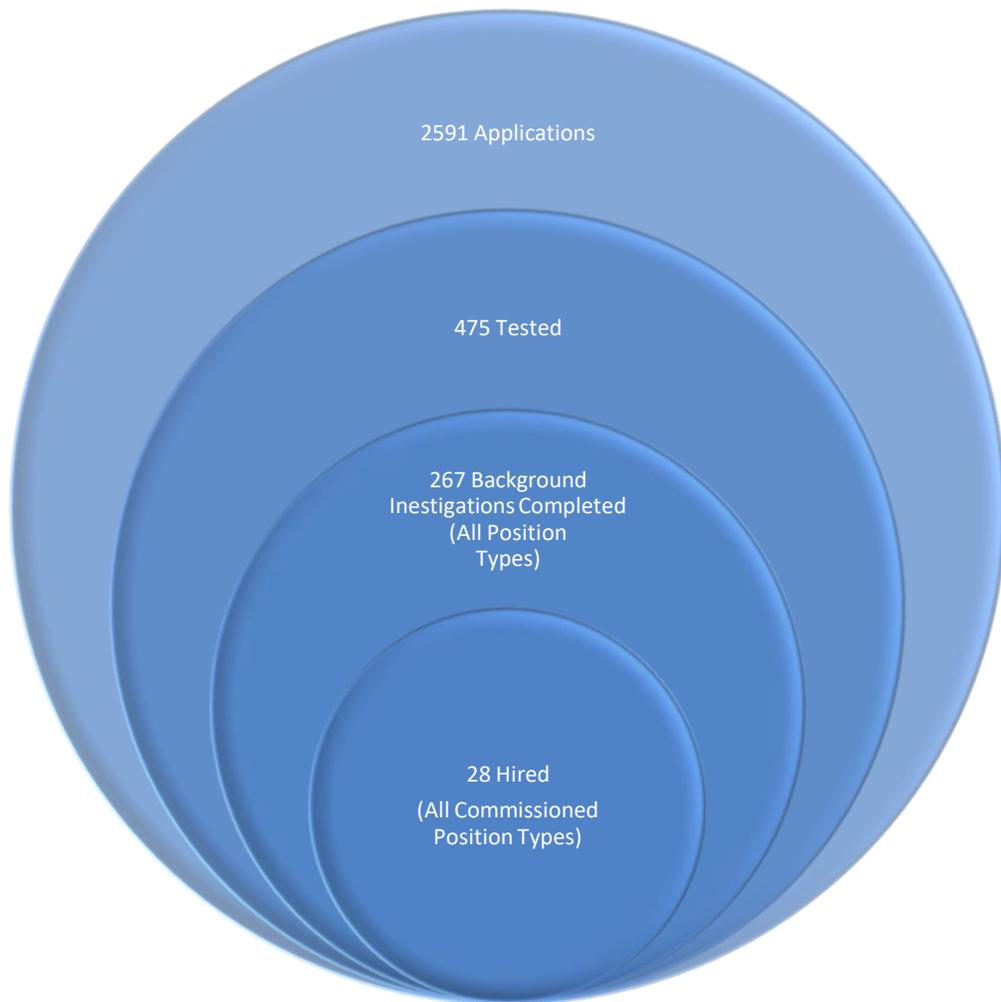


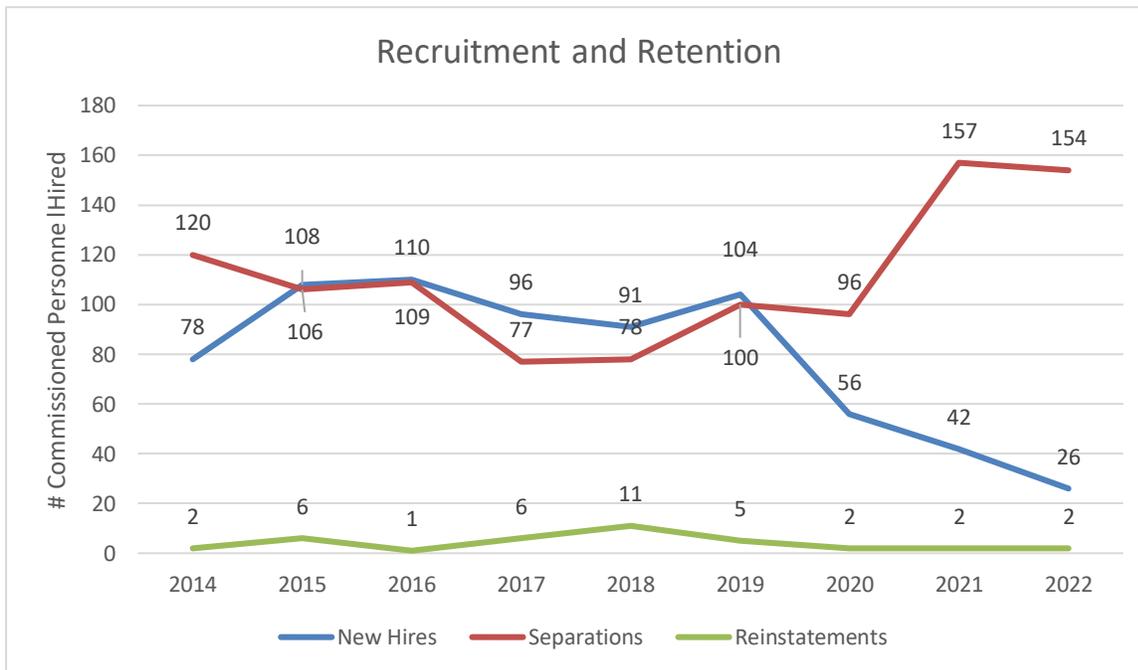
# Recruitment

The Recruitment and Application Investigations Unit will annually report its recruiting activities and outcomes, including the number of applicants, interviewees, and selectees, and the extent to which the Recruitment Unit has been able to recruit applicants with needed skills, such as problem-solving abilities or fluency in Spanish or Vietnamese, and a discussion of any challenges to recruiting highly qualified applicants. [Consent Decree ¶244]

## 2022 At-a-Glance



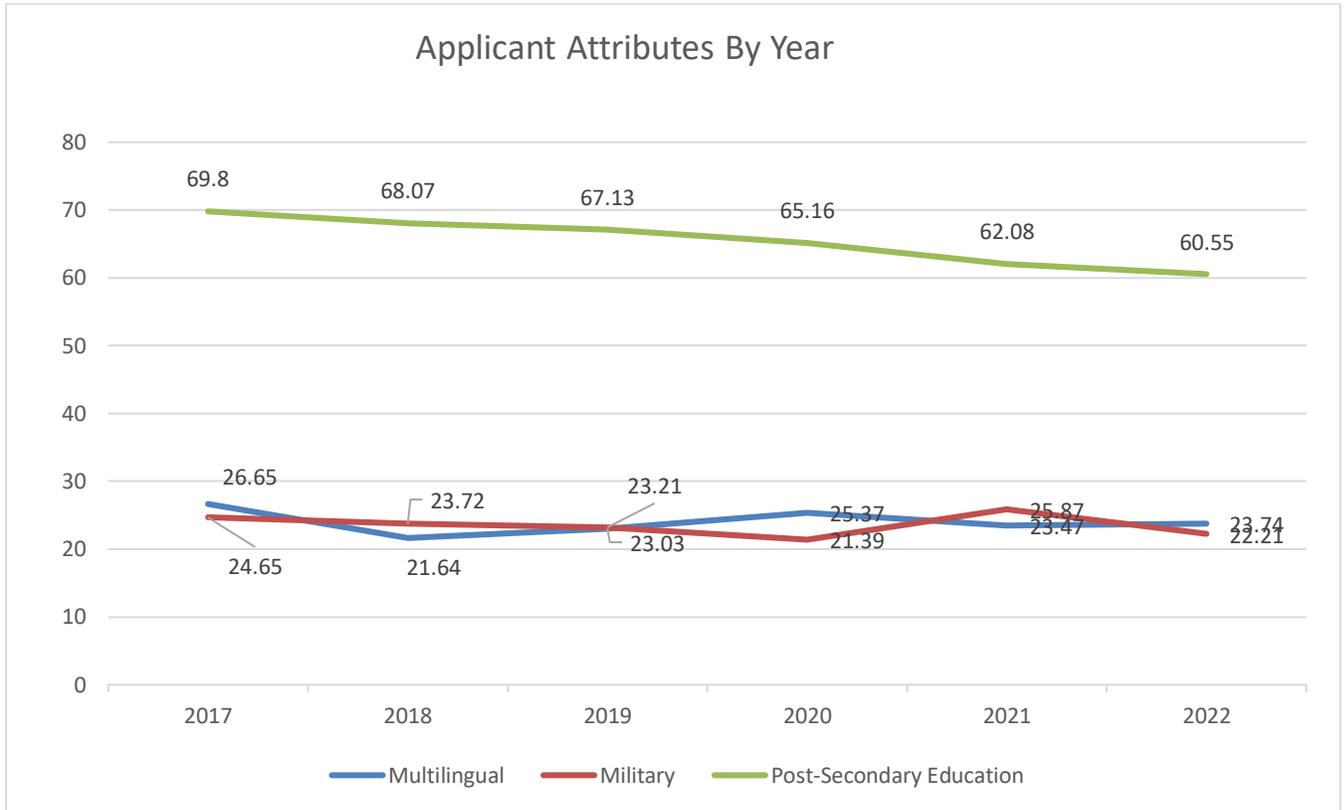
## Overview and Outcomes



Recruitment and Applicant Investigations in 2022, like 2020 and 2021, was different from years past, as we continued to navigate past COVID-19 into a post-pandemic society. The hiring process has been impacted by the COVID-19 pandemic with and applicants' general uncertainty and remaining civil unrest as a result of controversial police incidents at other agencies across the country. In a survey conducted by Brother in 2022, two thirds of law enforcement professionals advised that police recruitment is one of the largest issues facing law enforcement. The number of officers on the job has decreased while the population has increased. Possible reasons for the drop in interested recruits is complex, with changes in public perception, generational differences, and increases in violent crime each contributing to the crisis in police recruiting. Like other agencies across the country, the New Orleans Police Department (NOPD) experienced a lower hire rate than in previous years, reporting only 28 commissioned hires in 2022. The NOPD began only two new classes of new and recycled recruits in 2022: Class 195 began with 14 new recruits and four recycled recruits in March; and 196 began with 12 new recruits August.

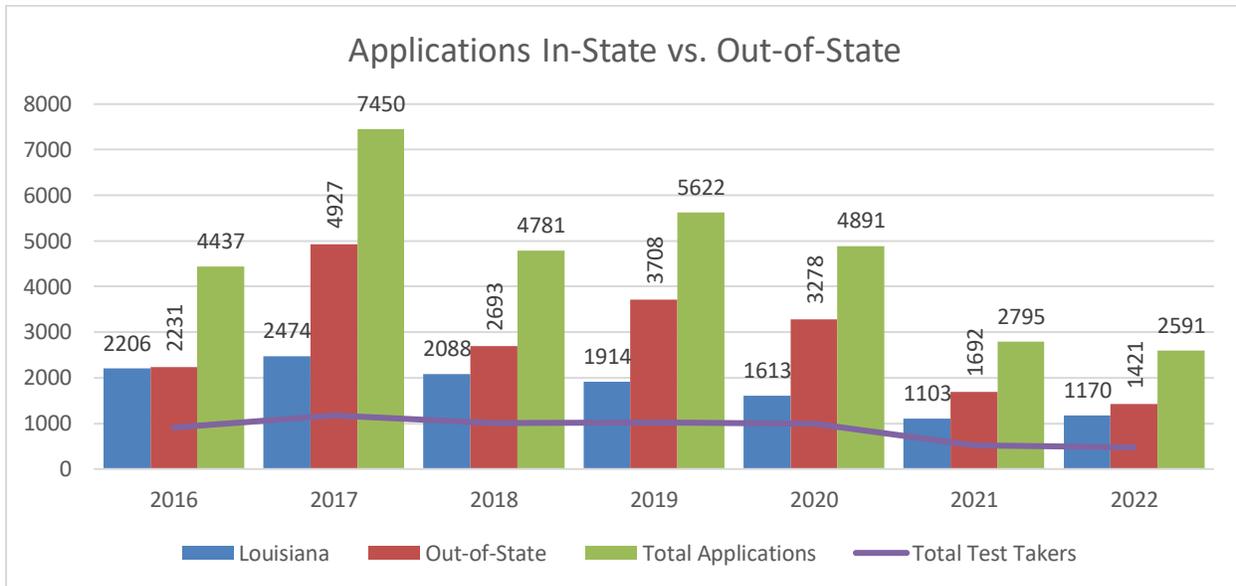
Though we experienced a decline, interest in the NOPD from applicants in the state, across the nation, and around the world remains strong. NOPD received 2591 applications in 2022 which is a 9.30% decrease from the 2795 applications received in 2021, and about a 47% decrease from 4891 received in 2020. Like years past, applications were received from all 50 states, the District of Columbia, Puerto Rico, the British Virgin Islands, Germany, Portugal, France, Italy, Turkey, Brazil, Argentina, and Nigeria thus creating a diverse applicant pool to include 23.47% of applicants who

indicated multilingual status; 25.87% self-reported military enlistment; and 62.08% reported some post-secondary education.



In conjunction with local recruitment efforts, in 2017 NOPD launched an outreach program which expanded efforts to hire officers with residence outside of Louisiana. This initiative has continued to be a practice today. The remote testing at Prometric Testing Sites as an opportunity for out-of-state Police Recruit applicants that was deployed in May 2020 ended a few months later in December 2021. Remote testing, though not as fruitful as planned, proved to be valuable as travel restrictions existed in many states. Applicants were able to complete the testing phase without the requirement of traveling to New Orleans. Applicants testing at Prometric sites paid a nominal fee of \$35 which in most cases, was less than the cost to cover travel accommodations to New Orleans for testing at Civil Service. A similar remote testing program is slated for implementation in 2023. Additionally, bundled testing sessions at Civil Service was continued but was modified from its original format where applicants tested at Civil Service. Testing for non-local applicants was moved to the auditorium in the building that houses NOPD’s Recruitment and Applicant Investigations Section. These testing events for non-local applicants were hosted at least twice each month to allow applicants to travel to New Orleans for completion of the initial application stages within a three-day period with additional sessions added as needed. Additional testing sessions and locations for off weeks and Wednesday afternoon sessions were added to accommodate all scheduled applicants. As in-person recruitment opportunities across the state of Louisiana slowly returned to pre-COVID normal, with 56 in-person opportunities, Recruiters visited local fitness centers, coffee shops,

markets and libraries to hang flyers and leave push card. In 2021, nearly 61% of all 2795 applications were from outside of the state of Louisiana. This year, only 55% of applicants continue to report domicile outside of the state of Louisiana. While there was a decrease in the total number of overall applications received in 2022, the decrease in the percentage of test takers remained near consistent and was minimal yielding 18.33% test takers in 2022 from 18.57% in 2021 (and 18.07% in 2019 which was a non-COVID19 year). Though a decrease, the minimal dip in the percentage of applicant to test taker conversion came about in large part from the collaboration, sustained relationships, personalization efforts, and personal contacts made by our team members.



While there were intentional attempts to provide access for testing of non-local applicants, the NOPD continued to put enhanced resources into processing both local and non-local applicants. At the request of NOPD, Civil Service continued to host expanded entrance testing hours to include afternoon and weekends. In close collaboration with Civil Service and our partners at the New Orleans Police and Justice Foundation, NOPD continues to work toward the deployment of an alternative to Prometric (remote) testing in 2023.

### Recruiting Applicants with Needed Skills

A balanced workforce that is representative of the community continues to be a priority for the NOPD. In 2016 NOPD launched its first ever certified interpreter program, which provides an additional 5% pay to NOPD officers who are certified as fluent in Spanish or Vietnamese and are willing to serve as interpreters for the department. This incentive has given the department a tool for recruiting individuals with foreign language skills, including officers fluent in Vietnamese and Spanish.

NOPD has also continued to focus its recruitment efforts on local post-secondary institutions to attract applicants with critical thinking and problem-solving skills. In response to national and statewide reduction of in-person recruitment events, we participated in 72 virtual and 56 in-person

recruiting and community events. Included in those numbers were NOPD's participation in 74 colleges and university events in 2022 (see *List 1- Colleges and Universities Participation List*), compared to 64 in 2021. Pre-COVID budgetary constraints may not have allowed participation in as many of the out-of-state opportunities as the virtual setting has afforded. The department covered additional career fairs, community fairs and private visits across the state. It should be noted that there were 92 self-reported indications that applicants learned of the police recruit position through an encounter with a recruiter and/or from attendance to a college or career fair.

### Personalized Approach

Communication and recruiting efforts are designed to align with the Department's strategic initiatives for increasing the diversity of our commissioned population and continuously developing and improving comprehensive strategic recruitment plans. In 2017-18, we began sending personalized specific emails to prospects and applicants based on stage (Application Received; Invited to Test; Pre-Screening; Background Investigation; Medical/Psychological; Referred; Hired). In 2019, we created additional parameters to tailor those emails even further based on position (Police Recruit, Police Officer, Reinstatement, Reserve, Intern or Civilian) and duration. This process continued through 2022 with revisions where needed to meet state, local and Department COVID-related restrictions. We are intentional to echo the email messages being delivered by Civil Service, as not to send conflicting information. Additional campaigns were created for special populations of prospects and applicants. Each email addresses applicants by their preferred name and includes tailored messaging from Recruiters, Clerical Staff and Rank.

As applicants move through the process funnel from leads to applicants to prospects, the messaging changes. Each stage of the funnel corresponds to a decision stage, so messaging continues to focus on those associated decision points, with much of it being automated based on the applicants' stage.

### Recruitment Challenges

The market for recruiting and hiring police officers is changing. We face greater competition for a declining population in our primary market: eligible applicants in the city of New Orleans. We have opportunities to diversify interest in secondary markets within the U.S. without taking away opportunities or resources from our primary market.

Vietnamese and Hispanic officers still only make up a small population of the commissioned workforce at NOPD. The push to hire Spanish and Vietnamese-speaking officers continues to present as a challenge. Recruitment team members have established relationships with members of the Vietnamese community in eastern New Orleans as a means to build trust and recruit prospective Vietnamese officers to aide in our service to a community that has traditionally taken care of their own. We are hopeful that an increase in Vietnamese-speaking officers will help the community to become more trusting of the police. Since 2019, the NOPD participated in festivals and had an announcement in the bulletin at Mary Queen of Vietnam Church within the local Vietnamese community. Additionally, we have developed a relationship with the Hispanic Chamber of

Commerce of Louisiana for several years. This year, we had the opportunity to attend two career fairs hosted by the Hispanic Chamber of Commerce. We are committed to understanding and moving past the language barriers and cultural sensitivities that can contribute to our ability to provide quality service to the community. We are hopeful that the efforts put in place in 2018 will be able to be increased in 2023 in an effort to further develop relationships and embed ourselves within the Vietnamese and Hispanic communities.

Applicant to test taker conversion continued to be a challenge. The total applicant pool in 2022 was minimal at 2591 which is nearly one half of the size of the applicant pool in 2020. A larger applicant pool may have proven more beneficial in the quest to convert more than 475 applicants to testers, as shown in years where there were more applicants. Our applicant outreach efforts found that many were non-responsive or they failed to follow through with stated intentions of in-person testing. The Recruiters' follow-up calls and messages were met with reasons such as family obligations, the inability to travel or miss work for testing, or general lack of continued interest. It seems policing as a career is not as attractive as it may have been in years past. Police are under more scrutiny than many other professions with the increase use of personal recording devices and reports of police behavior online. This may possibly be a reason why policing has become a less popular career choice. Though we did not meet or surpass our 2022 hiring goals we consider our achievements this year fruitful and productive. On the heels of a pandemic, our Background Investigations team was able to complete 267 background investigations in 2022, surpassing 2021's 238. Of the 267 investigations, 145 were found acceptable and 122 were unacceptable for criminal history, drug use, past employment history, untruthfulness and/or failure to submit documentation. In addition to the investigations completed an additional 71 investigations were suspended for reasons including suspended/blocked driver's licenses, incomplete personal history statements, failure to respond, or other items that applicants could fix. Still, we hope to improve upon our efforts for 2023, diversify our tactics and work with even greater intentionality to find ways to increase our recruitment and community engagement in a post-pandemic society. This includes updating our recruiting efforts to enhance selecting, hiring and retaining quality officers. We took the opportunity to review our processes fine tuning and tweaking where needed in an effort to further reduce the time to hire without compromising the quality of the required background investigations. In the last quarter of 2022, the Superintendent approved a revised hiring criteria which made specific revisions to how we screen civilian applicants and for marijuana usage timelines for commissioned applicants. After the revision, our team reviewed our data to find opportunities to rescreen and contact applicants who otherwise may be eligible to proceed in the process.

While we recognize the economic challenges that continue to impact families, we remain focused on maintaining the quality and diversity of our commissioned population as we accomplish our vital mission for the Department. During the reporting year, the starting pay for a Police Recruit at NOPD was \$40,391 with an approved increase (\$42,449) on the table for the start of 2023. The pay increase in 2023 is the start of a series of guaranteed 5% pay increases into 2025. Additionally, a \$20,000 recruitment incentive has been approved for current and new recruits hired through October 2024.

It is the belief that with the changes in the hiring criteria and recruitment/retention incentives, we will begin to see an upward trend into 2023 as the fruit of these changes will begin to be realized.

## List 1- Colleges and Universities Participation List

- Westmont College
- Tennessee State University
- Southern University at Baton Rouge
- Auburn University at Montgomery
- Seton Hill University
- Felician University
- Alabama State University
- Wayne State University
- Eastern University
- Dallas College
- New Mexico Highlands University
- University of New Orleans
- Salem State University
- Eastern New Mexico
- State University of New York Jamestown Community College
- University of Wyoming
- University of Hartford
- University of Arizona
- Soka University
- Macomb College
- De Anza College
- William Patterson
- Carnegie Mellon University
- University of Texas at Austin
- Monroe College
- Tulane University
- SUNO
- Dillard University
- Westmont College
- Grambling State University
- Fairleigh Dickinson University
- University of Mary Hardin Baylor
- University of Hartford
- Southeastern LA University
- Dillard University

- Tulane University
- Loyola University
- Massachusetts College of Liberal Arts
- Nicholls State University
- The University of AZ Global Campus
- University of Hartford
- Bowling Green State University
- University of Colorado
- George Washington University
- St. Joseph College
- Delgado Community College
- New Hampshire CJ
- Hocking College
- University of Colorado
- Tulane University Student- Athlete
- Mid State Tech. College