



Office of Police Secondary Employment (OPSE)

City of New Orleans

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Compliance

OPSE has remained in compliance with Federal Consent Decree Obligations

- During a public meeting held by Federal Consent Decree Team at Loyola University's Law School on January 25, 2019, the Office of Police Secondary Employment (OPSE) was commended on its continued efforts to secondary employment opportunities for NOPD personnel and deemed 100 percent compliant with its consent decree obligations.
- Federal Consent Decree Monitor report (1/24/2019):
 - *"One of the NOPD's first successes under the Consent Decree was its development of an effective secondary employment program. We also have been impressed that OPSE's work has translated into more employment opportunities for more police officers. Moreover, officer participation in OPSE meets or exceeds pre-Consent Decree levels. Additionally, participating officers and OPSE customers report a high level of satisfaction with how OPSE manages secondary employment."*
- **Improvement/Why It Matters**
 - Police details were listed as a high priority requiring immediate attention by the DOJ
 - OPSE's start-up to present was a long and arduous undertaking fraught with multiple internal and external hurdles
 - Through hard work, tenacity and perseverance the office is now a staple in the New Orleans area and poised to further its intended miss



OPSE by the Numbers

The level of officer participation, number of details, hours worked and number of parades, second lines and escorts remain strong

Statistic	Total
Number of Officers	851
Number of Details	67,085
Number of Hours	303,665
Parade, Second Line and Escort Details	11,528

Court Required/Recommended SOPs

OPSE developed, documented, posted and delivered 8 internal SOPs recommended by the consent decree monitor regarding selected CD paragraphs



- Promotes compliance, transparency, consistency and an operationally sound structure
- OPSE created a tail car script to promote the equitable distribution of secondary employment opportunities among certified NOPD officers.
- Fair distribution of secondary employment opportunities will help OPSE to remain compliant, as well as transparent, with its Consent Decree obligations and will bolster officer morale.

Officer Surveys

OPSE launched a comprehensive anonymous officer survey in October 2018



- OPSE launched a comprehensive anonymous officer survey in October 2018 that asked officers their views regarding
 - OPSE operations; detail assignment fairness; officer pay rate and timeliness of pay; satisfaction levels on multiple components of the operations and any improvement recommendations
- Surveys were sent to all 851 officers that worked a detail through the OPSE which, when filled out and returned, come to OPSE as anonymous. We are working on ways to improve officer survey participation so as to ensure the total story is being told and addressed
 - The majority of officers reported being satisfied with the Office of Police Secondary Employment with 41 percent of those being “Very satisfied.”
 - 97 percent of officers responded that they have always been paid on time and 91 percent said they had no problems with their customers
- **Improvement/Why It Matters**
 - OPSE reviews each and every survey and utilizes the information collected to better improve overall operations
 - OPSE will continue to build on the excellent input from NOPD officers to include officer pay, job tiers, computerized detail selection process and other areas which can be improved while allowing OPSE to remain and sustain 100 percent compliance with the federal consent decree



Customer Satisfaction

The ability to build a customer base is only attributed to high-end customer service and stellar performance by NOPD officers

- Results from 2018 show OPSE filled 68,451 jobs for both one-time and permanent customers
 - After each survey period, dozens of customers praise the professionalism and high-quality training of NOPD officers
- OPSE's Net Promoter score (NPS), a measure that defines customer fulfillment, rose from its rating of 84.75 in 2017 to 90.49 in 2018.
 - That level of customer confidence puts the office in the same realm as Tesla (97), and Honda (82) while placing us above Apple (72), Costco (79) and Amazon (62)
- **Improvement/Why It Matters**
 - Customer satisfaction, along with excellent customer service are considered vital components of any business because they provide the metric that can be used to measure and improve business performance from the customer perspective



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

Account Receivables – Collections Policy

- We developed a new OPSE collections policy, with corresponding SOP & Flowchart, which went into effect April 1, 2019.
- Also working with City of New Orleans Legal Department to fine-tune OPSE Collections Policy in regards to AGED accounts receivables
- **Improvement/Why It Matters**
 - Collections never received the attention warranted which was due to multiple factors including, but not limited to, staff turnover, staff workload, staff shortages
 - As OPSE prepares and sets its sights on the future a new policy, along with the procedures associated, were developed to correspond to present and future staffing plan(s)
 - In any business organization collections need to be treated as equals to operations/sales in order for the business to operate and function as intended



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

(Revised) Detail Attendance/Tardiness Policy

- OPSE analyzed present operational shortcomings along with customer satisfaction follow-ups and discovered the current attendance policy wasn't delivering as originally intended
- The policy was in need of updating to present operational requirements
 - In this revision, our objective was to provide as much procedural detail as possible in order to cover all bases and to be transparent
 - The revised policy was developed through multiple meetings between OPSE and NOPD with effective date: May 1, 2019
- **Improvement/Why It Matters**
 - Public Safety
 - Customer Satisfaction
 - Maintaining Professionalism/Image
 - Customer retention to maintain financial opportunities for officers



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

Staffing/ Organization

- Along with Civil Service & City of NOLA HR OPSE is identifying a path forward for present staff regarding upward mobility within the office
 - Also analyzing present staffing **VS** OPSE present workload
 - Realigning staff/operations/business office duties in an effort to fulfill and sustain our commitment to customers while further analyzing, assessing and developing future staffing models based on forecasted future workload
 - Re-created the present organizational chart to better reflect current staffing/operational flow and also developed “future” org chart to reflect anticipated positions previously vacated being filled along with positions required to manage present workload and any anticipated market growth
 - Also instituted and promoting a transparent and open communication work environment as requested by staff – top down, bottom up

- **Improvement/Why It Matters**
 - OPSE was a court-mandated office which has experienced growing pains and the staffing, structure, policies and procedures, staff turnover resulting in poor morale, positions remaining open while remaining staff was being moved around to fill the gaps, ever increasing workload, budget constraints ALL are telltale signs of growing pains not matching staffing & budget levels.
 - These are critical components to any business/organization let alone to one needing to remain compliant and that is why it matters.



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

Internal Policies & Procedures/Structure

- OPSE continues to analyze and/or amend internal SOPs to ensure that the policies and procedures that have evolved in the last six years are solidified and that there is an ongoing process to keep them current
- We also developed policies and procedures where and when required to address operations to provide for an operationally sound structure
- **Improvement/Why It Matters**
 - Without established and written policies, procedures and structure a business/department/office will not sustain itself period
 - OPSE is in this for the long run and in order to thrive, survive and prosper attention must be awarded to these critical business components



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

OPSE Coordinator Handbook

- Developed and published OPSE Coordinator Handbook
 - Created: April, 2019
 - Effective: May, 2019
- **Improvement/Why It Matters**
 - OPSE coordinators are THE heartbeat of the operation.
 - They are the link between OPSE & NOPD and OPSE and our customers
 - They are the “boots on the ground” linking our customers to the excellent services the NOPD officers provide
 - While they are all proficient at their jobs they have worked through the processes as individuals so we incorporated all successful methods, procedures, approaches, insights that have been time and battle tested and developed a much-needed coordinator handbook
 - The handbook will be provided to all present coordinators, any future onboarding coordinators and become an integral product of OPSE coordinator training



2019 1ST QUARTER PRIORITIES / ACCOMPLISHMENTS

Strengthen Relationships with NOPD (Senior Staff Level)

- While OPSE has developed good working relationships at the operational level we saw the need to further develop the relationships between OPSE and our partner NOPD at the senior staff level
 - It was jointly recognized that in order for the relationship to grow and prosper into the positive relationship which is expected we would need to work it both from top down and bottom up
 - The first senior staff meeting was held March 12, 2019, and hosted by the Director of Public Safety & Homeland Security of the City of New Orleans. Results of this initial meeting resulted in the stand up of two working groups to address the “joint” top priorities discussed and agreed upon during the meeting
 - To date the partnership has analyzed, addressed and resolved two priorities and is working through another which requires a tremendous amount of due diligence on both sides

- **Improvement/Why It Matters**
 - From the onset this relationship building has shown very positive results. Communication, coordination, consideration & consistency (4 “C”s of success) have all shown growth with sights on the future looking exceptional.
 - We both, NOPD and OPSE, need one another and in order for ALL to succeed it needs to involve: commitment to, consideration of and confidence in each other.
 - OPSE plans for 2019 is to improve upon and grow the business relationship with the NOPD through transparency, open dialog on operational improvements which can be made without negatively impacting compliance, continue standing up working groups to facilitate the improvement processes to include operations, communications, education and satisfaction levels with sights set on a final product conducive to operational excellence and stewardship of taxpayer’s dollars all in the name of the City of New Orleans to include its citizens, businesses and visitors



2019 2ND QUARTER PRIORITY ITEMS

The Path Forward

- An additional operational structure item OPSE instituted was analyzing, discussing, and documenting quarterly priorities with sights set on development of one-, two- and five-year business plans
 - We place the priorities on our conference room white board so our mission can be reinforced throughout our days
 - During bimonthly senior staff and bimonthly operations meetings, along with monthly all-hands meetings, the priorities are discussed, responsible parties give status updates and acts as a roadmap to where we want to go and how we will get there
 - Also is a very good morale builder as elicits a team atmosphere
 - Staff cross training, position back-up policy/plans, team building exercises, RFP for new scheduling system (need new system in place November 2019), internal audit are a few of this quarters priorities
- **Improvement/Why It Matters**
 - **The Plan is to have a plan.** Although OPSE is 100 percent compliant with the consent decree, we remain poised and ready to tackle any obstacle heading our way so as to remain fully focused on the road ahead to a sustained compliancy and a business unit others will emulate
 - The goal is to be better than 2018. We want more officers, more details, improved officer & customer satisfaction levels, structure and accountability, more transparency, improved operations.

