



CITY OF NEW ORLEANS

**Hiring Process Reforms
New Orleans Police Department**

September 24, 2015

Improving Our Hiring Practices

NOPD has made significant improvements to our hiring practice to:

- Bring us in line with Consent Decree requirements; and
- Meet departmental hiring goals.

Thus far in 2015:

- Class 172 began academy training on January 12th and graduated on September 2nd with 29 recruits.
- Class 173 began academy training on June 23rd and has 30 recruits currently.
- Class 174 is on track to begin in October and 16 recruits are currently hired. An additional 21 are in the final stages of hire and awaiting clearance for hire (psych/meds).
- Additionally, NOPD has hired two reinstatements.



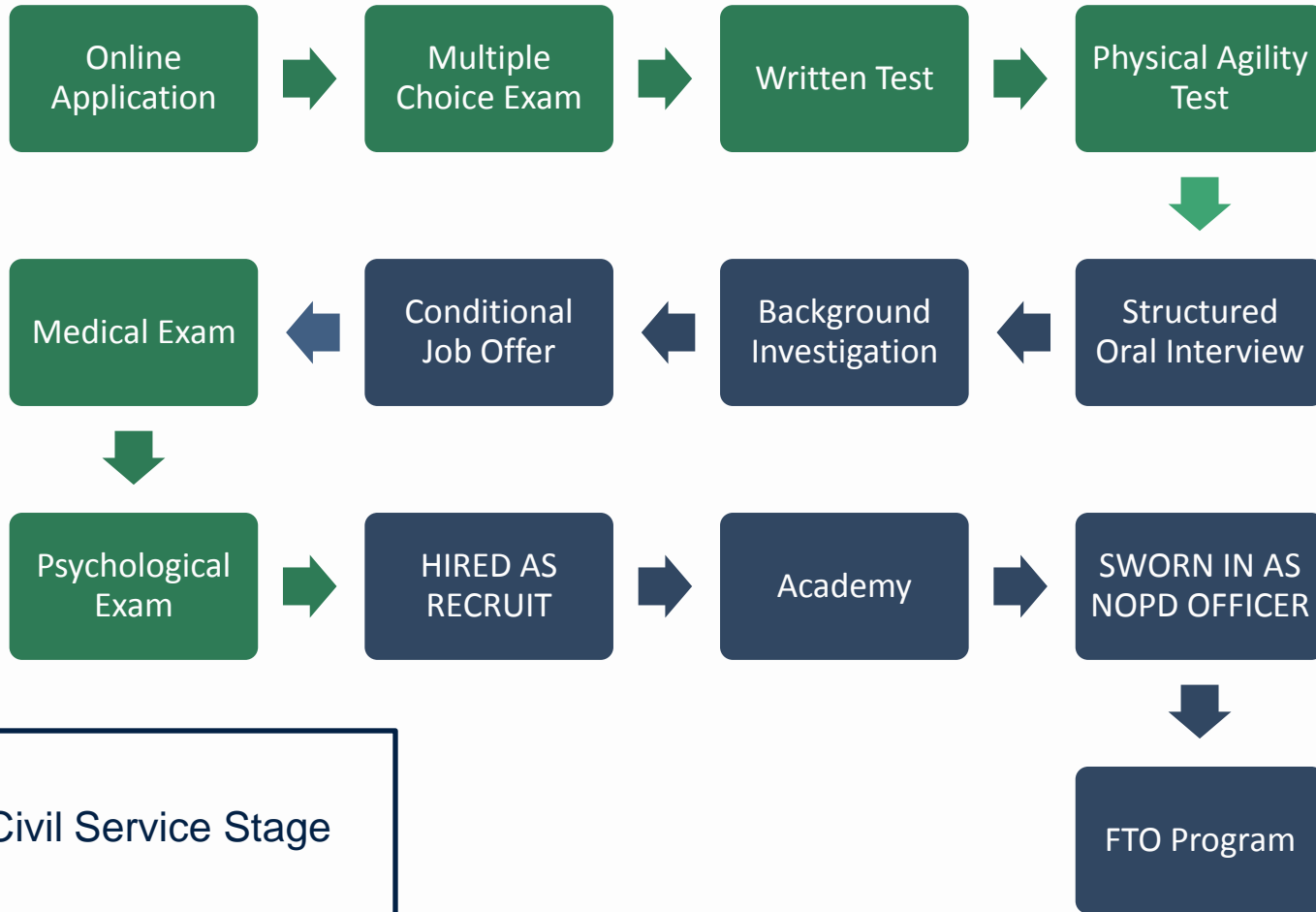
Improving Our Hiring Practices

As we work to grow our department, we are making a number of significant investments to attract qualified new officers and retain current officers.

- This May, the Mayor and City Council announced raises for commissioned personnel that will **increase salaries by 15% by January 2016**. This pay increase makes NOPD the highest paid municipal police agency in the state.
- The City has invested **\$500,000** in police recruitment and leveraged this funding with **\$250,000** raised by the New Orleans Police and Justice Foundation.
- NOPD has **invested almost \$10 million in equipment over the past year**, including purchasing 200 new vehicles (total of 400 new vehicles in last two years), investing in new TASERs, body armor, and camera equipment. These investments ensure that our officers have new and state-of-the-art equipment.
- NOPD has authorization to **hire promising recruit applicants as Police Aides** while they undergo background investigation. We currently have 14 Police Aides on staff and continue to offer these positions to applicants.
- Superintendent Michael Harrison and CAO Andy Kopplin co-chair a twice-a-month meeting (Police Recruit Stat) to **review recruiting progress and drive process improvements**.



Process Overview



Civil Service Stage

NOPD Stage



Process Success Rates

Step	Number Processed	Success Rate of Step	Median Processing Time
Application	3412	N/A	N/A
Multiple Choice	674	61%	55 days
Written	399	69%	0 days
Agility	244	91%	1 day
Oral Interview	230	91%	0 days
Background	217	41%	Acceptable: 57 days Unacceptable: 30 days
Medical/Psych	73	84%	29 days
Academy	82	83%	N/A

All data encompasses the time period between January 2015 – August 2015



Recruitment

Online
Application

Our goal is to recruit and hire a highly qualified and diverse group of candidates. We want to outcompete local agencies by recruiting the best and brightest talent in the New Orleans region, as well as compete with agencies nationally by recruiting candidates from throughout the country.

What we've done:

- Partnered with the New Orleans Police and Justice Foundation and the local business community to launch the "Get Behind the Badge" campaign. This campaign uses a wide range of media – from online advertising to local billboards to a Super Bowl ad – to spread our message throughout the country. This campaign is coordinated through www.joinn opd.org, our primary recruitment portal.

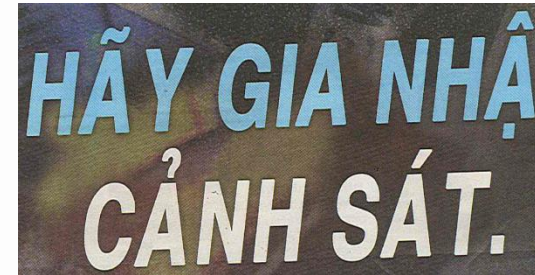


Recruitment

Online
Application

Target recruitment efforts towards underserved and underrepresented communities in New Orleans

- Advertising on Spanish-language and Vietnamese-language outlets such as radio stations KGLA-FM, WFNO-AM, and print media such as Little Saigon News.



Engage regional institutes of higher education and military personnel.



- In the last month we have attended job fairs at regional universities including Southern University and A&M, ULL, and LSU.
- Piloted an internship program with Loyola University and are looking to build similar partnerships with other universities.
- Met repeatedly with the Louisiana National Guard, local veterans organizations, and are attending "transition day" events at Belle Chasse and Fort Polk.



Recruitment

Online
Application

Leverage Our Best Resources – Our Officers

- Providing a \$1,000 payment to any NOPD employee who recruits and mentors a new recruit. This helps reward current officers who help develop the new generation of officers. Half of this payment is provided upon hire and the other half upon academy graduation.
- Leveraging social media by publishing recruitment videos and information on our facebook page, www.facebook.com/NOPDOfficial.
- Working with the Fraternal Order of Police to recruit lateral officers.
- Hired civilian recruiters to aggressively target new recruits and follow up with promising applicants.



Recruitment

Online
Application

Class 174

- As we get ready to start Class 174 in October, we are proud to be assembling an extremely diverse class with a variety of skills, experiences, and backgrounds.
- Of the 16 recruits hired into the class:
 - 9 are white, 6 are African-American, and 1 is Hispanic
 - 9 are male, 7 are female
 - 9 are from Orleans or Jefferson Parish, 7 are from out of state (including Minnesota, Idaho, Arizona, New York, New Jersey, and Pennsylvania)
 - 7 have Bachelors degrees, 5 have Associates degrees
 - 3 have some prior law enforcement experience
 - 2 have National Guard experience and 1 has Army Reserve experience
 - 3 are first generation Americans



Civil Service Testing

Multiple
Choice Exam



Written Test

What we've done:

- In 2015, CAO approved \$150,000 in additional funding for Civil Service to focus on police recruitment and made its Mosquito Control testing facility (capacity of ~70 people) available for Police Recruit testing.
- As a result, Civil Service has been able to hold 60% more tests in 2015 compared to 2014 – expanding from 2.4 tests per month in 2014 to 3.9 tests per month in 2015.

What we are doing:

- **Replacing Outdated Tests.** NOPD and Civil Service are working with Louisiana Tech to modernize our multiple choice and written examinations.
- **Walk-In Testing.** CAO has approved funding for Civil Service to hire an examiner who will hold walk-in testing five days a week and Civil Service is currently hiring this employee.



Agility Test

What we've done:

- We've instituted a physical fitness test that requires push ups, sit ups, a sprint, and a 1.5 mile run.
- This test is based upon similar tests administered by dozens of local law enforcement agencies nationwide, as well as several federal agencies:
 - Army civilian police (push ups, 1.5 mile run)
 - Coast Guard (push ups, sit ups, 1.5 mile run, swim, sit and reach)
 - Customs and Border Patrol (push ups, sit ups, sprint, 1.5 mile run)
 - Immigration and Customs Enforcement (push ups, kneel/stand, step test)

What we are doing:

- **Training.** Three EMS personnel and one NOPD officer are currently in Dallas for Cooper Institute's Law Enforcement Fitness Specialist training.
- **Evaluation.** When the personnel return from training, NOPD will organize a focus group to discuss current standards and how they should be calibrated, in particular to ensure that the test is fair across genders.



Panel Interview

Structured
Oral Interview

What we've done:

- Instituted a new structured panel interview process that employs panelists which are a mix of commissioned officers and HR experts from a variety of different local businesses. These private sector experts and officers partner together to jointly evaluate applicants.
- This new step was introduced into the application process without adding significant processing time – most applicants take their panel interview on the same day as their agility test.

What we are doing:

- NOPD is working with the Monitor and our HR experts to review, evaluate, and improve our interview process.



Background Investigation

What we've done:

- Acquired services of a firm that performs federal background investigations to assist our investigators.
- Employed retired NOPD officers to allow us to more than double the size of the background investigation staff, from 4 in January 2015 to 9 in September 2015.
- Hired civilian recruiters to relieve background investigators of some of their recruitment responsibilities.
- Reduced average background processing times for successful applicants from 76 days in 2014 to 57 days in 2015, a decrease of more than 25%.
- Added new preliminary background assessment to application, a best practice model from LAPD.

What we are doing:

- Continually evaluating staffing to ensure that we increase staffing as workload increases.



Psychological/Medical Exam

Medical Exam



Psychological
Exam

What we've done:

- Psychological and medical examinations are administered by the Civil Service, but we continue to work with Civil Service to ensure that applicants are processed in a timely fashion.

What we are doing:

- We've shared the Monitor's recommendations on the psychological testing process with Civil Service and asked them to evaluate these reforms and implement any recommendations that are practical.
- We have also started meeting with the Monitor, Civil Service, and their psychologist to review and discuss the psychological examination process.

