



THE BALTIMORE POLICE DEPARTMENT PLAN FOR RETAINING TALENT



DECEMBER 2019

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INTRODUCTION





It is the goal of the Baltimore Police Department (BPD) to build a culture that motivates experienced, talented, and dedicated members to remain with the agency throughout their career. This Retention Plan presents a strategic blueprint of objectives and timelines that will address the reasons members leave, and reinforce or develop factors that cause members to stay. A successful Retention Plan incorporates actionable recommendations from throughout the Department in order to create a positive and enriching work environment for our members, who will in turn strengthen their commitment to the job and the city of Baltimore.

This document represents a cross-agency collaboration with shared ownership of action items across BPD Bureaus in order to socialize the plan and develop the culture presented in the recommendations. To gain a better understanding of the state of BPD talent retention, the plan is informed by the findings from the 2018 report authored by the Mayor's Office Innovation Team (iTeam) that examined staff retention between 2013 and 2017. Additionally, the Department consulted Feedback from the Field: A Summary of Focus Groups with Baltimore Police Officers, which is a public report authored by The Crime and Justice Institute, and an initial draft of the Retention Plan was posted for member comment for a 30 day period.

The development of a Retention Plan is also a requirement of the Consent Decree agreement between the BPD, City of Baltimore, and the United States Department of Justice (DOJ), and as such, is a product that includes the technical assistance and consultation of the Court-Appointed Monitoring Team. Finally, the development of a Retention Plan is complementary to the Police Commissioner's five-year strategic vision, which offers a renewed focus on recruitment and retention.

THE CURRENT STATE OF RETENTION AT BPD



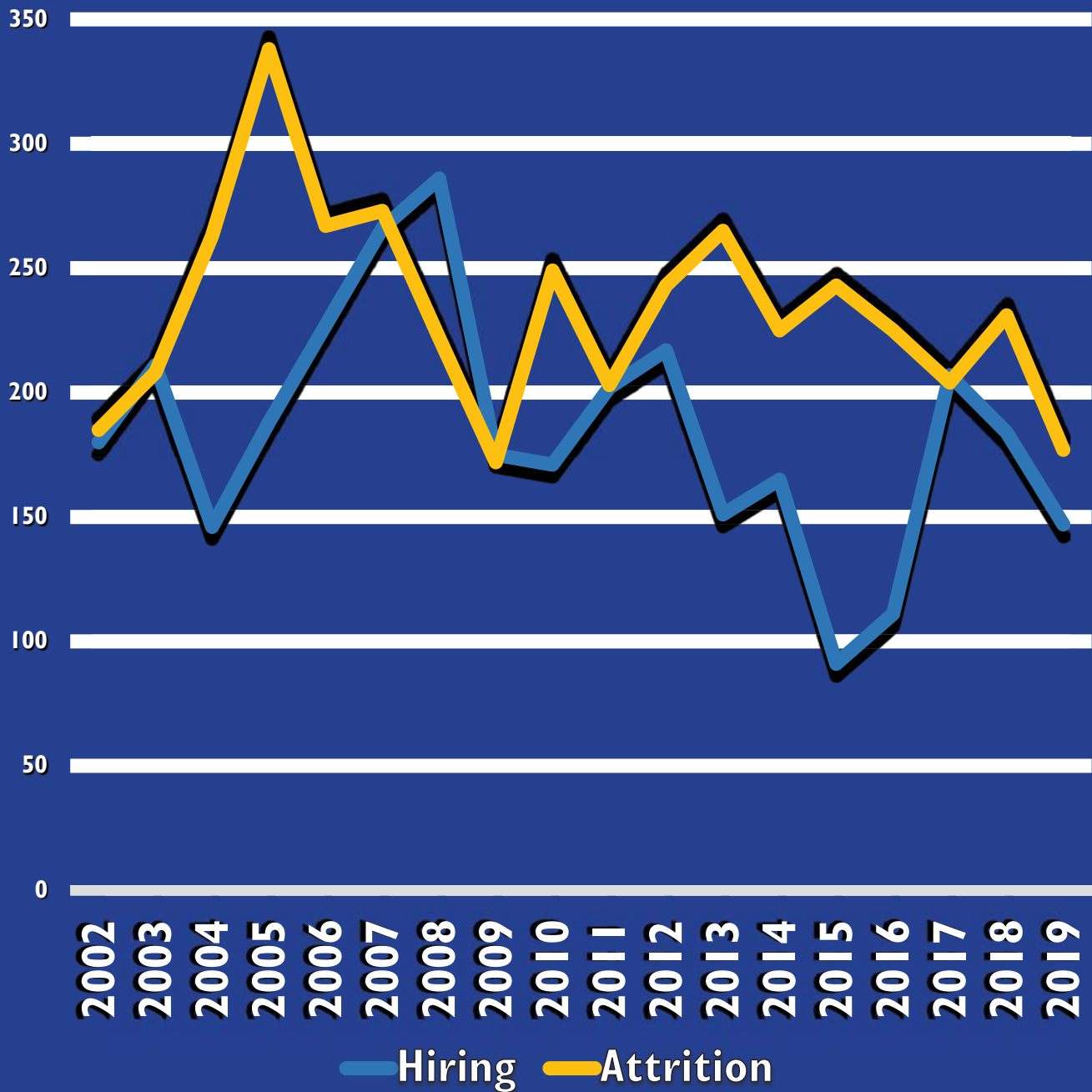
In order to understand the recent trends related to agency retention, the BPD examined the data on hiring and attrition from 2002 to 2019¹. The graph to the right illustrates the trend lines for both categories, and presents the following highlights:

- Available data for 2019 show 147 hires against 177 departures from the agency.
- Hiring outpaced attrition as recently as 2017, with 207 hires against 204 departures.
- The widest gap between attrition and hiring occurred in 2015 where the department lost a net 152 members, followed closely by 2005 which saw a net-loss of 150 members.
- The period between 2004 and 2008 saw steady growth in hires added per year, where hiring outpaced attrition by its widest margin in 2008 (286 hires against 222 departures).

While hiring numbers for 2019 are the fourth lowest in the years examined, attrition numbers are following a similar downward trajectory, and the gap between the two variables is not as wide as it has been historically. The BPD can conclude from these data that attrition and hiring tend to correlate in that a spike of attrition is typically answered with a spike in hiring. The updated and streamlined recruitment and hiring processes the BPD is installing will help proactively boost agency gains. The Retention Plan, however, seeks to address some of the factors that inform why members leave, more specifically, why they leave before retirement.

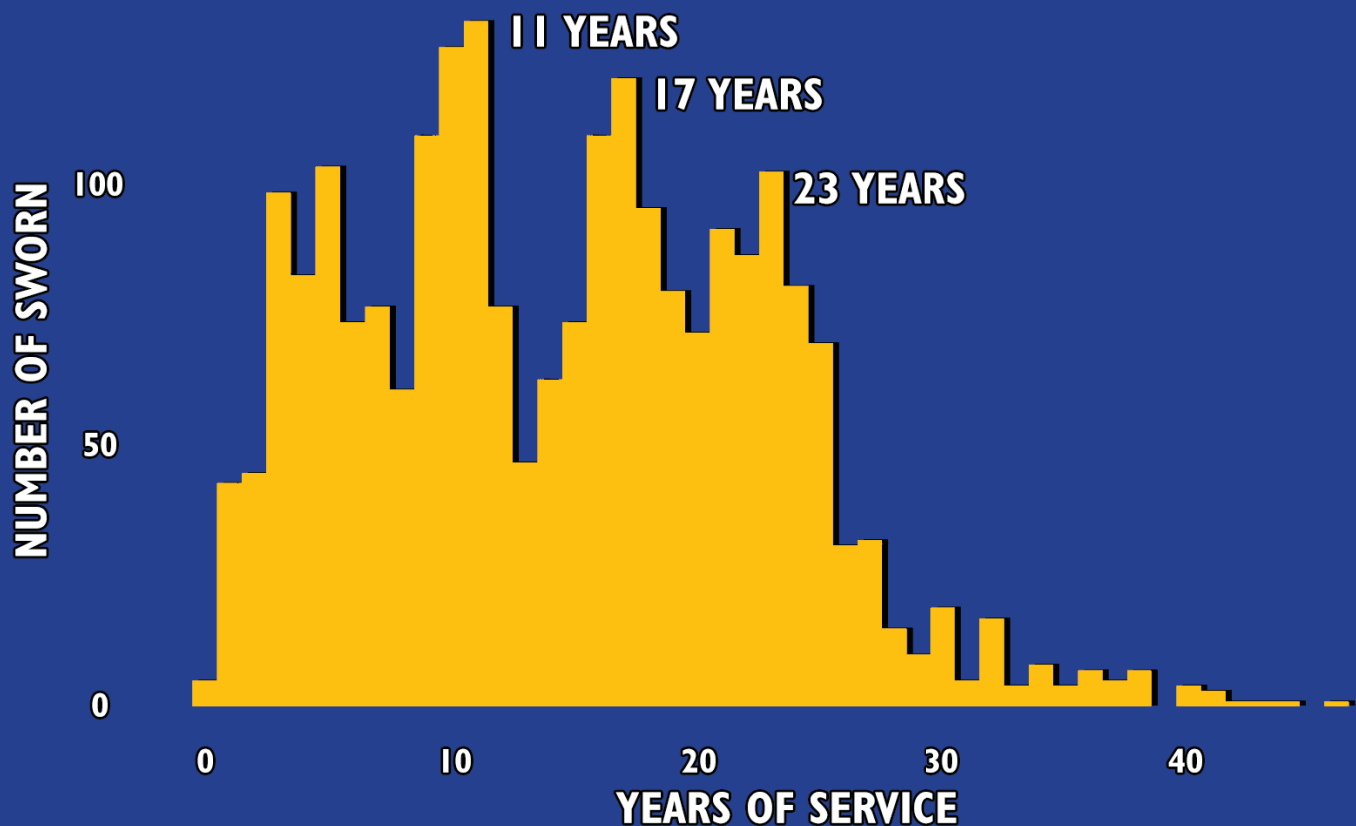
¹ Data provided by the Baltimore Police Department's Human Resources Section.

HIRING VS ATTRITION



Source: Baltimore Police Department Human Resources

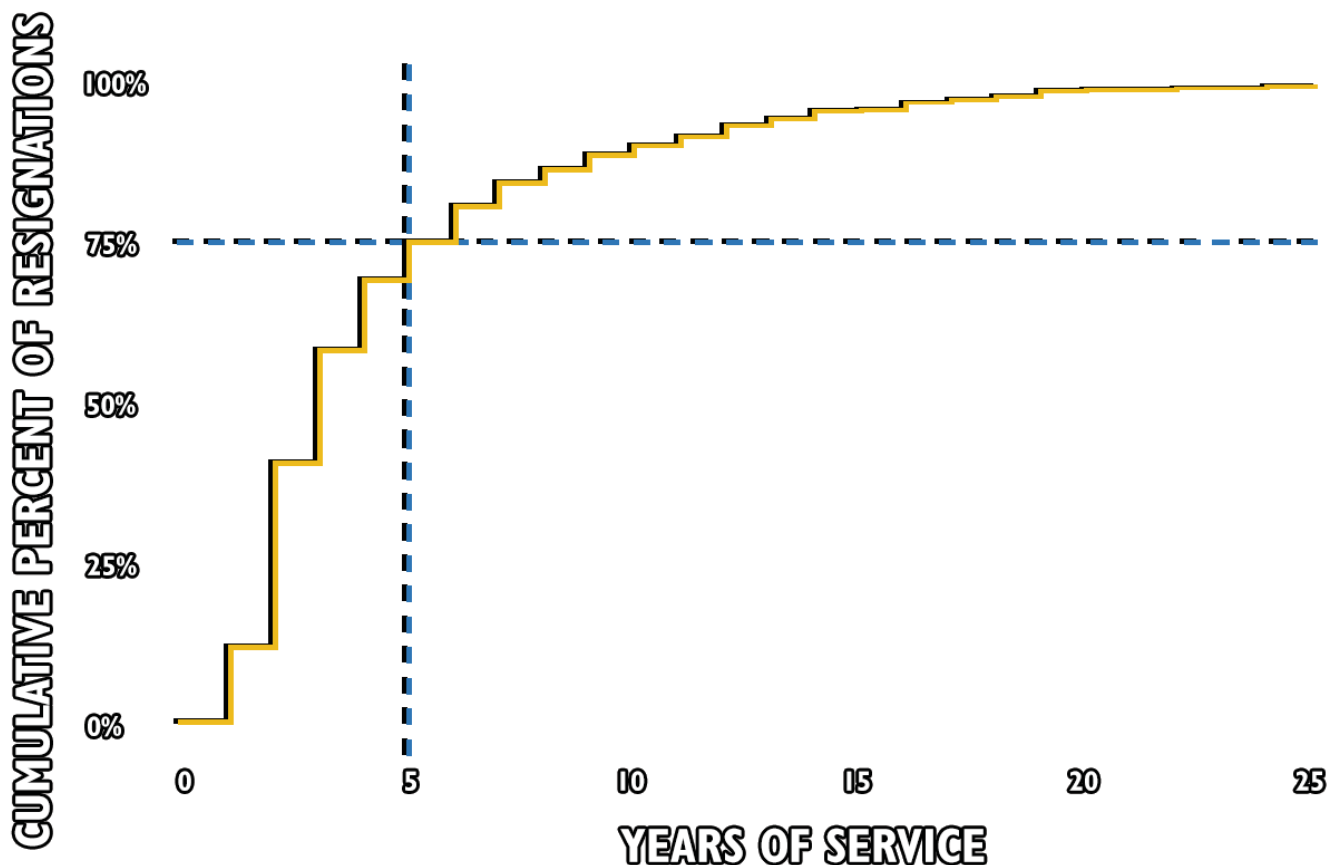
indicates that over 200 members are currently eligible for retirement based on the 25 year criterion. Nearly 100 members will be eligible in less than two years, with another notable tranche eligible within eight years. While there is no guarantee that an officer will leave immediately at 25 years, the eligibility criterion is helpful for anticipating at least one of the annual attrition variables.





**THE UPDATED AND STREAMLINED
RECRUITMENT AND HIRING PROCESSES
THE BPD IS INSTALLING WILL HELP
PROACTIVELY BOOST AGENCY GAINS.**

Nearly an equal proportion of officers leave the Department through resignation as those who are eligible for retirement each year. While BPD sworn members are eligible for retirement after 25 years, the iTeam report discovered that nearly three-quarters of resignations occur within the first five years of service, with a third of those resignations occurring in just the second year of service.



The issue of early resignation is not unique to the BPD. According to a report from the International Association of Chiefs of Police, many jurisdictions have reported that at least 25% of officers leave their department within the first 18-36 months on the job.¹ Considering the amount of time and resources expended during a candidate's background investigation and academy training, this indicator is deeply troubling.

BPD's data on resignations before 5 years exceed the national average as researched by the IACP. Members are leaving the agency almost immediately after their time at the academy, following field training, and after an initial patrol assignment.

Early-career resignations - particularly resignations within five years of service - is an area in which the Department should focus its retention efforts. Considering that national trends in sworn officer recruitment and hiring have been described as in a state of "crisis," with co-occurring factors such as low unemployment and law enforcement skepticism among younger populations diminishing the numbers of those joining the ranks², the market for talented individuals who want to wear the BPD badge is shrinking, and the department cannot afford to lose those who have been so painstakingly sought. In an increasingly competitive job market for law enforcement personnel, it is crucially important that the BPD develop and implement a plan for retaining new hires. While a department cannot control the factors that are limiting applications, it absolutely can control the culture it establishes in order to retain its newest hires.

IN AN INCREASINGLY COMPETITIVE JOB MARKET FOR LAW ENFORCEMENT PERSONNEL, IT IS CRUCIALLY IMPORTANT THAT THE BPD DEVELOP AND IMPLEMENT A PLAN FOR RETAINING NEW HIRES.

While the iTeam report describes the "how and when" members are leaving, focus group testimony presents "why" members are seeking careers elsewhere. Member voice must be intensively consulted through the development of a Retention Plan not only owing to member's firsthand experience with the issues presented, but also to reaffirm the commitment of BPD command that focus groups have a clear purpose and that member voice is instrumental in agency reform. To complement the quantitative data, and in an effort to discover the factors contributing to early-career resignations from the BPD, the Department sought firsthand testimonials from BPD members related to the retention issue. The team authoring the Retention Plan examined a summary of focus groups conducted by The Crime and Justice Institute (CJI) for the Baltimore Police Department Monitoring Team³, solicited member comment during the public comment period following the initial draft of the Plan, and hosted a focus group specific to member feedback at the conclusion of the comment period.

1 <https://www.theiacp.org/sites/default/files/2018-08/BP-RecruitmentRetentionandTurnover.pdf>

2 <https://www.npr.org/2018/12/11/675505052/shortage-of-officers-fuels-police-recruiting-crisis>

3 [Feedback from the Field: A Summary of Focus Groups with Baltimore Police Officers](#)

THEMES FROM THE CJI OFFICER FOCUS GROUPS

The CJI focus groups were hosted in May 2019, and officers were asked to share their feelings on such topics as community policing, use of force, experience with the Consent Decree reforms, and general areas where the department could improve. The themes and responses of the focus groups illustrate frustration across several areas of the Department, and can help explain the BPD's proclivity towards early career resignation. Many of the issues identified by focus group participants could immediately be addressed, and in many cases are as required by the Consent Decree agreement, in order to improve morale and create an environment that is conducive to retaining talented employees.

From member responses to the items presented by the Crime and Justice Institute, three distinct themes that impact retention surfaced.

STAFFING/ DEPLOYMENT

- Staffing shortages, compulsory overtime (i.e., drafting), and call volume were frequently attributed as reasons why morale among BPD members is low.
- "In my short three-year career, we have always been understaffed. Our job is just reactive policing and running and gunning. We don't have staff to do proactive policing," observed a focus group participant.

LEADERSHIP

- Participants discussed issues with BPD leadership that have negatively affected officer morale, namely the promotion process, supervisor support, and communication.
- One participant mentioned the Department lacking "camaraderie" currently, when before, officers felt supported by supervisors and Department leadership.

WORK ENVIRONMENT

- While the staffing and supervision issues above cultivate a working environment that negatively affects morale, the physical working environment – BPD's buildings, equipment, and technology – are having a similar effect on job satisfaction.
- Focus group participants discussed the poor state of issued equipment and facilities, with one going so far as to say "Some of our district stations are worse than jails. Our patrol cars are in bad shape, too."



“SOME OF OUR DISTRICT STATIONS ARE WORSE THAN JAILS. OUR PATROL CARS ARE IN BAD SHAPE, TOO.”

Focus group members contributed specific ideas on how the Department could improve morale, including:

- Greater communication, leadership, and support from command.
- The Department is understaffed and could civilianize administrative positions, thus returning sworn officers to patrol division; the practice of “drafting” is causing morale to suffer.
- The promotions process is not fairly conducted, and – given staffing shortages – officers are promoted too quickly without complementary training for their new role.
- Updated equipment, technology, and facilities would improve morale.
- A more timely and efficient Internal Affairs investigation process.
- Efforts from the Department to demonstrate that they are valued employees, and the Department would recognize officers for a job well done.



BPD MEMBER RESPONSES TO THE DRAFT RETENTION PLAN

Source: BPD Member Photo

On September 30, 2019, the BPD published a draft of the Retention Plan on its website for a 30 day Public Comment Period. The team authoring the report received nearly 40 written feedback submissions, 29 of which were from BPD members, including a formal response from the FOP Lodge #3. The inclusion of the Public Comment Period is a requirement of the Consent Decree's Monitoring Plan, and all proposed policies and most training materials are made available for public inspection. In the BPD's history of Consent Decree comment periods, no other deliverable has yielded such volume of member feedback. The Retention Plan is of great importance to active BPD members, and the majority of BPD members who supplied comments also included their names and email addresses (the comment submission web form includes the option to remain anonymous). The report's authors acknowledge that this indicates a willingness among members to remain active in the Retention Plan's design and execution. This also indicates that the Plan's success is tied to member buy-in and must address the lived experiences and recommendations of BPD's personnel.

Member responses from the Public Comment Period can be merged into the following distinct themes:

BPD's Patrol Vehicles:

- We get a different vehicle almost every day with its own set of problems: a headlight out, the seat doesn't adjust, the ac doesn't work, the sun visor hangs in your face the entire shift, you hear a clink and pull the hub cap off to find the axel nut is

off or the same clink and find the struts were never bolted back into the car after preventative maintenance, your driver door doesn't shut, the weather stripping leaks so when it rains your left leg is always soaked.

- I would STRESS to you that the NUMBER 1 necessity is patrol vehicles, equipped with cages and computers. Our cars are wiped out. This is something you absolutely can't get wrong.
- The vehicles are in such poor, unsafe conditions that they wouldn't even pass Maryland vehicle inspection.
- No matter how you work it, these Officers need their own cars if we're going to cut our attrition rate. I've worked with many Officers who've lateraled to other agencies. Whenever I ask them why they left, inevitably they say "my new agency gave me my own car."

Leadership/Promotions

- The lack of support from command is correct, it has been lacking for quite a while. The biggest reason is no continuity in the command positions.
- I know for a fact that officers have already left this department because they were sick of having to constantly fight for themselves because they knew they weren't going to get backed by supervisors.
- Many good Officers, Sergeants, and Lieutenants refuse to even consider entering the Department's highest ranks due to the reputation of many members of the command staff.
- A pay bump or power should not be the main motivation behind seeking a promotion. Consideration should be on how the person performed as an OIC [Officer in Charge]. It should be a pre-requisite to taking the test and feedback should be sought from the officers who worked under the OIC.
- The promotional process for Command-level positions within the Baltimore Police Department is still fraught with problems to include bigotry and unfair treatment based on personal bias.
- The following should be added to command-level promotions: written promotional tests, outside agency police commanders should participate in oral interviews, and education and professional training should be included to rate command level promotions.
- This department needs to adhere to the promotion requirement, and actually promote within allotted timeframe to fill vacancies. In addition, the department should honor the promotional list, until all individuals are promoted.

Pay & Benefits

- Why would I stay here when I can get 60% at 20 years, 80% at 30 years in Howard County?
- After 10 years we fall far behind and that is who complains about pay is members with more than 10 years in grade.
- The department needs to offer certain benefits that surrounding counties do not have.
- The city changed the retirement from 20 years to 25 years. Officers who were hired for 20 then told that they have to stay to 25 don't want to stay because the city doesn't honor its agreements.

Training

- 1 better-trained officer can do more than 5 poorly-trained officers.
- There are many free training opportunities available in the region recognized by the MPCTC, however in my last 10 years, BPD has not once approved any additional training outside in-service or BPD mandated training, the excuse always being "just get on the street!"
- In my time with the Department, I believe we have failed to promote the education of the people we employ, by not allowing pursuit of other training outside of the BPD that may be offered, some of which is of no cost to the department.
- With the upcoming transition occurring at E&T, can we mirror the program that



the state police have in place where upon graduation from the academy, members of the MSP have the option to stay on for an extra month in order to obtain an Associate's Degree? We want our future leaders to come from within. We want other agencies coming to us for training, not the other way around.

Accountability

- I cannot recall a fast turn-around on any allegation in my 26 years of policing. We should spend no more than 90 days on a basic investigation.
- Commanders not being held accountable for violating departmental policy (i.e., having a policy in place prohibiting officers less than 2 years on the force be transferred to any specialized unit but they do so ANYWAYS).

Technology

- ISSUE EACH OFFICER A COMPUTER...With the computer, there would be no more ticket books, repair order books, FI books, FI supplement books, incident report supplement sheets, domestic sheets, towed vehicle report sheets just to name a few, can all be done from the ACRES system and computer.
- Our information technology capabilities need to be addressed immediately – not ten years from now, immediately...When new officers come into this department and see that we still use carbon paper, they start looking for another job.



“WHEN NEW OFFICERS COME INTO THIS DEPARTMENT AND SEE THAT WE STILL USE CARBON PAPER, THEY START LOOKING FOR ANOTHER JOB. ”

Staffing

- Too many jobs like headquarters security, overtime unit, court liaison, special events, front desk personnel, upper command support staff, and ECU that could be staffed by civilians.
- The department needs to address the “Approved with Replacement” transfer requests. Being told you’re so good at what you do that you can’t leave is the most demoralizing thing I have experienced here and is destroying any motivation I have to continue doing such a good job.
- I became exhausted due to court dates, mandatory OT shifts, and supervisors who didn’t care. I wish BPD well, but it will take a culture change from the top down to make a difference.

Recognition

- Have awards that are voted on by the member’s peers and not command staff at the district level, this encourages other members to recognize and support each other as opposed to the culture of favoritism that most members I know believe is the current case with awards.
- Can we start acknowledging officers every once in a while for the good work we do? The mistakes we make get dealt with almost immediately but the good work usually goes completely unnoticed. What incentive do I have to go out and do drug work, to serve warrants, to do good proactive work during traffic initiatives? There’s none.
- Why is there no award that’s applicable to investigations, outside of a unit citation? Why can’t investigators be individually recognized for exceptional work while investigating complex cases that result in convictions, a direct impact on safety in Baltimore City?

“I KNOW FOR A FACT THAT OFFICERS HAVE ALREADY LEFT THIS DEPARTMENT BECAUSE THEY WERE SICK OF HAVING TO CONSTANTLY FIGHT FOR THEMSELVES BECAUSE THEY KNEW THEY WEREN’T GOING TO GET BACKED BY SUPERVISORS.”

THEMES FROM THE RETENTION PLAN FOCUS GROUP



Following the 30 day Public Comment Period for the initial draft of the Retention Plan, the BPD invited all of the members who provided contact information with their comment to participate in a focus group specific to the draft plan. A handful were able to attend and provide additional commentary to what was submitted. The group represented a wealth of experience with the BPD, and the members were able to identify and contextualize changes in the department's environment that are adversely affecting retention. Similar to the CJI-led focus group, the Retention Plan focus group localized on the themes of staffing, leadership, and culture as negatively affecting retention.

Staffing

- I had to look at Baltimore County PD to discover job descriptions for Lt and Capt. We need to have skills that match a description.
- There needs to be a Corporal rank in Patrol to groom new Sergeants.
- In 2006, roughly 8-900 people took the Sergeant's test, and the list had probably 400 names on it. Now, maybe 200 take the test. There's a much smaller pool of people that want to be leaders here.

Leadership

- People wouldn't be looking to leave if they felt like they mattered.
- There needs to be a command testing process, the same as Lieutenants and Sergeants...if there's a culture at the top that never changes, don't expect anything else to change.
- Commanders think that since they are treated poorly that in turn they can treat their officers or sergeants poorly.

“I HAD TO LOOK AT BALTIMORE COUNTY PD TO DISCOVER JOB DESCRIPTIONS FOR LT AND CAPT. WE NEED TO HAVE SKILLS THAT MATCH A DESCRIPTION.”

Culture

- There used to be two things officers wanted: a car and a post, and you wanted to have the best car and the best post. Now there's no uniformity with roll calls, posts, or cars. The structure of the day to day has disappeared.
- There's a need for new technology, yes, but we still need roll call; old processes that work and provide structure.
- Current leadership wants cops on the street as quickly as possible, not roll call.

It should be noted that the focus group participants shared optimism based-upon cultural shifts witnessed at BPD's training academy. The participants were especially pleased with their experience during the Department's 16-hour Use of Force / Fair and Impartial Policing training, which all full-duty members received during the summer and fall of 2019. One focus group member remarked that the facilitators "bought-in to what they were teaching." This particular training is one of the first tangible products of the Consent Decree process that BPD members will experience, and serves as a template for future BPD continuing education and academy-level trainings. Training was a common theme of member feedback, and the new training that BPD is developing – complete with case studies, facilitated discussion, kinesthetic learning opportunities, and highly-trained instructors – should positively affect member retention.

RETENTION PLAN





GOAL AND OBJECTIVES

The over-arching goal of the BPD's Retention Plan is simple and direct: to retain an engaged, productive, and healthy workforce. This will be achieved by instilling a culture throughout the agency that lends itself to supporting its membership's desire to complete their career – or the majority of their career – with the BPD. The pursuit of this goal is guided by three key objectives, which mirror the main themes from the officer focus groups and member feedback.

Objectives

Staffing:

Address, through planning and policy, the issues affecting officer morale related to staffing and deployment.

Leadership:

Improve the promotion process, and develop officer leadership skills.

Work Environment:

Implement burden-reducing practices, updated technology, and improve the physical work environment.

OBJECTIVE I: STAFFING



I.1

The BPD will develop a Staffing Plan that addresses patrol staffing shortages, recommends civilianization of administrative roles, and provides for the personnel required for effective constitutional policing.

Responsible Commands:

Consent Decree Implementation Unit (CDIU) and Office of the Chief of Patrol.

Actions & Timeframe:

As required by the Second Year Monitoring Plan of the Consent Decree agreement, the CDIU will submit a draft Staffing Plan in the fall of 2019. Following the collaborative process and associated comment periods, the BPD will submit a final Staffing Plan for approval in early 2020. Upon approval, the Office of the Chief of Patrol will immediately move towards implementation of the Staffing Plan in 2020.

Desired Outcome:

As the Staffing Plan civilianizes certain administrative roles, and returns an appropriate number of Patrol Division members to the streets, district commanders and supervisors will no longer need to “draft” members to meet the shift constant.

I.2

The BPD will make revisions to the policies governing drafting, overtime, leave, and officer reinstatement to reflect the requirements of the Staffing Plan and the Community Policing Plan.

Responsible Commands:

CDIU, Office of the Chief of Patrol, Recruitment Section, and Human Resources.

Actions & Timeframe:

The CDIU is required to develop and submit a draft Community Policing Plan in the fall of 2019, with approval and proposed adoption of the Plan set for early 2020. This timeline fits within those assigned for approval and adoption of the Staffing Plan, and both will prescribe appropriate deployment for the Patrol Division in order to achieve the Department's Community Policing goals. In early 2020, the CDIU and Office of the Chief of Patrol will review the drafting, overtime, and leave policies to ensure they are in alignment with the adoption of the Staffing Plan.

Additionally, the Recruitment Section will review and streamline the process for officer reinstatement to ensure that officers who may have left the Department in good standing may return. This process will commence in advance of the adoption of the Staffing Plan.

Desired Outcome:

Policies that govern staffing will be reviewed for effectiveness and updated to reflect the new Staffing Plan. These policies have not been revised in some time, and addressing these policies together in 2020 with the benefit of a new Staffing Plan and citywide Workforce Management System will go far to assuage member and commander confusion as to their requirements.

By updating the process for officer reinstatement, the Recruitment Section will be prepared to quickly reinstate officers who left in good standing. A smooth reinstatement process sends the message to returning officers that the BPD is committed to improving the employee experience.

I.3

The BPD will develop and implement a more timely and efficient Internal Affairs investigation process.

Responsible Commands:

Public Integrity Bureau (PIB), Office of Legal Affairs, and CDIU.

Actions & Timeframe:

The CDIU, Office of Legal Affairs, and PIB will have completed and trained by the end of 2019 a policy regarding the Expedited Resolution of Minor Misconduct, and will have submitted for approval an Internal Operations and Training Manual for PIB Investigators. With the approval of the Expedited Resolution policy, instances of minor misconduct may be addressed at the district-level as

opposed to PIB. The PIB Investigations Manual will provide standard protocols for investigators in order to ensure an impartial, thorough, and complete investigation of misconduct. Training for investigators will occur in 2020.

Desired Outcome:

Members who are alleged to have committed minor misconduct violations may have their case resolved within seven days at the District level as opposed to through PIB. For complaints and allegations of misconduct investigated by PIB, standardized practices and enhanced training will allow investigators to close cases much sooner than before. Members will have “open numbers” resolved efficiently and in a more timely fashion.

I.4

The BPD will update and improve employee performance evaluation forms and processes in order to provide more timely and useful feedback to utilize in staff development and career planning.

Responsible Commands:

CDIU and Human Resources.

Actions & Timeframe:

The BPD is required by the third year Monitoring Plan to revise the Department’s Performance Evaluations for sworn members. The BPD has targeted the fourth quarter of 2020 to have completed the updated Performance Evaluations for sworn members with implementation by 2021.

Desired Outcome:

Sworn members are evaluated upon criteria reflective of the BPD’s mission, vision, and values in an efficient, electronic intake process. The updated performance evaluations will prompt thoughtful reflection and discussion on the evaluatee’s strengths, goals, and opportunities for training as opposed to the current, outdated practice.

I.5

The BPD will implement survey, interview, and data analysis tools in order to collect intelligence on job satisfaction, recommendations from employees before they leave the agency, and contributing factors for leaving the Department.

- The FOP #3 made a similar recommendation that the BPD “must immediately begin following their own policies [see Policy 1902, Procedure for Separation from Service] with regards to conducting and analyzing exit interviews. Exit interviews should be reviewed and tracked. Deficiencies and problems that are identified during the exit interview process should immediately be resolved.” In the drafting of their recommendations, the FOP #3 held

an informal poll, and asked members “when you retired from the BPD did you complete an exit interview?” The majority of responses indicated that members had not completed an exit interview, but would have if asked.

Responsible Commands:

Human Resources and Officer Safety and Wellness Section.

Actions & Timeframe:

In partnership with The National Police Foundation, the BPD will have access to platform surveys specific to officer safety and wellness, technology, and perceptions of the Department and the community. Included with the platform surveys are Dashboards where BPD can compare the data across other agencies, responses over time, results across generation and rank, and in-depth data manipulation. The platform surveys will be implemented immediately and conducted annually, with initial dissemination and analysis occurring in late 2019. The BPD’s HR Section has delivered two years’ worth (2018-2019) of completed exit interview data to researchers at the Johns Hopkins University’s Bloomberg School of Public Health for analysis and the development of a final report on the themes and issues affecting employee retention. The HR Section will develop and implement a plan to analyze exit interview data to better understand the reasons for members leaving, investigate trends, and recommend improvements. Any immediate issues from the report will be addressed by the associated command. The FOP’s feedback indicates that the exit interview process has been inconsistently applied. The HR Section will immediately perform exit interviews for members that are resigning or retiring.



Additionally, the HR Section will develop a standardized protocol and training for the installation of “stay” interviews to be completed by supervisors and commanders throughout the BPD.

Desired Outcome:

Both the HR and Officer Safety and Wellness Sections will have the ability to analyze data in real-time, as well as trends over time, related to officer job satisfaction. The completion of “stay” interviews by member’s command will demonstrate to effective employees that they are valued by the agency, and by analyzing exit interviews, the HR Section will be able to identify issues affecting employee morale in a more timely fashion. The collection of data from both sections permits the Administrative Bureau to propose reforms that would directly address employee satisfaction.

I.6

The BPD will ensure that active policies are uniformly followed by all members.

Responsible Commands:

The Operations Bureau, Public Integrity Bureau, CDIU, Performance Standards Section: Audits, and Human Resources.

Actions & Timeframe:

The BPD will continue to conduct audits on compliance with the policies governing leave and overtime, and will forward discrepancies to the Public Integrity Bureau. It should be acknowledged that several personnel policies of the BPD need to be updated for clarity, consistency, and compliance with the recommendations of the Staffing Plan and a new workforce management system. These revisions will be made by the CDIU and will occur in accordance with the above recommendations. Adherence to current policy, however, can and should occur consistently throughout the department.

Where needed, the CDIU and Human Resources can work with the Operations Bureau to ensure that commanders and supervisors are applying policies consistently. This can include training bulletins, FAQ sheets, and/or roll-call visits to clarify current protocols.

Desired Outcome:

In the feedback received by the FOP #3 and rank-and-file members, there was a common theme that policies related to overtime, leave, and benefits were either not being followed, or were being inconsistently applied. Member morale can be greatly affected when the policies that govern their guaranteed benefits are ignored. An example as described by the FOP #3 refers to several members who are owed incentive pay for successfully recruiting members to the agency

[see Policy 1804, Recruitment Incentive Program]. Additionally, members have reported violations to policy from command as it relates to requested leave and time off. This goal envisions that members will expect their supervisors to be held to the same standards as set forth in BPD policy.

OBJECTIVE 2: LEADERSHIP



2.1

The BPD will revise its internal transfer and promotion processes in order to ensure that opportunities are communicated, and that selection is through a fair and standardized process.

Responsible Commands:

Human Resources and CDIU.

Actions & Timeframe:

The CDIU will be required under the Third Year Monitoring Plan of the Consent Decree agreement to perform an assessment and revision of the BPD's promotional criteria. Initial steps in this work have begun and will be completed by the end of 2020. Throughout the drafting, collaboration, and comment process of these deliverables, the CDIU will work with the HR Section to develop a

protocol for the standardized announcement of promotion opportunities, and objective standards for which candidates will be evaluated.

Desired Outcome:

Members will be able to review promotion opportunities through a standard process, at regulated intervals (i.e., at a certain time each month, promotion opportunities will be delivered via PowerDMS) as opposed to the current process, which is typically word-of-mouth and not adhering to a set schedule. Objective selection standards will ensure that favoritism and patronage are eliminated from the promotions process, and members will be assured that their knowledge, skills, and abilities as opposed to connections will help them advance their careers.

2.2

The BPD will develop and provide leadership training for supervisors and command staff.

Responsible Commands:

Education and Training.

Actions & Timeframe:

The Third Year Monitoring Plan (2020) requires that the BPD academy staff develop new promotion supervisor training. In addition, all of the required Consent Decree trainings have to be offered to command staff, which has typically not been the practice of the agency.

Desired Outcome:

Supervisors and command staff will receive hands-on training on the BPD's new policies and expectations as related to the Department's mission, vision, and values. This will ensure that supervisors are ready to supervise, and that command is aware of the new requirements of their subordinates, as well as the vision of the agency moving forward.

MEMBERS WILL BE ABLE TO REVIEW PROMOTION OPPORTUNITIES THROUGH A STANDARD PROCESS, AT REGULATED INTERVALS AS OPPOSED TO THE CURRENT PROCESS, WHICH IS TYPICALLY WORD-OF-MOUTH AND NOT ADHERING TO A SET SCHEDULE.

2.3

The BPD will codify the job descriptions and related knowledge, skills, and abilities for each position, which will be available for all members to review.

Responsible Commands:

Human Resources and the Office of the Police Commissioner.

Actions & Timeframe:

The Human Resources staff will collaborate with BPD Command on the collection, creation or revision, and approval of Agency job descriptions in accordance with the Staffing Plan. The job descriptions will be housed in PowerDMS for all members to view. This work will be completed by the end of 2020.

Desired Outcome:

Job descriptions are useful communication tools to inform employees exactly what tasks are expected of them and the minimum qualifications to perform such tasks. Members will be able to view the responsibilities and crucial job skills, knowledge, and abilities required of each position within the agency. In turn, the BPD will be able to better prepare the next generation of leaders through a tangible career path, ensuring seamless movement within the agency.

2.4

The BPD will create a leadership program for new officers towards the end of their probationary period.

Responsible Commands:

Education & Training

Actions & Timeframe:

Education & Training will develop a one-week course modeled on a similar program implemented by the Los Angeles Police Department, with appropriate lesson plans and instructor/facilitator development. The course will be developed during 2020 and delivered five times per year beginning in 2021.

Desired Outcome:

Following their probationary period, new officers will reconvene as a class at the academy for a week of leadership training that addresses their experience thus far in the Patrol Division, and builds a “learning community” among the new officers. This week will demonstrate that the BPD cares about their acclimation to the agency, and that the academy is a place of community building and critical thinking among officers.

The BPD will develop additional retention strategies that start with academy classes.

Responsible Commands:

Office of the Police Commissioner, Education & Training, Human Resources.

Background:

An alarming statistic at the beginning of this Plan describes that 75% of resignations occur within a member's first five years of service, with about half of those occurring within the first 2.5 years. Much of the reform efforts listed above seek to address the culture and environment in which current members work, but the BPD could start much sooner. The newest members of the agency, those who have graduated from the academy, should see targeted efforts that seek to value them and demonstrate that the BPD is a place where they can spend their career.

“IF THE DEPARTMENT SHOWS AN INVESTMENT IN THE OFFICERS, PERHAPS WE CAN STEER THEM AWAY FROM IMMEDIATELY TURNING OVER TO SURROUNDING JURISDICTIONS.”

Recommendations:

First, the BPD could designate academy graduates as Officers immediately upon graduation. This would shorten their probationary status and increase their salary. While the BPD's starting salary is superior to most neighboring agencies, the immediate pay increase and recognition as an officer could also help recruitment efforts as well as retain young officers. Second, the BPD's training academy is in the process of a multi-year move to the University of Baltimore (UB), which the department could leverage into further educational opportunities for its members. As one member suggested, “with the upcoming transition occurring at E&T, can we mirror the program that the State Police have in place where upon graduation from the academy, members of MSP have the option to stay on for an extra month in order to obtain an Associate's Degree? Is there a partnership we can develop with UB in order to make that happen? If the department shows an investment in the officers, perhaps we can steer them away from immediately turning over to surrounding jurisdictions.” Finally, for those that seek continuing education, the BPD should work with the City of Baltimore to restore funding levels to 100% for higher education reimbursement. The current policy [Policy 408, College Tuition Assistance] indicates that members may receive up to 50% of direct tuition costs where it was full direct tuition costs previously.



OBJECTIVE 3: WORK ENVIRONMENT

3.1

The BPD will implement the recommendations of the IT Assessment and Strategic Plan in order to reduce the administrative and process burdens on officers.

Responsible Commands:

Information Technology Section and CDIU.

Actions & Timeframe:

The BPD, through the help of an external consultant, is systematically replacing outdated technologies and systems with updated solutions. Included in the overhaul are technologies associated with:

- Citation Modernization
- Learning Management Modernization
- Workforce Management Modernization
- BPD's Records Management System
- Internal Affairs Modernization
- A Connected Officer Program
- Data Integration System
- Early Intervention System
- Use of Force Reporting Modernization
- Public Data Access Improvements

The acquisition and installation of these systems is forecast to range from early 2020 to mid-2023.

Desired Outcome:

BPD members will have access to updated technological systems that reduce the burden of report writing, signing up for training opportunities, tracking time, reducing the backlog of offense reports, and tracking internal affairs complaints among additional daily practices.

3.2

The BPD will develop a comprehensive plan to improve the working conditions of current personnel.

Responsible Commands:

The Office of the Police Commissioner, Baltimore City Department of General Services, and Baltimore City Department of Finance.

Actions & Timeframe:

By the end of 2019, the BPD will have developed a finalized plan that identifies priority capital projects, including:

- Renovation, repair, or replacement plan for all nine district stations,
- Relocation plan for the Training Academy,
- Purchase of new computer workstations for all district stations, and
- Purchase of new fleet resources on a continuous basis with a proactive fleet replacement program.

UPDATED FACILITIES AND EQUIPMENT REPRESENTS AN INVESTMENT IN THE MEMBERSHIP WHO ACCESSES THESE BUILDINGS AND MATERIALS DAILY, AND WILL IN TURN IMPROVE EMPLOYEE MORALE.

Capital projects will be completed over the span of several years.

Desired Outcome:

The BPD will systematically complete capital projects to improve the physical working conditions of BPD employees. Updated facilities and equipment represents an investment in the membership who accesses these buildings and materials daily, and will in turn improve employee morale.

3.3

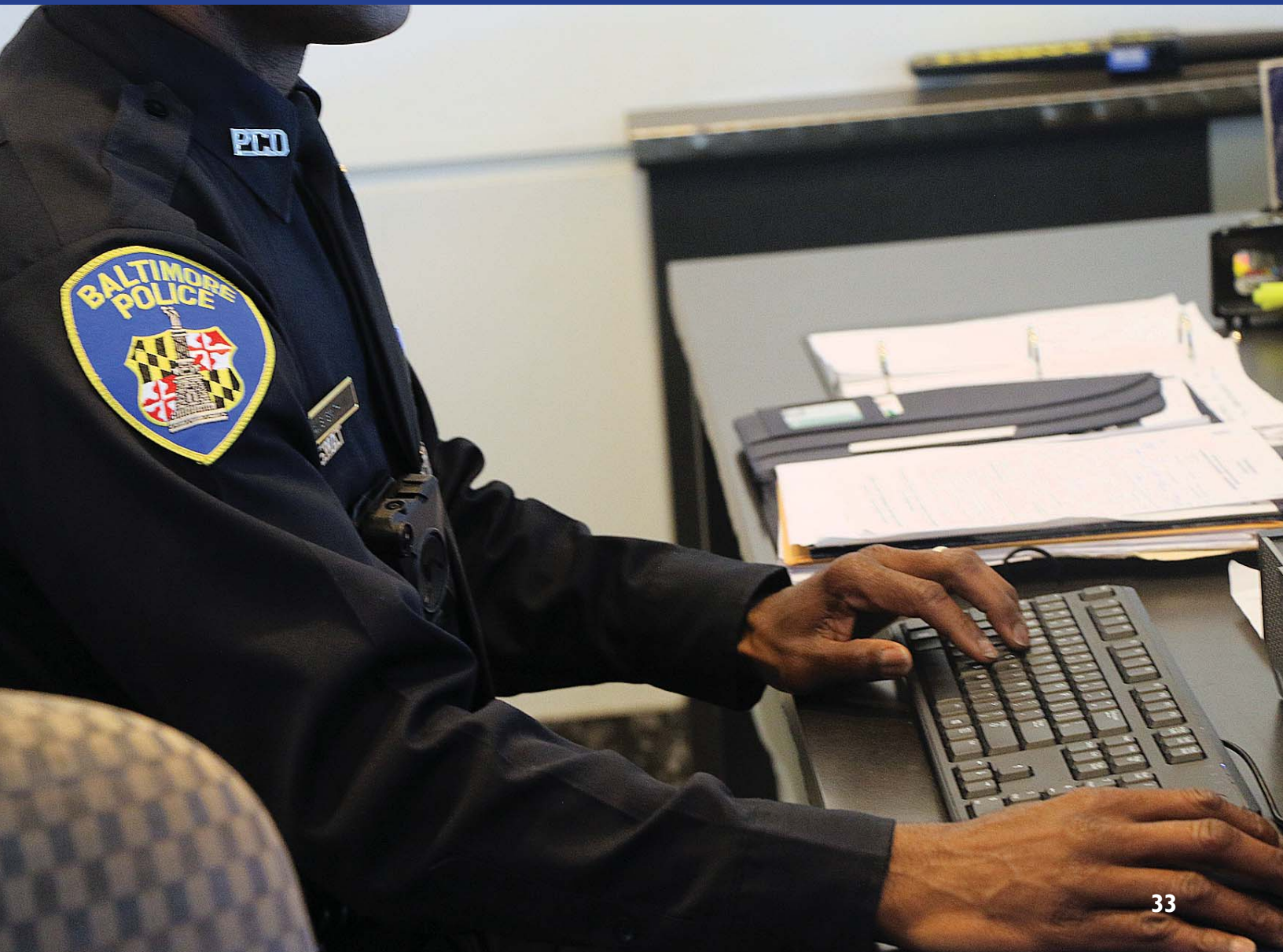
The BPD will prioritize and communicate the fleet replacement program.
Responsible Commands: The Office of the Police Commissioner, Baltimore City Department of General Services.

Actions and Timeframe:

By the end of 2019, the BPD and Baltimore's Department of General Services will have produced a plan that identifies and prioritizes capital improvement projects, and will specifically communicate the plan to replace the BPD's patrol vehicle fleet.

Desired Outcome:

Based upon member feedback, replacing the BPD's patrol car fleet should be highly prioritized, and the plan for doing so must be communicated to the rank-and-file membership. The car is a patrol member's office, and members need to see that the department has a plan for improving their immediate work environment. As one commenter mentioned, "when you see major construction occurring, you can sometimes see the envisioned completed project...build up the anticipation. This way, they have a reason to stay and fight for the agency." The desired goal of prioritizing and communicating this strategy is for members to know that their input on the current work environment was taken into account and promptly addressed.



3.4

The BPD will revise its policy and process related to Departmental awards and commendations in order to standardize the recognition process and ensure BPD members are aware of the potential for recognition.

Responsible Commands:

Office of the Police Commissioner and CDIU.

Actions & Timeframe:

The CDIU will revise the BPD's policy on departmental awards and commendation to reflect the Department's new mission, vision, and values. The Office of the Police Commissioner will ensure that the new awards and commendations are disseminated throughout the agency, and members are aware of their eligibility to be recognized for exceptional work. The policy will be revised and implemented in the second quarter of 2020.

Desired Outcome:

The updated awards and commendation policy will reflect the new mission, vision, and values of the BPD, including a focus on community policing and successful de-escalation. Members will be commended for their work employing 21st century policing tactics, and the process for commendation will be made more fair and transparent.

3.5

The BPD will expand awards and recognition to acknowledge BPD member longevity and exemplary behavior.

Responsible Commands:

Office of the Police Commissioner, Public Information Office, Meritorious Service Board, Human Resources.



Actions & Timeframe:

The BPD has resumed conducting regular awards ceremonies in 2019, and intends on honoring members at least twice per year. The Meritorious Service Board should begin to work with the Human Resources Section on the issuance of longevity awards at increments of five years of service.

In addition, the BPD's Public Information Office should adopt a no-cost strategy that simply uses social media to publicize employee appreciation on a regular, scheduled basis. BPD members occasionally receive broadcast emails from "BPD Mailbag" which presents stories of Baltimore citizens who experienced positive interactions with BPD members. These Mailbag emails are too few-and-far-between and are not publicly accessible. The Austin (TX) Police Department uses their Twitter platform for the Chief to announce the Employees of the Week to 157,000 followers:



The BPD's Public Information Office could replicate this strategy, and inform the department's leadership of ways to submit exemplary behavior from their subordinates to be featured in the acknowledgment. The team authoring this report further recommends that the criteria used in determining officers to be acknowledged consider the use of de-escalation, community policing, and general behavior that embodies the department's mission, vision, and core values.

Desired Outcome:

As learned through focus groups and member comment, there is a general perception within the agency that bad

behavior is immediately addressed and publicized, whereas the daily exemplary successes are not so quickly – if ever – shared or acknowledged by command staff. The desired outcome of this goal is to change that perception. By regularly recognizing exemplary behaviors and longevity, BPD members will know that their daily efforts are valued and that their good work could be featured on the department's most-visible channels.

CONCLUSION





This Retention Plan provides 16 reforms specific to improving job satisfaction for BPD members ranging from policy updates to systematic capital improvements. In order to ensure that this plan is being implemented by the assigned commands, the BPD will include the objectives and timelines of the Retention Plan in its standing RecruitSTAT meetings, and will – on an annual basis – evaluate agency attrition and forecast retirement eligibility. In addition to briefing BPD command on implementation of the Retention Plan goals, the Human Resources section will develop public-facing updates for BPD personnel to understand the ongoing work focused on retention. As required in the plan, BPD will also utilize its survey partnerships and stay-interviews to check the pulse of employee satisfaction. The stakeholders involved in developing this plan will utilize the survey responses to guide more nimble reforms as needed to improve employee satisfaction.

More importantly, what this plan represents is a tangible product demonstrating to the men and women of the BPD that their concerns are informing change. The focus group report concludes by describing that “many officers consider it an honor to serve the City of Baltimore. Many are proud to be police officers and are committed to the work.” This plan seeks to deepen that honor and commitment by instilling a culture and environment where members are proud to serve the entirety or majority of their law enforcement career.

