

# City of Cleveland 2020 Public Safety Recruitment Year-End Report





**CITY OF CLEVELAND**  
Mayor Frank G. Jackson

**TABLE OF CONTENTS**

---

Chiefs and Commissioner.....

Public Safety Recruitment Team.....

I. Recruitment Goals and Objectives.....

II. Additional Recruitment Activities.....

III. Summary Statement and Activities for 2021.....



Division of Police  
Chief Calvin D. Williams



Division of Fire  
Chief Angelo Calvillo



Division of EMS  
Commissioner Nicole Carlton



---

## *Public Safety Recruitment Team*

---



Detective Felton Collier  
POLICE



Lieutenant Thomas Pryor  
FIRE



Sergeant Desmond Anderson  
EMS

---

## *Honorable Mentions*

---



Sergeant Charmin Leon  
Left team in Sept. 2020



Detective Marie Clark  
Left team in July 2020

---

## *Fourth Year - 2020*

---

2020 was a challenging and difficult year not only for the City of Cleveland's Recruitment Team but the City of Cleveland and our country as a whole. With the pandemic shutting everything down in March, we were forced to find new and different ways to interact with the city's citizens and beyond. The pandemic also caused a short hiring freeze in public safety that forced us to find ways to keep interested candidates ready to apply once the freeze was lifted.

Even with all the challenges that 2020 brought us, we were still able to see many successes. First, we were able to finally institute the behavioral-based interviewing taught to us by Business Volunteers Unlimited (BVU) for the current cycle of firefighters. Behavioral-based interviewing proved to be a most helpful tool and we look forward to incorporating this in the hiring processes of police and EMS going forward. Also, with Fire, we were able to replace the old physical agility test of the CPAT with the firefighter mile, which saw over 154 applicants take the test and only two fail. The city also hired outside proctors to monitor the test to provide transparency in the testing process. At the end of the year, we successfully recruited, using various tools, a diverse group of applicants for the Division of Police.

---

### *I. Recruitment Goals, Objectives and Accomplishments*

---

***Goal #1. Increase staffing levels to effectively implement our Community and Problem-Oriented Policing Plan (CPOP).***

Due to the increased attention given to other deliverables of the consent decree on areas such as the use of force and others, the official implementation of the CPOP engagement was delayed. COVID exacerbated this delay even further. As our country re-opens and returns to some normalcy, we expect CPOP to be fully implemented in the near future.

The CPOP plan highlights the need for adequate staffing so that officers have sufficient time to respond to calls for service and participate in problem-solving and positive engagement with the community. Recruitment continues to support increased staffing while also continuing to look for ways to improve the quality of the personnel hired to support this objective. Behavior-based interviewing, which we began using with Fire, will be crucial in the future to use on police. As we know, many of the characteristics and skill sets needed in police recruits mirror those preferred characteristics and skill sets required in firefighters and EMS personnel as well.

## Accomplishments

1. Even during the pandemic, the City of Cleveland maintained a well-trained and full-time Public Safety Recruitment Team (PSRT) that can adequately respond to all three divisions' employment inquiries. PSRT attended many virtual trainings that provided information on how to recruit during a pandemic and remain relevant on social media, so that helped bridge the gap between the shutdown and actively hiring again.
2. Identifying individuals most suited with the ability to integrate the principles of CPOP. At the same time, PSRT was not physically able to go out in the community and express the message of attracting individuals with a desire to serve. We attended many virtual events where we were able to talk about these traits and their importance. We also expressed this messaging on our social media platforms regularly.

## ***Goal #2. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.***

The City of Cleveland is comprised of many different cultures. PSRT connects with and shares employment opportunities at events that celebrate our differences throughout Cleveland.

## Accomplishments

1. Identify and maintain a pool of qualified potential recruits. At each event we attend, we sign interested applicants up for an electronic job interest card; we create a spreadsheet with applicants' names, phone numbers, and email addresses. We then

use this information to contact these individuals about the hiring process or upcoming hiring processes. We also reach out to applicants who may struggle in a particular part of the process, such as the civil service test or physical agility test, to ensure they get assistance and proper support through the process.

2. Recruit applicants from multiple disciplines at colleges and universities and those candidates enrolled in Criminal Justice programs. The PSRT will also court applicants from Behavioral/Social Sciences, and Health Sciences for their “service” aspect and Urban Studies for the knowledge-based students gain around inner cities and how they’ve developed. Due to the pandemic, we could not visit colleges and universities but plan to do so again in the future. We will then track potential applicants in a database to follow up with them and track what disciplines give us the most applicants.
3. Reduce the large gap in percentage points between the Division’s demographic breakdown of minorities and women and that of the Cleveland community by 5% by the end of 2020 or the following four entry-level classes.
4. Utilize various advertisement vehicles to garner interest in a public safety career across a broad cross-section of the community, as evidenced by increased applicants from non-traditional communities. We advertise public safety positions in various ways, including social media, radio, billboards, partnerships with different businesses, walking through neighborhoods, and distributing flyers and handouts.

### 1. POOL OF QUALIFIED APPLICANTS

In 2018, the Hiring Process Committee was established to provide ongoing evaluations of the hiring process, focusing on the areas needed for improvement, with the administrative decision-makers at the table. The committee consists of the following leadership and their support staff:

- Member of the Mayor’s Cabinet or a representative
- Director of Public Safety, Karrie Howard, or a representative
- Secretary of Civil Service (chair), Michael Spreng
- Director of Human Resources, Nycole West
- Chief of Police, Calvin D. Williams
- Chief of Fire, Angelo Calvillo
- Commissioner of EMS, Nicole Carlton
- Members of the PSRT from Police, Fire, and EMS



As indicated in the approved Recruitment Plan, qualified applicant refers to more than potential applicants meeting the minimum qualifications. In 2019, the Divisions of Police, Fire, and EMS worked with Business Volunteers Unlimited (BVU) to complete a needs assessment to build a training curriculum to conduct behavioral-based interviewing. This technique of interviewing elicits responses from applicants that better identify the competencies and leadership attributes of candidates. The process began in June of 2019, and the curriculum was completed and presented in November. Then in November of 2020, once hiring resumed from the pandemic shut down, personnel across all three divisions and other city departments were trained in this curriculum. Those trained, then proceeded to interview more than 150 potential firefighter applicants. These interviews were then submitted as part of the applicant's file and used in the 1 for 10 processes with the Chief of Fire and Safety Director. The interviewing committee consisting of personnel from multiple divisions and departments across the city will interview safety force applicants: patrol officers, firefighters, EMT/paramedics, traffic controllers, and dispatchers.

To increase efficiency and provide consistency, the hiring committee further explored the ability to contract out to a third-party vendor, parts of the background investigation work. This goal was achieved this year when HR brought on *Open Online* to assist in the background process for Police and Fire. *Open Online* helped streamline the background process by taking on the applicants' employment, education, and social media checks. *Open Online* allowed the background investigators in each division to spend more time on other aspects of the background and helped to speed up the process overall.

---

## 2. RECRUIT FROM MULTIPLE DISCIPLINES

Recruitment of Police, Fire, and EMS were previously conducted only in respective disciplines such as criminal justice for police, suppression for fire, and medical areas for EMS. Partnering with the National Testing Network and BVU further emphasized the intersection of skill sets in public safety. BVU helped us understand and explain why personnel transfer within the department from dispatch to patrol officer, patrol officer to a firefighter, traffic controller to patrol officer, etc. In 2020, PSRT attended 30 career fairs, with more than half being virtual only. (See Appendix C) The fairs were held at multiple colleges and consisted of many disciplines; however, we could not target specific fields due to the virtual platform and our restricted access to campuses. *Handshake*, the employer platform used for recruiting college students, has communicated with employers

the difficulty of getting students to participate in virtual events. Because of this issue, it made it difficult to track and communicate with potential candidates. We have already received information from most colleges and universities that in-person visits and career fairs will be starting again in the fall of 2021.

### 3. REDUCE GAP OF WOMEN & MINORITIES BETWEEN DIVISIONS AND COMMUNITY

Like last year, we continue to acknowledge that the diversity in the safety forces should mirror the community across all safety divisions. Police, Fire, and EMS will work towards this goal to more closely reflect the demographics of our communities.

In the year 2020, we held two academy classes: 146th & 147th.

The 146th academy began with 45 recruits, 20% women and 44% minorities, at 64% women and minorities. We graduated 34 recruits, 18% women and 47% minorities, ending with 65% women and minorities.

Our 147th academy class began with 42 recruits, 17% women and 50% minorities, at 67% women and minorities. At the time of this report, this class has yet to graduate. PSRT will provide the final numbers for this class at another time.

#### **Division of Police – End of 2020**

<b>Classification</b>	<b>No.</b>	<b>Male</b>	<b>Female</b>	<b>Caucasian</b>	<b>Black</b>	<b>Hispanic</b>	<b>Other</b>
Chief	1	1	0	0	1	0	0
Deputy Chief	4	3	1	1	2	1	0
Commander	12	9	3	9	3	0	0
Traffic Commissioner	1	1	0	1		0	0
Captain	18	16	2	16	1	1	0
Lieutenant	56	51	5	50	6	0	0
Sergeant	205	170	35	138	48	16	3
Patrol Officer	1231	1022	209	813	278	121	19
Academy	39	33	6	22	12	5	0
<b>Total</b>	<b>1567</b>	1306	261	1050	351	144	22
Percent		<b>83%</b>	<b>17%</b>	<b>67%</b>	<b>22%</b>	<b>9%</b>	<b>1%</b>
Community breakdown		48%	52%	37%	53%	9%	2%

2020 began with a strength of 1,600 officers. We were able to hire an additional 87 officers during the pandemic, but we lost 153 officers due to retirements, resignations, and terminations.

To explain the percentages of the Academy classes in relation to the percentages of the Division at the end of 2019, the PSRT submitted data to the data analyst team consisting of Dr. Raina Issa and the Case Western Reserve University (CWRU) partners. The percentage of Hispanic and Asian officers leaving the division has remained consistent, while African American officers' percentage has risen steadily each year starting in 2018. The number of Caucasian officers has dropped only 4% in the same timeframe, and therefore, overall percentages have not changed. With the help of Dr. Issa and our partners at Case Western Reserve, we have put together an exit survey to capture the reasons or better understand why officers are leaving. The exit survey addresses many subjects throughout the Division and has open-ended questions to allow the officer to explain themselves freely. We have received one report with about 30 responses since we started this new process. The PSRT will continue its work with the analysts for a more in-depth picture of how these departures relate to hiring and projected increases over the next few years.



**Division of Fire**

<b>2020</b>					
Hired	0				
Separated	32				

**The Divisional strength was 700 (as of December 21, 2020):**

		WM	BM	HM	OM	WF	BF	HF	OF
Chief	1	0	0	1	0	0	0	0	0
Assistant Chief	6	3	1	2	0	0	0	0	0
Battalion Chiefs	25	23	1	1	0	0	0	0	0
Captains	55	45	9	1	0	0	0	0	0
Lieutenants	162	125	25	12	0	0	0	0	0
FGF	371	271	66	32	2	0	0	0	0
4GF	0	0	0	0	0	0	0	0	0
3GF	21	19	0	2	0	0	0	0	0
2GF	59	51	4	3	0	1	0	0	0
Cadets	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>700</b>	<b>537</b>	<b>106</b>	<b>54</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

As stated earlier in the report, the goal of attracting and hiring a diverse group of qualified applicants from a cross-section of the community, with the objective of reducing the large gap in percentage points between all divisions’ demographic makeup and that of the Cleveland community, is being taken on by the administration through all divisions. The city citizens expect that all persons will genuinely have an equal and fair opportunity to become employed to serve their community should they have the desire and required competencies. It is not a fact nor a proper perspective that these abilities are found in the majority of only one demographic. Due to this, the following changes were made to the fire process:

1. A new agility test was vetted and approved. The National Testing Networks’ Firefighter Mile replaced the old agility test, and as a result, we had only 2 people fail the test out of 150+ applicants.
2. The city provided various sizes of gear to accommodate female applicants better. They no longer had to perform the agility test in gear meant only for male firefighters.
3. A visual clock was put in place at the test site so that no discrepancies were found in the time taken by the proctors and others in attendance.
4. Practice sessions were made mandatory for all applicants to be sure techniques needed to successfully pass the test are available to everyone with the ability to do so.

5. Accommodations for female facilities in the firehouses have started and will continue.



**Division of EMS – close of 2020;**

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	40	14%	2	.5%	53	19%	5	2%	3	1%	103	37%
Male	33	12%	2	.5%	130	46%	9	3%	5	2%	179	63%
Total	73	26%	4	1%	183	65%	14	5%	8	3%	282	100%

**Executive Staff {1 Commissioner - 1 Admin Mgr. - 1 Payroll – 3 EMT-Supervisor}**

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	1	17%	0	0%	2	33%	0	0%	0	0%	3	50%
Male	0	0%	1	17%	2	33%	0	0%	0	0%	3	50%
Total	1	17%	1	17%	4	66%	0	0%	0	0%	6	100%

**Captains {EMT-Supervisors}**

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	2	13%	0	0%	2	13%	0	0%	0	0%	4	25%
Male	5	31%	0	0%	8	44%	0	0%	0	0%	13	75%
Total	7	44%	0	0%	10	56%	0	0%	0	0%	17	100%

**Sergeants (Crew Chiefs / Coordinators) {25 EMTs/Paramedics – 8 EMDs}**

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	7	22%	0	0%	6	19%	3	10%	1	3%	17	58%
Male	3	10%	0	0%	10	32%	1	3%	0	0%	14	45%
Total	10	32%	0	0%	16	51%	4	13%	1	3%	31	100%

Paramedics / Emergency Medical Technicians

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	18	9%	1	.5%	35	17%	2	1%	1	.5%	57	29%
Male	24	12%	1	.5%	107	54%	6	3%	4	2%	142	71%
Total	42	21%	2	1%	142	71%	8	4%	5	3%	217	100%

Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	11	47%	1	5%	8	35%	0	0%	0	0%	21	91%
Male	1	5%	0	0%	0	0%	1	5%	0	0%	2	9%
Total	12	52%	1	5%	8	35%	1	5%	0	0%	23	100%

Emergency Medical Technician Trainees 2018-2

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	1	17%	0		0	0%	0		0		1	17%
Male	0	0	0		3	50%	1	17%	1	17%	5	83%
Total	1	17%	0		3	50%	1	17%	1	17%	6	100%

Here again, we are working to realize equal opportunity for all of our applicants. The Division of EMS hired its first entry-level EMTs in 17 years. The class began with 26 recruits and completed with 13. EMS will hire another class of entry-level EMTs in 2020, giving opportunities to those who cannot afford lessons on their own. PSRT is working on a system to implement the exit surveys used for Police in EMS effectively. Having the survey completed before employees officially resign is critical to getting data that can help necessitate change. Next year’s report will outline the demographic breakdown and why recruits did not complete training, and any additional changes/updates to future classes.

#### 4. INNOVATIVE OUTREACH TO UNTAPPED COMMUNITY

Working in partnership with those in the community is a significant part of CPOP; the PSRT looks forward to continuing those relationships in 2021. Most relationships and partnerships were put on hold due to the pandemic making it challenging to do anything with the public. One of our successful events we look forward to bringing back is our “Beauty, Badges and Bonding in the Barbershop” talks, which encourage community members to apply to serve their neighborhoods.

As the pandemic closes, we also hope this brings back other events such as “In the Neighborhood,” where we partnered with the Clerk of Courts. Events such as this, put us in front of people who have never thought about a career in public safety or counted themselves out, generally because of things in their past, such as poor driving records.

Public events like this allow us to talk with them directly and explain how they can overcome these issues and still take on a career in public safety.

---

### *III. Summary Statement and Efforts for the Coming Year*

---

As we are already in 2021, and hopefully coming to the end of this pandemic, and as civil unrest across the nation and the world continues, one thing has remained clear: public safety is part of the bedrock of civil society. Due to the quarantine, recruitment efforts have primarily moved to increase our social media content. The team and the administration have remained connected through webinars and online meetings, maintaining the applicant pool for our safety forces during this time.

As the country forges towards its new normal, we look to continue building upon the progress that has been made. New entry exams, opportunities for entry-level positions, and addressing past disparities in hiring are just some of our primary focuses through the end of this year.

The following efforts will be the focus of the Public Safety Administration and the PSRT through the end of 2021:

1. Completion of background investigations and the seating of Academy classes 148 and 149.
2. A new “Request for Proposal” (RFP) round for psychological screening services.
3. Securing a vendor or coordinating with TV20 to complete videos of the following:
  - a. Women in Policing
  - b. Veterans of the Safety Forces
  - c. Recruitment videos for all Divisions

We will also continue to work with the data analyst team to further drill down into the many ways and reasons we attract, hire and then lose the personnel that we do. Continuing with the *Exit Survey* (Appendix B) to gain the necessary data needed to analyze these trends will be vital as we go forward. Having an employment agreement in place may mitigate some of these losses.

## APPENDIX A

### January 2020

1. “College Now” Job Fair
2. Just Imagine (Home Schooled Children)
3. Ohio State University Career Fair
4. Lunar New Year
5. Safety Committee Meeting
6. Physical Agility Testing
7. Data Collection Meeting for *Exit Survey*

### February

1. Hiram College Career Fair
2. Training – How to Stand Out in Recruitment
3. Toledo University Career Fair
4. John Carroll University Career Fair
5. Monsters Game – Recruitment Table
6. Information Table @ John Carroll University
7. Paramedic Information Session x 3
8. University of Akron Career Fair
9. Information Table @ Lorain County Community College
10. Recruitment Data Collection Meeting
11. 1,000 Ties Event x 2
12. Baldwin Wallace University Career Fair
13. Kent State University Career Fair
14. Public Safety Career Fair
15. Career Day @ John Marshall High School
16. Follow Your Dreams Youth Celebration
17. Jazz & Coffee w/ A Cop
18. Information Table @ Notre Dame College
19. Bowling Green State University Career Fair
20. Information Table @ Akron University
21. Training – Manager Selection Strategies
22. Leads Test
23. Meeting w/ Vanguard
24. Training – Recruiting Military Members
25. Career Day @ Lincoln West High School



## March

1. Information Table @ John Carroll University
2. Training – Constant Steam of Recruits
3. Information Table @ Hiram College
4. Career Day @ Westside Community School of Arts
5. Training – How To Leverage Technology
6. Information Table @ Lorain County Community College
7. Community Relations Meeting
8. Training – Creating & Maintaining a Professional Workforce
9. Training – Responding To a Recruiting Crisis
10. Training – Running Reports in NEOGOV
11. Training – Getting to Know Your Communities

## April

1. Training - Workforce Crisis
2. Training – Are Current Training Models Working?
3. Training – Staying in front of Recruits
4. Training – Three Steps for Accelerating Your Digital Transformation
5. Training – Police Hiring and COVID Pandemic
6. Training – Remote Proctoring for Public Safety

## May

1. Training – Improving Police & Community Relations
2. Training – Proctoring Through NTN
3. Training – How to Build a Data Strategy for Hybrid Multi-Cloud Success
4. Training – Recruiting & Retention of Police
5. Training – Stand up & Stand Out on Social Media
6. Meeting w/ Civil Service on Recruitment Agreement

## June

1. Training – Justice for All
2. Training – The New Generations, How to Recruit, Retain and Motivate

## July

1. Training – Keys to Leading Through the Policing Crisis
2. Hiring Committee Meeting
3. Meeting – Committee of the Whole

## August

1. Hiring Committee Meeting
2. Consent Decree Compliance Meeting
3. Training – 5 Keys to Leading Through a Crisis, Transparency is No Longer Optional
4. Training – 5 Keys to Leading Through a Crisis, Think Bigger
5. Training – The Secret Sauce to Finding the Best Candidates
6. Back to School Giveaway

## September

1. Safety Committee Meeting
2. Tri-C Speak w/ Paramedic Students
3. Lorain County Community College Speak w/ Paramedic Students
4. Ohio State University Virtual Career Fair
5. Indiana State University Virtual Career Fair
6. University of Dayton Virtual Career Fair
7. Recruitment Meeting w/ Director
8. Kent State Virtual Career Fair
9. Ohio Northern University Virtual Career Fair
10. Public Safety Career Fair
11. Bowling Green University Virtual Career Fair
12. University of Akron Virtual Career Fair
13. Youngstown State Virtual Career Fair
14. North Ridgeville Paramedic School

## October

1. Training – Using Social Media for Targeted Recruiting
2. Hiring Committee Meeting
3. Recruitment Meeting w/ Director
4. Central State University Virtual Career Fair
5. Stark State College Virtual Career Fair
6. University of Toledo Virtual Career Fair
7. Lourdes University Virtual Career Fair
8. Consent Decree Compliance Meeting
9. HBCU Virtual Career Fair
10. Bethune-Cookman University Virtual Career Fair
11. Radio Interviews for Police Recruitment

## November

1. Training – Understanding Implicit Bias
2. Hiring Committee Meeting
3. Recruitment Meeting w/ Director
4. North Ridgeville EMT School

5. Bowling Green University Virtual Career Fair
6. Training – Recruiting the 21<sup>st</sup> Century Police
7. Consent Decree Compliance Meeting
8. Training – Annual In-Service
9. *Exit Survey Meeting*

## December

1. Eastern Michigan University Virtual Career Fair
2. Community Relations Meeting
3. Recruitment Meeting w/ Director
4. Consent Decree Compliance Meeting
5. Training – Recruiting The Next Generation
6. Training – BBI: Behavioral Based

## Appendix B

### Exit Interview Survey - 11/1/20 through 3/6/21

Total Surveys	31
---------------	----

Sex	
Female	12
Male	19

Department	
Police	19
EMS	9
NA	3

Reason for resigning from Cleveland Public Safety (select all that apply):	Yes	%	No	%
Secured a different job within Cleveland Public Safety	0	0.0%	31	100.0%
Secured a different job outside Cleveland Public Safety	22	71.0%	9	29.0%
Dissatisfied with pay	13	41.9%	18	58.1%
Dissatisfied with immediate supervisor	8	25.8%	23	74.2%
Family circumstances	3	9.7%	28	90.3%
Health reasons	2	6.5%	29	93.5%
Moving from the area	4	12.9%	27	87.1%
Dissatisfied with the type of work	0	0.0%	31	100.0%
Lack of recognition	8	25.8%	23	74.2%
Career advancement	9	29.0%	22	71.0%

Please select the appropriate answer to each of the following statements regarding your supervisor's duties at Cleveland Public Safety.	Never = 3 Sometimes = 2 Always = 1
Demonstrated fair and equal treatment	1.87
Provided recognition on the job	2.03
Developed cooperation and teamwork	1.84
Encouraged/listened to suggestions	1.97
Resolved complaints and problems	2.03
Followed policies and practices	1.74
Provided training opportunities	1.97

How would you rate the following in relation to your job? (select one answer for each category)	Poor = 4 Fair = 3 Good = 2 Excellent = 1
Cooperation within your unit	2.30
Cooperation with other units	2.61
Communications in your unit	2.45
Communications within the division as a whole	3.19
Communications between you and your supervisor	2.35
Morale in your department	3.39
Job satisfaction	2.97
Trainings received	2.77
Growth potential	2.97

What did you enjoy most about your position within Cleveland Public Safety? (select up to 3 among the options below)	Yes	%	No	%
Compensation/Pay	5	16.1%	26	83.9%
Type of work	19	61.3%	12	38.7%
Working conditions (setting, schedule, travel, flexibility)	7	22.6%	24	77.4%
Supervisor	9	29.0%	22	71.0%
Location	6	19.4%	25	80.6%

Did your supervisor perform the following duties?	Yes	%	No	%
Provided performance feedback (Informal)	24	77.4%	7	22.6%
Provided performance feedback (Formal)	22	71.0%	9	29.0%
Recognized accomplishments	16	51.6%	15	48.4%
Clearly communicated expectations	18	58.1%	13	41.9%
Treated you fairly and respectfully	18	58.1%	13	41.9%
Coached, trained, & developed workers	15	48.4%	16	51.6%
Provided leadership	19	61.3%	12	38.7%
Encouraged teamwork & cooperation	19	61.3%	12	38.7%
Resolved concerns promptly	15	48.4%	16	51.6%
Listened to suggestions & feedback	9	29.0%	22	71.0%
Kept employees informed	16	51.6%	15	48.4%
Supported work-life balance	16	51.6%	15	48.4%
Provided appropriate & challenging assignments	17	54.8%	14	45.2%

What operating procedures would you change within Cleveland Public Safety? (select all that apply)	Yes	%	No	%
Recruitment process	10	32.3%	21	67.7%
New employee orientation	6	19.4%	25	80.6%
Training opportunities	21	67.7%	10	32.3%
Career development opportunities	19	61.3%	12	38.7%
Employee morale	25	80.6%	6	19.4%
Fair treatment of employees	20	64.5%	11	35.5%
Recognition for a job well done	19	61.3%	12	38.7%
Support of work-life balance	13	41.9%	18	58.1%
Cooperation within the agency	15	48.4%	16	51.6%
Communication between management and employees	19	61.3%	12	38.7%
Performance and development planning and evaluation	13	41.9%	18	58.1%
Interest and investment in employees	14	45.2%	17	54.8%
Commitment to customer service	8	25.8%	23	74.2%
Concern with quality and excellence	12	38.7%	19	61.3%
Administrative polices/procedures	21	67.7%	10	32.3%
Political bickering in the decision-making process	18	58.1%	13	41.9%

What would attract you back to work for Cleveland Public Safety? (Select all that apply)	Yes	%	No	%
Training opportunities	12	38.7%	19	61.3%
Career development opportunities	17	54.8%	14	45.2%
Employee morale	18	58.1%	13	41.9%
Fair treatment of employees	13	41.9%	18	58.1%
Recognition for a job well done	11	35.5%	20	64.5%
Support of work-life balance	12	38.7%	19	61.3%
Communication between management and employees	12	38.7%	19	61.3%
Performance and development planning and evaluation	8	25.8%	23	74.2%
Interest and investment in employees	12	38.7%	19	61.3%
Commitment to customer service	6	19.4%	25	80.6%
Concern with quality and excellence	11	35.5%	20	64.5%

	Yes	No
Would you recommend Cleveland Public Safety to others as a place to work?	17	13
In your opinion, were you provided with the essential tools and resources required to succeed at your previous position with Cleveland Public Safety?	14	16
Would you consider reapplying for another position within Cleveland Public Safety?	9	17

*These response numbers do not represent a large enough sample size to make any supported determinations.*

## Response Summaries (Police)

<b>Is there anything else you would like to add or anything we should be aware of that will help us to improve our organization regarding your resignation from your position at Cleveland Public Safety?</b>
<b>Technology</b>
“Update [the technology]. The computer system is very outdated and many times the system would crash or be delayed and it made it difficult to work.”
“If management listened to the concerns of the officers then they could address some the issues in the department including lack of equipment (specifically zone cars with working computers).”
“Officers are forced with handling life and death situations without the support of administration downtown and with bare minimum equipment.”
<b>Communication</b>
“I believe that the higher-up management needs to show they care about the officers on patrol and listen to their concerns.”
“There is a complete lack of communication from administration down to patrol. The lack of support for patrol officers working the road day in and day out is tiring.”
“There was a lack of communication. The only time communication would be exchanged is when discipline was being handed out. This is understood, however, there should be more communication in regards to recognition for those officers that deserve it.”
<b>Morale</b>
“Morale in the department is extremely low. Because of such morale, employees prefer not to be proactive. When no proactive policing is employed, the city suffers.”
“Morale and passion was drained from me by the time I was done training. Always concerned and anxious about making a mistake.”
Raise moral.
<b>Other</b>
“The lack of quality officers being hired is also putting a strain on not only the department but fellow officers. Hiring personnel should perform a better background vetting process. It seems as if the hiring standards have become lax, thus, putting unqualified personnel on the road creating a liability.”
“Paramilitary is not the proper training technique for a job that requires compassion and understanding.”

**The primary purpose of this survey is to gain a better understanding of employee turnover. Please provide explanation to why you resigned from your position with Cleveland Public Safety.**

**Leadership, Growth, Communication**

“I resigned because there was no opportunity to move upwards or increase pay with increased training.”

“The leadership was poor, and spent most of the time looking for problems to discipline you for rather than ways to make you a better employee.”

“The reason I think so many officers are leaving Cleveland Division of Police is a mixture of a few things including low morale, lack of equipment, lower pay compared to surrounding departments, and lack of communication from the higher-up management.”

**Morale**

“Morale was bad when I first came to the department but now it is even much lower than it was just one year ago.”

“I resigned primarily because of the morale that is felt and echoed every day while working in this division. The second reason is for safety and third because of pay.”

“Moral is so low in the department I have heard from day 1 that I should get out from all the senior officers.”

“In roll calls they tell us to be so careful because no one has our backs and were gonna get in trouble for something and they will find a way to get you in trouble for something.”

**Pay**

“To seek more support from administration and the city, better compensation, better equipment, and a better quality of life.”

“More money, better benefits, better morale, and can also be the police.”

“Low pay. Low Morale. Lack of Equipment. Lack of support for officers.”

“Very poor pay for Patrol Officers in the City of Cleveland which is one main reason I left.”

“I wanted to make more money.”

**Other**

“In addition, lack of equipment is making a dangerous job that much more dangerous.”

“Current relationship between public and police.”



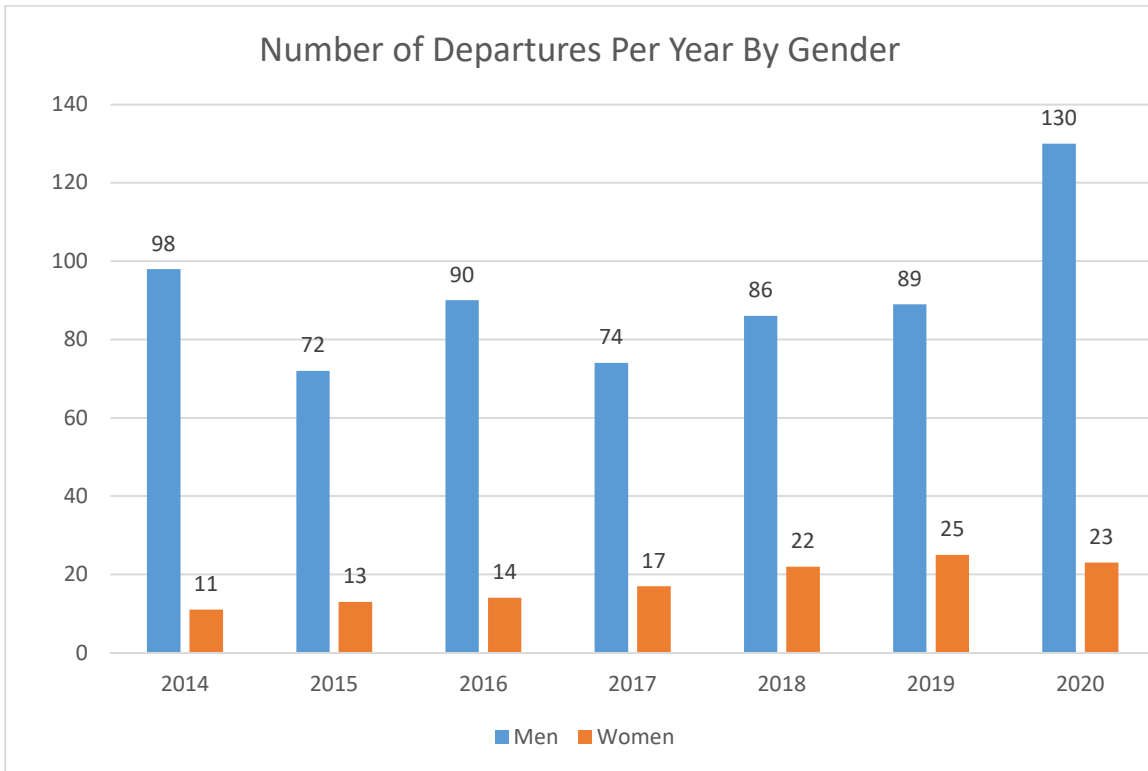
# APPENDIX C

## Analysis A

Trends of Yearly Departures for the Cleveland Division of Police (department-wide analysis): 2014-2020



Gender Overview of Departures for the Cleveland Division of Police (department-wide analysis): 2014-2020



**Note: The above information are number counts only**

Yearly Totals of Gender Overview of Departures for the Cleveland Division of Police:

2014-2020 (department-wide analysis)

<b>Gender</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Male	98	72	90	74	86	89	129
Female	11	13	14	17	22	25	24
<b>Totals</b>	<b>109</b>	<b>85</b>	<b>104</b>	<b>91</b>	<b>108</b>	<b>114</b>	<b>153</b>

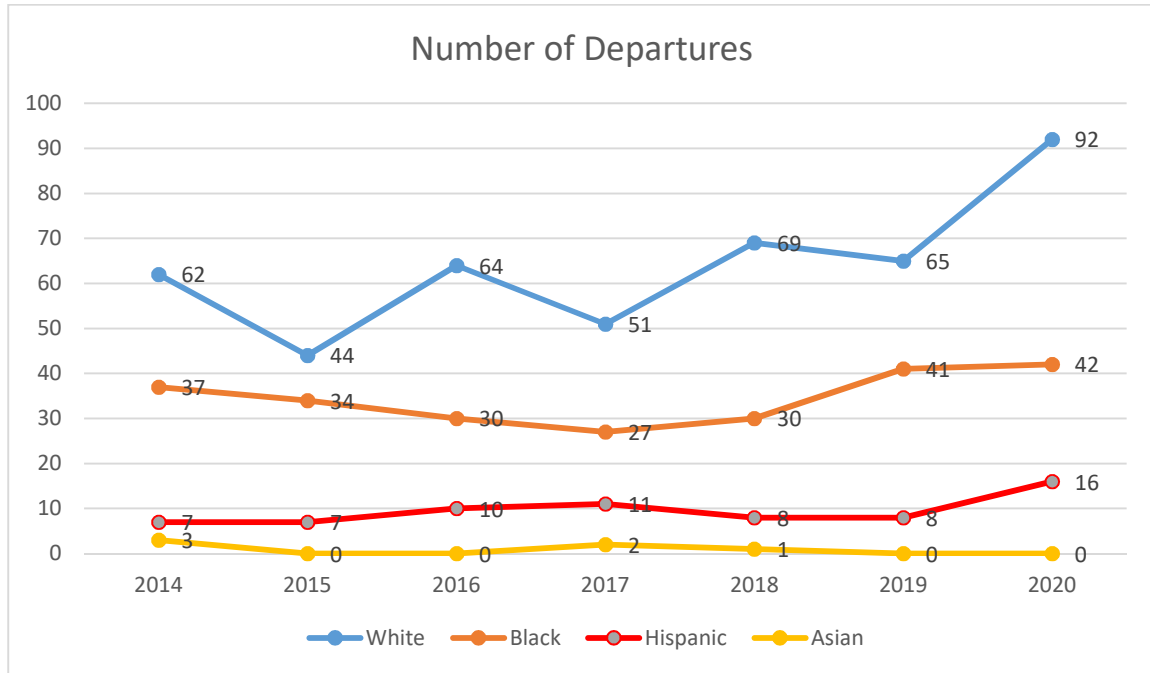
**Note: The above information is number counts only**

Gender: Count vs. Percentage Comparisons

<b>Year</b>	<b>Male</b>		<b>Female</b>		<b>Totals</b>
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	
2014	98	89.9	11	10.1	109
2015	72	84.7	13	15.3	85
2016	90	86.5	14	13.5	104
2017	74	81.3	17	18.7	91
2018	86	79.6	22	20.4	108
2019	89	78.1	25	21.9	114
2020	129	84.3	24	15.7	153
All Years	638	83.5	126	16.5	764

## Analysis B

### Ethnicity Trends of Departures for the Cleveland Division of Police (department-wide analysis): 2014-2020



### Yearly Totals of Ethnicity/Race Characteristics of Departures for the Cleveland Division of Police: 2014-2020 (department-wide analysis)

<b>Ethnicity</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Black	37	34	30	27	30	41	42
Hispanic	7	7	10	11	8	8	16
White	62	44	64	51	69	65	92
Asian	3	0	0	2	1	0	0
<b>Totals</b>	<b>109</b>	<b>85</b>	<b>104</b>	<b>91</b>	<b>108</b>	<b>114</b>	<b>150</b>

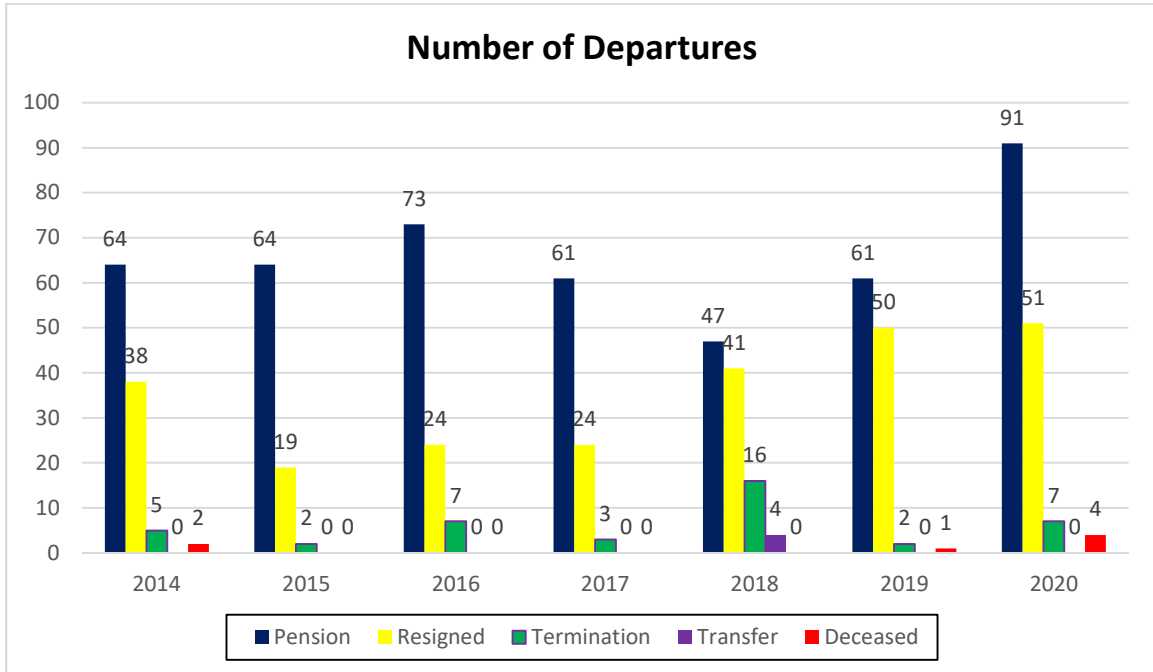
**Note:** The above information is number counts only. Race/Ethnicity is currently captured simultaneously to mean the same thing, but efforts are being made to change this category in the future.

**Ethnicity: Count vs. Percentage Comparisons**

Years	Black		Hispanic		White		Asian		Totals
	Count	%	Count	%	Count	%	Count	%	
2014	37	33.9	7	6.4	62	56.9	3	2.8	109
2015	34	40.0	7	8.2	44	51.8	0	0.0	85
2016	30	28.8	10	9.6	64	61.5	0	0.0	104
2017	27	29.7	11	12.1	51	56.0	2	2.2	91
2018	30	27.8	8	7.4	69	63.9	1	0.9	108
2019	41	36.0	8	7.0	65	57.0	0	0.0	114
2020	42	28.0	16	10.7	92	61.3	0	0.0	150
<b>Totals</b>	<b>241</b>	<b>31.7</b>	<b>67</b>	<b>8.8</b>	<b>447</b>	<b>58.7</b>	<b>6</b>	<b>0.8</b>	<b>761</b>

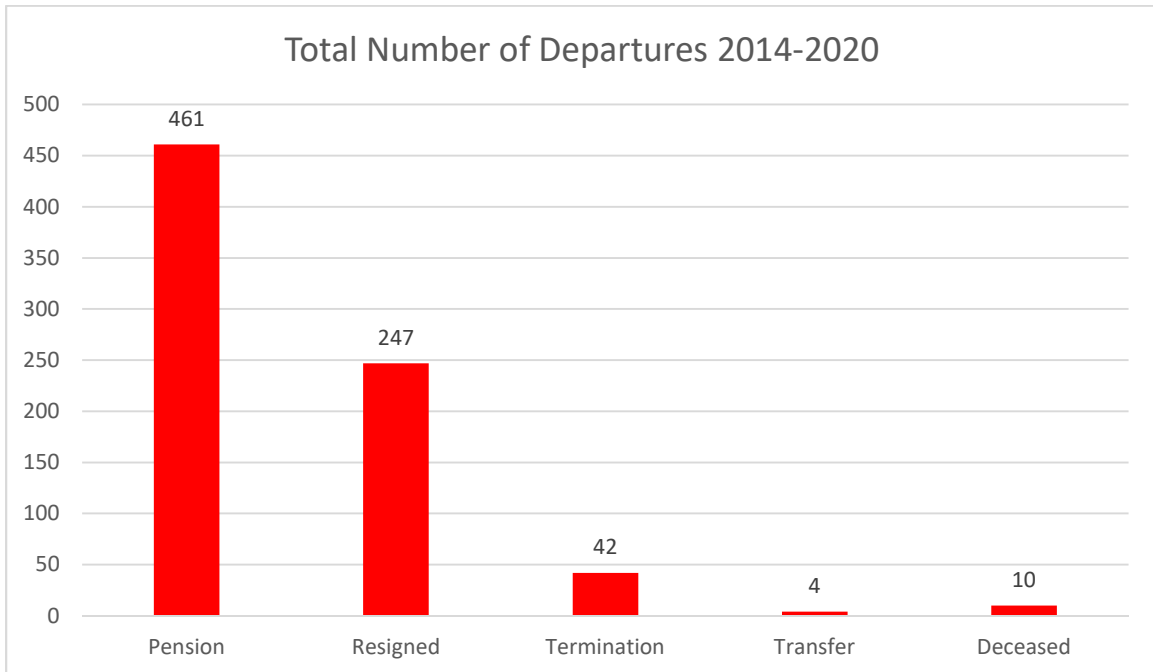
### Analysis C

Departures Characteristics for the Cleveland Division of Police: 2014-2020 (department-wide analysis)



Note: Resignations continue to stay elevated compared to previous years.

#### Total Departures from 2014-2020 (department-wide analysis)



**Yearly Trends of Departures for the Cleveland Division of Police: 2014-2020 (department-wide analysis)**

Years	Pension	Resigned	Termination	Transfer	Deceased
2014	64	38	5	0	2
2015	64	19	2	0	0
2016	73	24	7	0	0
2017	61	24	3	0	3
2018	47	41	16	4	0
2019	61	50	2	0	1
2020	91	51	7	0	4
<b>Totals</b>	<b>461</b>	<b>247</b>	<b>42</b>	<b>4</b>	<b>10</b>

Note: The above information is number counts only

**Departure Types: Count vs. Percentage Comparisons**

YEARS	PENSION		RESIGNED		TERMINATION		TRANSFER		DECEASED		TOTALS
	Count	%	Count	%	Count	%	Count	%	Count	%	
2014	64	58.7	38	34.9	5	4.6	0	0.0	2	1.8	109
2015	64	75.3	19	22.4	2	2.4	0	0.0	0	0.0	85
2016	73	70.2	24	23.1	7	6.7	0	0.0	0	0.0	104
2017	61	67.0	24	26.4	3	3.3	0	0.0	3	3.3	91
2018	47	43.5	41	38.0	16	14.8	4	3.7	0	0.0	108
2019	61	53.5	50	43.9	2	1.8	0	0.0	1	0.9	114
2020	91	59.5	51	33.3	7	4.6	0	0.0	4	2.6	153
<b>TOTALS</b>	<b>461</b>	<b>60.3</b>	<b>247</b>	<b>32.3</b>	<b>42</b>	<b>5.6</b>	<b>4</b>	<b>0.5</b>	<b>10</b>	<b>1.3</b>	<b>764</b>

**Cross Relationships between Departures and Ethnicity/Race for the Cleveland Division of Police: 2014-2020 (department-wide analysis)**

Years	Ethnicity	Pension	Resigned	Termination	Transfer	Deceased	Totals
<b>2014</b>	Black	25	7	3	0	2	37
	Hispanic	4	3	0	0	0	7
	White	34	26	2	0	0	62
	Asian	1	2	0	0	0	3
	<b>Totals</b>	<b>64</b>	<b>38</b>	<b>5</b>	<b>0</b>	<b>2</b>	<b>109</b>
<b>2015</b>	Black	27	6	1	0	0	34
	Hispanic	3	4	0	0	0	7
	White	34	9	1	0	0	44
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>64</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>85</b>
<b>2016</b>	Black	24	5	1	0	0	30
	Hispanic	6	3	1	0	0	10
	White	43	16	5	0	0	64
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>73</b>	<b>24</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>104</b>
<b>2017</b>	Black	20	5	1	0	1	27
	Hispanic	8	3	0	0	0	11
	White	33	14	2	0	2	51
	Asian	0	2	0	0	0	2
	<b>Totals</b>	<b>61</b>	<b>24</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>91</b>
<b>2018</b>	Black	14	6	10	0	0	30
	Hispanic	5	3	0	0	0	8
	White	27	32	6	4	0	69
	Asian	1	0	0	0	0	1
	<b>Totals</b>	<b>47</b>	<b>41</b>	<b>16</b>	<b>4</b>	<b>0</b>	<b>108</b>
<b>2019</b>	Black	20	19	2	0	0	41
	Hispanic	3	5	0	0	0	8
	White	38	25	1	0	1	65
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>61</b>	<b>50</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>114</b>
<b>2020</b>	Black	29	12	1	0	0	42
	Hispanic	7	7	1	0	1	16
	White	54	31	4	0	3	92
	Asian	0	0	0	0	0	0
	<b>Totals</b>	<b>90</b>	<b>50</b>	<b>6</b>	<b>0</b>	<b>4</b>	<b>150</b>

