

CITY OF CLEVELAND

Department of Public Safety Recruitment

2021 YEAR END REPORT



CITY OF CLEVELAND
Mayor Justin M. Bibb

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INTRODUCTION

The overall goal of The City of Cleveland's Public Safety Recruitment team continues to focus on attracting qualified candidates that will reflect the diverse make-up of our city. In addition, we continue to work to adequately staff our safety division so that they may provide high-quality services to our citizens.

Regrettably, challenges due to the COVID-19 pandemic and negative public opinion continue to affect recruitment efforts. Unfortunately, these issues are not unique to the City of Cleveland, as many cities nationwide have experienced the same recruiting difficulties. As a result, the team adapted and explored creative, non-traditional methods to reach potential candidates utilizing social media, virtual career fairs, and continuous recruitment.

While these hurdles may have impacted recruitment efforts, the team was able to successfully recruit applicants and seat classes for the Divisions of Police, Fire and EMS.

RECRUITMENT GOALS AND OBJECTIVES

The initial recruitment plan was developed and implemented as a result of mandates articulated in the Department of Justice Consent Decree. It incorporated three (3) programmatic goals designed to attract qualified applicants for the City of Cleveland’s Division of Public safety. The goals were:

- I. Increase staffing levels to effectively implement CPOP (Community and Problem-Oriented Policing Plan).
- II. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.
- III. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.

The City of Cleveland is now entering the fifth year of that initial recruitment plan that, at its conception, identified challenges in attracting qualified applicants, particularly with law enforcement. Influences such as negative media exposure regarding police violence and or misconduct and increased violence against police officers are factors that continue to impact recruiting efforts for police as well contributing to high attrition rates.

- I. Increase staffing levels to effectively implement CPOP (Community and Problem-Oriented Policing Plan).

To effectively institute CPOP, most problem-solving decisions will be made at the street level by officers and front-line supervisors (Sergeants.) Adequate staffing is necessary so that officers can respond to and participate in problem-solving and community engagement.

The initial recruitment plan was created with the goal of increasing personnel taking into consideration an attrition average of 80 officers a year. This increase in personnel would enable the Division of Police to implement the tenets of CPOP.

2018 Division of Police Staffing Report

CLASSIFICATION	NO.	MALE	FEMALE	CAUCASION	BLACK	HISPANIC	OTHER	BUDGETED
Chief	1	1						1
Deputy Chief	4	3	1	1	2	1		4
Commander	9	7	2	6	3			12
Traffic Commissioner	1	1		1				1
Captain	16	15	1	15		1		18
Lieutenant	55	50	5	49	5	1		57
Sergeant	183	149	34	131	38	12	2	212
Patrol Officer	1202	1031	171	796	272	117	17	1304
Academy	104	83	21	54	42	7	1	250
TOTAL	1575	1340	235	1053	363	139	20	1601
Percentage		85%	15%	67%	23%	9%	1%	
Community Make-up	396,815	190,285	206,530					
Percentage		48%	52%	37%	53%	9%	2%	

- Community Make-up is based upon the 2010 Census.

Proposed Staff Increases to Staffing Plan

	2017	2018	2019	2020
Captain	1	2	2	
Lieutenants	2	5	4	
Sergeants	10	22	22	5
Patrol Officers	70	69	69	13

2020 Division of Police Staffing Report

CLASSIFICATION	NO.	MALE	FEMALE	CAUCASION	BLACK	HISPANIC	OTHER	BUDGETED
Chief	1	1			1			1
Deputy Chief	4	3	1	2	1	1		4
Commander	12	10	2	7	5			12
Traffic Commissioner	1	1		1				1
Captain	16	14	2	15	0	1		18
Lieutenant	47	44	3	42	5			57
Sergeant	186	154	32	127	43	13	3	212
Patrol Officer	1125	932	193	732	262	116	15	1304
Academy	56	40	16	27	22	5		250
TOTAL	1448	1199	249	953	339	136	18	1601
Percentage		83%	18%	65%	24%	9%	1%	
Community Make-up	372,624	48%	52%	40%	48%	12%	3%	

- Community Make-up based upon the 2020 census.

Status

COVID-19 and pandemic-related issues have exacerbated recruitment activities, which in turn has impacted the Division of Police’s ability to fully implement CPOP. As the pandemic raged throughout the United States during 2020-2021, recruiting became an arduous task. Like many agencies nationwide, the City of Cleveland’s Recruitment Team faced unprecedented challenges. Pandemic restrictions forced the cancellations of in-person activities such as interactive informational sessions, barbershop/salon talks, community engagements, school visits, and recruiting affairs at colleges/universities. Due to the fact that recruiting is a national issue, there is an added challenge of competing with cities on a local, state and national level attempting to draw from the same pool of perspective applicants.

In addition to recruiting difficulties, The Division of Police lost 186 officers to attrition in 2021. This is a 45% increase over the average of 80 officers a year that was accounted for in the initial recruitment plan. Despite this impediment, the Division of Police is still actively working towards implementing the tenets of CPOP despite the ongoing challenges of recruitment and retention.

- II. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.

In addition to the goal of diversity within the Divisions of Police, Fire and EMS. The PSRT is working to reduce the percentage gap of women and minorities represented in the divisions to better reflect the demographics of our communities.

Status

The PSRT continues to be negatively impacted by the COVID-19 pandemic and restrictions associated with it, but remain steadfast in our mission of connecting with potential candidates. We will continue to identify, recruit, and maintain a pool of qualified potential recruits. The creation and implementation of our “Candidate database” enables us keep candidates abreast of progress and allows us to reach out to address concerns regarding the hiring process. For individuals experiencing difficulties with the civil service test or physical agility test, the recruitment team is readily available to provide assistance and necessary support. The PSRT is committed to our goal of working towards reducing the large gap in percentage points between the Division’s demographic breakdown of minorities and women and that of the Cleveland community. (See Appendix C for PSRT activities).

- III. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.

As we continue to navigate in the post COVID-19 pandemic world, the PSRT will continue to rely on our partnerships with community stakeholders to promote awareness of opportunities within Public Safety.

Accomplishments

- The implementation of Behavioral-based interviewing assessment” continues to be a valuable tool in the hiring process. The goal of this assessment is to gain insight into the candidates’ experience, skill set, knowledge, and behavior. The divisions of Fire and EMS have incorporated this method in their hiring process with success. The PRST will continue to work with the Division of Police, to assist in integrating behavioral-based interviews into their hiring process.
- In the year 2021, we started three academy classes (148th, 149th & 150th) and completed one (148th). The 149th and 150th are scheduled to be completed in 2022.
 - Our 148th academy class began with 66 recruits, with 27% women and 47% minorities. This class graduated 47 officers.
 - Our 149th academy class began with 3 lateral recruits, of which 66 % were minorities.
 - Our 150th academy class began with 26 recruits, with 19% women and 73% minorities.
- The implementation of 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.

- 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.
- 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.

As result of these changes, eight female firefighters were hired in 2021. The Cleveland Division of Fire now has a total of nine female firefighters and PSRT will continue emphasize the need for additional women not only in this division but in all public safety forces

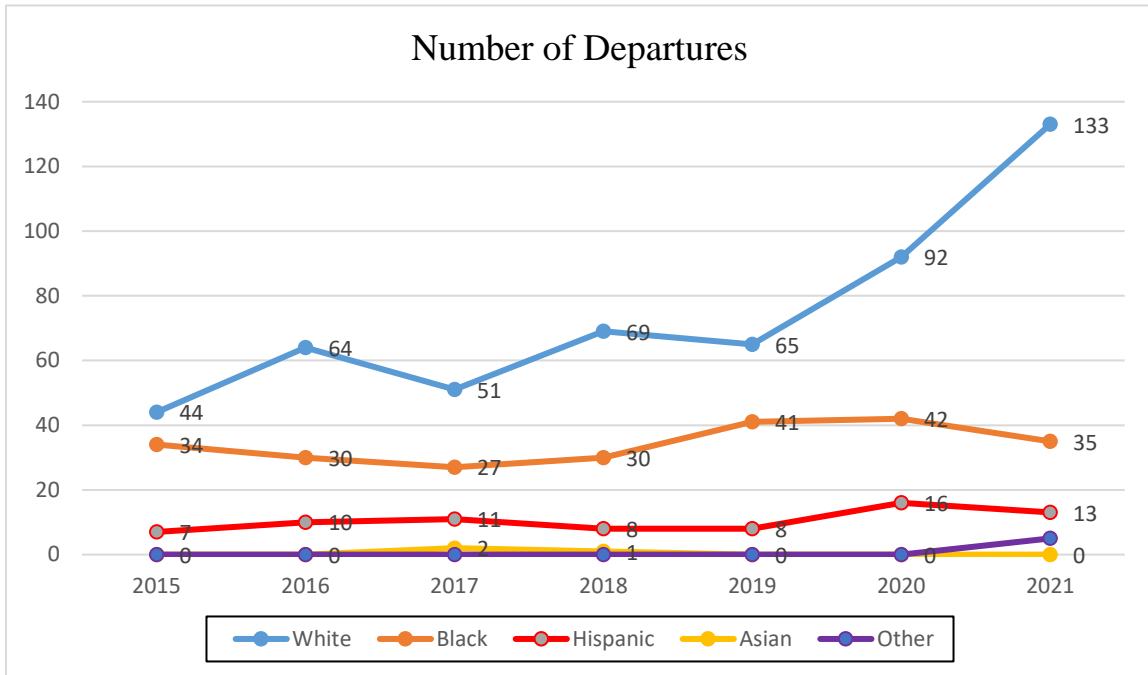
- In July 2021, The Division of EMS graduated five paramedics. In August, 2021, an EMT Entry Class and Paramedics Class began with 35 cadets.

2022 Objectives

Recruitment activities over the past two years have relied heavily on virtual activities and social media promotion. Part of the adaptation included the use of webinars, online meetings and virtual events. It is our hope to be able to incorporate more traditional methods of recruiting that will allow our team to speak to the community in the community. Others operational changes involve the following:

- Continue to asses our recruitment processes, to include our interview and testing methods so that we are confident that we will be able to identify, recruit and hire qualified applicants who will have the requisite characteristics and skills that will serve the citizens of the City of Cleveland.
- Utilize data found in Exit Surveys to determine methods to help combat high attrition rates, especially with the Division of Police.

APPENDIX A: Departures



Yearly Totals of Ethnicity/Race Characteristics of Departures for the Cleveland Division of Police: 2015-2021 (Department-wide analysis)

Ethnicity	2015	2016	2017	2018	2019	2020	2021
Black	34	30	27	30	41	42	35
Hispanic	7	10	11	8	8	16	13
White	44	64	51	69	65	92	133
Asian	0	0	2	1	0	0	0
Other	0	0	0	0	0	0	5
Total	85	104	91	108	114	150	186

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.

**Cross Relationships between Departures and Ethnicity/Race for the Cleveland Division of Police:
2015-2021 (Department-wide analysis)**

Years	Ethnicity	Pension	Resigned	Termination	Transfer	Deceased	Totals
2015	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
	Totals	64	19	2	0	0	85
2016	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
	Totals	73	24	7	0	0	104
2017	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
	Totals	61	24	3	0	3	91
2018	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
	Totals	47	41	16	4	0	108
2019	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
	Totals	61	49	3	0	1	114
2020	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
	Totals	90	50	6	0	4	150

2021	Other	3	2	0	0	0	5
	Black	19	12	3	0	1	35
	Hispanic	7	5	1	0	0	13
	White	64	58	9	0	2	133
	Asian	0	0	0	0	0	0
	Totals	93	77	13	0	3	186

APPENDIX B

2021 Division of Police Staffing Report

CLASSIFICATION	NO.	MALE	FEMALE	CAUCASION	BLACK	HISPANIC	OTHER	BUDGETED
Chief	1	1			1			1
Deputy Chief	4	3	1	2	1	1		4
Commander	12	10	2	7	5			12
Traffic Commissioner	1	1		1				1
Captain	16	14	2	15	0	1		18
Lieutenant	47	44	3	42	5			57
Sergeant	186	154	32	127	43	13	3	212
Patrol Officer	1125	932	193	732	262	116	15	1304
Academy	56	40	16	27	22	5		250
TOTAL	1448	1199	249	953	339	136	18	1601
Percentage		83%	18%	65%	24%	9%	1%	
Community Make-up	372,624	48%	52%	40%	48%	12%	3%	

2021 Division of Fire Staffing Report

		WM	BM	HM	OM	WF	BF	HF	OF
Chief	1	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	57	47	9	1	0	0	0	0	0
Lieutenants	160	122	28	11	0	0	0	0	0
FGF	399	300	61	35	2	1	0	0	0
4GF	84	57	0	10	1	6	2	0	0
3GF	0	0	0	0	0	0	0	0	0
2GF	21	19	8	2	0	1	0	0	0
Cadets	0	0	0	0	0	0	0	0	0
Total	753	571	108	63	3	7	2	0	0

2021 Division of EMS Staffing Report

Executive Staff {1 Commissioner - 1 Admin Manager - 1 Sr. Personnel Assistant – 2 EMT-Supervisor}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	1	20%	0	0%	1	20%	0	0%	0	0%	2	40%
Male	0	0%	1	20%	2	40%	0	0%	0	0%	3	60%
Total	1	20%	1	20%	3	60%	0	0%	0	0%	5	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%
	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	46	16%	2	1%	52	18%	6	2%	4	1%	110	38%
Male	33	12%	2	1%	134	45%	8	3%	5	2%	182	62%
Total	79	28%	4	1%	186	63%	14	5%	9	3%	292	100%

Sergeants (Crew Chiefs / Coordinators) {23 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%
	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	15	8%	1	.5%	31	18%	3	1%	0	%	50	298%
Male	21	12%	1	.5%	100	54%	6	3%	5	2%	133	72%
Total	36	20%	2	1%	131	72%	9	4%	5	2%	183	100%

Paramedics / Emergency Medical Technicians

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	15	8%	1	.5%	31	18%	3	1%	0	%	50	298%
Male	21	12%	1	.5%	100	54%	6	3%	5	2%	133	72%
Total	36	20%	2	1%	131	72%	9	4%	5	2%	183	100%

Emergency Medical Dispatchers {EMDs}

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	13	56%	1	4%	6	24%	0		1	4%	21	88%
Male	1	4%	0	0%	1	4%	1	4%	0	0%	3	12%
Total	14	60%	1	4%	7	28%	1	4%	1	4%	24	100%

Emergency Medical Technician Trainees 2021-2 (8.2.2021/10.4.2021)

	African-American		Asian		Caucasian		Hispanic		Other		Total	
Female	8	30%	0	%	6	13%	0	%	2	6%	16	50%
Male	3	17%	0	%	13	33%	0	%	0	%	16	50%
Total	111	47%	0	%	19	47%	0	%	2	6%	32%	100%

APPENDIX C: Recruitment Activities

January 2021

1. Public Safety Staff Meeting
2. Consent Decree Compliance Meeting
3. Public Safety Staff Meeting
4. 3rd District and Community Relations Safety Meeting
5. Recruitment Updates Meeting
6. The Ohio State University Virtual Career Fair

February 2021

1. Public Safety Staff Meeting
2. Ohio Northern University Virtual Career Fair
3. Recruitment Updates Meeting
4. University of Akron Virtual Career Fair
5. Consent Decree Compliance Meeting
6. Bowling Green State University Career Fair
7. 3rd District and Community Relations Safety Meeting
8. University of Toledo Criminal Justice & Public Service Virtual Fair
9. Recruitment Updates Meeting
10. Kent State University Virtual Career Fair

March 2021

1. Recruitment & Guardians Meeting
2. Public Safety Staff Meeting
3. University of Cincinnati Virtual Career Fair
4. Recruitment Updates Meeting
5. Central State University Virtual Career Fair
6. Consent Decree Compliance Meeting
7. Public Safety Staff Meeting
8. 3rd District and Community Relations Safety Meeting
9. Bethune-Cookman University Virtual Career Fair
10. Recruitment Updates Meeting
11. SWAG Virtual Information Session
12. 1,000 Tie Event Wade Park Elementary School
13. Public Safety Recruitment Team
14. E For Me Opportunity Virtual Fair
15. Public Safety Staff Meeting
16. Indiana State University Virtual Career Fair

April 2021

1. Public Safety Recruitment Team Meeting w/ Councilman Slife
2. Recruitment Updates Meeting
3. Public Safety Recruitment Meeting w/ Councilwomen Santana & Spencer
4. Eastern Michigan University Virtual Career Fair
5. 1,000 Tie Event Garret Morgan High School
6. Public Safety Staff Meeting
7. Stark State University Virtual Career Fair
8. Consent Decree Compliance Meeting
9. Recruitment Updates Meeting
10. 3rd District and Community Relations Safety Meeting
11. Public Safety Staff Meeting
12. Information Session @ Lakeland Community College
13. NFL Draft Recruitment Table @ Progressive Field
14. NFL Draft Recruitment Table @ Progressive Field

May 2021

1. NFL Draft Recruitment Table @ Progressive Field
2. Public Safety Hiring Process Committee Meeting
3. Recruitment Updates Meeting
4. OSP Community Fair @ W. 150th St. & Lorain Rd.
5. Public Safety Staff Meeting
6. Consent Decree Compliance Meeting
7. Public Safety Hiring Process Committee Meeting
8. Browns Uniting Neighbors Initiative w/ Coach Stefanski @Zelma George Rec
9. 3rd District and Community Relations Safety Meeting
10. Information Session @ 2nd District Police Station
11. Information Session @ 3rd District Police Station
12. Information Session @ 1st District Police Station
13. Public Safety Staff Meeting
14. Information Session @ 4th District Police Station
15. Information Session @ 5th District Police Station
16. Public Safety Hiring Process Committee Meeting
17. Recruitment Updates Meeting

June 2021

1. OSP Community Event @Dave's Supermarket 3536 Ridge Rd
2. Public Safety Staff Meeting
3. Consent Decree Compliance Meeting

4. Public Safety Hiring Process Committee Meeting
5. Recruitment Updates Meeting
6. Recruitment Event Job Fair @ St. Francis School
7. 3rd District and Community Relations Safety Meeting
8. Public Safety Staff Meeting
9. Public Safety Hiring Process Committee Meeting
10. Recruitment Updates Meeting

July 2021

1. Public Safety Staff Meeting
2. 4th District Safety Fair @ Lee Rd Plaza
3. Public Safety Hiring Process Committee Meeting
4. Recruitment Updates Meeting
5. Consent Decree Compliance Meeting
6. Public Safety Staff Meeting
7. 3rd District and Community Relations Safety
8. Informational Session @Cudell Rec Center
9. Informational Session @Estabrook Rec Center
10. Informational Session @Zelma George Rec Center

August 2021

1. Public Safety Staff Meeting
2. Mayor's Night Out @Kerruish Park
3. Informational Session @Collinwood Rec Center
4. C.O.P.E Health Walk & Art Exhibit E.39th St.
5. Informational Session @Fairfax Rec Center
6. Public Safety Hiring Process Committee Meeting
7. Recruitment Updates Meeting
8. Consent Decree Compliance Meeting
9. Firefighter Hiring Event @Harvard Community Services Center
10. Jobs Jazz & Coffee with a Cop @Cold Brew E.105th St.
11. 3rd District Safety Fair 2335 E.82nd St.
12. Public Safety Staff Meeting
13. Jobs Jazz & Coffee with a Cop @Unbar Café
14. Public Safety Hiring Process Committee Meeting
15. Recruitment Updates Meeting
16. Public Safety Staff Meeting

September 2021

1. Harvard Square Ward Event @Gawron Park
2. Harvard Square Ward Event @Gawron Park
3. Public Safety Hiring Process Committee Meeting
4. Recruitment Updates Meeting
5. Consent Decree Compliance Meeting
6. Don Ripepi Memorial Concert @Nautica Parking Lot (Recruitment Table)
7. 6th Annual Grandparents Family Day & Resource Fair @ Luke Easter Park
8. University of Dayton Career Fair
9. Public Safety Staff Meeting
10. Agility Test Lateral Proctoring @ Tri-C West
11. Public Safety Hiring Process Committee Meeting
12. Recruitment Updates Meeting
11. Youngstown State Career Fair
12. Ward One Resource Fair
13. Ohio Wesleyan Career Fair
14. Sickle Cell Awareness Day @Zelma George Rec Center
15. Informational Session @Michael J. Zone Rec Center
16. Public Safety Staff Meeting
17. Informational Session @Collinwood Rec Center

October 2021

1. Festival De La Calle 33 @San Lorenzo Club 3121 W.33rd St.
2. Public Safety Hiring Process Committee Meeting
3. Recruitment Updates Meeting
4. Informational Session @Gunning Rec Center
5. Bowling Green University Career Fair
6. Central State University Career Fair
7. Paramedic Planning Training via WebEx
8. Informational Session @Thurgood Marshall Rec Center
9. Public Safety Staff Meeting
10. Informational Session @Michael J. Zone Rec Center
11. University of Akron Career Fair
12. Consent Decree Compliance Meeting
13. AmeriCorps Job & Resource Fair @Stella Walsh
14. Informational Session @Thurgood Marshall Rec Center
15. Community Engagement / Resource Event Word Church / Downtown
16. Public Safety Hiring Process Committee Meeting
17. Recruitment Updates Meeting

18. Department of Public Safety Radio Interviews
19. Informational Session @Collinwood Rec Center
11. 3rd District and Community Relations Safety Meeting
20. Career Panel Guest Speakers @John Marshall High School
21. Public Safety Staff Meeting

November 2021

1. Public Safety Hiring Process Committee Meeting
2. Recruitment Updates Meeting
3. Cleveland Division of Police Interview w/Real 106.1
4. Guest Speakers for 1,000 Ties Event Wade Park Elementary School
5. Public Safety Staff Meeting
6. Consent Decree Compliance Meeting
7. Community Conversation w/United Way
8. Women's Multi-Jurisdictional Law Enforcement Career Fair Columbus Police Academy
9. Public Safety Hiring Process Committee Meeting
10. Recruitment Updates Meeting
11. 3rd District and Community Relations Safety Meeting
12. Indiana Institute of Technology Career Fair
13. Police P.A.T Test @ St. Ignatius High School
14. Meeting w/ EYEJ
15. Public Safety Staff Meeting
16. Public Safety Hiring Process Committee Meeting
17. Recruitment Updates Meeting

December 2021

1. Informational Session for EMT Class @Lakeland Community College
2. Informational Session EMT Day Class @Lorain Community College
3. Informational Session for Paramedic Day Class @Lorain Community College
4. Police P.A.T Test @St. Ignatius High School
5. Informational Session for EMT Class @Lakeland Community College
6. Informational Session EMT Day Class @Lorain Community College
7. Consent Decree Compliance Meeting
8. Information Session w/Paramedic Students @UH Parma
9. Police P.A.T Test @ Tri-C West Campus
10. Public Safety Hiring Process Committee Meeting
11. Recruitment Updates Meeting
12. Public Safety Staff Meeting
13. Public Safety Hiring Process Committee Meeting
14. Recruitment Updates Meeting

APPENDIX D: Exit Interview Survey

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

Total Surveys	31
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Sex	
Female	12
Male	19

Department	
Police	19
EMS	9
NA	3

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

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%

APPENDIX E: Exit Survey – 03/06/2021 through 09/24/2021

Total Surveys	30
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Sex	
Male	27
Female	3

Department	
Police	21
EMS	6
NA	3

Reasons for resigning from Cleveland Public Safety	Yes		No	
Secured a different job within Cleveland Public Safety	3.57%	1	96%	27
Secured a different job outside Cleveland Public Safety	64.29%	18	36%	10
Dissatisfied with pay	35.71%	10	64%	18
Dissatisfied with immediate supervisor	17.86%	5	82%	23
Family circumstances	14.29%	4	86%	24
Health reasons	3.57%	1	96%	27
Moving from the area	10.71%	3	89%	25
Dissatisfied with the type of work	14.29%	4	86%	24
Lack of recognition	14.29%	4	86%	24
Career Advancement	17.86%	5	82%	23
Other (please specify)	25.00%	7	75%	21
	Answered	28		
	Skipped	2		

Please select the appropriate answer to each of the following statements regarding your Supervisor's duties at Cleveland Public Safety	Always		Sometimes		Never	
Demonstrated fair and equal treatment	56.67%	17	40.00%	12	3.33%	1
Provided recognition on the job	40.00%	12	43.33%	13	16.67%	5
Developed cooperation and teamwork	50.00%	15	36.67%	11	13.33%	4
Encouraged/listened to suggestions	46.67%	14	40.00%	12	13.33%	4
Resolved complaints and problems	50.00%	15	36.67%	11	13.33%	4
Followed policies and practices	70.00%	21	23.33%	7	6.67%	2
Provided Training Opportunities	40.00%	12	53.33%	16	6.67%	2

How would you rate the following in relation to your job?		Poor = 4 Fair = 3 Good = 2 Excellent = 1
Cooperation within your unit		2.03
Cooperation with other units		2.57
Communications in your unit		2.2
Communications within the division as a whole		3
Communications between you and your supervisor		2.03
Morale in your department		3.4
Job Satisfaction		2.62
Trainings received		2.4
Growth Potential		2.53

What did you enjoy most about your position within Cleveland Public Safety?	Yes		No	
Compensation/Pay	8%	2	92%	24
Type of work	73%	19	27%	7
Working conditions (setting, schedule, travel, flexibility)	31%	8	69%	18
Supervisor	23%	6	77%	20
Location	23%	6	77%	20
Other (please specify)	35%	9	65%	17
	Answered	26		
	Skipped	4		

Did your supervisor perform the following duties?	Yes		No		Not Applicable	
Provided performance feedback (Informal)	73%	22	17%	5	10%	3
Provided performance feedback (Formal)	67%	20	23%	7	10%	3
Recognized accomplishments	66%	19	21%	6	14%	4
Clearly communicated expectations	63%	19	27%	8	10%	3
Treated you fairly and respectfully	70%	21	13%	4	17%	5
Coached, trained, & developed workers	57%	17	30%	9	13%	4
Provided leadership	67%	20	20%	6	13%	4
Encouraged teamwork & cooperation	70%	21	20%	6	10%	3
Resolved concerns promptly	60%	18	30%	9	10%	3
Listened to suggestions & feedback	57%	17	27%	8	17%	5
Kept employees informed	57%	17	30%	9	13%	4
Supported work-life balance	57%	17	30%	9	13%	4
Provided appropriate & challenging assignments	73%	22	13%	4	13%	4

What operating procedures would you change within Cleveland Public Safety?				
	Yes		No	
Recruitment process	48%	14	52%	15
New employee orientation	24%	7	76%	22
Training opportunities	48%	14	52%	15
Career development opportunities	41%	12	59%	17
Employee morale	86%	25	14%	4
Fair treatment of employees	48%	14	52%	15
Recognition for a job well done	38%	11	62%	18
Support of work-life balance	31%	9	69%	20
Cooperation within the agency	24%	7	76%	22
Communication between management and employees	41%	12	59%	17
Performance and development planning and evaluation	24%	7	76%	22
Interest and investment in employees Interest	38%	11	62%	18
Commitment to customer service	17%	5	83%	24
Concern with quality and excellence	34%	10	66%	19
Administrative policies/procedures	52%	15	48%	14
Political bickering in the decision-making process	31%	9	69%	20
Other (please specify)	14%	4	86%	25

Answered 29
Skipped 1

What would attract you back to work for Cleveland Public Safety (Select all that apply)?				
	Yes		No	
Training opportunities	39%	9	61%	14
Career development opportunities	52%	12	48%	11
Employee morale	74%	17	26%	6
Fair treatment of employees	43%	10	57%	13
Recognition for a job well done	26%	6	74%	17
Support of work-life balance	35%	8	65%	15
Communication between management and employees	30%	7	70%	16
Performance and development planning and evaluation	17%	4	83%	19
Interest and investment in employees	39%	9	61%	14
Commitment to customer service	13%	3	87%	20
Concern with quality and excellence	35%	8	65%	15
Other (please specify)	39%	9	61%	14

Answered 23
Skipped 7

	Yes	No	Not Applicable
Would you recommend Cleveland Public Safety to others as a place to work?	22	7	1
In your opinion, were you provided with the essential tools and resources required to succeed at your previous position with Cleveland Public Safety?	21	8	1
Would you consider reapplying for another position within Cleveland Public Safety?	9	18	3

APPENDIX F: Exit Survey – 09/25/2021 through 05/23/2022

Total Surveys	40
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Sex	
Male	34
Female	6

Department	
Police	38
EMS	0
NA	2

Reasons for resigning from Cleveland Public Safety	Yes		No	
Secured a different job within Cleveland Public Safety	2.63%	1	97%	37
Secured a different job outside Cleveland Public Safety	73.68%	28	24%	10
Dissatisfied with pay	55.26%	21	45%	17
Dissatisfied with immediate supervisor	13.16%	5	87%	33
Family circumstances	13.16%	5	87%	33
Health reasons	3.57%	0	100%	38
Moving from the area	7.89%	3	92%	35
Dissatisfied with the type of work	13.16%	5	87%	33
Lack of recognition	31.58%	12	68%	26
Career Advancement	13.16%	5	87%	33
Other (please specify)	34.00%	13	66.00%	25
	Answered	38		
	Skipped	2		

Other Reasons:

- Overbearing discipline, restrictive policies
- I feel as if the City Of Cleveland does not back police officers. I feel as if we can not do the job that we signed up for. Policies are too restrictive. Example I like to enforce traffic, I do not because if something goes wrong on the traffic stop I feel as if the City would not back me. Another reason for leaving is discipline is out of hand, it is very discouraging to see so much discipline when the email comes out every month. Pay could improve is what everyone is saying and that is true however money can be made in overtime if you want it. People are mostly leaving, myself included because of discipline (I have had none, but fear it every call, every time I walk into work), lack of equipment, and backing. Cars need to be improved (Safer), and computers in district and cars need to operate so we can do our jobs.

- The city doesn't back the patrol officer. OPS complaints and Citizen Review Board. Paperwork that is intended to bog down the patrol officer to keep them from being proactive. Officers are scared to use necessary force to avoid having to fill out a blue team. Tagging videos after every call taking officers attention away from their situational awareness.
- The Police department is no longer a police department. Officers are being mandated everyday, placed on administrative charges that are not consistent, threatened with charges for minor offenses that can't be avoided, issue 24 and OPS complaint board that has no law enforcement experience however they determine our suspensions and charges, no one is happy working here
- Supervision is terrible, lack of respect, racism.

Please select the appropriate answer to each of the following statements regarding your Supervisor's duties at Cleveland Public Safety	Always		Sometimes		Never	
	Percentage	Count	Percentage	Count	Percentage	Count
Demonstrated fair and equal treatment	47.50%	19	47.50%	19	5.00%	2
Provided recognition on the job	25.00%	10	60.00%	24	15.00%	6
Developed cooperation and teamwork	37.50%	15	50.00%	20	12.50%	5
Encouraged/listened to suggestions	32.50%	13	47.50%	19	20.00%	8
Resolved complaints and problems	35.00%	14	52.50%	21	12.50%	5
Followed policies and practices	55.00%	22	42.50%	17	2.50%	1
Provided Training Opportunities	25.00%	10	52.50%	21	22.50%	9

How would you rate the following in relation to your job?	Poor = 4 Fair = 3 Good = 2 Excellent = 1
Cooperation within your unit	2.05
Cooperation with other units	2.38
Communications in your unit	2.30
Communications within the division as a whole	3.15
Communications between you and your supervisor	2.10
Morale in your department	3.55
Job Satisfaction	3.00
Trainings received	2.75
Growth Potential	2.83

What did you enjoy most about your position within Cleveland Public Safety?				
	Yes		No	
Compensation/Pay	2.70%	1	97%	36
Type of work	73%	27	27%	10
Working conditions (setting, schedule, travel, flexibility)	24.32%	9	76%	18
Supervisor	27%	10	73%	17
Location	29.73%	11	70%	16
Other (please specify)	22%	8	68%	29
	Answered	37		
	Skipped	3		

Other Reasons:

- Comradery between patrolmen, it is the hardest part of leaving. Working in the inner city, dealing with the good residents (there are many).
- Supervisors were great. Schedule is ok. I would prefer 12 hour shifts personally. A platoon schedule is sometimes difficult due to the 6 days in row.
- Only thing I enjoyed was working with some great officers under terrible conditions
- fellow officers

Did your supervisor perform the following duties?						
	Yes		No		Not Applicable	
Provided performance feedback (Informal)	77.5%	31	22.5%	9	0%	0
Provided performance feedback (Formal)	87.5%	35	12.5%	5	0%	0
Recognized accomplishments	55%	22	40%	16	5%	2
Clearly communicated expectations	69.23%	27	30.77%	12	0%	0
Treated you fairly and respectfully	77.5%	31	20%	8	2.5%	1
Coached, trained, & developed workers	65%	26	35%	14	0%	0
Provided leadership	70%	28	30%	12	0%	0
Encouraged teamwork & cooperation	72.5%	29	25%	10	2.5%	1
Resolved concerns promptly	65%	26	32.5%	13	2.5%	1
Listened to suggestions & feedback	65%	26	30%	12	5%	2
Kept employees informed	67.5%	27	32.5%	13	0%	0
Supported work-life balance	65%	26	32.5%	13	2.5%	1
Provided appropriate & challenging assignments	65%	26	35%	14	0%	0

What operating procedures would you change within Cleveland Public Safety?				
	Yes		No	
Recruitment process	28%	11	72%	28
New employee orientation	10%	4	80%	35
Training opportunities	44%	17	56%	22
Career development opportunities	36%	14	64%	25

Employee morale	87%	34	13%	5
Fair treatment of employees	56%	22	44%	17
Recognition for a job well done	64%	25	46%	14
Support of work-life balance	38%	15	62%	24
Cooperation within the agency	31%	12	69%	27
Communication between management and employees	44%	17	56%	22
Performance and development planning and evaluation	28%	11	72%	28
Interest and investment in employees Interest	38%	15	62%	24
Commitment to customer service	10%	4	90%	35
Concern with quality and excellence	28%	11	72%	28
Administrative polices/procedures	56%	22	44%	17
Political bickering in the decision-making process	56%	22	44%	17
Other (please specify)	13%	5	87%	34

Answered 39

Skipped 1

Other Reasons:

- Back your officers in what they do. Stop outrageous discipline
- Employee morale is suffering. The passing of issue 24 is certainly concerning. Discipline is sometimes harsh as it is and having a board comprised of individuals with an "axe to grind" is a terrifying thought. 2) Division could do a better job with recognizing members for a job well done. Discipline is handed out constantly; however, awards are infrequent. Supervisors are hesitant to award officers because of the potential that other officers on scene may face charges for potentially minor issues/violations. While I understand the logic behind this, it is simply not right that an individual officer must forgo recognition out of fear that his/her coworker may be subject to discipline. 3) Division policies are necessary, particularly in today's policing environment. However, there are perhaps a thousand pages of policy and following divisional notices is often complicated. 4) Issue 24 has the potential to cripple policing in this city. Officers hands are tied and this will likely make a difficult job nearly impossible. I understand that this is out of the division's hands.
- Communication from the specialized unit to basic patrol needs to happen. The units get mad when our marked cars go down a street they are watching but they never tell us what is going on. Or when they are watching dangerous persons in your District and they do not tell you about them, is a great officer safety concern.
- Address immature behavior among employees. Eg: Don't allow people on general duty to switch around who they work with informally unless there's been obvious problems with the pairing.

What would attract you back to work for Cleveland Public Safety (Select all that apply)?				
	Yes		No	
Training opportunities	47%	16	53%	18
Career development opportunities	56%	19	44%	15
Employee morale	76%	26	24%	8
Fair treatment of employees	50%	17	50%	17
Recognition for a job well done	53%	18	47%	16
Support of work-life balance	35%	12	65%	22
Communication between management and employees	35%	12	65%	22
Performance and development planning and evaluation	26%	9	74%	25
Interest and investment in employees	41%	14	59%	20
Commitment to customer service	18%	6	82%	28
Concern with quality and excellence	41%	14	59%	20
Other (please specify)	41%	14	59%	20
	Answered	34		
	Skipped	6		

Other Reasons:

- IF the City stopped the overbearing discipline and changed the policies to allow us to be Police Officers again
- Get rid of the Anti Police movement by the politicians and Mayor, better pay.
- New Policies and Pay Scale
- If I were expected to make mass amounts of arrests in the city
- If I was to get my sonority and assignment back

	Yes	No	Not Applicable
Would you recommend Cleveland Public Safety to others as a place to work?	21	18	1
In your opinion, were you provided with the essential tools and resources required to succeed at your previous position with Cleveland Public Safety?	17	22	1
Would you consider reapplying for another position within Cleveland Public Safety?	10	24	6

<p>15. 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?</p>
<p style="text-align: center;">Technology</p>
<p>The City of Cleveland would benefit if they appeared to care about their employees. For example, increasing base pay and/or increasing salary within the steps would be a good start. Secondly, much of the police vehicle fleet are becoming more and more outdated and some vehicles don't even have functional computers. Which isn't catastrophic, however, it's almost 2022 and everything is digital. Lastly, overall discipline is out of hand. And it's not that officers are bad but that policies have no wiggle room. If officers are afforded discretion on the road with ticket issuance, why does the discipline seem like there is no discretion on the administrative end?</p>
<p>I am not leaving because I dislike this department, I am leaving because I do not want to get to that point. Honestly, the small things would help a lot, like vehicles in the 4th district, working equipment in said vehicles and working computer inside the district would be nice.</p>
<p style="text-align: center;">Communication</p>
<p style="text-align: center;">Improved communication throughout the division as a whole</p>
<p style="text-align: center;">Morale</p>
<p>FTOS are the front line in teaching new officers. FTOS should not be telling newer officers that they should leave while they can. Older officers are telling younger officers that CPD is a horrible place to leave. moral is super low and pay is not enough for what we do. Officers do not want to be proactive due to not wanting to get in trouble.</p>
<p style="text-align: center;">Finding different ways to increase morale within the department.</p>
<p>The Police department will be losing a lot more good officers due to the lack of support and political agenda it appears with policies and other avenues within the department. This department used to be respected, however now it may not be a police department in the near future. The moral has never been so low, officers afraid to perform duties of a police officer because of the possibility of being fired for acting as a police officer.</p>
<p>Division morale is non existent. Every district, every shift people are looking for jobs other places. The "Ivory tower" of leadership has no idea what we face or deal with on a daily basis, and would never have survived in their careers under the standards and rules they set for us. Lt and above never leave their offices and haven't done police work in 10 plus years, yet they think they know how to be the police better than those of us actually out doing the job.</p>
<p style="text-align: center;">Other</p>
<p>Unfortunately the city of Cleveland and its upper supervision has proven time and time again that they don't care about their officers. We are paid very poorly, we are mandated to work long hours, we are not encouraged to be proactive. Other than in-service training we are rarely offered additional training and even if its offered it is often denied. The politics of the city also alienates and crushes the moral of officers especially on basic patrol. We as officers understand that we are held to a high standard, but it has come to the point where officers are afraid to perform the job for fear if suspension or worse. I have seen many officers that have handled a situation by the book, followed the GPOs to a tee and were still suspended. We all walk on eggshells and in a job that is already stressful it becomes unbearable. I know I'm leaving for many different reasons, but the two main reasons are pay and job security.</p>

<p>Unfortunately my fellow officers and I feel as though we are treated like garbage by the city and compared to other departments we are paid like garbage too. You will continue to see mass resignations and retiring's until something is done, but I know I speak for many others when I say until there are drastic changes made the City of Cleveland will continue to lose officers and a not only alarming, but also unsafe rate.</p>
<p>16. 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?</p>
<p>Leadership, Growth, Communication</p>
<p>A better work environment for my family with better compensation and a lack of policies that hinder police work. being able to actually make a difference in the life of my community I serve. The city of Cleveland needs to let the officers do thier job to cut the crime rates in the neighbor hoods.</p>
<p>Poor leadership, discipline, and low pay compared to surrounding areas.</p>
<p>Chief's office and Mayor's office telling officers they care and what they need to make our job easier and to successfully do our job. But nothing was done. There is talk about more pay but nothing is done yet everyone sees top employees being paid and getting raises. It makes the moral of the department terrible. Friends being sent to units when they did not do their time on the road just because they know someone in the unit or someone of a higher rank. Discipline needs to be fair across the chart. It is all over the place and unfair to a lot of officers.</p>
<p>Lack of competitive pay, poor equipment, lack of training opportunities and the political climate that makes many of my fellow officers feel not only unwanted and unappreciated, but also hated by the administration.</p>
<p>Technology</p>
<p>The pay is poor in reference to the amount of work and danger we are exposed to. Patrol as a whole does not feel like they are backed up by the command staff, at all. All of our actions as police officers are to cover ourselves from getting into trouble or being liable for any unknown/future actions. As a patrolman, I did not feel supported enough to try and be proactive. I did not feel as if we were given an opportunity to be the best version of police for the citizens. And lastly, the equipment provided was poorly furbished and maintained.</p>
<p>Morale</p>
<p>I feel as if I am a security guard with arresting powers. I dislike the fact that citizens can drive recklessly putting good citizens at risk and we can not do anything about it, especially if they flee. Moral needs to be better in the division, it is horrible. If any one would like to talk further about any of this feel free to call me.</p>
<p>THE MORAL IS POOR AND THE CITY WANTS TO BRING YOU UP ON CHARGES FOR ANY AND EVERYTHING BECAUSE THE DOJ IS HERE. ACTUALLY SUSPENDING POLICE OFFICERS FOR DOING THEIR JOB OR FOR NO REASON IS WHATS BRINGING THE MORAL DOWN AND I WOULD PREFER TO LEAVE BEFOR THIS HAPPENS TO ME.</p>
<p>I resigned due to several reasons. Morale is the lowest of any job I have ever had. There is a constant sense that we are 1 mistake away from being fired. Our bosses do not support us. Our chief and Mayor, at best dislike the police and at worst are happy to throw us under the bus to save themselves. Our safety director is extremely heavy handed with discipline and</p>

<p>seems determined to fire as many cops as he can. Our equipment is in poor repair. Most of the zone cars have something wrong mechanically, and only about half of the computers in the cars work at any given time. On top of all of this, our pay is not competitive. Most suburban departments pay 20-30 thousand dollars more a year with far less of a work load. And finally, the mandated overtime is ridiculous. We are constantly expected to do more with less, all while running on no sleep day after day after day. This is not a place to be a proactive police officer. This is not a department that has it's officer's backs. But this is a department that will work you unbelievable amounts of hours and punish you severely for making a mistake or violating any of the thousands of pages of policies we have.</p>
<p>Pay</p>
<p>The pay is poor in reference to the amount of work and danger we are exposed to. Patrol as a whole does not feel like they are backed up by the command staff, at all. All of our actions as police officers are to cover ourselves from getting into trouble or being liable for any unknown/future actions. As a patrolman, I did not feel supported enough to try and be proactive. I did not feel as if we were given an opportunity to be the best version of police for the citizens. And lastly, the equipment provided was poorly furbished and maintained.</p>
<p>Almost every other city has comparable benefits and in addition to that, they offer dramatic pay differential and newer equipment. Other city police departments also show support to the Patrol Unit, instead of putting patrol at the bottom of the bucket. Patrol units are the backbone of the police department and the forefront to the safety of the City. In some instances it appears that it's just "who you know" in the city and not "what you know."</p>
<p>Honestly left for the lack of pay. I loved working for the city of Cleveland and I am sad to leave but the pay is not competitive enough to stay and make a decent living without a lot of overtime. There are some other issues with morale and how some of patrol are treated when they ask for the basic things but pay is the main reason I chose to leave. It is difficult playing catchup from the academy pay to now. Also with inflation going how it is, this pay is not competitive enough. However it was a pleasure and honor to work for the City of Cleveland.</p>
<p>Issue 24</p>
<p>I am resigning from the division because I am seeking other opportunities outside of the agency. Overall, the division has been a great place to work. More pay would be nice, but ultimately, few people join policing for the money. I want to make a difference in the community and I want to provide justice for victims. I believe issue 24 will have a negative impact on office's ability to effectively bring criminals to justice. Consequently, citizens will likely lose faith in the justice system and take matters into their own hands perpetuating a cycle of violence. Discipline, while necessary, is on the harsh side and has the negative consequence of making officers hesitant to bring violators to justice.</p>
<p>Issue 24 and the Anti police movement in the City (Not the Division) but the politicians and mayor and Issue 24. Cleveland Police are losing a lot of great officers because they are so afraid to do their job because of discipline and lack of pay. Cleveland Police officers love what they do but now with Issue 24 and the "Police officers are always in the wrong no matter what" movement in the City, Great officers that loved to work in Cleveland are leaving to feel backed and appreciated. Cleveland Police officers became just a number to the politicians. I love this City but Issue 24 is pushing everyone out with low pay.</p>

I resigned from my position to accept a new job where i believe the conditions for working in law enforcement will be better. The lack of equipment provided to the division as a whole left me wondering if I would even have a car that started. During my time with the division, I watched a steady decline as no effort was put forth the maintain any equipment. The passing of issue 24 was the last straw that pushed me out the door. I won't allow my career to be in the hands of an anti police board who is judge, jury, and executioner when it comes to dicipline.