

CMPD CULTURE AND CLIMATE ASSESSMENT 2021



Table of Contents

EXECUTIVE SUMMARY	V
INTRODUCTION	1
BACKGROUND	1
METHODOLOGY	1
LIMITATIONS	4
EMPLOYEE SURVEY FINDINGS.....	5
Demographics	6
Culture	7
Communication.....	7
Values.....	9
Awards and Recognition	9
Disciplinary Philosophy	9
Teamwork	10
Diversity	10
Community Relations.....	11
Climate	12
Employee Morale.....	12
Work Stress Areas	14
Employee Wellness	15
Mental Health Support	16
Leadership and Community Support	17
Open Ended Survey Comments	18
Themes under Morale.....	20
Themes under Support	25
EMPLOYEE FOCUS GROUPS	30
Work Group Based Focus Groups	31
Affirming Themes.....	31
Opportunities for Improvement	33
Gender and Race Based Focus Groups	40
Women’s Group.....	40

Race-Based Groups 42

EXTERNAL STAKEHOLDER FOCUS GROUPS 46

 Affirming Themes 47

 Opportunities for Improvement 49

CMPD CULTURE AND CLIMATE ASSESSMENT SUMMARY 57

 Framework 58

RECOMMENDATIONS 62

Appendix A 66

 Additional Survey Data Graphs 66

 Additional Topics from External Stakeholder Focus Group Discussions 66

 How perceptions are formed 66

 Obstacles to Collaborations 67

 Crime Management 67

Appendix B 68

 Survey Questions 68

 Employee Focus Group protocol 77

 Work Group Focus Group Protocol 77

 Race and Gender Focus Group Protocol 80

 External Stakeholders Focus Group Protocol 81

 References 82

Table of Figures

Figure 1: Assessment Methodology 2

Figure 2 : Sworn vs Civilian Survey Respondents 6

Figure 3: Sworn vs Civilian Employee Population 6

Figure 4: Work Group of Respondents 6

Figure 5: Information about policies and procedures are clearly communicated throughout CMPD 7

Figure 6: CMPD leadership clarifies my responsibilities and communicates exactly what is expected of me.. 7

Figure 7: Leaders respond to urgent questions and issues in a timely manner 8

Figure 8: CMPD leadership clearly communicates their stance to employees when issues arise 8

Figure 9: Employees are encouraged to communicate work-related issues and suggestions for improvement to the following leaders 8

Figure 10: CMPD has a clear set of values that governs the way we do business 9

Figure 11: CMPD leadership consistently model the stated values of CMPD 9

Figure 12: Leadership is consistent with disciplinary philosophy 10

Figure 13: Leadership applies disciplinary action fairly 10

Figure 14: Employees work together as a team	10
Figure 15: Employees within service groups collaborate with other CMPD service groups	10
Figure 16: Diversity of CMPD employees at all levels reflects the level of diversity of the community we serve.....	11
Figure 17: Areas of inadequate diversity	11
Figure 18: CMPD understands the needs of the community we serve	12
Figure 19: CMPD easily adapts in response to emerging trends that affect the safety or wellbeing of the community	12
Figure 20 : Leaders' priorities and decisions are easily influenced by external pressures	12
Figure 21: Employee personal morale rating.....	13
Figure 22: Factors influencing morale	13
Figure 23: I am proud to be a CMPD employee.....	13
Figure 24: I am considering leaving CMPD	13
Figure 25: The wellbeing of sworn employees is of importance to CMPD.....	16
Figure 26: The wellbeing of civilian employees is of importance to CMPD.....	16
Figure 27: Adequate mental health resources available for sworn officers.....	17
Figure 28: Adequate mental health resources for civilian employees	17
Figure 29: Support from Colleagues	18
Figure 30: Support from Sergeants and Civilian Supervisors.....	18
Figure 31: Support from Command Staff/Managers	18
Figure 32: Support from Executive Staff	18
Figure 33: Support from Charlotte Community	18
Figure 34: The Charlotte community appreciates and values the work I do.....	18
Figure 35: Police environment interactions.....	58
Figure 36: Thematic Framework for Recommendations	61
Figure 37: Groups within CMPD that are not diverse.....	66

EXECUTIVE SUMMARY

The CMPD 2021 Culture and Climate Assessment is an initiative of the Charlotte-Mecklenburg Police Department (CMPD) in an effort to improve law enforcement services provided throughout the Charlotte-Mecklenburg area. The purpose of the assessment was to understand the culture and climate within CMPD and develop recommendations to improve the culture and climate within the organization. CMPD partnered with the Research and Evaluation Group (EvalGroup) to conduct the culture and climate assessment.

Methodology

Data for the assessment was derived from an employee survey and focus group discussions with employees and stakeholders. The employee survey was administered from the 5th – 19th of April 2021 and focus groups were conducted from May-June 2021.

Demographics

- Employee survey had 1077 respondents, giving a response rate of 47%.
- EvalGroup conducted 10 internal employee focus groups discussions with a total of 35 employees.
- There were 5 external stakeholder focus group discussions conducted with a total of 15 participants.

Results on Culture

- CMPD has a variation of subcultures and experiences that are mostly dependent on the chain of command within that division.
- Employees perceive that experiences vary by the individual leaders; such as corrective action, employee support, employee recognition, communication, visibility and interaction.
- Strengths include strong team spirit and trust between employees within the same ranks, trust with immediate supervisors and professionalism during interactions with external stakeholders.

- A significant opportunity for improvement is within communication. Communication concerns can be categorized as the following:

- ❖ flow of information
- ❖ active listening
- ❖ transparency
- ❖ courageous conversations about diversity

Results on Climate

- There are variations in employee experiences and satisfaction in the work environments due to variations in leadership culture within the organization.
- Employees reported a low morale with an average morale rating of 2.3 out of 5.
- Overarching affirming themes include employees' strong sense of support from their peers, sergeants, and civilian managers; improved access to mental and physical health resources; improvement in the dissemination of information from Executive Staff to employees; transparency in the hiring process; and CMPD's ability to easily adapt to community needs.
- Opportunities for improvement regarding the climate within CMPD can be categorized as
 - ❖ support
 - ❖ recognition and value

Recommendations

Recommendations provided to improve the culture and climate within CMPD are focused on

- improving leadership communication
- improving active listening
- increasing visibility and interaction by leaders
- improving transparency and accountability
- promoting employee recognition and value
- having courageous conversations about diversity, equity, and inclusion

INTRODUCTION

The CMPD 2021 Culture and Climate Assessment is an initiative of the Charlotte-Mecklenburg Police Department (CMPD) in an effort to improve law enforcement services provided throughout the Charlotte-Mecklenburg area. The purpose of the assessment was to define the culture within CMPD, understand the climate within the organization and develop recommendations to improve the culture and climate within the organization. CMPD partnered with the Research and Evaluation Group (EvalGroup) to conduct the culture and climate assessment, for which EvalGroup developed customized data collection instruments and processes. It is important to note that the information for this report was collected in 2021, against the backdrop of the coronavirus pandemic (Covid-19), as well as the ripple effects of community protests regarding race and policing in 2020. This report provides the analyzed results of information collected as well as recommendations for improving the culture and climate within CMPD. The data and recommendations provided in this report will provide CMPD with information needed to develop short term, medium, and long -term action items that are tailored to their environment.

BACKGROUND

The definition of organizational culture and organizational climate has evolved over the years and been redefined by many different scholars. According to Yukl, the culture of an organization includes shared values and beliefs about its primary mission and purpose, the essential qualities of its products and services, and how members should be treated (Yukl, 2008). Denison in their 2018 Toronto Police Service organizational assessment also defined culture as the values, beliefs and behaviors shared between members of an organization (Denison,2018). Denison explains that the culture of an organization is a combination of invisible aspects like values and beliefs, and visible behaviors that are an expression of those values and beliefs. Schein describes culture as a set of structures, routines, rules and norms that guide and constrain behavior (Iljins et al., 2015).

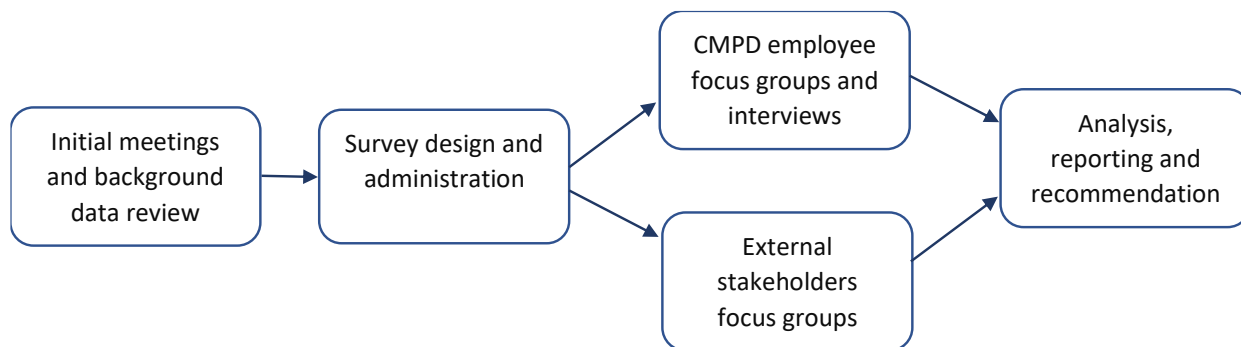
Literature has shown that there is a strong link between organizational culture and the climate, where the culture influences the climate of an organization. According to Denison, organizational climate is how people “perceive and experience” their work environment. Furnham et al (1997) defines climate as a “psychological state that is strongly affected by organizational conditions such as systems, structures and managerial behavior”. Iljins et al further explained a link between psychological climate and organizational climate. Psychological climate is an individual employee’s perception of the psychological impact of the work environment on their own wellbeing. When employees in a unit agree on these perceptions, the shared aggregated perceptions can be described as organizational climate (Iljins et al., 2015). Even though various definitions exist, organizational climate has to be described based on the kind of organization and behaviors studied (Furnham et al., 1997).

The culture aspects of this assessment focused on themes that describe systems and behavior within CMPD. The climate aspect focused on themes that describe employee morale and satisfaction with actions implemented within the organization; based upon their personal perceptions and experiences.

METHODOLOGY

EvalGroup utilized a multi-step mixed method approach to collect data for the culture and climate assessment. Figure 1 below depicts the assessment methodology. A description of each step is provided below.

Figure 1: Assessment Methodology



Initial Meetings and Background Data Review

The CMPD 2021 Culture and Climate Assessment started with a kick-off meeting with the Executive Committee of CMPD. The goal of the meeting was to gain an understanding of the project goals, expectations, and timelines. This was followed by informal meetings with various leaders of CMPD. The aim of the meetings with leaders was to help EvalGroup gather information about leader’s perceptions of the current state of CMPD, their expectations for the project, and any areas of interest or need. EvalGroup then reviewed background data and relevant literature to aid in the design of data collection methodology and data analysis plans.

Survey Design and Administration

The CMPD employee survey was developed in collaboration with CMPD. EvalGroup facilitated informal meetings with staff to gain their input on employee surveys as we wanted to understand the themes and issues of importance to staff, to develop relevant survey questions. Information gathered by these informal conversations, literature reviews and CMPD past data reviews were used as a basis for developing a customized employee survey. EvalGroup and CMPD worked together to review questions and ensure that response options were relevant to employees. Questions in the employee survey were grouped under various themes that covered both the culture and climate within the organization. The survey was comprised of 44 questions that touched on both the culture and climate items of CMPD (questionnaire in appendix B). Skip logics were included in the design of the survey to ensure that employees answered only questions that are relevant to them. As a result, employees responded to a range of 39 to 44 questions; based upon their workgroup, role, and previous answers. The estimated time of completion was 15 minutes. The themes covered in the survey were;

Culture

- Communication
- Values
- Awards and recognition
- Disciplinary action
- Community relations
- Diversity
- Teamwork

Climate

- Employee morale
- Work stress
- Employee Wellness
- Mental Health Support
- Leadership and community support

The target participants for the survey were all current CMPD employees. The survey was open from April 5th-19th, 2021. Employees were invited to complete the survey through a company - wide email from the Chief of Police. The email invitation included a link to the EvalGroup website, where the survey was housed. Employees had the opportunity to learn more about EvalGroup from the website and build more trust before completing the survey. Housing the survey on the company website also helped to assure employees that the survey was anonymous, and their data was not accessible by any CMPD Employee. A thematic analysis was conducted on open-ended responses where comments were evaluated for similarities and perception patterns, and then, comments were grouped into overarching themes.

Employee Focus Group Discussions and Interviews

EvalGroup conducted 10 employee focus group discussions and interviews. These discussions were used to better understand the survey responses received and to gain employee perspectives on opportunities for improvement. Employees were sent a survey link to register for participation- if interested. From this list a stratified sampling method was used to select employees for the focus groups. Listed below are the 11 focus groups :

- Administrative Services (Non-Supervisors)
- Investigative Services (Non-Supervisors)
- Patrol (Non-Supervisors)
- Specialized Services (Non-Supervisors)
- Specialized Civilian Unit (Non-Supervisors)
- Sergeants and Civilian Supervisors
- Command Staff and Civilian Managers
- Executive Staff Interviews
- Women's Group
- Majority Race
- Minority Race/Ethnicity

Although 90 employees were invited to participate in focus groups, a total of 35 participated in the focus groups and interviews. A separate focus group was not created for employees at the Office of the Chief due to the low number of employees that registered. However, the few employees that registered were invited to participate in other management, race/ethnicity, or gender focus groups. The qualitative analysis of the focus group discussions followed an inductive coding and analytic technique which entailed the transcription of discussions and thematic coding of statements relevant to the goals and focus of this project. The inductive coding approach ensures that the transcripts lead to the emergence of themes in lieu of matching transcript content into a preset theme template. Hence, as new data emerged, theme labels

were broadened and revised to accommodate new findings. Themes that emerged in the discussions are described in detail in the *employee focus groups* section of this report.

External Stakeholder Focus Group Discussions

EvalGroup understands that community wellbeing and safety is a shared responsibility where members of the public and CMPD are essential partners. Therefore, it was important for EvalGroup to speak to community stakeholders when seeking ways to improve CMPD's culture. The goal of the meetings was to gather stakeholder perspectives on the culture of CMPD, as well as their perspectives on how the relationship/partnership with CMPD can be improved to promote the wellbeing and safety of the city of Charlotte. Participants were leaders in the community that were grouped into three categories:

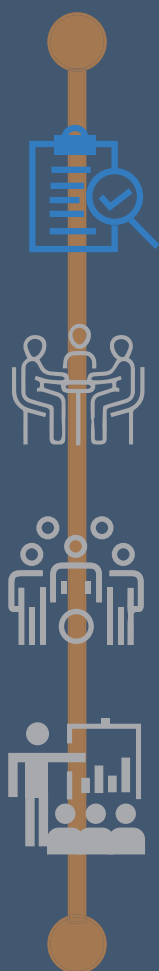
1. Community Partners - youth and human service providers working with CMPD to provide a service to the community
2. Community Members/Organizations-community leaders and organizations who had current or past interactions with CMPD
3. Business Community: Businesses with current or past interactions with CMPD

All participants had previous or continuous interactions with CMPD. As a result, they were able to address the CMPD culture based upon personal or client interactions with CMPD. A total of 5 focus groups were held, with a total of 15 participants. The focus group data was analyzed using the same thematic analyses process described above in the employee focus group methodology. Themes that emerged in the discussions are described in detail in the *external stakeholder focus groups* section of this report.

LIMITATIONS

EvalGroup would like to acknowledge specific limitations to data collection of the 2021 CMPD Culture and Climate Assessment. The limitations emerged as a result of environmental factors within CMPD. The first limitation was with regards to employees' trust of the anonymity of the employee survey and confidentiality of focus group discussions. The issue of distrust was more prominent during focus group conversations, when EvalGroup staff noticed hesitation from some CMPD employees in answering some initial questions. EvalGroup's reassurance of confidentiality during these interviews led to employees feeling more comfortable in expressing their opinions. Another limitation that may have had an impact on survey response rate is survey burnout within the department. EvalGroup was informed that a number of surveys have been completed by employees within a short time frame. As a result, some employees lacked the motivation to complete additional surveys. Finally, some interested employees were unable to attend focus group discussions. Although employee focus group meetings were held virtually, allowing for flexibility, the nature of policing tasks and changes in employee schedules made it difficult for some staff to attend focus group discussions.

EMPLOYEE SURVEY FINDINGS





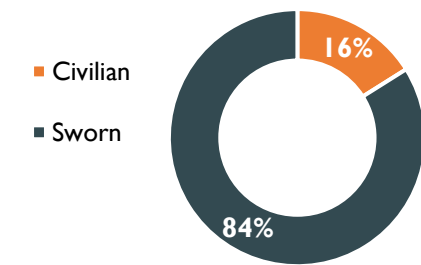
EMPLOYEE SURVEY FINDINGS

CMPD employees were asked questions covering various topics to capture the organizational culture and climate, and the following results were garnered.

Demographics

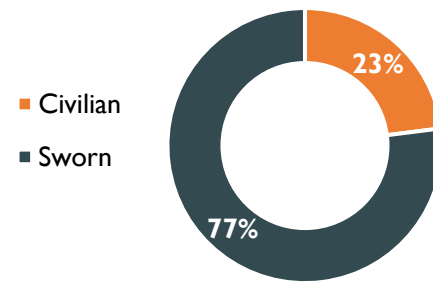
A total of 1077 employees responded to the employee survey, giving a response rate of 47%. The majority of respondents (84%) were sworn employees, and this is consistent with the employee population at time of survey when the majority of employees were sworn (Fig 2). The largest proportion of responses (61%) were from the Patrol Services work group. As shown in Fig 3, this is also consistent with the employee population at time of survey where 58% of employees were in the Patrol Services work group.

Figure 2 : Sworn vs Civilian Survey Respondents



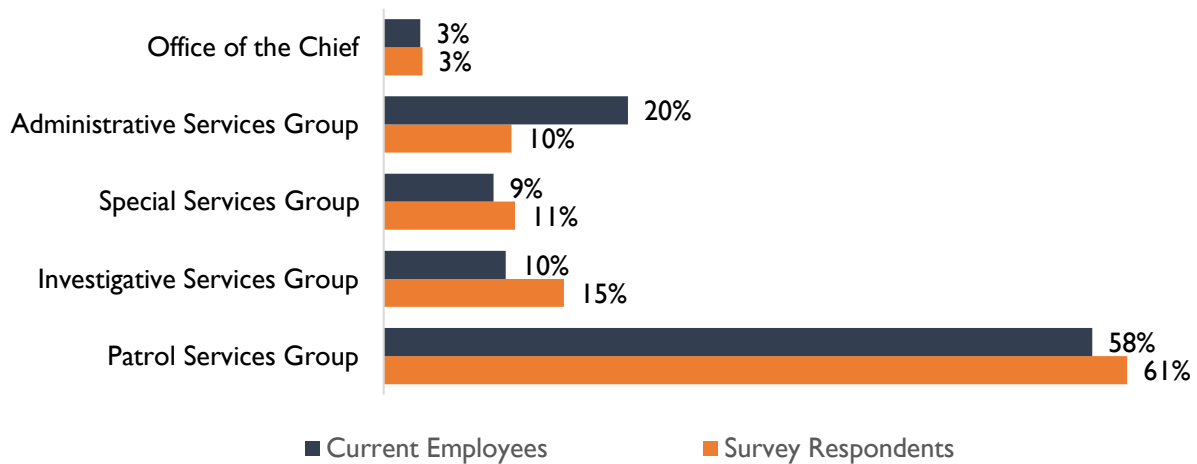
N=1077

Figure 3: Sworn vs Civilian Employee Population



N=2289

Figure 4: Work Group of Respondents



N of survey respondents =1071
N of current employees = 2289



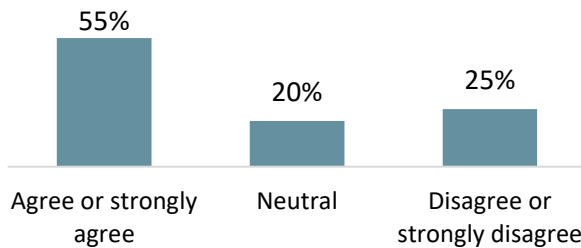
Culture

The themes on culture that were covered in the survey are communication, values , awards and recognition, disciplinary action, community relations, diversity, employee wellbeing and teamwork. Results under these themes are described below.

Communication

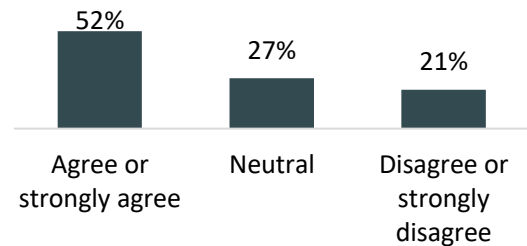
Communication plays a vital role in a healthy organizational culture. Effective communication and relationships are essential for a positive culture in any workplace. (Gochhayat et al., 2017). The survey included questions about communication from staff to leadership and vice versa. In relation to communication from leadership, employees were asked about communication of information regarding policies, clarity of responsibilities, leadership response to urgent issues, and communication of leadership stance when issues arise. Over half of the respondents (56%) agree or strongly agree with the statement “Information about policies and procedures are clearly communicated throughout CMPD”. More than half of all respondents (52%) also agree or strongly agree that leadership clarifies their responsibilities and communicates exactly what is expected of them.

Figure 5: Information about policies and procedures are clearly communicated throughout CMPD



N=1034

Figure 6: CMPD leadership clarifies my responsibilities and communicates exactly what is expected of me

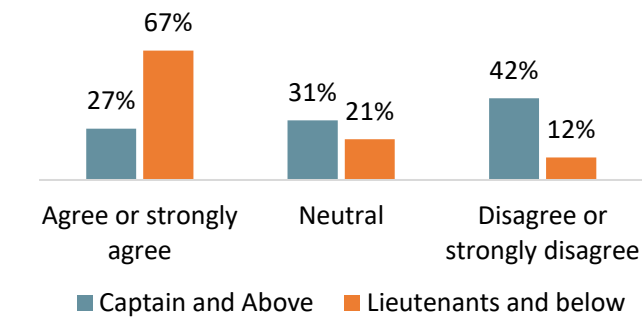


N=959

With regards to leadership response, majority of respondents (68%) agree or strongly agree that leaders in ranks of Lieutenant and below, respond to issues in a timely manner. In contrast, 26% of respondents agree or strongly agree that leaders in ranks of Captain and above respond to urgent questions and issues in a timely manner, while 43% of respondents disagree or strongly disagree to this statement. When asked how much they agree that “CMPD leadership clearly communicates their stance to employees when issues arise”, 31% of respondents agree or strongly agree with the statement and almost half of the respondents (46%) disagree or strongly disagree to this statement.

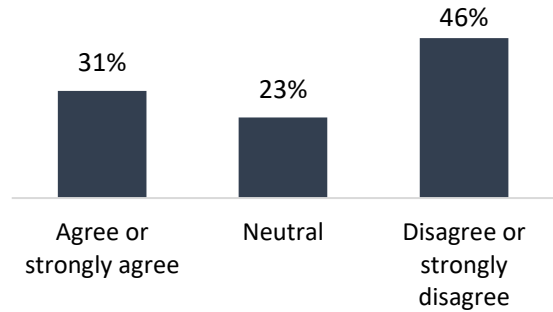


Figure 7: Leaders respond to urgent questions and issues in a timely manner



Multiple Ns

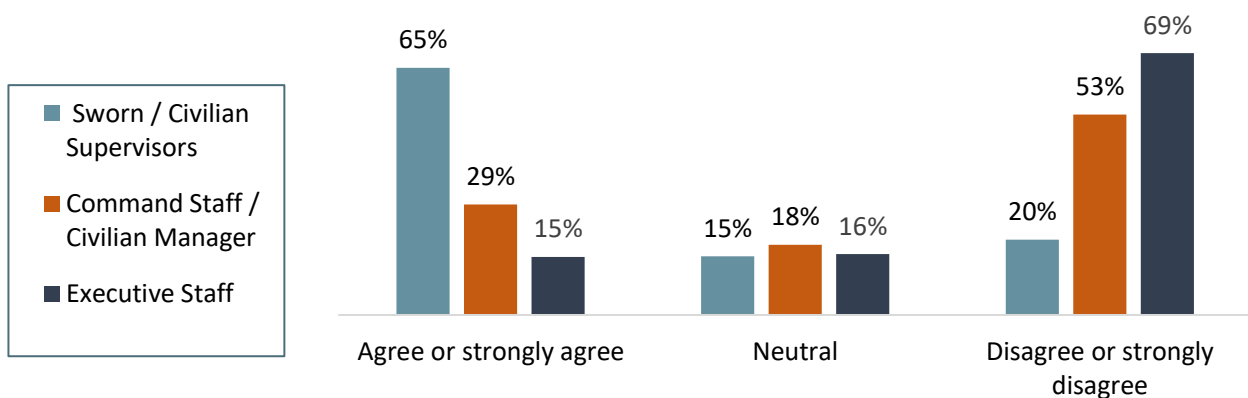
Figure 8: CMPD leadership clearly communicates their stance to employees when issues arise



N=1032

In relation to communication from employees to leaders, employees were asked how much they agree or disagree with the statement “Employees are encouraged to communicate work-related issues and suggestions for improvement” to various levels of leaders. Most of the respondents (65%) agree or strongly agree that they are “encouraged to communicate work-related issues and suggestions for improvement” to Sergeants and Civilian Supervisors. However, as the rank levels increased, the number of respondents in agreement with the statement decreased. Twenty-nine percent (29%) agree or strongly agree that they are encouraged to communicate work-related issues to Command Staff/Civilian Managers (Majors/Captains/Lieutenants/Managers). Similarly, 15% agree or strongly agree that they are encouraged to communicate work-related issues and suggestions for improvement to Executive Staff.

Figure 9: Employees are encouraged to communicate work-related issues and suggestions for improvement to the following leaders



Multiple Ns



Values

Values are an important aspect in the culture assessment of any organization as they depict the identity, core ethics, and principles that drive team attitudes, behavior, and performance. Employees were asked if CMPD has a clear set of values that governs the way business is done. Nearly half of the respondents (49%) agree or strongly agree with the statement while 33% disagree or strongly disagree with the statement. When asked if “CMPD leadership consistently models the stated values of CMPD”, a quarter of the respondents (25%) agree or strongly agree with the statement while half of the respondents (50%) disagree or strongly disagree.

Figure 10: CMPD has a clear set of values that governs the way we do business

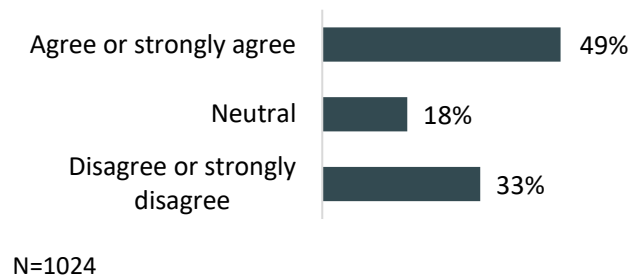
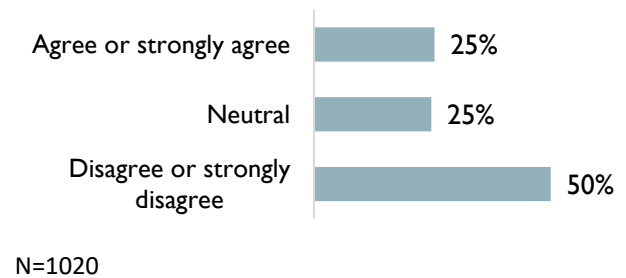


Figure 11: CMPD leadership consistently model the stated values of CMPD



Awards and Recognition

The act of public acknowledgement of people for who they are and what they do is one of the most important factors in driving workplace engagement, productivity, and employee retention (Osborne et al, 2017). With employee recognition, workers recognize each other and make the workplace feel more inclusive and human. In light of this, the survey asked if “employees are recognized for positive job performance”. Less than half of the respondents (35%) agree or strongly agree with the statement while 43% disagree or strongly disagree.

Disciplinary Philosophy

Survey respondents were asked their perception regarding consistency and fairness of the application of the disciplinary philosophy amongst employees with similar violations. CMPD’s definition of consistency and fairness were described as part of the survey question to give employees context. According to directive 100-004 for the Charlotte-Mecklenburg Police Department “*consistency is defined as holding everyone equally accountable for unacceptable behavior*”. Fairness is defined as “*understanding the circumstances that contributed to the behavior while applying the consequences in a way that reflects this understanding*”. The majority of respondents disagree or strongly disagree that the disciplinary philosophy is applied consistently and fairly within CMPD (63% and 61% respectively).



Figure 12: Leadership is consistent with disciplinary philosophy

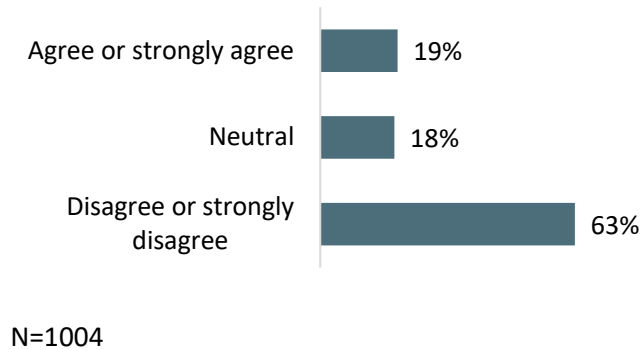
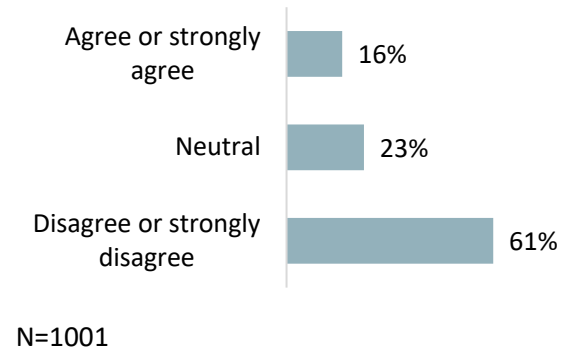


Figure 13: Leadership applies disciplinary action fairly



Teamwork

Teamwork is said to be a mediator between organizational culture and job satisfaction (Körner et al., 2015). This is particularly relevant to the police department as it can increase safety, improve effectiveness, strengthen communication, boost morale, and make the organization more successful (Bergner, 1997). The survey explored employees' beliefs on teamwork and collaboration within CMPD. The survey results showed that most employees feel that there is a strong team spirit within CMPD. The majority of employees (74%) agree or strongly agree that "employees work together as a team to achieve job outcomes". A majority of employees (63%) also agree or strongly agree that "employees within service groups collaborate with other CMPD service groups to achieve job outcomes".

Figure 14: Employees work together as a team

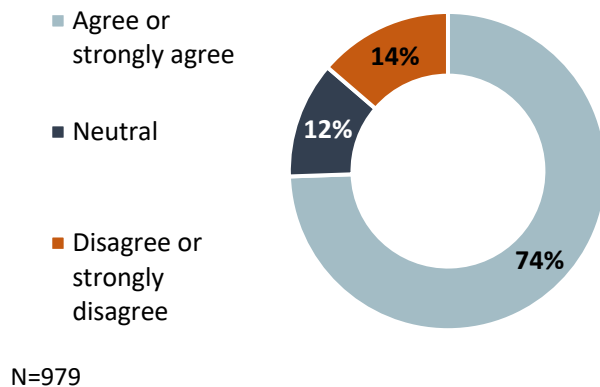
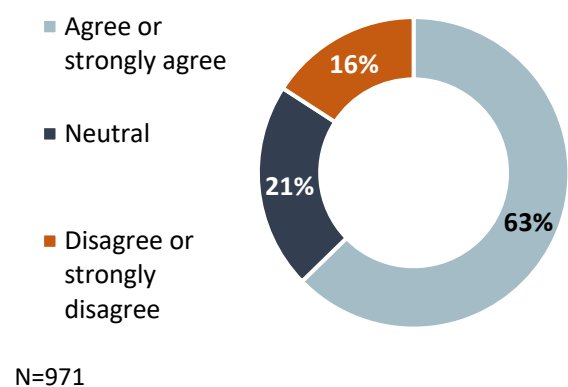


Figure 15: Employees within service groups collaborate with other CMPD service groups



Diversity

Organizational diversity in the workplace refers to the total makeup of the employee workforce and the amount of diversity included. Diversity refers to differences in various defining personal traits such as age, gender, race, ethnicity, religion, education, and many other secondary qualities (Kokemuller, 2017). A diverse workforce increases creativity, productivity, performance and ultimately boosts the organizational



culture. Diversity in the workplace creates an inclusive environment, that accepts all individual differences, enables all employees to achieve their full potential and as a result, allows the organization to reach its optimal potential (Sabharwal, 2014).

The survey asked employees if they agree that “diversity of CMPD employees at all levels reflects the level of diversity of the community we serve”. More than half of the respondents (53%) agree or strongly agree that CMPD has diverse employees while 22% disagree or strongly disagree. Of the respondents who believe CMPD is not diverse enough, the majority (60%) believe CMPD is lacking diversity in race, 37% believe CMPD is lacking diversity in gender, and 16% believe CMPD is lacking diversity of age. Respondents were also asked which groups within CMPD were not diverse. The largest proportion (40%) believed that diversity was lacking at the Command staff/Civilian Manager levels, 38% at the Executive staff, and (34%) believed that diversity was lacking within the Specialized assignments/units. (See appendix A for graph)

Figure 16: Diversity of CMPD employees at all levels reflects the level of diversity of the community we serve

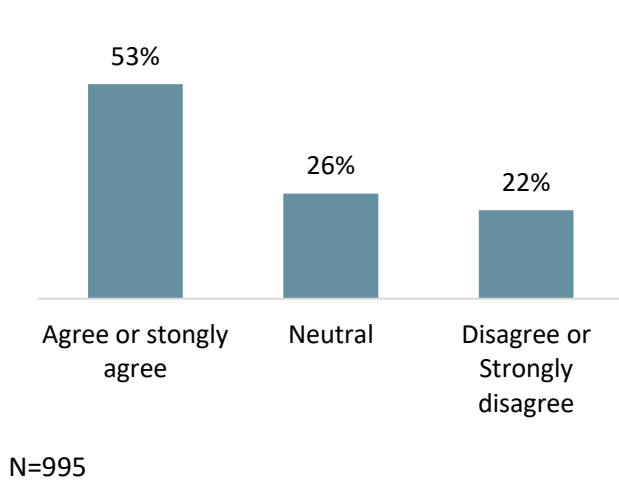
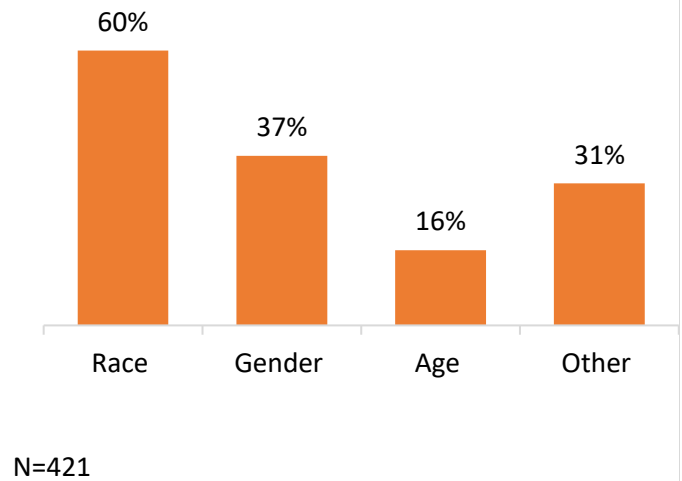


Figure 17: Areas of inadequate diversity

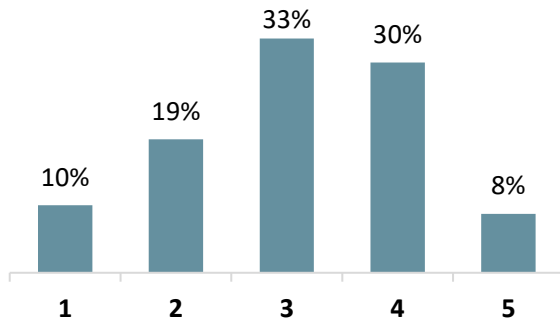


Community Relations

Strong relationships of mutual trust between police agencies and the communities they serve are critical to maintaining public safety and effective policing. Hence employees were asked to rate how much they feel CMPD understands the needs of the community served. The rating scale was from 1 to 5 where 1 is strongly disagree, 3 is neutral and 5 is strongly agree. The largest proportion of respondents (33%) gave a rating of 3. Thirty-eight percent (38%) gave a rating of 4 or 5 while 29% gave a rating of 1 or 2. Employees were also asked to rate CMPD’s ability to adapt in response to emerging trends that affect the safety or wellbeing of the community using the same scale. The largest proportion of respondents (29%) gave a rating of 3. Thirty-five percent of respondents (35%) gave a rating of 4 or 5 while 36% gave a rating of 1 or 2. In addition, the majority of respondents (86%) agree or strongly agree that leaders’ priorities and decisions are easily influenced by external pressures (e.g., media reports, pressure from community members)”.



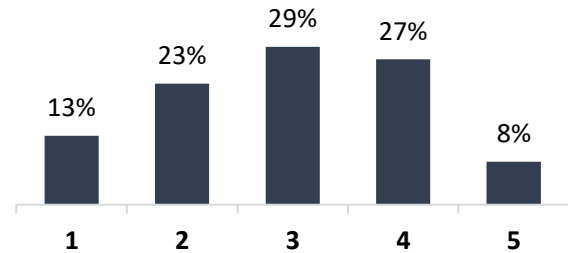
Figure 18: CMPD understands the needs of the community we serve



N=1002

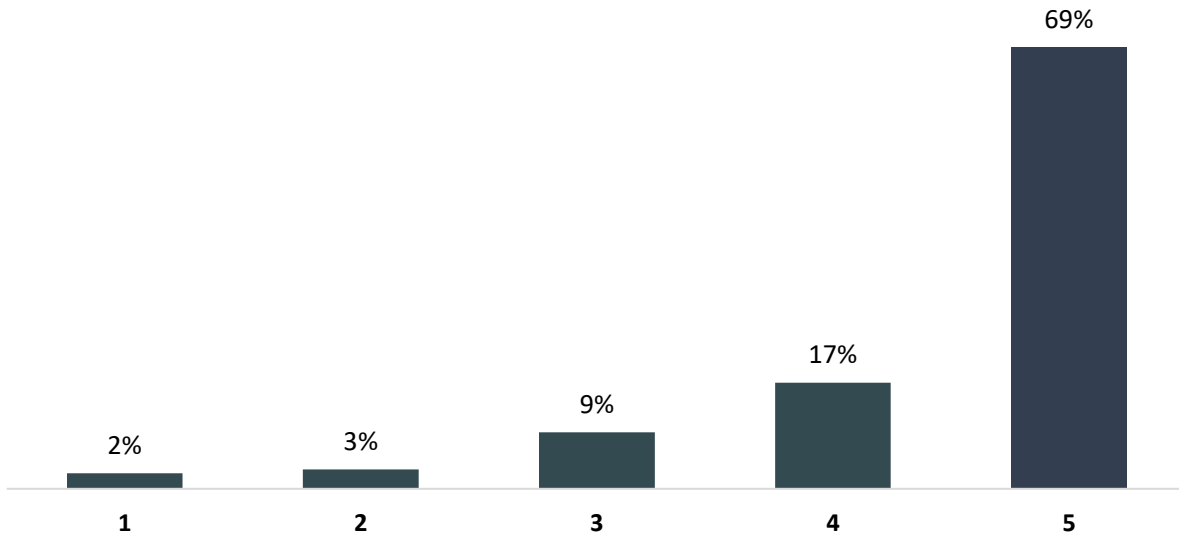
Scale from 1- 5 where 1 is strongly disagree, 3 is neutral and 5 is strongly agree

Figure 19: CMPD easily adapts in response to emerging trends that affect the safety or wellbeing of the community



N=996

Figure 20 : Leaders' priorities and decisions are easily influenced by external pressures



N=997

Scale from 1- 5 where 1 is strongly disagree, 3 is neutral and 5 is strongly agree

Climate

The themes on climate that were covered in the survey are employee morale, work stress , employee wellness, mental health support, leadership and community support. Results under these themes are described below.

Employee Morale

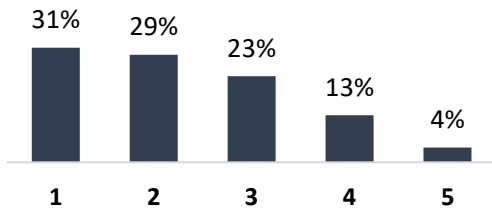
Employee morale is defined as the mental and emotional conditions of enthusiasm, confidence, or loyalty of an individual or group with regard to the function or task at hand (Cantu, 2019). If morale is high, the



employees tend to have more energy and greater focus on achieving the organization’s goals. On the contrary, low morale leads to reduced concentration, poor customer service, and high turnover rate. When morale suffers, performance suffers since employees devote far less time towards delivering results (Liff, 2012).

Employees were asked to rate their personal current morale on a scale of 1 to 5, where 1 is very low morale and 5 is very high morale. The average morale rating was 2.3 with 31% of respondents giving a rating of 1, while 4% of respondents gave a rating of 5. The survey asked further “Based on your rating of __, is your morale mostly influenced by internal CMPD factors or external factors?” and majority of respondents (63%) reported they are influenced by both internal and external factors.

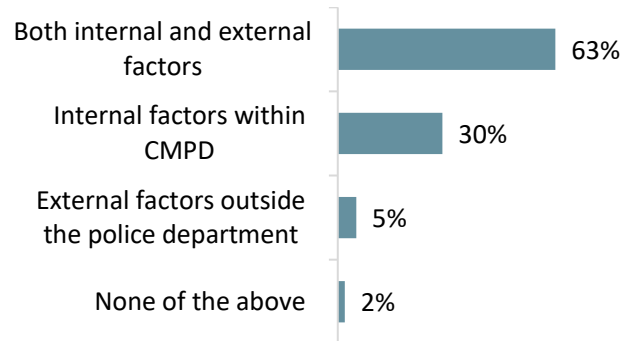
Figure 21: Employee personal morale rating



N=968

Scale from 1- 5 where 1 is very low morale, and 5 is very high morale

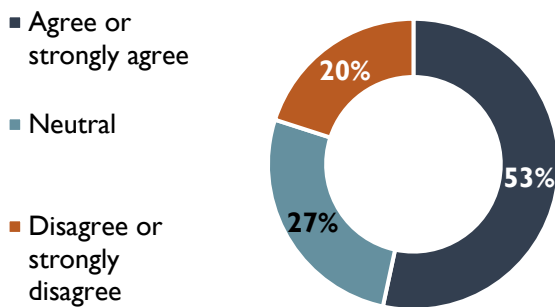
Figure 22: Factors influencing morale



N=963

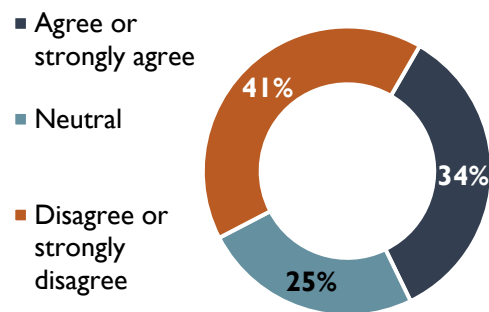
More than half of the respondents (53%) agree or strongly agree that they are proud to be CMPD employees. While the largest proportion of respondents (41%) indicated that are not considering leaving CMPD, thirty-four percent (34%) indicated that they are considering leaving CMPD. Of the respondents who are considering leaving CMPD, over half (54%) would like to work for another law enforcement agency, while 46% seek to change their profession.

Figure 23: I am proud to be a CMPD employee



N=978

Figure 24: I am considering leaving CMPD



N=969



Work Stress Areas

Work stress is the adverse reaction employees have to excessive pressures or other types of demands placed on them (HSE, 2021). The survey asked respondents about stress areas that affect their productivity and wellbeing. As shown in table 1 below, the overall top five causes of work stress were fear of scrutinization and reprimand by CMPD Leadership, misrepresentation by media, interference from political officials, fear of scrutinization by community and heavy workload. When the data was broken down by workgroup, misrepresentation by media was one of the top stresses for all the workgroups. Patrol Services and Investigative Services had the same top five stress areas as the overall data, but Administrative Services and Office of the Chief had noticeably different stress areas. The top stress areas for Administrative Services were high turnover of staff, followed by misrepresentation by media and heavy workload. For the Office of the Chief (excluding Deputy Chiefs), the top stress areas were misrepresentation by media, followed by heavy workload and multiple competing priorities.

Respondents had the opportunity to write any additional work stress area that was not listed in the survey response options. Examples of other work stress areas employees mentioned were: lack of support from leaders, continuous dismissal of employee opinions by leadership, understaffing and multiple roles, shifts and work hours, employee wellness issues including physical/mental health and safety on job, sub-optimal employee wellness plans, uniform/appearance policy, unfair and inconsistent disciplinary actions, micromanagement, lack of support from community, and external influence on decisions by City Council and community leaders.



Work Stress Areas	Overall Respondents	Patrol Services	Investigative Services	Special Services	Administrative Services	Office of the Chief
Fear of scrutinization and reprimand by CMPD Leadership	62%	74%	53%	42%	33%	24%
Misrepresentation by media	61%	69%	58%	50%	35%	41%
Interference from political officials	48%	56%	48%	39%	20%	29%
Fear of scrutinization by community	44%	51%	44%	32%	21%	15%
Heavy Workload	39%	41%	39%	30%	35%	38%
Low compensation and benefits	34%	36%	35%	36%	31%	12%
External pressure from community	33%	37%	35%	29%	17%	12%
High turnover of staff	32%	37%	21%	17%	39%	9%
Lack of resources/equipment	28%	32%	25%	20%	23%	6%
Multiple competing priorities	25%	25%	27%	29%	17%	35%
Insufficient work - life balance due to job responsibilities	23%	22%	27%	22%	23%	29%
Lack of operational effective equipment	22%	29%	13%	16%	9%	-
Safety on the job	20%	26%	11%	15%	9%	-
Inadequate opportunities for career development and growth	19%	18%	15%	20%	28%	18%
Lack of direction from leaders on how to perform duties	15%	15%	15%	14%	19%	15%
Lack of training to handle new or changing job responsibilities	10%	10%	11%	6%	12%	15%
Unconducive work building	10%	8%	11%	14%	15%	-
Total Respondents(N)	945	590	135	96	95	29

Table 1: CMPD Employees Work Stress Areas

Employee Wellness

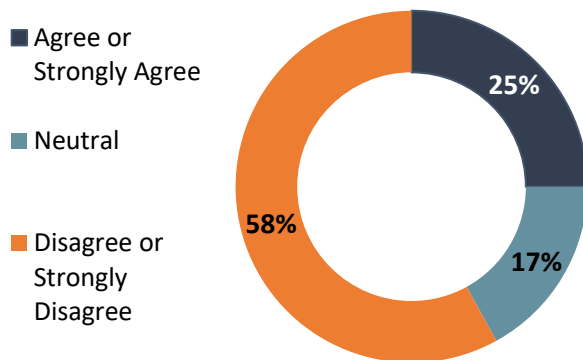
Employee well-being is critical to a healthy workplace climate. By investing in holistic wellness, organizations develop employees that are motivated, innovative, productive, and resilient. Strong physical,



emotional and mental health amongst employees leads to sustainable organizational growth and success (Martin, 2020).

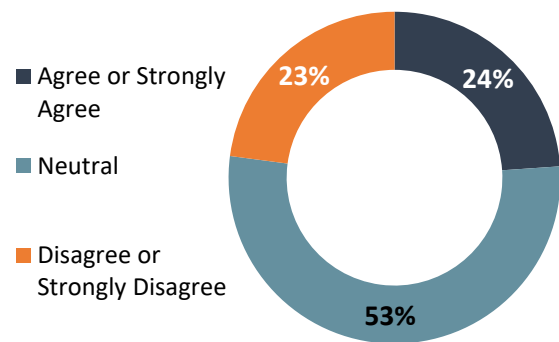
To gain an understanding of how employees feel, the survey asked sworn employees how much they agree that their well-being as sworn employees is of importance to CMPD. A quarter of the respondents (25%) agree or strongly agree while more than half of respondents (58%) disagree or strongly disagree that their well-being is of great importance. With regards to the civilian employees, 24% of the respondents agree or strongly agree that the well-being of civilian employees is of importance to CMPD while 23% disagree or strongly disagree.

Figure 25: The wellbeing of sworn employees is of importance to CMPD



N=983

Figure 26: The wellbeing of civilian employees is of importance to CMPD



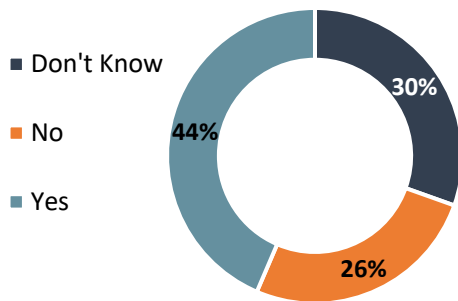
N=974

Mental Health Support

Employees were asked if their department has adequate mental health resources available for sworn officers and civilian employees. Less than half of the sworn respondents (44%) answered “yes” while 26% answered “no”. Similarly, less than half of the civilian respondents (42%) answered “yes” to the availability of adequate mental health resources for civilians, and 27% answered “no”. Coincidentally, for both groups, 30% of both sworn and civilian respondents did not know if there were adequate mental health resources.

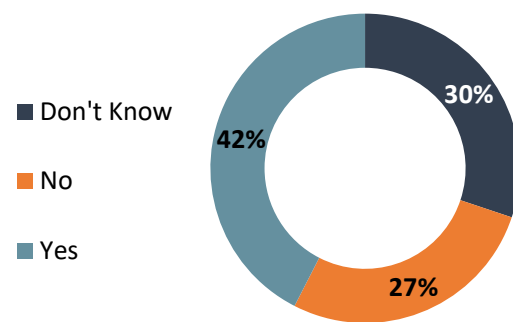


Figure 27: Adequate mental health resources available for sworn officers



N=808

Figure 28: Adequate mental health resources for civilian employees



N= 146

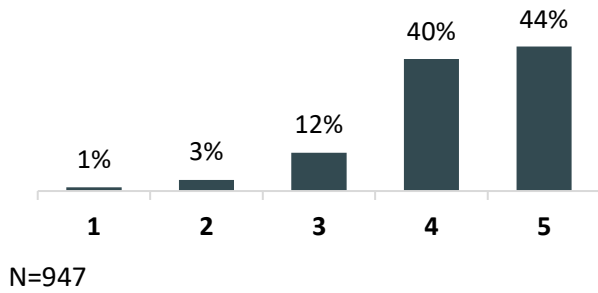
Leadership and Community Support

Employees were asked to rate their perception of the level of support felt from ranks within leadership, as well as the community, based upon personal experiences. Employees rated their perception of support on a scale from 1 to 5 where *1 is not supported at all and 5 is very supported*. With regards to support from colleagues, eighty-four percent (84%) of respondents gave a rating of 4 and 5, indicating that they feel a high level of support from colleagues. For Sergeants and Civilian Supervisors, 75% of respondents gave a rating of 4 and 5, indicating a high level of support from this group. As the leadership ranks increased, the perceived level of support decreased. In regard to support from Command Staff/Managers, 39% of respondents gave a support rating of 4 or 5 while 32% gave a rating of 1 or 2. For Executive Staff, over half of the respondents (62%) gave a support rating of 1 or 2. Relatedly, a majority of the respondents (79%) agree or strongly agree that CMPD Leaders are out of touch with daily challenges faced by employees. In addition, a majority of the respondents (73%) disagree or strongly disagree that the major problems affecting CMPD are beyond CMPD Leaders' power or authority to correct.

Regarding support from the community, the largest proportion of respondents (40%) gave a rating of 3. Less than half of the respondents (39%) agree or strongly agree that the community appreciates and values the work they do; however, 29% disagree or strongly disagree that they are appreciated by the community.



Figure 29: Support from Colleagues



Scale from 1 to 5 where 1 is not supported at all, 5 is very supported

Figure 30: Support from Sergeants and Civilian Supervisors

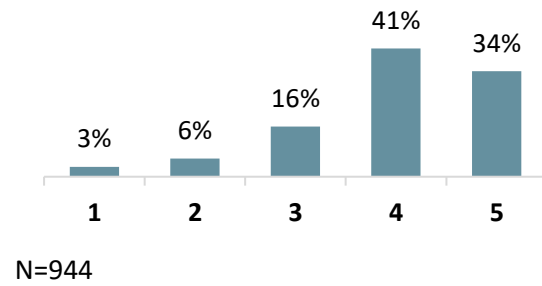
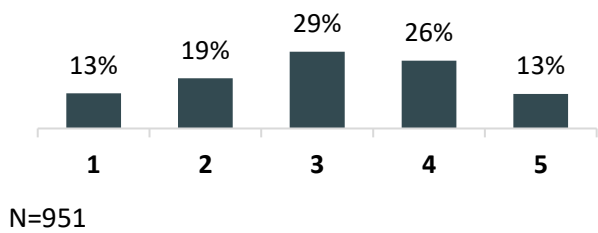


Figure 31: Support from Command Staff/Managers



Scale from 1 to 5 where 1 is not supported at all, 5 is very supported

Figure 32: Support from Executive Staff

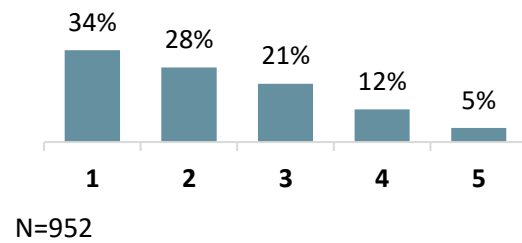


Figure 33: Support from Charlotte Community

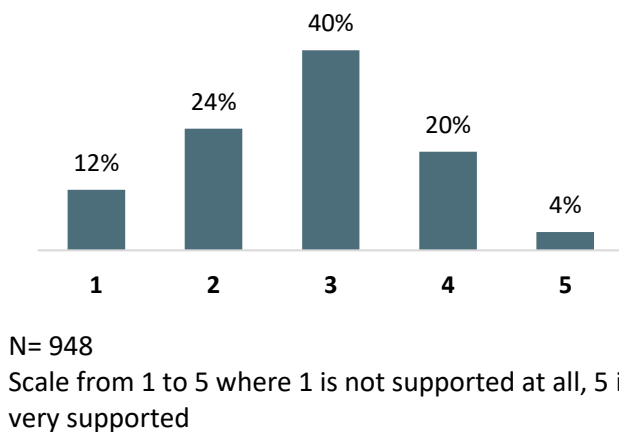
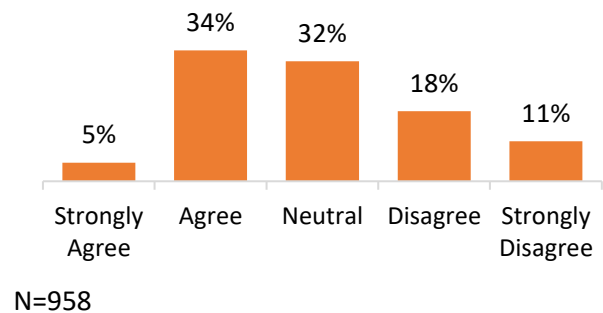


Figure 34: The Charlotte community appreciates and values the work I do



Open Ended Survey Comments

Four (4) open- ended questions were included in the survey which allowed CMPD employees to provide additional feedback. Of the 1077 employees who completed the survey, over 700 provided a narrative response expressing concerns or explanations about issues in the survey. Their responses answered the following questions:



- How to improve CMPD staff morale
- Other Work stress areas
- Additional comments about support from leaders, colleagues, or the community
- Additional comments on the overall survey

Table 2 below shows the themes that emerged from the open-ended survey comments. As can be seen from the table, respondents repeated a number of themes under each of the survey questions, showing how important those issues are to them.

Table 2: Emerging themes from survey comments

Morale	Support	Work Stress Areas	Additional Comments
<ul style="list-style-type: none"> • Poor Communication • Excessive External Influence • Uniforms and appearance policy • Employee Wellness Issues • Promotion and Pay • Understaffing and Staff diversity • Lack of Fairness • Equipment and Resources • Lack of Recognition • Challenges with courts system • Value and Recognition of Civilian Employees 	<ul style="list-style-type: none"> • Level of Support Depends on Rank • Leaders Out of Touch • Public Outlook Prioritized • Over Staff Support • Leadership Concerns • Lack of Care • Community Support and media Influence • Poor Communication • Excessive external influence • Lack of recognition • Uniforms and appearance policy • Equipment and resources • Lack of fairness 	<ul style="list-style-type: none"> • Understaffing • Poor communication • Excessive external influence • Promotion and pay • Uniform and appearance policy • Equipment and resources • Lack of fairness 	<ul style="list-style-type: none"> • Poor communication • Uniform and appearance policy • Promotion and pay • Excessive external influence • Understaffing and staff diversity • Lack of recognition • Equipment and resources • Challenges with courts system • Lack of fairness

Themes in *blue font* are repeated under two or more of the open-ended survey comments. Themes are listed in order of the number of comments

As can be seen in table 2 above, all of the themes under work stress area and additional comments are repeated under morale or support themes. To avoid repetition, the descriptions of themes below will focus on themes under morale and support. The themes are organized in order of the number of comments.



Themes under Morale

The themes discussed under morale are

- Poor Communication
- Excessive External Influence
- Uniforms and Appearance Policy
- Employee Wellness Issues
- Promotion and Pay
- Understaffing and Staff diversity
- Lack of Fairness
- Equipment and Resources
- Lack of Recognition
- Challenges with courts system
- Value and Recognition of Civilian Employees

Poor Communication

A total of 255 respondents made comments on issues of communication. They explained that leaders do not listen to proposed changes on well-being issues of employees. They expressed that decisions are made without much input from the employees, even though employees are most impacted from these decisions. They felt that decisions are continuously “dropped” on them from above without employees having a say. Some respondents expressed that many surveys have been administered, asking about issues that impact their work, but nothing has changed. Some respondents also expressed that requests made by officers are denied or minimized by leaders. They also felt that employees do not have channels to communicate directly with leaders or managers without going through the entire chain of command. They stated that although they are told they can go to higher-ranked leaders with concerns and suggestions, they are punished or threatened with repercussions if they do so. Below are some quotes under this theme.

“Leaders of our agency need to listen to those who are tasked with going out every day, dealing with the public, making split second decisions to put lives on the line and allow our opinions to be heard, and to matter.”

“Multiple times we have been advised to go to higher ups when issues arise and when we have suggestions on helping morale/turnover rate. Either there is no response, or we are threatened with repercussions if we continue to push the matter.”

Excessive External Influence

A total of 241 comments stated respondent’s displeasure with the magnitude of the excessive external factors influencing the governing of CMPD . Respondents shared that there is a lot of political influence that negatively affects the way police do their job. They felt that the city council and other community leaders do not support the police and do not understand the work police do on a daily basis. As a result, these stakeholders recommend policies that do not improve the work done by police. They stated that there is the need for community leaders to gain a better understanding of policing before making suggestions on policies and procedures for CMPD. Some respondents also mentioned that they do not feel supported by the District Attorney, Chief Magistrate, and Citizen Review Board.

Some respondents believe that CMPD leaders are highly influenced by the City Council and do not stand up against the council on decisions that negatively affect police officers. Respondents also expressed that CMPD leaders are highly influenced by politics and media. These lead to frequent changes in tasks and create goals that are unrealistic for employees to accomplish. They mentioned that CMPD leaders, city council and community leaders need to hold community members accountable for negative behaviors that sometimes result in negative interactions with the police.



“City Council has no idea the work that police officers do on a daily basis. They suggest policies that prove that they are not realistic for any department to abide by and put officer safety at risk.”

“CMPD allows outside opinion to determine policy.”

Uniforms and Appearance Policy

A total of 205 respondents made comments regarding uniform and appearance policies. The underlying discussion with almost all the comments was that leaders are not listening to employees and their input over matters that affect them most. They expressed that uniform and appearance decisions that leaders make reflect a lack of support and care for the wellbeing of officers. They felt that the focus of leaders is more on officer appearance to the detriment of employee wellness. The appearance policy that was most commented on is the use of waist level duty belts. Employees explained that the belts caused pain and injury due to the weight of items carried. Other uniform and appearance examples that were mentioned included leg holsters, no beards for those with skin conditions, 5-11's, ball caps and other clothing related issues. Below are a few quotes under this theme.

“I personally have been out and around people in the last two months who have been suffering from gunshot wounds and needed tourniquets or immediate care from Officers, because the scene was not secure for medic/cfd. Knowing this, the chain for this department thinks that it is fine for me to wear professional looking pants with no pockets? Where are Officers supposed to put their everyday supplies?”

“Everyone knows that all the equipment on our belts is bad for our health and back. Other departments have outer vests but we don't. The uniforms they are trying to pick don't fit our needs for health and safety. I keep CPR mask in my pockets and other items now.”

Employee Wellness Issues

A total of 149 respondents shared their dissatisfaction with the manner in which employee wellness is currently handled. Respondents believe that employee wellness as one of the department's core four concepts is just said, but not implemented through policies. They felt that leaders' decisions in recent times do not support employee well-being. The majority of the respondents mentioned that health and fitness is quite important to their functionality as police officers and yet they do not have time scheduled for workouts at work. Respondents expressed disappointment with the sub-optimal care offered to employees who are injured at work. They felt that Sedgwick does not support employees and makes it difficult for employees to receive medical care when they are injured on the job. Other respondents were dissatisfied with the lack of post-retirement health insurance from the department. They felt that CMPD needs to bring back post-retirement health insurance. Respondents recommended that creative initiatives need to be implemented to improve employees' quality of work and life. Below are a sample of quotes under this theme.



“When an officer gets hurt on duty, the department should provide the absolute best care for that officer to get healthy as quickly as possible and return to work. I can say from personal experience that is not the case and the care provided is mediocre at best.”

“More efforts need to be made for officer wellness. i.e. Family inclusive events, PTSD awareness training.”

“Also, how can you ask your officers to risk their lives every single day for 30 years and not give us health insurance when we retire?”

Promotion and Pay

A total of 102 respondents expressed their desire for having a functional pay-step program. Many civilians made known their predicament of no room for growth and promotion within their units, causing them to earn the same pay as newly hired staff, even after many years of service. Some employees shared that the promotion processes were not transparent enough and is commonly based on favoritism. They stated that low performing employees have been promoted while high performing employees have been passed over for promotions. Some expressed that they would rather not apply for promotions since they were unlikely to get it but instead face retribution on the job. They stated that the pay is not commensurate with the dangers they face at work, and that, extra schedules and multiple shifts should come with a pay differential. Many referred to how much they worked during the last year of global health instability due to COVID-19 but never received any incentives or bonuses. Below are a few quotes under this theme.

“We are over worked and under paid.”

“We continue to have high turnover rates but command staff doesn't incentivize staying with the department.”

Understaffing and Staff diversity

A total of 100 respondents shared their experience with heavy workload and burnout due to the inadequacy of manpower in the police department. Respondents describe various ways that understaffing affects their productivity and wellbeing. For instance, they described the limitations faced in attending to the public and extended wait-times for picking up calls, particularly 911 calls. Many respondents stated how employees waste time attending to incorrectly routed 911 calls that would have been screened out, had they been properly staffed. Another example of the effects of understaffing, was employee inability to accrue time off and achieve work-life balance. Respondents criticized the high turnover rate and the high rates of transfer of officers from particularly understaffed patrol units to specialized services. Employees lose touch with the cases they are handling because they are frequently moved around to cover other units. They described how sudden shift changes affects their personal plans with their families. With regards to diversity, respondents stated the need for more African-American and Hispanic employees to



more closely represent the proportion of the African-American and Hispanic population in the City of Charlotte. Below are a few quotes under this theme.

"...need better staffing and more diverse staffing; a large segment of Charlotte's population is African-American and there are hardly any black officers; there are also not enough Hispanic or Spanish-speaking

There is an excessive amount of work placed on the sworn employees as CMPD seems to take on the responsibilities of other entities without realizing the additional work it creates for officers."

Lack of Fairness

A total of 91 respondents expressed a lack of fairness and inconsistency in the disciplinary philosophy within CMPD. Many employees reiterated the weight of favoritism in prosecuting and assigning punishments. They expressed that some command staff are not held equally accountable and to the same standards as other employees. Twelve (12) respondents also expressed a lack of fairness in various situations under comments on support. Some respondents expressed that there is politics within departments where some employees get favored by whom they know. They expressed that some supervisors show favoritism to some employees within the department with regards to support and access to professional development resources. Respondents expressed that; frontline workers tend to suffer the most in unsafe situations, but they get reprimanded by leadership for trying to take control during unsafe situations. Below are a few sample quotes under this theme.

"After being sworn in, I have seen lots of politics within the Dept. It's not what you know but more of who you know."

"Also, command staff is not held to same standard as patrol offices when it comes to disciplinary actions."

Equipment and Resources

A total of 87 respondents explained the lack of access to certain equipment and resources required for optimal police service. Of notable mention by many, was the inadequacy of vehicles during work shifts and the issue of cars that were taken away from some officers, and how this had negatively impacted their day-to-day work. Some employees also stated that there is an unnecessary long protocol involved when requesting needed equipment. There were also complaints about broken vehicles, bad phones, inappropriate workspaces, the insufficient number of patrol laptops and service weapons. Employees expressed a desire for new technology software for report writing and other activities.

In addition, fourteen (14) respondents commented on the need for improvement in equipment and resources under support comments. The underlying perception expressed for most of the comments was that leaders are not listening to employees with regard to their needs for equipment and resources. They stated that suggestions on tools needed to make the job easier have been brought to leaders, but leaders do not listen and do not follow through. They mentioned that effort is put more into appearance and monitoring equipment instead of equipment that helps officers work effectively. They felt that decisions with regards to equipment and resources are not made based on what is needed to support the health and well-being of employees. Employees felt that there is an underlying lack of understanding of the environment in which they are policing, leading to decisions on equipment and resources that exposes



officers and citizens to risk in situations like crowd control. Some employees also suggested the need for provision of more incentives and resources for civilian staff. These included changing of schedule structures by possibly offering 10 hour shifts and pay increase for those who pursue higher education, just as is done for sworn employees.

"There's support with words and then there's support with actually providing the tools necessary to perform your job... When we're constantly asked "What could make your job easier? Or What do you need to help you do your job?" And we constantly provide suggestions that are either flat out ignored or simply never followed through with, we get tired of repeating ourselves."

"Overall, I feel that there is lack of incentives for civilian employees.... Another incentive that would be beneficial is pay increases for those who pursue higher education. Sworn employees receive pay incentives for education, and I feel that it should be the same across the board for civilians as well."

Lack of Recognition

A total of 78 respondents stated a lack of recognition of employees' hard work. Respondents shared their lack of motivation to put forth more effort due to this lack of recognition. They explained that leaders communicate with employees frequently about their mistakes. However, there is not much communication from leaders about employees' exemplary work effort. Some expressed that some leaders do not make an effort to understand and appreciate the valuable contributions that some employees make to the department. They shared that frequent recognition by leaders would help increase the morale of employees. Below are a few quotes under this theme.

"The CMPD is better at letting you know when you have done something wrong than when you have done something well."

"You rarely hear anything from higher ups on how a great job is being done or even coming down and meeting with your officers."

Challenges with Courts System

A total of thirty (30) respondents commented on the challenges with magistrate courts and how this negatively impacts the crime rate in the City of Charlotte. They stated that community members are already aware that they can easily get away with committing crimes because of the broken court system. They added that sometimes people come in from neighboring counties to commit crime because of the lackadaisical court system. Employees stated how the court system has repeatedly not held criminals responsible, allowed them to sign their own bail or immediately released them back into the society. They indicated how the current court system is not motivating staff to be proactive or perform their duties optimally knowing fully well that the offenders will be released in little or no time. Some employees also mentioned how they have been disappointed with the decisions of the courts and the lack of prosecution of crimes. Below are a few sample quotes under this theme.



“Another issue that I see causing low morale is that when officers arrest an individual for violent crimes or felony crimes the person is almost immediately released from jail with an ankle monitor which seems to be almost immediately cut off and then officers are dealing with that same individual as they are back committing crimes. It leads officers to feel that it is just a catch and release program and that criminals go unpunished for their crimes.”

“Mecklenburg County court systems lack of willingness to prosecute. Some people feel like why should I do the work if there is no result in the court system. Citizens have motioned that; subjects will be back on the street and committing crime the following day.”

Value and Recognition of Civilian Employees

A total of 14 respondents stated that civilian employees are not treated fairly relative to sworn staff as their needs and wants are perceived as minimal by the Command. They reiterated that they are treated as second class employees, their concerns are managed as an afterthought and not primary in making pertinent employee decisions. They further mentioned that their work effort is less recognized nor appreciated, and they do not get the same benefits as sworn staff. They expressed their concern on the unavailability of advancement in the course of their career. Below are a few sample quotes under this theme.

“This department has said many times they want to recognize the civilians. Only a few recognize their civilian staff and they are always being recognized. There is absolutely no recognition no matter what your job position is outside of very few supervisors who personally appreciate us. We are the backbone of officers/detectives. We are the ones who supply information and the background work. Why is our command staff not orientated to recognize our work? .”

“There is no room for growth with this division, and there are no incentives such as pay raises with a degree when getting hired (like the officers).”

Themes under Support

The themes discussed under support are

- Level of support depends on rank
- Leaders out of touch
- Public outlook prioritized over staff support
- Leadership concerns
- Lack of care
- Community support and media influence



Level of Support Depends on Rank

A total of seventy-nine (79) respondents mentioned that the level of support varied by rank of employee. Most respondents reported that they have great support from colleagues and noted a good team spirit among colleagues. In general, respondents felt that support at the division level was good. Respondents used words like “excellent”, “phenomenal”, and “great” to describe their leaders at the division and departmental levels. Most respondents stated that they have great support from Sergeants, Lieutenants and Civilian Supervisors. They feel that the lower-level management are with them daily and understand the daily challenges they face. Some respondents expressed that they feel supported by their Captains, Majors and Civilian Managers, while others mentioned that the level of support at those ranks varies by the individual leader. Some respondents also said that they feel supported by top leadership and Executive Staff. They acknowledged that Executive staff deal with issues that lower-level employees may not understand and that top leadership works hard to balance police and community relations. Most respondents however stated that they do not feel supported by command staff in ranks of Captain and above. Respondents described that higher ranking command staff are “invisible” to staff and do not have many interactions with employees. Below are a sample of quotes under this theme.

“I have worked for multiple chain of commands and have always had the support I needed!!!”

“I have had some amazing majors, captains and lieutenants and have had some horrible ones. Most of my sergeants have been good.”

Leaders Out of Touch

A total of fifty-nine (59) respondents felt that leaders are out of touch with employees. Most of the comments described a lack of visibility and interaction with leaders, especially with leaders within the ranks of Lieutenant and above. Some employees mentioned that they had never interacted with their Majors before. Others felt that the only time they interact with their Lieutenants, Captains and Majors is during negative circumstances. Respondents described relationships between employees and leaders as “disconnected”. They stated that the disconnect has resulted in leaders not having a good understanding of the daily operations and struggles that employees face. Respondents recommended that leaders need to make efforts to interact with employees by doing things like attending roll calls, riding with employees, visiting employee workspaces during various shifts and speaking to employees when they pass by. Below are a sample of quotes under this theme.

“Lieutenants and above don't even know the names of the Officers on patrol. They are so far disconnected from patrol and its officers; they would not recognize us in passing. Some Officers and Sergeants have never even met our division Captain.”

“Chasing that guy down the road in the 90s is much different than doing it now. I am tired of being told “back in my day” or “I was there once too.” When, in fact, you weren't there through weeks of protest stomping and dragging or putting yourself at risk of getting COVID every day.”



“When there is interaction above Captain it is generally not in person and for negative circumstances. There has not been a positive interaction. Positive interaction shows support for the troops... Be seen, be interactive and be honest.”

Public Outlook Prioritized over Staff Support

In relation to support discussed above, a total of fifty-four (54) respondents expressed the feeling that leaders give public and media opinions a higher priority over staff concerns. Respondents reported that leaders place community concerns above that of officers. They also stated that leaders do not strongly stand up to external political and community pressure in support of their staff. They feel that leaders will not back employees during critical incidents. They used statements like “on our own” and “thrown under the bus” to describe how the community is prioritized over employees. Some expressed the feeling that everything they do is perceived as a violation of a directive. They mentioned that leaders expect them to not react during negative situations while community members are not held accountable for negative behavior. They would like for leaders to effectively balance needs of the community with the needs of CMPD as well as communicate effectively to the public in ways that show a strong support for employees. Below are a sample of quotes under this theme.

“I understand that balancing the support of the community with the wants of your officers can be a significant challenge. However, it feels degrading when the wants of the community are placed above the repeatedly expressed concerns by your own officers.”

“Officers do not need support from everyone. Officers understand going into the job that they will not be liked by everyone they encounter. Officers simply need people in leadership to stand up to, rather than cater to the vocal, anti-police, minority.”

Leadership Concerns

In close relation to the lack of fairness described above, a total of forty-nine (49) respondents expressed dissatisfaction with various leadership actions. Most of the comments stated that the focus of some leaders has been on politics and doing things that will increase chances of promotion, instead of supporting the wellbeing of employees. As a result, leaders do not listen to employees and do not have employees in mind when they make policies and decisions. They expressed that leaders only develop or support wellness policies that promote their personal agendas.

There were other comments that expressed distrust for leaders because of some actions they take. An example was that some leaders have requested investigations for personal or political reasons, and leaders have made judgements before conducting a full investigation. Relatedly, they stated that some leaders have not been honest or transparent in communicating policies, incidents or the availability of resources.

Another example of leadership concerns is the failure of some sergeants to address employee misconduct because of familiarity with the employee in question or the fear of confrontation. Other respondents also felt that employees are continuously under scrutiny. An example given was how cameras are used mostly



as a tool to get employees into trouble. Some comments were geared towards hiring where respondents felt that the focus is on getting numbers while sacrificing quality of officers. There were also comments about the delegation of authority where respondents mentioned that lower-level supervisors do not have the authority to make decisions. Below are some of the quotes under this theme.

“The mid-range supervisors are so obsessed with promotion; they don't care what happens as long as they look good.”

“Officers feel they are constantly under a microscope. An example of this is how officers are scrutinized by our body cameras. When they first came into use, they were a tool to help officers. Now they are a tool to help get officers in trouble.”

Lack Of Care

A total of forty-six (46) respondents made comments regarding lack of care within CMPD. Although some respondents mentioned a lack of care by colleagues, most of the comments were related to a lack of care by leaders. They expressed that some actions of leaders showed a disregard for the well-being of police officers. Some employees described themselves as “just a number” or a “statistic”. Examples of leadership action that denoted lack of care included failure to listen to employee opinions and lack of compensation for efforts. Additional examples were inflexible schedules that make it difficult for staff to see their families, non-prioritization of Core4 elements, and flawed policies that are implemented. They mentioned that although command staff say they appreciate everyone’s hard work, they do not believe that Command Staff will have their back in situations. Some members of civilian units expressed that some leaders do not make an effort to interact with them or understand what is done in the civilian units. They expressed that they feel forgotten and are last on the list for anything beneficial. Some also felt a lack of care because of promises by Command Staff that were never followed through. They expressed that they have heard the word “soon” many times, but implementation does not happen. Respondents felt that the lack of empathy by leaders is due to competing interests and responsibilities. They suggested that leaders need to put themselves in the shoes of employees and think of what they would want and need while working. Below are a few quotes under this theme.

“We have a Major who has yet to even poke his head into ...or even send an email out to the employees in the room and to be honest, that is disheartening. If your own Major has no desire to walk into your workplace or introduce themselves, how can you expect your employees to be hopeful or care when it's shown to them that their boss does not?”

“We fill out surveys that never show any change and when we express the items that we want from this Department, we're given excuses.”



Community Support and Media Influence

A total of thirty-eight (38) respondents made comments regarding community support. Many respondents expressed that there is a large proportion of the community that support CMPD. Some gave examples of community members speaking words of support to them and taking supportive actions like offering lunch. A majority of the respondents commented on the “silence” of the community members that support them. They explained that the majority of the community that does support them do not openly show their support. As a result, the smaller percentage of the community that does not support them receives the most attention by media, city council, and leaders.

Some respondents stated that community support differs largely by location and by shift, which is due to the differences in the numbers and types of interactions officers have with the community. They expressed that the level of support also depends on the environment that community members live in and the national issues happening at that time. Other respondents believe that there is a limited number of community members that appreciate CMPD. They felt that community members do not understand or know what CMPD does daily. Some mentioned that the community sometimes expects the police to fix issues that are outside of CMPD’s control, and this leads to disappointment. Respondents suggested the need for CMPD to do more to help the community understand the jobs of policing and the role of the departments, like understanding how 911 works. Some suggested that civilian employees also need to be a part of the community just like sworn officers.

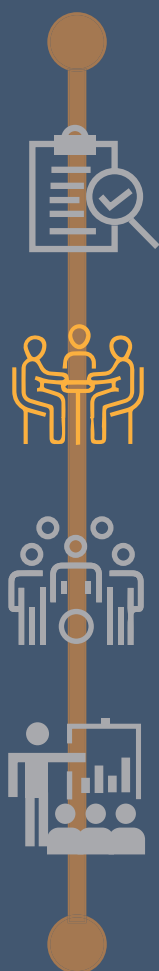
A total of ten (10) respondents directly linked community support with media influences. They explained that the media focuses on negative news to gain viewership. Since media is the only source of news about police for most respondents, their perception is negatively skewed by all the misrepresentation on the news, Facebook, and other social media outlets. They expressed the need for CMPD leaders to speak strongly and publicly against some of the media misrepresentation. They iterated the need for rebuttals of false statements that are presented as facts in media. Others stated that; leaders need to proactively tell the stories of proactive crime fighting efforts officers take up. Below are a sample of quotes under this theme.

“PIO/Media efforts should focus more on positive results from pro-active officers. Proactively tell our story more often, don't just react. And I'm not talking about just talking about the pro-active community engagement. Talk about the pro-active crime fighting efforts and the results we are or are not getting. The community needs to hear what works and what doesn't.”

“I understand that the silent majority of our community supports us, it's just that, SILENT, so the small vocal minority of the community that doesn't support us gets the attention of the media, city council, command staff.”

“The community is hit or miss, some support us and thank us for what we do others get their information from the news and social media which loves to put law enforcement in bad spots because it gets viewership.”

EMPLOYEE FOCUS GROUP





EMPLOYEE FOCUS GROUPS

The following section describes the emerging themes highlighted during employee focus group discussions. Themes from the focus group discussions greatly mirrored the findings from the employee survey.

Work Group Based Focus Groups

The first question asked at each work group meeting was “how do you define morale”. The following are the various definitions that participants gave.

Overall Attitude: Participants described morale as the overall attitude that people in the work environment carry, either positive or negative. They explained that this attitude is manifested in the way that people express themselves at work, their engagement, their willingness to work and their wellness.

Happiness: “Happy” is a term that was used to describe morale by several participants. Some described morale as the level of happiness one feels when going to work. They described it as the positivity about the work environment, where one is looking forward to coming to work because they do not feel a heavy burden in the work environment. They also defined morale as having contentment or satisfaction with the work situation

Support and Recognition: Several participants also associated the definition of morale as feeling supported and feeling that their role at work matters. They described morale as being a valued member and feeling that your daily contributions are of value to the organization. They also described morale as having the desire to give more at work because you are treated well.

Affirming Themes

The affirming themes related to the culture of CMPD that emerged from the work group-based focus group discussions were:

- Improved top to bottom communication
- Transparency in hiring
- Improvement in mental and physical health resources
- Access to training

The affirming theme related to the climate of CMPD was:

- Good leadership within some division

A description of each theme is provided below.

Improved Top to Bottom Communication

Participants expressed that being able to hear directly from the Chief has improved communication from top to bottom. They explained that in the past, most information was funneled down to employees through the chain of command, and this sometimes led to miscommunication. They mentioned that the current videos, townhalls and newsletters that reach employees directly have helped reduce misinformation. They suggested that townhalls should answer different questions instead of revisiting the same issues discussed in previous ones. They also stated the need to hear directly from Deputy Chiefs. Below are a few sample quotes under this theme.



“But I think hearing it directly from the chief, the DCs, it helps facilitate because if you go through that command structure, things can change.... So, with the short videos he’s doing, with the town halls and with the newsletters, I think it helps facilitate that communication and knows what we expect. Like he expects from officers. So, I like that.”

“To me when a chief gives you the opportunity to come and talk to him, that’s a big thing.”

Good Leadership Within Some Divisions

Some participants expressed satisfaction and appreciation of their leaders within their divisions/units. They expressed that they experience good communication within their current divisions. Their division leaders get to know them and communicate with them. Participants used words like “responsive” and “proactive” to describe their supervisors. They expressed that they feel supported by their supervisors. Employees shared how their supervisors have open door communication policies where they can communicate directly with them, without fear of reprisal. Below is a sample quote under this theme.

“Within my current position, it seems like my supervisors have modeled or they have been model supervisors.... They’re just great, I mean they communicate with me. They check in. They ask if I need anything or, I just know that if something were to happen or if I were to need anything they’re just a phone call away.”

Transparency in Hiring

Both sworn and civilian participants felt that there is transparency in the hiring process. They felt that although the process can be long, it is a clear process. They expressed that the process is clearly explained and there is good communication about any additional materials needed. Below is a sample quote under this theme.

“So as far as hiring, I agree with her. I feel like hiring is like very clear cut, like they keep it, you know, extremely honest with you.”

Improvement in mental and physical health resources

Participants relayed that they have seen effort over the last few years to improve access to health resources, with improvement in access to mental health resources like mental therapy, physical therapy, health coaching. They explained that the resources like the employee health assistance programs are advertised through emails to all employees. Civilians have access to good mental health, just as sworn. Participants mentioned that the department is going down the right path but still there is a need for



increase in access. They suggested that some units may need regularly scheduled mental health check-ins due to the traumatic nature of their jobs. These mental health check-ins can assist employees who may be hesitant to come forward about mental health issues or others who are unaware of the negative mental health effects their job requirements place on them. Below are a few sample quotes under this theme.

“There has been improvement in mental health resources and the stigma.”

“I think we’re starting to go down the right path as a city and the department with our wellness, but I think that needs to be shored up a little bit more.... this year they rolled out the physical therapy, the health coaching and all that to us. I think that’s great. And continue that and build upon those benefits for us as police officers.”

Access to Training

Most participants expressed that they have access to a good number of training opportunities needed to aid them in performing tasks. They expressed that they are usually encouraged to get training for new tasks that may be coming along. They mentioned that they usually get emails about new training opportunities available to employees. Some participants added that accessibility is sometimes an issue and employees are unable to take advantage of the training as employees have limited time to access trainings due to work shifts, understaffing and job duties. They also expressed that some of the trainings are rushed due to the high number of employees that need to be trained. They suggested a need for longer training sessions.

“Usually if something new is coming along, they want us to be trained up on it fairly quickly.”

“Training’s not an issue. We constantly train.”

Opportunities for Improvement

Areas of improvement for CMPD’s culture that were discussed during the work group-based focus group discussions were

- Communication
- Understaffing and heavy workload
- Lack of professional growth for civilian employees
- Micromanagement
- Transparency (promotions and survey results)
- Disciplinary philosophy
- Media influence

Opportunities for improvement for CMPD’s climate that were discussed during the work group-based focus group discussions were

- Leaders out of touch
- Value and recognition of sworn and civilian employees

A description of each theme is provided below.



Communication

The focus group participants were asked the broad question of, “how can your morale be improved”. A major theme that came across all the focus groups was the issue of communication. There were various aspects of communication mentioned including communication from employees to leaders, communication from leaders to employees, and communication from leaders to the community. In almost all the focus groups, participants discussed the need for leaders to actively listen to employees. They explained that leaders need to take employee suggestions into consideration when making decisions that affect employees. They expressed that leaders need to let employees know that their opinions matter. Various focus groups expressed how it seems leaders say no to every suggestion though they recognized that leaders cannot say yes to every request. They also admitted that some things like pay are outside the control of command staff. However, they mentioned that leaders can say yes to some requests and should do so. They expressed that; leaders should be willing to make changes on the things they have control over to support staff efficiency, productivity, well-being, and morale. Examples of such requests were equipment purchases like cars, uniforms, and computers. They also mentioned that there should be better communication when the response to a request is no. Leaders can give a reason instead of “no it’s not in our policy” or “no we can’t do that”, to help employees understand that their suggestions were taken into consideration.

For communication from leaders to employees, participants mentioned the need for clarity in messaging and communication. They expressed the need for transparency in communication to help improve trust. Participants also mentioned the need for leaders to discuss changes with employees before new policies take effect. They explained that making decisions about changes and not explaining to employees makes them feel "dispensable" and makes them feel they do not have a voice.

Several participants talked about how a leaders’ response during community situations can either boost or reduce morale. They expressed that CMPD usually takes a passive stance when community issues arise for fear of riots and other political reactions. They mentioned that this approach makes employees feel unsupported and affects their morale. They expressed the need for better responses to external influences like the city council, Mayor, and the community. They also expressed the need for CMPD to also hold other stakeholders within the criminal justice system accountable. They mentioned that CMPD has to make the community aware of situations that are outside the control of CMPD, like early release of offenders.

Another area of concern regarding the culture of communication is the employee to leader information dissemination process. They expressed that going through the chain of command is seen as the proper way to communicate information and there have been instances where people have been reprimanded for skipping a level in the chain of command to communicate work related issues. They stated that the culture of communicating through a chain of command sometimes leads to miscommunication and also leads to issues not reaching the intended leaders. Below are sample quotes under this theme.



“But the public needs to know that the police department is doing the job. It’s falling short on the back end when people are getting out... Our job is to protect the public and we’re doing the right thing by putting these dangerous people in jail but then they’re being let right back out to reoffend and sometimes even get to the point of killing another person.”

“If somebody accuses me of not doing my job, I want somebody to stand up for me. Because the community is not going to listen to me. The community will listen to our chief, to our deputy chiefs when our deputy chiefs stand up for us and say no, the accusation is not correct, these officers are doing the right thing.”

“But mainly if you really want to get something done or something said to somebody up top, you have to go to your immediate supervisor first. And then it goes up that way. So, you never know, if I go to my supervisor, that could put an end to it right there.”

Leaders Out of Touch

In close relation to concerns about communication the need for leaders to come out occasionally to visit employees on the streets or at job sites was mentioned in almost all the focus groups. Participants shared that many leaders are out of touch and disconnected from reality of challenges faced by employees daily. Some participants expressed that they do not know what their leader above Lieutenant look like. They expressed the need for leaders to make an effort to interact and actively listen to employees. Some participants expressed a deep appreciation for leaders that sometime come on rides with or stand by employees on regular days. They explained that such actions make them feel supported, boosts their morale, and makes them have great respect for such leaders. Below are sample quotes under this theme.

“So as a leader, I think it’s easy to make decisions, it’s easy to say, hey, go do this, go do that but you don’t understand the impact of that decision because you’re unaware of what that takes to accomplish. Like he said, is it coming down and -- it’s building that rapport with your employees. It’s coming down to do the job with them.”

“I tell you, when I’m driving and I see a supervisor, like I’ve seen some lieutenants as I’m driving through different divisions... I’ll see some lieutenants out on a call for service and they’ll be taking a statement from a victim. And I said wow, that’s awesome. You know, they’re showing up to the call for service and not necessarily directing somebody, they’re actually taking action.”



“Just be more involved. I mean, you know, it’s a huge department but it takes five seconds to walk downstairs and peek your head in the room and say, hey, how’s it going? “

Value and Recognition of Sworn and Civilian Employees

Participants across the groups expressed the need for employees to feel more valued in order to improve employee morale. They felt that employees are not recognized for their hard work. Participants expressed the need for leaders to give recognition for exemplary work. The need for value and recognition was prominent for civilian employees. Several civilian employees across the various focus groups expressed how the contributions of civilian employees is not recognized as much as it is for sworn employees. Some expressed how civilians sometimes feel secondary to some units. They felt that leaders are disconnected and do not understand the roles civilians play in the units. This lack of understanding influences some negative decisions that leaders make regarding civilian units and their job responsibilities. They expressed that it is important for leaders to have an understanding of what civilian units or employees do and their importance to achieving the mission of CMPD. They expressed the need for leaders to be intentional about engaging and interacting with civilian employees to help improve their understanding of civilian roles and expertise. They also mentioned the need for leaders to help other employees understand the contributions of civilian employees and remove misconceptions of civilian roles. They mentioned that some civilians are underpaid considering their backgrounds and experience. They would like CMPD to give civilians compensation commensurate with their experience and job functions. Other examples of improvements for civilian employees mentioned was a change of online verbiage on employee assistance programs to make it more inclusive for civilian employees. Below are sample quotes under this theme.

“Sometimes, we don’t treat our employees like they should, and we don’t give our employees the respect they deserve.... Because if we can’t treat each other right in our agency, how do you expect us to treat the public and the people we’re serving right.”

“And so, I think it’s very easy to put us in little boxes and move us places because they just don’t understand all of our roles, but I don’t also see them coming in and having conversations with us, either, to better understand.”

Understaffing and Heavy Workload

Participants mentioned heavy workload as one of their major work stressors. Some participants expressed that their units are understaffed, leading to heavy workloads. Some respondents mentioned how the 12hrs, 14hrs and weekend shifts have been negatively affecting their health. They expressed that the frequent changes in policy and high turnover rates adds to the stress of the heavy workload. They expressed the need for a better work-life balance. They also mentioned the need for leaders to end the practice of giving late notices to tasks and changes as much as possible so that employees are able to plan and adjust for these changes. Below are sample quotes under this theme.



“So, yeah, I would say the balance between work and family life.... we’re working at least six days a week. We work weekends. We work evenings. You know, it’s a very fluid schedule. You know, we’re here during the day. Sometimes we’re working 12 hours, 14 hours.”

“You know, just more time off would help because work is already stressful enough and then the things we go through in our personal lives, that’s you know, stressful as well.”

Lack of Professional Growth for Civilian Employees

Participants expressed a lack of growth opportunities for civilian employees. They mentioned that there are certain positions that align with the qualifications of civilian employees and can help create some growth for civilian employees. However, those positions have been filled by sworn employees, reducing the amount of upward movement civilians can have in the organization. They stated that the lack of upward mobility has led to civilians leaving the organization in search of greater job opportunities. Below is a sample quote under this theme.

“You know, and then you’re talking about people who have been there 20 some years, 15 years, literally until they retire, there’s nowhere -- you know, so we can’t jump into another unit without taking a pay cut or something like that.”

Micromanagement

Some participants across the focus groups identified reduction of micromanagement as a way to improve employee morale. They expressed how micromanagement makes them feel scrutinized and it prevents them from feeling empowered. Participants expressed the need for leaders to recognize the expertise of employees and allow them to make decisions. They expressed the need for leadership to give other leaders in lower ranks autonomy in decision making and not have all decision made by higher ranking officers. They expressed the need for leaders to trust that employees and other leaders can do their job well and make decisions.

Participants also mentioned the stress of being closely watched and scrutinized via the body camera. Employees feel that body cameras have become tools for over scrutinization and “nit-picking”. For example, employees have been written up for using expletives when they are alone in their vehicles. This level of scrutinization causes employees undue stress on the job. Below are sample quotes under this theme.

“Not being micromanaged. Just let me -- I know how to do my job. I’ve been doing it a while. Just let me do my job. I will keep you updated. I don’t need you to monitor what I do every second.”

“I don’t want to be micromanaged. You know, I’ve spent a lot of time doing this. It’s having, you know, having faith in me to make the right call.”



Transparency (Survey Results, Promotions and Pay)

In almost all of the focus group meetings, participants asked if they would be able to see the survey results after all the data was analyzed. They expressed that they have taken many surveys in the past, but rarely see the reports and or results of the survey. They connected this to the issue of transparency where they explained that rumors usually spread about the results of the survey and these rumors breed mistrust. They requested that leaders should allow them to see the results of the surveys that they contribute to.

Participants felt that although there is transparency in the hiring process, there is a lack of transparency in the promotion process. Their perception is that promotions are based only on how well you score on the test and not on your performance on the job. They shared examples of how some employees with low performance on the job have been promoted due to test scores. In contrast, some high performing employees have been passed over for promotions after several attempts at taking the test. They expressed the need for a review and change in the promotions process. Participants felt that favoritism sometimes influences the promotion process.

Participants felt that although information about pay is easily accessible, the City's pay structure and pay scale management process is not transparent. For example, employees mentioned how their morale is negatively affected by changes in pay step plans years after the start of employment. Some participants also expressed the feeling that the City Council's decisions to not increase pay is highly influenced by policing issues happening in other cities and the Council's efforts to satisfy advocacy groups. Below are a few sample quotes under this theme.

"They'll give us their response, or we'll see some action they may take as a result of the feedback they've been given but we never get to hear the actual feedback and our agency has preached and sounded off about transparency to the public for a very long time and the troops, us, the ones on this call, the ones we work with are expecting the same transparency."

"Some people just take the test because they know they're going to make more money. And so that's a big thing and they're not good officers on the street but they can pass a test and get promoted.... I don't see none of these promotions being who that person is on the street."

Disciplinary Philosophy

In close relation to transparency, participants expressed concerns with the application of the CMPD disciplinary philosophy. Participants shared that although, there is a disciplinary philosophy within CMPD, it is not consistent or fairly applied. They expressed that the inconsistency in application happens between employees in the same rank, as well as between employees in different ranks. They also expressed that the application of the philosophy varies by unit and by the command staff. Depending on the command staff, some employees receive more severe corrective action than others for the same offenses. It was also mentioned that differences in application of the philosophy between people of the same rank can differ based upon how well liked the offender is, their race, or their gender. They explained that the disciplinary philosophy is oftentimes applied differently to leaders as compared to employees for the same offenses. The higher someone is within the ranks, the more likely they are to be able to get away with offenses.



Some participants also expressed differences in the application of the philosophy between civilian and sworn employees. Below are a few sample quotes under this theme.

“Say I wrecked a car. This district, if you get in trouble for it, they can give you five days off. Same thing for somebody else, another district, they can give you a day off or just give you counseling. It’s nothing that’s no set thing. Each chain of command is different. That’s the big thing about discipline. It’s all different. “

“We do have a philosophy regarding the discipline. But they are humans there’s people involved with it, and we have different styles of leadership within our department, so you know, depending on what style of leader you have and how that consequence or I hate to say a punishment get handed down, it is different. It’s not the same.”

“It is not fair at all, across the board. It all depends on how much they think of you and what your rank is.”

Media Influence

Participants from each of the focus groups expressed media misrepresentation as an issue in today’s policing environment. They feel that the media misrepresents police by focusing on aspects of stories that portray negative experiences with the police. They stated that the media influences community support and engagement, and news about police in other parts of the country influences the perception of community members in Charlotte. Participants further stated that this influence is seen at the community level in engagement and attitudes of citizens when national issues arise. Participants also mentioned situations where the media does not hold community members accountable for crimes but portrays the people arrested as “angels”.

Participants shared that CMPD has been silent on issues of misrepresentation by the media. They felt that CMPD needs to speak out on certain issues and better explain the circumstances as better communication could alter the mindset of some citizens. Participants felt that CMPD does not display an active effort in using their social media platforms to inform the public about the accomplishments within CMPD. They recommended that CMPD should take advantage of their well-followed social media platforms to speak against misrepresentations in the media and to inform the public of positive interactions between citizens and the police. Below are sample quotes under this theme.



“Many of the people we are arresting and making cases on, have already had arrest... or they’re actually still out on bond on the current cases when they reoffend. And I think that the media paints this picture... they make it sound like each man coming into the system, each person coming into the system is this angel. “

“CMPD will post something. They’ll get hundreds and hundreds of shares. And so, if they would speak out against the media on their Facebook page or on their Twitter or on the Instagram page, people will share that and people will be enlightened more because social media is huge nowadays almost everybody has social media.”

Gender and Race Based Focus Groups

The aim of the gender and race-based focus groups was to discuss issues related to diversity, equality, and inclusion. Below is the summary of the discussions.

Women’s Group

Experience Within CMPD

Participants were asked to describe their experiences working as women in CMPD. Most participants expressed that they generally have not experienced or witnessed any gender-based bias within the organization. They felt that they were treated with respect by colleagues and supervisors. For instance, one participant stated that *“I’ve always felt very valued and I get lots of feedback, positive and sometimes negative, but it’s always put in a positive manner.”* Participants shared times where male colleagues have tried to be protective by saying things like “let me go first”. They further explained that these experiences have not been offensive. Participants felt that there is female representation in leadership positions. They believe that the level of diversity varies by unit, as there are more women in communication departments and less women who are sworn officers. They felt that the differences in female population within units is less of a bias problem and more of a reflection of preferences dependent on schedules and capability of performing certain duties.

Some participants stated that the promotions process is more challenging for women. They iterated that people seem to doubt that female officers can handle certain male dominated positions, and as a result, women have to work harder to prove themselves. Some participants also felt that female supervisors are perceived negatively when they exercise their authority, while male supervisors are seen as ‘leaders’ when they do the same. Below are a few sample quotes under this theme.

“I’ve always felt very valued and I get lots of feedback, positive and sometimes negative, but it’s always put in a positive manner.”

“I do think that female supervisors have a negative connotation to them. And I don’t know why that is”

Experience in Community

With regards to the community, all participants expressed that they have not experienced any gender-based bias while interacting with community members. They expressed that there have been situations



where community members feel more at ease engaging with them because they are women with instances such as traffic pull overs, domestic violence victims and when helping children.

Opportunities for Improvement

The areas of improvement that were discussed in the women's group in relation to CMPD's culture were

- Flexible work shifts
- Mentorship programs for promotions and informal support groups

A description of each theme is provided below.

Flexible Work Shifts

Participants felt that departments sometimes fail to consider the length of shifts for women with families. They explained how mandatory 12- hour shifts have led to difficulty in managing childcare. They expressed that the situation is even worse for two-cop families and for mothers whose partners also have long shifts in their profession. The difficulty in childcare management has affected the retention rate of women. They expressed the need for an improvement of childcare options during long shifts. They suggested the creation of variations in shift schedules based on access to childcare, age of the children and whether or not it is a two-cop family. Below are sample quotes under this theme.

You know, honestly last year when we were going through all those 12-hour shifts, it was a very serious discussion in our house of do I stay in the department and risk this or do I leave altogether and find another job?

And I don't have all the answers at all but as an overall department, how do we retain people when we're having to deal with crazy schedules ...and I know we've had people that have left because of that very reason and I -- not just females but, yeah, the work-life balance. I think is a major area we can improve on.

Mentorship Programs for Promotions and Informal Support Groups

Participants expressed the need for better mentorship programs that support women through the promotion process. They explained that men usually get support to prepare them for promotions, however women do not always get that kind of support from their male colleagues. Participants would also like CMPD to recruit more men into female dominated positions and more women into male dominated positions. Participants expressed appreciation for the informal female support groups that existed when they were in the academy. They recalled how these informal meetings allowed them to feel connected and gave them a sense of comradery. They recommended the addition of similar informal support groups to the current gender-neutral mentor program.



Race-Based Groups

Experiences within CMPD

Participants were asked to describe their experience working as a majority or minority within CMPD. Participants of the majority group expressed that they had not experienced bias within the organization based on race. They felt that there was diversity amongst leaders and employees though they expressed that there are more age, gender, and seniority-based biases, but not race.

In contrast, some participants of the minority group expressed that they had witnessed or experienced some racial biases within CMPD. Some participants described situations where they felt their work was devalued because of their race. They expressed that there is sometimes a lack of understanding based on the different life experiences of employees. This leads to some unintentional race-based biases within the organization. They felt that CMPD is generally diverse however, they felt that the level of diversity within CMPD is not representative of the Charlotte community.

Experiences in Community

Participants of the majority group expressed that treatment by community members is not mostly based on race, but based on the history of the officer and their attitude during the interaction. They felt that whenever there is a conflict with the community, it has to do with people disliking police, not because the officer is white. They expressed that their race usually does not make the job easier or harder. Participants expressed frustration with how media exaggerates racism in policing, giving the false perception that all White officers are racist. Some participants also gave examples of situations where they had been wrongfully accused of racism. They explained how the false accusation and stress of investigations affected their morale. They expressed that in such situations, they lose their willingness to go out and work. They however expressed that all the situations were handled fairly and quickly at either the Sergeant level or with Internal Affairs. They mentioned that body cameras have become an essential tool in negating some of these allegations.

Participants of the minority group expressed how they feel “caught between black and blue” in some situations when engaging with the community. They expressed that while some community members are more comfortable talking to them because of their race, others are unwilling to interact with them because they perceive minority race police officers as traitors. They described situations where community members have called them traitors or have said they are “doing a White man’s job”.

Participants of both the majority and minority group expressed frustration with the negative portrayal of police in the media. They explained that community members perceive all police officers unfavorably, based upon negative behaviors by individual officers locally or nationally. They felt that community perceptions regarding racism of officers and the current national conversations about policing can be very demoralizing. Officers stated how “they have invested their time and energy to ensure that they are good at their profession”, but conversations that negatively portray the police affects their motivation as CMPD employees. They expressed that community members sometimes “do not give them a chance to prove themselves”. Below are a few sample quotes under this theme.



“And, you know, the frustrating thing is this is -- and for everybody here, this is a career, a craft, you know. I mean, I’ve invested my life into it. Poured into it. You know, given tons of overtime, tons of holidays, tons of moments in my life that won’t come back, to being as good as I can be at this profession.”

“Especially in like black communities I look like them, so they feel more comfortable talking to me. But then, you know, I’ll go to, you know, another call and sometimes they don’t want to talk to me, and you know, they call me names, call me a traitor because, you know, they say I’m doing a white man’s job or, you know, I’m not for them.”

“I consider myself to be a good officer, but they don’t, sometimes they don’t even give me the chance to prove that to them.”

Opportunities for Improvement

The emerging opportunities for improvement regarding CMPD’s culture from the race-based focus groups were:

- Media communication
- Need for communication training
- Engaging in courageous conversations
- Increase community interaction
- City leaders and community support

A description of each theme is provided below.

Media Communication

Participants expressed the need for leaders to publicly debunk media disinformation. They expressed that CMPD needs to take a strong public stance and not fear being portrayed as controversial. Participants also felt that CMPD should publicly recognize high performing employees’ interactions with citizens. Below are a few sample quotes under this theme.

“If CMPD were to combat the narrative that the media has. because the media, I feel like, has a certain narrative, then it will help basically just like debunk all the lies and people will be able to see, , what we’re really about. What good officers are really about.”

“I think there’s a lot that CMPD can do. We have a lot of good officers, but a lot of officers are either burnt out or they’re discouraged because they don’t get the recognition. If CMPD recognized officers more, and not just like a good job but if they put it out for the community to see. Look, we have good officers doing good work.”



Need for Communication Training

Some participants expressed how they find the current diversity/bias trainings redundant and “boring”. They suggested the need for more training that focusses on communication and compassion. Participants felt that some officers lack the tools to handle or de-escalate situations verbally in highly tense situations which commonly leads to negative police-community encounters. They felt that departments should focus on promoting communication training for employees. Below is a sample quote under this theme.

“I just think, for the most part, a majority of the officers lack the tools to deal with the situation verbally when it gets, you know, when it gets difficult.”

Engaging in Courageous Conversations

Participants expressed the need for CMPD to encourage hard conversations regarding diversity, equity, and inclusion first within CMPD, then with the community. They expressed that CMPD tends to not encourage hard conversations that could increase understanding within the organization. They appreciated the focus group discussions and recommended that CMPD should facilitate such discussion between employees. They felt that this would help employees to learn more about each other, develop a deeper understanding for each other and develop stronger relationships. They felt that similar efforts should be made towards communities where officers and community members engage in these conversations. Below are a few sample quotes under this theme.

“I guess nobody in the top in command wise wants to really address it so we’re just going to be quiet about it and just hope it goes away and it doesn’t work like that unfortunately when it comes down to a race, racism, ethnicity, any of those type conversations. You know, and it’s unfortunate that they don’t have these conversations because it would probably help out with our employee relations amongst each other.”

“And what I will say about CMPD is, when it comes down to the topic of culture or ethnicity, and dealing with the general public, it’s like we’re soft and we don’t want any kind of controversy. It’s like, you know, we’re scared to speak the truth on some things and I don’t understand why it’s like this.”

Increase Community Interaction

In close link to encouraging courageous conversations, participants expressed the need for more community interactions. They stated that there is limited community engagement because officers are stretched thin and are “running from call to call”. They explained that without intentional interactions, there is limited trust between police and community. They suggested the need for CMPD to set policies that allow for more officer- community interactions on a regular basis. They expressed the need for a focus on “walking beat patrols” to enable officers to interact regularly with community members. They reiterated that these interactions would lead to improved community support since officers would be interacting



regularly in positive ways, and not only when something bad happens. They felt that the interactions would also boost employee morale as they build relationships with their community and gain support.

Participants also recommended that officers should be given background history and information for every new community they have to work in. This will help them to be more relatable to community members. Charlotte has diverse communities and CMPD employees often have to work in communities that are different from ones they are familiar with. Without the background information, it can be challenging for employees to understand community engagement and determine how to react to situations. Participants felt that this background information should be given by respected community leaders who have lived in that area for a while and have a deep understanding of their neighborhood. Below are a few sample quotes under this theme.

“So, a fundamental issue the department has right now is we have barely enough officers to answer calls we get during the day. So, I don’t get a chance to walk around and get to know people in the neighborhood. We need traditional policing and person on person contact and it’s, you know, it’s just not done here.”

“So, for me to say, hey, I want to serve this community, but I don’t live in the community, or I’ve never grown up in a community like it, it is an issue. Because you’re not going to know how to respond, you’re not going to know how to react, you’re not going to know how to give grace when it’s necessary.”

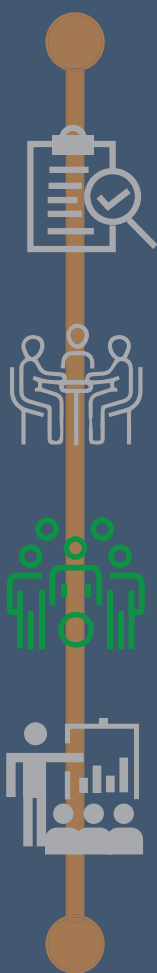
City Leaders and Community Support

Participants expressed that city officials and the community also need to take responsibility when situations arise. They felt that CMPD is sometimes made a “scapegoat” by city leaders and the community. All of the blame and expectation for change is put on CMPD. However, the community and city leaders need to fulfill their responsibilities to create a safe and healthy Charlotte. They explained that although CMPD has resource challenges, CMPD puts in much effort to reach out and engage the community. However, city officials and community member do not put in the same effort to engage with CMPD. They expressed the need for city leaders to learn more about officers’ daily job duties. City leaders would then be able to help communities better understand the role of officers. Below are a few sample quotes under this theme.

“Like shifting all the blame on CMPD. That, you know, CMPD should do this. CMPD should do this where the city is not fulfilling its own responsibilities to put more money, you know, either into corporate communications department or maybe set up a different department and, you know, they could engage with the community as well.”

“I mean, CMPD’s already they’re already reaching out enough to the community and doing community engagement effort. But we have not seen any city leader other than city manager on certain occasions, reaching out... But I think the city should, the city needs to step up in order to, you know, resolve this.”

EXTERNAL STAKEHOLDER FOCUS GROUP





EXTERNAL STAKEHOLDER FOCUS GROUPS

Focus group discussions were held with external stakeholders that have had current or past interactions with CMPD. These included community partners, community members/organizations and local business representatives (see methodology for description of each category). This section of the report describes the affirming themes and opportunities for improvement discussed during the focus group discussions. Additional information on how perceptions are formed, obstacles to collaboration and crime management can be found in appendix A.

Affirming Themes

The affirming themes that emerged from the external stakeholders' focus group discussions were

- CMPD is professional when dealing with partners, businesses and community leaders
- CMPD is responsive to emergency calls and contact from partner organizations
- Good communication with partners, businesses and community leaders
- Good understanding of organizations and community needs
- CMPD is open to having dialogue and open to change

A description of each theme is provided below.

CMPD Is Professional When Dealing with Partners, Businesses and Community Leaders

External stakeholder focus group participants expressed that the CMPD employees they have interacted with have been professional and community focused. They gave examples of situations where CMPD employees have gone above and beyond their call of duty to connect and support community members. Below are a few sample quotes under this theme.

“Based solely on my interactions with them, they are extremely professional. Oh my gosh, these guys go above and beyond to connect with the most troubled youth. To, you know, like they keep tabs on them. Every interaction I’ve had with a CMPD officer has been extremely professional. Very professional.”

“I can’t think of a single one, a single engagement that I walked away from feeling poorly. And that’s the gospel.”

CMPD is Responsive to emergency calls and contact from partner organizations

Participants felt that CMPD is responsive to emergency calls and requests from their organizations. They explained how CMPD has a high level of professionalism when they respond to emergency calls. They also explained how the CMPD employees they work with follow through with solving their non-emergency concerns. Below is a sample quote under this theme.



“When stakes are high, I would say professionalism is very, very high. It has been our experience in this neighborhood when 911 is called in an emergency, again very high level of professionalism.”

Good Communication with Partners, Businesses and Community Leaders

Participants expressed satisfaction with communication from CMPD. They mentioned that the relationships they have built over the years with CMPD has positively influenced the communication between them. They used words like “cordial”, “responsive”, “efficient”, “timely” and “service oriented” to describe the communication of CMPD employees. They felt that employees are knowledgeable and are usually able to quickly address questions or can quickly find information to address partner concerns. Participants also mentioned that CMPD is honest and transparent in their communication. They said CMPD employees are upfront when they do not have answers and/or the capacity to cater to certain requests. They felt CMPD employees are strong collaborators who are always willing to help. They found employees to be very accessible as they could be easily reached by phone or by email. Participants felt that CMPD has a good understanding of the expertise their various partners have. As a result, CMPD employees usually contact partners when they identify community issues that require the partner’s expertise. Below are a few sample quotes under this theme.

“So, yeah, I would say, and they’re transparent. Like if they don’t know, they don’t know. Like they’re going to find out and they’re going to follow through with what they say they’re going to do.”

“I will say most of the officers and lieutenants and captains that I interact with, are really patient and understanding about the population that we serve and have really deferred to us and our organization as the experts on that population.”

“They’re all efficient, they’re all timely. You know, clear, concise and I’ve not had any issues with any kind of communication, written or verbal. It’s all been pleasant.”

Good Understanding of Organizations and Community Needs

Participants felt that CMPD has a good understanding of their organizational and community needs. For some organizations, CMPD employees spend several hours a day with them and as a result they have a good understanding of the organization’s culture. Other participants mentioned how CMPD is intentional



about getting information on the needs of the community. They felt that CMPD has gained an understanding because they are open to listening to partner and community needs. Below are a few sample quotes under this theme.

“They understand the needs of ours. I don’t think there’s any concern on my side of not knowing our needs or what the expectations are at our assets. I think that we were pretty settled on that.”

“I also think that CMPD makes an attempt to understand the needs of the community beyond my organization.”

CMPD is Open to Having Dialogue and Open to Change

Participants felt that CMPD is open to having dialogue with partners and communities to understand their needs. They felt that CMPD is very open to learning about community needs and responding accordingly. Some participants also felt that CMPD is open to change. They gave examples of how CMPD had been flexible in dealing with situations during COVID-19. They explained that once you are able to provide data and a good justification for changes, CMPD is open to change. They also explained that CMPD communicates the reasons why some changes cannot happen. Below are a few sample quotes under this theme.

“And so, my experience has been that they’re very willing to change and willing to take feedback and be on the learning end of things.”

“I think with regard to change and coming up with strategies to meet the needs of the community, I think a good bit of that also depends on the research and the data and the information that’s provided. So, I think there’s openness to conversation, but you better know what you’re talking about when you come to have the conversation.”

“I’ve always found that they’re very open to conversations which, I guess, doesn’t always lead to change but if change isn’t necessary, there’s at least then an understanding of why that change doesn’t have to happen or can’t happen or won’t happen unless we do X, Y, Z.”

Opportunities for Improvement

The areas of improvement that were discussed during the external stakeholders focus group meetings were

- Professionalism and response varies by division and community
- Professionalism and response varies by CMPD employee
- Professionalism and response varies by situation
- Communication issues and mistrust
- CMPD not always open to change



- Increase police engagement
- Have courageous dialogues with community members
- Increase positive interactions
- Community stakeholders need to take responsibility

Professionalism and Response Varies by Division and Community

Participants expressed that the professionalism of CMPD and their response to situations varies by the stakeholders involved. They felt that relationships with CMPD vary widely across divisions and division captains can set the tone for partnerships with the community. For instance, one division may have knowledge about a population that another division does not hold. The other division is then not able to serve with the same level of understanding. Participants gave examples of how some residents have had repeated strong concerns with communication and professionalism from officers in their division while such concerns do not exist in other divisions. Some participants had knowledge of both positive interactions and negative interactions with CMPD employees depending on the geographic area and division.

Participants also mentioned that professionalism varies by the group being served and where they live. For example, more privileged groups like white males may have better working relationships with CMPD, City Council leaders and other leaders. Those amongst marginalized groups sometimes experience aggressive behavior and do not hold the same influence and relationships with CMPD, press or other local leaders. They mentioned that there are disparities in responsiveness based on who you know in the department. For example, a resident may not hear back from CMPD to handle or resolve a matter, but a business representative who has access to a captain, sergeant or major will get a hold of someone who will send officers to provide swift support. Below are a few sample quotes under this theme.

"I think it depends on who you get because if you go through the regular channels, I don't think that the response is that great, but I think because we know the right people to call. The response is really great."

"I think the responses are different depending on who you are. And from our organization's perspective, the responses are quick. Now, if we are speaking on behalf of a marginalized oppressed community, then we might get a different response."

Professionalism and Response Varies by CMPD Employee

Participants felt that the level of professionalism also depends on the individual employee you interact with. Participants described situations where CMPD employees had not been professional with their clients or community members. Others also expressed how they have had good relationships with CMPD, while their friends have had opposite negative experiences with CMPD employees. They felt that CMPD employees who exhibit bad behavior should be held accountable and should not be allowed to continue as police officers. They felt that there are great police officers, however the few that are not doing the right thing mar the reputation of CMPD. Below are a few sample quotes under this theme.



"I've seen face to face with individuals that in some cases the police have not been professional. They have crossed the line."

"I've witnessed first-hand some of the officers diving deep into making a relationship with some very, very troubled youth in a very impactful way. So personally, my relationship has been really on the up and up. ... I have a lot of friends whose personal experiences have been very different."

Professionalism and Response Varies by Situation

Participants felt that the level of professionalism is sometimes dependent upon the situation that has led to the interaction with employees. For instance, CMPD employees are professional in low stress situations like community meetings. In contrast, employees react unprofessionally in high stress environments like community protests. Some participants felt that CMPD employees are professional during emergency events, but less engaged or responsive to non-emergency situations such as speeding in neighborhoods. Participants mentioned that regular communications that are not a response to an emergency are lacking within CMPD. They gave examples of situations where they reached out to CMPD for proactive reasons like information about crime stats, suggestions for neighborhood safety, meet and greet events or other neighborhood events but did not receive a response. They felt that CMPD engagement is low with some "less – concerning" neighborhoods, although these neighborhoods still have challenges. They recommended that CMPD should give importance to proactive communications as these can potentially help prevent crimes and build relationships. They added that CMPD can have regular touchpoints with neighborhood groups. They mentioned that when there is a crime in a neighborhood, it would be helpful for CMPD to reach out to the community group for tips, information or anything that would be helpful to solve the crime. This has been poor in some communities and stronger in others. Below are a few sample quotes under this theme.

"Well, depends on the situation. There's one thing when there's a high stress situation. There's another thing when they're, sitting in your community gathering and having a panel discussion... when the test comes and, you know, you're getting rubber bulletted for just walking down in a peaceful protest, that's not great either."

"And to be honest, sometimes I call a police officer I have to wait. I know it's not emergency, but I want it handled. What about if it was an emergency?"

Communication Issues and Mistrust

Participants described how there has been a break in communication between some communities and CMPD due to mistrust. They gave examples of how negative past experiences, media, and lack of understanding of the role of police has left a negative connotation of police for some people. As a result, some groups/communities do not have trust for police, creating a barrier for relationships to be formed. There have been situations where there was no clear communication about lag times, procedures, and



updates during situations like thefts and break-ins. There have also been times where officers have taken a defensive and sometimes aggressive stance during some community events. These situations have led to some community members being uncomfortable around CMPD employees, even when employees are being professional. They mentioned that press conferences and townhall meetings can feel scripted and do not improve perceptions of CMPD. They stated that communities need to see changes that they have been requesting from the department in order to rebuild their trust. Below are a few sample quotes under this theme.

“A lot of residents that have some anger due to the past and I think it’s very personal to them because it’s their home. And a neighborhood and home is a big deal.”

“I do complain when I have been at certain events, community events for different situations when for different reasons the police need to be present. Most of the time, it’s very defensive. And sometimes even aggressive.”

“There’s a negative perception of CMPD. And until that negative perception is erased, there’s going to be that wall that they’ll always run into.”

CMPD Not Always Open to Change

Some participants felt that even though CMPD encourages dialogues, CMPD is not always open to change. Community members have expressed concerns and requests but have not seen any implementation. They have also not seen behavior changes, even though several discussions have been had. Participants expressed that community groups have felt called upon to support CMPD, without receiving the same level of support in terms of reforms for communities that have experienced violence, neglect, or trauma by CMPD. They felt that there is a power group in charge that created the police system as it operates, and they are unwilling to yield that power. They felt that although CMPD understands the community needs, they are not always willing to address those needs. Some participants felt that CMPD is not engaged enough to understand the needs of communities with less demanding needs. Other participants expressed that change from CMPD usually happens as a reaction to an event. They felt that it is important for CMPD to be intentional about making proactive changes.

Some participants also stated that CMPD employees are limited in their ability to adapt their responses in certain situations due to departmental policies. Community members have in turn been frustrated with unresolved matters that officers have been asked to approach delicately, such as homeless individuals on private property. Relatedly, some officers have also expressed frustration with these limitations placed on them by their leaders. These conflicts have created strained relationships with some community members. Below are a few sample quotes under this theme.



“There’s too many meeting with things going the same way... I will say they open to listen but I’m not sure how open they are to change.”

“I really admire how flexible CMPD, you know, officers and leadership have been. But the change has only come about because of it being reactionary...So, I would recommend that there be more proactive thought put to change instead of reactive.”

Increase Police Engagement

Participants in most of the groups expressed the need for a continuation or increase in police engagement with the community. They mentioned that maintenance and upkeep of relationships between CMPD and the community is important. By continuously engaging with community members, employees develop one-on-one relationships in the community and this in turn helps in the development of respect. The relationships help both sides to understand each other and remove any preconceived notions they have of each other. They cited the Citizen’s Academy as an example of a tool that has been helpful for two-way relationship building as citizens better understand the standpoint of officers. They expressed the need for community policing, an example being the “walking beat policing”. They mentioned the need for officers to be regularly visible in communities, not just during incidents. Some participants suggested that it may be helpful if officers also engage with the community in plain clothes or off duty. Others described the importance of engaging with youth to build relationships as this helps youth perceive CMPD employees as “human”. Officers also begin to understand youth as individuals and as groups through such interactions. They recommended for CMPD to organize and attend more youth events such as the Police Athletic League. Participants admitted that a lack of officers and resources may currently be a limitation for CMPD to engage in community policing. However, they felt it important for CMPD to focus on this.

Participants suggested that CMPD should create or take advantage of existing opportunities to promote positive community engagement . Examples given were local events at community centers, neighborhood monthly meetings. They recommended that CMPD should proactively share good news, versus only communicating information on community safety concerns and crimes. They mentioned the need for CMPD to ensure that these community engagement events also include officers from various shifts. They recommended that CMPD should stay creative in finding most effective ways to communicate.

Participants expressed the need for CMPD to seek diverse opinions and ideas from the community, not just the neighborhood leaders. They felt that leaders are not always directly impacted by situations at hand in the same way that everyday community members are, therefore, those diverse voices and experiences should be included in these communications. They also expressed the need for an improvement in accessibility. They would like CMPD to keep the lines of communications open and be responsive so that it does not require someone to know a leader in order to receive a response or have a matter addressed.

Participants expressed the need for a wider diversity of employees and leaders within CMPD that is representative of the Charlotte community. They expressed the need for bilingual and culturally diverse officers who can effectively communicate. Below are a few sample quotes under this theme.



“I think that seeing officers in different outfits, it seems really stupid but it really, I think that really makes a big difference. There’s something about that head-to-toe black policing uniform that’s really intimidating to people. It’s scary and it harkens to like this militia feeling that puts people in a defensive space. I think the more you can see an officer as just another human being, the better it will allow for relationships.”

“But I think that’s where community policing and getting back in the neighborhoods consistently where the families get to know the officers, get to know their face first, get to know their names second and then that’s where the trust and respect comes. That’s when the trust and respect will start to happen.”

Have Courageous Dialogues with Community Members

In relation to increasing police engagement, participants expressed the need for CMPD to have courageous dialogues with communities regarding diversity, community needs and policing. They felt that this is especially needed in communities where relationships are poor. Participants recommended that CMPD should not wait until a negative event happens before such communications are had. It should be proactive, not reactive. They commended the focus group discussion with EvalGroup and expressed the need for such discussions to be expanded to include other community members. Below are a few sample quotes under this theme.

“But as a community, we need a wrap and have conversations like this. I think this is wonderful. But I think this needs to bleed out into other areas.”

“I would just encourage to have more sessions like this and hopefully to have more individuals on because it’s bigger than just our organizations. There’s a lot of folks that really should be here at the table engaging in this type of conversation.”

Increase Positive Interactions

Another aspect of police engagement mentioned by participants was the need for CMPD to increase positive interactions. They expressed that de-escalation of a situation does not happen effectively across all communities. This is especially true in communities where there is a breakdown in relationships and lack of understanding of community members. They felt that officers need to be trained on how to de-escalate tense situations. They felt that officers should also have intensive cultural competency training because of the diversity within Charlotte and the nature of police roles. They mentioned that CMPD needs to put forth effort to understand diverse communities.



“I think that police departments and police officers should probably have the most intensive cultural competency trainings of any organizations, any employees in systems. So that way, they’ve got all of the tools to approach everyone in the most compassionate and comprehensive way possible.”

“And I think that a lot of our residents also see a lot more activity because they’re in the urban environment. They see the protest. They see the riots. Those kinds of things fuel their interpretation of CMPD. They’re watching from their balconies. They’re seeing how that’s handled.”

“It confuses me or changes my perception with the police officer or police department when they say, you know, we do all these kinds of training to deescalate situations, but when you see what happens in so many neighborhoods, it’s not what they tell you.”

Community Stakeholders Need to Take Responsibility

In response to questions regarding how CMPD can improve their culture, participants mentioned the need for citizens to take responsibility and accountability of their actions in their community. They felt that there are some negative interactions with CMPD that have been as a result of community members breaking the law and disrespecting authority. In such situations, community members should take responsibility for the situation. Participants expressed that crime management should be a collaborative effort between CMPD and community members because one party cannot achieve this without the other. They explained how some community members are afraid of accepting the responsibility and working with CMPD in the current environment because of their fear of “how they will be labeled” by other community members. They expressed that community members should partner with CMPD to find solutions for crime management. They mentioned that citizens need to be proactive in protecting their neighborhoods. They felt that it is the community’s responsibility to share information about resources that CMPD is unaware of, to educate CMPD on the community characteristics and to take steps in eliminating crime in their neighborhoods.

In relation to community members taking responsibility, participants also felt that other stakeholders and organizations need to be held accountable for needed changes. Examples of such stakeholders included the court systems, city officials and elected officials. Participants expressed that community members sometimes expect CMPD employees to perform certain tasks that are outside their role, capacity and expertise. They felt that policing was created to police and not manage social services and the many other needs that exist in the community. As a result, police should be called out much less than they are for some community matters. They gave examples of how officers are sometimes expected to be therapists, counselors, teachers, mental health specialists etc. They mentioned that social services and health and human service organizations should also be expected take on some of these roles that fall within their expertise.

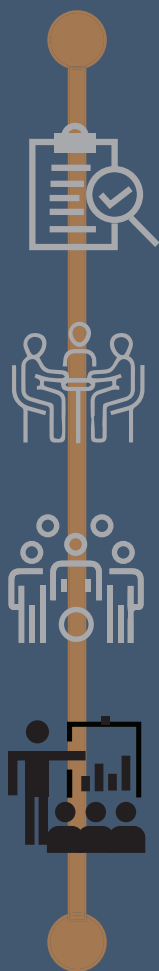


“We have a responsibility as well. And unfortunately, not everyone accepts that responsibility because they’re afraid and fearful of how they’ll be labeled if they work with the police department.”

“We put too much on our policing system and that’s why police budgets have ballooned over the years because they are expecting someone be a therapist and a counselor and a teacher. That’s not appropriate either. Police should be called out much less than they are on most things.”

“So, let’s talk about systems and structures first. Decisions about systems and structures are made by elected officials who are voted up by the community. So, I think, I don’t know if it’s fair to say police need to change when I think that there is another entity here that we need to talk about. Because what drives the change? Who really leads the change?...I am not prepared to say that CMPD in isolation has the capacity to change.”

ASSESSMENT SUMMARY AND RECOMMENDATION





ASSESSMENT SUMMARY AND RECOMMENDATIONS

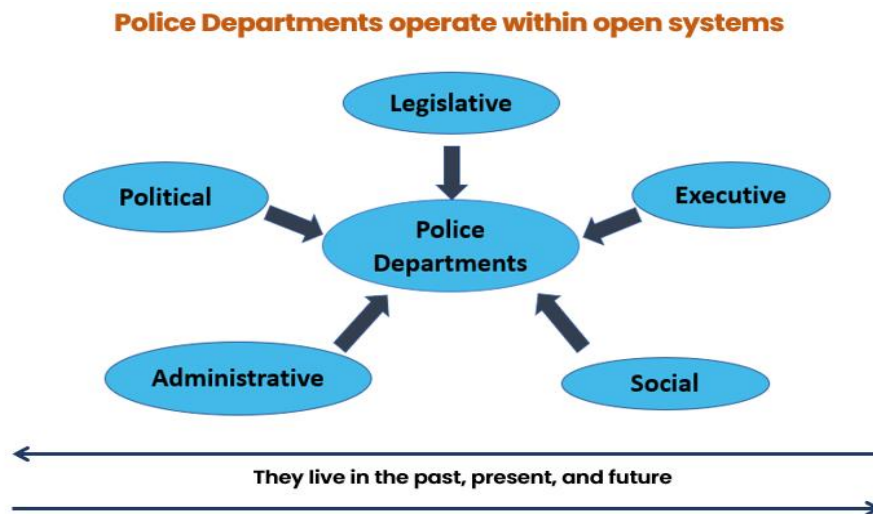
CMPD Culture and Climate Assessment Summary

This section of the report summarizes the various aspects of CMPD’s culture and climate as shown in the data. The summary is based on data from the informal conversations, employee survey, employee focus groups and external stakeholder focus group discussions.

Framework

CMPD, like other public organizations work in an open environment where they interact and are influenced by several stakeholders. As shown in figure 35, they interact with stakeholders from legislative, executive, social, administrative, and political environments. Police organizations are also seen within three frameworks at the same time, the past, their present and the influence they can have on the future. These interactions and perceptions pose some challenges to police departments, but also create opportunity for the organization to create positive influence in various systems.

Figure 35: Police environment interactions



Description of CMPD’s Culture

The ‘culture’ aspects of this assessment focused on themes that describe systems and behavior within CMPD. Data from the assessment shows that CMPD has a variation of subcultures and experiences, that are mostly dependent on the chain of command within that division. This is a result of the variations in leadership culture within the organization. Here, leadership culture refers to how leaders communicate, behave, and make decisions within the work environment. Throughout the data, employees convey how corrective action, employee support, employee recognition, communication, visibility and interaction vary by the individual leaders. While some describe their leaders as responsive, proactive and supportive, others have had little interactions with their leaders in the ranks of Lieutenant and above. For instance, while one employee commented in the survey that *“I have worked for multiple chain of commands and have always had the support I needed”*, another employee mentioned *“we have a Major who has yet to even poke the head into ...or even send an email out to the employees in the room and to be honest, that is disheartening.”*

Irrespective of these variations in experiences, there are overarching strengths and opportunities for improvement within the culture of CMPD. CMPD has a strong team spirit and a culture of collaboration.



There is strong trust between employees within the same ranks and trust with immediate supervisors like sergeants and civilian managers. CMPD also collaborates efficiently and professionally with external stakeholders. The overarching opportunity for improvement within the CMPD culture is in communication. Here, communication refers to the intentional or unintentional exchange of information between individuals through a common system of symbols, signs, or behavior. CMPD's communication concerns as identified in the data collected can be categorized into the following: a) flow of information b) active listening c) transparency d) courageous conversations about diversity

The term, "flow of information", refers to how information is disseminated from leaders to employees and from employees to leaders. Like most police departments, CMPD has a hierarchical organizational culture where each rank oversees the rank below and reports to the rank above. While this culture results in clear distinctions of roles and responsibilities, it has led to a stifling of information flow through the ranks. CMPD leadership initiatives like the townhalls and newsletters have helped to improve communication from leaders to employees. However, there are gaps in the flow of information from employees to leaders. The poor flow of information is evidenced in both the survey data and in employee focus group data. In the survey data, the majority of respondents agree or strongly agree that they are encouraged to communicate work-related issues and suggestions to their sworn or civilian supervisor. However, as the ranks go higher from command staff and above, employees feel that they are not encouraged to communicate work related issues to the leaders. Again, in the focus group data, employees describe how information gets lost or miscommunicated because of the culture of communicating through the chain of command.

The second term, "active listening" refers to a way of listening that focuses entirely on what the other person is saying and confirms understanding of both the content of the message and the emotions and feelings underlying the message- to ensure that understanding is accurate. The assessment data shows that CMPD is open to receiving information from both employees and external stakeholders as employees have taken surveys and contributed to suggestion boxes. External stakeholders have had meetings that , aim at collecting information for improvement in CMPD services. The gap however is in the understanding of suggestions, implementation of the suggestions and the communication of why some of the suggestions cannot be implemented. Throughout the data, employees voice that their opinions are "not heard" by leaders. They mention how most of their requests are turned down without a complete explanation and how decisions are made without taking their opinions into consideration. External stakeholders also agreed that CMPD is open to community dialogue. However, implementation does not always take place as anticipated, leading to some mistrust and reluctance by community members to dialogue with CMPD.

The third category of CMPD's communication culture is with regards to transparency in the application of CMPD's disciplinary philosophy and promotions. A majority of employees feel that CMPD's disciplinary philosophy is not applied consistently and fairly across the department. Leaders are legally restricted from sharing certain information regarding corrective action procedures and this sometimes translates into no communication about the process. The lack of communication makes the process less transparent to employees, especially in situations where the disciplinary philosophy is seen to have been applied differently. Rumors are usually the way information about corrective action is communicated. Employees also feel that the promotions process is not transparent. They notice how employees with low job performance are promoted to supervisory positions while some high performing employees do not make it through the promotions process.



The term ‘courageous conversations’ refers to having discussions about diversity and policing. Both employees and external stakeholders stated the need for CMPD to encourage conversations about diversity within the organization and with the community. They conveyed that these conversations should happen proactively and not just as a reaction to events.

Description of CMPD’s Climate

The ‘climate’ aspect of the assessment focused on employee morale and employee satisfaction with their work environment. The assessment data showed that CMPD employees have low morale with an average morale rating of 2.3 out of 5. Employee morale is influenced by both internal factors within the police department and external factors. Just as is the case for culture, there are variations in employee experiences and satisfaction in the work environments due to variations in leadership culture within the organization. Overarching affirming themes regarding the climate within the organization include; employees strong sense of support from their peers, sergeants, and civilian managers; improved access to mental and physical health resources; improvement in the dissemination of information from Executive Staff to employees; transparency in the hiring process; and CMPD’s ability to easily adapt to community needs.

The overarching opportunities for improvement regarding the climate within CMPD can be categorized into two groups: 1) support 2) recognition and value. Throughout the data, employees convey the feeling of a lack of support from CMPD leaders. One major factor that has influenced this perception by employees is media communication by CMPD leadership, especially a lack of public rebuttals for media misrepresentation. Throughout the data, misrepresentation by media emerges as a major stress factor for CMPD employees. Media reports of policing affects employees work and personal relationships with members of the community. Employees feel that the media is focused on misrepresenting police as this brings higher viewership. In response, CMPD leaders do not publicly communicate a strong stance against inaccurate media reports. Another factor influencing the perception of support is the excessive external influence on decisions made within CMPD. There is the perception that public outlook and external pressures are given priority over employee support. Employees feel that they will be “thrown under the bus” when issues arise in the community. This perception of a lack of leadership support is buttressed by the lack of visibility and interactions with leaders in ranks of Lieutenant and above. Several employees mentioned that they have not met their Majors or Captains. Most interactions with command staff have been as a result of a negative concern. This lack of interaction has led to several leaders being out of touch with employees. Employees also feel that there is a lack of support from City Council and other community leaders due to a lack of understanding of policing and what it involves. There is support from community members. However, those who support CMPD do not publicly vocalize or show their support for the police department. Employees feel that other community organizations like courts and City Council are not held accountable for their actions that affects policing.

With regards to recognition and value, employees feel that they are not valued and recognized for their contributions by both CMPD leaders and community members. Civilian employees in particular mention a lack of recognition for their contributions to the department. Civilian employees reported feeling less valued and less appreciated by CMPD leadership as compared to sworn employees. They conveyed that they do not get the same level of support and incentives as is given to sworn employees. They felt that leaders do not have a good understanding of their roles and how civilians contribute to the CMPD system.

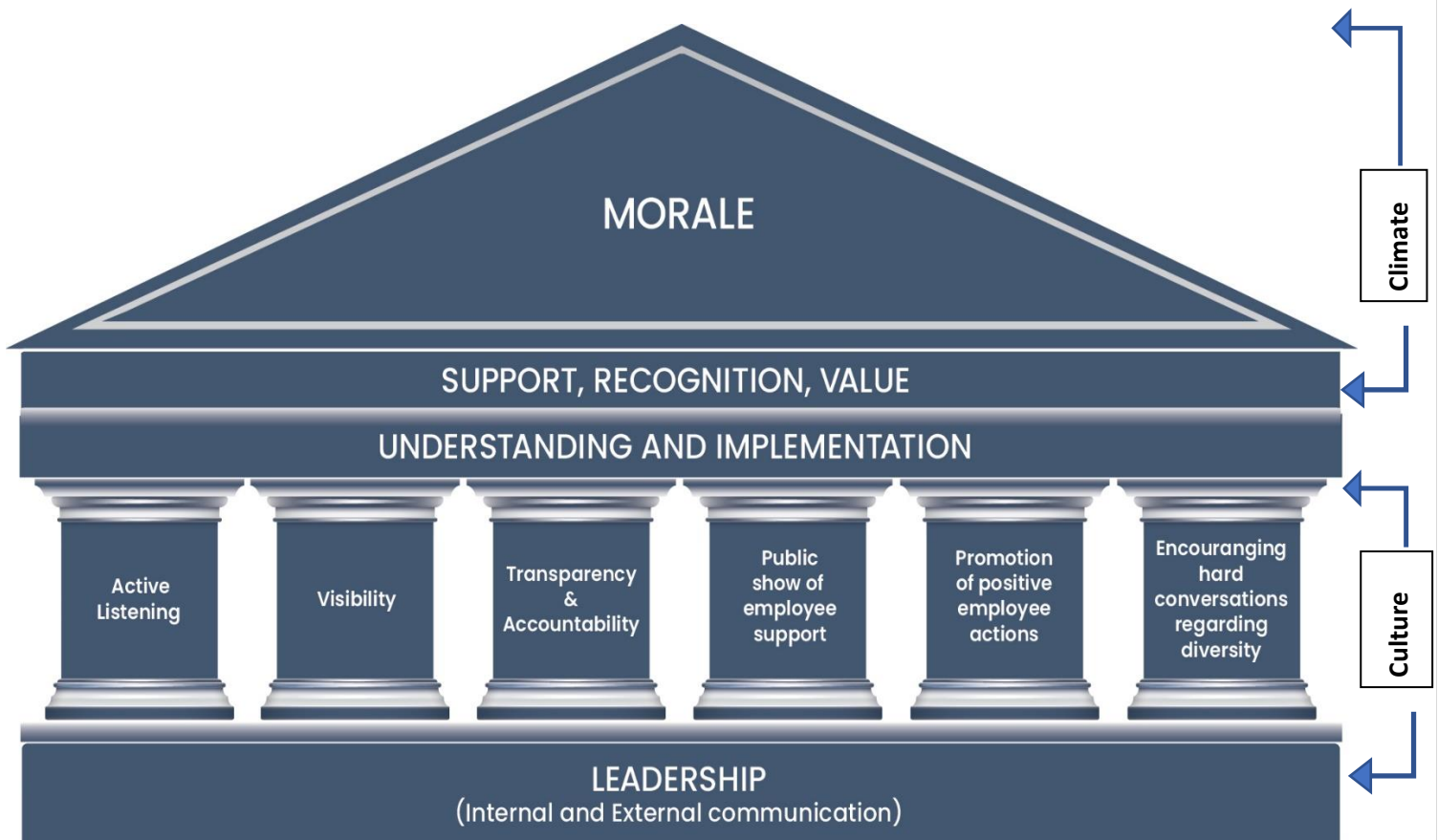


Civilian employees mentioned that they do not have much room for professional growth within the CMPD organizational structure.

Relationship Between CMPD's Culture and Climate

As described in the background section of this report, the culture aspect of this assessment focused on the systems and behavior within CMPD while climate refers to general employee morale and employee satisfaction with the work environment. The culture within an organization is closely linked to the climate where culture directly impacts employee morale and their satisfaction with their work environment (climate). Figure 36 below depicts how the opportunities for improvement related to the culture and climate within CMPD interact and affect each other. The image was developed based on the analysis of the data collected from employee surveys, employee focus groups, and external stakeholder focus group discussions. Figure 36 also represents the conceptual framework for EvalGroup's recommendations. Even though the various opportunities for improvement discussed in the report are distinct in description, there are strong linkages between them.

Figure 36: Thematic Framework for Recommendations



As shown in figure 36, the opportunities for improvement can be categorized into layers, with each layer influencing the next. The house image shows the root causes of each layer of concern, and in effect, the concerns that can be targeted to solve the issues within the various layers.

Leadership is the foundation for building an organizations culture and employee morale. For CMPD, internal and external communication by leadership was an underlying basis for various concerns raised by employees and external stakeholders. A layer above the leadership foundation were six pillars of communication that were identified in the assessment data. The pillars are 1) active listening, 2) visibility, 3) transparency and accountability, 4) public show of support for employees, 5) promotion of positive employee actions, and 6) having courageous conversations about diversity. These pillars are related to the culture within CMPD. A lack of understanding and/or implementation of policies to strengthen those six pillars has led to an environment where employees feel unsupported, unrecognized, and not valued (climate). This in turn leads to low employee morale. The next section describes our recommendations for improving the culture and climate within CMPD.

RECOMMENDATIONS

As indicated in the above section, our recommendations are based on the conceptual framework described in Figure 36. A description of each pillar and recommendations for achieving them are presented below in table 3. We recommend for CMPD to view action items for each pillar in short-, mid-, and long-term time frames. We have offered examples within each time frame at the end of this section in table 4. However, these are only suggestions and should be used as a guide for CMPD to develop more goals that are specifically tailored to their organizational functioning.

Table 3: Recommendations

	Theme	Description	Recommendations
FOUNDATION	Leadership and Internal/External Communication	<ul style="list-style-type: none"> The 2021 culture and climate assessment project scope did not include an extensive assessment on leadership. However, leadership communication is key to improving the culture and climate within CMPD. Communication is a process by which information is exchanged between individuals through a common system of symbols, signs, or behavior. 	<ul style="list-style-type: none"> Consider the opportunity to assess leadership practices and behaviors to identify ways to build a strong culture of leadership. Examples of things to assess are: <ul style="list-style-type: none"> ❖ What are leaders doing or not doing to empower employees? ❖ How can leaders gain followers' trust? ❖ What do leaders need for their own professional development and well-being?



	Theme	Description	Recommendations
PILLARS	Active listening	<ul style="list-style-type: none">Engaged listening to what others are saying and confirming that you understand the message in terms of its content and the way people feel about it.	<ul style="list-style-type: none">Seek feedback from employees to help shape the workplace and acknowledge their feedback even when you can't implement changes.View employees as experts in their jobs; learn from them to increase your understanding of the daily tasks and challenges they experience.
	Visibility	<ul style="list-style-type: none">Showing up physically in front of employees at all ranks can demonstrate your motivation to connect with them and better understand the work that they do.	<ul style="list-style-type: none">Create a system that enables consistent face-to-face contact with employees by visiting their workspaces.Have leadership dedicate time to doing ride-alongs or answering calls. This should include all shifts.Utilize high impact opportunities to reach multiple ranks of employees during visits. Example is at crime scenes.
	Transparency and accountability	<ul style="list-style-type: none">Employees are able to feel that CMPD practices and policies, including disciplinary systems, are appropriate, accurate, and applied fairly across employees. Information about CMPD practices and policies is easily accessible to employees.	<ul style="list-style-type: none">Create non-bureaucratic channels of communication to flow up and down the chain-of-command and include front-line level employees.Examine ways to make important workplace decisions (e.g., promotions, disciplinary action, unit transfers) as transparent as possible.Develop a protocol for addressing rumors and misinformation internally.Train supervisors on communication skills and policies around disciplinary actions and Internal Affairs investigations so they are able to better explain the process to subordinates; utilize Human Resources to help with training.Communicate the changes that have occurred to the Internal Affairs investigation process to improve it over time.



	Theme	Description	Recommendations
	Public show of support for employees	<ul style="list-style-type: none"> • CMPD backs the agency and its officers during media or community misrepresentation and shields employees from external stakeholder actions that may negatively affect them. 	<ul style="list-style-type: none"> • CMPD leadership publicly defends the agency and its officers when the media or other community stakeholders misrepresent them and holds influential external stakeholders more accountable. • Improve relationships with external stakeholders using education and empathy; revisit immersion activities for City Council to educate them about CMPD and law enforcement. • Debunk media misinformation by presenting internal recordings of interviews conducted with media representatives using internal communications and externally using the Government channel.
	Promotion of positive employee actions	<ul style="list-style-type: none"> • Recognize and promote good officer behavior and publicly share counternarrative of negative police behaviors. 	<ul style="list-style-type: none"> • Acknowledge high performance and reward when possible (and in person). • Demonstrate to the public via different outlets to highlight examples of positive officer behavior and efforts that CMPD is making to better serve the Charlotte community. • Have “lunch-and-learn” sessions with external stakeholders that highlight the achievements of different employees.
	Have courageous conversations about diversity, equity, and inclusion	<ul style="list-style-type: none"> • Willingness to talk about diversity, equity, and inclusion issues internal and external to CMPD and a desire to improve diversity management practices. 	<ul style="list-style-type: none"> • Have internal and external conversations about different groups, policing, and the community; and collaborate with subject matter experts in the community to learn how to better serve diverse areas of Charlotte.

Table 4 below contains examples of goals categorized in short-, medium-, and long-term time frames. As mentioned above, these examples can be used as a guide for CMPD to develop goals that are specifically tailored to their organizational functioning



Table 4 : Examples of short term-, mid- and long-term goals

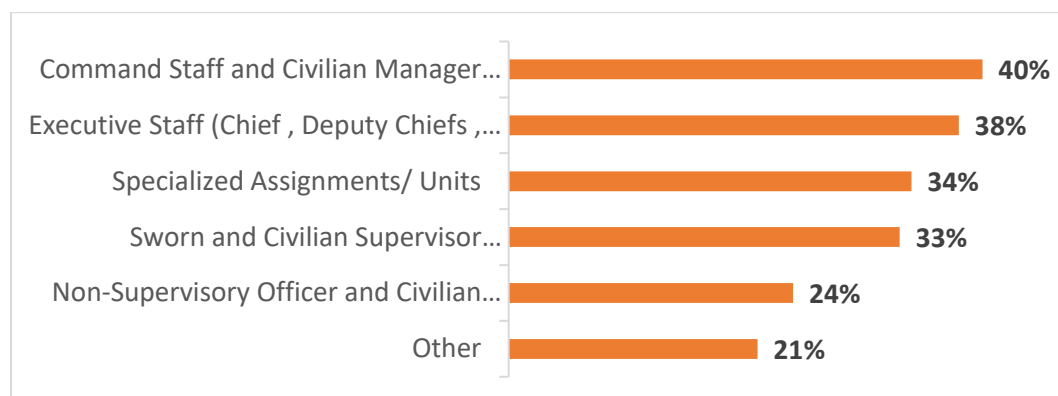
Short Term Goals	Mid-Term Goals	Long Term Goals
<ul style="list-style-type: none">• Have leadership do worksite visits to learn about front-line job tasks and challenges.• Leaders, especially Majors, Captains and equivalent civilian ranks should publicly acknowledge sworn and civilian achievements in-person not long after they occur.	<ul style="list-style-type: none">• Train supervisors on communication, how to develop positive relationships with their staff, and polices around disciplinary action and Internal Affairs.• Develop a “lunch-and-learn” series to educate external stakeholders on CMPD employee achievements.	<ul style="list-style-type: none">• Develop a culture for employee voice that encourages employees to speak up and workplace issues• Establish a protocol for presenting what information is shared with the media using internal and external communications in order to bolster against media misrepresentation

In conclusion, leadership can implement multiple types of communication tactics to improve employee morale and organizational effectiveness. Verbal and non-verbal communication with employees symbolizes a relationship between them, leadership, and the agency. Employees want to feel that their efforts are valued by the agency. Improving communication throughout the organization and with external stakeholders is an effective method for CMPD to convey that it is trying to provide a high level of support for its employees because leadership does value them.

Appendix A

Additional Survey Data Graphs

Figure 37: Groups within CMPD that are not diverse



N=414

Additional Topics from External Stakeholder Focus Group Discussions

How perceptions are formed

Participants were asked about the factors that shape their perception about CMPD and the perception of their clients/communities. Majority of them said that their perceptions are based on personal interactions and experiences with CMPD. They mentioned that the work CMPD does, or the work that CMPD does not do within the community shapes their perception. The manner in which CMPD interacts with their clients or community members also shapes their perception.

With regards to the perception of their clients and communities, participants mentioned several factors that affect perceptions. They mentioned that personal experiences are a major way that perceptions are formed. These personal interactions influence the people's perception of the entire department, and the resulting perception tends to be situational. Having personal relationships with a person in law enforcement like a family member also plays a part in perceptions. Once a person has one bad experience with an officer, it is difficult to change the perception of that individual.

Another factor was the experiences of family members and friends. These could be experiences seen by the individual or heard by word of mouth. The individual's home and environment also play a role in how perceptions are formed. The way that officers "show up" or react to situations, especially during tense moments shapes people's perceptions. Participants mentioned that community members have expressed frustration after encounters with law enforcement where both sides were not sure about expectations and what the other party is seeking to achieve.

CMPD employees are respected and seen as caring when they give gifts to youth, check up on kids, are compassionate in their interactions with members of the business community or community partners. In contrast, CMPD gains a negative perception in aggressive situations like tear gassing of protestors. Participants added that the level of interaction also affects perception, where people who have limited experience with officers also have their own perceptions based on non-interaction. Media reports of

situations both within Charlotte and across the country was also another factor mentioned. Some participants mentioned that media usually reports only the failings of CMPD and this leaves negative perceptions. Data reports and CMPD's efforts towards crime management are examples of other factors mentioned.

Obstacles to Collaborations

Participants of the external stakeholder focus groups were asked about obstacles that hinder more effective collaboration with CMPD. The following are obstacles mentioned by participants

- a. Unwillingness of some community member to change their negative perceptions of CMPD due to past experiences
- b. Lack of time, financial and staffing resources with CMPD
- c. Lack of financial resources from community organizations
- d. Difficulty in keeping multiple stakeholders on the same page.

The statements below are samples of comments participants made regarding obstacles for collaborations.

- ❖ *"So, I think that the obstacles that I face here are getting people to agree to change and kind of put the past behind you and hit reset. That's really the only obstacle."*
- ❖ *"One of the obstacles that sometimes we have to battle is the issue of time. The issues of time, the issue of capacity. You know, I think with CMPD specifically, you know, doing the work of protecting and serving, sometimes it can be a strain on the resources of time and talent to go out and to do something."*
- ❖ *"And so, I think there's got to be intentional effort to make sure everybody remains on the same page and sometimes, depending on the number of people that you have to engage that can be difficult. So, I think those are obstacles that anybody would face. Not just CMPD."*

Crime Management

Participants were asked to give recommendations on how CMPD can work with community members to proactively manage crime in the City of Charlotte. Recommendations regarding crime managements were;

- a. CMPD should improve accessibility by keeping communication lines open
- b. Providing regular information to community members proactively
- c. CMPD should have discussions about crime management now instead of waiting for the conversation to be reactions to crime
- d. CMPD can conduct assessments in communities and organizations to guide them in identifying preventive actions that can be taken.
- e. The community needs to take responsibility in identifying ways that crime can be prevented within their neighborhoods.
- f. Establishing and maintaining relationships where information and training can be shared between CMPD employees and Charlotte community subject matter experts.

The statements below are samples of comments participants made regarding crime management.

- ❖ *“I think that just keeping communication lines open and being accessible to the community is key.... just keeping communication lines open and being accessible. You know, not having to rely on someone who knows someone, you know, to get someone’s concern through but just being more accessible.”*
- ❖ *“Like let’s talk about it now, not talk about what we should have done in six months. Let’s talk about what we’re going to do now. And maybe we are but I’m not aware of the conversation.”*
- ❖ *“Assist in assessments to come up with preventative options. I guess, prior to us -- because any time we’re calling them, it’s because it’s a reaction to a crime. But I would say, if we can do something more on the preventative, like, a walk through an assessment. This is where you might need X, Y, Z communicated this way. Use this service, whatever it might be, that might help.”*
- ❖ *“But I think what is definitely important, is the establishment and the maintenance, ongoing maintenance of a relationship... So, getting, establishing a platform and a way for shared information and training but not just from CMPD to the organization. Are there ways in which CMPD can invite some of their partner organizations and community organizations to come in and offer training, education services to them?”*

Appendix B

Survey Questions

CMPD Culture and Climate Assessment Employee survey

Work Group and Role

1. Are you sworn or civilian staff?
 - i. Sworn
 - ii. Civilian
2. Are you Command Staff or a Supervisor?
 - Yes, I am an Executive Staff member (Chief/Deputy Chiefs/Civilian Directors)
 - Yes, I am a Command Staff /Civilian Manager (Majors/Captains/Lieutenants/Managers)
 - Yes, I am a Sworn/Civilian Supervisor (Sergeant/Civilian Supervisors)
 - No, I am not Command Staff or Supervisor
3. What is your work group?
 - Administrative Services Group
 - Patrol Services Group
 - Special Services Group
 - Investigative Services Group
 - Office of the Chief- (Excluding Deputy Chiefs)
4. What is your estimated time spent directly interacting with citizens in some capacity per month?
 - Less than 10%
 - 10% - 25%

- 26% - 50%
- 51% - 75%
- 76% -100%

Communication from Staff to CMPD Leadership

Thinking of the **entire CMPD organization**, please select your level of agreement with the following statements:

5. Employees are encouraged to communicate work-related issues and suggestions for improvement to **Executive Staff** (*Chief/Deputy Chiefs/Civilian Directors*)
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

6. Employees are encouraged to communicate work-related issues and suggestions for improvement to **Command Staff/Civilian Managers** (*Majors/Captains/Lieutenants/Managers*)
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

7. Employees are encouraged to communicate work-related issues and suggestions for improvement to **Sworn/Civilian Supervisors** (*Sergeants/Civilian Supervisors*)
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Communication from CMPD Leadership to Staff Thinking of **CMPD Leadership** (*Executive staff, Directors, Command Staff, Sergeants, Supervisors, Civilian Managers*) please select your level of agreement with the following statements.

8. Information about policies and procedures are clearly communicated throughout CMPD.
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

9. CMPD leaders in ranks/positions of Captain and above, respond to urgent questions and issues in a timely manner. (Captains, Majors, Deputy Chiefs, Civilian Directors, Chief)
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
10. CMPD leaders in ranks/positions of **Lieutenant and below**, respond to urgent questions and issues in a timely manner. (Lieutenants, Managers, Sergeants, Civilian Supervisors)
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree
11. CMPD leadership clearly communicates their stance to employees when issues arise
- a. Strongly Agree
 - b. Agree
 - c. Neutral
 - d. Disagree
 - e. Strongly Disagree

Shared Values

*Thinking of the **entire CMPD organization**, please select your level of agreement with the following statements*

12. CMPD has a clear set of values that governs the way we do business
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

*Thinking of **CMPD Leadership** (Executive staff, Directors, Command Staff, Supervisors, Civilian Managers), please select your level of agreement with the following statements:*

13. CMPD leadership consistently model the stated values of CMPD
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

Awards, Recognition and Corrective Action

Thinking of the **entire CMPD organization**, please select your level of agreement with the following statements

14. CMPD Leadership applies disciplinary action **consistently** among employees who have similar violations in accordance with the departmental disciplinary policy.
(“Directive 100-004 For the Charlotte-Mecklenburg Police Department consistency is defined as holding everyone equally accountable for unacceptable behavior.”)

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

15. CMPD Leadership applies disciplinary action **fairly** among employees who have similar violations in accordance with the departmental disciplinary policy.

“Directive 100-004 For the Charlotte-Mecklenburg Police Department ... fairness is understanding the circumstances that contributed to the behavior while applying the consequences in a way that reflects this understanding.”

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. Employees are recognized for positive job performance

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Community Relations

17. Thinking of the **entire CMPD organization**, please rate the following statements on a scale from 1 to 5 where 1 is strongly disagree, 3 is neutral and 5 is strongly agree with statement.

	1	2	3	4	5
CMPD understands the needs of the community we serve					

CMPD easily adapts in response to emerging trends that affect the safety or wellbeing of the community					
Leaders' priorities and decisions are easily influenced by external pressures (e.g., media reports, pressure from community members)					

Diversity

Thinking of the **entire CMPD organization**, please select your level of agreement with the following statements

18. Diversity of CMPD employees at **all** levels (*from management to non-supervisory staff*) reflects the level of diversity of the community we serve
- Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly Disagree

18b. You selected (c, d, or e). What type of diversity do you think is lacking?

(Question appears if response to 18 was disagree, strongly disagree or neutral)

- Race
- Gender
- Age
- Other please specify.

18c. Please select which group of CMPD employees is not diverse (select multiple)

(Question appears if response to 18 was disagree, strongly disagree or neutral)

- Executive Staff (Chief/Deputy Chiefs/Civilian Directors)
- Command Staff /Civilian Manager (Majors/Captains/Lieutenants/Managers)
- Sworn/Civilian Supervisor (Sergeant/Civilian Supervisor)
- Specialized assignments/Units
- .Non-Supervisory Officer/Civilian Employees level- (excluding specialized units)
- Other (please specify)

Employee Wellbeing

Thinking of the **entire CMPD organization**, please select your level of agreement with the following statements

19. The wellbeing of sworn employees is of importance to CMPD

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

20. The wellbeing of civilian employees is of importance to CMPD

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Teamwork

Thinking of your **service group**, please select your level of agreement with the following statements.

(Service groups refers to Administrative Services Group, Patrol Services Group, Special Services Group, Investigative Services Group, Support Services and Office of the Chief)

21. Employees work together as a team to achieve job outcomes

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. Employees within service groups collaborate with other CMPD service groups to achieve job outcomes

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Employee Morale

Please select your level of agreement with the following statements based on **your personal experiences and perceptions**.

23. I am proud to be a CMPD Employee

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24. I am considering leaving CMPD to work else where

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

24b. Are you considering leaving CMPD to work for another law enforcement agency or a change in profession? (Shows if question 24 is strongly agree or agree)

- Work for another law enforcement agency
- Change my profession

25. On a scale of 1 to 5 (where 1 is very low morale and 5 is very high morale), how would you rate **your current morale** as a CMPD employee?

1	2	3	4	5
---	---	---	---	---

25b. Based on your rating of __, is your morale mostly influenced by internal CMPD factors or external factors?

- Internal factors within CMPD (e.g., communication, leadership, workload)
- External factors outside the police department (e.g., community policies, City Council decisions, media misrepresentation)
- Both internal and external factors
- None of the above (please specify)

25c. Please give any additional comments on reasons for your rating and suggestions on how to improve CMPD staff morale.

Leadership Communication

Please select your level of agreement with the following statements based on **your personal experiences and perceptions**.

26. CMPD leadership clarify my responsibilities and communicate exactly what is expected of me.

((Executive staff, Directors, Command Staff, Supervisors, Civilian Managers))

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Appreciation and Value

Please select your level of agreement with the following statements based on **your personal experiences and perceptions**

27. The Charlotte community appreciates and values the work I do

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Work Stress

28. Based on **your personal experiences and perceptions**, what are some areas of stress that affect your productivity and wellbeing (select multiple)

- Heavy Workload
- Lack of resources/equipment
- Lack of operational effective equipment
- Unconducive work building
- Lack of direction from leaders on how to perform duties
- Fear of scrutinization by community
- Fear of scrutinization and reprimand by CMPD Leadership
- Safety on the job
- Low compensation and benefits
- Insufficient work - life balance due to job responsibilities
- High turnover of staff
- Multiple competing priorities
- External pressure from community
- Lack of training to handle new or changing job responsibilities
- Inadequate opportunities for career development and growth
- Interference from political officials

- Misrepresentation by media
- Other (please specify)

Leadership Support

29. On a scale from 1 to 5 (*1 being not supported at all and 5 being very supported*), please rate the following based **on your personal experiences and perceptions**.

	1	2	3	4	5
Support from Executives Staff (Chief/Deputy Chiefs/Civilian Directors)					
Support from Command Staff/Managers (Majors/Captains/ Lieutenant/ Civilian Managers)					
Support from Sworn/Civilian Supervisors (Sergeant/Civilian Supervisor)					
Support from Colleagues					
Support from Charlotte Community					

30. Please add additional comments about support from leaders, colleagues, or community

Please select your level of agreement with the following statements based on **your personal experiences and perceptions**.

31. The major problems affecting CMPD are beyond CMPD Leaders' powers or authority to correct (Executive staff, Directors, Command Staff, Supervisors, Civilian Managers)

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

32. CMPD Leaders (Executive staff, Directors, Command Staff, Supervisors, Civilian Managers) are out of touch with daily challenges faced by employees

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Mental Health Resources

33. Does your department have **adequate** mental health resources available for sworn officers? (Yes/No/Don't Know)
(question appears for sworn staff)

34. Does your department have **adequate** mental health resources available for civilian employees?
(Yes/No/Don't know)
(question appears for civilian staff)

35. Please provide any additional comments

Demographics

36. How long have you been working at CMPD?

- Less than 2 years
- 2 to 4 years
- 5 to 9 years
- 10 to 19 years
- 20+ years

37. What is your gender?

- Male
- Female
- Prefer not to answer

38. What is your race?

- American Indian or Alaska Native
- Asian
- Black or African American
- Native Hawaiian or Other Pacific Islander
- White
- Two or more races
- Prefer not to answer

39. What is your ethnicity?

- Hispanic or Latino
- Not Hispanic or Latino

Employee Focus Group protocol

Work Group Focus Group Protocol

Introduction

Thank you for agreeing to meet with us today. Before I begin, please note that this is the [name of group] meeting meant for [group]. Please email us at the evalfocusgroup email if there has been any mix-up. Thank you. My name is (*investigator name*) and I am here with my colleagues (*names*). We are from the Research and Evaluation Group and as you may already know, we have been contracted to

conduct a culture and climate assessment for CMPD. The goal of the project is to understand the culture within CMPD and to assist CMPD with finding ways of improving. We are very excited about using our skills to assist CMPD and the City of Charlotte as a whole. As part of the assessment, we administered a staff survey a few weeks ago. Thank you for responding to the survey. We arranged for these focus group meetings to get a better understanding of some of the survey responses received, as well as your perspectives on how some issues can be improved. The information we collect here is confidential. We will not include your name or any other information that may identify you during this meeting in our reports.

Do you have any questions for me at this point?

Ground Rules and Logistics

To help the discussion run smoothly and ensure we hear everyone's opinions, we would like to discuss a few ground rules.

1. What is said during this meeting stays here. We will do our part but please do not breach confidentiality by sharing what participants said at this meeting with others.
2. We would like for everyone to participate in the discussion. No one's perception or response is wrong. We want to keep the space open for people to express different perceptions and thoughts.
3. You can also use the chat box if for instance you agree with what someone is saying. My colleague will make notes of the comments.
4. To ensure that we don't miss any information we will speak one person at a time
5. Please note that we will be recording the rest of this meeting for transcription purposes to ensure we do not miss any important thing you say. I have not started recording yet and I will alert you when we are about to record. I will be recording only the audio so we will not have records of your faces. I will also refer to you by your unit and not your name. We will not include your name or any other information that may identify you during this meeting in our reports.
6. Also note your participation is completely voluntary.

Ice Breaker

- Before we continue, I will like us to begin with introductions. Please tell me your first name and unit. Please also state if we have permission to record.

Start Recording

Thank you. We are going to start recording now.

Questions

Morale and Employee Wellbeing

1. How do you define employee morale?
Probe(what words come to mind when you think of morale)
2. What ways can your morale be improved?
3. We asked about factors that cause stress on the job and would like to discuss some of them a bit further. One of them [customized based on job stresses highlighted in survey results for workgroup]. What are your thoughts about this and the effects it has?
4. What are ways you think this issue can be addressed?

5. The second stress factor we want to discuss is them [customized based on job stresses highlighted in survey results for workgroup]. What are your thoughts about this and the effects it has?
6. What are ways you think CMPD can address this issue?

Communication

7. What are some ways that you feel communication from staff to upper management can be improved? Let's talk about each group of management (Supervisors/Civilian Managers, Command staff and Executive staff)?

Training

8. What are your thoughts on the availability of training to help you handle new or changing responsibilities?

Transparency

9. What are your thoughts about transparency with regards to hiring and promotions?
10. What are your thoughts about transparency with regards to pay and pay structure?
11. Does your unit usually do transfers to different specialized units or groups?
- 11b. If yes, what are your thoughts about transparency in transferring or moving of staff into different units?

Corrective Action

12. Can you provide some reasons or examples of general situations that explain why you feel disciplinary philosophy was applied fairly/unfairly? Examples can be general without going into details of the specific names.

Leadership

13. We asked in the survey if leaders consistently model the values of CMPD. Can you give examples or situations where leaders model or do not model the stated values of CMPD?
14. In the survey we asked if leaders are out of touch with your daily challenges . What can Leaders do in order to be more connected and in touch with your daily job challenges?
15. We asked about support in the survey. What can leaders who are Command Staff and up do to make you feel more supported?
16. What else can leaders do to show that your wellbeing is important?

We have reached the end of our discussion. Do you any other questions or comments

Appreciation Comment

Thank you for taking the time to speak with us. Thank you also for all that you do to keep the city and our families safe.

Race and Gender Focus Group Protocol

Introduction

Thank you for agreeing to meet with us today. Before I begin, please note that this is the [name of group] meeting meant for [group]. Please email us on the evalfocusgroup email if there has been any mix-up. Thank you. My name is (*investigator name*) and I am here with my colleagues (names). We are from the Research and Evaluation Group and as you may already know, we have been contracted to conduct a culture and climate assessment for CMPD. The goal of the project is to understand the culture within CMPD and to assist CMPD with finding ways of improving. We are very excited about using our skills to assist CMPD and the City of Charlotte as a whole. As part of the assessment, we administered a staff survey a few weeks ago. Thank you for responding to the survey. We arranged for these focus group meetings to get a better understanding of some of the survey responses received, as well as your perspectives on how some issues can be improved. The information we collect here is confidential. We will not include your name or any other information that may identify you during this meeting in our reports.

Do you have any questions for me at this point?

Ground Rules and Logistics

To help the discussion run smoothly and ensure we hear everyone's opinions, we would like to discuss a few ground rules.

7. What is said during this meeting stays here. We will do our part but please do not breach confidentiality by sharing what participants said at this meeting with others.
8. We would like for everyone to participate in the discussion. No one's perception or response is wrong. We want to keep the space open for people to express different perceptions and thoughts.
9. You can also use the chat box if for instance you agree with what someone is saying. My colleague will make notes of the comments.
10. To ensure that we don't miss any information we will speak one person at a time
11. Please note that we will be recording the rest of this meeting for transcription purposes to ensure we do not miss any important thing you say. I have not started recording yet and I will alert you when we are about to record. I will be recording only the audio so we will not have records of your faces. I will also refer to you by your unit and not your name. We will not include your name or any other information that may identify you during this meeting in our reports.
12. Also note your participation is completely voluntary.

Ice Breaker

- Before we continue, I will like us to begin with introductions. Please tell me your first name and unit. Please also state if we have permission to record.

Start Recording

Thank you. We are going to start recording now.

Questions

1. Tell me your experiences working as a [race or gender group] in this organization.
2. Tell me your experiences working as a [race or gender group] in the community.

3. When thinking about [race or gender group] at CMPD, what are some things that agency is getting right?
4. What are some things that agency is getting wrong?
5. Any recommendations on how to improve experiences for [race or gender group]?

External Stakeholders Focus Group Protocol

Introduction

Thank you for agreeing to meet with us today. Welcome to the [group name] stakeholder focus group discussion. My name is (*investigator name*) and I am here with my colleagues (names). We are from the Research and Evaluation Group, and we have been contracted to conduct a culture and climate assessment for CMPD. The goal of the project is to understand the culture within CMPD and to assist CMPD with finding ways of improving. We are very excited about using our skills to assist CMPD and the City of Charlotte as a whole. We understand that community wellbeing and safety is a shared responsibility where members of the public and CMPD are essential partners. It is therefore important for us to speak to community stakeholders when assessing CMPD's culture and seeking ways for CMPD to improve. Our goal for this meeting is to get your perspectives on the culture of CMPD, as well as your perspectives on how the relationship/partnership with CMD can be improved to promote the wellbeing and safety of the city of Charlotte. The information we collect here is confidential. We will not include your name or any other information that may identify you during this meeting in our reports.

Do you have any questions for me at this point?

Ground Rules and Logistics

To help the discussion run smoothly and ensure we hear everyone's opinions, we would like to discuss a few ground rules.

- What is said during this meeting stays here. We will do our part but please do not breach confidentiality by sharing what participants said at this meeting with others.
- We would like for everyone to participate in the discussion. No one's perception or response is wrong. We want to keep the space open for people to express different perceptions and thoughts.
- You can also use the chat box if for instance you agree with what someone is saying. My colleague will make notes of the comments.
- To ensure that we don't miss any information we will speak one person at a time
- Please note that we will be recording the meeting for transcription purposes to ensure we do not miss any important thing you say. I have not started recording yet and I will alert you when we are about to record. I will be recording only the audio so we will not have records of your faces. We will not include your name, organization or any other information that may identify you during this meeting in our reports.
- Also note your participation is completely voluntary.

Ice Breaker

- Before we continue, I will like us to begin with introductions. Please tell me your name and organization or community. Please also state if we have permission to record.

Start Recording

Thank you. We are going to start recording.

Questions

We would like to tap into both your perspectives and perspectives of client/community members.

1. What types of interactions does your organization/community have with CMPD?
2. What shapes your perceptions of CMPD?
3. What shapes the perceptions of your clients/community of CMPD?
4. Based upon your interactions with CMPD, how would you describe CMPD's professionalism?
5. Based upon your interactions with CMPD, how would you describe the communication between your organization/community and CMPD?
6. What are ways that communication can be improved?
7. How open is CMPD to change?
8. Do you think CMPD understands the needs of your organization or community?
9. How can CMPD's understanding of your needs be improved?
10. How responsive is CMPD to your organization's concerns?
11. Are there any opportunities for collaboration? If so, please describe?
12. Are there any obstacles for collaboration? If so, please describe?
13. Crime management is one of the core priorities of CMPD. What are ways that the police and community can work together in a proactive instead of a reactive way to reduce issues of crime and disorder?
14. What other ways can the relationship between your organization/community and CMPD be improved?

References

Bergner, L.L. (1997). Building Teamwork Among Officers. *Journal Law Enforcement Trainer* Volume: 12 Issue: 6 Dated: (November/December 1997) Pages: 10-12. Retrieved from

<https://www.ojp.gov/ncjrs/virtual-library/abstracts/building-teamwork-among-officers>

Denison (2018) Toronto Police Service Organizational Culture Assessment 2018. Retrieved from

<https://www.torontopolice.on.ca/TheWayForward/files/organizational-culture-assessment-report.pdf>

Furnham A and Goodstein L. (1997) The Organizational Climate Questionnaire (OCQ) Retrieved from

<http://homepages.se.edu/cvonbergen/files/2013/01/The-Organizational-Climat-Questionnaire.pdf>

Gochhayat, J., Giri, V. N., & Suar, D. (2017). Influence of Organizational Culture on Organizational Effectiveness: The Mediating Role of Organizational Communication. *Global Business Review*, 18(3), 691–702. <https://doi.org/10.1177/0972150917692185>

Health and Safety Executive (HSE) (2021) Work-related stress and how to tackle it. retrieved from

<https://www.hse.gov.uk/stress/what-to-do.htm>

Iljins J Skvarciany V., Gaile-Sarkane E. (2015) . Impact of Organizational Culture on Organizational Climate During the Process of Change . *Science Direct, Procedia-Social and Behavioral Sciences* Volume 213. . Retrieved from

<https://www.sciencedirect.com/science/article/pii/S1877042815058644>

Irene Barath, (2016). "The Role of Supportive Leadership Practices in Maintaining the Health and Wellness of Law Enforcement Personnel and Organizations," *Police Chief Online*, Nov 16, 2016.

Retrieved from <https://www.policechiefmagazine.org/the-role-of-supportive-leadership-health-and-wellness/>

Kokemuller, Neil. (2017) What Is Organizational Diversity in the Workplace? Retrieved from <https://bizfluent.com/info-12076820-organizational-diversity-workplace.html>

Körner, M., Wirtz, M.A., Bengel, J. *et al.* (2015). Relationship of organizational culture, teamwork and job satisfaction in interprofessional teams. *BMC Health Serv Res* **15**, 243 (2015).
<https://doi.org/10.1186/s12913-015-0888-y>. Retrieved from
<https://pubmed.ncbi.nlm.nih.gov/26099228/>

Liff, Stewart. (2012). Improving Organizational Morale. Retrieved from <https://www.td.org/insights/improving-organizational-morale>

Martin, Rebecca (2020) The Importance of Employee Well-being in Workplace Culture. Retrieved from <https://beehivepr.biz/the-importance-of-employee-well-being-in-workplace-culture/>

Osborne, Schrita & Hammoud, Mohamad. (2017). Effective Employee Engagement in the Workplace. *International Journal of Applied Management and Technology*. 16. 10.5590/IJAMT.2017.16.1.04. Retrieved from <https://www.studocu.com/ph/document/central-philippine-university/accountancy/lecture-notes/effective-employee-engagement-in-the-workplace/15164854/view>

Oscar Cantu (2019) Addressing Police Morale: A High Priority. Retrieved from <https://shsu-ir.tdl.org/handle/20.500.11875/2650>

Sabharwal, Meghna. (2014). Is Diversity Management Sufficient? Organizational Inclusion to Further Performance. *Public personnel management*. 43. 10.1177/0091026014522202. Retrieved from <https://journals.sagepub.com/doi/10.1177/0091026014522202>

Yukl G. (2008) How leaders influence organizational effectiveness. *The Leadership Quarterly* 19, retrieved from http://scholar.google.com/scholar_url?url=https://www.researchgate.net/profile/Ruth_Tappin/post/What_is_organisational_effectiveness_How_an_organisation_could_achieve_it/attachment/59d62b59c49f478072e9d750/AS%253A273531982548993%25401442226514286/download/Yukl_Organizational%2Beffectiveness.pdf&hl=en&sa=X&ei=387AYIWHAAqvFsQLm3YuACg&scisig=AAGBfm2RinKeLQEu5kbwa18YgFyZqmFGtQ&noss=1&oi=scholar



CMPD CULTURE AND CLIMATE ASSESSMENT 2021