community Partnerships: Community members acknowledged that responsibility for public safety cannot rest solely with MPD; communities must become active and shoulder some of the burden. Faith leaders, for example, could take a more active mentorship role in their communities and provide neighborhood programming to deter behavior that leads to incarceration. Community members also described how citizens could do more to show support for police when they do good work.

Participants proposed a “collaborative, whole of government” approach to address the complex

issues at play in some of the District’s most challenged communities: poverty, homelessness, a dearth of youth recreation activities, unemployment, ease of obtaining firearms, and desensitization to violence. The groups recommended a “holistic strategic plan” to ameliorate the social determinants of crime and foster trust among police and community.

“Police should engage in strategic activities that empower people to believe that they are part of the process of change—people feel powerless in some areas. Reach out to them and get them engaged.”

Advocacy & Oversight participant

Response to Behavioral Health Crises: Focus group participants endorsed the growing number of behavioral health and police co-responder programs. One participant in the LGBTQ+ group described challenging situations at a youth shelter where MPD is often called to assist with de-escalation. According to the participant, responding officers sometimes lack the necessary skills to de-escalate the situation, entering with guns drawn and arresting youth in psychiatric crisis. Group members said all officers should have de-escalation skills on how to engage persons in behavioral health crisis without needing to use force.

2. Interactions with MPD

Focus group participants were asked to explain how their community interacts with or experiences MPD. Community members noted that national events in recent years, such as the murder of George Floyd and months of police protests, have affected the public’s views of police and how officers engage with the community. Participants also indicated that different demographic groups experience and perceive MPD differently; for example, younger generations are generally less trusting of police. Where someone lives can also affect their perceptions of police interactions. For example, participants from majority-Black Wards 7 and 8 said they had historically experienced an aggressive and disrespectful style of over-policing not seen in other wards.

Some participants recalled witnessing rudeness in MPD officers’ tone, language, and conduct. They also cited some officers’ lack of empathy and kindness.

Communication is at the heart of these observations. The participants stated they are unlikely to report crime, share information, and support MPD if officers don’t treat them with respect and dignity, take the time to explain their actions, and listen to what they have to say—in other words, to act in accordance with the principles of procedural justice.

The Returning Citizens group referenced interactions with MPD where they felt harassed due to officers’ “jump outs.” Because of experiences like this, the Returning Citizens expressed apprehension in calling the police for fear of what may happen when they arrive.

Overcoming fear among community members, which has been amplified by highly publicized incidents of police brutality, must be an intentional effort by MPD, according to the focus groups. The collective trauma of both citizens and officers cannot be ignored when engaging the community. For example, the presence of a police vehicle offers a sense of comfort in some

communities but creates fear and anxiety in others. One participant suggested that MPD partner with a large newspaper to write an op-ed on what it is like to be a police officer today, in the hope that a widely distributed publication could help humanize the officers.

Despite the troubled history between police officers and marginalized communities, some focus group members shared their positive experiences with police officers. One participant had a positive view of MPD, which he attributed to being introduced to MPD officers while in school and having several family members who are police officers. The Youth and Clergy groups also expressed positive interactions with the MPD.

Notably, however, the Clergy group described different experiences with the MPD depending on whether the interaction took place in their institutional (religious) or individual setting. Interactions without the influence of religious status were described as less positive. Furthermore, one Clergy member who lives in a gentrifying neighborhood said that as more white residents have moved in, MPD enforcement practices have become less confrontational and more patient and positive. The fact that officers are now increasingly visible and engaged upsets Black and Brown residents who have been calling MPD for years only to receive an unsatisfactory response. Clergy members also stated that police and media respond less urgently to reports of missing Black and Brown children than white children, which they say reflects the fact that MPD values community members by race, ethnicity, and social class.

The LGBTQ+ group described observing some officers struggling to understand the dynamics of same-sex relationships —specifically, who the primary aggressor is in domestic incidents—which led them to make more dual arrests in LGBTQ+ domestic violence cases than in heterosexual domestic violence cases, where police typically arrest only the primary aggressor. Officers need more education on the prevalence of domestic violence in the LGBTQ+ community and training on how to respond to these incidents fairly and equitably, participants said. They also encouraged MPD to partner with LGBTQ+ and intimate partner violence advocacy groups to audit arrest practices in domestic violence incidents to determine if there is evidence of disparate treatment to LGBTQ+ individuals; MPD could then take any appropriate actions related to policy, training, supervision, and community outreach.

3. Need for a Balanced Approach

The focus groups discussed the concept of “balance” in terms of the desired MPD response. A common theme was the perceived apprehension of officers to police proactively, even in high-crime areas (unless there is a shooting). Participants noted this apprehension could reflect officers’ fear of violating departmental policy, being publicly criticized, or facing criminal charges.

“They are not present until something bad happens—this creates a trauma association, not a trusting association, [which] impacts how police are seen and viewed.”

Clergy participant

Many community members said they felt their neighborhood was being policed inequitably,

and some residents have stopped calling MPD since they anticipate the response would be inadequate. One resident described how MPD only drives by when called and often after a long wait, which allows suspects to hide and resume their criminal activity once MPD leaves. But 911 call volume influences where MPD chooses to spend its proactive patrol time, so when 911 call volume does not reflect the rate of crime and public disorder, a community is unlikely to receive the level of police engagement needed for residents to feel safe or to have trust and confidence in their police department.

“We don’t call. We do have crime, but we don’t call.”

Advocacy & Oversight participant

4. How Police and Community Intersect

Community members said that creating a safe environment involves more than MPD showing force. There is a desire for officers to demonstrate they truly care about the community and its residents. In the past, they said, it was common for officers to live in the communities where they worked. This seems less common now, and an “us vs. them” mentality has taken over. Participants acknowledged the need for officers to focus on fighting crime but said they would like to see more officers practice community policing.

“I’m interested in how to teach officers not to look at someone as ‘other’ and instead find common ground and find empathy and compassion; this is someone’s son and brother.”

LGBTQ+ participant

Interacting with the Community: Focus group participants described how MPD’s visibility in the community could improve. Officers drive by without getting out of their vehicles or, when they do get out, seem generally unapproachable. This conflicts with the public’s desire to interact with police in situations other than when they are responding to a crime.

“It all comes down to relationship building—there needs to be more of this in the community. Don’t just show up when there is a problem.”

Clergy participant

Community Events: Community events—those led by MPD and by other entities—were described as important activities for MPD. However, the participants said MPD should lead these

events more frequently and officers should engage more intentionally with community members during events. Focus group participants said MPD personnel often congregate amongst themselves rather than engage with the community. Community members suggested that officers use community events as opportunities to build rapport and trust by having more intentional engagement with residents. Relationships can develop as these communications improve.

“Engage on a peaceful level first—if the first interaction is negative, that affects all future interactions.”

Returning Citizens participant



Focus group participants asserted that community engagement events should be held “when it matters,” such as holidays, back to school, graduation, and funerals. This can be as simple as a single officer attending an event that is important to the community. Importantly, participants felt this engagement could be more successful if officers attend out of their uniforms and do not park their marked patrol cars at the event. They contend that connectivity with the community is lost if uniformed officers pull up to an event in their patrol cars.

Specialized Units: The Advocacy & Oversight group suggested that MPD consider consolidating its various community engagement units, which they said could be better coordinated and perhaps even downsized. Participants said each district has a community liaison, but the department’s website does not have current contact information for many of these liaisons.

Participants would also like the Special Liaison Division to be more active in the community. In particular, the Asian and Lesbian, Gay, Bisexual, and Transgender Liaison Units were mentioned as important but underutilized resources, with many community members not knowing they even exist. Community members would like to see more one-on-one interactions with these liaisons. The LGBTQ+ group described positive interactions with the LGBTQ+ liaison officers but said all officers should have a more informed and engaged relationships with the LGBTQ+ community. Community members would also like to see special liaisons more often engage with the community outside of emergency calls.

Officers who demonstrate a strong commitment to community policing should be rewarded for their work in the same way as an officer is rewarded for a large drug bust. Community members want officers to strive to be the “best community policing officer.” Their successes in building trust in the communities they serve should be acknowledged, amplified, and rewarded.

Assignment of Personnel: The perception is that once citizens develop a bond of mutual respect with the officers patrolling their community, MPD reassigns them to another area. Residents would love to see more stability in officer assignments to develop a sense of community.

“There are good cops, but they aren’t incentivized to stay in our community—they get promoted out after we fell in love with them.”

Returning Citizens participant

Importantly, however, the Clergy members noted that long-term placement in certain areas of the District, such as Ward 7D, may take a toll on officers' well-being. The Clergy cautioned MPD to be mindful of the trauma officers experience and to stay attuned to how trauma affects their health, relationships, and future interactions with the public.

One suggestion to help with the transition of officers between assignments is to develop a checklist that outgoing officers complete with their replacements, including introducing the new officers to their community contacts so that the citizens know whom to call. This checklist could also highlight the "movers" or "influencers" in the community so that new officers know whom to contact to share information and enlist support.

Officer Appearance: Some focus group members stated that officers wearing vests with a lot of equipment can be intimidating to residents, more so than officers who conceal their ballistic vests under their uniform shirts and wear their equipment exclusively on the duty belt.

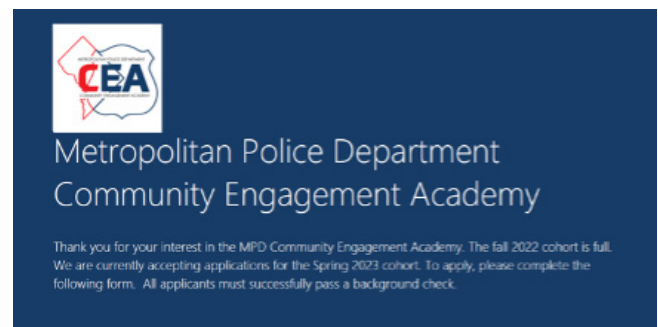
5. Giving Residents Voice

Consistent Engagement: Many focus group participants have been active with MPD initiatives in the past. They expressed a strong desire to see their recommendations in action as they feel this has not always been the case. Participants would like to have more consistent engagement with MPD personnel rather than invited to one-off meetings. They expressed genuine care about the success of MPD and hope their input will be carefully considered.

Youth community members recommended expanding educational programs, particularly those aimed at addressing gun violence. They noted that many issues contributing to gun violence are not related to policing. Continuing and even expanding the Officer Friendly Program was strongly endorsed by all focus group participants to develop positive relationships between youth and MPD.

Community Engagement Academy (CEA): Multiple participants strongly endorsed the Community Engagement Academy (CEA),²⁷² going so far as to recommend every DC resident attend, especially city council members. All focus group participants who had participated in the CEA described it as an eye-opening experience that was valuable for understanding the nuances of police work and the challenges officers face. This kind of direct interaction with police, in situations other than an emergency response, is critically important to building trust and understanding among police and community members, according to these participants.

Notably, however, most focus group participants were not aware of the CEA. MPD should take this as a challenge to consistently evaluate and expand its communications network to ensure as many residents as possible are aware of the excellent programming it is doing throughout the city.



²⁷² Metropolitan Police Department. Community Engagement Academy. <https://joinmpd.dc.gov/metropolitan-police/community-engagement-academy>

Leveraging Returning Citizens: The Returning Citizens focus group had two related recommendations: MPD should create a Returning Citizen Advisory Board and hire returning citizens to serve as Community Outreach Coordinators for each district, along with one in the chief's office.

These recommendations could go a long way toward bolstering police-community relations and would provide a mechanism to directly inform the chief of community concerns, according to participants. They said that returning citizens have stronger relationships and more credibility with their community than officers. Leveraging returning citizens to facilitate involvement with the community would help bring legitimacy and mitigate the mistrust some residents have in the police department.

“Use us, and not just when it is beneficial to you.”

Returning Citizens participant

Advisory Boards: Participants recommended forming additional advisory boards, such as those consisting of faith leaders. Trusted leaders in the community can help bridge the gap between police and the community by having open discussions about crime and interactions with police. If the chief or executive team connected directly with these community leaders on a consistent basis, this would send a positive message of collaboration and respect.

The Youth focus group participants expressed a strong desire for more face time with the chief to provide their unique perspective on public safety issues in their communities. The Youth Advisory Council meets four to six times a year, but participants noted most of these meetings conflicted with events such as field trips. The focus groups also recommended increasing diversity by including representatives from more schools and more ethnic groups.

“I want to discuss gun violence because I have a few friends who recently got shot and I’ve had some friends die from gun violence.”

Youth participant

Use of Social Media: Social media is a vital tool to promote consistent communication and meaningful engagement with the community, according to the focus groups. Participants want MPD to increase the use of social media, particularly with outreach to the LGBTQ+ community; a social media campaign with the LGBTQ+ community could benefit both it and the MPD and show the chief and his officers why LGBTQ+ voices are important. This could build trust and help combat the hesitancy of many community members to reach out to the MPD.

6. Officer Recruitment

Participants noted recent efforts by MPD to boost recruitment, including expansion of the cadet

program and a signing bonus. Some participants suggested MPD’s recruitment woes may be due to the current negative public perception of police. There was a general sentiment of wanting more officers in their communities, but they stressed wanting the “right” kind of officers who are properly trained.

Even though the MPD is struggling to hire, focus group participants asserted that now is the time to be even more selective with applicants. Community members thought applicants should have to explain why they are pursuing a career in policing. While some people are drawn to the profession for all the right reasons, others’ motivations are contrary to the principles of procedural justice, fair and impartial policing, and community policing.

“I want more police, but I want them to be properly trained. . . . I want to see more officers hired but for them to be out and engaging with the community.”

LGBTQ+ participant

Educating New Officers About the District: The LGBTQ+ participants would like to see more officers from the LGBTQ+ community, noting there are many individuals available for hire. Focus group participants pointed out that incoming MPD officers often are not from the DC area, which makes it difficult for them to immediately relate to and engage with the communities they serve. MPD’s recruitment of former military personnel contributes to this phenomenon, participants said.

Because participants think a personal relationship with officers makes a big difference in the quality of interactions, they recommended that officers—particularly those recruited from outside the District—be educated on community history and characteristics. To help orient officers to the District in general and their patrol areas in particular, participants suggested officers participate in reverse ride-alongs to tour neighborhoods and speak with community members.

College Credit Requirement: The Returning Citizens cited several barriers to getting hired by MPD—not just their criminal record but also the college credit requirement. As an alternative, they recommended applicants without the required credit hours take a qualifying test instead.

“That degree requirement started kicking Washingtonians out of the police department.”

Returning Citizens participant

Mental Health Screening: Community members suggested that additional screening for mental health issues such as impulse control and anger/aggression may reduce negative police-citizen

interactions. Some also expressed concern that former military personnel may be more vulnerable to mental health disorders and have prior training that is contrary to best policing practices. Once on the job, officers should have their mental health closely monitored for any concerning changes.

Indeed, data suggest current and former military personnel may be at higher risk for self-destructive behavior and decision-making that is contrary to MPD policy and practice. A Marshall Project investigation conducted in collaboration with the USA Today Network found that military veterans who work as police officers are more vulnerable to self-destructive behavior, including alcohol abuse, drugs, and attempted suicide.²⁷³



Similarly, a 2009 International Association of Chiefs of Police report that supported the integration of military personnel into law enforcement agencies nevertheless cautioned that officers returning from combat could “mistakenly blur the lines between military combat situations and civilian crime situations, resulting in inappropriate decisions and actions—particularly in the use of less lethal or lethal force.”²⁷⁴

7. Training Needs

Extremism: Clergy members called on MPD to publicly acknowledge the racist and white supremacist legacy of policing and the harm that historically it has caused many DC communities. As previously stated, the focus groups also requested MPD to teach officers this history so they understand its continued impact on how police and communities interact with one another. Police should have open conversations with the community to help bridge the divide and bring renewed focus to the police role of protecting and serving.

Cultural Competency: Focus group participants also recommended cultural competency training for recruits to educate them about the communities they will serve. One participant noted that with the rise in LGBTQ+ individuals seeking asylum in the US, cultural competency training must include education about various immigrant populations to enable officers to respond appropriately in sensitive situations. Alternatively, requiring a certain amount of community volunteering within and across diverse populations could encourage awareness and help officers participate in the communities they serve.

The LGBTQ+ participants expressed interest in more direct involvement in recruit training (e.g., discussion of community organizations, pronoun usage), which would also provide opportunities for the department to discuss its policing practices with the public to create shared un-

²⁷³ Simone Weichselbaum and Beth Schwartzapfel. (March 30, 2017). When Warriors Put on the Badge. <https://www.themarshallproject.org/2017/03/30/when-warriors-put-on-the-badge>

²⁷⁴ International Association of Chiefs of Police. (September 2009). *Employing Returning Combat Veterans as Law Enforcement Officers*. <https://bja.ojp.gov/sites/g/files/xyckuh186/files/Publications/IACPEmployingReturningVets.pdf>

derstanding. Clergy members recalled a time when recruits were more visible in communities during their training, such as by serving as security at group prayer services.

The MPD should uphold its commitment to the focus groups by thoughtfully considering their findings and recommendations. As soon as practicable, the MPD should then meet with the stakeholders to provide feedback and to develop a plan for implementing as many of the recommendations as possible. The MPD is encouraged to inform the community of its progress toward implementing the various recommendations through a publicly accessible dashboard, regularly scheduled community meetings, and routine check-ins with focus group leaders.

Community Sentiment Data

Since December 2019, MPD has worked with the community engagement platforms Elucid (now a Zencity company) and Zencity to issue mobile sentiment surveys to DC residents' cellular phones at the beginning of each month. Every three months, the company provides MPD with aggregate scores on residents' "perception of safety" and "trust in police" at the city, district, and sector levels. The monthly average number of respondents is 581.

In addition to obtaining demographic information (sex, age, race, education level, and salary range), the survey asks residents three questions:

1. **When it comes to the threat of crime, how safe do you feel in your neighborhood?**
 - On a scale of 0 (not safe at all) to 10 (completely safe).
2. **The police in my neighborhood treat local residents with respect.**
 - Indicate whether you agree or disagree on a scale of 0 (totally disagree) to 10 (totally agree).
3. **The police in my neighborhood listen to and take into account the concerns of local residents.**
 - Indicate whether you agree or disagree on a scale of 0 (totally disagree) to 10 (totally agree).

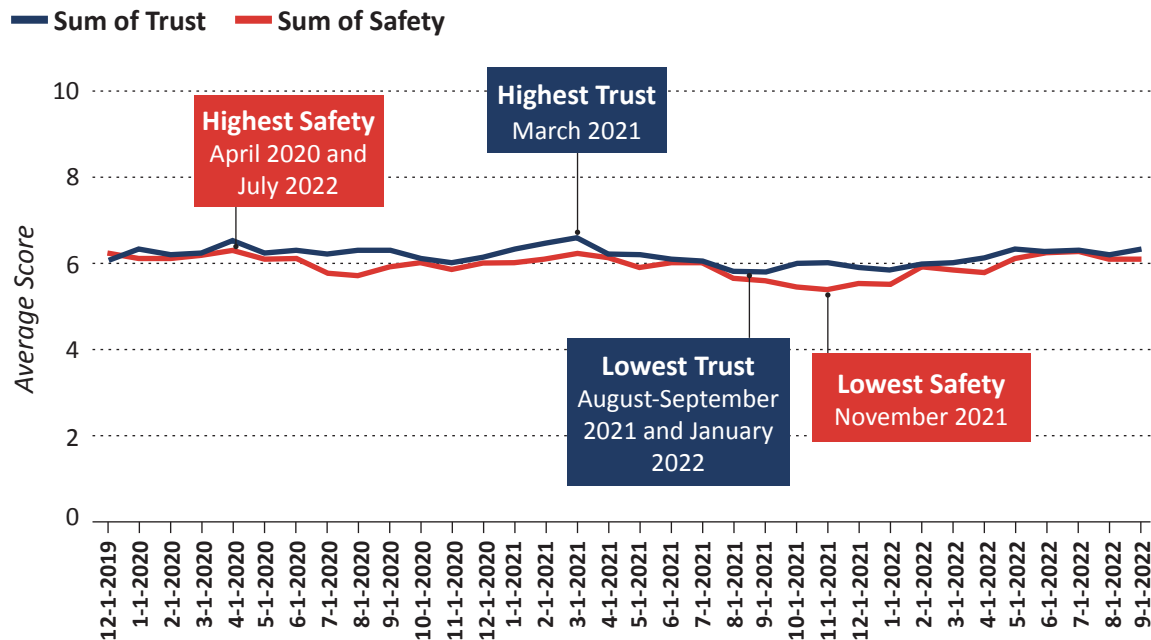
Citywide, the average perception of safety score (question 1) between December 2019 and September 2022 was 6.0; the average trust in police score (a composite of questions 2 and 3) was 6.2 ([Figure 8.1](#)). For trust, the highest three-month average score was 6.7 for January-March 2021; the lowest was 6.1 for December 2021-February 2022. For public safety, the highest three-month average score was 6.4 for June-August 2022; the lowest was 5.8 for November 2021-January 2022, or roughly when trust reached its low point.

For a breakdown of community sentiment data by district, see [Appendix C](#).

At the district level, District 2 residents reported the city's highest average score (7.3) for both trust and safety over the entire survey period of December 2019-September 2022. By comparison, District 7 residents reported the city's lowest average trust score (5.0) and lowest average safety score (4.8). These large gaps between the two districts likely reflect differences in race (District 2 is 82% White, District 7 is 93% Black, according to the 2010 census) and socioeconomic status.

FIGURE 8.1

Citywide Zencity Sentiment Survey, December 2019 to September 2022



Source: Zencity

Viewed in a larger context, the Zencity sentiment data are consistent with the community focus group members' comments. Respondents' average trust and safety scores are only slightly above midpoint, which reinforces the focus groups' expressed concerns about crime and disorder, quality of police engagement and police-community relations, and need for more equitable policing practices across all neighborhoods.

Conclusion

Shortly after taking over as head of the MPD in January 2021, Chief Contee commissioned PERF to examine the agency's organizational culture and provide an honest assessment of how the department was doing, what its strengths are, and what needed to change. "This MPD is a brand," Contee said in a June 2021 video. "When people look at this patch, this brand, I want people thinking this is a forward-thinking police department, not afraid to examine itself in an effort to be the best police department it can be." This meant being willing to take a hard look at tough issues across the organization, particularly to assess the degree to which all employees—regardless of their race, gender, or other characteristics—have opportunities to advance and feel like they are part of the organization.

To its credit, the MPD has already taken steps to improve its organizational culture, including:

- **Creating the Engaged Workforce Team**, an internal working group that has set yearly goals for the workplace through 2025. Since its formation in 2021, the group has already improved promotional training, created career paths within the MPD, developed a performance improvement plan for supervisors to use with their employees, and spearheaded several valuable officer wellness initiatives.
- **Hiring a capable, experienced former police chief as MPD's first Chief Equity Officer**, a position that will oversee the department's new Office of Diversity, Equity, Inclusion, and Wellness. This office will assess and promote diversity and inclusion initiatives at the department.
- **Hiring an internal deputy communications director** to improve communication with members of the department.
- **Developing a department-wide, standardized** performance evaluation system.

But some of the most important work has yet to be done. This report lays out more than 90 recommendations of concrete steps that the MPD can take to remove barriers to advancement, increase opportunities for employees to achieve their career goals, and promote a culture of inclusion in which everyone feels seen, heard, and valued.

Several of these steps can be completed quickly, including:

- **Return personnel to the classroom** for in-person professional development training.
- **Promote professional development opportunities** for all MPD members.
- **Create a policy to establish uniform, department-wide practices** for assigning personnel to mandatory overtime.
- **Resist calls to reduce or suspend the department's 60 college credit requirement.** History has shown the risks of misconduct and broken public trust are too great to compromise hiring standards.
- **Maximize opportunities for organizational growth** by setting expectations for ongoing supervisory review of BWC footage.
- **Open and standardize the process** for selecting personnel for specialized units.

- **Collect, track, and analyze recruitment and hiring data** with greater specificity and consistency.
- **Establish a professional staff advisory board** to meet with the chief each quarter.
- **Train personnel on available health and wellness services** and how to access them.
- **Focus efforts to meet the 90-day timeline** for completion of use of force investigations.
- **Create a clear policy that defines extremism** and outlines what is and is not permitted.
- **Ensure the new Office of Diversity, Equity, Inclusion, and Wellness has the funding** and personnel necessary to accomplish its goals.
- **Re-administer the organizational culture survey** every year to assess MPD's progress in achieving its strategic objectives and compare the results to those established by the baseline survey conducted in 2022 as part of PERF's review.

Other recommendations will take longer to implement, such as:

- **Annually measure MPD's performance** in organizational commitment and job satisfaction; work environment; communication; supervision; leadership; training and resources; and hiring, professional development/special assignments, and promotions.
- **Create a comprehensive, formal mentoring program** to support the growth of sworn and professional staff.
- **Develop a comprehensive training program** to meet the diverse needs of professional employees.
- **Assess the current promotional exam format** and modify as needed.
- **Conduct a comprehensive facilities analysis** and develop plans for improving MPD's working conditions.
- **Build a robust officer safety and wellness program** modeled on the LAPD's Behavioral Science Services unit and a peer support network modeled on the NYPD's Police Organization Providing Peer Assistance (POPPA) program.
- **Assess options for improving childcare options** offered to employees.
- **Create a monthly Internal Affairs Division/Disciplinary Review Division newsletter** to inform officers of real-life issues and case-based behavior that has resulted in adverse consequences.
- **Conduct an in-depth analysis** to understand why Black and Hispanic officers are not promoted to sergeant and lieutenant, and women are not promoted to captain and commander, at rates consistent with their representation in the department, then develop a plan of action to reduce the disparities.
- **Identify sworn positions** that could be filled by qualified, trained professional staff.
- **Complete an in-depth, independent audit** of MPD's EEO Office as soon as practicable to examine the serious concerns expressed about it.

As its first step, the MPD needs to develop an implementation plan that includes specific time-

lines for completing these tasks and the other recommendations in this report. The MPD should use the Engaged Workforce Team, in collaboration with the Equity Office, to draft this implementation plan. The highest levels of the MPD must ensure that implementation is taking place according to the timelines—there needs to be accountability throughout the agency.

Many of the recommendations in this report will require additional resources to bring to fruition. Because the MPD's needs for training, technology, equipment, facilities, and professional staff far exceed its current budget, the department will need to ask city government for the resources necessary to provide truly professional law enforcement services to one of the nation's largest and most demanding jurisdictions. The return on investment seems evident. Funding MPD's FY2024–2029 Capital Request is a good place to start.

Chief Contee has expressed a commitment to identifying and addressing MPD's weaknesses; he backed up his words with a request for PERF's independent assessment of the agency and creation of the Engaged Workforce Team to perform its own assessment and act on opportunities for improvement. His stated desire to keep a pulse on the department is another hopeful sign for enhancing internal legitimacy. A sustained commitment by MPD leadership to change and transparency will be critical to achieving the admirable organizational goals Chief Contee has set.

Appendix A: The Survey

The following survey was administered by the Police Executive Research Forum. The results of the survey can be found in [Appendix B](#).

DEMOGRAPHIC QUESTIONS

Gender

☐ Male

☐ Female

☐ Other

Highest Level of Education

☐ High school graduate/GED

☐ Some college, no degree

☐ Associate's degree

☐ Bachelor's degree

☐ Master's degree

☐ Professional degree (JD, PhD)

Race & Ethnicity (check all that apply)

☐ American Indian/Alaskan Native

☐ Asian/Pacific Islander

☐ Black/African American

☐ Hispanic

☐ White/Caucasian

☐ Other

Years of service at MPD

☐ 0-5 years

☐ 6-10 years

☐ 11-15 years

☐ 16-20 years

☐ More than 20 years

Employee type

☐ Sworn

☐ Professional Staff (i.e., non-sworn)

Sworn Rank

☐ Officer

☐ Sergeant/Lieutenant/Detective

☐ Command Officer (Captain and Above)

Professional Staff (i.e., Non-Sworn) Position

☐ Administrative/Support Staff

☐ Supervisor/Senior Management

Are you a veteran?

☐ Yes

☐ No

Please indicate the level to which you agree with each of the following statements.

ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
1) I am proud to tell others that I work for MPD.					
2) I really care about the fate of MPD.					
3) I feel myself to be part of this department.					
4) I feel fairly well satisfied with my job.					
5) I like the kind of work I do.					
6) I know how my work relates to the agency's goals.					
7) I recommend my organization as a good place to work.					

If you have any additional comments on this topic, please provide them here.

WORK ENVIRONMENT

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
8) Employees treat each other the same, regardless of their racial/ethnic group.					
9) Employees treat each other the same, regardless of their gender (including gender identity).					
10) Employees treat each other the same, regardless of their sexual orientation.					
11) Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner.					

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
12) I have positive relationships with my coworkers.					
13) The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals.					
14) MPD rewards or recognizes the efforts of employees who do outstanding work.					
15) As an employee of this department, I am treated with respect.					
16) As an employee of this department, I receive fair treatment.					
17) I know what resources are available to me if I need to discuss a workplace-related complaint.					
18) My talents are used well in the workplace.					
19) I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.					
20) The people I work with cooperate with each other to get the job done.					
21) Awards and/or recognitions in my work unit depend on how well employees perform their jobs.					
22) My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals.					

If you have any additional comments on this topic, please provide them here.

COMMUNICATION

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
23) I feel free to express my professional opinions in my job without worrying about negative results.					
24) Department leaders do an effective job of informing employees about matters affecting us.					
25) Information about things relevant to my job are communicated in a timely manner.					
26) I am satisfied with the information I receive from management on what is going on in MPD.					
27) The rationales behind important decisions that impact me are communicated effectively.					
28) Employees are asked for input regarding decisions that will affect them.					
29) I am dissatisfied with my involvement in decisions that affect my work.					

If you have any additional comments on this topic, please provide them here.

SUPERVISION

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
30) My immediate supervisor treats the employees he or she supervises with respect.					
31) My immediate supervisor is available to me when I have questions or need help.					
32) My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor.					
33) The supervisors in this department show favoritism.					
34) My immediate supervisor is familiar enough with my job performance to fairly evaluate me.					
35) The standards used to evaluate my performance have been fair and objective.					
36) I receive regular feedback pertaining to my job performance.					
37) I receive useful recommendations on how I can improve my job performance.					
38) I have little trust in my supervisor's evaluation of my work performance.					
39) I know what is expected of me on the job.					
40) My supervisor provides me with opportunities to demonstrate my leadership skills.					
41) My supervisor is committed to a workforce representative of all segments of society.					
42) In the last six months, my supervisor has talked with me about my performance.					
43) Supervisors work well with employees of different backgrounds.					

If you have any additional comments on this topic, please provide them here.

LEADERSHIP

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
44) Morale among employees is good.					
45) Department leaders can be trusted.					
46) Clear goals for MPD are established by its leaders.					
47) MPD is managed effectively by its leaders.					
48) Employees who consistently do a poor job are held accountable.					
49) Employees who violate department policies are held accountable.					
50) Department leaders model fair, inclusive, and respectful behavior in interactions with employees.					
51) The disciplinary process is unfair at this department.					
52) I have a high level of respect for my organization's command staff.					

If you have any additional comments on this topic, please provide them here.

TRAINING AND RESOURCES

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
53) I have access to information I need to do my job.					
54) I received the necessary training to do my job.					
55) I have opportunities to attend training courses that assist me in doing my job.					
56) Employees of this department receive high quality training.					

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
57) My training did not prepare me well for my actual duties.					
58) Training opportunities are offered frequently enough for my needs as an employee.					
59) I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done.					

If you have any additional comments on this topic, please provide them here.

HIRING, PROFESSIONAL DEVELOPMENT/SPECIAL ASSIGNMENTS & PROMOTIONS

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
60) Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance.					
61) MPD has an ineffective system for determining special assignments or professional development opportunities.					
62) MPD has an effective system for promotion.					
63) MPD is unfair in its hiring practices.					
64) Promotions are seldom related to employee performance.					
65) Promotions are more related to whom you know rather than the quality of your work.					
66) There is a fair opportunity to be promoted.					
67) I feel that there are opportunities for me to move up in this department.					

Statement	Strongly disagree (1)	Disagree (2)	Neutral/ No Opinion (3)	Agree (4)	Strongly Agree (5)
68) I am given a real opportunity to improve my skills in my organization.					
69) Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues).					

70) In the promotion process, how much emphasis should there be on the following?

Type	Less emphasis	Same emphasis	More emphasis	Not used at all
Written exams				
Assessment from outside of MPD (e.g., independent reviewers)				
Employee performance evaluations				
Seniority				
Interview				
Relevant experience/training				

71) In determining special assignments or professional development opportunities, how much emphasis should there be on the following?

Type	Less emphasis	Same emphasis	More emphasis	Not used at all
Written exams				
Assessment from outside of MPD (e.g., independent reviewers)				
Employee performance evaluations				
Seniority				
Interview				
Relevant experience/training				

Please indicate which of the following you believe to be true.

72) Regarding special assignments/professional development opportunities and promotions...

- _____ Whites are treated better than minorities
 _____ Minorities are treated better than whites
 _____ Whites and minorities are treated about the same

73) Regarding special assignments/professional development opportunities and promotions...

- _____ Men are treated better than women
 _____ Women are treated better than men
 _____ Men and women are treated about the same

74) Regarding special assignments/professional development opportunities and promotions...

- _____ LGBTQIA+* members are treated better than non-LGBTQIA+ members
 _____ Non-LGBTQIA+ members are treated better than LGBTQIA+ members
 _____ LGBTQIA+ and non-LGBTQIA+ members are treated about the same

** LGBTQIA+ refers to the lesbian, gay, bisexual, transgender, queer/questioning (one's sexual or gender identity), intersex, and asexual/aromantic/agender community.*

75) Regarding special assignments/professional development opportunities and promotions...

- _____ MPD members with minor children are treated better than members without children
 _____ MPD members without children are treated better than members with minor children
 _____ MPD members are treated about the same regardless of parental status

If you have any additional comments on this topic, please provide them here.

76) Are there ways MPD could improve the overall environment within the agency as well as better serve the community? _____

77) Please indicate the level to which you agree with the following statement:

I believe the results of this survey will be used to make my agency a better place to work.

- _____ Strongly disagree (1) _____ Neutral (3) _____ Strongly Agree (5)
 _____ Disagree (2) _____ Agree (4)

78) Is there anything else important you feel we should know?

79) Please provide us with any ideas, suggestions, or recommendations that could help ensure the MPD is a great place to work. _____

Appendix B: The Survey Results

Below are the results of the survey that was given to the Metropolitan Police Department. PERF received 903 responses—from 754 sworn officers and 149 professional staff. For a breakdown on the demographics of survey participants, see [pages 178–179](#).

TABLE B.1

Sworn Staff Responses on the Promotion Process by Race/Ethnicity

In the promotion process, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=738)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	80	10.8%	138	18.7%	266	36.0%	254	34.4%
American Indian/Alaskan Native	1	33.3%	1	33.3%	1	33.3%	0	0.0%
Asian/Pacific Islander	3	11.1%	4	14.8%	10	37.0%	10	37.0%
Black/African American	36	13.5%	63	23.7%	91	34.2%	76	28.6%
Hispanic	9	12.2%	16	21.6%	21	28.4%	28	37.8%
Multiple Races	1	3.7%	3	11.1%	13	48.1%	10	37.0%
Other	6	14.6%	8	19.5%	8	19.5%	19	46.3%
White/Caucasian	24	8.0%	43	14.3%	122	40.7%	111	37.0%

EMPLOYEE PERFORMANCE EVALUATIONS (n=743)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	56	7.5%	82	11.0%	240	32.3%	365	49.1%
American Indian/Alaskan Native	0	0.0%	1	33.3%	2	66.7%	0	0.0%
Asian/Pacific Islander	0	0.0%	2	7.4%	10	37.0%	15	55.6%
Black/African American	14	5.3%	25	9.4%	92	34.7%	134	50.6%
Hispanic	5	6.7%	9	12.0%	23	30.7%	38	50.7%
Multiple Races	0	0.0%	4	14.8%	9	33.3%	14	51.9%
Other	5	11.9%	4	9.5%	13	31.0%	20	47.6%
White/Caucasian	32	10.5%	37	12.2%	91	29.9%	144	47.4%

INTERVIEW (n=744)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	26	3.5%	55	7.4%	282	37.9%	381	51.2%
American Indian/Alaskan Native	0	0.0%	0	0.0%	1	33.3%	2	66.7%
Asian/Pacific Islander	0	0.0%	0	0.0%	11	40.7%	16	59.3%
Black/African American	12	4.5%	24	9.0%	118	44.2%	113	42.3%
Hispanic	3	4.0%	8	10.7%	28	37.3%	36	48.0%
Multiple Races	1	3.7%	2	7.4%	11	40.7%	13	48.1%
Other	1	2.4%	4	9.5%	12	28.6%	25	59.5%
White/Caucasian	9	3.0%	17	5.6%	101	33.3%	176	58.1%

RELEVANT EXPERIENCE/TRAINING (n=746)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	31	4.2%	20	2.7%	144	19.3%	551	73.9%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Asian/Pacific Islander	0	0.0%	0	0.0%	5	18.5%	22	81.5%
Black/African American	10	3.7%	10	3.7%	58	21.6%	191	71.0%
Hispanic	3	4.0%	4	5.3%	21	28.0%	47	62.7%
Multiple Races	3	11.1%	0	0.0%	5	18.5%	19	70.4%
Other	1	2.4%	1	2.4%	4	9.8%	35	85.4%
White/Caucasian	14	4.6%	5	1.6%	51	16.8%	234	77.0%

SENIORITY (n=746)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	154	20.6%	160	21.4%	203	27.2%	229	30.7%
American Indian/Alaskan Native	0	0.0%	0	0.0%	2	66.7%	1	33.3%
Asian/Pacific Islander	6	22.2%	6	22.2%	8	29.6%	7	25.9%
Black/African American	49	18.2%	44	16.4%	81	30.1%	95	35.3%
Hispanic	12	16.0%	16	21.3%	19	25.3%	28	37.3%
Multiple Races	11	40.7%	3	11.1%	5	18.5%	8	29.6%
Other	4	9.5%	5	11.9%	8	19.0%	25	59.5%
White/Caucasian	72	23.8%	86	28.4%	80	26.4%	65	21.5%

WRITTEN EXAMS (n=745)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	27	3.6%	224	30.1%	347	46.6%	147	19.7%
American Indian/Alaskan Native	1	33.3%	0	0.0%	2	66.7%	0	0.0%
Asian/Pacific Islander	2	7.4%	5	18.5%	15	55.6%	5	18.5%
Black/African American	11	4.1%	76	28.4%	126	47.0%	55	20.5%
Hispanic	4	5.3%	26	34.7%	33	44.0%	12	16.0%
Multiple Races	2	7.4%	9	33.3%	11	40.7%	5	18.5%
Other	3	7.3%	13	31.7%	15	36.6%	10	24.4%
White/Caucasian	4	1.3%	95	31.3%	145	47.7%	60	19.7%

TABLE B.2**Sworn Staff Responses on the Promotion Process by Gender**

In the promotion process, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=742)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	79	10.6%	140	18.9%	267	36.0%	256	34.5%
Male	60	10.4%	104	18.1%	205	35.6%	207	35.9%
Female	18	11.8%	34	22.2%	59	38.6%	42	27.5%
Other	1	7.7%	2	15.4%	3	23.1%	7	53.8%

EMPLOYEE PERFORMANCE EVALUATIONS (n=747)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	56	7.5%	81	10.8%	242	32.4%	368	49.3%
Male	38	6.5%	66	11.3%	186	32.0%	292	50.2%
Female	13	8.6%	13	8.6%	54	35.5%	72	47.4%
Other	5	38.5%	2	15.4%	2	15.4%	4	30.8%

INTERVIEW (n=748)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	26	3.5%	55	7.4%	282	37.7%	385	51.5%
Male	18	3.1%	42	7.2%	221	37.9%	302	51.8%
Female	7	4.6%	12	7.9%	59	38.8%	74	48.7%
Other	1	7.7%	1	7.7%	2	15.4%	9	69.2%

RELEVANT EXPERIENCE/TRAINING (n=750)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	31	4.1%	21	2.8%	146	19.5%	552	73.6%
Male	24	4.1%	11	1.9%	111	19.0%	437	75.0%
Female	7	4.5%	9	5.8%	35	22.7%	103	66.9%
Other	0	0.0%	1	7.7%	0	0.0%	12	92.3%

SENIORITY (n=750)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	156	20.8%	161	21.5%	204	27.2%	229	30.5%
Male	119	20.4%	130	22.3%	159	27.2%	176	30.1%
Female	35	22.9%	31	20.3%	43	28.1%	44	28.8%
Other	2	15.4%	0	0.0%	2	15.4%	9	69.2%

WRITTEN EXAMS (n=749)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	27	3.6%	226	30.2%	348	46.5%	148	19.8%
Male	16	2.7%	180	30.9%	276	47.3%	111	19.0%
Female	9	5.9%	43	28.1%	70	45.8%	31	20.3%
Other	2	15.4%	3	23.1%	2	15.4%	6	46.2%

TABLE B.3

Sworn Staff Responses on Special Assignments or Professional Development Opportunities by Race/Ethnicity

In determining special assignments or professional development opportunities, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=743)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	166	22.3%	159	21.4%	222	29.9%	196	26.4%
American Indian/Alaskan Native	1	33.3%	1	33.3%	1	33.3%	0	0.0%
Asian/Pacific Islander	3	11.1%	7	25.9%	10	37.0%	7	25.9%
Black/African American	68	25.5%	67	25.1%	76	28.5%	56	21.0%
Hispanic	19	25.7%	17	23.0%	17	23.0%	21	28.4%
Multiple Races	7	25.9%	7	25.9%	8	29.6%	5	18.5%
Other	5	12.2%	5	12.2%	13	31.7%	18	43.9%
White/Caucasian	63	20.7%	55	18.1%	97	31.9%	89	29.3%

EMPLOYEE PERFORMANCE EVALUATIONS (n=737)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	33	4.5%	62	8.4%	272	36.9%	370	50.2%
American Indian/Alaskan Native	0	0.0%	1	33.3%	0	0.0%	2	66.7%
Asian/Pacific Islander	2	7.4%	1	3.7%	10	37.0%	14	51.9%
Black/African American	9	3.4%	13	4.9%	106	40.2%	136	51.5%
Hispanic	3	4.1%	8	10.8%	26	35.1%	37	50.0%
Multiple Races	1	3.7%	2	7.4%	10	37.0%	14	51.9%
Other	2	4.9%	4	9.8%	14	34.1%	21	51.2%
White/Caucasian	16	5.3%	33	11.0%	106	35.2%	146	48.5%

INTERVIEW (n=741)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	22	3.0%	56	7.6%	266	35.9%	397	53.6%
American Indian/Alaskan Native	0	0.0%	0	0.0%	1	33.3%	2	66.7%
Asian/Pacific Islander	0	0.0%	1	3.7%	8	29.6%	18	66.7%
Black/African American	9	3.4%	25	9.4%	108	40.6%	124	46.6%
Hispanic	3	4.1%	9	12.2%	26	35.1%	36	48.6%
Multiple Races	1	3.7%	3	11.1%	12	44.4%	11	40.7%
Other	2	4.9%	3	7.3%	12	29.3%	24	58.5%
White/Caucasian	7	2.3%	15	5.0%	99	32.7%	182	60.1%

RELEVANT EXPERIENCE/TRAINING (n=741)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	23	3.1%	21	2.8%	163	22.0%	534	72.1%
American Indian/Alaskan Native	0	0.0%	0	0.0%	0	0.0%	3	100.0%
Asian/Pacific Islander	0	0.0%	0	0.0%	4	14.8%	23	85.2%
Black/African American	8	3.0%	9	3.4%	74	27.6%	177	66.0%
Hispanic	1	1.4%	4	5.4%	17	23.0%	52	70.3%
Multiple Races	3	12.0%	1	4.0%	4	16.0%	17	68.0%
Other	1	2.4%	0	0.0%	7	17.1%	33	80.5%
White/Caucasian	10	3.3%	7	2.3%	57	18.8%	229	75.6%

SENIORITY (n=741)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	92	12.4%	149	20.1%	241	32.5%	259	35.0%
American Indian/Alaskan Native	0	0.0%	0	0.0%	1	33.3%	2	66.7%
Asian/Pacific Islander	4	14.8%	6	22.2%	9	33.3%	8	29.6%
Black/African American	28	10.4%	44	16.4%	85	31.7%	111	41.4%
Hispanic	9	12.2%	16	21.6%	18	24.3%	31	41.9%
Multiple Races	3	11.1%	6	22.2%	8	29.6%	10	37.0%
Other	3	7.5%	6	15.0%	10	25.0%	21	52.5%
White/Caucasian	45	14.9%	71	23.5%	110	36.4%	76	25.2%

WRITTEN EXAMS (n=742)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	93	12.5%	205	27.6%	277	37.3%	167	22.5%
American Indian/Alaskan Native	1	33.3%	1	33.3%	1	33.3%	0	0.0%
Asian/Pacific Islander	3	11.1%	5	18.5%	10	37.0%	9	33.3%
Black/African American	38	14.2%	66	24.6%	100	37.3%	64	23.9%
Hispanic	11	14.9%	23	31.1%	26	35.1%	14	18.9%
Multiple Races	7	25.9%	8	29.6%	9	33.3%	3	11.1%
Other	0	0.0%	13	32.5%	16	40.0%	11	27.5%
White/Caucasian	33	10.9%	89	29.4%	115	38.0%	66	21.8%

TABLE B.4**Sworn Staff Responses on Special Assignments or Professional Development Opportunities by Gender**

In determining special assignments or professional development opportunities, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=747)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	165	22.1%	162	21.7%	222	29.7%	198	26.5%
Male	128	22.0%	122	20.9%	179	30.7%	154	26.4%
Female	37	24.3%	38	25.0%	41	27.0%	36	23.7%
Other	0	0.0%	2	16.7%	2	16.7%	8	66.7%

EMPLOYEE PERFORMANCE EVALUATIONS (n=741)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	33	4.5%	62	8.4%	275	37.1%	371	50.1%
Male	25	4.3%	50	8.6%	212	36.6%	292	50.4%
Female	7	4.7%	9	6.0%	60	40.0%	74	49.3%
Other	1	8.3%	3	25.0%	3	25.0%	5	41.7%

INTERVIEW (n=745)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	22	3.0%	56	7.5%	267	35.8%	400	53.7%
Male	15	2.6%	44	7.6%	210	36.1%	313	53.8%
Female	6	4.0%	12	7.9%	55	36.4%	78	51.7%
Other	1	8.3%	0	0.0%	2	16.7%	9	75.0%

RELEVANT EXPERIENCE/TRAINING (n=745)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	23	3.1%	21	2.8%	166	22.3%	535	71.8%
Male	18	3.1%	17	2.9%	119	20.4%	428	73.5%
Female	5	3.3%	4	2.6%	46	30.5%	96	63.6%
Other	0	0.0%	0	0.0%	1	8.3%	11	91.7%

SENIORITY (n=745)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	93	12.5%	151	20.3%	241	32.3%	260	34.9%
Male	75	12.9%	120	20.7%	188	32.4%	197	34.0%
Female	17	11.1%	31	20.3%	48	31.4%	57	37.3%
Other	1	8.3%	0	0.0%	5	41.7%	6	50.0%

WRITTEN EXAMS (n=746)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	94	12.6%	206	27.6%	277	37.1%	169	22.7%
Male	66	11.4%	165	28.4%	214	36.8%	136	23.4%
Female	28	18.3%	36	23.5%	60	39.2%	29	19.0%
Other	0	0.0%	5	41.7%	3	25.0%	4	33.3%

TABLE B.5

Professional Staff Responses on Special Assignments or Professional Development Opportunities by Race/Ethnicity

In determining special assignments or professional development opportunities, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=124)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	26	21.0%	17	13.7%	40	32.3%	41	33.1%
Asian/Pacific Islander	2	33.3%	1	16.7%	2	33.3%	1	16.7%
Black/African American	15	20.8%	7	9.7%	23	31.9%	27	37.5%
Hispanic	3	75.0%	0	0.0%	0	0.0%	1	25.0%
Multiple Races	0	0.0%	1	20.0%	1	20.0%	3	60.0%
Other	1	50.0%	0	0.0%	1	50.0%	0	0.0%
White/Caucasian	5	14.3%	8	22.9%	13	37.1%	9	25.7%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

EMPLOYEE PERFORMANCE EVALUATIONS (n=125)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	6	4.8%	15	12.0%	50	40.0%	54	43.2%
Asian/Pacific Islander	0	0.0%	1	16.7%	2	33.3%	3	50.0%
Black/African American	3	4.2%	7	9.9%	32	45.1%	29	40.8%
Hispanic	1	20.0%	1	20.0%	2	40.0%	1	20.0%
Multiple Races	0	0.0%	2	40.0%	0	0.0%	3	60.0%
Other	1	50.0%	0	0.0%	0	0.0%	1	50.0%
White/Caucasian	1	2.8%	4	11.1%	14	38.9%	17	47.2%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

INTERVIEW (n=128)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	7	5.5%	3	2.3%	64	50.0%	54	42.2%
Asian/Pacific Islander	1	16.7%	1	16.7%	2	33.3%	2	33.3%
Black/African American	4	5.3%	1	1.3%	41	54.7%	29	38.7%
Hispanic	0	0.0%	0	0.0%	3	60.0%	2	40.0%
Multiple Races	0	0.0%	0	0.0%	2	40.0%	3	60.0%
Other	1	50.0%	0	0.0%	0	0.0%	1	50.0%
White/Caucasian	1	2.9%	1	2.9%	16	45.7%	17	48.6%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

RELEVANT EXPERIENCE/TRAINING (n=126)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	3	2.4%	0	0.0%	33	26.2%	90	71.4%
Asian/Pacific Islander	0	0.0%	0	0.0%	1	16.7%	5	83.3%
Black/African American	1	1.4%	0	0.0%	21	28.4%	52	70.3%
Hispanic	0	0.0%	0	0.0%	3	60.0%	2	40.0%
Multiple Races	0	0.0%	0	0.0%	0	0.0%	5	100.0%
Other	1	50.0%	0	0.0%	0	0.0%	1	50.0%
White/Caucasian	1	2.9%	0	0.0%	8	23.5%	25	73.5%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

SENIORITY (n=129)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	12	9.3%	33	25.6%	45	34.9%	39	30.2%
Asian/Pacific Islander	1	16.7%	3	50.0%	1	16.7%	1	16.7%
Black/African American	6	7.9%	15	19.7%	25	32.9%	30	39.5%
Hispanic	1	20.0%	1	20.0%	3	60.0%	0	0.0%
Multiple Races	1	20.0%	2	40.0%	1	20.0%	1	20.0%
Other	1	50.0%	1	50.0%	0	0.0%	0	0.0%
White/Caucasian	2	5.7%	11	31.4%	15	42.9%	7	20.0%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

WRITTEN EXAMS (n=126)

Race	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	25	19.8%	30	23.8%	48	38.1%	23	18.3%
Asian/Pacific Islander	1	20.0%	2	40.0%	1	20.0%	1	20.0%
Black/African American	14	19.2%	18	24.7%	25	34.2%	16	21.9%
Hispanic	2	40.0%	1	20.0%	2	40.0%	0	0.0%
Multiple Races	1	20.0%	0	0.0%	1	20.0%	3	60.0%
Other	2	100.0%	0	0.0%	0	0.0%	0	0.0%
White/Caucasian	5	13.9%	9	25.0%	19	52.8%	3	8.3%

Note: In addition to the above, one American Indian/Alaskan Native staff member participated in the survey.

TABLE B.6**Professional Staff Responses on Special Assignments or Professional Development Opportunities by Gender**

In determining special assignments or professional development opportunities, how much emphasis should there be on the following?

ASSESSMENT FROM OUTSIDE OF MPD (E.G., INDEPENDENT REVIEWERS) (n=124)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	25	20.2%	18	14.5%	40	32.3%	41	33.1%
Male	7	14.9%	6	12.8%	15	31.9%	19	40.4%
Female	18	23.4%	12	15.6%	25	32.5%	22	28.6%

Note: In addition to the above, one staff member who identified as "other" participated in the survey.

EMPLOYEE PERFORMANCE EVALUATIONS (n=126)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	6	4.8%	15	11.9%	51	40.5%	54	42.9%
Male	3	6.3%	6	12.5%	19	39.6%	20	41.7%
Female	3	3.8%	9	11.5%	32	41.0%	34	43.6%

Note: In addition to the above, one staff member who identified as “other” participated in the survey.

INTERVIEW (n=129)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	7	5.4%	3	2.3%	65	50.4%	54	41.9%
Male	1	2.0%	2	4.1%	26	53.1%	20	40.8%
Female	6	7.5%	1	1.3%	39	48.8%	34	42.5%

Note: In addition to the above, one staff member who identified as “other” participated in the survey.

RELEVANT EXPERIENCE/TRAINING (n=127)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	3	2.4%	0	0.0%	34	26.8%	90	70.9%
Male	1	2.1%	0	0.0%	14	29.8%	32	68.1%
Female	2	2.5%	0	0.0%	20	25.0%	58	72.5%

Note: In addition to the above, one staff member who identified as “other” participated in the survey.

SENIORITY (n=130)

Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	12	9.2%	33	25.4%	44	33.8%	41	31.5%
Male	6	12.2%	11	22.4%	15	30.6%	17	34.7%
Female	6	7.4%	22	27.2%	29	35.8%	24	29.6%

Note: In addition to the above, one staff member who identified as “other” participated in the survey.

WRITTEN EXAMS (n=127)

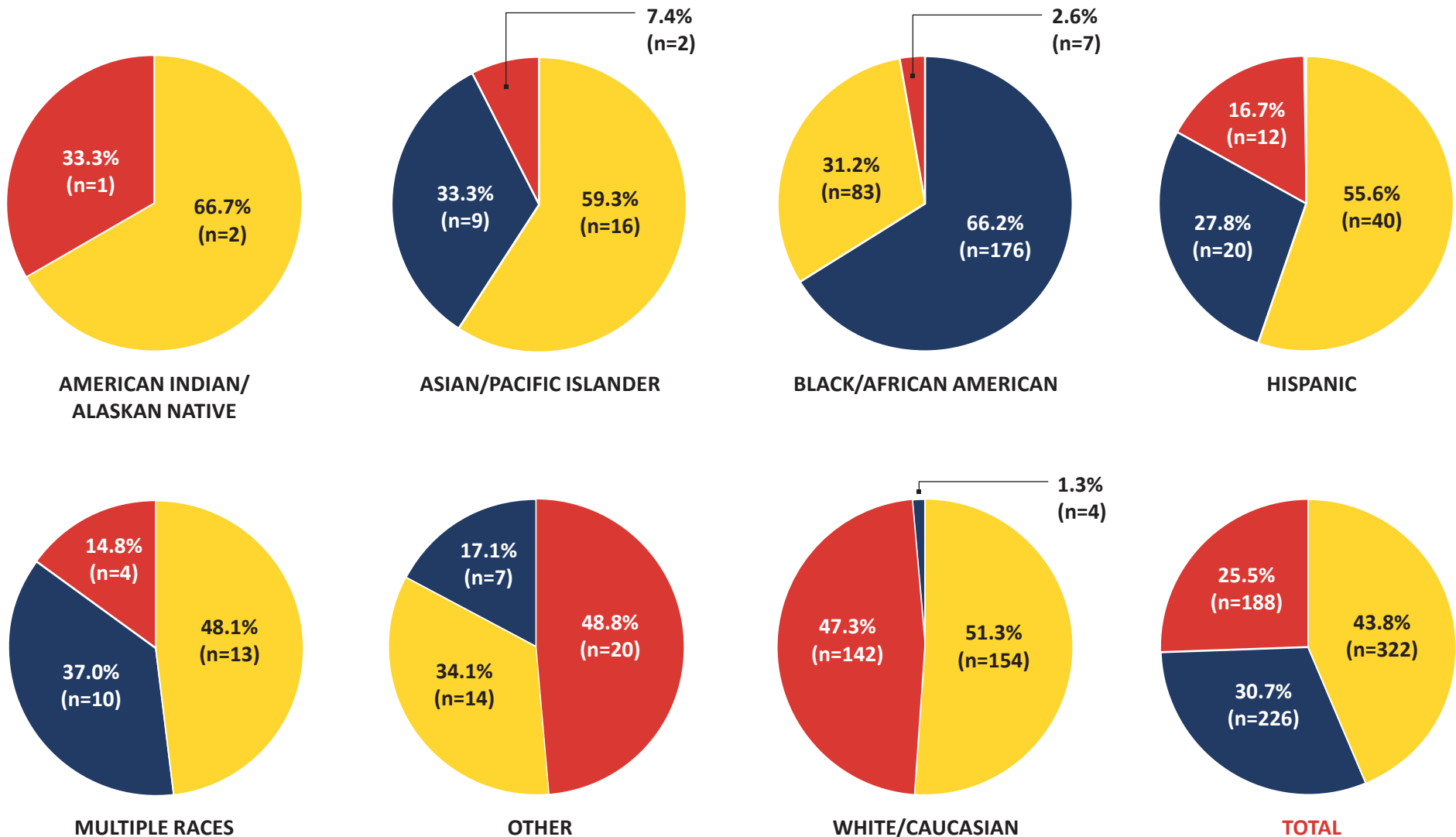
Gender	Not used at all		Less emphasis		Same emphasis		More emphasis	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
TOTAL	25	19.7%	30	23.6%	49	38.6%	23	18.1%
Male	8	16.7%	10	20.8%	21	43.8%	9	18.8%
Female	17	21.5%	20	25.3%	28	35.4%	14	17.7%

Note: In addition to the above, one staff member who identified as “other” participated in the survey.

FIGURE B.1

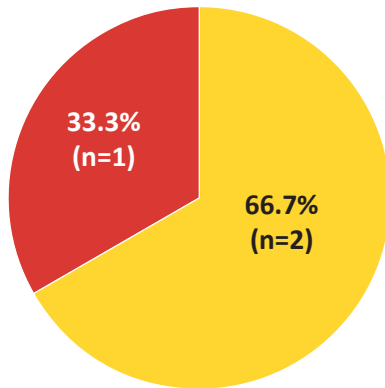
Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity

■ Minorities are treated better than whites ■ Whites and minorities are treated about the same ■ Whites are treated better than minorities

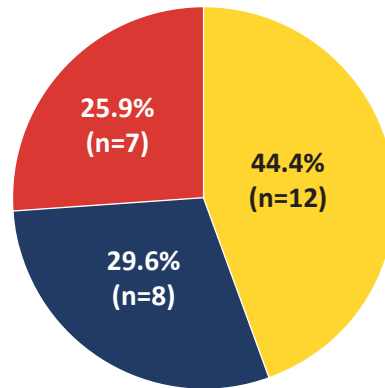


Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

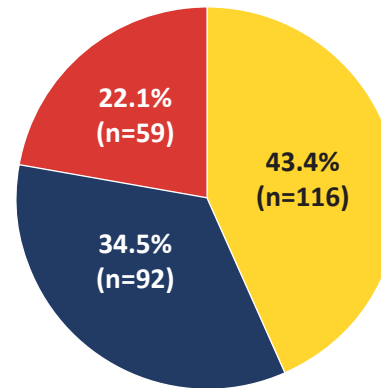
■ Women are treated better than men ■ Men and women are treated about the same ■ Men are treated better than women



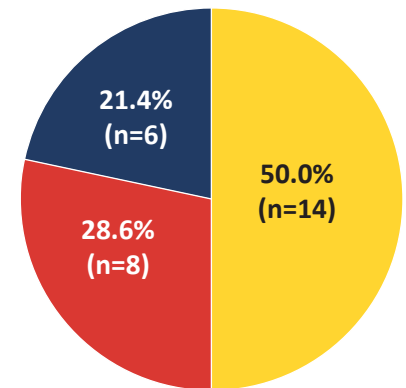
AMERICAN INDIAN/
ALASKAN NATIVE



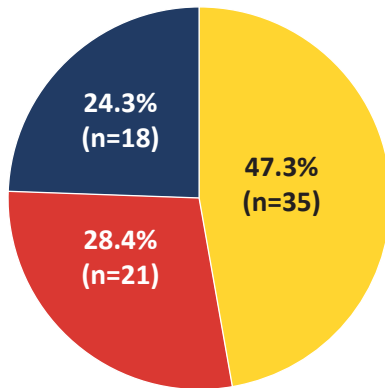
ASIAN/PACIFIC ISLANDER



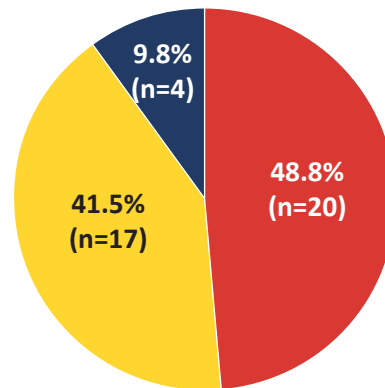
BLACK/AFRICAN AMERICAN



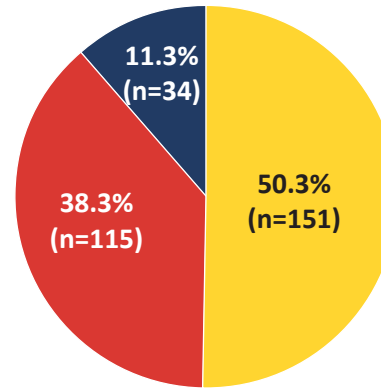
HISPANIC



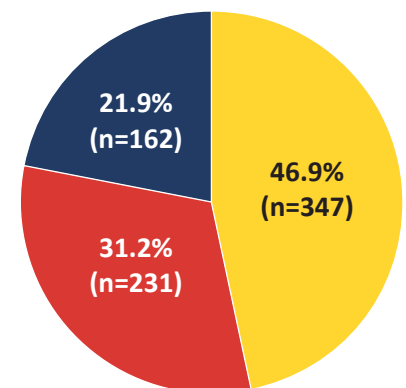
MULTIPLE RACES



OTHER



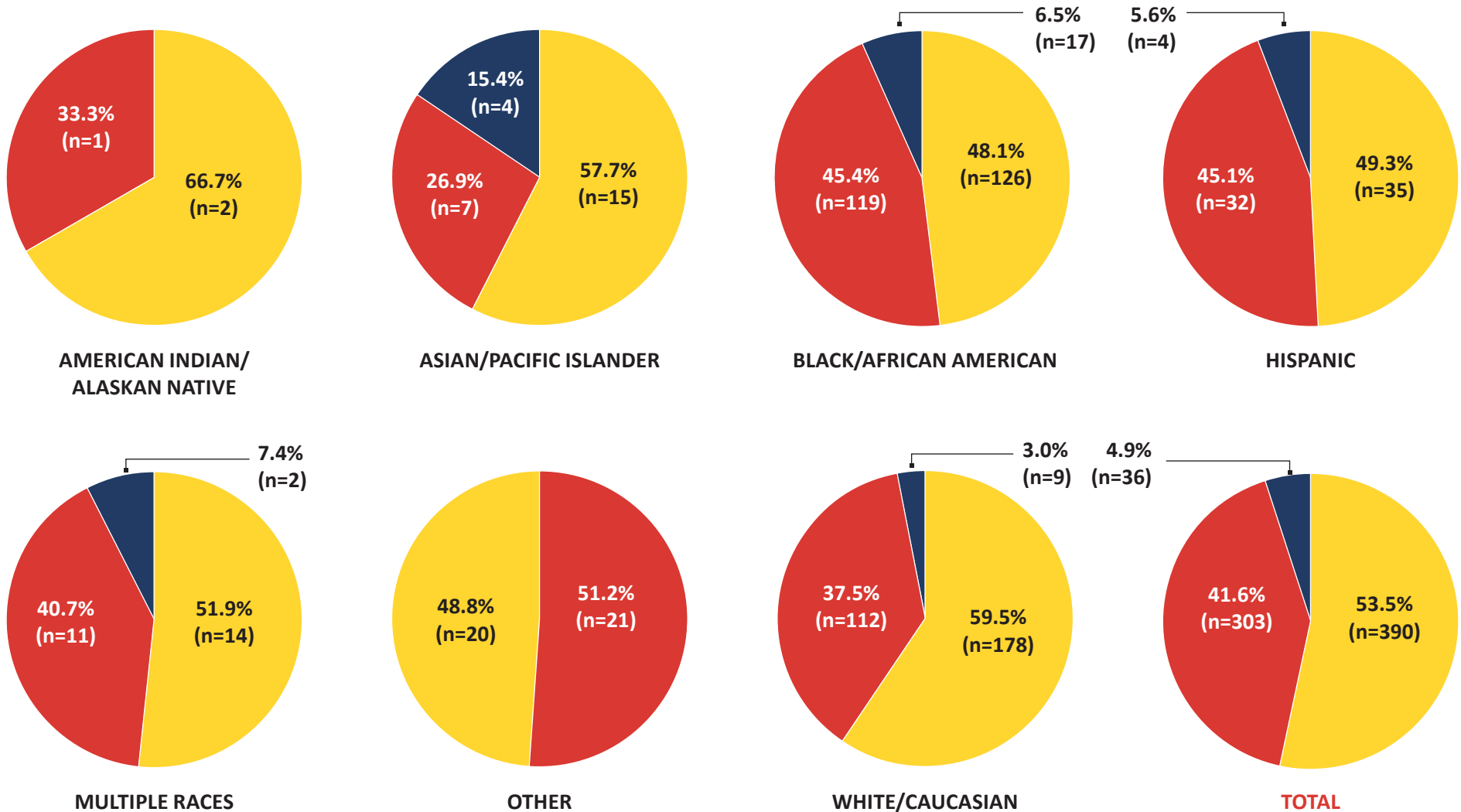
WHITE/CAUCASIAN



TOTAL

Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

■ LGBTQIA+* members are treated better than non-LGBTQIA+ members ■ LGBTQIA+ and non-LGBTQIA+ members are treated about the same ■ Non-LGBTQIA+ members are treated better than LGBTQIA+ members

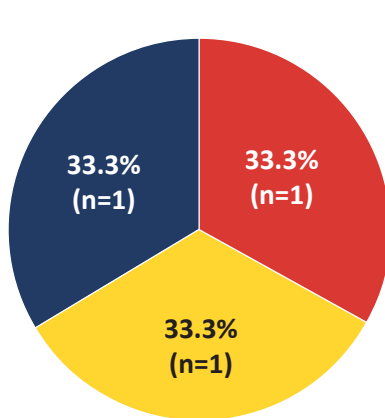


Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

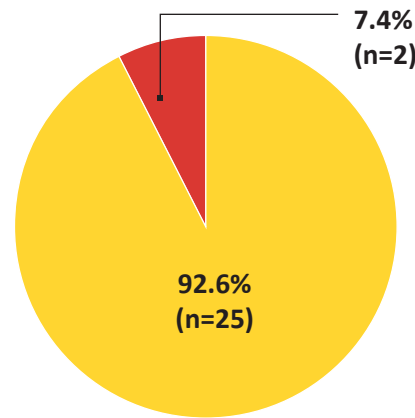
MPD members with minor children are treated better than members without children

MPD members are treated about the same regardless of parental status

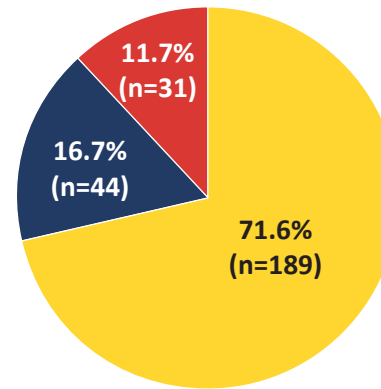
MPD members without children are treated better than members with minor children



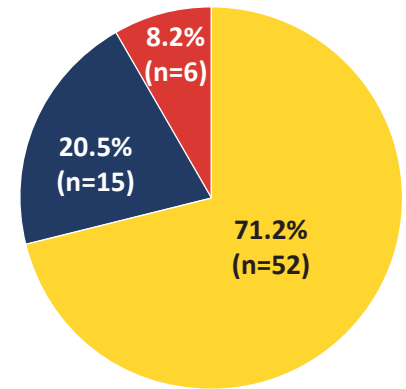
AMERICAN INDIAN/
ALASKAN NATIVE



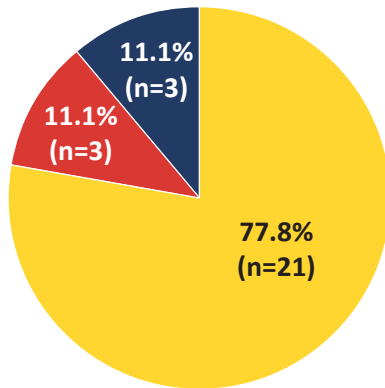
ASIAN/PACIFIC ISLANDER



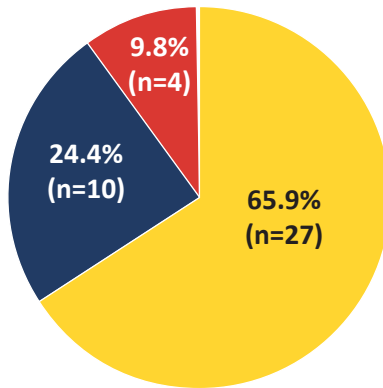
BLACK/AFRICAN AMERICAN



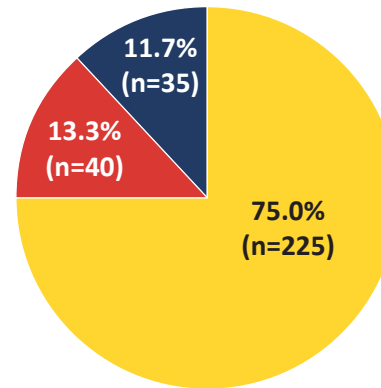
HISPANIC



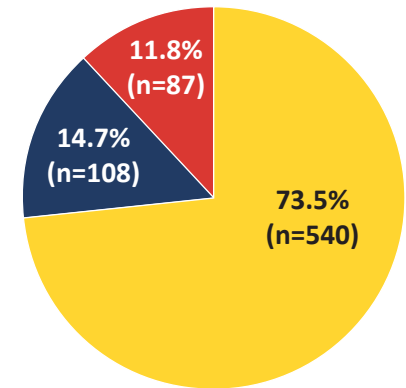
MULTIPLE RACES



OTHER



WHITE/CAUCASIAN

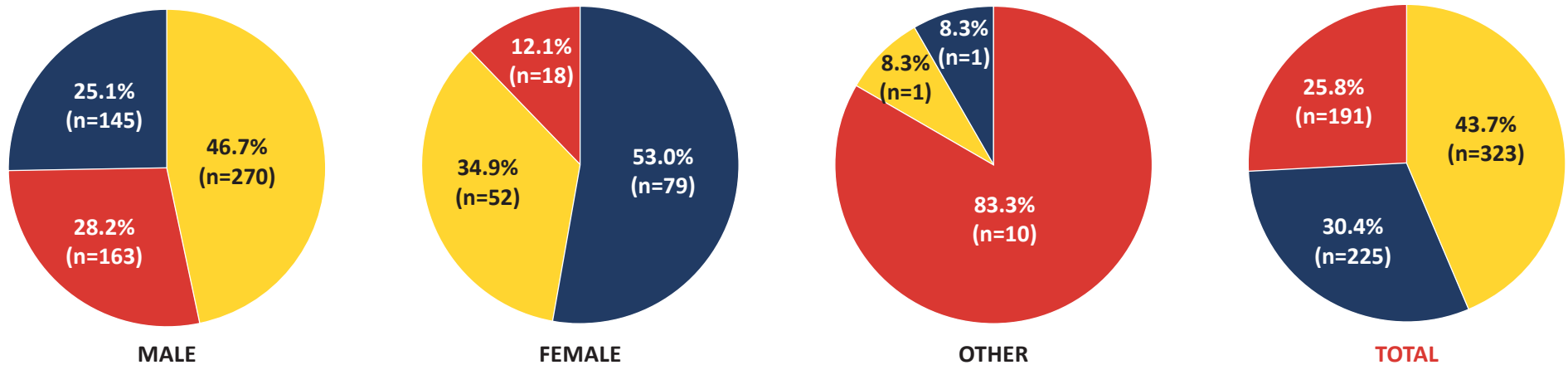


TOTAL

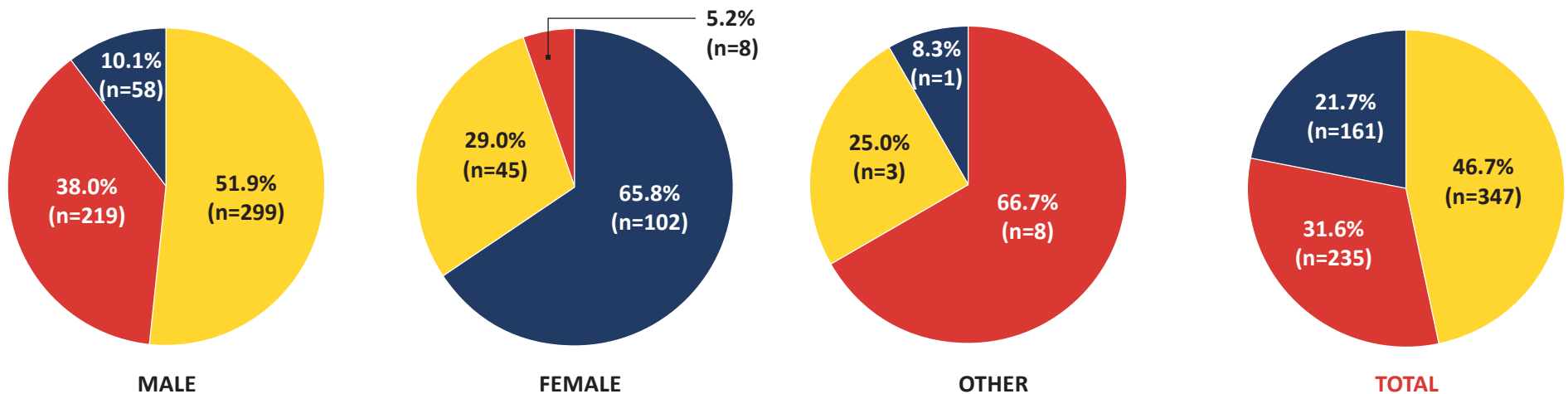
FIGURE B.2

Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Gender

■ Minorities are treated better than whites
 ■ Whites and minorities are treated about the same
 ■ Whites are treated better than minorities



■ Women are treated better than men
 ■ Men and women are treated about the same
 ■ Men are treated better than women



Sworn Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Gender (Continued)

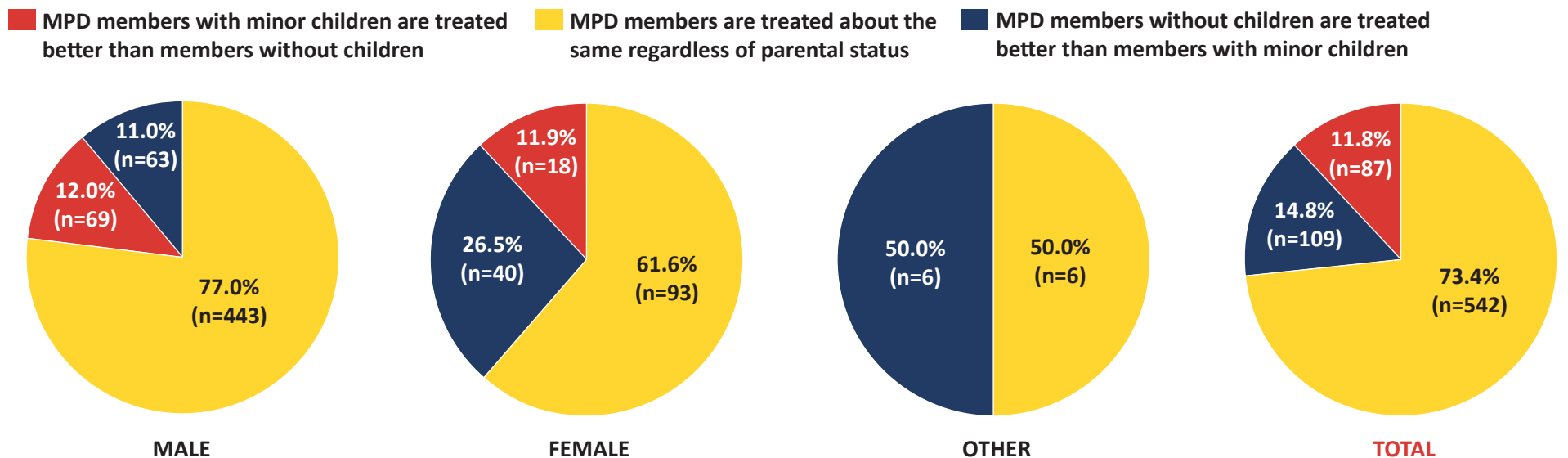
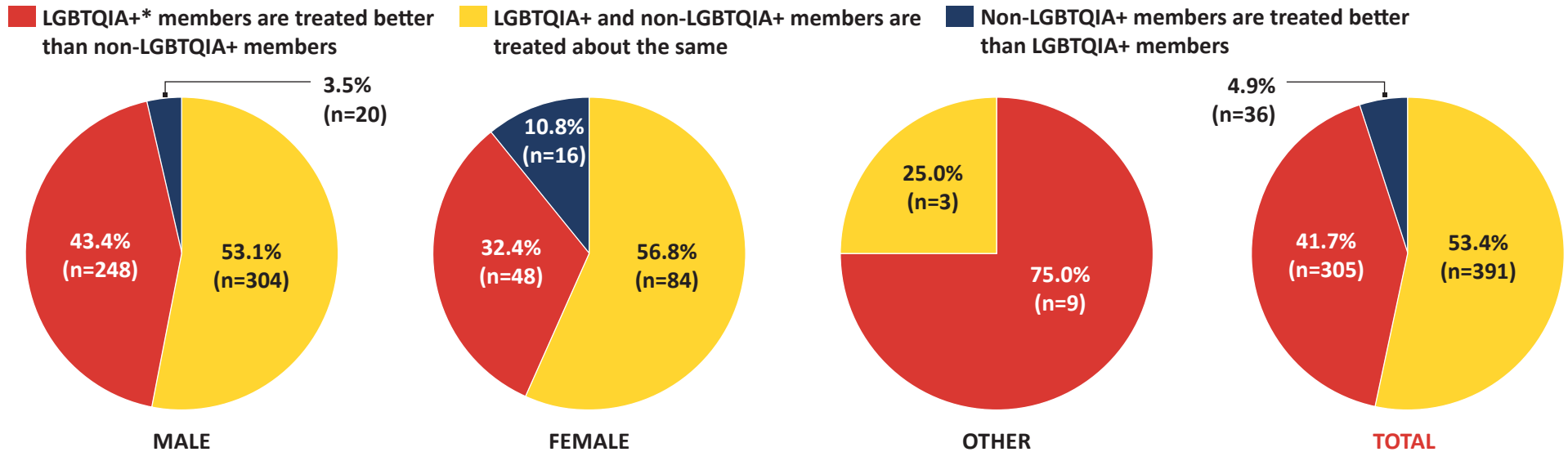
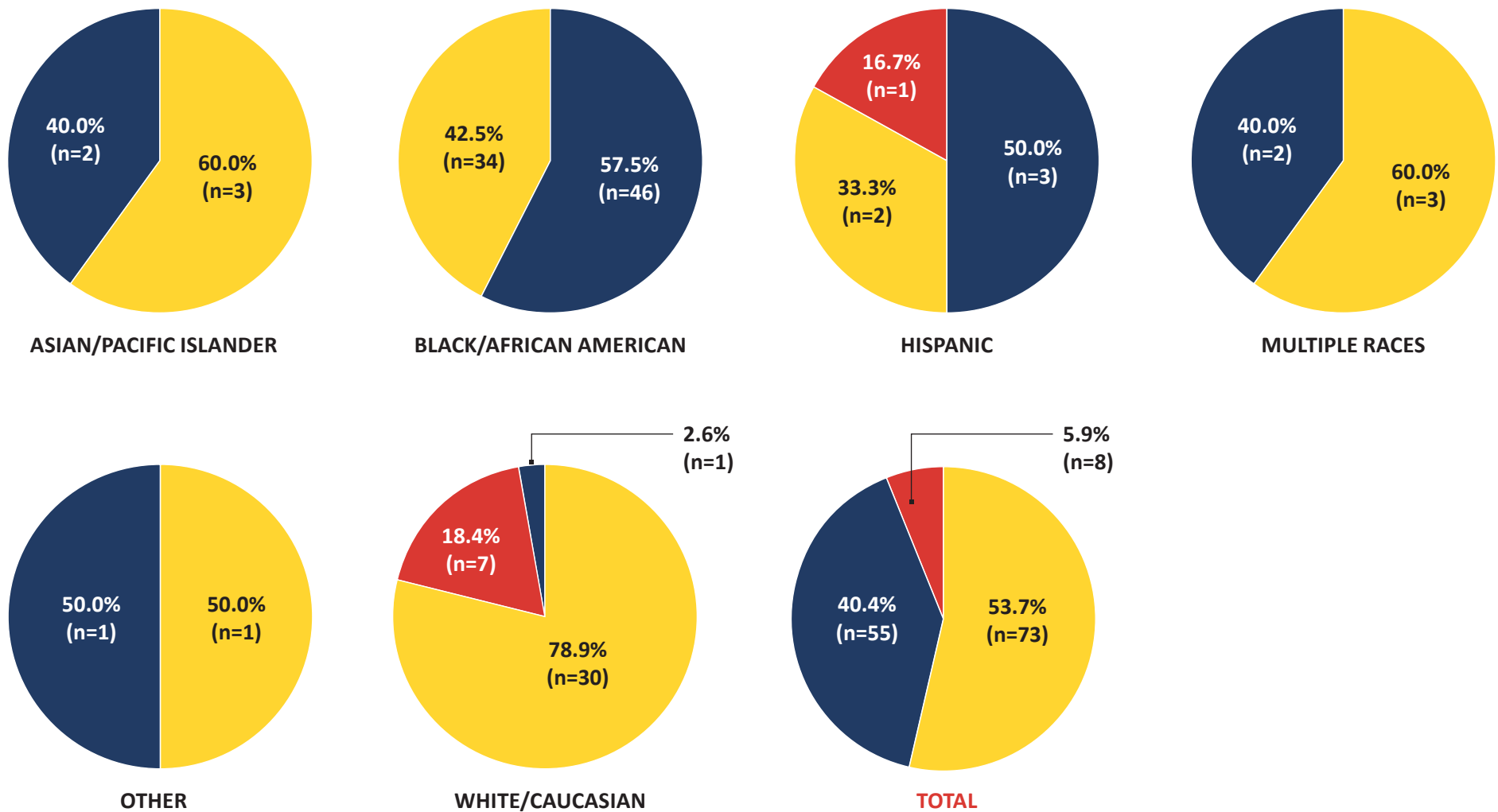


FIGURE B.3

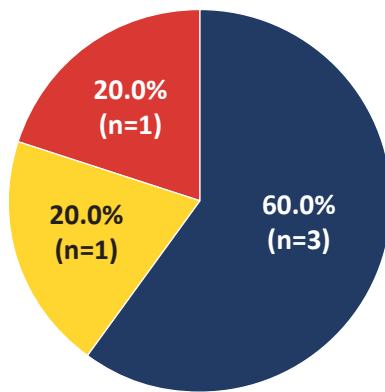
Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity

■ Minorities are treated better than whites ■ Whites and minorities are treated about the same ■ Whites are treated better than minorities

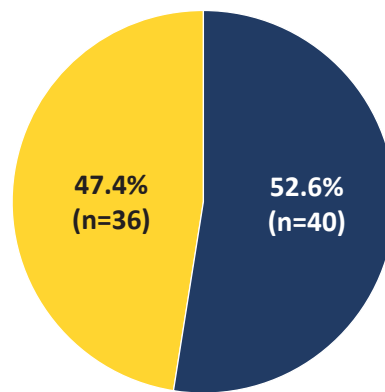


Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

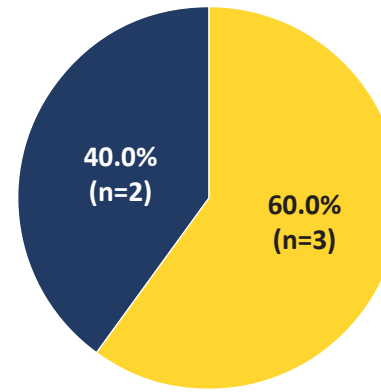
■ Women are treated better than men ■ Men and women are treated about the same ■ Men are treated better than women



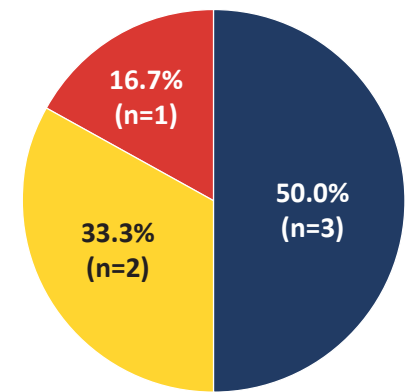
ASIAN/PACIFIC ISLANDER



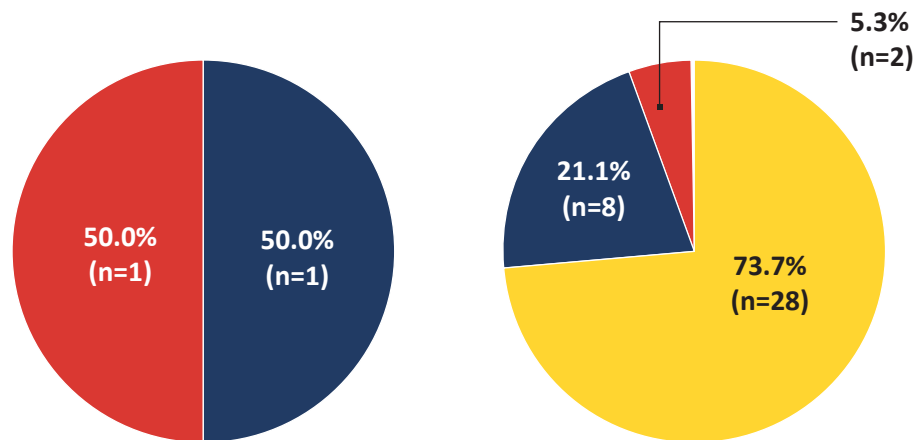
BLACK/AFRICAN AMERICAN



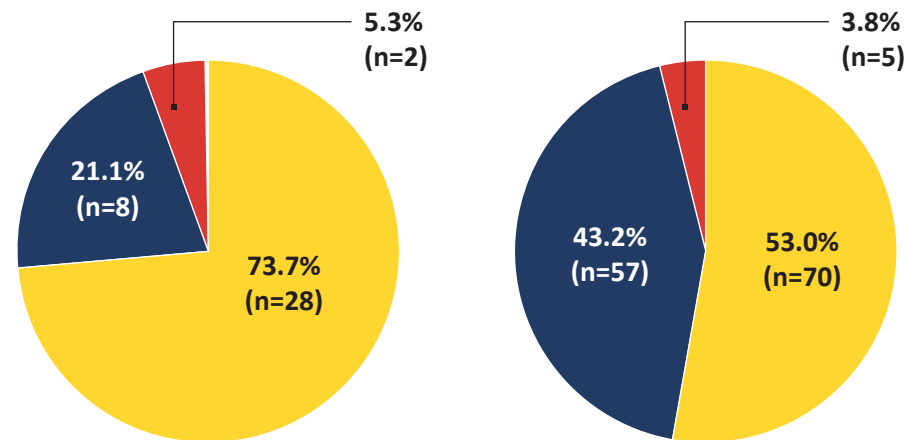
HISPANIC



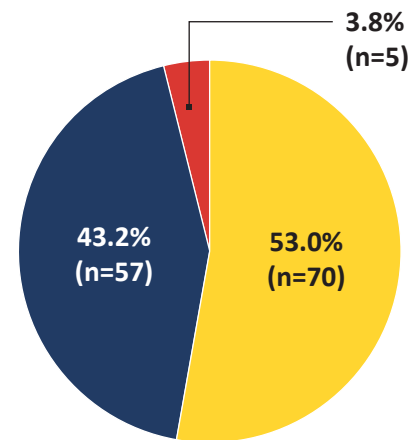
MULTIPLE RACES



OTHER



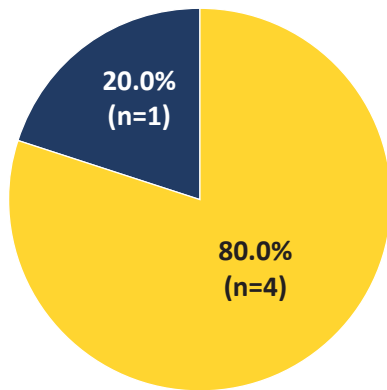
WHITE/CAUCASIAN



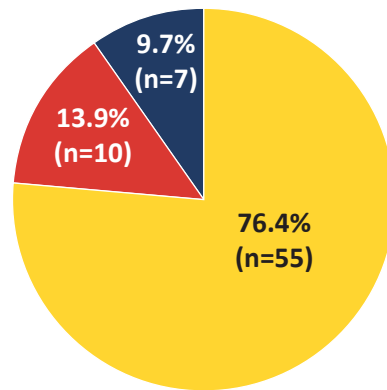
TOTAL

Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

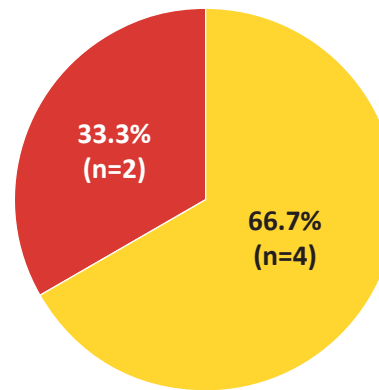
■ LGBTQIA+* members are treated better than non-LGBTQIA+ members ■ LGBTQIA+ and non-LGBTQIA+ members are treated about the same ■ Non-LGBTQIA+ members are treated better than LGBTQIA+ members



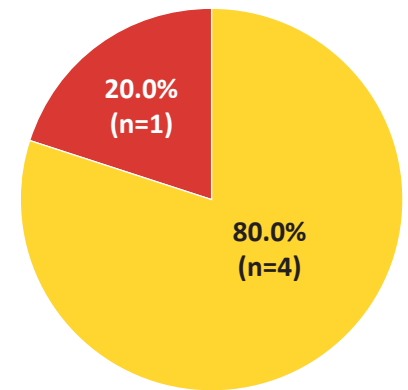
ASIAN/PACIFIC ISLANDER



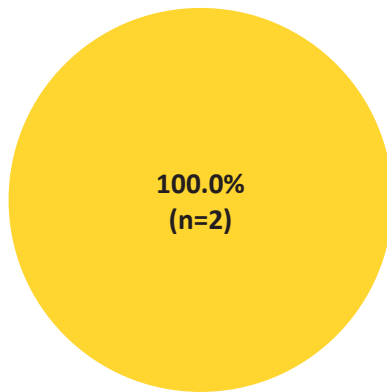
BLACK/AFRICAN AMERICAN



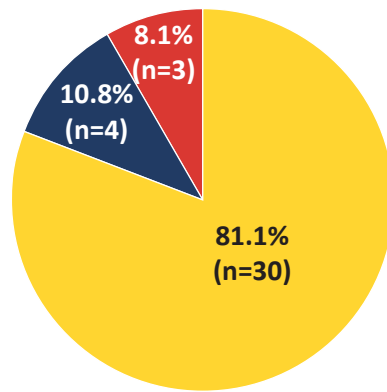
HISPANIC



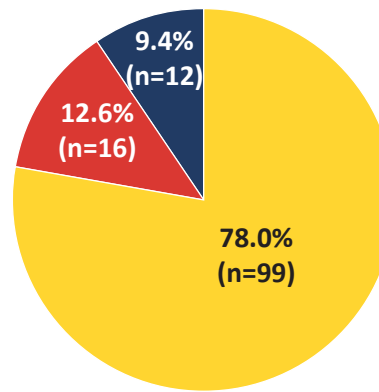
MULTIPLE RACES



OTHER



WHITE/CAUCASIAN



TOTAL

Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Race/Ethnicity (Continued)

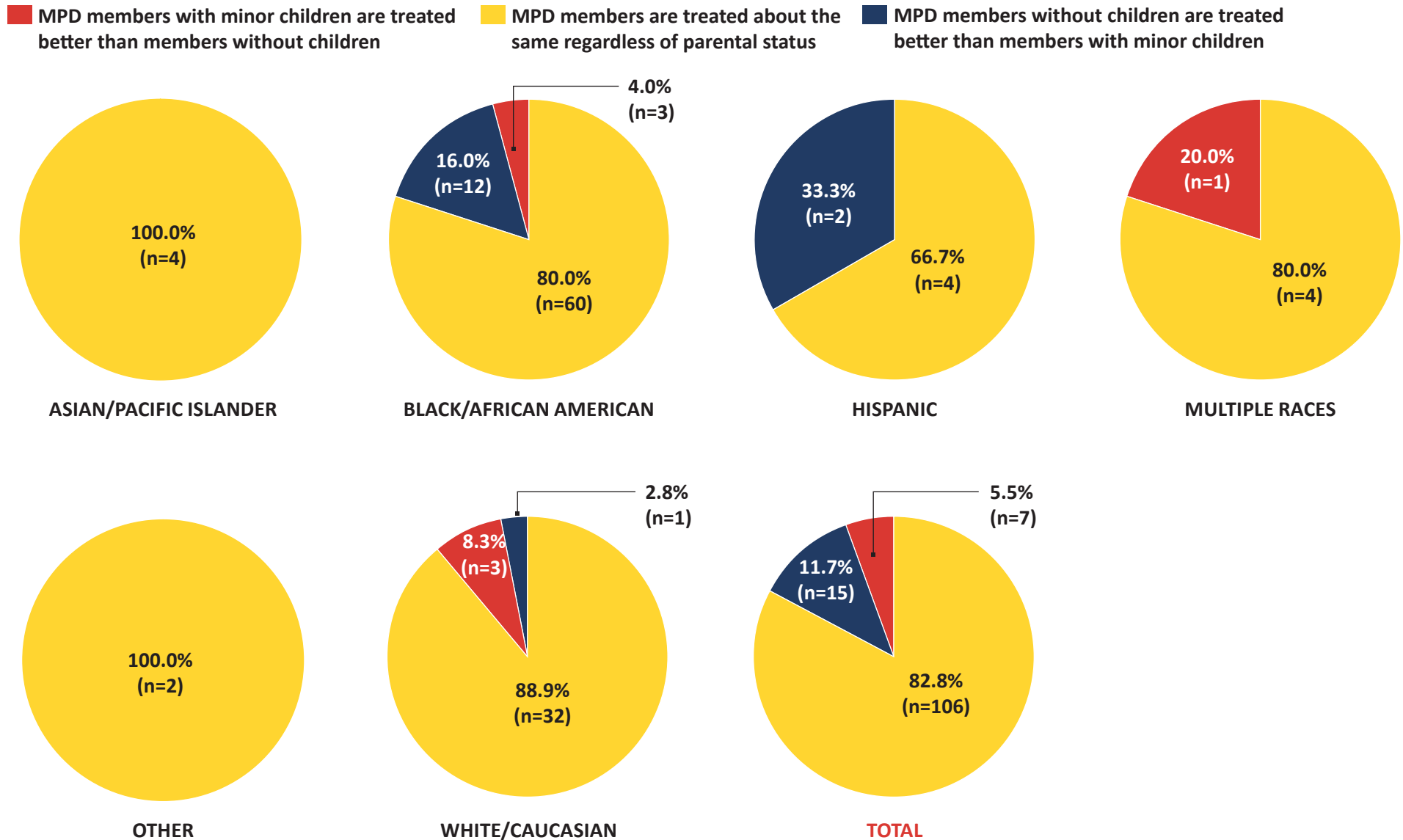
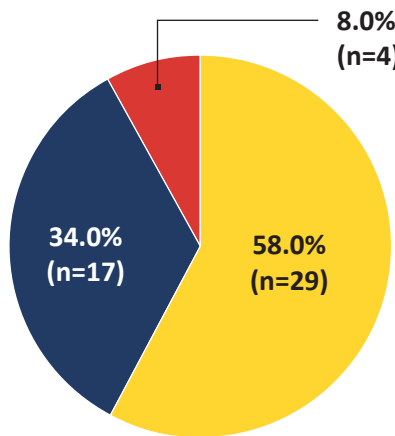


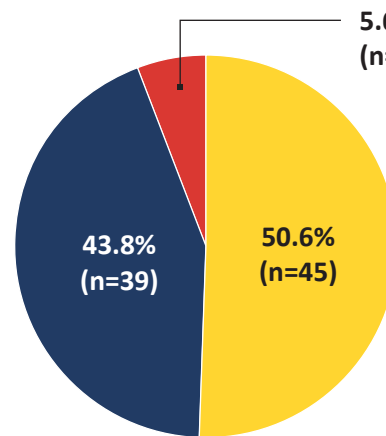
FIGURE B.4

Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Gender

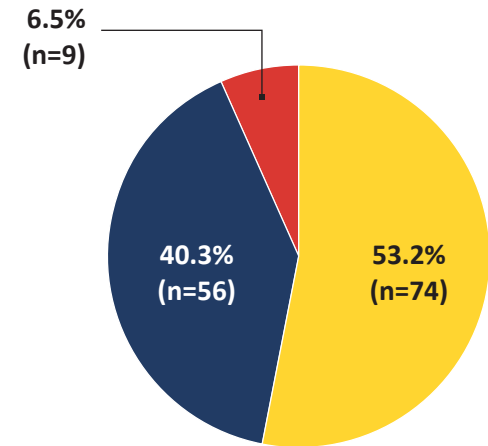
■ Minorities are treated better than whites ■ Whites and minorities are treated about the same ■ Whites are treated better than minorities



MALE

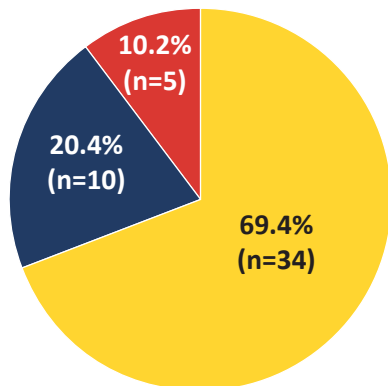


FEMALE

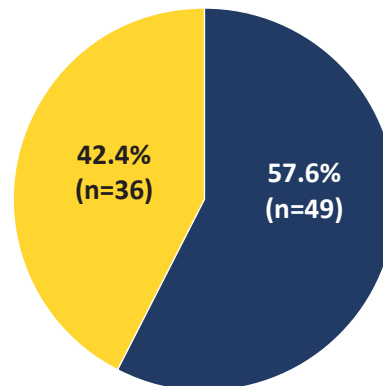


TOTAL

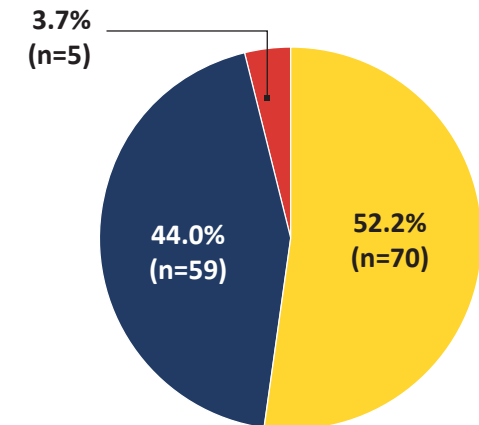
■ Women are treated better than men ■ Men and women are treated about the same ■ Men are treated better than women



MALE



FEMALE



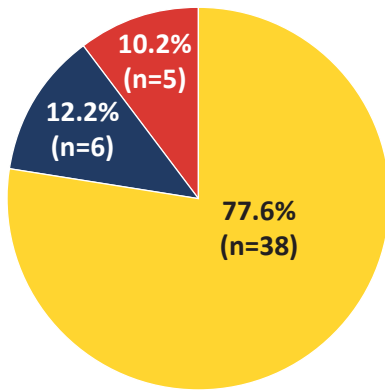
TOTAL

Professional Staff Responding to the Statement, “Regarding special assignments/professional development opportunities and promotions...,” by Gender (Continued)

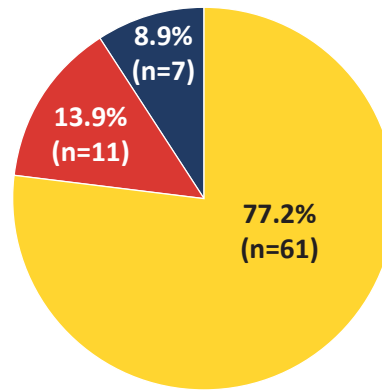
■ LGBTQIA+* members are treated better than non-LGBTQIA+ members

■ LGBTQIA+ and non-LGBTQIA+ members are treated about the same

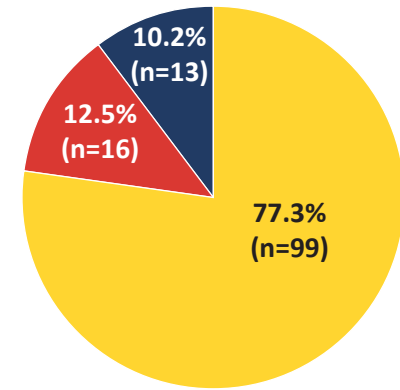
■ Non-LGBTQIA+ members are treated better than LGBTQIA+ members



MALE



FEMALE

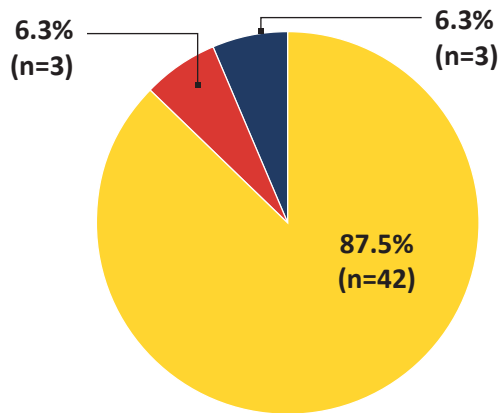


TOTAL

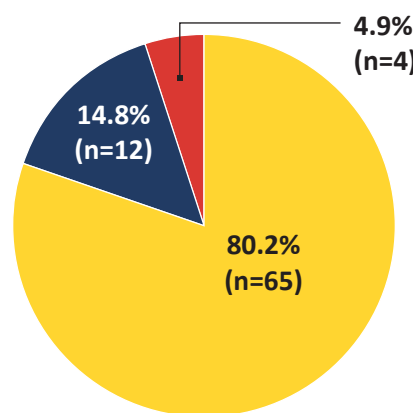
■ MPD members with minor children are treated better than members without children

■ MPD members are treated about the same regardless of parental status

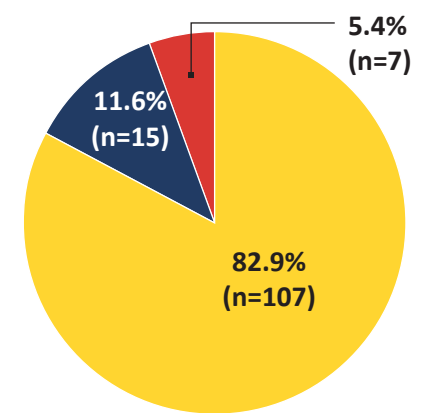
■ MPD members without children are treated better than members with minor children



MALE



FEMALE



TOTAL

TABLE B.7

MPD Sworn Staff Averages of Survey by Race/Ethnicity

Survey Statement	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
01. I am proud to tell others that I work for MPD	3.00	3.70	3.65	3.67	3.36	2.79	3.40	3.49
02. I really care about the fate of MPD	3.00	3.52	4.04	4.09	3.96	3.38	3.84	3.90
03. I feel myself to be part of this department	3.00	3.59	3.54	3.60	3.11	2.95	3.33	3.41
04. I feel fairly well satisfied with my job	2.67	3.15	3.37	3.41	2.64	2.71	2.99	3.14
05. I like the kind of work I do	3.33	4.00	4.11	3.99	3.93	3.27	3.73	3.88
06. I know how my work relates to the agency's goals	3.33	3.67	3.81	3.68	3.18	3.02	3.35	3.54
07. I recommend my organization as a good place to work	2.67	3.07	3.04	2.88	2.30	2.05	2.38	2.67
08. Employees treat each other the same, regardless of their racial/ethnic group	3.67	2.78	2.61	3.26	3.54	2.88	3.40	3.05
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.67	2.96	2.72	3.34	3.36	2.90	3.45	3.12
10. Employees treat each other the same, regardless of their sexual orientation	3.67	2.93	2.96	3.57	3.64	3.10	3.77	3.38
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	4.00	2.89	3.16	3.38	3.39	3.00	3.47	3.30
12. I have positive relationships with my coworkers	4.33	4.22	4.10	4.20	4.18	3.74	4.29	4.18
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.33	3.33	3.19	3.07	3.00	2.93	3.25	3.18
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.67	2.26	2.67	2.45	1.96	2.17	2.34	2.44

Survey Statement	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
15. As an employee of this department, I am treated with respect	3.33	2.78	3.35	3.32	2.82	2.51	3.15	3.18
16. As an employee of this department, I receive fair treatment	3.00	2.89	3.12	3.21	2.43	2.40	3.07	3.03
17. I know what resources are available to me if I need to discuss a workplace-related complaint	4.33	3.15	3.76	3.68	3.75	3.33	3.69	3.68
18. My talents are used well in the workplace	3.00	2.74	3.02	3.11	2.39	2.50	3.07	2.99
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.67	2.69	2.96	3.05	2.79	2.52	3.18	3.02
20. The people I work with cooperate with each other to get the job done	4.00	3.52	3.53	3.75	3.93	3.36	3.60	3.59
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	2.67	2.26	2.97	2.93	2.57	2.60	2.80	2.84
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	4.33	3.56	3.70	3.66	3.21	3.36	3.44	3.55
23. I feel free to express my professional opinions in my job without worrying about negative results	2.67	2.63	2.73	2.68	2.32	2.21	2.79	2.70
24. Department leaders do an effective job of informing employees about matters affecting us	2.67	2.26	2.56	2.42	2.29	2.12	2.41	2.44
25. Information about things relevant to my job are communicated in a timely manner	3.00	2.63	2.75	2.66	2.43	2.17	2.56	2.62
26. I am satisfied with the information I receive from management on what is going on in MPD	2.67	2.26	2.60	2.29	2.46	2.02	2.43	2.45
27. The rationales behind important decisions that impact me are communicated effectively	2.67	2.26	2.52	2.27	2.14	2.02	2.12	2.28
28. Employees are asked for input regarding decisions that will affect them	1.67	2.11	2.15	2.03	1.79	1.88	2.02	2.05

Survey Statement	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
29. I am dissatisfied with my involvement in decisions that affect my work	3.33	3.22	3.18	3.24	3.89	3.24	3.30	3.27
30. My immediate supervisor treats the employees he or she supervises with respect.	4.67	4.04	4.09	4.20	3.82	3.74	4.17	4.10
31. My immediate supervisor is available to me when I have questions or need help	4.67	4.15	4.12	4.05	3.93	3.79	4.24	4.14
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	4.67	4.11	3.88	3.87	3.79	3.55	4.06	3.94
33. The supervisors in this department show favoritism	3.00	3.52	3.71	3.59	3.79	3.81	3.47	3.60
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	4.33	3.63	3.77	3.82	3.52	3.62	3.97	3.84
35. The standards used to evaluate my performance have been fair and objective	4.00	3.41	3.34	3.50	2.93	2.90	3.42	3.35
36. I receive regular feedback pertaining to my job performance	3.00	3.00	3.15	3.12	2.93	3.05	3.16	3.13
37. I receive useful recommendations on how I can improve my job performance	3.00	2.93	3.08	3.04	2.86	2.88	2.99	3.01
38. I have little trust in my supervisor's evaluation of my work performance	2.67	2.74	2.48	2.39	2.75	2.81	2.40	2.48
39. I know what is expected of me on the job	4.00	4.26	4.23	4.11	3.93	3.61	3.94	4.06
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.00	3.07	3.48	3.37	3.32	3.24	3.58	3.47
41. My supervisor is committed to a workforce representative of all segments of society	3.00	3.15	3.49	3.53	3.48	3.26	3.75	3.57
42. In the last six months, my supervisor has talked with me about my performance	3.33	3.22	3.28	3.17	3.44	3.36	3.46	3.35
43. Supervisors work well with employees of different backgrounds	3.33	3.41	3.43	3.64	3.54	3.20	3.94	3.65

Survey Statement	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
44. Morale among employees is good	2.33	2.00	2.01	1.84	1.64	1.64	1.79	1.87
45. Department leaders can be trusted	2.67	2.07	2.25	2.13	1.82	1.74	2.32	2.22
46. Clear goals for MPD are established by its leaders	2.67	2.56	2.71	2.43	2.18	2.10	2.56	2.56
47. MPD is managed effectively by its leaders	2.67	2.15	2.28	2.19	1.86	1.78	2.26	2.21
48. Employees who consistently do a poor job are held accountable	1.33	2.04	2.03	2.12	1.86	1.76	1.66	1.86
49. Employees who violate department policies are held accountable	3.33	2.41	2.94	3.13	2.82	2.55	2.81	2.87
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	2.67	2.44	2.62	2.72	2.54	2.26	2.75	2.65
51. The disciplinary process is unfair at this department	3.67	3.70	3.67	3.70	4.00	4.02	3.63	3.69
52. I have a high level of respect for my organization's command staff	3.33	2.70	3.15	3.05	2.71	2.60	2.74	2.91
53. I have access to information I need to do my job	3.67	3.41	3.80	3.58	3.64	3.40	3.53	3.62
54. I received the necessary training to do my job	3.67	3.37	3.51	3.28	3.36	3.07	3.12	3.29
55. I have opportunities to attend training courses that assist me in doing my job	2.67	2.89	3.35	2.96	2.68	2.57	2.78	2.99
56. Employees of this department receive high quality training	3.67	2.89	3.21	2.92	2.93	2.48	2.68	2.90
57. My training prepared me well for my actual duties	3.67	3.07	3.28	3.01	2.93	2.66	2.75	2.98
58. Training opportunities are offered frequently enough for my needs as an employee	3.33	2.93	2.91	2.52	2.54	2.29	2.51	2.66
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	3.00	2.63	2.63	2.60	2.14	2.45	2.19	2.42
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	2.33	2.50	2.52	2.41	2.18	2.22	2.57	2.50

Survey Statement	American Indian/ Alaskan Native	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.67	3.38	3.35	3.68	3.64	3.40	3.44	3.44
62. MPD has an effective system for promotion	2.33	2.56	2.66	2.58	2.18	2.17	2.60	2.58
63. MPD is unfair in its hiring practices	3.00	3.15	2.63	2.70	2.89	3.07	2.32	2.57
64. Promotions are seldom related to employee performance	2.33	3.78	3.63	3.63	3.89	4.00	3.92	3.78
65. Promotions are more related to whom you know rather than the quality of your work	3.67	3.41	3.29	3.19	3.39	3.76	2.94	3.18
66. There is a fair opportunity to be promoted	2.67	3.07	3.19	3.16	2.75	2.74	3.31	3.19
67. I feel that there are opportunities for me to move up in this department	2.67	3.04	3.48	3.38	3.21	2.95	3.41	3.38
68. I am given a real opportunity to improve my skills in my organization	2.33	2.78	3.09	2.92	2.86	2.52	2.89	2.94
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	4.33	3.04	3.31	3.43	3.15	3.19	3.56	3.41

TABLE B.8

MPD Professional Staff Averages of Survey by Race/Ethnicity

Survey Statement	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
01. I am proud to tell others that I work for MPD	3.67	3.99	3.17	3.40	3.50	4.13	3.95
02. I really care about the fate of MPD	4.50	4.39	4.00	4.40	4.50	4.56	4.43
03. I feel myself to be part of this department	3.50	3.45	3.00	3.40	3.00	3.79	3.51
04. I feel fairly well satisfied with my job	3.00	3.62	3.00	3.50	3.50	3.64	3.57
05. I like the kind of work I do	4.50	4.31	4.17	3.60	4.00	4.26	4.27
06. I know how my work relates to the agency's goals	4.00	4.44	4.50	4.40	3.00	4.29	4.37
07. I recommend my organization as a good place to work	3.00	3.44	2.83	3.40	2.00	3.79	3.47
08. Employees treat each other the same, regardless of their racial/ ethnic group	2.83	2.89	2.83	3.40	3.00	3.54	3.07
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.00	2.94	2.83	3.40	4.00	3.44	3.10
10. Employees treat each other the same, regardless of their sexual orientation	3.33	3.13	3.33	3.60	3.50	3.62	3.30
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	2.83	2.99	3.33	3.60	3.50	3.67	3.20
12. I have positive relationships with my coworkers	3.83	4.00	3.83	4.60	3.00	4.26	4.06
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.17	2.86	3.17	3.00	4.00	3.67	3.11
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.83	2.71	3.33	3.25	2.00	3.05	2.84
15. As an employee of this department, I am treated with respect	3.67	3.30	2.83	3.75	3.00	3.82	3.45

Note: The American Indian/Alaskan Native category was removed because there was only one response.

Survey Statement	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
16. As an employee of this department, I receive fair treatment	3.33	3.11	2.67	4.25	3.00	3.79	3.31
17. I know what resources are available to me if I need to discuss a workplace-related complaint	3.00	3.64	2.83	4.20	3.00	3.97	3.68
18. My talents are used well in the workplace	3.33	3.24	2.83	3.80	3.00	3.78	3.38
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	2.67	2.90	2.67	3.40	2.00	3.77	3.12
20. The people I work with cooperate with each other to get the job done	3.83	3.59	3.67	4.60	4.50	3.87	3.72
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	2.83	2.76	3.00	3.40	2.00	3.18	2.90
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	3.17	3.99	3.60	4.40	4.00	3.82	3.91
23. I feel free to express my professional opinions in my job without worrying about negative results	2.17	2.94	2.83	3.40	2.50	3.72	3.12
24. Department leaders do an effective job of informing employees about matters affecting us	3.00	2.93	2.67	4.20	3.00	3.18	3.03
25. Information about things relevant to my job are communicated in a timely manner	3.17	2.92	3.17	3.40	2.50	3.28	3.05
26. I am satisfied with the information I receive from management on what is going on in MPD	3.00	2.93	2.67	3.20	3.00	3.10	2.98
27. The rationales behind important decisions that impact me are communicated effectively	2.83	2.83	3.00	3.40	3.50	2.82	2.86
28. Employees are asked for input regarding decisions that will affect them	2.17	2.67	3.17	3.20	1.50	2.39	2.60
29. I am dissatisfied with my involvement in decisions that affect my work	3.17	3.06	3.50	2.40	3.50	2.85	3.01
30. My immediate supervisor treats the employees he or she supervises with respect.	3.50	3.80	3.50	4.20	4.50	4.08	3.87

Note: The American Indian/Alaskan Native category was removed because there was only one response.

Survey Statement	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
31. My immediate supervisor is available to me when I have questions or need help	3.50	3.93	3.20	3.80	3.50	4.18	3.95
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	3.67	3.61	3.50	4.20	3.50	4.23	3.79
33. The supervisors in this department show favoritism	3.33	3.04	3.67	2.80	1.50	2.87	3.01
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	3.33	3.60	3.33	3.80	3.50	3.68	3.60
35. The standards used to evaluate my performance have been fair and objective	3.33	3.14	3.33	3.40	2.50	3.41	3.23
36. I receive regular feedback pertaining to my job performance	3.33	3.24	3.00	3.80	2.00	3.33	3.26
37. I receive useful recommendations on how I can improve my job performance	3.00	3.11	3.00	3.60	3.00	2.92	3.07
38. I have little trust in my supervisor's evaluation of my work performance	2.33	2.57	2.33	2.60	2.50	2.21	2.46
39. I know what is expected of me on the job	4.33	4.30	3.50	4.40	4.50	4.33	4.28
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.17	3.36	3.00	3.60	2.50	3.59	3.39
41. My supervisor is committed to a workforce representative of all segments of society	3.50	3.48	2.83	3.60	4.00	3.87	3.57
42. In the last six months, my supervisor has talked with me about my performance	3.50	3.34	3.67	4.20	3.50	3.44	3.42
43. Supervisors work well with employees of different backgrounds	3.20	3.39	3.00	3.60	4.00	3.97	3.54
44. Morale among employees is good	2.17	2.70	2.00	3.00	1.50	2.87	2.69
45. Department leaders can be trusted	3.17	2.83	2.33	3.60	2.50	3.36	2.99
46. Clear goals for MPD are established by its leaders	3.17	3.20	2.67	3.80	2.50	3.44	3.25

Note: The American Indian/Alaskan Native category was removed because there was only one response.

Survey Statement	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
47. MPD is managed effectively by its leaders	2.83	2.79	2.17	3.80	3.00	3.18	2.91
48. Employees who consistently do a poor job are held accountable	2.17	2.58	2.50	2.40	2.00	1.97	2.38
49. Employees who violate department policies are held accountable	3.17	2.97	2.67	3.60	4.50	2.90	2.99
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	2.83	2.83	2.50	3.60	3.00	3.44	3.01
51. The disciplinary process is unfair at this department	3.33	3.17	3.50	2.60	2.00	2.62	3.01
52. I have a high level of respect for my organization's command staff	4.00	3.62	3.17	3.40	4.50	3.85	3.68
53. I have access to information I need to do my job	3.67	3.81	2.83	4.40	4.50	4.13	3.88
54. I received the necessary training to do my job	3.17	3.38	3.00	3.60	4.50	3.64	3.45
55. I have opportunities to attend training courses that assist me in doing my job	3.33	3.41	2.67	3.60	2.50	3.59	3.42
56. Employees of this department receive high quality training	2.83	3.04	2.67	3.20	2.00	3.11	3.03
57. My training prepared me well for my actual duties	2.83	3.26	3.00	3.60	3.00	3.28	3.24
58. Training opportunities are offered frequently enough for my needs as an employee	3.00	2.94	2.33	3.60	2.50	2.92	2.93
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	2.33	3.03	2.33	3.60	4.00	3.14	3.03
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	3.00	2.99	2.50	3.20	2.00	3.08	2.99
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.17	3.23	3.00	2.40	2.00	2.97	3.10

Note: The American Indian/Alaskan Native category was removed because there was only one response.

Survey Statement	Asian/ Pacific Islander	Black/ African American	Hispanic	Multiple Races	Other	White/ Caucasian	TOTAL
62. MPD has an effective system for promotion	2.83	2.69	2.00	2.60	1.50	2.97	2.72
63. MPD is unfair in its hiring practices	2.33	2.77	3.00	2.00	3.00	2.42	2.65
64. Promotions are seldom related to employee performance	3.17	3.12	3.50	3.00	4.00	3.13	3.15
65. Promotions are more related to whom you know rather than the quality of your work	3.00	3.32	3.83	2.80	3.50	3.11	3.26
66. There is a fair opportunity to be promoted	3.67	2.75	2.33	3.00	1.50	3.08	2.85
67. I feel that there are opportunities for me to move up in this department	3.00	2.57	1.83	2.60	1.50	2.92	2.64
68. I am given a real opportunity to improve my skills in my organization	3.33	2.91	2.33	4.20	2.50	3.16	3.01
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	3.50	3.24	2.33	4.20	4.50	3.68	3.38

Note: The American Indian/Alaskan Native category was removed because there was only one response.

TABLE B.9

MPD Sworn Staff Averages of Survey by Gender

Survey Statement	Male	Female	Other	TOTAL
01. I am proud to tell others that I work for MPD	3.51	3.48	2.15	3.48
02. I really care about the fate of MPD	3.90	3.96	2.77	3.90
03. I feel myself to be part of this department	3.45	3.32	2.23	3.41
04. I feel fairly well satisfied with my job	3.16	3.13	2.23	3.14
05. I like the kind of work I do	3.89	3.97	2.69	3.88
06. I know how my work relates to the agency's goals	3.52	3.68	2.15	3.53
07. I recommend my organization as a good place to work	2.63	2.86	1.77	2.66
08. Employees treat each other the same, regardless of their racial/ethnic group	3.23	2.38	3.00	3.05
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.31	2.43	3.00	3.12
10. Employees treat each other the same, regardless of their sexual orientation	3.51	2.91	3.08	3.38
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	3.42	2.81	3.23	3.29
12. I have positive relationships with my coworkers	4.24	3.99	3.77	4.18
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.26	2.92	2.92	3.18
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.43	2.53	1.69	2.44
15. As an employee of this department, I am treated with respect	3.19	3.20	2.46	3.18
16. As an employee of this department, I receive fair treatment	3.06	2.99	2.15	3.03
17. I know what resources are available to me if I need to discuss a workplace-related complaint	3.71	3.57	3.38	3.68
18. My talents are used well in the workplace	3.00	2.99	1.85	2.98
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.14	2.62	2.38	3.02

Survey Statement	Male	Female	Other	TOTAL
20. The people I work with cooperate with each other to get the job done	3.65	3.34	3.31	3.58
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	2.84	2.87	2.38	2.84
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	3.59	3.48	2.85	3.55
23. I feel free to express my professional opinions in my job without worrying about negative results	2.78	2.46	2.08	2.70
24. Department leaders do an effective job of informing employees about matters affecting us	2.43	2.47	2.08	2.43
25. Information about things relevant to my job are communicated in a timely manner	2.58	2.74	2.38	2.61
26. I am satisfied with the information I receive from management on what is going on in MPD	2.44	2.51	1.77	2.44
27. The rationales behind important decisions that impact me are communicated effectively	2.25	2.45	1.62	2.28
28. Employees are asked for input regarding decisions that will affect them	2.06	2.05	1.38	2.05
29. I am dissatisfied with my involvement in decisions that affect my work	3.32	3.09	3.62	3.28
30. My immediate supervisor treats the employees he or she supervises with respect.	4.16	3.94	3.62	4.11
31. My immediate supervisor is available to me when I have questions or need help	4.18	4.05	3.38	4.14
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	4.00	3.79	3.15	3.94
33. The supervisors in this department show favoritism	3.55	3.86	3.23	3.61
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	3.88	3.75	2.92	3.84
35. The standards used to evaluate my performance have been fair and objective	3.41	3.21	2.46	3.35
36. I receive regular feedback pertaining to my job performance	3.17	3.05	2.38	3.13
37. I receive useful recommendations on how I can improve my job performance	3.06	2.89	2.31	3.01
38. I have little trust in my supervisor's evaluation of my work performance	2.44	2.50	3.77	2.48
39. I know what is expected of me on the job	4.04	4.17	3.54	4.06
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.50	3.46	2.46	3.47
41. My supervisor is committed to a workforce representative of all segments of society	3.61	3.47	2.92	3.57

Survey Statement	Male	Female	Other	TOTAL
42. In the last six months, my supervisor has talked with me about my performance	3.42	3.19	2.15	3.35
43. Supervisors work well with employees of different backgrounds	3.73	3.41	3.08	3.65
44. Morale among employees is good	1.88	1.86	1.31	1.86
45. Department leaders can be trusted	2.25	2.16	1.31	2.21
46. Clear goals for MPD are established by its leaders	2.55	2.64	1.77	2.55
47. MPD is managed effectively by its leaders	2.23	2.19	1.62	2.21
48. Employees who consistently do a poor job are held accountable	1.84	1.95	1.92	1.86
49. Employees who violate department policies are held accountable	2.91	2.69	3.38	2.87
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	2.72	2.45	1.92	2.65
51. The disciplinary process is unfair at this department	3.72	3.52	4.23	3.69
52. I have a high level of respect for my organization's command staff	2.89	3.07	2.08	2.91
53. I have access to information I need to do my job	3.60	3.74	3.31	3.63
54. I received the necessary training to do my job	3.25	3.48	2.77	3.29
55. I have opportunities to attend training courses that assist me in doing my job	2.91	3.31	2.54	2.99
56. Employees of this department receive high quality training	2.85	3.07	2.77	2.90
57. My training prepared me well for my actual duties	2.97	3.06	2.85	2.98
58. Training opportunities are offered frequently enough for my needs as an employee	2.62	2.78	2.62	2.66
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	2.38	2.55	2.69	2.42
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	2.53	2.40	2.08	2.50
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.45	3.34	3.69	3.43
62. MPD has an effective system for promotion	2.60	2.55	1.85	2.58
63. MPD is unfair in its hiring practices	2.50	2.70	3.77	2.56

Survey Statement	Male	Female	Other	TOTAL
64. Promotions are seldom related to employee performance	3.78	3.73	3.77	3.77
65. Promotions are more related to whom you know rather than the quality of your work	3.10	3.40	3.54	3.17
66. There is a fair opportunity to be promoted	3.27	2.97	2.31	3.19
67. I feel that there are opportunities for me to move up in this department	3.44	3.20	2.92	3.38
68. I am given a real opportunity to improve my skills in my organization	2.95	2.91	2.31	2.93
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	3.49	3.05	3.69	3.41

TABLE B.10

MPD Professional Staff Averages of Survey by Gender

Survey Statement	Male	Female	TOTAL
01. I am proud to tell others that I work for MPD	3.96	3.93	3.94
02. I really care about the fate of MPD	4.50	4.33	4.39
03. I feel myself to be part of this department	3.60	3.45	3.50
04. I feel fairly well satisfied with my job	3.56	3.57	3.57
05. I like the kind of work I do	4.27	4.25	4.26
06. I know how my work relates to the agency's goals	4.25	4.39	4.34
07. I recommend my organization as a good place to work	3.56	3.41	3.46
08. Employees treat each other the same, regardless of their racial/ethnic group	3.17	2.99	3.05
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.37	2.94	3.09
10. Employees treat each other the same, regardless of their sexual orientation	3.33	3.25	3.28
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	3.46	3.07	3.21
12. I have positive relationships with my coworkers	4.19	4.01	4.07
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.42	2.93	3.10
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.94	2.77	2.83
15. As an employee of this department, I am treated with respect	3.55	3.42	3.46
16. As an employee of this department, I receive fair treatment	3.53	3.21	3.32
17. I know what resources are available to me if I need to discuss a workplace-related complaint	3.75	3.65	3.69
18. My talents are used well in the workplace	3.39	3.37	3.38
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.25	3.07	3.14

Note: The "Other" category was removed because there was only one response.

Survey Statement	Male	Female	TOTAL
20. The people I work with cooperate with each other to get the job done	3.88	3.68	3.75
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	3.10	2.81	2.91
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	3.98	3.90	3.93
23. I feel free to express my professional opinions in my job without worrying about negative results	3.25	3.04	3.11
24. Department leaders do an effective job of informing employees about matters affecting us	3.27	2.94	3.05
25. Information about things relevant to my job are communicated in a timely manner	3.23	2.99	3.07
26. I am satisfied with the information I receive from management on what is going on in MPD	3.10	2.93	2.99
27. The rationales behind important decisions that impact me are communicated effectively	2.92	2.82	2.85
28. Employees are asked for input regarding decisions that will affect them	2.63	2.54	2.57
29. I am dissatisfied with my involvement in decisions that affect my work	3.00	3.04	3.03
30. My immediate supervisor treats the employees he or she supervises with respect.	4.04	3.81	3.89
31. My immediate supervisor is available to me when I have questions or need help	4.06	3.92	3.97
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	3.96	3.71	3.80
33. The supervisors in this department show favoritism	2.81	3.12	3.01
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	3.54	3.66	3.62
35. The standards used to evaluate my performance have been fair and objective	3.23	3.26	3.25
36. I receive regular feedback pertaining to my job performance	3.44	3.17	3.27
37. I receive useful recommendations on how I can improve my job performance	3.21	3.00	3.07
38. I have little trust in my supervisor's evaluation of my work performance	2.48	2.45	2.46
39. I know what is expected of me on the job	4.37	4.25	4.29
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.45	3.37	3.40

Note: The "Other" category was removed because there was only one response.

Survey Statement	Male	Female	TOTAL
41. My supervisor is committed to a workforce representative of all segments of society	3.81	3.46	3.58
42. In the last six months, my supervisor has talked with me about my performance	3.60	3.35	3.44
43. Supervisors work well with employees of different backgrounds	3.77	3.48	3.58
44. Morale among employees is good	2.92	2.57	2.69
45. Department leaders can be trusted	3.12	2.90	2.97
46. Clear goals for MPD are established by its leaders	3.37	3.17	3.24
47. MPD is managed effectively by its leaders	3.10	2.81	2.91
48. Employees who consistently do a poor job are held accountable	2.27	2.46	2.40
49. Employees who violate department policies are held accountable	3.12	2.86	2.95
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	3.19	2.89	2.99
51. The disciplinary process is unfair at this department	2.94	3.04	3.01
52. I have a high level of respect for my organization's command staff	3.71	3.65	3.67
53. I have access to information I need to do my job	4.00	3.83	3.89
54. I received the necessary training to do my job	3.69	3.33	3.46
55. I have opportunities to attend training courses that assist me in doing my job	3.63	3.35	3.45
56. Employees of this department receive high quality training	3.10	2.98	3.02
57. My training prepared me well for my actual duties	3.38	3.16	3.24
58. Training opportunities are offered frequently enough for my needs as an employee	2.96	2.94	2.95
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	3.16	3.03	3.07
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	3.08	2.92	2.97
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.00	3.19	3.12

Note: The "Other" category was removed because there was only one response.

Survey Statement	Male	Female	TOTAL
62. MPD has an effective system for promotion	2.82	2.62	2.69
63. MPD is unfair in its hiring practices	2.51	2.76	2.67
64. Promotions are seldom related to employee performance	3.06	3.22	3.17
65. Promotions are more related to whom you know rather than the quality of your work	2.94	3.45	3.27
66. There is a fair opportunity to be promoted	3.02	2.73	2.83
67. I feel that there are opportunities for me to move up in this department	2.69	2.55	2.60
68. I am given a real opportunity to improve my skills in my organization	3.12	2.94	3.00
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	3.53	3.29	3.38

Note: The "Other" category was removed because there was only one response.

TABLE B.11

MPD Staff Averages of Survey by Employee Type

Survey Statement	Sworn Staff	Professional Staff	Sworn Staff Minus Professional Staff
01. I am proud to tell others that I work for MPD	3.48	3.93	-0.45
02. I really care about the fate of MPD	3.90	4.40	-0.50
03. I feel myself to be part of this department	3.41	3.51	-0.10
04. I feel fairly well satisfied with my job	3.14	3.57	-0.43
05. I like the kind of work I do	3.88	4.26	-0.38
06. I know how my work relates to the agency's goals	3.53	4.35	-0.82
07. I recommend my organization as a good place to work	2.66	3.46	-0.80
08. Employees treat each other the same, regardless of their racial/ethnic group	3.05	3.05	0.00
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.12	3.09	0.03
10. Employees treat each other the same, regardless of their sexual orientation	3.38	3.30	0.08
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	3.30	3.20	0.10
12. I have positive relationships with my coworkers	4.18	4.06	0.11
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.18	3.10	0.07
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.44	2.82	-0.38
15. As an employee of this department, I am treated with respect	3.18	3.45	-0.27
16. As an employee of this department, I receive fair treatment	3.03	3.30	-0.27
17. I know what resources are available to me if I need to discuss a workplace-related complaint	3.68	3.67	0.01
18. My talents are used well in the workplace	2.98	3.37	-0.39
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.02	3.13	-0.11

Survey Statement	Sworn Staff	Professional Staff	Sworn Staff Minus Professional Staff
20. The people I work with cooperate with each other to get the job done	3.59	3.74	-0.15
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	2.84	2.89	-0.05
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	3.55	3.90	-0.35
23. I feel free to express my professional opinions in my job without worrying about negative results	2.70	3.11	-0.41
24. Department leaders do an effective job of informing employees about matters affecting us	2.44	3.05	-0.61
25. Information about things relevant to my job are communicated in a timely manner	2.61	3.06	-0.45
26. I am satisfied with the information I receive from management on what is going on in MPD	2.44	2.98	-0.54
27. The rationales behind important decisions that impact me are communicated effectively	2.28	2.85	-0.57
28. Employees are asked for input regarding decisions that will affect them	2.05	2.58	-0.53
29. I am dissatisfied with my involvement in decisions that affect my work	3.28	3.02	0.26
30. My immediate supervisor treats the employees he or she supervises with respect.	4.11	3.89	0.22
31. My immediate supervisor is available to me when I have questions or need help	4.14	3.96	0.18
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	3.94	3.81	0.13
33. The supervisors in this department show favoritism	3.60	3.03	0.58
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	3.84	3.63	0.20
35. The standards used to evaluate my performance have been fair and objective	3.35	3.25	0.10
36. I receive regular feedback pertaining to my job performance	3.13	3.27	-0.14
37. I receive useful recommendations on how I can improve my job performance	3.02	3.07	-0.05
38. I have little trust in my supervisor's evaluation of my work performance	2.48	2.46	0.02
39. I know what is expected of me on the job	4.06	4.29	-0.23
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.48	3.41	0.07

Survey Statement	Sworn Staff	Professional Staff	Sworn Staff Minus Professional Staff
41. My supervisor is committed to a workforce representative of all segments of society	3.57	3.59	-0.01
42. In the last six months, my supervisor has talked with me about my performance	3.35	3.45	-0.10
43. Supervisors work well with employees of different backgrounds	3.65	3.58	0.07
44. Morale among employees is good	1.86	2.68	-0.82
45. Department leaders can be trusted	2.21	2.97	-0.76
46. Clear goals for MPD are established by its leaders	2.56	3.25	-0.69
47. MPD is managed effectively by its leaders	2.21	2.90	-0.68
48. Employees who consistently do a poor job are held accountable	1.86	2.38	-0.51
49. Employees who violate department policies are held accountable	2.87	2.95	-0.08
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	2.65	2.99	-0.34
51. The disciplinary process is unfair at this department	3.69	2.99	0.70
52. I have a high level of respect for my organization's command staff	2.91	3.67	-0.76
53. I have access to information I need to do my job	3.63	3.89	-0.26
54. I received the necessary training to do my job	3.29	3.45	-0.16
55. I have opportunities to attend training courses that assist me in doing my job	2.99	3.42	-0.43
56. Employees of this department receive high quality training	2.90	3.01	-0.11
57. My training prepared me well for my actual duties	2.98	3.24	-0.26
58. Training opportunities are offered frequently enough for my needs as an employee	2.66	2.91	-0.26
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	2.42	3.07	-0.65
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	2.50	2.97	-0.48

Survey Statement	Sworn Staff	Professional Staff	Sworn Staff Minus Professional Staff
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.44	3.11	0.33
62. MPD has an effective system for promotion	2.58	2.68	-0.11
63. MPD is unfair in its hiring practices	2.56	2.67	-0.10
64. Promotions are seldom related to employee performance	3.77	3.14	0.63
65. Promotions are more related to whom you know rather than the quality of your work	3.17	3.25	-0.08
66. There is a fair opportunity to be promoted	3.19	2.83	0.35
67. I feel that there are opportunities for me to move up in this department	3.38	2.62	0.76
68. I am given a real opportunity to improve my skills in my organization	2.93	3.00	-0.07
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	3.41	3.38	0.03

TABLE B.12

Full MPD Staff Survey Results

Survey Statement	TOTAL
01. I am proud to tell others that I work for MPD	3.56
02. I really care about the fate of MPD	3.98
03. I feel myself to be part of this department	3.42
04. I feel fairly well satisfied with my job	3.21
05. I like the kind of work I do	3.94
06. I know how my work relates to the agency's goals	3.67
07. I recommend my organization as a good place to work	2.80
08. Employees treat each other the same, regardless of their racial/ethnic group	3.05
09. Employees treat each other the same, regardless of their gender (including gender identity)	3.12
10. Employees treat each other the same, regardless of their sexual orientation	3.37
11. Overall, the environment of the MPD encourages employees to behave in a fair, inclusive, and respectful manner	3.28
12. I have positive relationships with my coworkers	4.16
13. The working relationship between sworn and non-sworn employees is constructive toward achieving MPD goals	3.17
14. MPD rewards or recognizes the efforts of employees who do outstanding work	2.50
15. As an employee of this department, I am treated with respect	3.23
16. As an employee of this department, I receive fair treatment	3.07
17. I know what resources are available to me if I need to discuss a workplace-related complaint	3.68
18. My talents are used well in the workplace	3.05
19. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal	3.04
20. The people I work with cooperate with each other to get the job done	3.61

Survey Statement	TOTAL
21. Awards and/or recognitions in my work unit depend on how well employees perform their jobs	2.85
22. My coworkers in my work unit have the knowledge and skills necessary to accomplish organizational goals	3.61
23. I feel free to express my professional opinions in my job without worrying about negative results	2.77
24. Department leaders do an effective job of informing employees about matters affecting us	2.54
25. Information about things relevant to my job are communicated in a timely manner	2.69
26. I am satisfied with the information I receive from management on what is going on in MPD	2.53
27. The rationales behind important decisions that impact me are communicated effectively	2.37
28. Employees are asked for input regarding decisions that will affect them	2.14
29. I am dissatisfied with my involvement in decisions that affect my work	3.23
30. My immediate supervisor treats the employees he or she supervises with respect.	4.07
31. My immediate supervisor is available to me when I have questions or need help	4.11
32. My immediate supervisor is well trained and knows his or her job duties and responsibilities as a supervisor	3.92
33. The supervisors in this department show favoritism	3.50
34. My immediate supervisor is familiar enough with my job performance to fairly evaluate me	3.80
35. The standards used to evaluate my performance have been fair and objective	3.33
36. I receive regular feedback pertaining to my job performance	3.15
37. I receive useful recommendations on how I can improve my job performance	3.03
38. I have little trust in my supervisor's evaluation of my work performance	2.47
39. I know what is expected of me on the job	4.10
40. My supervisor provides me with opportunities to demonstrate my leadership skills	3.46
41. My supervisor is committed to a workforce representative of all segments of society	3.58
42. In the last six months, my supervisor has talked with me about my performance	3.37

Survey Statement	TOTAL
43. Supervisors work well with employees of different backgrounds	3.64
44. Morale among employees is good	2.00
45. Department leaders can be trusted	2.34
46. Clear goals for MPD are established by its leaders	2.67
47. MPD is managed effectively by its leaders	2.33
48. Employees who consistently do a poor job are held accountable	1.95
49. Employees who violate department policies are held accountable	2.88
50. Department leaders model fair, inclusive, and respectful behavior in interactions with employees	2.71
51. The disciplinary process is unfair at this department	3.57
52. I have a high level of respect for my organization's command staff	3.04
53. I have access to information I need to do my job	3.67
54. I received the necessary training to do my job	3.32
55. I have opportunities to attend training courses that assist me in doing my job	3.06
56. Employees of this department receive high quality training	2.92
57. My training prepared me well for my actual duties	3.03
58. Training opportunities are offered frequently enough for my needs as an employee	2.70
59. I have sufficient resources (for example, people, equipment, supplies, budget) to get my job done	2.53
60. Special assignments and professional development opportunities are provided to those who demonstrate appropriate work performance	2.58
61. MPD has an ineffective system for determining special assignments or professional development opportunities	3.38
62. MPD has an effective system for promotion	2.59
63. MPD is unfair in its hiring practices	2.58
64. Promotions are seldom related to employee performance	3.67

Survey Statement	TOTAL
65. Promotions are more related to whom you know rather than the quality of your work	3.18
66. There is a fair opportunity to be promoted	3.13
67. I feel that there are opportunities for me to move up in this department	3.25
68. I am given a real opportunity to improve my skills in my organization	2.94
69. Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues)	3.40

Appendix C: Mobile Sentiment Survey

Every three months, the company Zencity provides the Metropolitan Police Department with aggregate scores on residents' "perception of safety" and "trust in police" at the city, district, and sector levels. Below are the survey questions, followed by the results from between December 2019 and September 2022.

THE SURVEY

[Q1] When it comes to the threat of crime, how safe do you feel in your neighborhood?

On a scale of 0 (not safe at all) to 10 (completely safe).

[Q2] The police in my neighborhood treat local residents with respect.

Please indicate whether you agree or disagree on a scale of 0 (totally disagree) to 10 (totally agree).

[Q3] The police in my neighborhood listen to and take into account the concerns of local residents.

Please indicate whether you agree or disagree on a scale of 0 (totally disagree) to 10 (totally agree).

[Q4] What is the number one issue or problem on your block or in your neighborhood that you would like the police to deal with? Please be specific.

Finally, we have a few questions for statistical purposes only.

[Q5] What is your sex? Choose one.

Male

Female

[Q6] How old are you? Please select one.

<=17

18-24

25-34

35-44

45-54

55-64

65+

[Q7a] What race do you identify as? Choose one.

White/Caucasian

Black/African-American

Hispanic/Latino

Asian/Asian-American

Other [FILL IN TEXT]

(If the participant chooses anything other than "Hispanic/Latino" from [Q7a]):

[Q7b] Do you identify as Hispanic? Choose one.

Yes

No

[Q8] What is your home ZIP code? Eg: 10010

[Q9] What is the last grade or level of school you completed? Choose one.

- Less than high school degree
- High school graduate
- Some college
- College graduate / Bachelor's degree
- Advanced degree

[Q10] Which category best represents your total annual household income? Choose one.

- Less than \$15,000
- \$15,000 to \$29,999
- \$30,000 to \$49,999
- \$50,000 to \$74,999
- \$75,000 to \$99,999
- \$100,000 to \$149,999
- \$150,000 or more

[Q11] How many times have you had contact with the police over the last year (Scale 1-10)? Choose one.

[Q12a] Thank you for completing this survey. Your opinion will have a real impact on how your city is run. Would you be willing to share your opinion a few times per year? Your response will remain completely anonymous.

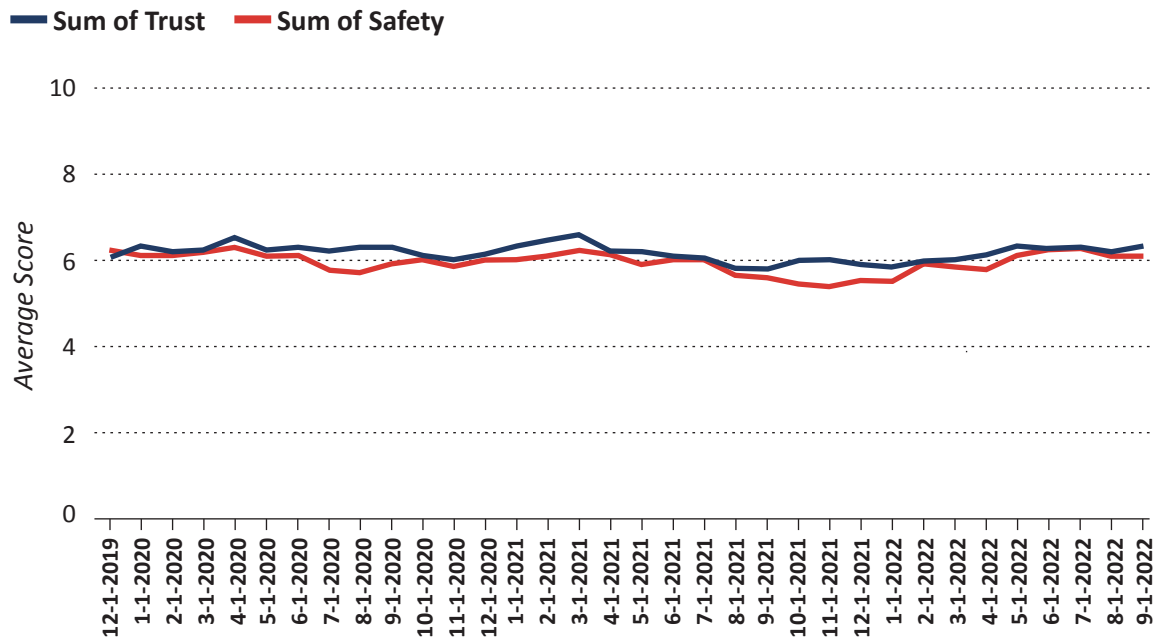
- Yes
- No

(If the participant chooses "Yes" from [Q12a]):

[Q12b] Please share your email below Your email address will never be shared.

FIGURE C.1

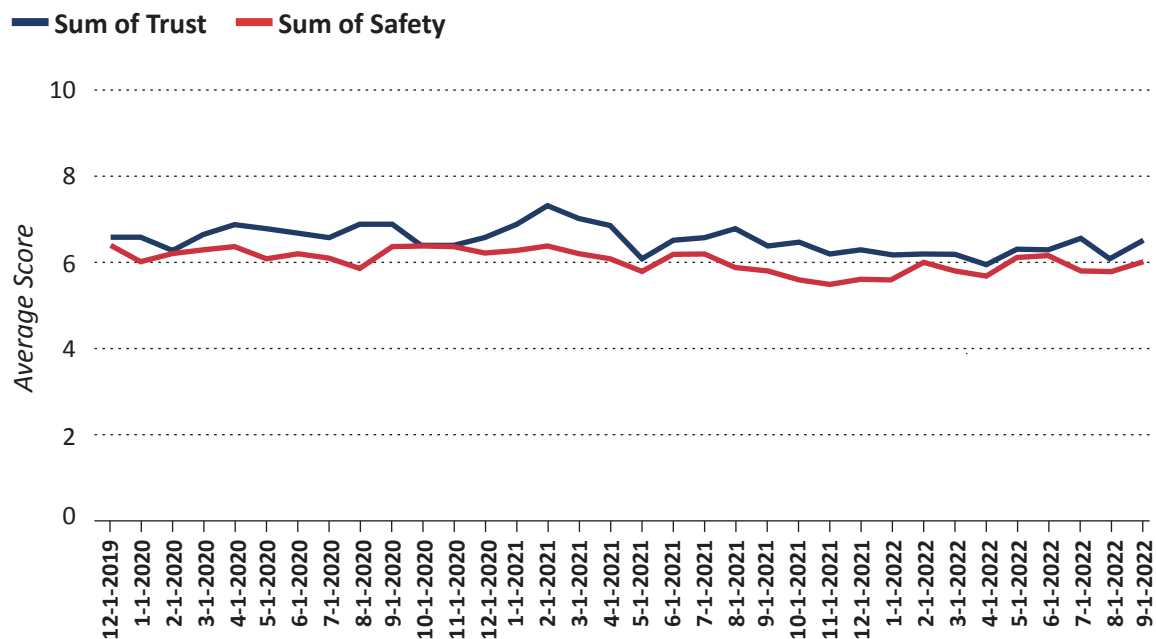
Citywide Zencity Sentiment Survey



Source: Zencity

FIGURE C.2

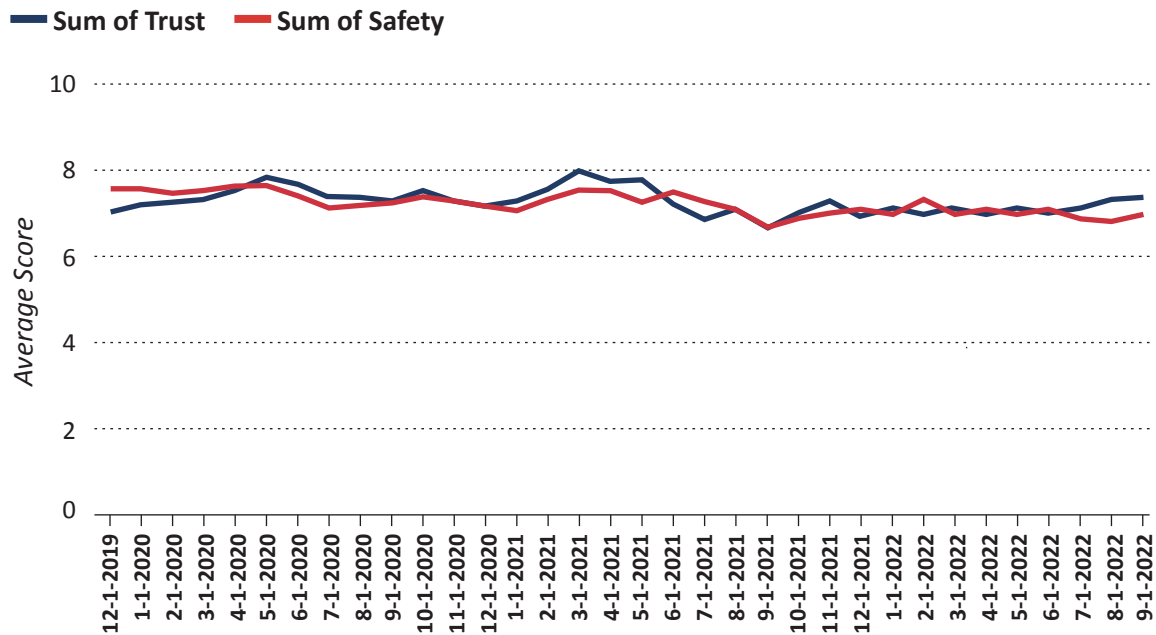
1st District Zencity Sentiment Survey



Source: Zencity

FIGURE C.3

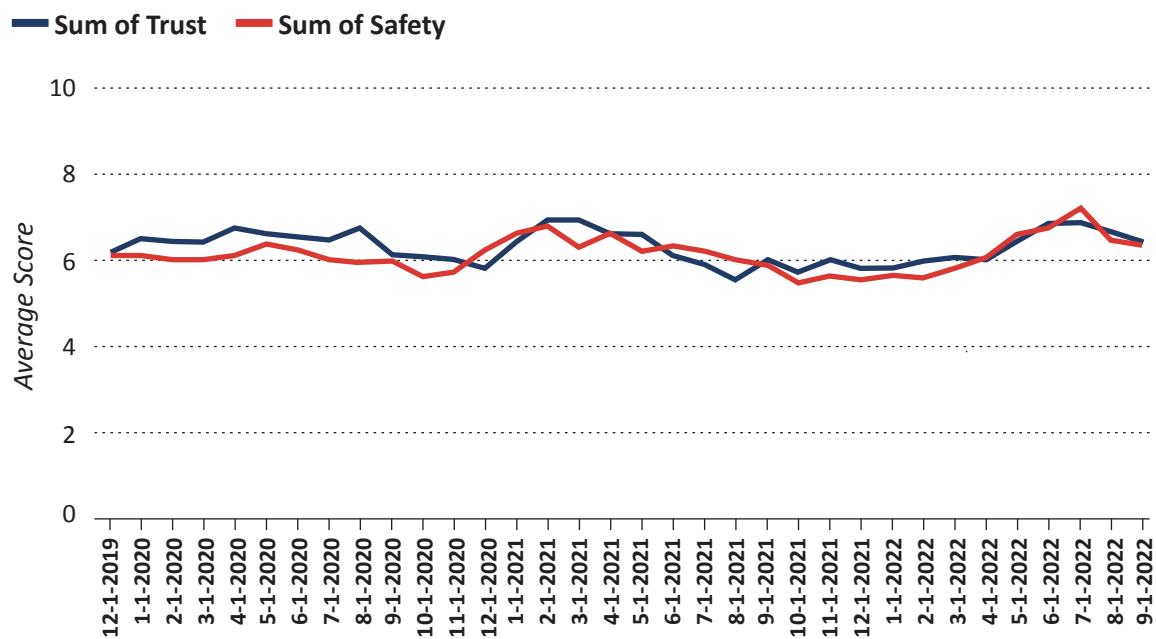
2nd District Zencity Sentiment Survey



Source: Zencity

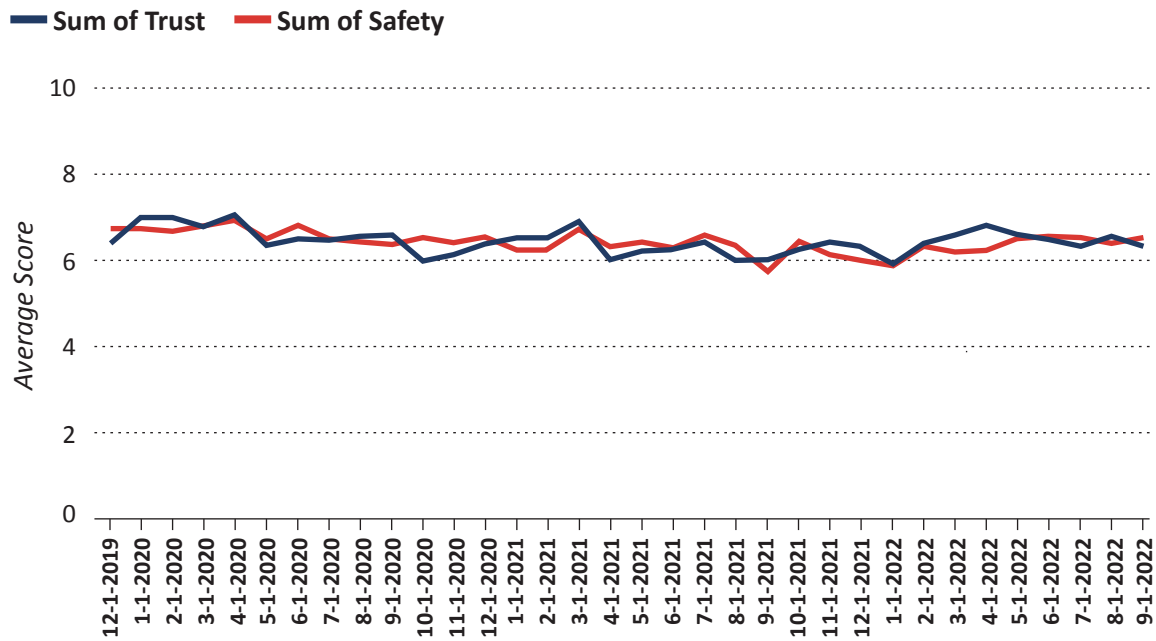
FIGURE C.4

3rd District Zencity Sentiment Survey



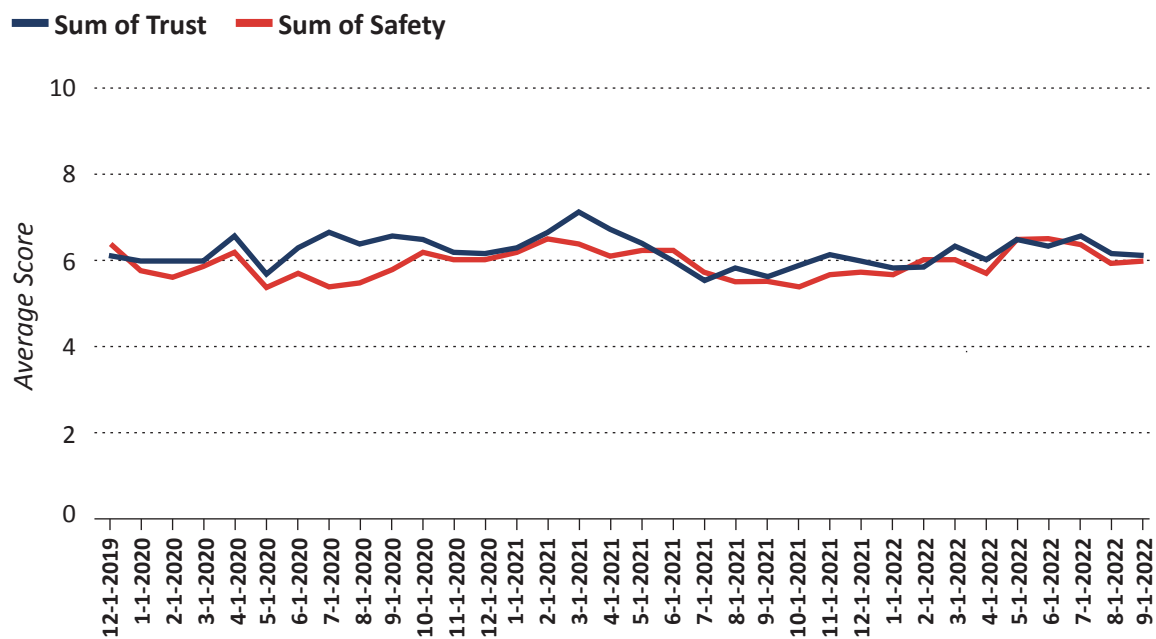
Source: Zencity

FIGURE C.5

4th District Zencity Sentiment Survey

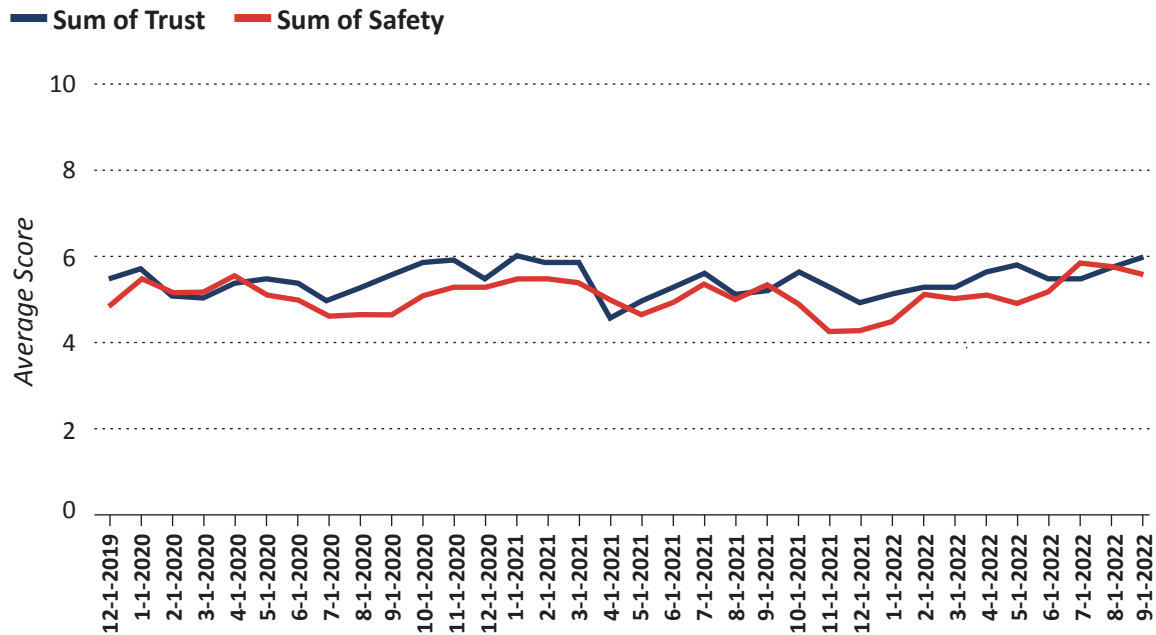
Source: Zencity

FIGURE C.6

5th District Zencity Sentiment Survey

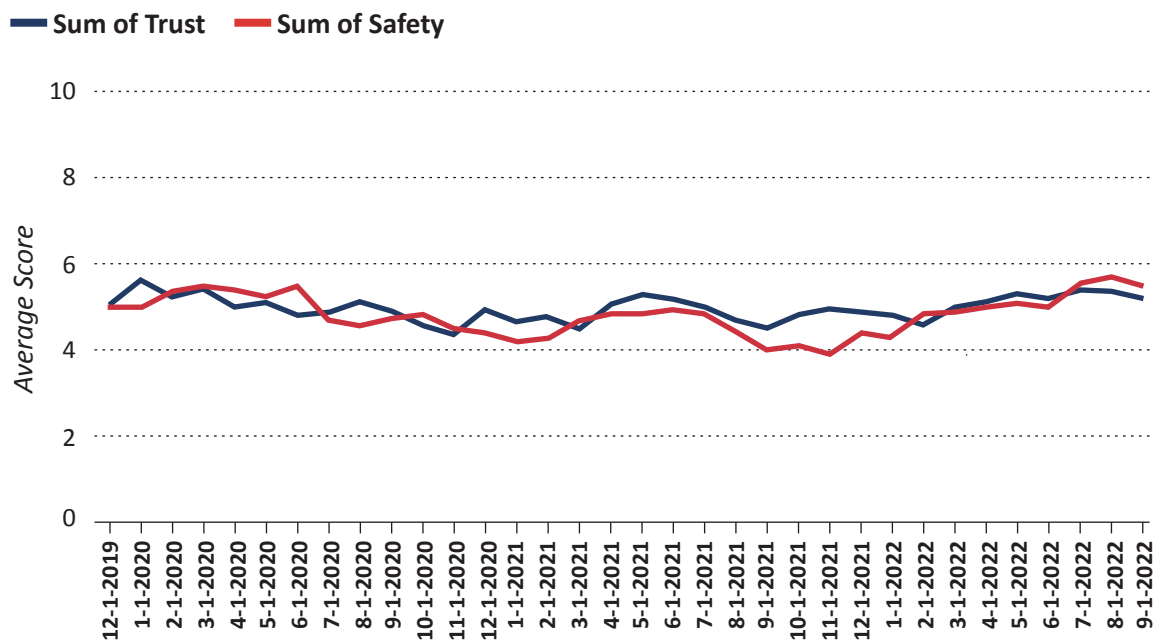
Source: Zencity

FIGURE C.7

6th District Zencity Sentiment Survey

Source: Zencity

FIGURE C.8

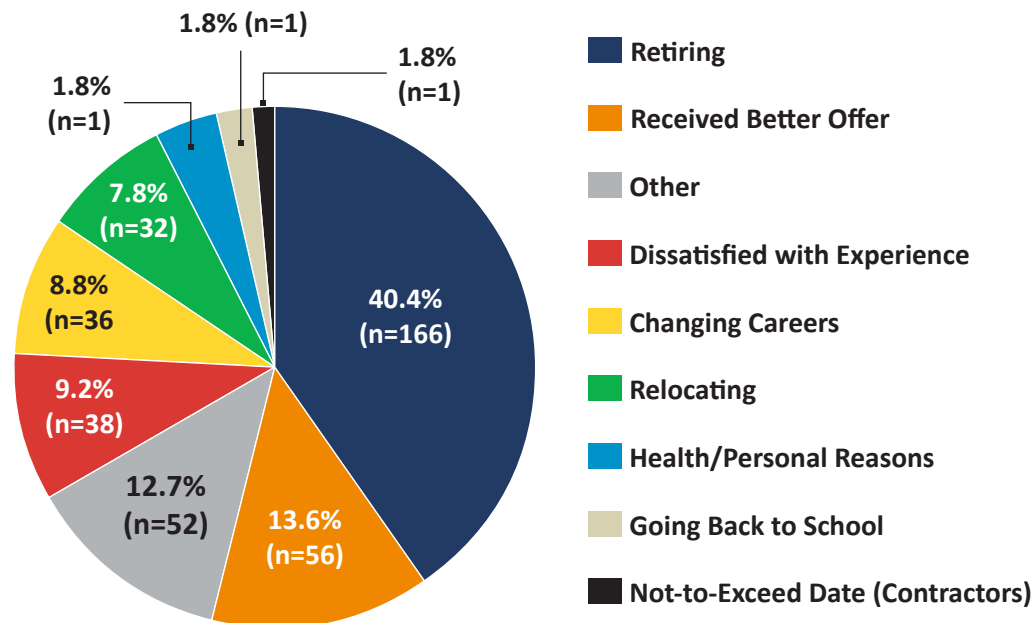
7th District Zencity Sentiment Survey

Source: Zencity

Appendix D: MPD Exit Interview Survey Analysis

FIGURE D.1

Reasons for Leaving the MPD

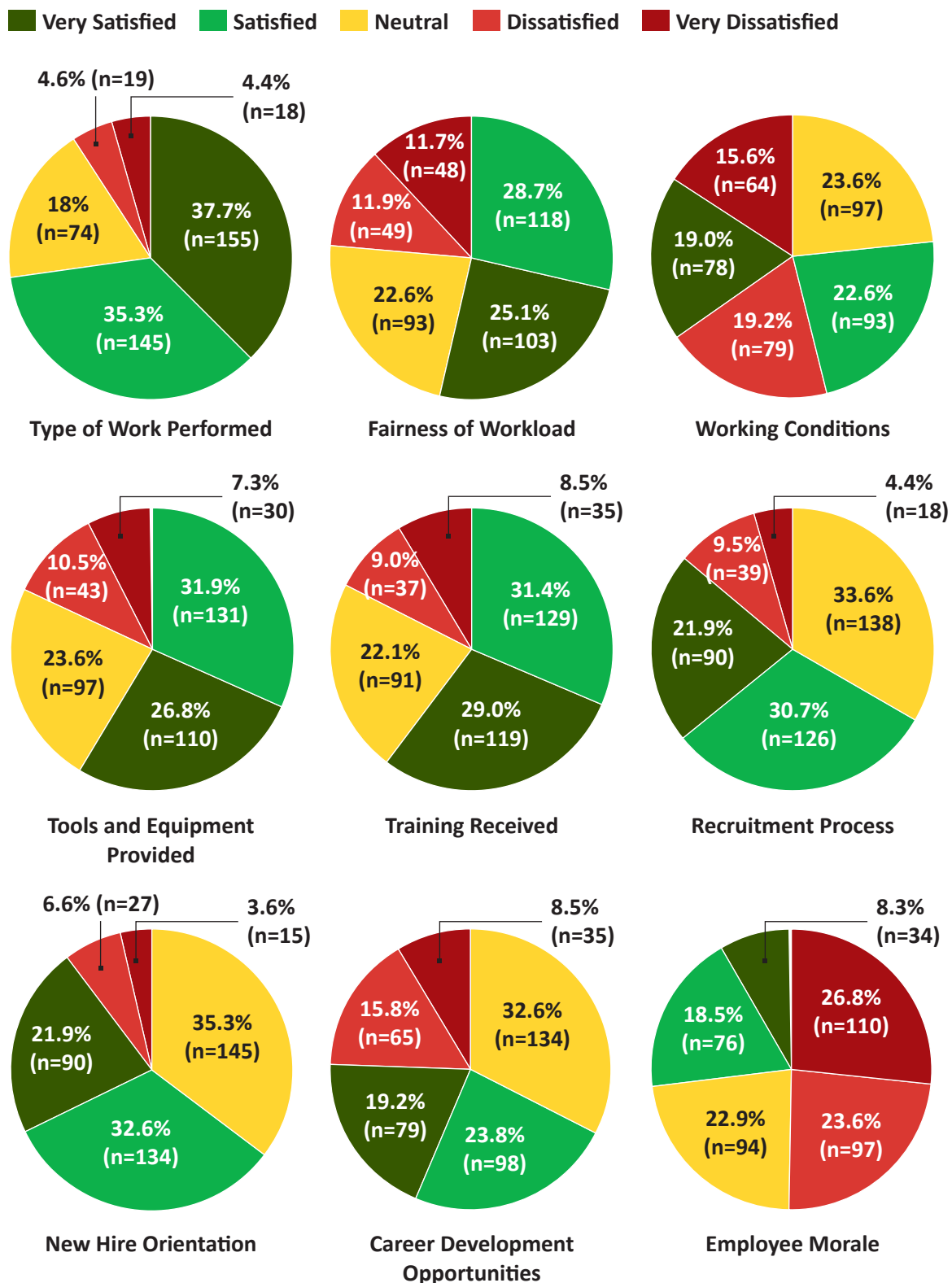


Source: Metropolitan Police Department

Notes: Data is based on 411 responses to the exit interview questions from June 25, 2018, to October 21, 2022. Only about 20% of those leaving the MPD completed the survey. The respondents include 91 professional staff and 320 sworn officers.

FIGURE D.2

Job Satisfaction Rates

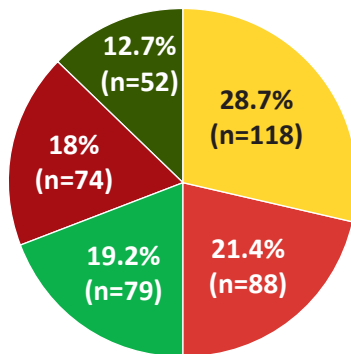


Source: Metropolitan Police Department

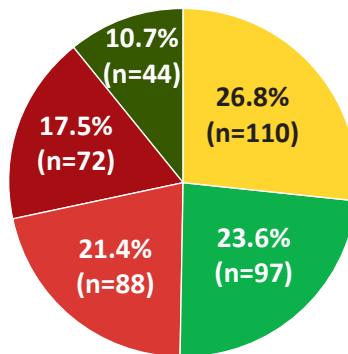
Notes: Data is based on 411 responses to the exit interview questions from June 25, 2018, to October 21, 2022. Only about 20% of those leaving the MPD completed the survey. The respondents include 91 professional staff and 320 sworn officers.

Job Satisfaction Rates (Continued)

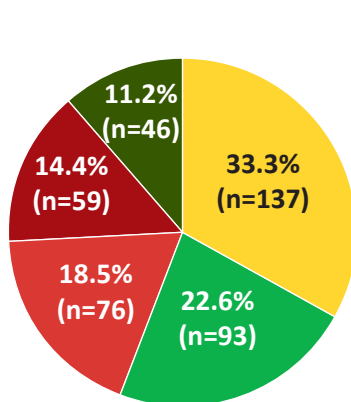
■ Very Satisfied
 ■ Satisfied
 ■ Neutral
 ■ Dissatisfied
 ■ Very Dissatisfied



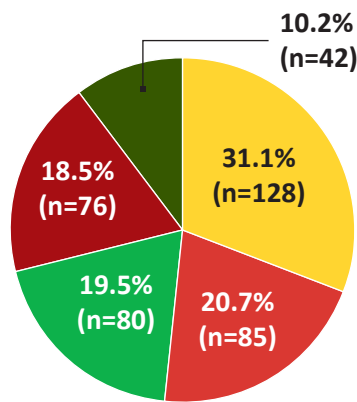
Support of Work Life Balance



Employee Recognition



Administrative Policies/
Procedures



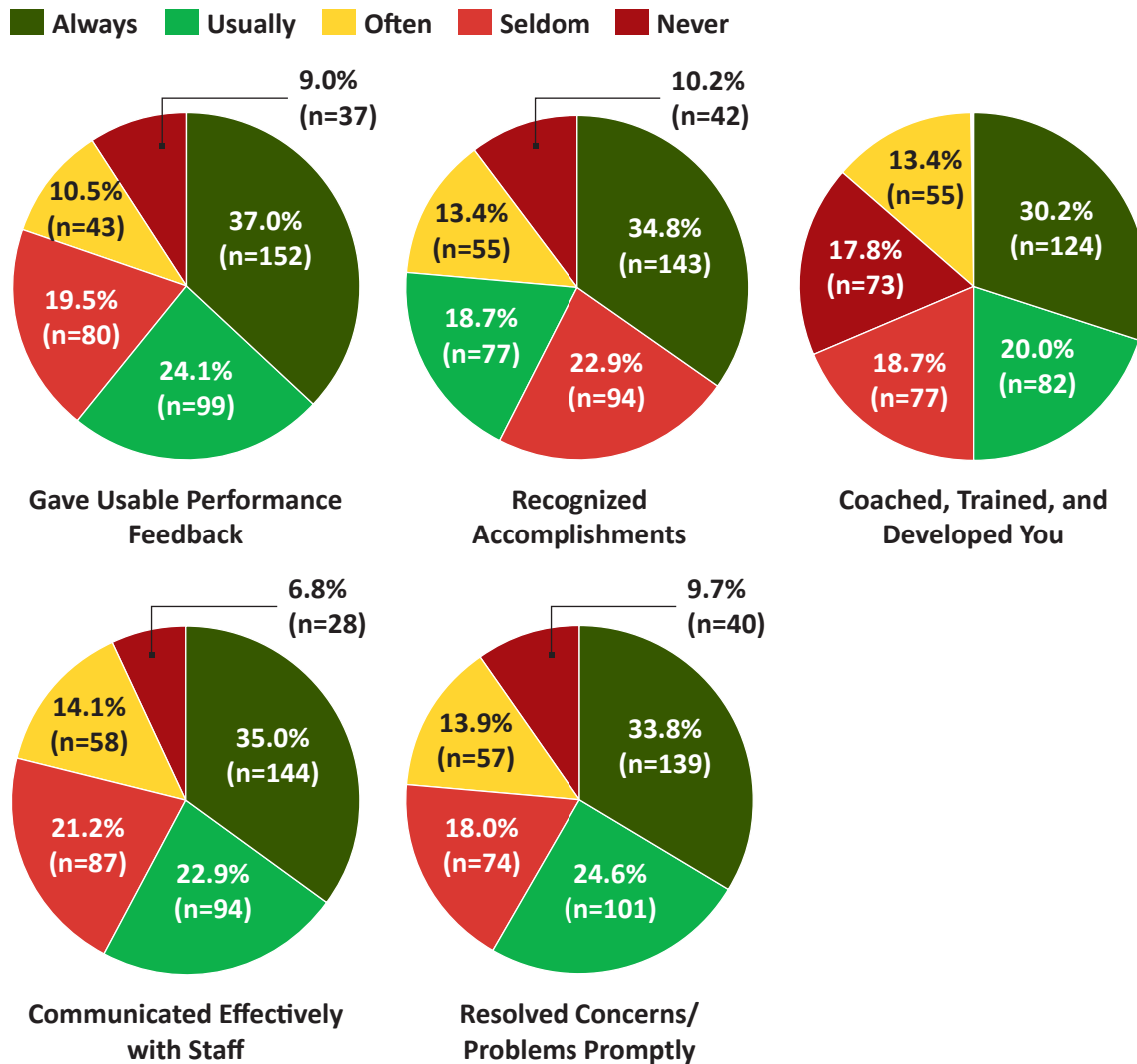
Interest and Investment in
Employees

Source: Metropolitan Police Department

Notes: Data is based on 411 responses to the exit interview questions from June 25, 2018, to October 21, 2022. Only about 20% of those leaving the MPD completed the survey. The respondents include 91 professional staff and 320 sworn officers.

FIGURE D.3

Rating How Often Their Most Recent Supervisor ...



Source: Metropolitan Police Department

Notes: Data is based on 411 responses to the exit interview questions from June 25, 2018, to October 21, 2022. Only about 20% of those leaving the MPD completed the survey. The respondents include 91 professional staff and 320 sworn officers.

Appendix E: Performance Management Analysis

TABLE E.1

Breaking Down the Race/Ethnicity and Gender of MPD Sworn Staff Disciplined for Failure to Obey Orders or Directives from 2019 to 2020

Race/Ethnicity and Gender	Number of Adverse Actions	Percentage of Adverse Actions	Percentage of MPD Sworn Staff from 2019 to 2020
American Indian/ Alaskan Native Female	0	0.0%	0.0%
American Indian/ Alaskan Native Male	0	0.0%	0.1%
Asian/Pacific Islander Female	0	0.0%	0.4%
Asian/Pacific Islander Male	5	2.7%	3.8%
Black/African American Female	20	10.9%	15.2%
Black/African American Male	80	43.5%	35.6%
Hispanic Female	2	1.1%	2.3%
Hispanic Male	9	4.9%	7.7%
White/Caucasian Female	9	4.9%	4.6%
White/Caucasian Male	59	32.1%	30.3%

Source: Metropolitan Police Department

Note: Red denotes a greater proportion of adverse actions than overall MPD representation.

FIGURE E.1

Breaking Down the Race/Ethnicity and Level of Discipline of MPD Sworn Staff Who Received Adverse Action from 2019 to 2020

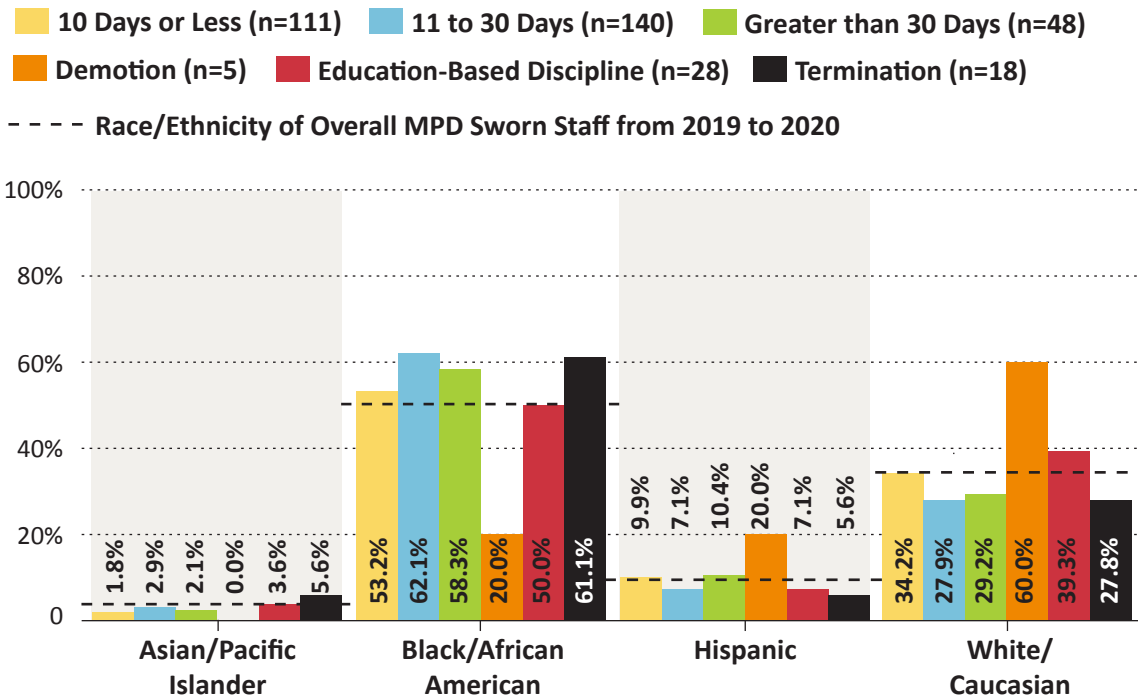
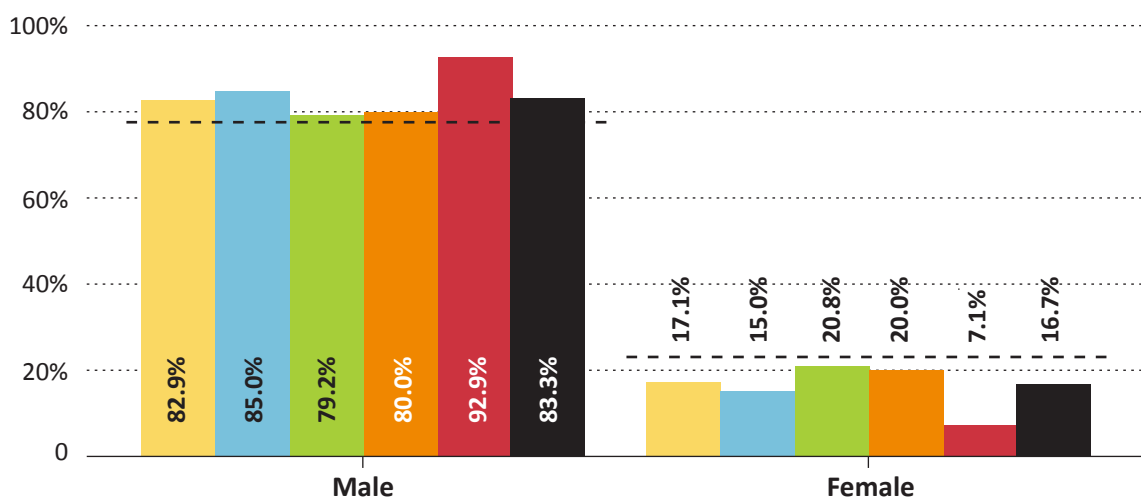


FIGURE E.2

Breaking Down the Gender and Level of Discipline of MPD Sworn Staff Who Received Adverse Action from 2019 to 2020

--- Gender of Overall MPD Sworn Staff from 2019 to 2020



Source: Metropolitan Police Department

Note: In addition to the above, one American Indian/Alaskan Native officer received adverse action from 2019 to 2020.

FIGURE E.3

Breaking Down the Race/Ethnicity and Level of Discipline of MPD Professional Staff Who Received Adverse Action from 2019 to 2020

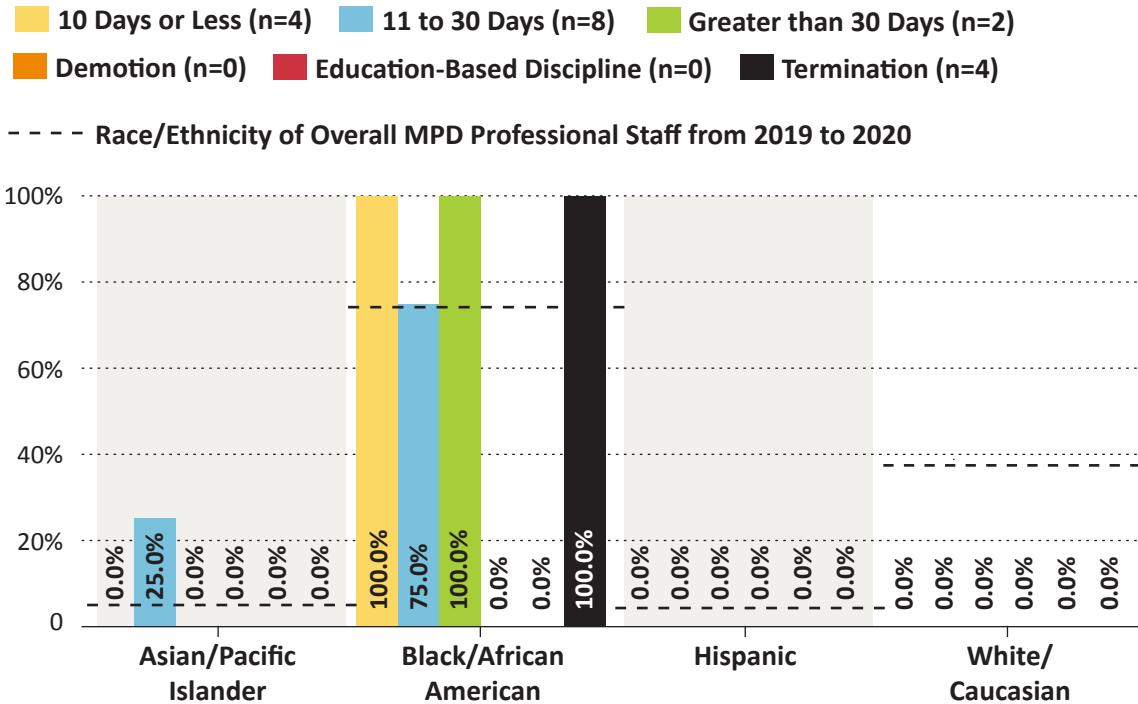
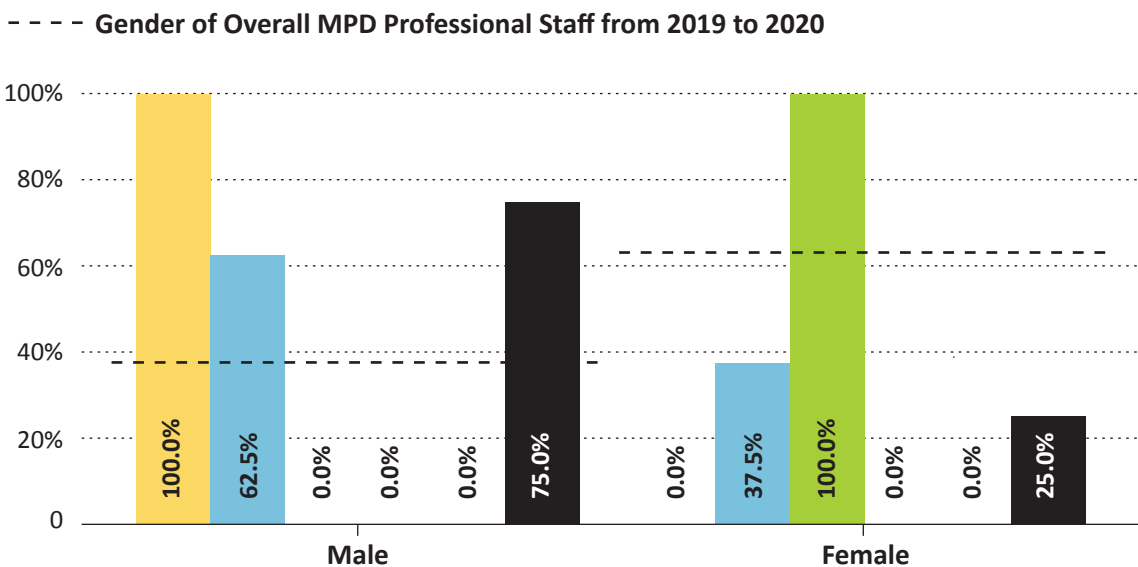


FIGURE E.4

Breaking Down the Gender and Level of Discipline of MPD Professional Staff Who Received Adverse Action from 2019 to 2020



Source: Metropolitan Police Department

FIGURE E.5

Breaking Down the Race/Ethnicity and Gender of MPD Cadets Who Received Adverse Action from 2019 to 2020

--- Race/Ethnicity and Gender of Overall MPD Cadets from 2019 to 2020

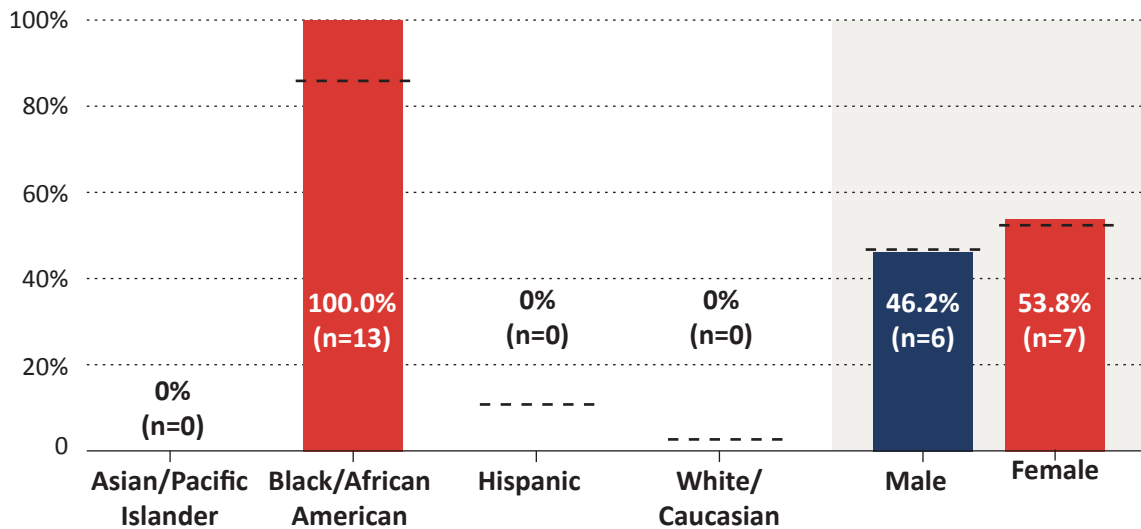
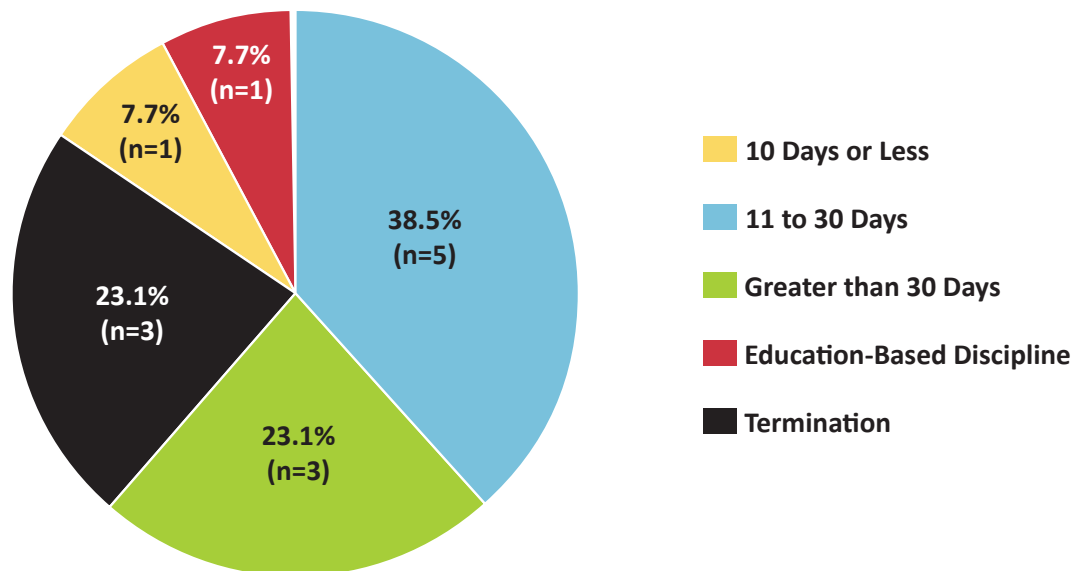


FIGURE E.6

Breaking Down the Levels of Discipline of MPD Cadets Who Received Adverse Action from 2019 to 2020

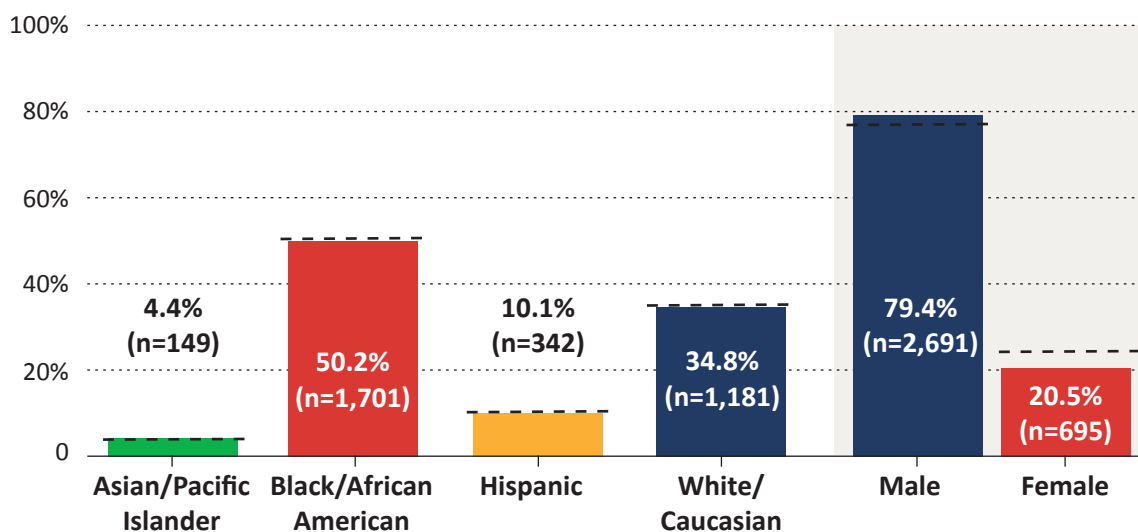


Source: Metropolitan Police Department

FIGURE E.7

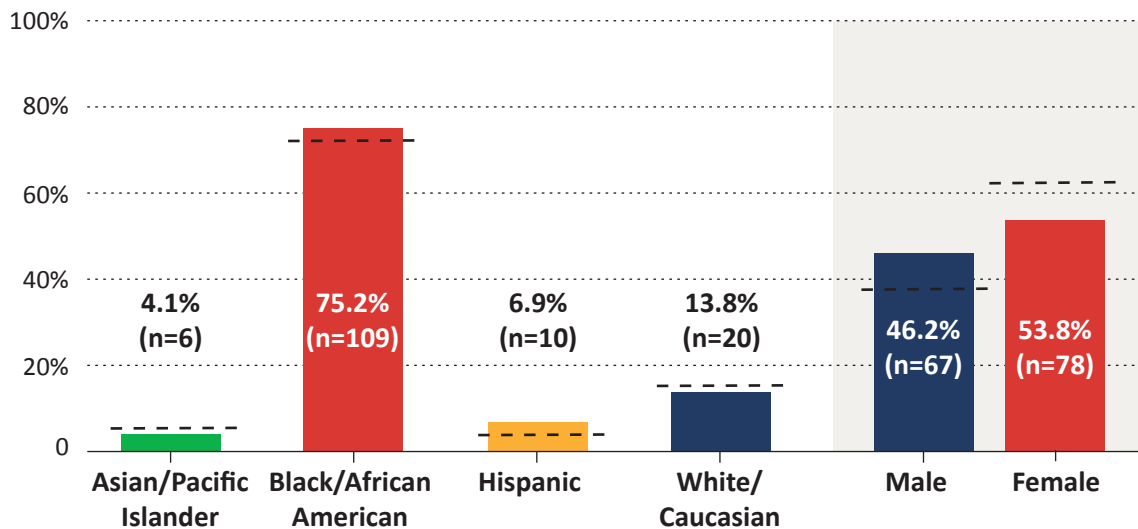
Breaking Down the Race/Ethnicity and Gender of MPD Sworn Staff Who Received Allegations of Misconduct from 2019 to 2021

--- Race/Ethnicity and Gender of Overall MPD Sworn Staff from 2019 to 2021

**FIGURE E.8**

Breaking Down the Race/Ethnicity and Gender of MPD Professional Staff Who Received Allegations of Misconduct from 2019 to 2021

--- Race/Ethnicity and Gender of Overall MPD Professional Staff from 2019 to 2021



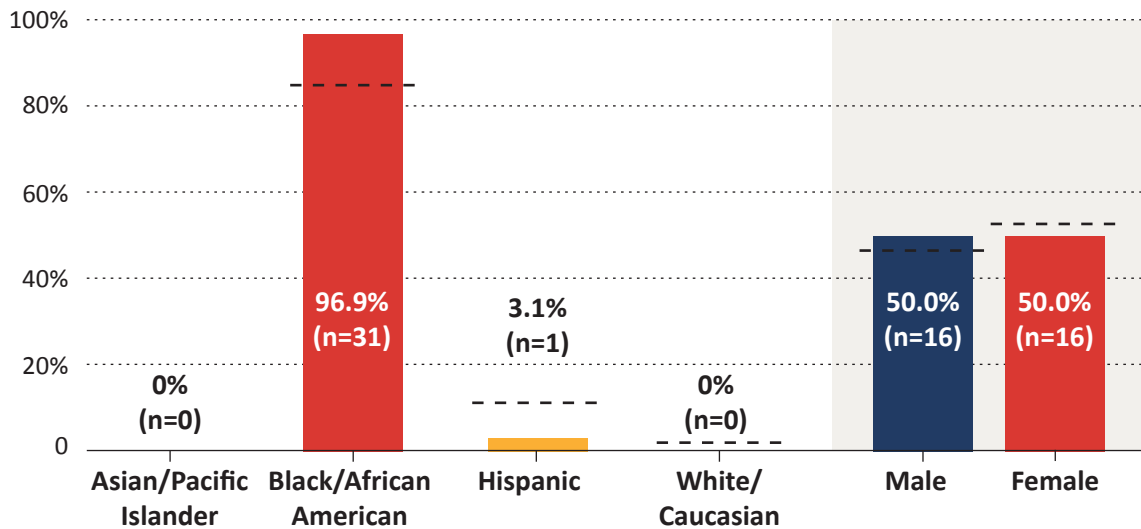
Source: Metropolitan Police Department

Note: In addition to the above in the top figure on sworn staff, the race/ethnicity of 13 people (0.4%) was unspecified (compared with 0.0% of sworn staff with an unspecified race/ethnicity), and three people (0.1%) were American Indian/Alaskan Native (compared with 0.1% of sworn staff who were American Indian/Alaskan Native). Also, the gender of three people (0.1%) was unspecified, compared with 0.0% of sworn staff with an unspecified gender.

FIGURE E.9

Breaking Down the Race/Ethnicity and Gender of MPD Cadets Who Received Allegations of Misconduct from 2019 to 2021

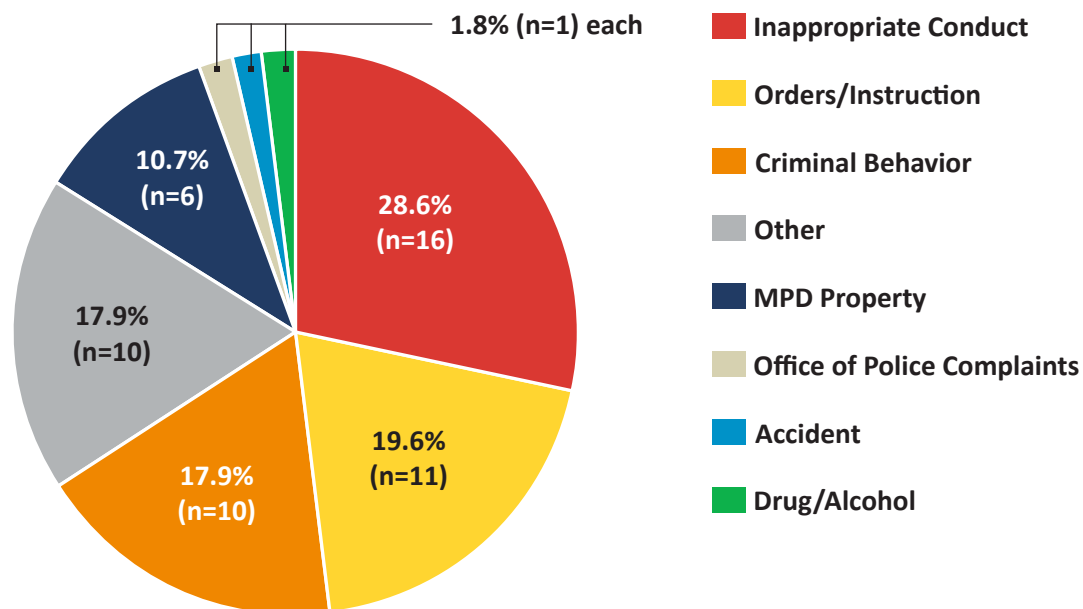
--- Race/Ethnicity and Gender of Overall MPD Cadets from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.10

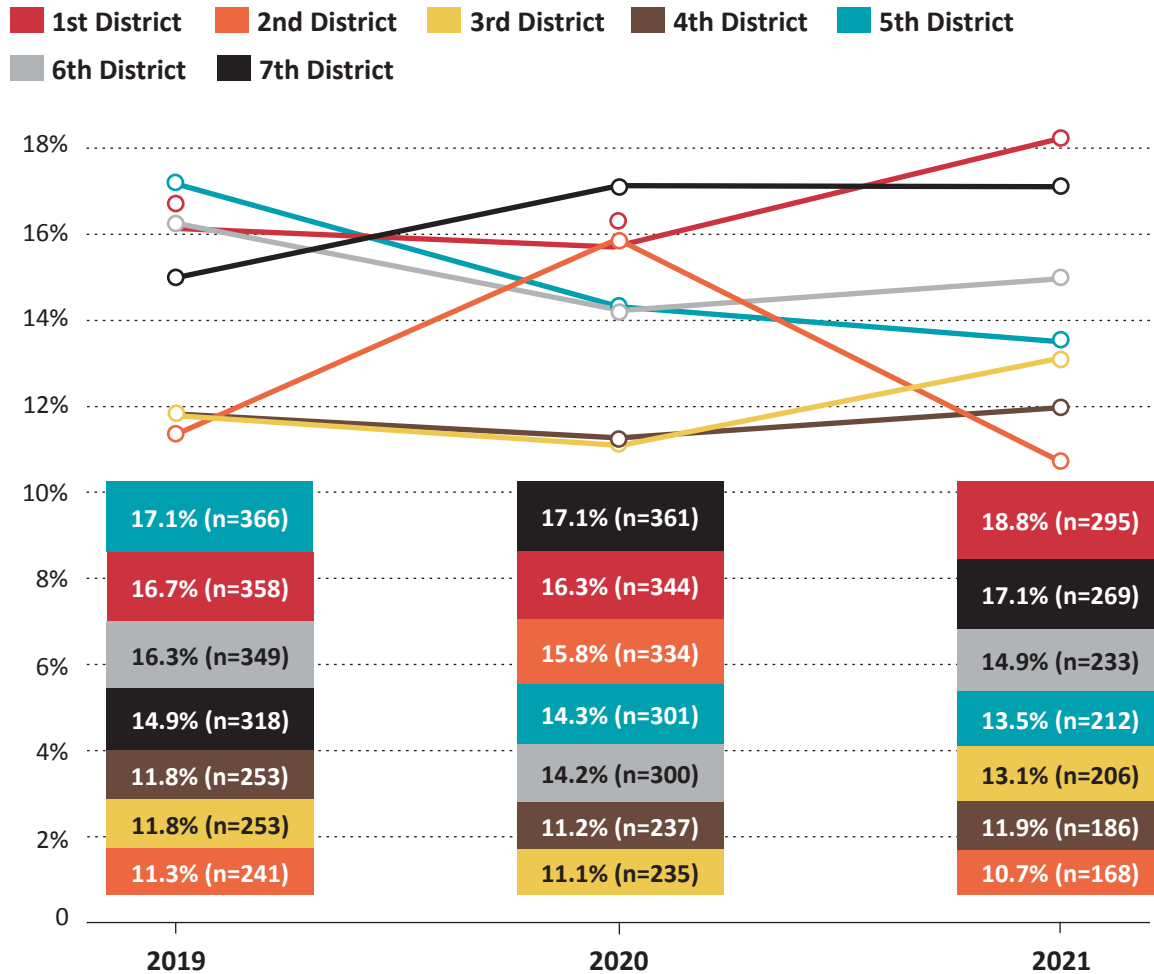
Breaking Down the Allegations of MPD Cadet Misconduct from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.11

Breaking Down the Districts of MPD Sworn Staff Who Received Allegations of Misconduct from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.12

Breaking Down the Districts of MPD Professional Staff Who Received Allegations of Misconduct from 2019 to 2021

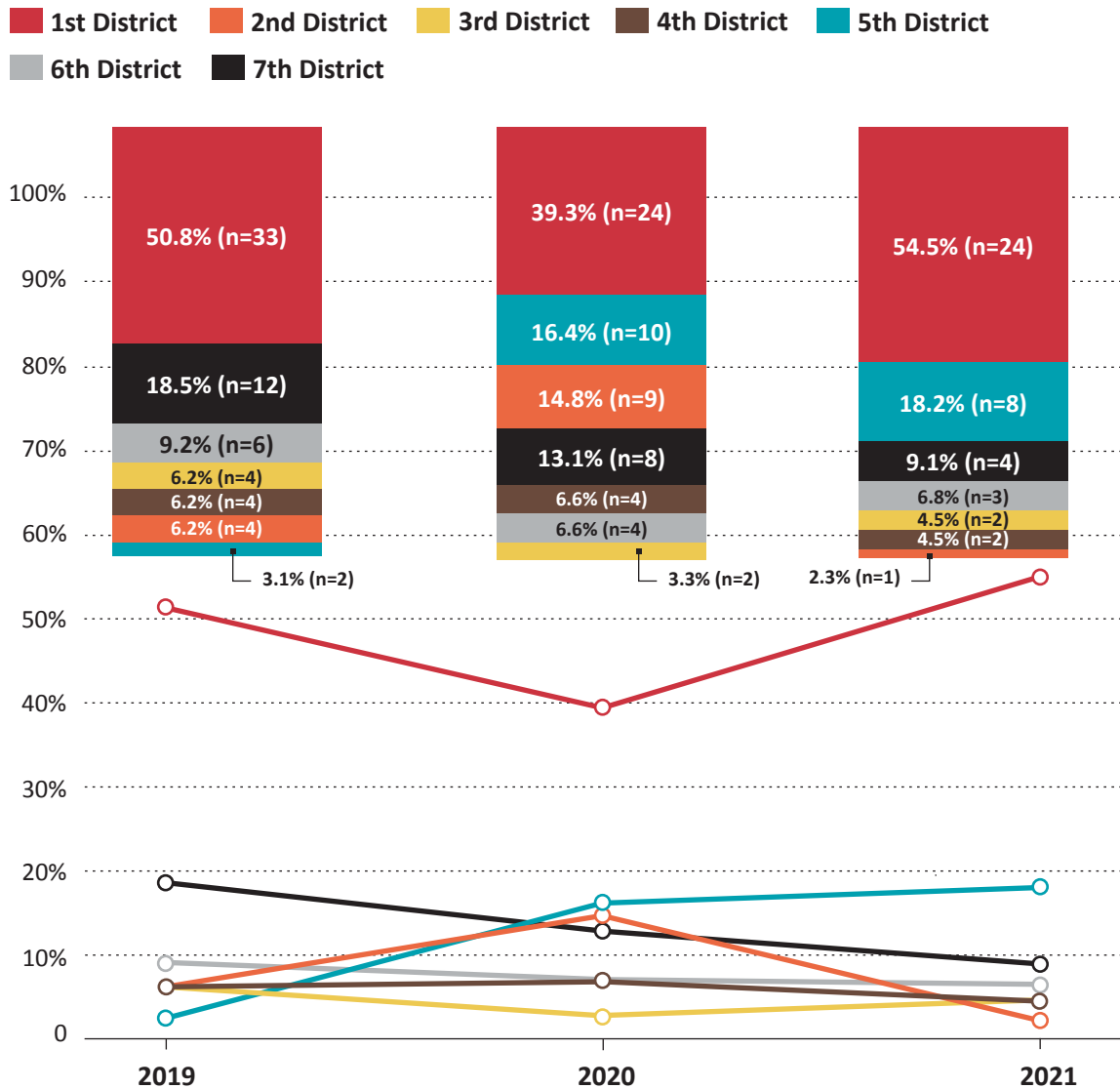
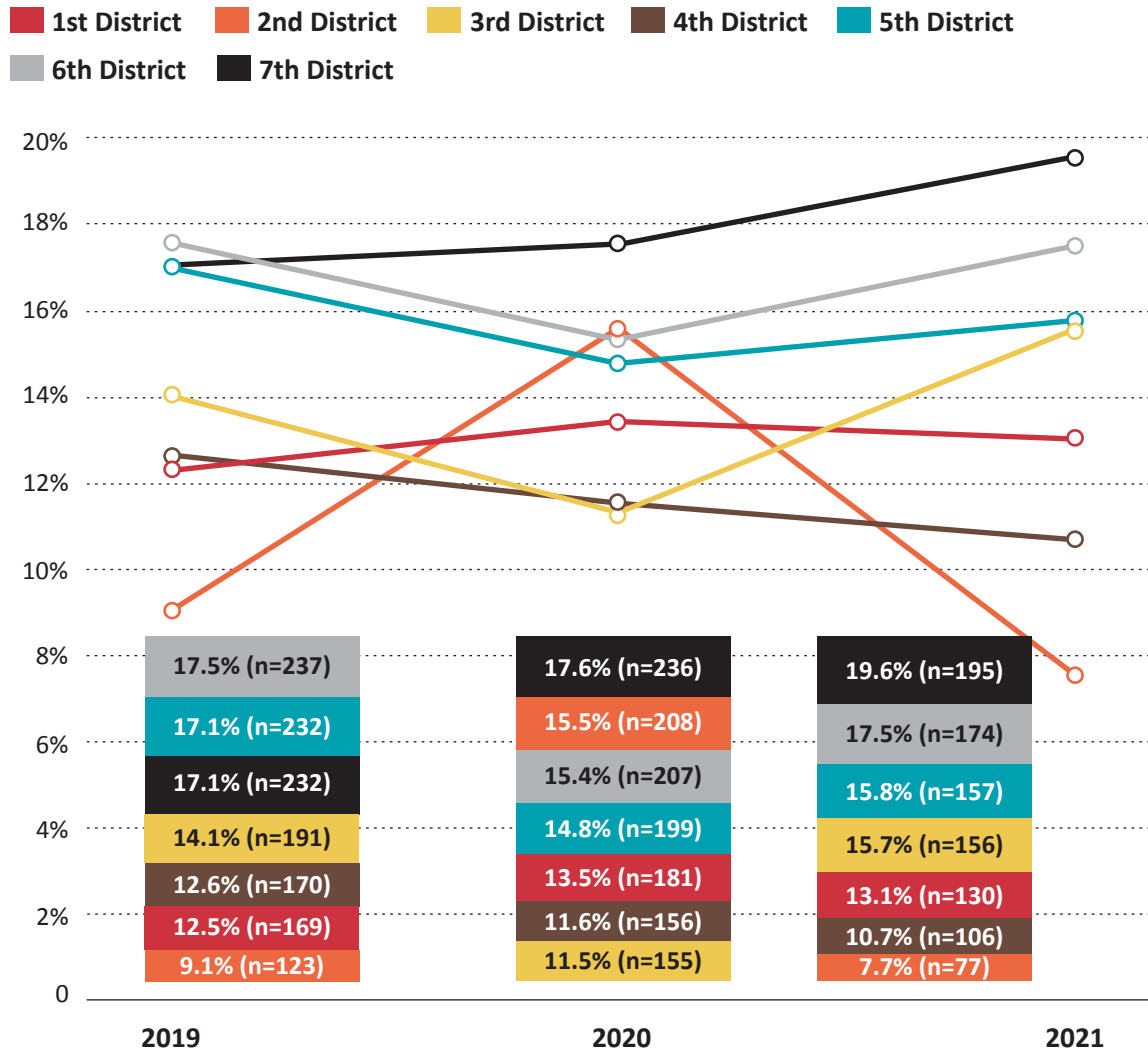


FIGURE E.13

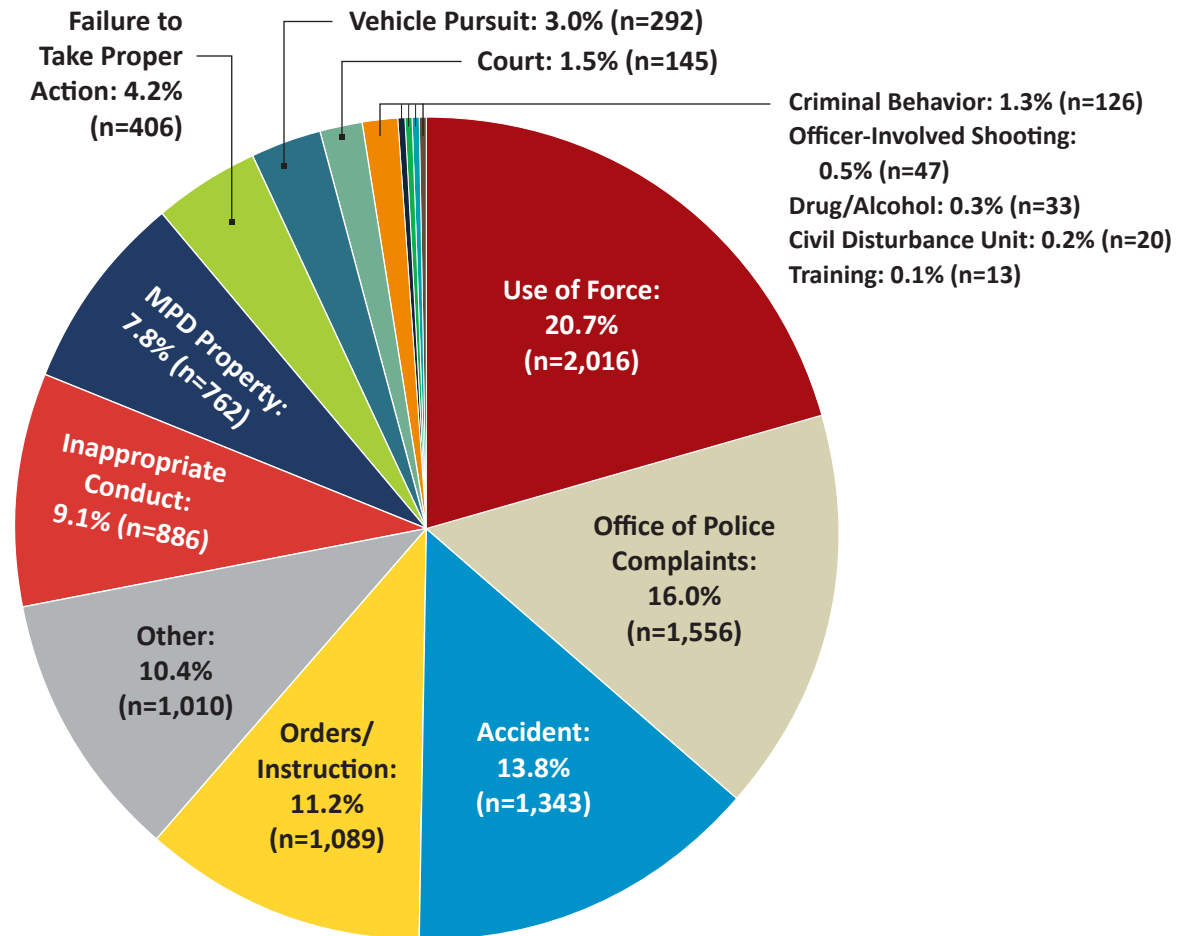
Breaking Down the Districts of MPD Sworn Staff Who Used Force from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.14

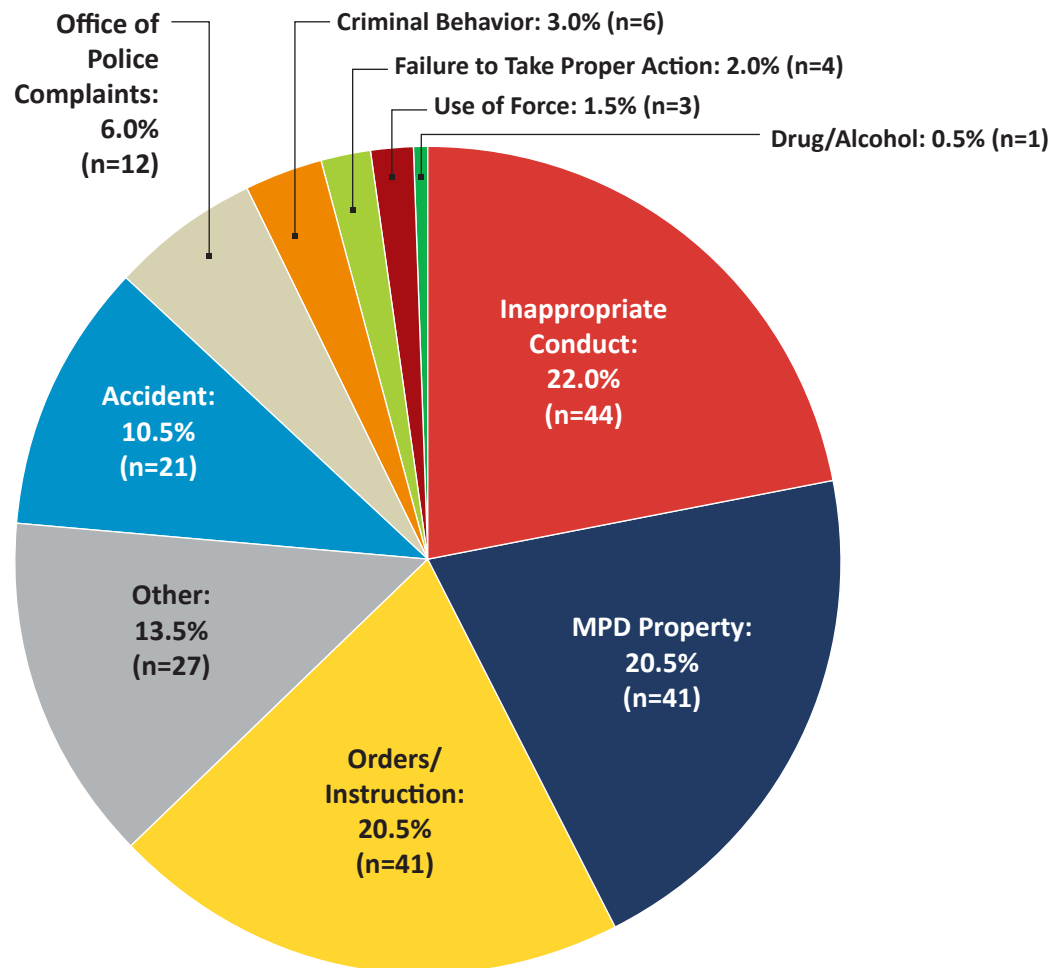
Breaking Down the Allegations of MPD Sworn Staff Misconduct from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.15

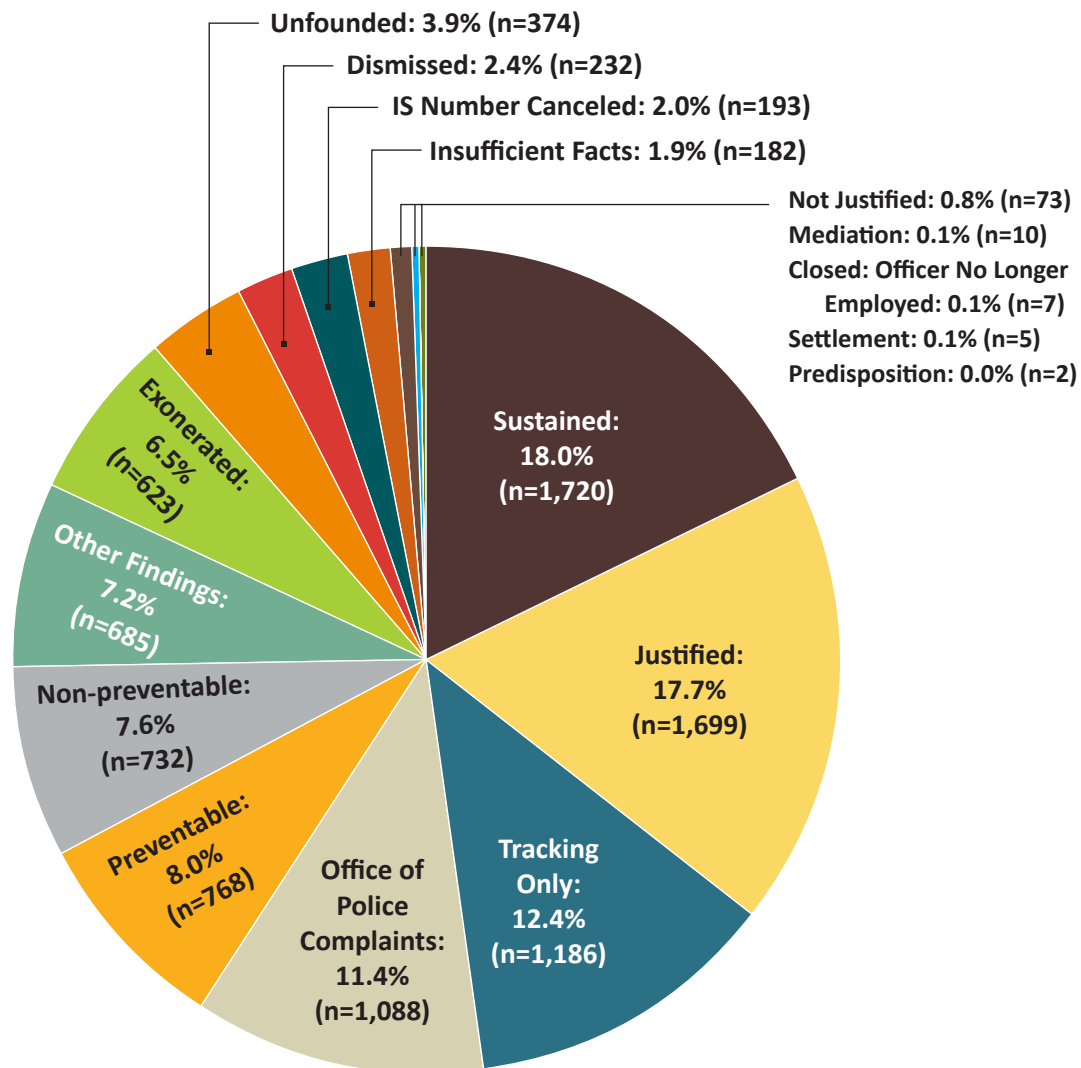
Breaking Down the Allegations of MPD Professional Staff Misconduct from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.16

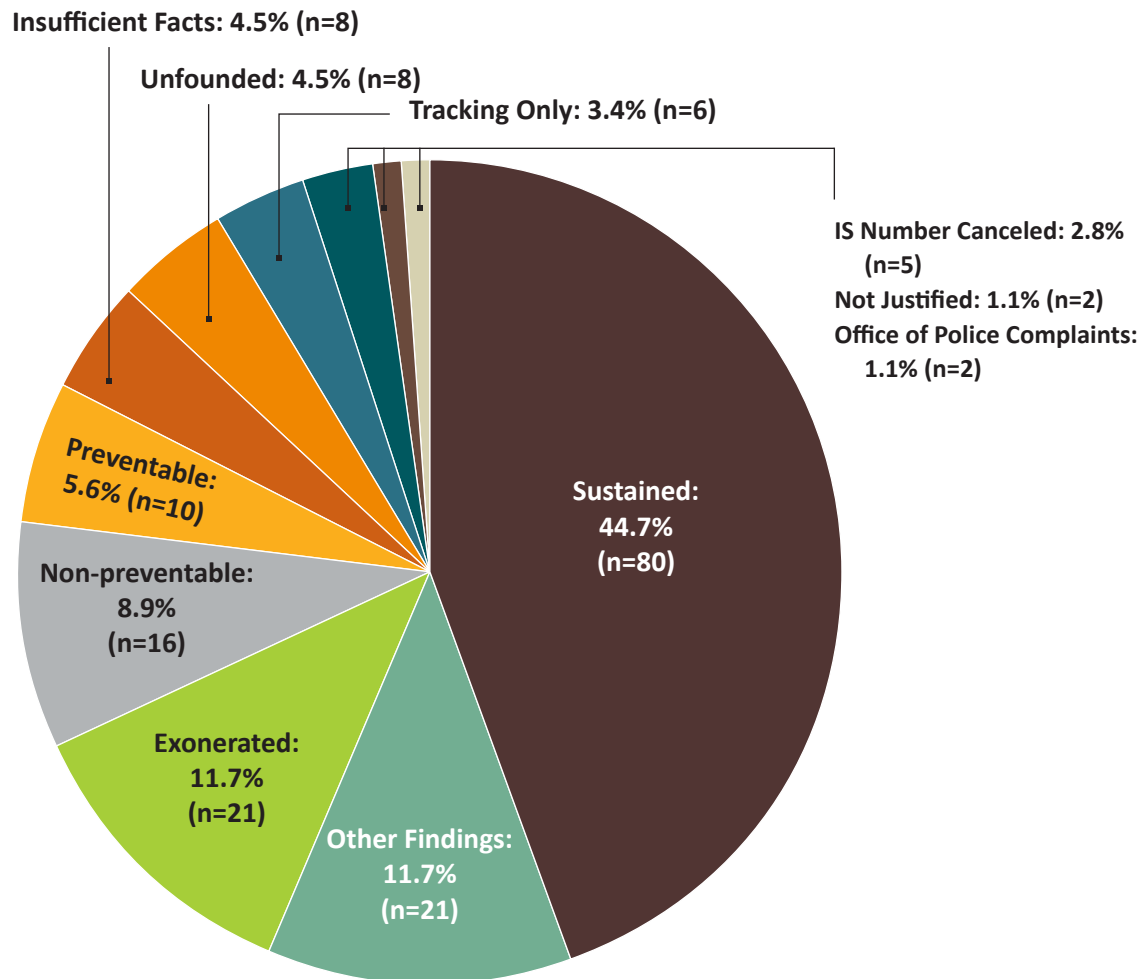
Breaking Down the Findings of Misconduct Investigations of Sworn Staff from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.17

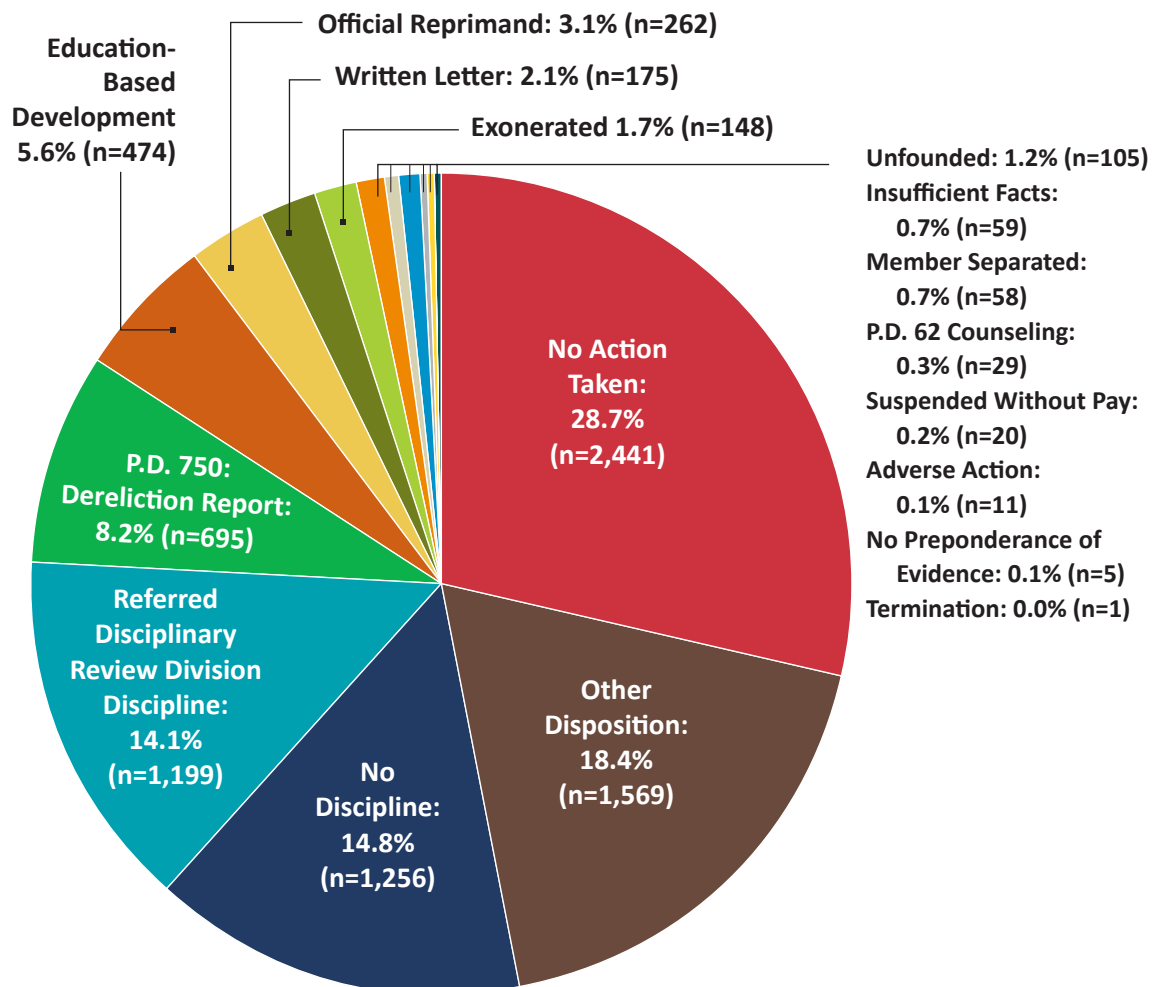
Breaking Down the Findings of Misconduct Investigations of Professional Staff from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.18

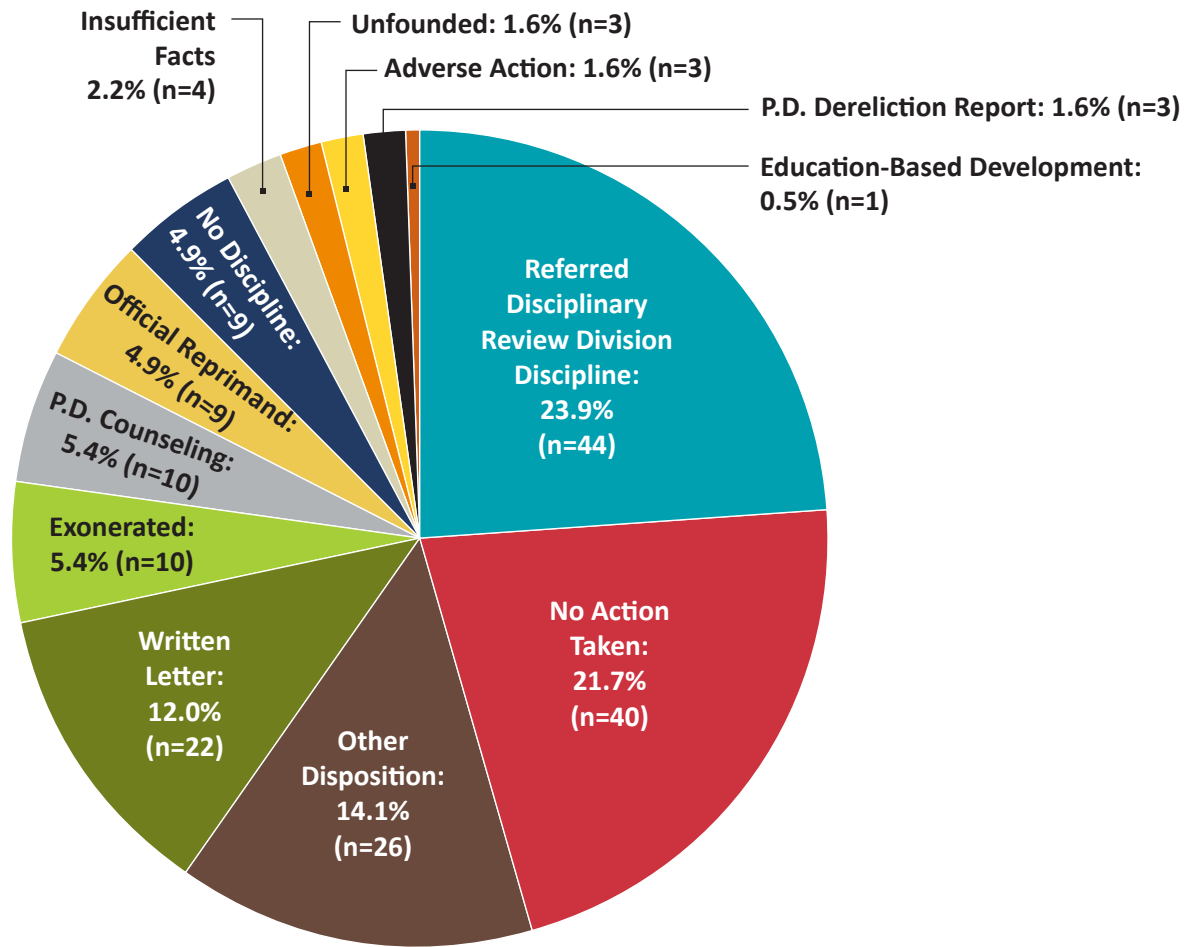
Breaking Down the Dispositions of Misconduct Investigations of MPD Sworn Staff from 2019 to 2021



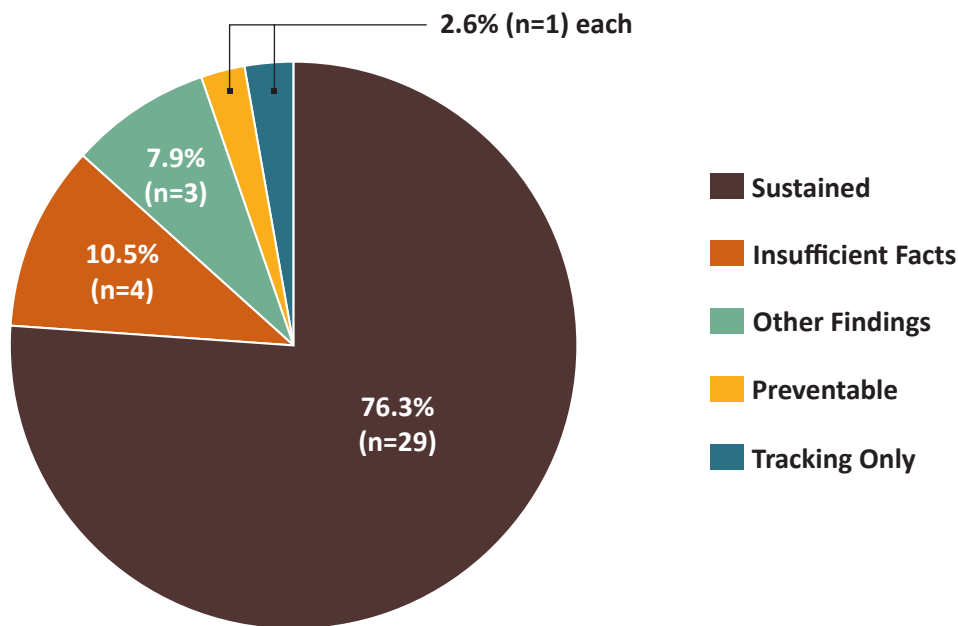
Source: Metropolitan Police Department

FIGURE E.19

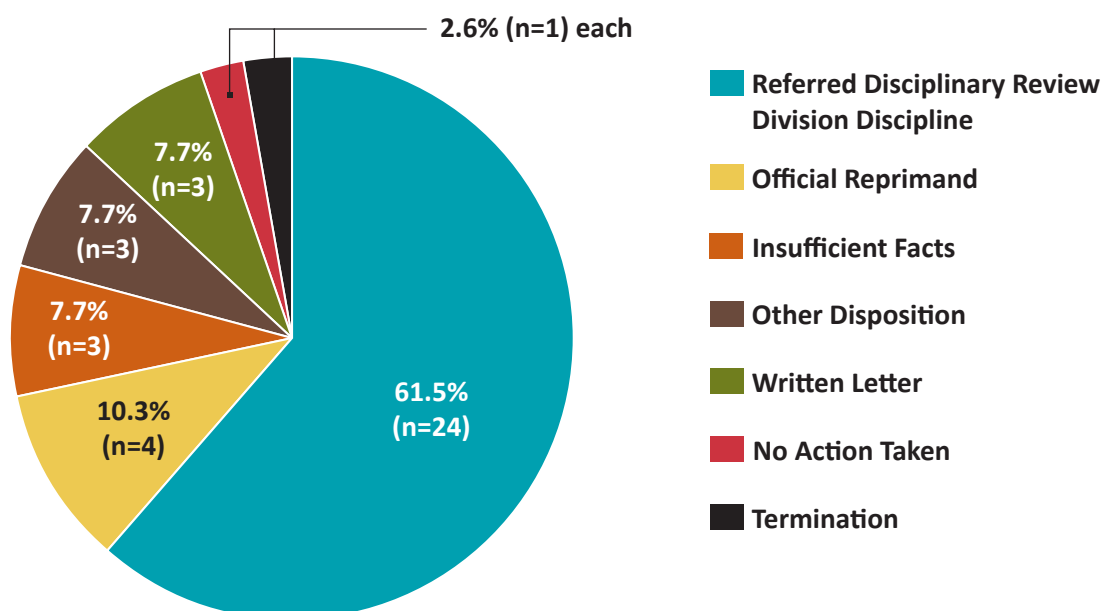
Breaking Down the Dispositions of Misconduct Investigations of MPD Professional Staff from 2019 to 2021



Source: Metropolitan Police Department

FIGURE E.20**Breaking Down the Findings of Misconduct Investigations of Cadets from 2019 to 2021**

Source: Metropolitan Police Department

FIGURE E.21**Breaking Down the Dispositions of Misconduct Investigations of MPD Cadets from 2019 to 2021**

Source: Metropolitan Police Department

Appendix F: Separations Analysis

TABLE F.1

Breaking Down the Race/Ethnicity and Gender of Sworn Staff Who Separated from the MPD from 2019 to 2021

Race/Ethnicity and Gender	Number Separated	Percentage Separated	Percentage of MPD Sworn Staff from 2019 to 2021
American Indian/ Alaskan Native Female	0	0.0%	0.0%
American Indian/ Alaskan Native Male	0	0.0%	0.1%
Asian/Pacific Islander Female	2	0.2%	0.4%
Asian/Pacific Islander Male	28	2.7%	3.8%
Black/African American Female	193	18.8%	15.1%
Black/African American Male	382	37.3%	35.5%
Hispanic Female	20	2.0%	2.4%
Hispanic Male	74	7.2%	7.8%
Not Specified Female	0	0.0%	0.0%
Not Specified Male	1	0.1%	0.0%
White/Caucasian Female	24	2.3%	4.7%
White/Caucasian Male	301	29.4%	30.2%

Source: Metropolitan Police Department

Notes: Red denotes a greater proportion of separations than overall MPD representation. Total separations do not include independent contractors or those who converted to other positions.

TABLE F.2

Breaking Down the Race/Ethnicity and Gender of Professional Staff Who Separated from the MPD from 2019 to 2021

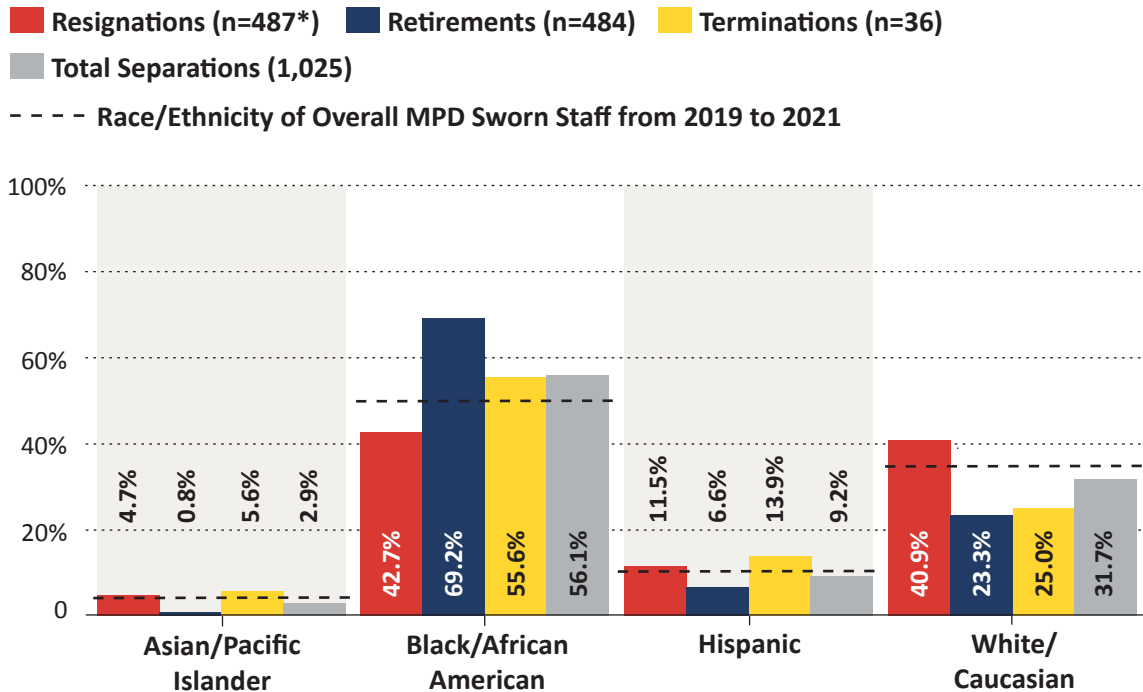
Race/Ethnicity and Gender	Number Separated	Percentage Separated	Percentage of MPD Professional Staff from 2019 to 2021
American Indian/ Alaskan Native Female	0	0.0%	0.0%
American Indian/ Alaskan Native Male	0	0.0%	0.1%
Asian/Pacific Islander Female	2	1.0%	2.2%
Asian/Pacific Islander Male	5	2.4%	2.8%
Black/African American Female	94	45.2%	49.5%
Black/African American Male	54	26.0%	23.9%
Hispanic Female	4	1.9%	2.1%
Hispanic Male	6	2.9%	2.1%
Not Specified Female	0	0.0%	1.0%
Not Specified Male	0	0.0%	0.2%
White/Caucasian Female	15	7.2%	7.5%
White/Caucasian Male	28	13.5%	8.4%

Source: Metropolitan Police Department

Notes: Red denotes a greater proportion of separations than overall MPD representation. Total separations do not include independent contractors or those who converted to other positions.

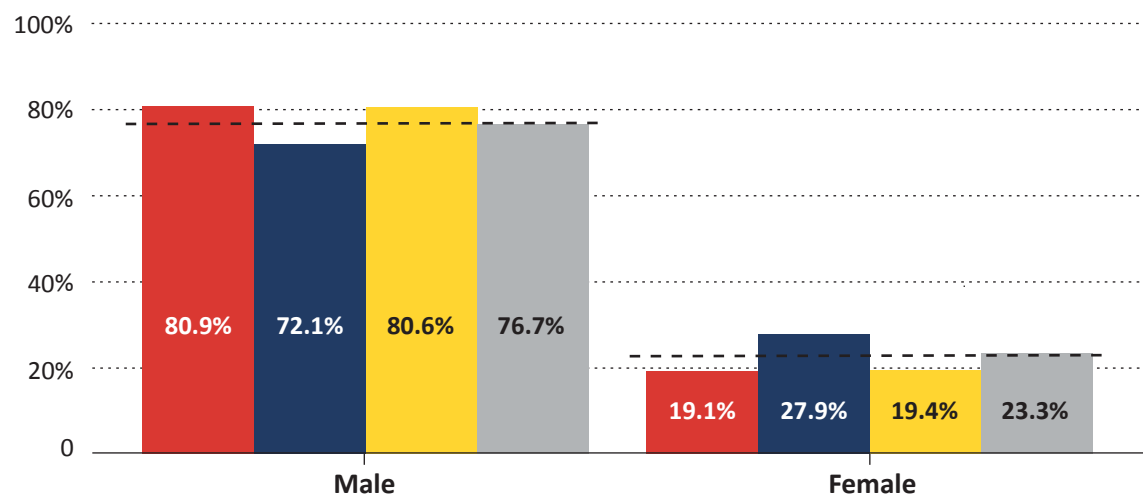
FIGURE F.1

Breaking Down the Race/Ethnicity and Gender of Sworn Staff Who Separated from the MPD from 2019 to 2021



Notes: * In addition to the above, the race/ethnicity of 0.1% of people who separated was not specified. "Total Separations" also includes 18 people (1.8%) who died but does not include independent contractors or those who converted to other positions.

--- Gender of Overall MPD Sworn Staff from 2019 to 2021



Source: Metropolitan Police Department

Note: "Total Separations" also includes 18 people (1.8%) who died but does not include independent contractors or those who converted to other positions.

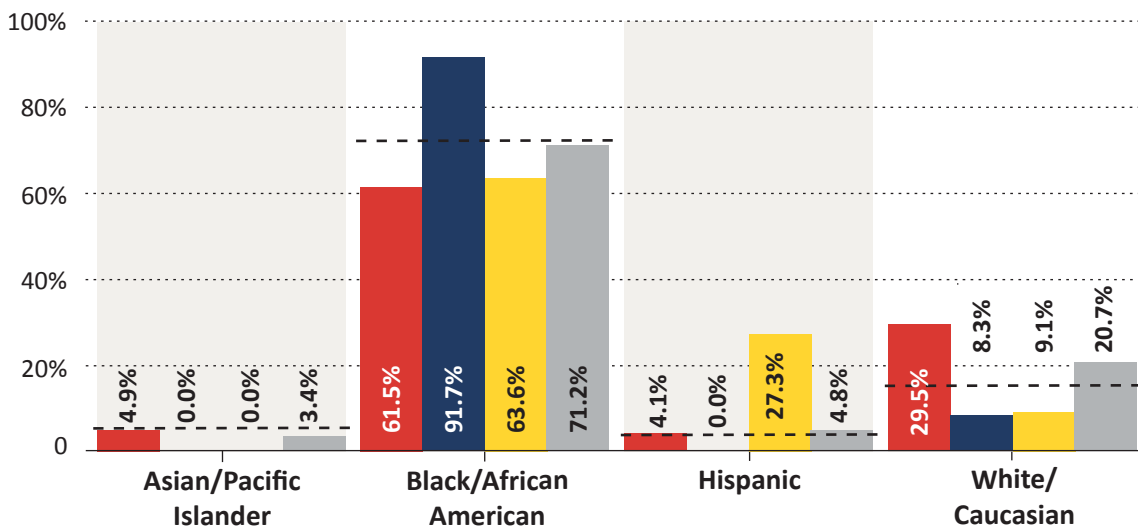
FIGURE F.2

Breaking Down the Race/Ethnicity and Gender of Professional Staff Who Separated from the MPD from 2019 to 2021

■ Resignations (n=122) ■ Retirements (n=48) ■ Terminations (n=11)

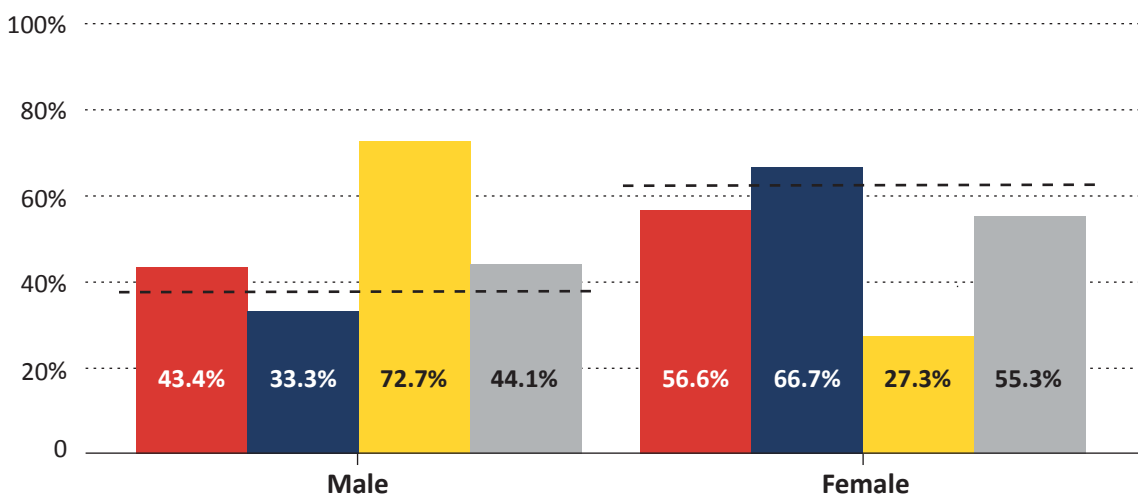
■ Total Separations (208)

--- Race/Ethnicity of Overall MPD Professional Staff from 2019 to 2021



Note: "Total Separations" also includes eight people (3.8%) who died, 18 people (8.7%) who transferred to another agency, and one person (0.5%) whose separation was marked as "other." It does not include independent contractors or those who converted to other positions.

--- Gender of Overall MPD Professional Staff from 2019 to 2021

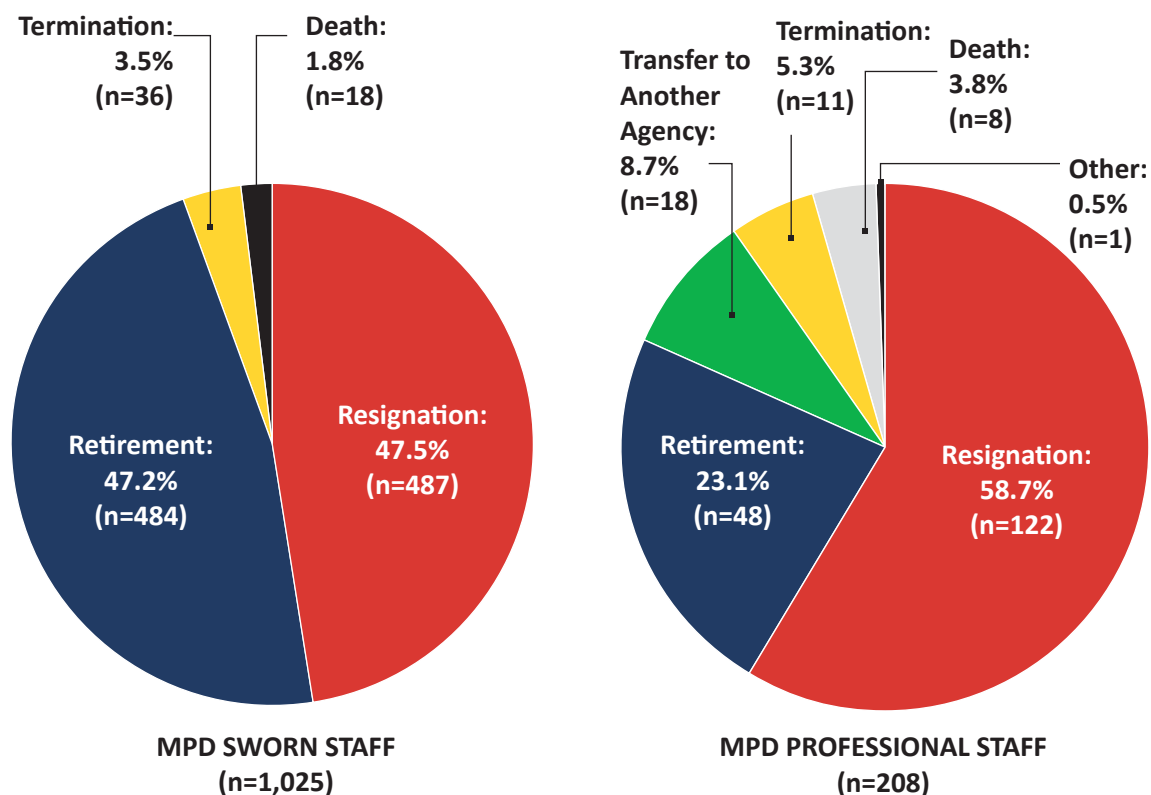


Source: Metropolitan Police Department

Note: "Total Separations" also includes eight people (3.8%) who died, 18 people (8.7%) who transferred to another agency, and one person (0.5%) whose separation was marked as "other." It does not include independent contractors or those who converted to other positions.

FIGURE F.3

Reasons for Separation from the MPD from 2019 to 2021

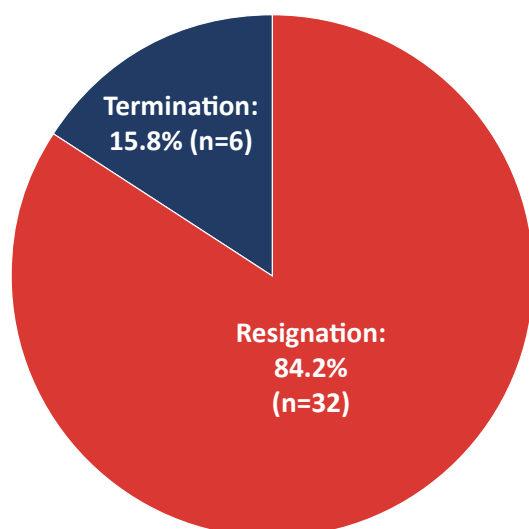


Source: Metropolitan Police Department

Note: Total separations do not include independent contractors or those who converted to other positions.

FIGURE F.4

Reasons for Separation from the MPD by Cadets from 2019 to 2021

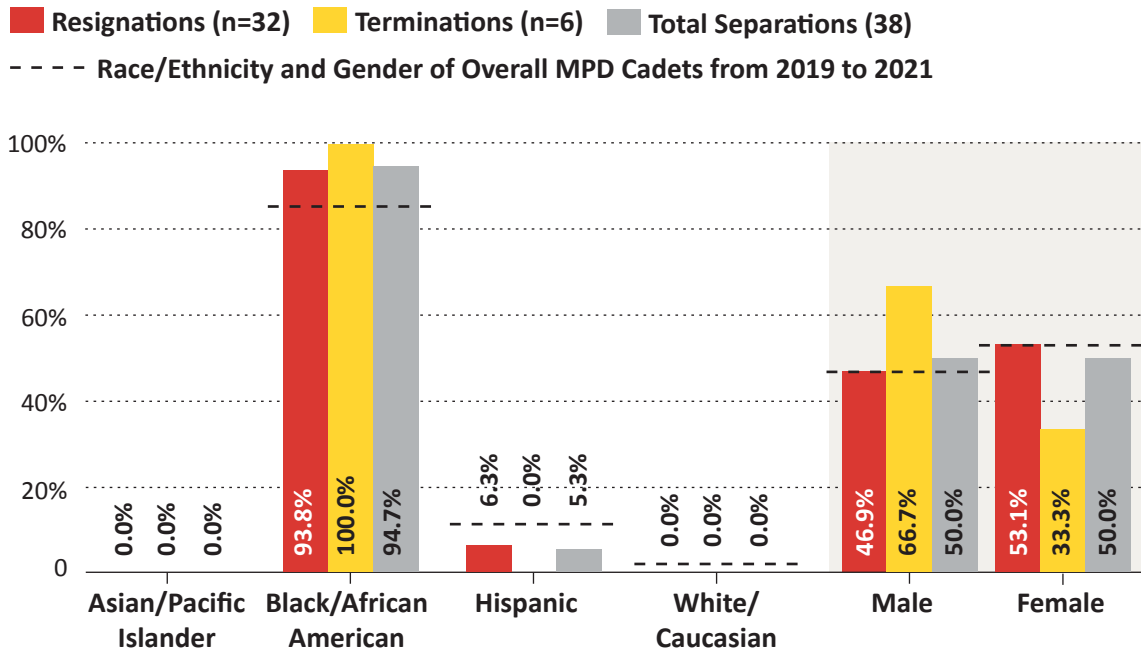


Source: Metropolitan Police Department

Note: Separations do not include independent contractors or those who converted to other positions.

FIGURE F.5

Breaking Down the Race/Ethnicity and Gender of Cadets Who Separated from the MPD from 2019 to 2021



Source: Metropolitan Police Department

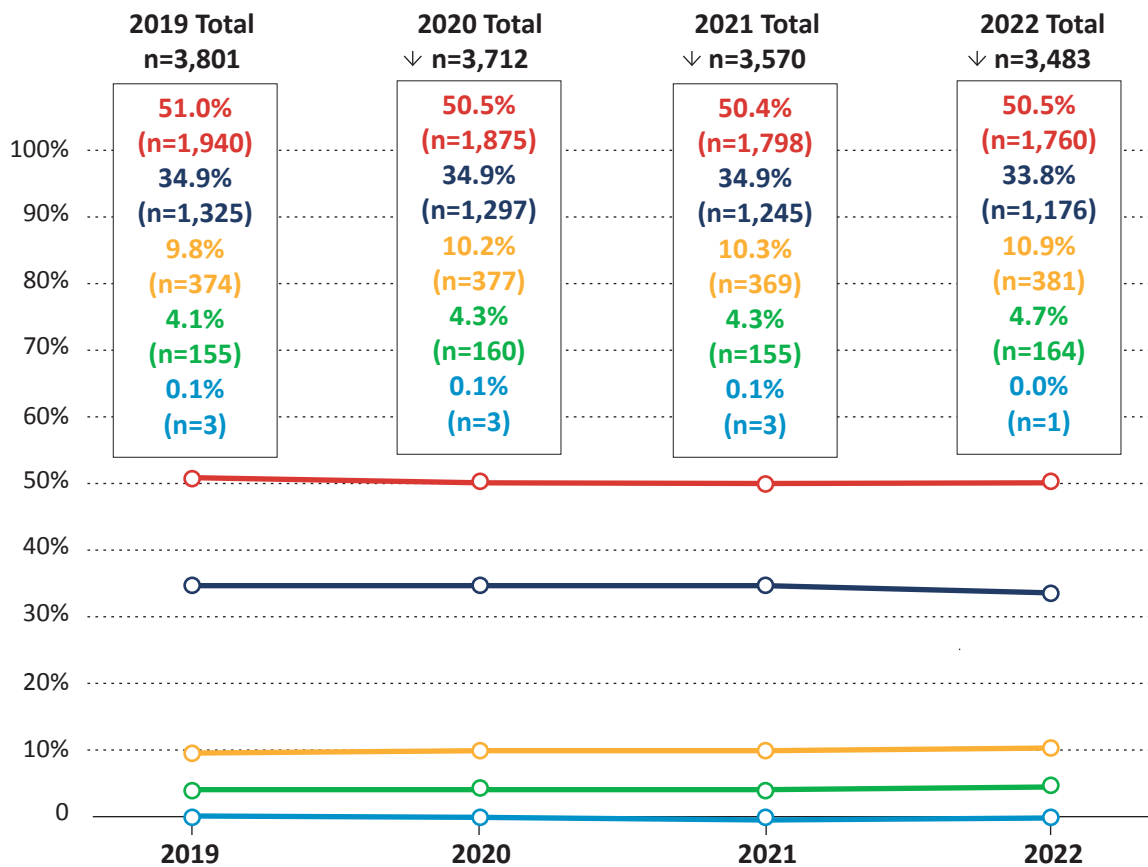
Note: Separations do not include independent contractors or those who converted to other positions.

Appendix G: MPD's Racial and Gender Representation Analysis

FIGURE G.1

Total MPD Sworn Staff by Race/Ethnicity from 2019 to 2022

— American Indian/Alaskan Native
 — Asian/Pacific Islander
 — Black/African American
— Hispanic
 — White/Caucasian
 — Not Specified



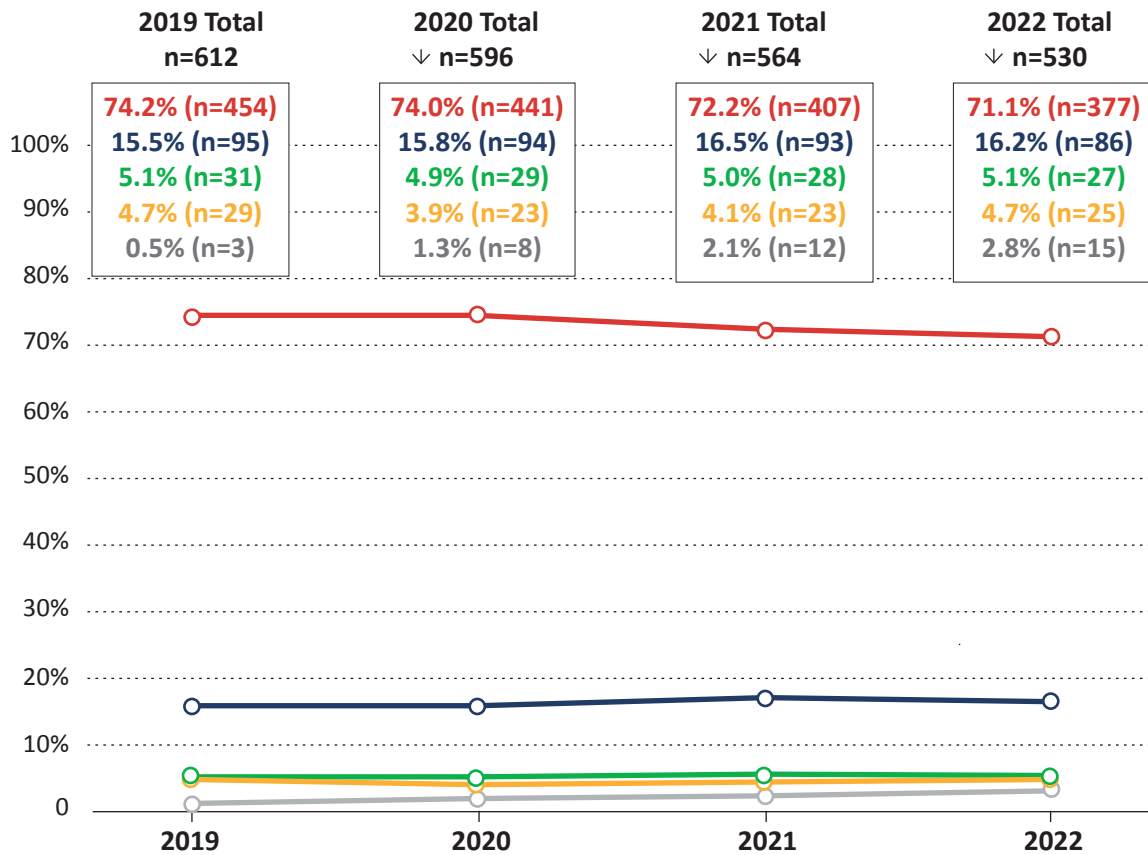
Source: Metropolitan Police Department

Notes: In addition to the above, the race/ethnicity of four people in 2019 (0.1%) and one person in 2022 (0.0%) was not specified. Numbers from 2022 are as of July 10, 2022.

FIGURE G.2

Total MPD Professional Staff by Race/Ethnicity from 2019 to 2022

— American Indian/Alaskan Native
 — Asian/Pacific Islander
 — Black/African American
— Hispanic
 — White/Caucasian
 — Not Specified



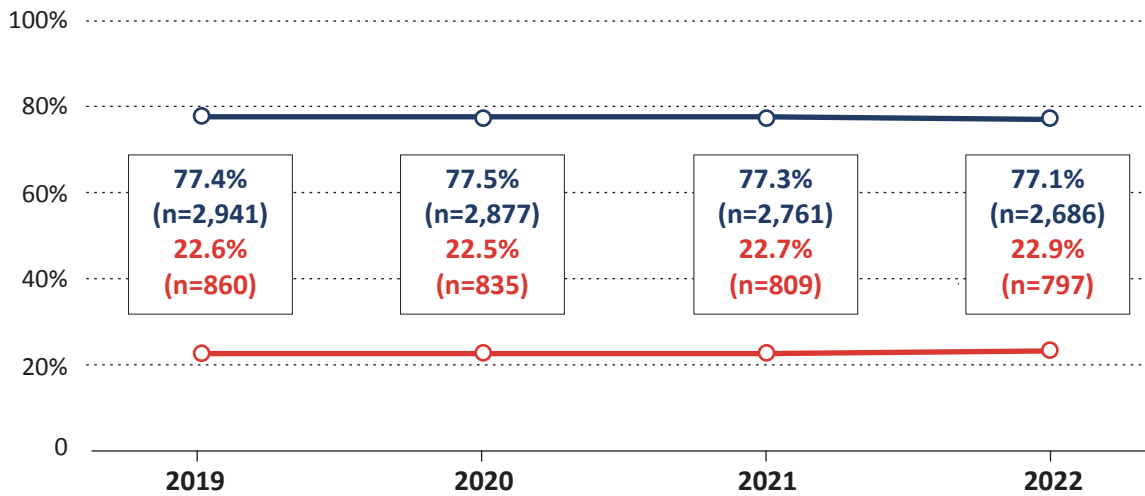
Source: Metropolitan Police Department

Notes: In addition to the above, the race of one person in 2020 and 2021 (0.2%) was American Indian/Alaskan Native. Numbers from 2022 are as of July 10, 2022.

FIGURE G.3

Total MPD Sworn Staff by Gender from 2019 to 2022

Male Female



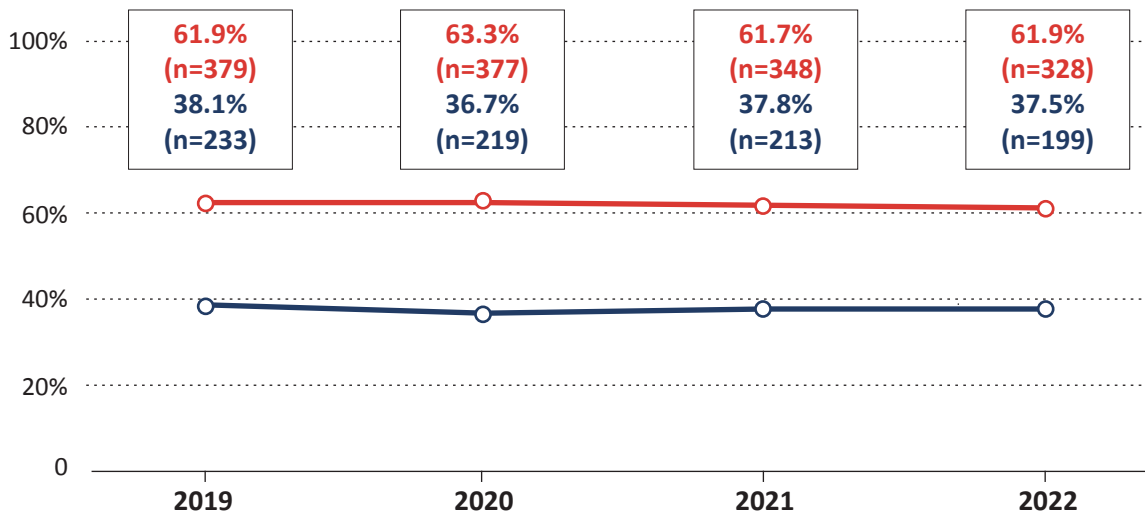
Source: Metropolitan Police Department

Note: Numbers from 2022 are as of July 10, 2022.

FIGURE G.4

Total MPD Professional Staff by Gender from 2019 to 2022

Male Female



Source: Metropolitan Police Department

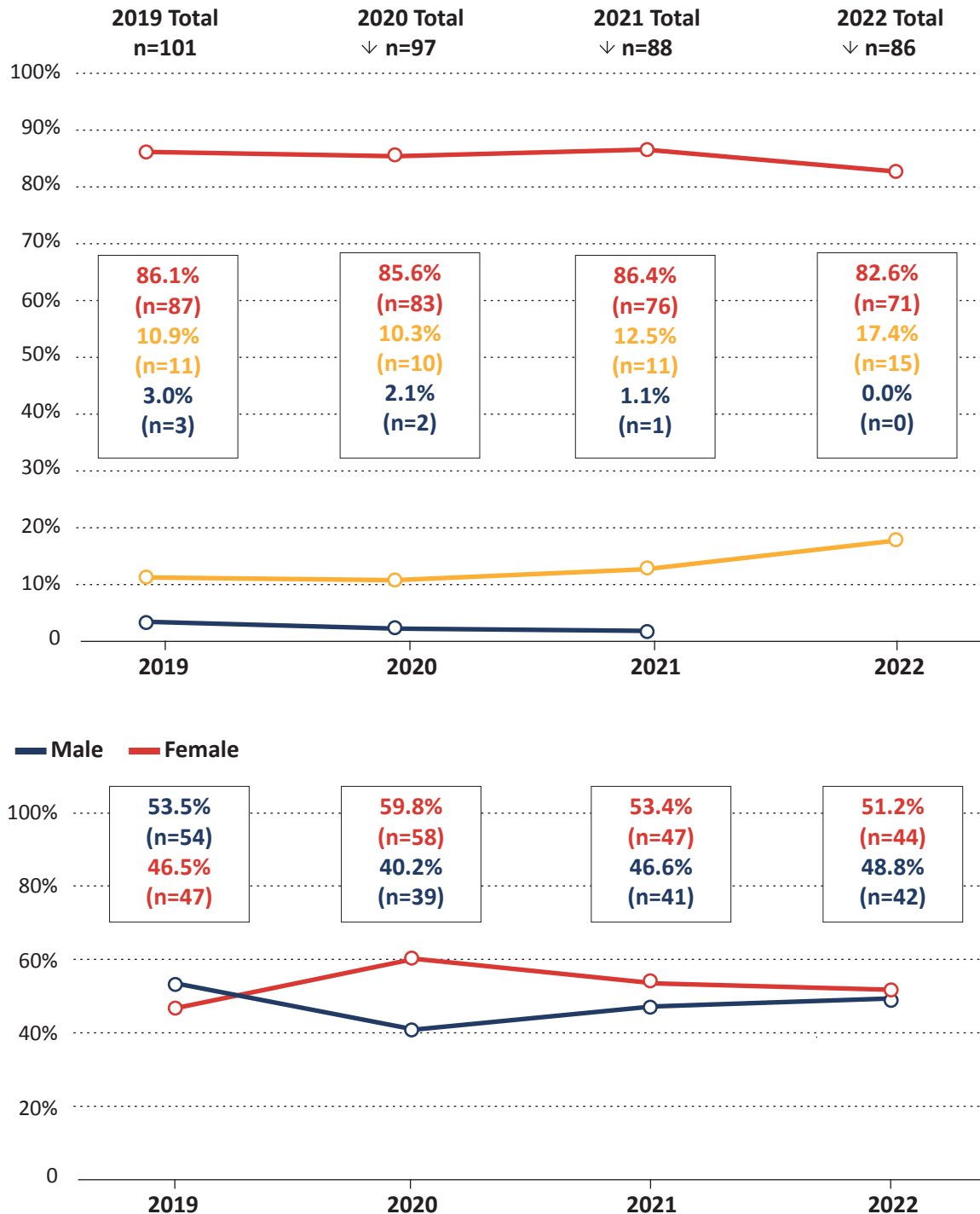
Notes: In addition to the above, the gender of three people in 2021 (0.5%) and 2022 (0.6%) was not specified.

Numbers from 2022 are as of July 10, 2022.

FIGURE G.5

Total MPD Cadets by Race/Ethnicity and Gender from 2019 to 2022

— American Indian/Alaskan Native
 — Asian/Pacific Islander
 — Black/African American
— Hispanic
 — White/Caucasian
 — Not Specified



Source: Metropolitan Police Department

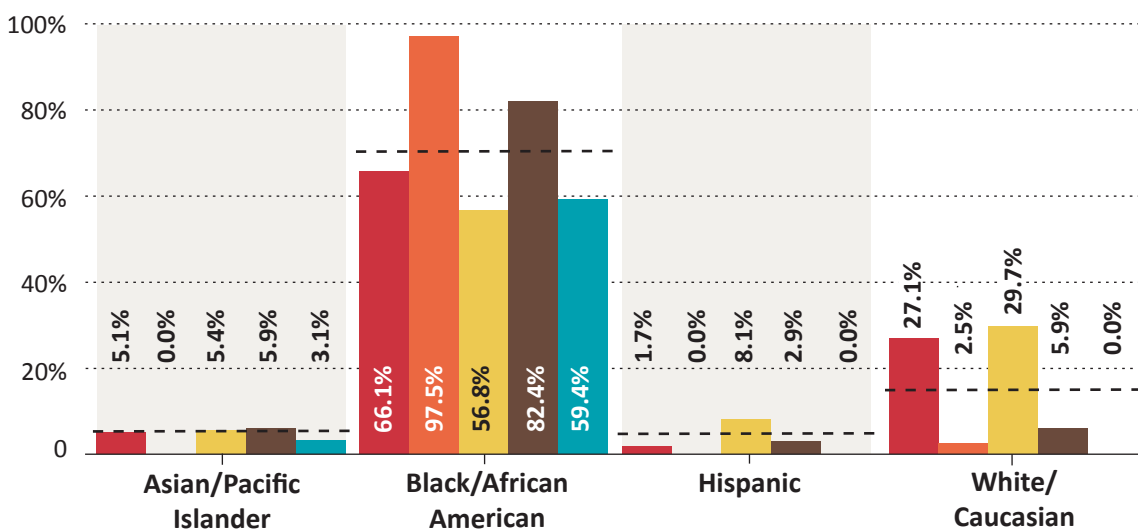
Notes: In addition to the above, the race/ethnicity of two people in 2020 (2.1%) was not specified. Numbers from 2022 are as of July 10, 2022.

FIGURE G.6

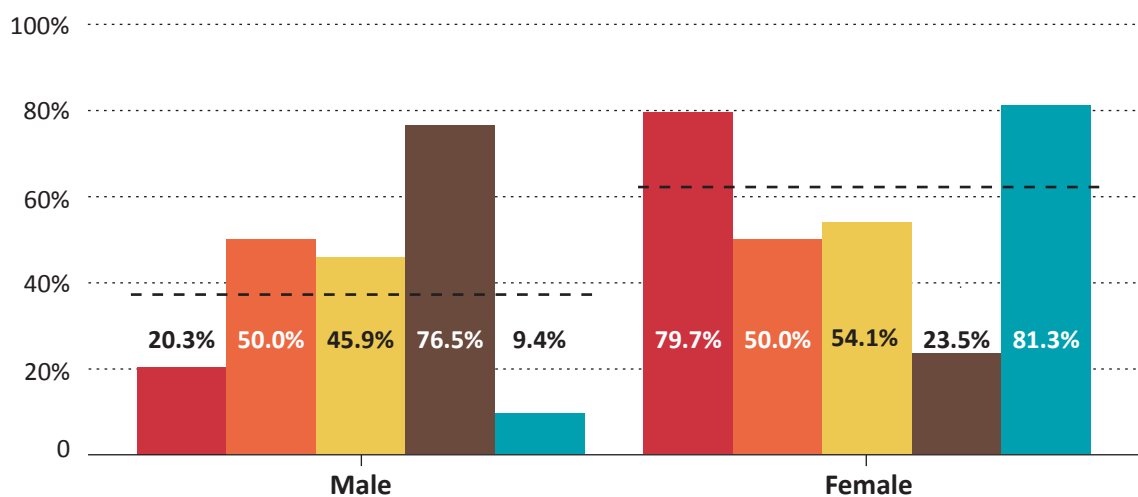
Assignment of MPD Professional Staff in the Top Five Most Populated Divisions by Race/Ethnicity and Gender in 2022

■ Administration (n=59)
 ■ Evidence Control Division (n=40)
 ■ Joint Strategic and Tactical Analysis Command Center (n=37)
 ■ IT Infrastructure and Engineering Division (n=34)
 ■ Agency Chief Financial Officer (n=32)

--- Race/Ethnicity of Overall MPD Professional Staff in 2022



--- Gender of Overall MPD Professional Staff in 2022

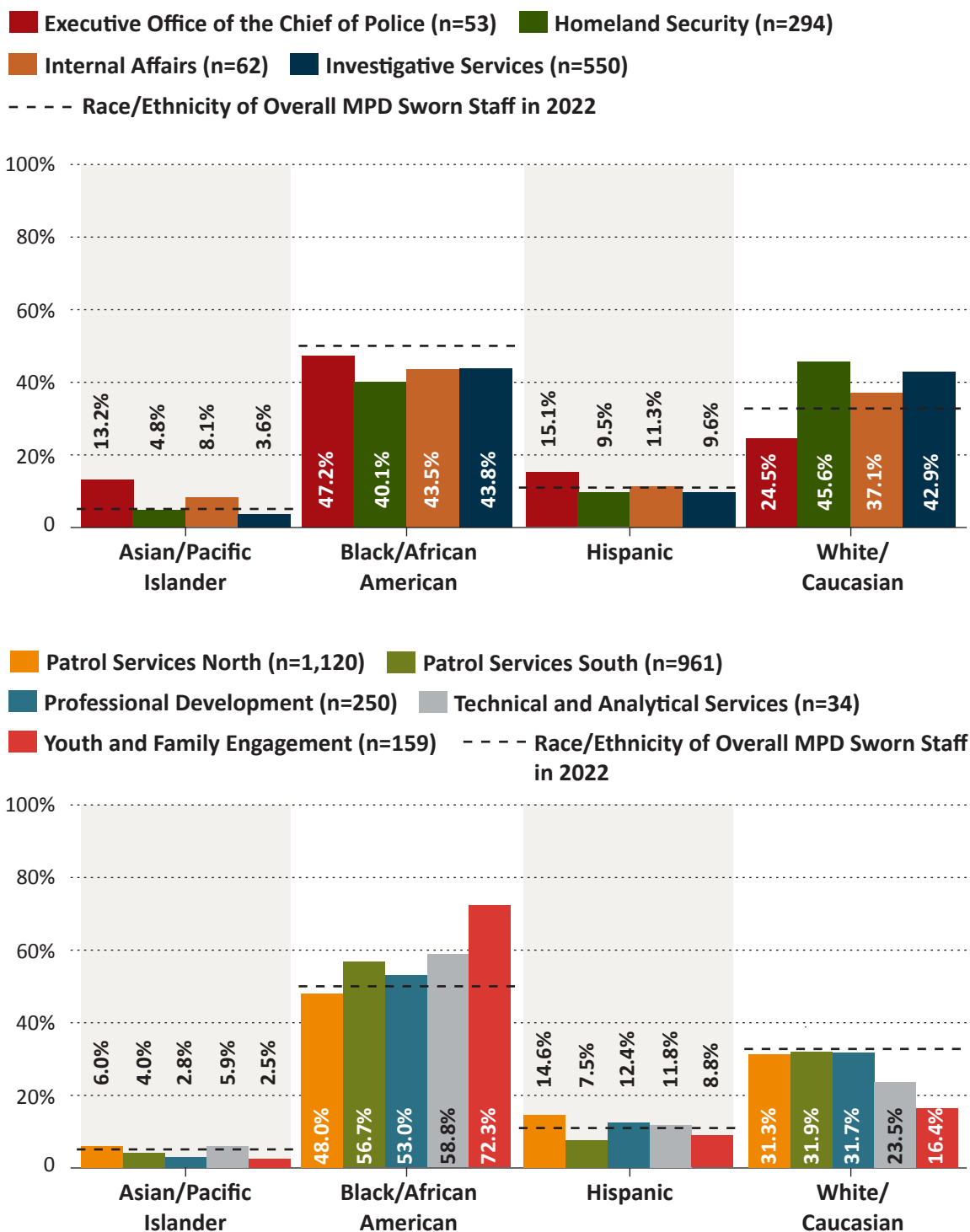


Source: Metropolitan Police Department

Notes: In addition to the above, the race/ethnicity of one person in the IT Infrastructure and Engineering Division (2.9%), 12 people in the Agency Chief Financial Officer (37.5%), and 15 overall MPD professionals (2.8%) was not specified, and the gender for three people in the Agency Chief Financial Officer division (9.4%) was not specified. Numbers are as of July 10, 2022.

FIGURE G.7

Bureau Assignment of MPD Sworn Staff by Race/Ethnicity in 2022

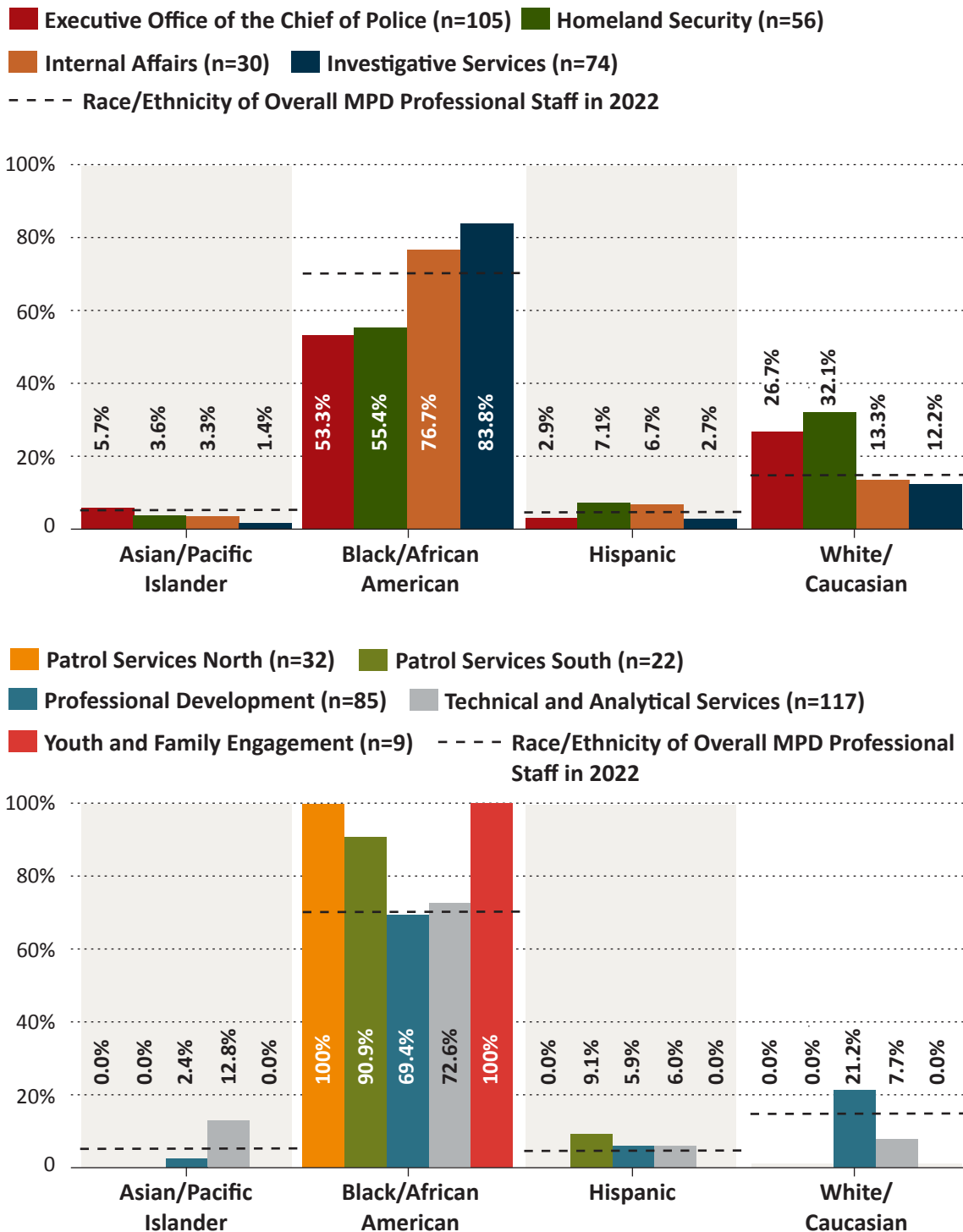


Source: Metropolitan Police Department

Notes: In addition to the above, one sworn officer identified as American Indian/Alaskan Native, and the race/ethnicity of another officer was not specified. Numbers are as of July 10, 2022.

FIGURE G.8

Bureau Assignment of MPD Professional Staff by Race/Ethnicity in 2022

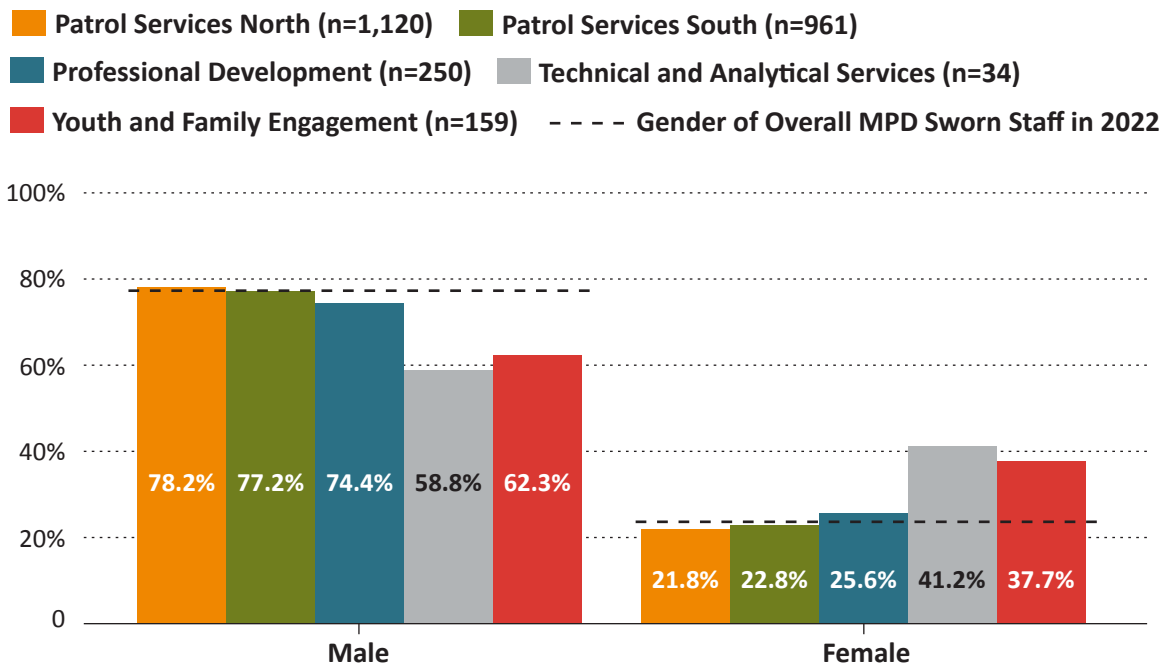
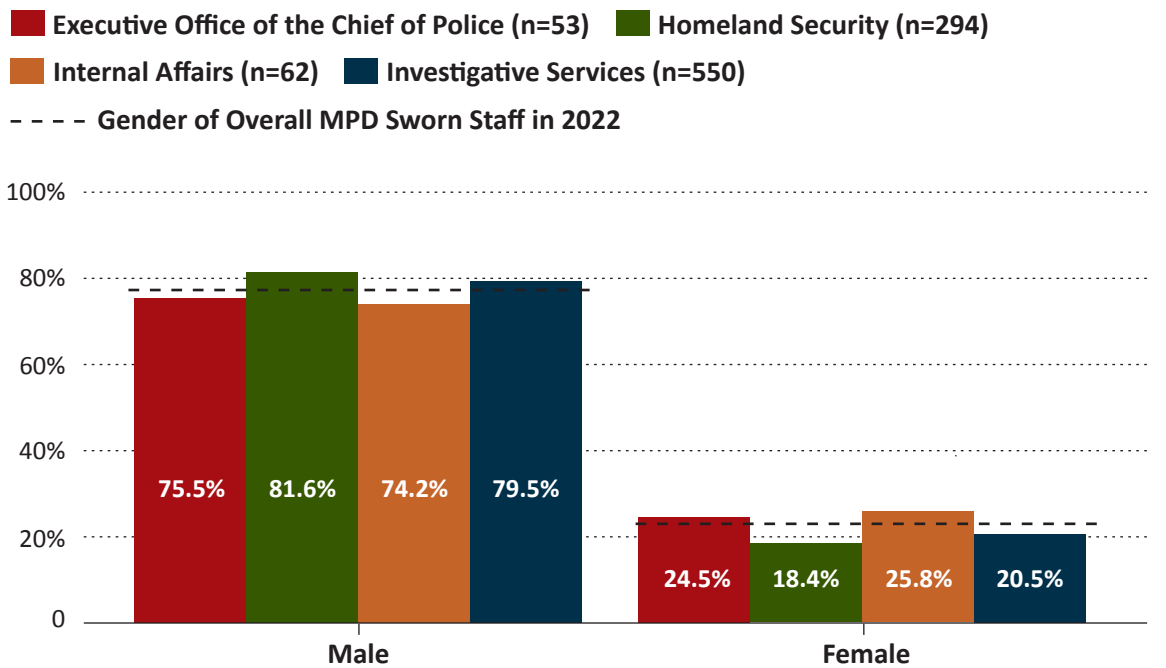


Source: Metropolitan Police Department

Notes: In addition to the above, the race/ethnicity of 12 people in the Executive Office of the Chief of Police (11.4%), one person in Homeland Security (1.8%), one person in Professional Development (1.2%), and one person in Technical and Analytical Services (0.9%) was not specified. Numbers are as of July 10, 2022.

FIGURE G.9

Bureau Assignment of MPD Sworn Staff by Gender in 2022

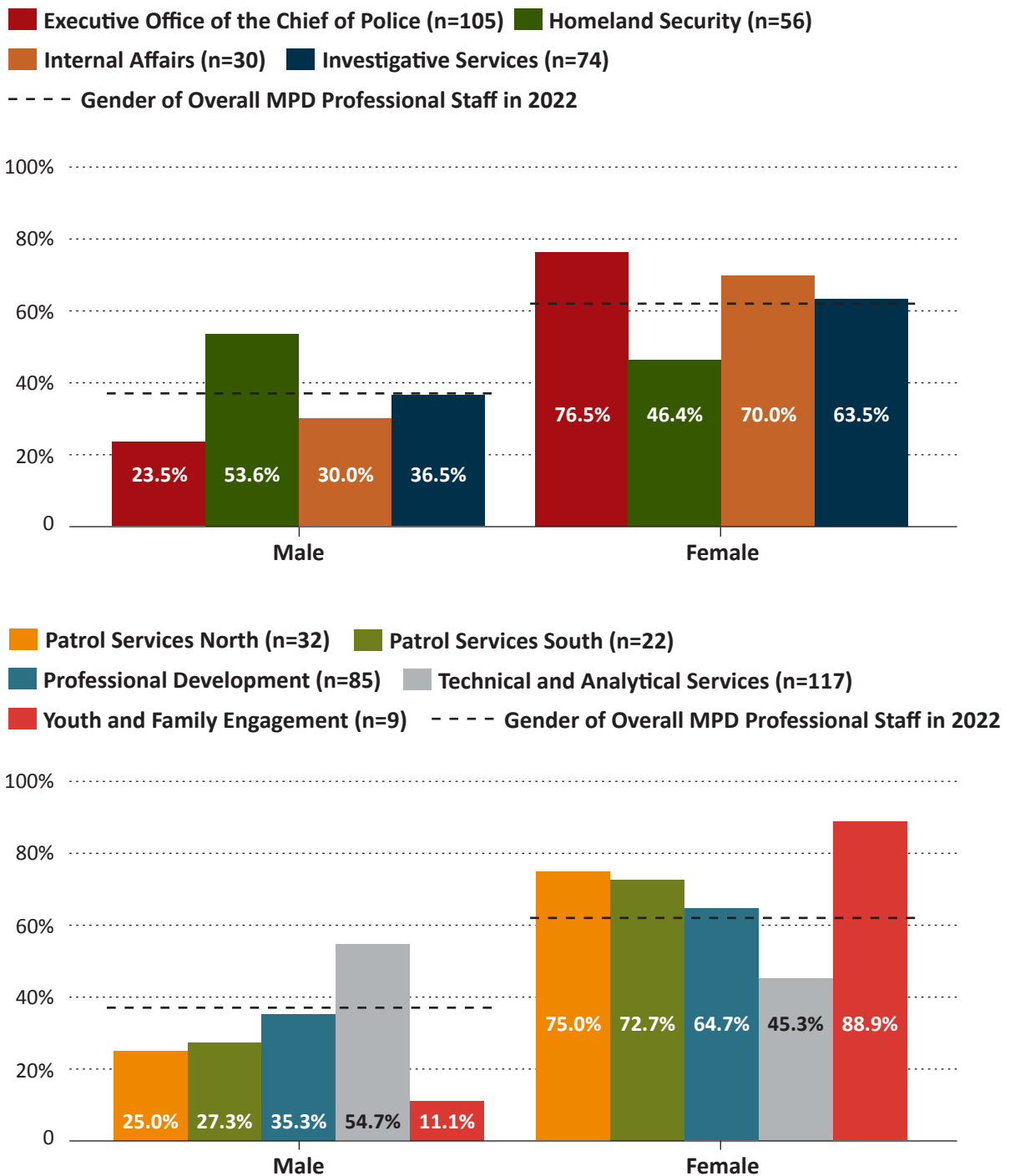


Source: Metropolitan Police Department

Note: Numbers are as of July 10, 2022.

FIGURE G.10

Bureau Assignment of MPD Professional Staff by Gender in 2022



Source: Metropolitan Police Department

Notes: In addition to the above, the gender of three personnel within the Executive Office of the Chief of Police was not specified. Numbers are as of July 10, 2022.