

Q1: The public expects our organization to be reflective of the diverse community we serve.

(1) The public expects our organization to be reflective of the diverse community we serve.			
	Counts	Percents	0 Percents 100
Strongly Agree	243	23.6%	
Agree	472	45.8%	
Neutral	166	16.1%	
Disagree	117	11.3%	
Strongly Disagree	33	3.2%	
Totals	1031	100.0%	
Mean	3.75		




Q2: The public expects our supervisors and command staff to be reflective of the diverse community...

(2) The public expects our supervisors and command staff to be reflective of the diverse community we serve.			
	Counts	Percents	0 Percents 100
Strongly Agree	238	23.1%	
Agree	401	38.9%	
Neutral	210	20.4%	
Disagree	137	13.3%	
Strongly Disagree	45	4.4%	
Totals	1031	100.0%	
Mean	3.63		






Q3: The public's trust in the police is increased when the organization is reflective of the community...

(3) The public's trust in the police is increased when the organization is reflective of the community we serve.			
	Counts	Percents	0 Percents 100
Strongly Agree	224	21.8%	
Agree	371	36.1%	




[Continuing table]

(3) The public's trust in the police is increased when the organization is reflective of the community we serve.			
	Counts	Percents	Percents
			0 100
Neutral	208	20.2%	
Disagree	166	16.1%	
Strongly Disagree	59	5.7%	
Totals	1028	100.0%	
Mean	3.52		

Q4: Executive-level leadership in the Department is intentional about creating and modeling an op...

(4) Executive-level leadership in the Department is intentional about creating and modeling an open, inclusive and equitable work environment.			
	Counts	Percents	Percents
			0 100
Strongly Agree	117	11.3%	
Agree	349	33.8%	
Neutral	301	29.2%	
Disagree	185	17.9%	
Strongly Disagree	80	7.8%	
Totals	1032	100.0%	
Mean	3.23		






Q5: I make a conscious effort to treat my co-workers with respect.

(5) I make a conscious effort to treat my co-workers with respect.			
	Counts	Percents	Percents
			0 100
Strongly Agree	734	71.1%	
Agree	275	26.6%	
Neutral	17	1.6%	
Disagree	1	0.1%	
Strongly Disagree	5	0.5%	
Totals	1032	100.0%	






[Continuing table]

(5) I make a conscious effort to treat my co-workers with respect.				
	Counts	Percents	0	100
Mean	4.68			

Q6: I value working with individuals whose age, gender, ethnicity, religion, sexual orientation a...

(6) I value working with individuals whose age, gender, ethnicity, religion, sexual orientation and other group characteristics are different than mine.				
	Counts	Percents	0	100
Strongly Agree	370	36.0%		
Agree	419	40.8%		
Neutral	214	20.8%		
Disagree	17	1.7%		
Strongly Disagree	8	0.8%		
Totals	1028	100.0%		
Mean	4.10			

Q7: I am open-minded about the ideas of people who have different views and opinions from my own.

(7) I am open-minded about the ideas of people who have different views and opinions from my own.				
	Counts	Percents	0	100
Strongly Agree	376	36.6%		
Agree	563	54.8%		
Neutral	79	7.7%		
Disagree	7	0.7%		
Strongly Disagree	3	0.3%		
Totals	1028	100.0%		
Mean	4.27			

Q8: The Department's recruitment and hiring practices attract, hire and retain a diverse workforce.

(8) The Department's recruitment and hiring practices attract, hire and retain a diverse workforce.				
	Counts	Percents	0	100
Strongly Agree	112	10.9%		
Agree	472	45.9%		
Neutral	301	29.3%		
Disagree	111	10.8%		
Strongly Disagree	33	3.2%		
Totals	1029	100.0%		
Mean	3.50			




Q9: Employees are hired based on their skills and abilities, regardless of their gender, age, eth...

(9) Employees are hired based on their skills and abilities, regardless of their gender, age, ethnicity or other differences.				
	Counts	Percents	0	100
Strongly Agree	78	7.6%		
Agree	251	24.4%		
Neutral	285	27.7%		
Disagree	262	25.4%		
Strongly Disagree	154	15.0%		
Totals	1030	100.0%		
Mean	2.84			






Q10: All employees are encouraged to apply for job opportunities that fit their experience, skill...

(10) All employees are encouraged to apply for job opportunities that fit their experience, skills and career goals.				
	Counts	Percents	0	100
Strongly Agree	89	8.7%		
Agree	375	36.5%		

[Continuing table]

(10) All employees are encouraged to apply for job opportunities that fit their experience, skills and career goals.			
	Counts	Percents	Percents
			0 100
Neutral	230	22.4%	
Disagree	216	21.0%	
Strongly Disagree	117	11.4%	
Totals	1027	100.0%	
Mean	3.10		

Q11: All of our employees have access to growth, professional development and training opportunit...

(11) All of our employees have access to growth, professional development and training opportunities that fit their experience, skills and career goals.			
	Counts	Percents	Percents
			0 100
Strongly Agree	107	10.4%	
Agree	391	37.9%	
Neutral	216	21.0%	
Disagree	203	19.7%	
Strongly Disagree	114	11.1%	
Totals	1031	100.0%	
Mean	3.17		

Q12: Overall, I would be a more effective and satisfied employee if the Department was more:

(12) Overall, I would be a more effective and satisfied employee if the Department was more:

- Allowed for work performance to be used as a criteria for advancement.
- NO COMMENT
- Focused on who can do the job rather than filling artificial quotas
- n/a
- Honest. When race and demographics factor into promotions and transfers to specialized assignments there is a problem....
- Ran more like a business. Being "on-call" 24/7 does not provide enough mental or physical down time for employees to perform at their highest levels when they are here.
- Interested in employee's experience and qualifications when making hiring, promotional, and transfer decisions, rather than blatantly seeking to fill a position based upon a gender or race specific quotas.
- if the department was more race-neutral, if advancement and reward was based on merit and not race

- I do not feel that the biggest issue facing our department has to do with race, sex, or diversity but has more to do with sworn versus non sworn. I do not feel that anyone should be hired or promoted for any reason other than they are the most qualified candidate for the job. What race or sex I am should not make a difference. It should also not make a difference if I am sworn or non sworn as long as the position is one that does not require a sworn person because of arrest processes. There are sworn personnel in all sorts of positions throughout this department that a non sworn person could do. Also if a non sworn person is at the same level in their field as a sworn person why are they paid so much less. This department keeps asking for more officers, more officers, yet they do not ask for more non sworn support personnel to handle the work those officers generate. Nor do they ask for increases in the number of non sworn personnel positions through out the department. I do not care, nor do I look at, nor do I notice what race, sex, religious background, sexual orientation background, etc that someone is but I do not like being told I have to hire more...whatever they are concerned about this week...just to fill some numbers column. I want qualified people. I want to promote a qualified person. That is what the department needs to be focusing on.
- merit based
- able to take the political aspect out of solving potential problems and treat everyone the same regardless of who they know.
- observant of the work load of each civilian and recognize the value of each civilian and their work ethics in the department. Some can be in the same classification and not do anything near what others do in the very same classification and be paid the same. I think a closer look should be given to this issue.
- Be fair in the advancement process within the department. Officers should be "officers" before being able to apply for another position besides patrol. In other words, they should have at least three years of patrol experience. Officers should advance within this department based on their skills related to the job, not because of race or gender. Many officers are discouraged or have become discouraged after obtaining the acquired skill over several years of law enforcement and have to compete for a position against a new officer with no/very little experience.
- na
- Transparent. Not political.
- sensitive to employee salary and compensation
- equal in the treating of all employees the same. wages, promotions, bonuses. etc
-
- N/A
- HONEST....It would be nice to see open positions that were actually open. To many times officers/supervisors/other are "tapped" on the shoulder and hand picked for positions that are "open". A thirty second, unscheduled phone interview is not my idea of an open process even for dog catcher.

If you want an individual for a position and no intention at looking at other applicants just take them. Being honest that way is better than wasting peoples time.

- focussed on people as being people and not people of a certain descriptor. (5) is a terrible question. It is not a conscious effort to treat co-workers with respect. It comes naturally.
- open to encouraging mentoring that is meaningful and that encourages leadership and teamwork.
- diverse in all districts.
- ...equitable in its selection processes.

For instance, why was there no "official" process for the open Homicide Sergeant's position??? Qualified candidates should have been afforded an opportunity to apply.

- "senior officer" driven, not who has an educational background. Officers are making supervisor positions who have not had enough time in the field and/or dealt with citizens.
- open minded, open to change. Showed more of a family oriented environment where people enjoy what they do and don't see this as "just" a job. I believe working for the department in any way is a life choice where you've decided to live your life to certain standards and enjoy serving the community and any little bit of difference that we make is good enough of a reward to know we are in the right field.
- Vigilant of the Management level and make sure they are treating all employees equally and given an equal development and growth opportunities to their division employees. This is a serious issue with some departments
- n/a
- recyclable friendly.
- Race blind
- open to recognizing military personnel who have been in leadership position who do have great leadership ability but no degree, thereby not be allow to enter the promotion process. Our military personnel have alot of skills that would benfit this department, but are not utilized.
- Leave things alone and not keep changing things.

- open with communication from the executive-level leadership. Employees don't like to learn of incidents or changes from the news media, would rather hear /receive the information first had from the executive-level leadership.
- give us better and more training.
- In line with the values of life outside of this job. There are times when it seems that my life is so focussed on work, that I forget to take time out to for family. This job is competitive when it comes to advancement as well as so high on accountability that a day off sometime only means you are a day behind. This creates a lot of pressure that sometimes is not obvious to some.
- doing a good job instead of the politics surrounding the job
- apt to give people jobs based their expertise or abilities rather than just trying to make everything diverse. No matter what they look like or their race, people should be given the job based on the fact that they are the most qualified candidate. We can't have quotas for tickets, etc. there shouldn't be quotas for a certain amount of diversity. This is not coming from someone who has been burned by this either. It is just something that has been observed, especially lately, throughout the department.
- no comment
- military based thinking
- Promotions and job opportunity selections should solely be based upon prior job performance and qualifications for the job and not on such intangibles as gender, age, and race. It seems that this department is going away from this in order to appear more diverse at all costs.
- I would be more satisfied and proud of the department if it kept the high standards and values it use to have. The department should strive to hire, promote and transfer people to other jobs based on the person's training, experience and ability, not who or what they are. We should get the best people we can for the job. Requirements for specialized positions have been lowered, which ultimately cheats the community and could create a unsafe work environment.
- Merit based when considering positions.
- NonSworn employee like me has no chance for any promotion after several years of service! There could be a better flow of communication about current status and oncoming changes in a unit.
- open about specific requirements for open jobs including complete descriptions. Often times openings simply say at least (x) years of experience with good communications skills and don't really identify what the job is about and what experience really pertains to the position.
- It seems that requirements for open sworn positions in the department have been altered to fit the applicant they want to hire. These are positions which should require experience in order to make very difficult decisions and they have opened it up without any limitations to experience. Putting officers in positions of greater risks without more experience in our department puts the officer in areas they are not ready to handle. Also it increases the potential for THE DEPARTMENT / CITY to be sued when a mistake is made.

I am pleased to see the SCOE has been eliminated from the Sgt.'s promotional processes which will hopefully even the playing field for all the applicants now.

- Open to four-day work weeks.
- no comment
- Allow immediate supervisors and peers within specialized assignments to choose who they want to work with when vacancies present themselves. Command Staff doesn't have to work with these individuals when time on the job and overall ability are questionable.
- N/A.
- Open to training opportunities and counts seniority.
- about substance as opposed to appearances.
- Knowledgeable at a supervisory and command staff level with the units which they supervise. Past experience should be highly encouraged.
- If a supervisor does not believe in their employees and or the mission of the unit, they should be moved.
- equipped to do the job. I often come to work and have no car to use or have to spend an inordinate amount of time getting a car so that I can go to work.

efficient with court and court appearances. I think it is ridiculous to have an officer sit in court for up to 3 or 4 hours and do nothing. There has to be a way the department and d.a.'s office can make this more streamlined.

tactical training oriented. There is no continuing tactical training in our department. We get the yearly update and the range and this is all. There should be more classes that concentrate on shooting, suspect encounters, and managing crime scenes.

leadership oriented. Personally I think our leadership stinks. There are very few good leaders in this department and too many managers and company people. Everything is about statistics and making dots on a

map so it looks like something is being done. Morale is not where it should be and I would hazard to guess that overall job satisfaction among veteran officers (5 + years) is probably pretty low.

geared towards families and the difficulties that are encountered among families where one or both parents are officers.

strict with human resources, which is pretty much a joke. Every time my wife and I have had to deal with human resources it has been a nightmare and very frustrating. No one seems to be on the same page and nothing is ever done right the first time.

likely to take care of its own. Officers like Kayvan Hazarati risk their lives, are injured, and the department turns its back on them. Embarrassing!!!!

- Consistent in it's decisions....
- If the Department would think ahead before implementing programs which waste money and make patrol operations more difficult and in some cases dangerous. The biggest example is the Take Home Car program. The program took fleet cars slated to be used to replace wrecked and worn out vehicles and gave them to officers as take home cars. These cars did not have shields, computers, or MVR systems. Because of the lack of equipment, these cars can not be used for patrol. They can only be used for officers to drive from home to work. This created a backlog at the garage because cars that should have been retired and replaced were instead having to be repaired. There were no replacement cars. Our division had a car with over 105000 miles lose its transmission. The car was at the garage for 3 weeks until they could put a brand new transmission in it. We have a large number of worn out cars that the garage will not replace due to new guidelines. These cars, in some cases, need suspension and steering overhauls which make them handle poorly during emergency response and pursuits. But we are told that we must keep these cars in the field until they reach 130000 miles. This while each division has on average 8 take home cars that are in prime condition but cannot be used for patrol.
- Distributed take home cars fairly. Only certain employees have been given take home cars and have benefited greatly from them. While other employees just as qualified have not been given take home cars. I believe this to be completely unfair. Especially since we are not getting our raises next year. Being given a take home car is a raise in salary, and for only 10 officers given take home cars in a division is unfair. This same officers have had these cars for over 8 months. And as of now i dont even have a regular car to drive on duty. I am completely dissatisfied with the take home car program.

I also feel that the executive staff is disconnected with how the officers of this department feel treated. In this department were have to work for 30 years before we can retire; more that any other state in the US, and we are 17% under paid. This is compaired to departments about the same size. I feel like the executive staff should do more to get us the wages and benefits we deserve. This next year my insurance will go up and I will not even get a cost of living raise to offset the increase. So I will be taking home less money next year instead of more. And now the executive staff is asking us to do more and more work for less pay. I have seen the creation of new ranks in this department with better pay and a take home car. Meanwhile the officers that actually do the real police work get left behind.

- More open to the fact that we should promote according to the equal application of someone's abilities and experience and nothing else.
- n/a
- No comment
- Race should be listed as African American/Black if it listed as Caucasion/White.
- I would feel more comfortable about the department if I knew that if I wanted to go for a promotion or a specialized unit that the command staff would rate me on my credentials and not my gender or race. The most highly qualified officer's should be put in specialized units and promoted. The bar should not be lowered to cover someone because of their Gender and or Race. I also feel that the promotion process for each rank, Sgt, Captain, Major, Deputy Chief should be put through a committee of its peers, test score, PT test, job performance. At no time should the Chief of Police be able to promote anyone without first it going through a committee and being approved. After all he had to go through the City Manager to get his job and meet certain qualifications before getting hired.
- better career development
- offered more classes such as organizational skills, financial planning, coping with stress, etc. for CMPD employees only possibly taught here at headquarters or at the training academy.
- Jobs for non-sworn to apply for.
- **ENCOURAGE MORE MINORITY WORKERS TO APPLY FOR SUPERVISOR POSITIONS IN THE NON SWORN FIELD**
- Concerned with its employee satisfaction, happiness, well-being.
- understanding of how hard we really work.

- treat each employee based on individual accomplishments and experience. We seem to be drifting into an environment where "certain" officers are promoted, placed and treated better if they match the specific "diversity Goal" that are now in effect. However, I should know better than to think that just being a plain ole' officer that works hard, doesn't get complained on, never late and always excited about catching the bad guy, will get recognized over the "statistic officer" that needs to get promoted to make the chief and community "feel better" about themselves. !!!!!
- open to flexible and alternative work schedules for civilians due to various family needs.
- apt to promote and/or reward officers lateral (detective) positions based on their competency, work ethic and intelligence rather than the color of their skin and/or other "diverse" characteristics. Very well qualified applicants have been passed over for less qualified more "diverse" officers. Because the Chief now chooses between 3 "finalists," it is apparent that he makes his pick based on "diversity" (i.e. photos from Personnel) and not based on the finalist's abilities. Examples of this are "diverse" sergeants who are promoted and go directly to specialized units without having to serve in patrol first; "diverse" sergeants who are laterally transferred to specialized positions over more qualified (non-diverse) sergeants who have investigative experience, "diverse" officers who have very little experience and are rewarded detectives' positions over more qualified AND experienced "non-diverse" officers. Highly effective, experienced, knowledgeable officers are becoming disgruntled and morale is the lowest that it has been in my 10 year tenure and it is a direct result of positions being "given" to "diverse" officers rather than earned.

honest. I cannot believe that our leadership told City Council that we had enough equipment to suit new officers. Officers in our Division still do not have TASERS and it is a daily struggle to find patrol vehicles for the officers on the shift. Our leadership still has not acknowledged that Tray Proctor was driving to back-up a fellow officer who was not answering his radio when he crashed. Instead, the leadership still contends that Proctor was responding to a "routine call."

loyal. (See above regarding Officer Proctor.) Kayvan Hazarati, Tara Stottlemeyer, Shannon Goodwin, Tim Parker and countless others are STILL fighting the City to step up and treat them right. It is an embarrassment that between the 5 or so 'CMPD' organizations (HOPE, BLUE Lights, etc.) created to help officers in need that the only one that is effective is the non-City April Five. We are all waiting to see how long it takes the City to drop Joe Willinsky and how silent the CMPD brass will be when it happens.

competent. No one in Human Resources deserves a paycheck. HR is completely unresponsive to any form of communication (email, phone calls, etc.). It takes forever for any payroll issues to be resolved and paperwork is oftentimes "lost" by HR and the employee must constantly stay on top of the issue themselves in order for dependents to be added, claims paid, etc.

- If there were more opportunity to get training for promotional process, I think that the employees would be much more satisfied.
- If promotions and speciality units assignment processes were fair and not based on promoting and assigning females and minorities over extremely more experienced and better qualified white male candidates. Our command staff has successfully alienated the majority of our department which consists of white males. Discrimination is wrong and reverse discrimination is just as wrong. Reverse discrimination is blatant and consistently being applied every time there is an opening in a desired position and specialty units. I am disgusted and embarrassed by the actions of individuals in our command staff. Many officers are talking about legal action and I feel this is an imminent result of the blatant reverse discrimination that is being applied in this department.
- 1. A clear, available, and accessible training class schedule was implemented.
- 2. Equal pay for equal standards. Civilian employees are required to maintain the same levels of professional standards and conduct, but for significantly less pay. No merit raises or promotions are available even with exceptional performance. I accomplished something that no one else had done, in the history of the department-ever, and there was no mention of it. No certificates, definitely no pay increase, nothing. It is incredibly de-moralizing to be recognized for fair-to-mediocre service than to be ignored for exceptional service.
- If the dept awarded promotions and transfers based on experience/abilities, not on race and or gender.
- Transfer and promote individuals based on the skills and abilities as demonstrated in an objective process. Now, the department hierarchy uses quasi objective processes for unit openings, making them vague and giving those in charge the ability to pick and choose who they want, not the best candidate for the job. The examples start with the first lateral movement when the new chief came to CMPD. An opening became available in Homicide. He wanted a particular person to fill the slot, but that individual was clearly not qualified. It took a major raising cane with the chief to keep that individual out of Homicide. Some of the recent transfers to VCAT for example. Some of the individuals were not and still are a long way from being qualified to fill those positions, but officers are told its OK, as they are being given a chance to excel. That job is not a place for them to be given a chance to excel. They should earn the position by bettering themselves through

departmental training and taking training into their own hands. Of course departmental training is almost non-existent now. When and if training ever picks up and again progresses forward, we will be developing officers to move forward in their careers. Anyone that thinks they can get better by learning on the job is not, and never has been a cop worth anything.

- about rewarding the hard working individuals that have paid their dues instead of being so intent on rewarding the non workers because of trying to implement diversity in the ranks.
- It would be more satisfying morally if the Dept. was apt to look at an employee's work ethic, commitment, ability and aptitude above all else...because how good of an employee the employee is should be all that matters...this is the acme of openness and effectiveness...that all are given the equal chance to prove themselves in the arena of work ethic, commitment ability and aptitude...to promote or give someone a coveted assignment because of diversity...fails to reward "a job well done"...weakens morale and takes away from the professionalism of the organization...I ask whomever wrote this question to examine or re-examine Maslow's Theory of hierarchical needs as it pertains to employees...As far as my effectiveness it is untouched by the issue because I have a strong work ethic, I am committed and I do take my oath of duty strongly.
- More pay. 25 yr Retirement.
- concerned with fighting crime than being politically correct.
- Fair and equitable about pay matters, and the take home car issue. In regard to pay compare income increases over the past five years for captains and above to officers and sergeants. All sworn should have a take home car, which would be of more value than some of the technology expenditures the department is making.
- no comment, i am happy with what i am doing now
- reflective of the department that it used to be. This department has slowly degraded over the last couple of years. I used to be proud to say that I was a member of this department. This is no longer true. I don't want ANYONE to know that I am an officer in this department. People have been promoted that have no business being in a leadership role and the changes in the promotional process so that certain people can be promoted yet again before they even get a good grasp on their current assignment is ridiculous. It seems that certain people are being promoted based on who they know or based on their sex and or ethnicity and not based on actual work ethic and accomplishments. The integrity of this department has also been tarnished with actions of some of the officers and the actions of some to the command staff. I'm surprised that the citizens of this city haven't figured out the things that have been going on in this department. I can assure you that they would not be as pleased with us as the media portrays if they knew.
- Diversed!!!!!!!
- less consumed about race and diversity and more about qualities like work ethic, integrity, and professionalism. Trust within our Department and the trust established by the public should not be built on diversity, but on the core values of honesty, openness, and accountability of those who serve and from those it serves.
- Fair about promotions and transfers. (see below) Also-

-have a transport van 24/7 for the arrestees

-give us our pay raises and cost of living allowances. This is absurd to be here 11.25 years and not be topped out. Someone in the command staff has to stand up to the city council and demand our pay. Other departments (Detroit, Pittsburgh) are topping out in 5.5 years and so should we. Why? Because I believe that we are better than these departments. We are better trained, have better equipment, and have a high degree of hiring standard and morals. If only we had more prisons and DA's . The CMPD would probably be the best place to police in the nation.

- Focused on training, the ability of the recruit, and individual officer instead of the officers sex and race.
- If the department realized that not all the employees are officers/sworn.
- I would be more satisfied if positions were filled based upon skills, work ethic, work history and interest in the job rather than based on gender, ethnicity, sexual orientation, etc.
- Aware of the goings on in the department and reprimanded each employee that needs it and not just the ones they feel will give them no flack. And instead of making everyone suffer for ones mistake make the person that is causing the problem be responsible for themselves.
- See answer to question 13
- I feel that the Veteran Officers of this department are being pushed to the back and ignored and are no longer continued an asset. New Officers with no experience are being placed in specialized positions, given take home cars and receiving recognition while Officers that have been here for 5, 10, 15 or more years are being chastized. I feel this is unfair to both the Veteran Officers as well as the new ones. The contributions in the past of the Veterans are being forgotten and the new Officers are being placed in positions and situations they are not prepared for.

Another issue is the pay. Officers are being asked to stay motivated and be proactive while their raises are being denied. What use does a yearly evaluation serve when one's good performance isn't going to be rewarded ; while at the same time the cost of living and benefits increases yearly? And in the midst of this the

department is continually hiring additional Officers. Again, the emphasis is being placed on new, unexperienced Officers instead of the Veterans who have made the department into what it is; A department that until recently I was proud to say I'm a part of.

One last issue is that I feel we are denied the tools that we need to protect ourselves and the citizenry and improve our effectiveness. Every Patrol car needs a new laptop. We are constantly plagued with broken computers that are old and outdated. Sometimes hours are wasted simply trying to log into the computer to begin one's shift because of this. It seems that the issues that are important to the Officers are not important to some of the Command Staff. Examples: Lights for ALL of the pistols instead of just half the department (SWAT, VCAT, ex-street crimes personnel, etc.) and in this day and time with the terrorist threat, both from abroad and domestic, in addition to the armament that is regularly encountered on suspects every Patrol car/Officer should at least have the option of carrying a Patrol Rifle; whether it be Officer Purchased or Department provided. Officers want to feel that they can counter any threat that they encounter and that is not the case presently.

In closing, I feel confident that I'm not alone in saying that the Veteran Officers are no longer recognized as the valuable asset they are. Instead they are being beaten down and threatened with termination from every policy/policy change that is issued. Granted, Police work in general is a thankless job but one does not expect it from their own department. I use to look toward my career with anticipation, now I look toward the future with guarded apprehension.

- fair when positions become available and take the officer(s) that were QUALIFIED not officer(s) they want in those positions. Stop posting positions that are available when those positions have already been filled behind closed doors. Officers would be more effective if they knew they were ALL being treated equally.
- the leadership in the department promoted excellence and not favoritism and politics.
- I DONT CARE IF THE PERSON IS BLACK WHITE OR POLKA DOT. IF THE RIGHT PERSON IS IN THE RIGHT JOB AND CAN DO THAT JOB THEN I AM HAPPY
- Just allow the people who want to work to do their jobs with as few unnecessary encumbrances as possible, in particular the Patrol officers and Detectives.

Officers and Detectives are the ones who meet the customer and represent the department on a daily basis. It should be command's obligation to support this effort. The workers now spend an in-ordinate amount time satisfying the needs of command before satisfying our customers needs, it should be the reverse!

- diverse in promotion.
- Diverse and open...
- able to promote and assign people to specialized units based on their knowledge, experience, skills and ability rather than on their ethnic background.
- effective in communication but within the department and where everyone took their job more seriously. When help was needed from a part of the department and it was not a struggle to get assistance to problems that could not be solved within your own department.
- Willing to promote individuals that were well qualified and well suited for the job at hand. Part of the promotion or lateral movement should be based on productivity, work ethic, and team work.

Promotion should not be based on the need for diversity within the group being promoted.

The best person for the job should get the job.

- paperless
- THE DEPT DOES NOT GIVE THE MOST QUALIFIED APPLICANT THE JOB OPENING. THE EXECUTIVE LEVEL GIVES OFFICERS NEW POSITIONS BASED UPON EVERYTHING BUT THEIR SKILLS SPECIFIC TO THAT UNIT. IT SHOULD NOT MATTER WHAT RACE, RELIGION, COLOR, ETC, WHAT SHOULD MATTER IS THE INDIVIDUAL SKILLS. IF PEOPLE ARE INTERESTED IN A POSITION, THEY WILL MAKE THEIR OWN OPPURTUNITIES. A POSITION SHOULD NOT BE GIVEN AWAY JUST BECAUSE OTHERS DESERVE AN OPPURTUNITY AND HAVE NOT HAD A CHANCE. IF THEY WANTED A CHANCE, THEY WOULD PREPARE THEMSELVES WITH THE SKILLS NEEDED. THE PUBLIC DOESNT CARE WHO OUR OFFICERS ARE, THEY JUST WANT THEM TO BE QUALIFIED WITH THE SKILLS, NOT BECAUSE OUR COMMAND STAFF WANTS THEM THERE. RECRUITMENT SHOULD HIRE ONLY THE BEST QUALIFIED APPLICANTS, NOT JUST WHOEVER CAN PASS THE TEST AND MAKE THE DEPARTMENTS NUMBERS LOOK GOOD
- Start concentrating on civilian career mobility and professional growth and development in their career as well as offer more opportunities for civilian staff to climb a career ladder. There is limited career development for civilians within this Department which leads to frustrated and stagnet employees. Be respectful of the positions that civilians hold within this Department and stop the disrespectful attitudes toward civilians and giving the perception that the civilian staffs needs and opinions do not count. Civilians are not here to do all the "dirty" work that sworn personnel believe they should not have to do or that they don't want to do. Just because someone is sworn doesn't mean we are more important than any one else. It's time our department starts focusing on the needs of our own internal diversity among sworn and civilian employees.

- Fairness in the treatment of all employees: Does our current "Command" still embrace our mission's statement or is it a thing of the past? "WE VALUE OF EMPLOYEES"
 **Seniority is being overlooked, discipline are being overturned, Command is being forced to take transfers that they do not select while more qualified employees are passed over and employees are being targeted after violations are adjudicated. Why?????????//

Over the past year we have removed the ability for supervisors to manage their areas of responsibility. In Fact we have placed more focus on blame and we are forgetting to commend them for the effective police services that they provide. Gosh, these men and women put their lives on the line daily.

We have also remove the focus on seniority and we now rewarded rookie officers with take home cars and transfers to FIB with less qualifications.

Please don't think that this is from a negative employee, in fact I love this department and love to come to work everyday. I live, breath and will bleed CMPD; however these actions have created a wedge in our philosophy and actions which is being noticed by our employees.

"Less get back on track where employees are valued and appreciated for the work they do" It's obvious that others have seen this change or this survey would have never been created.

- willing to be more equitable with equipment and positions based on seniority and ability. It has been apparent to many people that a number of positions have been filled and equipment distributed based on race and sex and who you know rather than true ability and desire to do a good job. Some standars have been relaxed in order to fill postions with the "right" people rather than adhering to standars that are high and filling those positions with people that can excel and do excel in their field. Ie. allowing people that have been just off probation to apply for jobs. Some of those, most of those, officers barely know how to handle a good DV case and are now going into specialized positions. It should be 3 years, minimum to go into a specialized position.

willing to allow me to handle a crime scene without the dog and pony show of all the executive staff arriving on the scene. Those of us that have a good amount of time on understand what it takes to handle scenes and secure scenes for the specialized units needed until they arrive, especially in areas that have quite a few of them. There are too many people that are in charge on a critical scene and things have been becoming too confusing, especially for younger officers.

willing to allow me to have more firearms training that deals with real world cobat type situations. There is not enough driver training or firearms training.

willing to allow us time to solve problems again, rather than just creating dots on a map to creat numbers.

- If experience meant something to the department and not just race and sex.
- Able to give me a take home car without it being a contest to see who can write the most tickets. An AR-15 would be pretty handy as well.
- willing to promte for leadership qualities and not promote those who have control issues. We never reflect back on what we have learned from the past and we do not use the experiance of senior officers. we reward for non work and promote for enevn less work those who work seem to be punished.
- Lenient in its pursuit policy and gave me an assault rifle.
- I have no problems with this department and I am a satisfied employee.
- satisfied with status of department
- able to communicate and open
- concerned with putting someone with the ability to do the job they are applying for instead of someone who can barely function as a patrol officer and instead simply check the correct box.
- concerned with fighting crime. The department spends too much time on its image and not enough time cleaning up the streets. The department wants to tie our hands with constant zone checks and too much attention to pointless stats. If we were allowed to actually be police officers and fight crime we could solve most of our problems.
- N/A
- N/A
- Of a department that awarded Officers and promoted Officers to other areas based on there qualifications and not based on race,sex, beliefs.
- Open in the selection process of transfers. There should be a set process for all vacancies within the department. That process should be provided before the vacancy occurs.
- Employees should be evaluated based on there work ethic, skills, and abilitites. It appears that this department has begun a trend of trying to become more diverse and in doing so has begun to weigh factors completely unrelated to the enforcement of our duty.
- Given more job opportunities based on there experience and skills and not on there sex.

- Not so worried about the numbers game. It seems that all I hear is numbers numbers numbers. There is no quality in police work when it is only numbers, there is only quantity. I am losing my desire to do good police work trying to satisfy the demands of my superiors.
- fair about the selection process of specialized units. The appearance, although the reality may be different, is that specialized units have already pre selected choice individuals for positions available. Personal experience has lead me to believe this is a common practice even though a candidate is more qualified than the person chosen.
- Able to give the pay increases
- hired and promoted on strictly skills and knowledge
- Open and fair; Posted all positions - assessed PRD's
- proactive...too many officers are allowed to sit and disappear and not back up the officers who are put in positions that feel pressured to perform creating a risk to their safety
- I am a effective and satisfied employee when I look at the whole picture... We all have days and things that come up that dont go the way we want them to from time to time.
- I am already very effective and satisfied.
- Knowledge based for leadership, not academic.
- Color blind. There has been many instances of discriminatory hiring/transfer/promotion based upon race, rather than abilities and experience. Diversity for diversity sake. Terrible policy which has failed everywhere it has been in place.
- Less top heavy. I see line officers being sent one way by a RAC only to immediately be diverted to another area by a second RAC. I am beginning to see a lot of frustration in our line officers with so many officers being called off the line for special projects or beefed up FMT squads leaving only a few to answer calls for service. I realize it is a fine line with limited man power, but command staff should be cognizant of the impact they are having on our line officers demanding they do more with less officers to do it.
- Honest
- Fair in their processes for choosing people for specialized positions. The command staff, and officers in specialized positions should be reflective of their percentage in the department, not in the community. People should be chosen based on their qualifications, not their race, ethnicity or sex. As a female in this department, I want to earn my place based on merit, not my sex.
- overall fair in decision making and work performance.
- The department provides training opportunities, however, some of us are not allowed to go to training due to man power issues.
- Dedicated to making sure all employees are treated fair, paid better, and enjoyed actually working as a team and not individuals.
- Diversified when it comes to supervisors in patrol. There are not enough minority sergeants spread out throughout the entire department that are actually assigned to patrol.
- concerned about getting the right officer for the position where he or she is needed and stop being so concerned about meeting a standard. I would rather have an officer watching my back or further investigating one of my cases that was competent to do so rather than placing an unqualified officer to simply fill a slot.
- blind to all aspects of an employee except the skills and experience they bring to a position. To say this department doesnt place a persons race, sexual preference, etc above this standard is absurd.
- if the department paid more attention to those who would make good leaders and promote them instead of trying to compete for being the most diverse
- By eliminating of the career path classes and with the cancellation of training classes, it would appear that the department is concerned with visibility more than with professional development and training. The short term gain may lead to negative long term results.
- Would listen to employee input more. Many of the Executive Command Staff have been off the street for 10 plus years.
- If someone would curb the amount of favoritism in the decision making process of individual attempting to further there career in this department. I see a strong line between black and white still within CMPD.
- Given specialized assignments/promotion based on achievements and skill sets. I believe and have seen that opportunities are not inclusive to everyone. Time in THIS Department should be a factor. To give specialized assignments and or promotions to lateral transfers or new employees affects moral. Does seniority mean anything anymore?

The command staff should return to 5 years on with THIS department to be considered for specialized assignment and promotion. Who is running the show up there? Why does the Chief have final say in who gets what assignment, does he not trust the Sgt, Captains and Majors?? Or does he have another agenda?

Who fights for the rights of the common officer? No pay raise, no bonus and no one does or says anything to aide us. How do we accumulate our lost step increase and cost of living? Know one seems to know. I hope the FOP can form a union so we can have an independent voice that will be heard. I doubt a Captain or

above really care if a patrol officer does not get a raise he was promised in the original contract.

The rule of 5 is the most absurd thing I have ever heard off, Anyway we can get Chief Stephens back?

- Open to diversity and punish employees who use derogatory terms and remarks about African American employees. Officers have been openly making remarks about minorities obtaining positions within the department, President Obama, and the Chief of Police in the presence of supervisors. In addition, emails have been sent about the programs the President have enacted and criticized openly. Supervisors and officers have said that black officers are obtaining positions based on there race and not on there work ethic. I think that employees should be held accountable for there actions and words.
- I haven't been on long enough to fully answer this question. However, I would like to have a say in what division I work in.
- -referring back to survey question #4, operational level officers/supervisors would feel more valued and engaged if more information and explanation was coming down from executive leadership of the department. often times decisions/changes are made without any reasoning or explanation of the strategy of the department to operational level employees. this causes there to be contempt among the constituency for such moves. increase communication from the top down, it will encourage buy-in.

-I understand that many decisions are being made regarding specialized positions/promotions based upon reflecting/representing the diverse community that we serve. However, there needs to be more of a balance. At this point in time unqualified persons are attaining specialized positions. This is breeding mistrust and discouraging good people from applying to specialized positions.

- Aware of Employees wants and needs to do a more effective job.
- flexible with our use of sick time
- Consistent and equitable about training and promotional opportunities; valuing experience, capability and training (related to both time in grade and time in service)
- I have issues with opening all assignments to officers off probation. They need to learn to be officers first and use the three years to gain the valuable knowledge and experience that comes with answering calls and making traffic stops. They need to learn basic investigative skills before moving on to thenext level. I have an issue with these people being moved to specialized units when officers who have been here for over 5 years and being left on patrol. This orginization needs to reward officers who have stuck with the department instead of handing positions to new officers. This is a true moral killer and I can tell you that moral at patrol level with officers that have more than 5 years of experience is low. I have been here 7 years and this is lowest I have seen moral. I was not even able to attend many training classes until I was on for at least 2 years. I feel that I am a better officer due to the fact that I have been on patrol and have been able to develop all the skills necessary to move onto a new position.
- ...willingly to put the best candidate in specialized positions without regard for race or gender.
- supportive of all units equally with regard to there efforts in crime reduction and staffing.
- about getting the job done and less about appearance
- Fair
Worked together with common goals. Were not "cut throat" and out for themselves or feeling the need to step on others to gain respect and position. If our department did not put so much weight and emphasis on "numbers" that do not really tell the real story.
- I hope that what is going around the department is only rumors in which specialized units have had the time limit for putting in for the job extended on several occasions to get the RIGHT people that the command staff wanted for the job. Also it appears that the one's that command staff wants is not always the most qualified for the positions.

Also before the Sergeants process is even started it is rumored that people possible command staff has approached certain Officers to put in for the Sergeant's process. Including to tell certain Officers that they could also not return back to patrol as a Sergeant and stay in investigations.

Finally I believe ALL Detectives have worked very hard to be in the positions that they are in and believe that the Detective status should be a rank of it is on. Hopefully with a pay raise.

I only hope this summary will assist in keeping the department from any other negative press knowing it is not anonymous and it can be tracked back to me.

- Open behind their decision making. It would help if there were reasons given that stated why certain people were chosen for certain positions based on their unique skill sets. In addition, their are several procedures for choosing positions which are not often followed. This openness might help control the rumor mill.
- Fair on how employees are selected for different career opportunities within our department. I believe some officer's are more than qualified and looked past when applying for different positions within our department. I think our department looks negatively upon an officer that volunteers their time to go out to the academy to

help train the recruits and inservice staff and when an officer puts in for another position that's a big reason they use against them. I believe officers are being put in special positions because of race and gender and not based on if they are qualified or experienced for the job. I think there are a lot disgruntled qualified and hard-working officers in our department that make this place run but don't get the credit when credit is deserved.

- inclined to move people into positions that they are qualified for or based on years of service
- like it used to be; more well rounded.
- I would say more open to ideas.
- I love and Value my Career. I would not change a thing
- N/A
- If those in supervisory positions did the activities that are required of them as supervisors. If the supervisors were better at separating their work relationship from their out of work friendship relationship with their employees. I have come across this issue with the non-sworn supervisors.
- The department should bring back the SPO program and stop allowing people just off probation to go to specialized positions and lengthen the time in grade before lateral or upward movement. The officers, supervisors or staff need to learn the fundamentals of the job before going to these positions. Individuals returning from these positions or promoted from the positions into patrol have a lot to learn upon their return diminishing their effectiveness. The department's leadership needs to focus on maintaining an awareness of the daily challenges faced by patrol officers and stop placing additional tasks for them to perform .
- N/A
- Time on job should count for something and employees had more say so in supervisors evaluations.
- Allow employees to seek growth within the Department based on an employee's background. Employees are not being evaluated on knowledge, skills and abilities when applying for positions within specialized units. Employee's who have a specific background towards an area of expertise should be given considerable consideration to fill a vacancy. An employee with limited training and experience in a specialized area can provide inadequate service to the community we serve. We are part of a progressive Department that can effectively promote the best service when employees are given a proper evaluation.
- Of a department that the employees who make the decisions are actually the employees who have to work with the decisions that have been made. EX. ordering raincoats without a hood.....
- Consistent
- Open to promoting qualified personnel.
- equal in opportunities in transfers
- Fair, In determining assignments.....We are not practicing what the rules are for fairly determining positions....there are being determined by what we are talking about.
- willing to provide equipment that was fruitful to the employees work product rather than disbursement by general rank.
- Blind to race, sex, and age. I believe that the public, and employees want a department that hires and promotes the best possible candidates, not a department that is set on putting people in positions based on trying to achieve certain percentages.

And as for the below participant information, it should be irrelevant as well.

- No answer
- ...concerned about hiring the best candidate for the job and less concerned about making the Department reflective of the community. The citizens, law abiding citizens, only care that the job is done properly and professionally. The race, gender, sexual orientation, ethnicity or religion should not matter. The public would not care if the officer was black, white, Latino, Asian, etc. As long as they are treated with respect and in a dignified manner they are satisfied.
- consistent
- Uniform and consistent
- I don't think that we should be a numbers based department. For instance, if an LFA occurs on a particular street, then we are required to spend the next month patrolling that street and making numbers (zone checks). The bad guys have already hit there and have moved on to another street. This way, we are always behind instead of being proactive.
- I think the public wants the best candidate possible for job positions. Basing anything on race or gender is wrong and undermines the integrity of the department and creates negative actions in the work place.
- Aggressive with crime issues and dealing with the public.
- Inclusive in hiring officers in certain positions based on their abilities and competency instead of their race.
- N/A
- Compared to other places, the Department is great, but of course, nothing is perfect.
- willing to recognize seniority more.

- Fair. I believe our department has become so intent on becoming diverse that many times the best person for the job is over looked. I believe this to be the same with the over all hiring process for CMPD and the promotional process.
- n/a
- The Department needs to look at job performance and qualifications when selecting individuals for specialized positions.
- Open, Inclusive, Equitable...new adjectives for a diverse workforce? Please, focus on performance instead of diversity.
- less likely to promote people based solely on their race and sex instead of their abilities to do this job. Quotas exist...the above questions prove it.
- I would be more satisfied if the department was less concerned with gender and race to make specialized positions more diverse. I thought that Affirmative Action from the 1980's was no longer practiced, however our department over the past year has shown that it is in full effect. Taking officers who have a very short amount of time on with little training and experience and placing them in an investigative position is of no benefit to the community. Officers who have been in patrol for 5-10 years who have sought on their own additional training with a tremendous amount of experience are being passed over based on race or gender. It is a slap in the face to senior officers who have been committed to this department for many years when a specialized position is given to a rookie or a lateral with just over a year on the department.
- Supervisors that support and communicate with employees. Supervisors that follow departmental directives and provide truthful answers. Supervisors that do more than "just survive until I retire".
- Willing to make strong attempts at reaching our first time youthful offenders who will continue down the wrong path if not given redirection.
- Hands on, better funded
- suited to deal with officers on a one on one basis in mentoring officers for management positions.
- No opinion up to this point.
- NEUTRAL
- open. I think lower level people are discouraged from dealing directly with executives -- not by those executives but by those between them and the executives. This often makes assignments more difficult to complete properly because the details of the message/assignment get lost in translation from the middle man.
- thoughtful, many command staff people operate with knee jerk reactions and hold others to a level of perfection they themselves cannot achieve.
- Pro-Police officers. I feel like we (the cops) are an after thought. We are too concerned about the perception of the community and at times this means we are less effective in our duties. There should be more balance. Police work in Charlotte should be more aggressive, this would drive crime numbers down and increase morale among the troops.
- open to providing department goals and objectives.
- I'M CONTENT.
- N/A
- I am pretty satisfied and hopefully pretty effective so I can not think of anything at this time. Although it does not matter much to me, I do think the city should just allow the RAC to be a rank such as Lt. and I also think that Investigative Sergeants should be at that level since they (especially violent crime) are not first line supervisors and manage major cases.
- more balanced
- Equitable in determining recent transfers to specialized positions and various other assignments within the department. Post positions that are available instead of "selecting" someone.
- supportive of its employees. I would like to have a PAY RAISE! I haven't had one in 15 years. We all appreciate a cost of living, but we are still behind with the costs of living. Why is CMPD the largest Police Department in NC, with the largest service area, the most crime in NC yet about the 4th highest in salary for Officers? Why isn't someone speaking to City Council for us. It is certainly hard to continue to want to do a good job when we aren't getting raises. This has been a problem prior to Chief Monroe coming to Charlotte and prior to the economy falling. Officers are working hard enough on the job and shouldn't have to work harder trying to get a pay raise to feed our families and make ends meet. Feeling satisfied and wanting to be even more effective occurs when employees see a Department standing up and speaking up for its employees and their needs. Obviously being promoted doesn't make that much difference when we have so many in Command Staff working off duty.
- filled with rainbows and unicorns.
- conscientious of rewarding employees based on seniority and rank. For example... It makes no sense that officers with less than 5 years on are allowed take home cars when senior officers and sergeants are overlooked. I am a sergeant and 20 year veteran who lives in a neighborhood within the city limits where multiple houses have been broken into and many other incidents reported. Why was I overlooked for a marked take home vehicle and why is a 1 year rookie given a take home car? The rationale behind these types of decisions creates a hostile work environment especially when you see a rookie pulling up on off duty jobs

with the take home car and the sergeant had to drive his personal car. This policy should be changed!

Also, why is "Officer of the month" only for patrol officers? Detectives throughout the department are working hard putting cases together to put criminal away for long periods of time. Why are they not rewarded?

- I would be more satisfied if the department focused more on providing opportunities to the best qualified Officers instead of putting so much emphasis on diversity.
- skills or qualifications oriented instead of race or sex oriented. Because the department is not skills and qualifications based, there will always be low morale and tension.
- Would like if the dept was open as to why decisions were made, who was chosen for certain positions, etc.
- Aware that all employees have value and worth and that all employees deserve to be treated as if the Executive Staff appreciates what they do
- diversified and respectful and less cut throat
- If the employees of this department did not act so crazy, and we had a superhero to fall back on like spiderman.
- concerned about fighting crime by hiring qualified candidates rather than hiring based solely on skin color or what language they can speak.
- Become more open to letting civilians embark on professional development (which would provide the employee an opportunity to grow) even if the courses are offered by the city.
- I have no problems with the way the department is managed. Chief Monroe is the sixth chief of police since I started 27 years ago. I feel he is doing a good job and making needed changes in our department.
- Race/Gender neutral. "Diversity" is divisive and irrelevant. Hiring, promotion, and specialized assignment should be based solely on merit.
- Fair and balanced between divisions.

Ex: Take home cars. There are veteran detectives scrambling find a car to take to a scene when there are rookies with take home cars.

Ex: Short staffed investigative division expected to do more with less.

Ex: Very little overtime budget but expected to work overtime if needed.

- Diverse with Experience and skills not the sex or race of the person.
- Open and honest in regards to promotions and transfers to specialized units. The department stills picks who they like the most and not who is the best person for the job
- Family friendly without expecting single workers to continually carry the load when children or spouses of their co-workers are out sick.
- even leveled when dealing with civilian employees instead of only focusing on sworn personnel.
- n/a
- Gender, race, ethnicity neutral.

These items should not be included in any promotional or selection processes. To choose one person, based on one of these categories, is to not choose another person because of one of these categories.

- I'm happy with things. If making others who aren't happy would make them more productive, and not negatively affect how I do my job, then by all means, implement those things, but I think the only thing that would make me feel more satisfied with my job, would be seeing people who do NOT work hard taken to task for it, and their behavior adjusted.
- If the department was commanded by someone who was honest and trustworthy.
- I would be more effective and satisfied if the department began to simply give jobs to people that were qualified for the jobs requested with zero knowledge of that persons race, sex or anyother inclusive status.
- ...concerned with the quality of the employee as opposed to the employee's race, gender, or sexual orientation.
- If business practices, transfers, personnel decision making, and fareness was consistent
- concerned about hiring and promoting the most qualified candidates, no matter the candidate's race and gender.
- no comment
- overtasking the same people with assignments and allowing more opportunities for everyone. It seems like the same officers and command staff personnel are called upon to do everything and other talented people are left behind even though they have a lot to offer.
- Open to choosing the most Qualified officer for a specilized position and not one they like the most
- more concerned about its employees and LESS concerned about gender, age, ethnicity or other differences. Our mission statement does not state anything about being reflective of our community because our focus should be on the safety of the citizens we are sworn to protect no matter their gender, age, ethnicity or other differences. The concern of a reflective department seems so 1970's; we are in the 21st century. The

department's latest endeavor to become so reflective has weakened its morale because of two of the primary principles have been questioned – fairness and justice. We no longer value all of our employees we value only those that assists the department in being more reflective of the community and in doing so violates the prime principle about treating everyone fairly regardless of their gender, age, ethnicity or other differences. It is those employees that do not abide by the principle of treating everyone fairly and without concern for their gender, age, ethnicity or other differences that should be removed from the decision process and replaced.

- geared towards promoting and or hiring based on race. I believe that the best person should get hired or get promoted or given a new position based on their experience, training, and education...not because of gender, race or sexual orientation.
- about hiring Officers that are the best qualified for the position. I want to have an opportunity to get a position based on my abilities not because I was a certain race, sex or nationality.

Experience has to be considered----

- Open and communicative about the need for a diverse workforce.
- If the selection process was more fairly looked into with some of the candidates which have been selected.
- Open to subordinate requests and ideas.
- Open to proactive policing. I believe that Street Crimes was a pivotal part of of department that should be re-opened.
- willing to give ALL patrol officers take home vehicles so that they can be a more effective presence in the area. Officers spend an enormous amount of their time in the community they serve as well as the whole community that CMPD serves. This opportunity would bring a sense of pride to the officers because most officers are proud that they work for such a organization as CMPD.
- Trained hands on more... And chose people for jobs because of skills and experience.
- Open to promoting people based on their job qualifications, experience, and effectiveness and not based on their sex, race or ethnicity. It would also be nice if moves to investigations and/or specialized positions were only open to officers that had been on the streets for more than their probationary period.
- WILLING TO PROMOTE BASED ON SKILL, EXPERIENCE AND ABILITY RATHER THAN RACE AND GENDER. THE DEPARTMENT WOULD ALSO BE MORE EFFECTIVE IF MORE PERSONS WERE BACK IN PATROL LIKE WAS PROMISED THE CITY INSTEAD OF SPECIALIZED UNITS WITHIN THE DIVISION. ALL THE SPECIALIZED UNITS HAVE DONE IS CREATE RIFTS AND TENSION IN THE DIVISION WHILE TAKING AWAY FROM PATROL. VACATIONS HAVE BEEN TAKEN AWAY FROM PATROL OFFICERS AND PATROL IS ALMOST COMPLETELY WORN DOWN AND LOSING MOTIVATION TO WORK. RAISES HAVE BEEN TAKEN AWAY WHILE TAKE HOME CARS ARE GIVEN TO OFFICERS BARELY OUT OF THE ACADEMY. MORALE IS AT AN ALL TIME LOW AND THERE DOES NOT APPEAR TO BE ANY IMPROVEMENT ON THAT IN THE NEAR FUTURE.
- Willing to promote, retain, and value all employees that do their job well, without regard to race, sex, religious preferences, or sexual orientation, friendships or personal relationships. This has been a good old boy, mostly married white male driven department for at least the last twenty years.

I also don't feel that this can be remedied by flipping it on on its ear and doing the polar opposite will change any employee or citizens views, in fact, I think that will foster resentment, as it is starting to now.

Equal opportunities should be for the right candidate without questioning whether they are a minority or not. If you aren't qualified, or capable, then you should not get a position because you are black white married not married gay or straight woman or man. PERIOD.

- merit based...
- N/A Satisfied
- Seems that the department is having a push to be more diverse, regardless of officers expertise and skill level. Every process should be equal across the board regardless of race, religion, gender, etc. This would create a more positive work enviroment and the more qualified individuals would strive to reach goals they have for themselves.
- more diversed and open minded.
- Open and honest about what they are trying to promote.
- Diversity is what we should strive towards but the citizens want officers to treatment them fairly and with respect when dealing with them or handling a complaint. We need to be open as possible when dealing with citizens.

We have some people that are not qualify and don't know how to talk to people.

- /
- All the resources are already available, one just has to seize it, or be prepared for when opportunity presents itself.
- Diverse
- I would be a more effective and satisfied employee if the department has less micro managing occuring. We all have a good understanding of what needs to be done in any given incident, let us do just that. We were

hired and trained under that assumption, so let that happen. It seems that on some occasions, the upper tier rank structure seems to have forgotten about what it is like on the streets, the basics, the principles of being a patrolman/patrolwoman, which is what we all are at the core.

- If the department placed an employee in a job because of their skill level and experience. A employee should not be placed in a job just because the department wants the employee placed in that job even if they had no experience.
- ...aware that race is becoming way too big of an issue. In my opinion, all of this talk of race, diversity, etc, etc...is actually hurting the Department. In my time here I have never believed that race was a huge problem. I look around and I see a diversified Department. I have served under and worked with black, white, hispanic, asian, male and female officers. The best partner I ever had was a white female. The best Captain I ever worked for was a black male. Their gender and race has nothing to do with the fact that they are both exceptional cops and leaders.

If I have to "eat an elephant" 1 more time I think Ill go crazy. Change the title of the class all you want...it is the same class year, after year, after year, after year....

Also, over the past few months the perception among many officers is that reverse discrimination is active in this Department. VCAT, K-9, and key Sgt Positions all come to mind. Current discussions include selection processes completed, ignored and then done again to get different results. Another hot topic is that final selections for key spots are being made by individuals that have had nothing to do with the selection process.... and that these positions are being appointed based upon race and gender.

I have not been directly involved in any of this and therefore I do not know the truth/ reasons behind any decision made. In fact, none of these topics have affected me at all. I only mention it because this perception appears to be widespead and is hurting this Department. In fact, I am normally the last person to hear rumors, gossip, etc. so the fact that I have heard it discussed at all is worrying.

Also, the questions above were very leading...

Question #1, 2, 3-- Of course I think the Department should be representative of the community...but when it comes down to it, the most qualified candidate should always get the job. I dont care who is standing beside me wearing the uniform, I just want to make sure they have my back, pull their own weight, dont get me sued, and can actually hit what they are aiming at. As to what the "public" believes....I have no idea. Depends on who you ask.

#7, I am very respectful to others regarding their opinions and beliefs...but in the end I have my own. I am obviously more comfortable and happy to be around others that share my beliefs/ ethics/ morals, etc. That is basic human nature and does not make me a bad person.

#6 I dont care what anyone's "age, gender, ethnicity, religion or sexual orientation" is as long as they have my back when it hits the fan. This isnt a social club. I don't value someone more or less because of any of the above factors....I value him/her because of their work ability and their personal ethics. I could really care less what race or sex they are. I dont care who anyone dates or what God they worship, that is their choice and none of my business.

#8, #9 I have never been involved in the recruitment or hiring process. I can only hope that none of the factors mentioned in the questions have anything to do with either.

- NA
- Refocus more personnel and resources towards the direct support of patrol operations as opposed to specialized assignments.
- Inclined to value the role of line supervisors. It seems sergeants have been undermined and marginalized in their importance to the day-to-day operation of the Department. Decision making authority and autonomy has been reduced for patrol sergeants.
- FAIR IN , SELECTION FOR SPECIAL ASSIGNMENTS, AND IN DISCIPLINARY PRACTICES.
- I have only been with the department for two years. I have been very excited and impressed with the structure of the command staff. I'm still learning each and everyday. To this point, I'm fine with the supervisors/command staff and the decision that are made. I understand that my job as an officer is to prevent the next crime, do as I'm told and not complain about what people (supervisors/command staff) should be doing. Let me get a few years under my belt before I can offer constructive criticism, if I see fit at that time.
- For one, why is it that all of sudden this department seems to be worried about race, gender, ethnicity and everything else. It seems ALL of these questions relate back to race/gender, nothing else. If this department

would quit worrying about what someone thinks because of race/gender, then it would operate with a lot more respect from within. It is not based upon someone's race or gender that gets the job done, it is their values, leadership abilities, experience, knowledge for the job, interest in what their peers and subordinates think about the overall decision they are making. I could care less if someone is White, Black, Hispanic, Asian, Puerto Rican, Protestant, Catholic, Jewish, straight, gay or any other classification that a human being could be categorized as. If the person in that position is put there because they are the MOST qualified then that is what matters most. If you have the facts/qualifications of why someone was put in a certain position, nothing else should matter.

As for question #1. I think the community expects our organization to be reflective of what makes this city safer. The public expects us to be there when they need us. If they are being victimized and an officer shows up, I would think they care only that the Police are there to do what their tax dollars pay for, not whether this officer balanced the racial/gender percentage of the department! I don't think the public would refuse officers help because of the officer's race or gender. If the public expected us to be completely reflective of our community, then why are their not more openly gay officers, trans-gender officers etc...? Why is it always about whether there are enough black, white, Hispanic officers and so on?

Question #3...The trust the public has on us as an organization is increased when we as a department value integrity in a person, not their race/gender. I think the majority of Charlotte-Mecklenburg taxpayers would value a more ethical based department than a more diverse based department. I think they would prefer a department on whose ranks are filled with the most qualified personnel.

Question #5...I don't have to make an effort to treat my co-workers with respect. If they earn my respect they get it, if they don't that is on them. Respect is something that is earned and will never be given by threats or preferential treatment. I respect the person, not the rank or position.

Question #8...I don't work in the recruitment section, so I cannot give a statement other than the department attracts a lot of different types of people. If the department hires based upon the most qualified candidates, that's all that should matter.

Question #10...Of course all employees are "encouraged" to apply for jobs, if they weren't that would be discrimination.

To take into count the safety of every officer employed with this department on every decision made and finalized. If that is being done, I have no complaints, all of the other stuff I can live with.

- Being a relatively new officer and not knowing what to expect overall, I have been generally satisfied with this department. However, I do think there is room for improvement from both the top-down and bottom-up in regards to clear communications and expectations.
- No comments
- interested in hiring qualified individuals
- honest about how people are chosen for various positions. It's quite obvious how some are chosen for positions when a person is at the top of a candidate list and that list is thrown away and another is drawn up where the person who was at the top of the list originally is no longer able to get the position.
- I am very satisfied with the department as is.
- The department has minimized training removing effective programs with incentives such as the SPO program. To allow someone with less than three years service to apply for a specialized unit is a disservice to officers who have worked in the field and obtained, developed knowledge, experience and acquired skills beneficial to the department .
- Officer/ employee oriented instead of numbers and statistics.
- attentive to Officers' seniority, skills, experience, & motivation as opposed to their race or gender.
- n/a
- If the Department would conduct business straight across the board with everyone in the same manner. This Department has now put the w/m as the minority. People are now being put in positions because of race and or friendship and then having a process for other positions when the Command Staff feels like it. Chief Putney is just like the Chief Snyder of old. You never know which one you are going to get, he is unfriendly and unapproachable, you can't even say hello without getting a snarl back. I could go on but it's not like anyone ever does anything with these things anyway.
- N/A
- Open to the opinions of the employees. Majority of the decisions are made w/out input of the employees. Have MORE diversity. I have seen MORE diversity recently with the Chief we have now but in the past it was not seen or heard of.
- Overall, The Department is just fine like it is. Thanks for all yall do for your employee force.

- NO OPINION
- Fair to all employees and offer domestic partner benefits
- Aware of some of the messages being relayed to officers in regards to double standards. It seems like some rules apply for some but not for others. All processes, whether for selection of specialized units, promotion, or discipline, should be consistent and fair. Several incidents related to the above mentioned, have been streamlined, short cut, or just outright overlooked for some. The effects of some of these actions are multiplied when others are negatively affected by them.
- Base employee growth due to their abilities and experience as well as their effectiveness within the organization not how it currently sits. Directives and rules are changed weekly to fit under qualified officers into higher profile positions. This practice is demoralizing to qualified employees and drains their interest in the department. Placing people in open positions without a process and changing the rules to fit promotions in are a real easy way to spread lower moral. It is my view that the department had an issue with moving several Captains this month due to this very thing. How embarrassing it must be when one Captain comes out against another Captain due to their lack of leadership. If correct the one Captain declined moving to a new assignment when they found who would replace them in their division and said" I don't want that person to mess up my division"!

The specifics may not be correct but I have no doubt it is true. I know the Captain they are referring to and he has been ineffective in every role he was placed in since being promoted from officer.
- I am not dissatisfied with my department.
- fair
- receptive to efforts of the officers and their abilities instead of furthering someone because they assist that respective unit in meeting a diversity quota
- The way it used to be!

This place has over the last 10 years has gotten so far away from in my opinion "real police work" that its ridiculous! Community policing? Please! These people could care less about whether or not we all get along. They are there for the free hand outs, cookouts and ass kissing by the city and the police. Arrest people, lock them up and forget about it. Stop being soft, these folks laugh at us for that. The entire system is broken especially the judicial system. Prayer for judgement and probation? What a way to do business and be soft on the ones who committ the crimes. This is not good customer service its a joke. I am glad I dont live here and pay taxes in this city/ county.
- No Comment
- No comment
- respectful and supportive of employees
- INTUNE WITH IT'S EMPLOYEES. HAVE ONCE A MONTH MEETING WITH US TO SEE WHERE AND WHAT WE ARE THINKING. TREAT EVER EMPLOYEE THE SAME. GO BACK TO ONE SET HOUR TO WORK, AN ONE SET HOUR TO GET OFF FROM WORK, NO EXCUSE. EVERYONE SHOULD BE ABLE TO LEARN HOW TO DO EVERY JOB IN THEIR DEPT, NOT JUST A FEW.
- I am NOT a disatisfied employee, but I do wish that the department would support Domestic Partner Benefits and discourage derogatory comments and behavior towards gays and lesbians. It happens everyday and it is an accepted practice. It is acceptable to tell a derogatory gay joke or call someone a faggot. The department has a large number of gays and lesbians (some are out and many are not). It is time that the department and the city recognizes and supports these employees.
- N/A
- logical
- I am a satisfied employee, I do however know after managing almost all the non-sworn staff at one time that they do not feel there are a lot of opportunities for them to grow and that we do not have a lot of training in their field or advancement opportunities based on the structures of the units.
- Open, fair and impartial when allowing educational assignment-travel, making work assignments, and case load assignments
- Diversity aside, I am of the mind that the BEST qualified person should get the position regardless of whether they are black, white, or polka dot. I think that if we don't put our best qualified people in the positions where they can use those talents then we diminish the agency as a whole and don't provide the level of quality police work the community expects from us.
- n/a
- open to more money for the cil. employee.
- -
- fare
- The department needs to promote people based on experience rather than on race or sex.
- open to all employees and their families as it relates to equal benefits.
- open and supportive of all individuals
- Expand roles giving civilians a chance to learn and do more. Given a chance and training, civilians can do more than what is considered a civilian job. There are people in this department(myself) that are proud to

come to work and serve the department and the public and also long for the opportunity to branch out. However, opportunities to learn and grow are often cut short for various "unexplained" reasons.

- Equitable and Fair in selecting officers for specialized positions, rather than selecting an underqualified individual based on race, sex, or sexual orientation. The best/most qualified officer should receive the position.
- Cognizant of the fact that Patrol is the meat and bones of policing....and the most visible to the public. For this reason, morale should be a primary focus. This includes discouraging the City Council to quit screwing around with pay-step freezes or overall raises to better reflect a large city department serving a large population. This should also include bonuses that every other large (or even medium) size department includes for it's patrol like shift-differential pay, take-home cars (this is very important, and makes too much sense), longevity pay, etc. Officers should find a career in strictly patrol to be a good career move in itself. Again, THIS is what the public sees.
- proactive in dealing with the DA's office
- more money
- no comment
- People need t be hired or promoted based on qualifications and ability not to fill quotas.
- Consistent.
- Fair in the distribution of overtime pay for Sgts. Some costs centers have money for Sgts to earn over time but it is not equally distributed for all.

Also, Sgts have been ruled non exempt but they are still not allowed to work the jag grant to earn extra money.

- I'm going to be effective regardless, but it would be nice if the department would honor and do more to retain the employees that have served for multiple years by fighting for salary increases instead of allowing the newer employees to catch up with veterans. I'm all for the newer employees getting increases, but the loyal, long lasting employees should be taken care of better.
- Willing to give ALL officers a take home car and not to just young inexperienced officers just because they live in the city. The young officers are statistically the ones who wreck cars and abuse equipment. Take home car programs have proven over time that officers take better care of the cars they have and get a much longer lifespan out of the car which in turn saves money. If everyone can't have a take home car then SENIORITY SHOULD COUNT FOR SOMETHING ABOUT WHO GETS A CAR! The senior officers who are here are the ones who have built this department to what it is now not young rookies who have an entitlement attitude I see now days. There was one time in this department that seniority counted for something besides who gets the vacation book first.

It would also be nice to see officers get the pay increases we deserve. Over the last several years RAC Sergeants and above have seen dramatic pay increases while officer pay has remained stagnet. That needs to be addressed and changed. We have served this city well with the officers we have and more would be nice, however taking care of the ones we have first would be nice.

Several years ago a survey was sent out about questioning the promotional process. What happened to that? A degree doesn't make a supervisor, and we all see some examples of that! I heard after that survey that there may be allowances for officers with military service and senior officers with x amount of years served to be able to test. What happened to that? There are many qualified officers in this department without degrees that would make excellent supervisors. The department is missing out on their experience.

- I feel numerous supervisors tend to forget their roots. It seems the higher they go up the rank the less they remembered how it was in patrol. A few supervisors spent very little time in patrol as officers before getting promoted and lack of leadership in leading the officers forward is obvious when they become a Sergeant. I am a believer if you take care the officers underneath you, the officers in return will work harder and become more productive. The morale on the shift/division will overall exceed. Now there are many good supervisors who actually get it and I have the great pleasure to work underneath them. However, I have seen a few supervisors in my career who are in the rank for themselves and will do anything to better themselves on the expense of other officers. It is very sad and dishearten. It is also nice to hear a Sergeant or Captain telling the officers "I know you are doing your best with the little we have to work with. Thank you for all the hard work you do." or just a simple "thank you" makes difference. The officers in return feel more appreciated. In addition, a supervisor who checks in with the officer asking "how are things going with you?" or "how is the family doing?" shows the supervisor cares about his/her officers.

I will always remember a certain supervisor who stood by after roll call. As the officers walked out to check out their patrol vehicles the supervisor would shake our hand making sure we were doing fine and then thanked us for all the hard work we did in patrol. The supervisor was very personal and gracious. As a team the morale was at an all time high. We were eager to work harder for this particular supervisor because this person took the time to make sure the officers were doing well. I was very impress! Another example, it was Thanksgiving Day, the Sergeant along with his family provided us a Thanksgiving Dinner on second shift. If

anybody knows second shift is the busiest shift. I was touched in many ways in how the Sergeant was there for his officers. It was a very nice gesture.

Many of us sacrifice day in and day out time away from our family and friends to protect and serve the community. Pay raises is definitely welcome but the morale of the department will set the tone. Many officers have shared with me that morale is low due to various factors. I know many of us take pride in being a police officer for CMPD. Many of the men and women of CMPD truly care about the direction of this department. We want this department to be one of the best in the South.

- Concentrated on giving patrol officers the best job in CMPD--Condensed work week, better tools on the belt (tac light for pistol/patrol rifle), empowerment for patrol officers--Patrol is the backbone and although I don't agree with just simply giving out prizes, everyone should be more supportive to patrol officers--3rd shift should have shift differential pay--
- fair and equitable in how employees were selected for positions within the department, especially at the executive level positions; educated and aware of how homophobic and anti-gay comments made in general to other employees is disheartening, mean-spirited and deflating to those members of the GLBT community who are employees of our department.
- reasonable to listen to middle managers as to assigning members to special units. Every decision seems to be made by only one person in the organization.
- Geared to helping the civilians with more training so that when a job is posted they can apply for it and maybe get it instead of just picking someone that they like or have worked with before.
- Focused on providing a quality work product rather than pouring too much time and attention into race issues. My greatest concern is that forcing diversity amongst the troops may create a wider divide. Acceptance and respect for those who are different from you takes time, education, exposure and inclusion. Policy can mandate change but that will only put a bandaid on true feelings that may lie beneath the surface. True change comes from within. Obviously, people are going to be who they are but providing education and exposure options may lead them to learn a little more about others who are different and at least gain a better understanding and maybe even respect for a broader range of others who are not like them.
- Questions 1-3. Who is referred to as "the Public"? It appears that you assume that "the public" is one group of people under the same umbrella with the same ideals and opinions. This is not true. The public is divided up in to many segments. You have one segment of "the public" that may believe that an institution such as ours must be diverse in order to be fair. Another segment may believe that the institution should hire, promote and transfer to specialized units based solely on qualifications and performance, without consideration of race and gender. Your questions ask what does "the public" expect? No one can answer for each member of the public. Does "the public" want diversity, even if it means adjusting standards or passing over more qualified applicants in order to achieve a diverse organization? Or does "the public" want the most qualified applicants based on education, experience, and performance, regardless of race or gender? I'm guessing that you would get different answers from those you have lumped together as "the public".
- na
- If transfers and promotion had performance as one of the criteria for these moves.
- It appears that there are a very small number of people making everyday decisions about operations. The Department heads have lost most of their ability to manage their departments without having to "run it by" someone else. This fosters a very frustrating and inefficient work environment. Not to mention the obvious frustration of the department heads. Information and decisions are not distributed in a fashion that lets me be totally effective in my position. It is either that or my department head is not doing a good job and is using "run it By" to keep from sharing information about our department.

In addition question number six is not worded very well. I value working with people who work hard, do a good job and take pride in the department. Their age, gender, race and other characteristics you listed makes no difference.

- Open
- I HAVE NO COMPLAINTS, I LOVE MY JOB.
- Diverse
- open to training employees to work in different, diverse areas. This builds up a more confident employee because he is not doing the same thing all of the time. It pushes us to excel in very uncomfortable areas. We know the normal human being does not like change.
- willing to promote and reward officers based on their level of competence instead of the color of their skin.

While I believe that the public expects the CMPD to reflect the community, I believe that the public does not care what race, religion, sexual orientation or ethnic background the officer possesses just as long as the officer serves them well and without bias or discrimination. While I don't think that the public cares about who

is promoted or granted a specialized position, members of CMPD DO CARE when more qualified persons are passed over for less qualified and less competent officers simply due to the color of their skin.

The new selection processes for detective positions and sergeant's promotion is highly subjective and inconsistent. For example, the sergeant's process is made up of 27% for the exam, 32% for the emergency response portion and 41% for the role playing assessment. Where is the review of the employee's PRD's, sick time and IA record and why aren't these factors taken into account for promotion?! Therefore, 83% of the promotional process is subjective. Since the PRD isn't reviewed, how is the employee rated on how many citizen contacts, traffic stops, reports and other 'productivity' measures?

Recently, clearly highly qualified officers who have interviewed for detective's positions have been passed over for less qualified "diverse" officers. Since there is no consistency in the "specialized unit process" anymore, more "diverse" officers have been BLATANTLY "given" positions over more qualified and experienced applicants based solely on their "diverse" qualities. More "diverse" officers have been allowed to apply after the deadline had closed for at least 2 positions (that I am aware of). Officers who are barely outside of their probation period are being assigned to specialized units when the process is supposed to review "the last 3 PRD's" of the officer's employment. How are PRD's supposed to be genuinely taken into account when the officer has not been with the department long enough to have a completed PRD, much less 3?! These are just other examples of how the processes are bought and paid for prior to any other applicants letter of interests or interviews are written or administered.

- Solid in relationships with other agencies, especially the DA's Office.
- More open and selective about the individuals who are selected for leadership positions.
- open to it's hard working employee's about how our budget is being spent and why we don't get raises and only SOME people on the list get take home cars
- Recognized the job that you do.
- I think that the department currently puts too much emphasis on hiring because of race and gender and not enough focus on developing the skill sets of women and minorities so that they will be more qualified for available positions.
- There is nothing I think that would make me more effective or a more satisfied employee. I am very satisfied with my job.
- Open and honest about our historical issues involving race, gender and so forth that have prevented our agency from being farther along in its role of being reflective of the community (ies) it serves.
- Open to diversity issues.
- concentrated on employee skill sets rather than rushing to make the demographics of our organization mirror the community. We should strive to recruit, hire, retain and promote a diverse work force- but most importantly we should value experience, skills, and the integrity of the selection process at all levels. When everything is equal, then diversity should get the nod. But when a citizen calls 911 and asks for the police they expect to talk to a competent qualified telecommunicator, and when an officer responds they expect them to be a professional law enforcement officer. Trust should not be lost simply because we are different from one another.
- I would be happier if the morale in the department was not low due to lack of cars, raises, and certain command staff decisions within the department.
- All sworn officer would have a take home car.
- my current leadership is great and very effective and I couldnt be more satisfied...
- Organized and fair. Im used to working places where you get praised for the hard work you do, or at least it gets recongized.I do understand that being praised is not someting that an employer is obligated to do, but it does increase the overall moral of the office. Employees model the actions of supervisors or their leads and if the leads are not being good models for their employees and have the i don't care attitude then that will trickle down to the employees. I have never worked at a place until i got here that focuses more on the negatvie things you do than the positive things. In the PDR reviews at least the first one I have received. They made sure to point out what I needed work on but fail to praise me on where I did good.
- If it didnt work on the buddy system as much.
- consistent in filling vacancies in specialized assignments and communicating with candidates who did not get positions in a timely manner. The frustration I hear from officers who have put in for specialized assignments (in Investigations), there does not seem to be any consistency in selection. Some positions just ask for you to put in and there is no interview. Other positions have had interviews and other opportunity to demonstrate your skill/talent. Some positions (specifically Sergeant's positions) have been selected with no announcement or opportunity for other sergeants to apply. Officers who have put in and not selected have expressed frustration over not hearing for a period of time on the status of the position and/or not being given any specific feedback on how to compete better for future vacancies. The frustration i hear most often is the perception of inequity.
- concerned with providing equipment (cars) that are reliable and promptly available.

- No Comment
- Equal to all not just certain groups. The last K-9 handler try-outs was a joke and it can be proven by the employees that were picked. Several of the one's picked were no where close to the most qualified candidates nor scored anywhere close to the highest of the employees that tried out. Picks were made by gender and race in that process. Where was the equal to all in that process!
- I feel that now all employees have access to growth, professional development and training opportunities. It wasn't until recently that I felt this way.
- More lenient towards the work schedules of single mothers. You have so many people, who have no children, filling slots on shifts that single parents need for their children. New personnel being put on shifts that can accommodate single parents. I think once a person is interviewed, they should be asked if they have children and if so, how old? If not, Tell them what shifts will be available to them if they are hired. I feel that there is a lot of favoritism in the Communications Dept. between employees and supervisors. Also, it is so hard to have a day off in this extremely stressful environment, causing personnel to abuse sick time.
- Able to get along without complaining.
- Appreciated; For years Records has been looked down upon as the misfits and non-essential employees. Very few understand the importance of the DCI/NCIC terminal in Records and its connection to the rest of the world.
- Honest, fair, transparent, less two faced, less concerned about the power of position , willing to listen to fact, reason, common sense and logic.
- Domestic Partner friendly....
- i am satisfied at this point in my career
- Officers do not care what race, color, gender, or religion their backup is. Only that they are competent and trained at a skill level that allows us all to be more safe. In a true emergency the public does not care what the officer looks like only that he/she be able to handle the issue at hand. I have risked my own safety to protect my fellow officers no matter what their cultural and ethnic background.
- look at qualifications only. (best man or woman for the job based on qualifications)
- willing to continue adding more officers to patrol rather than having FMT's that half the time stay in the office. This does not mean they're not doing their job as an FMT however, crime reduction is more effective when there is an increase in patrol. This only results in an ineffective use of manpower that occurs on some days. In addition community coordinators should be able to answer calls while on duty, especially during their down time in the office. They are police officers first coordinators second. Often times the line officers don't even know what coordinators are working on because we're never updated in roll call.

K9 officers should be able to have quicker response times when requested.

While no organization is perfect, overall CMPD is a well run police dept. Any organization has room for improvement and when asked , I'm glad to respond and thankful for the opportunity to do so.

- based upon the a persons ability rather than race or sex. The citizens want highly qualified officers responding when they need assistance, regardless of which officer responds. If our Department adheres to ethics, then the best qualified persons will succeed. We have a diverse workforce in a growing organization, those who work hard and want to excel should be able to.
- employee focused (i.e., looking out for the needs of its employees).
- If the department had more prominent positions for civilian employees to move up in, and especially if a career path was established for civilians. We would like to be in the frontend of operations aside from the backend. There are so many logistical positions that can be created and training development that could be incorporated, for the enhancement of civilian employees.
- NO COMMENT
- Highly satisfied with the job and the police department as a whole.
- I like so many other officers really love my job! However there are so many officers now that have a real bad taste in their mouths when it comes to the internal stresses. No more quotas but now there is shift averaging, i.e. a cloaked quota system, that is mailed out to everyone which provides officers an opportunity to pick weaknesses in others and the next thing you now there is dissention in the ranks! The purpose is to motivate when in reality it causes turmoil/chaos/judgement.

**I have heard how some people recently tried out for some specialized positions where there performance was far less then stellar yet because the diversification goals they got the spot. I have seen criteria lowered to the point that other applicants became qualified. I have seen dead lines being extended two and three times in order to get a better mix of applicants when in some cases an officer held the position successfully in a temporary position, and then did not make the cut in a application process. I remember when this practice caused a suit where the city lost, and this is the last thing we need during hard economic times when we need to SHINE and be the PILLAR for our community.

* I think that when it comes to SWAT and K-9 in particular we are opening ourselves up to suits both internally and externally when/if something happens and a less than qualified person has fallen short of the mark and someone gets injured or killed.

- Willing to help me advance in my career here at my job rather than the only advancement is to go elsewhere in this city or dept.
- Open to the idea of creating more permanent positions for temp employees creating a more diverse department.
- I believe that the best qualified person should get specialized jobs. I believe this because in long run, we work for the community and I believe the community deserves nothing but the best officer. If it was life or death, or making a case, or just handling stressful situations, the community will not look at gender, race, or even religion, they will look for the best officer.
Here lately, I don't believe the department is looking for the best qualified officer.
- Tuned into my skills and aptitude and assign me according to those skills not their current agenda.
- I'm not really aware of some of the hiring policies, protocols, and processes of the department, so it was difficult to answer other than neutral on some of the questions. I would be interested in knowing more about this information if it were available. Thanks.
- I'm satisfied...
- **HAD BETTER TEAM WORK TOGETHERNESS IS LACKING**
- concerned about the experience and abilities of a person rather than the color of their skin. The department should become more diverse through the work of its people, not by giving people positions because of their race or gender. When this occurs morale is affected in a very negative way.
- If the department was more concerned with placing the most qualified officers in specialized units rather than those with little experience or who have expressed little interest in the past.
The department needs to include more firearms training and also utilize the FATS simulator more frequently.
- concerned about selecting the right person for the job because of his/her work ethic, attitude and track record instead of trying to fill a spot based on gender, race or age.
- I feel the applicants should have a minimum level of experience to perform their duties. Once the standards are set and met then the most qualified applicant should be chosen regardless of personal beliefs. I have noticed that this is not the case with the new direction of our department in that some people who are being given positions are not at all qualified since they have a minimum experience level. In our profession you must first learn to be a police officer before you can specialize.
- If the Department was more appreciative of our hard work here in Records and the other civilian departments.
- Willing to promote person's to rank and Investigation positions based on level of training and years of experience and that officers yearly reviews should also be considered. For example It is a blow to morale when a 4-5 officers have made it through tryouts and interviews and then the decision is made that an officer with 3-4 years experience is said to be more qualified than an officer with 6-8 years experience.
- I'd have more confidence and respect for the CMPD, if I saw that people were promoted, given assignments, etc. based on their work performances vs. their sexual preferences, race, ethnic background, or personal friendships.
- focused on integrity rather than diversity. For example, when less qualified candidates are chosen for a position within a specialized unit, there is a negative effect on employee morale and the unit itself. The less qualified candidate is put into an assignment he/she is not prepared for, which in turn puts pressure on the other employees within the unit to carry the extra load. I would also like to know if the recruiting efforts of the department are focused so intently on diversity that less qualified minority applicants are being hired over a more qualified non-minority. Morale is effected in many ways. The employee who was passed over for the position is effected, as well as employees of the unit itself. Those employees feel a sense of abandonment by executive staff, indicating that the unit is not important to the overall goal(s) of the department.
- Open to what "WE" believe, and need to better address the issues we face each day. Often we are not present when decisions are made regarding what we need.
- Promote, hire, and give internal positions to people that are the best qualified! Don't base promotion, hiring practices, and transfers to specialized units based on an officer's race, gender, or ethnicity. Seniority and experience SHOULD matter and should count for something!

At the same time, when there aren't enough officers in a division to attend training opportunities because 15 people are in the office sitting on their butts on the FMT team complaining about getting wet because it's raining---that pisses me off!

- concerned with employee satisfaction and morale. I've heard what has been going on since the new chief arrived. It appears that it doesn't make any difference if you can do the job you're applying for, just as long as your black. That makes employees angry because if you're not in the minority, you're not going to get any advancement or transfers. People who don't even want the job or who are not qualified to do the job are going to get the jobs that motivated people want and are qualified for. Why would anyone, including the media-blinded public, want someone in a position that didn't earn it and didn't even want it?

- In my opinion, the department would be more effective if the captain assigned over a unit is able to identify the mission for the unit. It is very difficult to complete a task when you don't know what the task or mission is. The troops need clear directions in order to accomplish the task. The troops should also have confidence that their captains know the subject matter in which they are leading.
- If the department had more open communication. It appears to me that some times we as a department get so busy and focused on our "piece of the pie" that we do not communicate our goals with each other. I feel that we may be getting information from the top but that it gets clogged up or blocked as it is filtered down. It seems that we get a lot of our communication through e-mail but we fall short on face to face interaction. I would like to see more one on one communication, I feel that when officers get that direct feedback that they become more motivated to go out and do their job. Our people are our most important asset and we need to make sure that they are appreciated on all levels from the top all the way down to patrol officers.
- In reference to the above questions, I believe all employees are given an opportunity to "apply" for positions and promotions within this department but only a few are now being considered for the job and the decisions are not being made based on qualifications and experience but are being based solely on race. I am all for being a more diverse department but I also believe that the most qualified person for the job should be chosen. These decisions are creating a lot of animosity, low morale, and even racial tensions throughout this department.

I would be a more effective and satisfied employee if this was a more fair and equitable department and all of us in this organization from the top down were being held to the highest standard of integrity.

- N/A
- Open in regards to admin. issues/ departmental issues effecting me on a day to day basis!
- How about this, who cares what race-gender-ethnicity-or sexual orientation members and future members of this organization are. Frankly, I am tired of hearing about it and witnessing this ridiculous effort to create "Utopia", where everyones feelings are more important than a job well done. I have little patience in dealing with people who are handed anything without hard work to stand for it. And what does it say about an individual who lobbies and campaigns for an undeserved handout. There is no honor or integrity in accepting something that everyone else has had to work hard for. It is a window to ones character. But the process of climbing the ladder garnered by the fruits of one's labor is quickly becoming a thing of the past. I believe we are in the midst of an unfortunate time in this country where the people of this Nation feel entitled based upon nothing more than pure narcissism. Whatever happened to work ethic? Rewards based upon productivity and achievement in the work place seem to have been trumped by an all out push to make sure all the colors and shapes coincide with a particular demographic. Does question number 3 above lead us to only white Officers working in predominantly white neighborhoods and black ones respectively working on the west side. Where does it end? Our organization routinely disqualifies job processes when the people who they want to fill the positions are not chosen. VCAT and K-9 are just two examples of this. Does it really matter to fill this survey out? No, it does not. My opinion about fairness and ethics are outdated by generations of Affirmative Action and double standards where those in charge simply change the rules and uneven the playing field. So, I really do not care if you are white, black, hispanic, oriental, or anything in between as long as you can do your job and are worth your salt in this uniform I will proudly work with you.
- If supervisors that have their own opinions about command staff or the promotional process did not express them in roll call. This has a negative impact on rookies who tend not to think for themselves yet. I have experienced incidents like such and it is not healthy for the growth of the officer and makes it a more difficult work environment. These opinions should not be put out at roll call by our so called leaders.
- about taking care of there current employees. This department and city seems to have money for many other things, but they hang there officers out to dry with no merit or cost of living raises but turn around and raise our medical premiums for our already crappy health coverage that we already have. Also this department boasts that they love to hire military veterans, so why don't active military members recieve the same pay starting out as someone coming out of college. It makes me sick that someone who partied for 4 years makes better money than someone who is lucky to be alive after serving in combat several times and serving their country honorably. Lastly, we are the largest department in NC, yet we do not offer very much additional training for our officers besides what the state requires, why doesn't the academy offer more in service training to better our officers.
- Basically I am satisfied...however, I do on occasion get quite annoyed with minorities seemingly receiving preferred treatment simply because they are minority. I have highly qualified friends (white males) who were turned down for employment while watching less qualified minorities being hired with less experience, less education, etc. I can only assume they were hired to increase this department's minority numbers. It's great to not be discriminated against if you are minority...but it wrong to discriminate against someone because they are not minority. I hope that makes sense as it is difficult to put it into words.
- base hiring & assignment transfers on objective criteria (best officer for the job) versus forcing diversity or quotas on units, etc.

- Adequately staff patrol before specialized units are formed. Make fourth and fifth shifts available for all divisions. Decrease response area size. My response area is so large I can't possibly be effective. PAY RAISE!!!

Modernize uniforms!!!

- Diversed on all levels.
- Structured to value experience and ability instead of attempting to satisfy a perceived unbalanced diversity. Allows officers with little experience and time in service apparent carte blanche while ignoring senior officers attempts to move onward and upward in their careers after having served, gained experience, knowledge and wisdom. Pick the best scoring candidates based on merits, not subjective reasons. Stop the apparent entitlement and expect officers to actually learn how to be effective cops before picking them for advanced positions.
Work hard to gain pay increases and merit bonuses for officers at the top of the pay grade. No pay increases, no merit pay, increasing insurance costs, and providing limited take home cars to officers with little experience and time on only serves to increase dissatisfaction amongst the majority of officers.
- Took race out of everything and reward employees on their merits and skills. Promote the most qualified employees.
- I am a very satisfied employee of this Department. I have always been treated extremely well no matter what the situation was. Whether it be a transfer or dealing with personal matters.
- Went back to the 3 year minimum requirement for Officers to apply for different positions outside of patrol (IE FMT, traffic etc). Positions were given to Officers in my division strictly because they were on 4th shift and not because they applied for them. Then a less qualified Officer with less time on then me took a position that I applied for without even interviews being conducted by supervisor for the position.
- Honest, Fair, and concern for the subordinate's quality of life instead of what the perceptions of the command staff will be. Persons at the command level would rather continue their "hate" and/or "revenge" against an individual by selecting less qualified personnel for a special position rather than selecting the most qualified individual and don't because of prior incidents. Command staff personnel hold "grudges" and because of their positions are able to "Place" persons in positions that they are not qualified for.
- I feel the department should have some type of career path that is geared towards patrol functions and the other towards investigations. I have over 26 years on so the pay steps for me ran out years ago. I feel there should be at least 1-2 more pay steps in the later part of our pay system.
- I would like to see more considerations the needs of person's personal or religious obligations for assignments.
- Focused on performance and productivity rather than race and gender.
- Honest.
- able to give a job based on qualifications and experience and not give a job based on race or ethnic background or sexual orientation. Its only ok if they are both equally qualified
- fair in their selection processes of new recruiting. I have had a few white male friends with both a bachelor's degree and military experience combined who were more than qualified and were turned down for a job and lesser qualified applicants were accepted.
- able to continue cost of living and merit raises and allow domestic partner benefits.
- Open to ask us for our thoughts, comments, and opinions on certain matters.
- Geared toward assigning officers to specialized units based on their experience instead of based solely on diversity. Although diversity is very important, that should not be the only factor for a transfer. It should be based SOLELY on an officers experience and skill set.
- get rid of racial discrimination for advanced jobs in the dept. Way to political and there are alot of experience officers that cant get jobs because the chain hold grudges.. That is just wrong.
- Culturally Diverse (We are heading in that direction)
- I truly believe that the department has made a major shift from hiring, promoting and transferring personnel in an equitable manner. I now believe that the most qualified candidate may be overlooked due to race, gender, or sexual orientation. During a roll call, a deputy chief stated that the department wishes to provide opportunities to individuals, when asked if the most qualified individual would earn the position.

I am extremely discouraged by the recent hiring, promoting, and transferring processes within the department and have considered leaving the department for a more equal opportunity department.

- Honest and equitable in hiring and placing employees in specialized units according to their skills and not their race or sex just to create a "Diverse" unit or department. I believe the people of Mecklenburg county deserve the best officers they could possibly have. If it ends up being a very diverse department then so be it. If not, then we still have the best people in the positions to assist the community.
- open minded to Officers needs on request for family issues.
- Open and fair about the process for hiring persons who are attempting to transfer from one job to the next.
- team oriented

- More Training
- I am happy to be employee.
- The racial divide is growing and it is absolutely ridiculous. When you sit back and look at what has been going on since the new chief has stepped in, inequality has run amuck. I am sure that he will say that he is "fixing" what should have been fixed long ago but YOU DON'T fix something by stuffing it down our throats. Now there is an obvious need for change but you DON'T change it this way. Why are we having some Sgt's placed into positions just because of their race? ADW unit, Firearms? When I am outside of an "open door" meeting and hear, "What color is he?" I have to question what does it matter? Now you don't ask this aloud because you will be "labeled". Why are we changing the rules so that certain people can get promoted to Major?
Most recently I was in the Sgt's process but after seeing the weights, 27% Multiple Choice, 32% Emergency Incident, 41% Role Play and the fact that the independent group which was doing the testing was a group from Richmond, Virginia..... Are you kidding me, talk about Cronyism, Nepotism, throw in any ISM that you want. How can you have 73% of the test be subjective and think that it is going to be fair? When asked why I didn't take the test, the only response I have it I don't believe in the change.
- fair in promotional procedures
- Let Detectives work for 5 years and then send them back to the streets and rotate the detective slots.
- Was more concerned with performance than diversity.
- I'm satisfied
- used more objective evaluations as opposed to subjective ones
- No comment
- Satisfied, I understand that CMPD should improve sworn positions first.
- Fair with their selection processes for advancement in specialized assignments.
- To promote a feeling that we are open to selecting the most qualified person for the position.
- Blue
- fair on hiring practices, more fair with job appointments and more fair with overall work ethics.
- Forceful with the district attorneys office who is our main problem, and then there is the pay issue....
- open-minded
- union
- This survey is more than a waste of time. Could you have crafted these questions better to reflex the answers that you desired? If a researcher tried to use this on a questionnaire; the study would not be worth the paper that it is printed on. I am not worried about diversity. I just want qualified people in leadership positions. Their race, sex, national origin has nothing to do with leadership. I do not think that the Department should overlook a qualified person because they are not the right sex, race, religion, sexual orientation, etc. By creating quotas just to "reflex the community" would be a step backwards. The most competent personnel should be promoted.
- I think the department should have a more neutral position when it comes to race. In other words, race should not be a factor in a person being hired, put in a specialized position, or promoted. I believe the public wants competent police officers and when they need the police, I don't think they care what race, culture, or religion the officer is as long as they are competent and skilled.
- open to experiment and adapt to the changing workforce dynamics.
- no comment
- I am and always have been very satisfied with my employment.
- Would give every applicant the same opportunity when applying for other positions. For the most part, this department functions based on relationships. Transfers always involve politics on some level. Most positions are not filled based on merit. A large majority of employees attempt to try other opportunities only to be turned down for younger experienced officers. This is a major deterrent to officers who do their job and receive above average PRD ratings, yet can never transfer to another position.
- If the education bias was stopped. A degree isn't required to be a police officer. The academy and OJT is sufficient.
- Less worried about race,sex and more worried about a person's ability to perform.
- Seek employee input when making decisions.
- If the department was more proactive with the DA's Office and elected Officials and demand that repeat offenders be sent to prison. This must include property crimes and not just crimes against persons. This electronic monitoring mentality needs to stop.
- keep up the good work
- Open to equitable career advancement. I didn't mind throwing out the years of experience requirement for most positions, but the command staff has become blatantly obvious with the candidates chosen for open positions. Considering the racial and sexual demographics of the department, I find it impossible to believe that the recent candidates are the most qualified or experienced officers that put in for their positions. Right now is a great time to be anything but a white male in this department. I believe our recruitment efforts are reflecting this same bias in an effort to make our department look better.

- Diverse
- willing to acknowledge the contributions of non-sworn employees.
- Be fair on there promotion process (Non-Sworn)

I speaking of someone with expericence and skills, never been written up for being rude to a citizen, never been late to work.
And in some positions that were posted never even got an interview.

I dont think that it is fair that they dont look at those things when they promote someone.

To me it is all about who you know

- No Comments
- N/A
- N/A
- Open to investigating the person's background who made a complaint against an officer before dealing out a punishment against the officer.
- If advancement, promotions, jobs within he department, were based on skillset, abilities and common sense rather than by who knows who, race, gender, etc...
- The department should promote and place people in positions that have experience in the postions that they are putting in for and have a good work ethic.
- Fair based an officers experience instead their race, or sex, white officer are less likely to get promoted and specialized assignemts.
- ALL SUPERVISORS WERE MORE OPEN AND EASY TO TALK WITH
- Would take care of the employees they have and not pick people for jobs just based on the race and color of thier skin, Its seems as if your not of a minority group you are wasting your time putting in for anything because of your sex and white color.
- fair when selecting persons for specialized positions. Get away from the good old boy system. When years on really meant something. As far as promotional process the 5 year limit needs to be increased. Inmature persons are slipping through the cracks.
- If there was fair treatmnet for all and not just some.
- To be honest, the first couple of questions make me nervous. I believe that the department should be reflective of the community, but not at the cost of lowering the standards of those that the department hires and/or promotes. When you lower the standards, you increase the liability of the department by the bringing on people that are not capable of doing the job. I don't care what race, sex, religion, sexul orientation or age the person is. I do care about whether or not the person is capable of doing the job and doing that job to standard to serve the citizen of this community. I also want someone that is capable that I can trust to watch my back on calls for service and know what they are doing when the situation gets tough. The department has done a good job hiring people. I have been very impressed with a most of the rookies that are coming out of the academy. They are sharp, bright and enjoy the job that they do. I believe that the promotion process is more fair this time. The SCOCE was the "Good Ole Boy" system disguised as some else. This process is based on the abilities of the officer to do the job as a sergeant.
- Just treat everyone the same. Jobs get filled without any openings posted and when they are posted someone is already in line for the job its just to cover themselves. Course this has been going on for years. Look at experence and work history! Not who your buudy is.
- Merit oriented with less infosys on seniority. It would also be beneficial if there were monetary benefits for taking more specialized positions, such as investigations.
- If the department took more time to evaluate the individual for a particular position rather than base it on their perceived needs of the community.
A "professional well represented" black or Latino CMPD officer can be just as effective working in white communities and schools as a Caucasian officer. It all comes down to the "officer" representing CMPD....not the race of the officer.
- Consistent with its command staff and ability to build stronger relationships with the troopers who carry out the daily work load excepted by the public.
- The department should set forth clearly the expectations and goals of the command staff and the units they supervise. In return the command staff could relay this to detectives/officers where they would have more clear and concise direction as to how they should operate.
- Focused on promoting based on experience and skill rather then race or gender.
- I can not think of anything that would make me more effective. I am self motivated, however there or others that have complaints some valid some motivated by other situations that may not be correctable which brings about dissatisfaction within them. Overall there should be a way that these individuals can somehow be heard with the intentions of their problems being addressed.
- Stronger in its stance against criminals and the District Attorney's office.

- Nothing at this moment. Since we are under fairly new leadership time will tell about the department
- I would be a more effective and satisfied employee if the Department was more diversified in the civilian positions (especially manager/supervisor positions). Also if the civilians not in manager/supervisor positions were offered the opportunity to advance (i.e. maybe a step system or something similar) so they are not in a position for the duration of their career or until a manager/supervisor retires/leaves the Department. Just create more opportunities for civilians to want to stay and improve the Department.
- Not so worried about race.
- Positive toward their employees, giving praise to the Officers, detectives, and Sgt.s for doing their job well, being professional in all aspects and Thanking them. Now standard response to most is "it's your job, you asked for it." Positive feedback normally brings back more confident employees who are more willing to take pride in their job and what they do.
- focused on demanding the same quality of excellence from all employees, rather than being fixated that there must be an acceptable numerical quota from each race, gender, sexual orientation, ethnic or age group. If we were truly color-blind, regarding our differences, then we would not even ask about race, sex, ethnicity etc on our employment applications. The selection process should be blind regarding these characteristics. I am uncomfortable being classified as to my race, sex etc. as if that has any bearing on my job performance, personal beliefs or fitness as an officer. It frankly flies in the face of our own arbitrary profiling policy. Should we maintain greater efforts to recruit qualified minorities who have been historically underrepresented on the police force. Of course we should. We want the best people we can reach, without 'profiling' them.
- equal opportunity, in that race was not a factor in any sense, and promotions were based solely on merit, and not "balancing percentages".
- Open and willing to do more on the job training ref. tactical aspects of our job, within our own divisions.
- I think I'm effective now.
- ETHICAL from the top down.

The public wants to be treated with fairness and respect, race has nothing to do with it.

The employee who is the most qualified should get the job rather than selecting a person because of his race.

I thought that the CIVIL RIGHTS MOVEMENT was to make people equal,,,,,so why is this department putting individuals into positions just because of their race...and not selecting the person who is the BEST qualified. In the past we have been proud of the fact that we were the best,,,,,now the focus is on whether we are the most diversified.....

- Fair.
- focused on our primary function of protecting the citizenry and serving their law enforcement needs. I think the citizens trust and respect officers and the Department in general, when they experience officers who are professional, respectful and communicate openly and honestly during their encounters; regardless of their race, gender, etc.. I believe our Department makes a concerted effort to recruit in places for persons of gender and ethnicity, that are traditionally hard to reach or attract and I am proud that they do.
- balanced
- Officers get assignments based on ability and experience.
- If the department would put more emphasis on skills and time on the police department instead of worrying about how much diversity is in each specialized unit. I feel that if an officer is qualified for a position within the police department it should not matter what gender or race they are.
- n/a
- so on the same page. The consensus in the department differs quite often and when it is brought to the forefront, not much is done to change.
- less shady about filling detective positions...how does a department pick a detective without interviewing? Why are there six people that put in for a promotion at deadline, but when the final decision is made that there are now eight?
- appreciative of my work and not so number oriented. Some actions can't be a dot on a map but they help in the community.
- I feel more team/district exercises would bring us together. We need to work more as a unit rather than individuals.
- open to allowing officers to take in-service training classes. With the low number of officers on the line ups sometimes it is difficult for Sergeant's to approve letting an officer go to training. Also, I don't think there are enough diversity in classes offered.

Also, I heard CMPD was getting rid of the blood drive incentive where one can earn vacation time. That was not advertised enough and now it won't be an incentive anymore in 2010. I would request it be brought back.

CMPD held an event on the top floor of the garage not too long ago where employees could get discounted

pricing on several things (massages, paintball, hotel stays). That was pretty cool.

Get rid of the Xtra Duty system, it sucks. SEMS was better because it was more detailed and organized.

- Open minded to training and experience that came before CMPD
- elective trainings werent cancelled, didnt see unqualified people in leadership roles, the 3 year minimum was put back into play for specialized positions.
- in tune to hire, promote and place officers who are qualified for postions and not base their decission on race, sex, religious beliefs, etc.
- Making sure the employee pay was keeping up with the cost of inflation. Getting a 3% rasiie and the cost of insurance going up 10% leaving us 7% in the hole. But glad to have insurance and a job!
- Not so driven to be only diverse about diversity. Put the people in positions who have earned and deserve those positions, not ones that only fit the bill for diversity. It does not matter what race or sexual orientation they are. The point is, hire the most QUALIFIED person. Not fair to those who have been on for years and get passed over because they do not fit certain "diversity" criteria.
- Focused on putting people in positions of leadership who have earned that distinction rather than trying to fulfill a demographic need.
- The most qualified, hard working individuals should be promoted...without regard to what color or race they are.... there should not be favoritism in any aspects of promotion.
- If the department would adhere to standards previously set for applying for specialized units; i.e., SWAT, K9, or investigations. It should still be required to complete a certain amount of years in patrol prior to being able to apply to a specialized unit.

An officer just off probation does not have near the work experience required to be in a specialized unit, such as SWAT, K9, or in any investigations.

- I am a satisfied employee. I believe that the police department could have a SGT's academy that is based on departmental policy, PT, law and leadership. This Academy could be tough (high attrition rate), require successful completion before an individual puts in for supervisor position. This is only a suggestion that I feel would improve the police department and would give new SGTs a degree of credibility amongst officers. I am blessed with good leadership in my current position. This has not always been the case and I think that a process like this would not only benefit the department but would give initial credibility to new SGTs as well as give new supervisors some confidence. I have heard similar conversations amongst officers that have former military experience. Overall, I have always been satisfied with this police department and think that we have great employees at all levels.
- Willing to have all the employees, fmt, patrol, command staff, and investigations out on the street answering calls for service (at least some of the time). Shift the focus back to the calls for service instead of attempting to saturate areas with units who do not answer calls for service.
- Interested in placing the most qualified personel in positions and not worried about diversity within the department.
- n/a
- Hiring and placing the must qualified individuals in the right slots should be the priority of this department. I understand needing diversity in our department and making an effort to seek out those candidates, but the first priority is to hire the best candidate or promote the best candidate or transfer the best candidate regardless, race, gender or age.

I think the Executive-level leadership in the Department is making too much of an effort in the diversified work force and not placing the best qualified people in leadership positions that can effect crime and quality life issues. I don't want to see this department and its national reputation compromised by political correctness.

- hands on teaching than here is a copy read it and do it
- Forth coming in upholding committed pay steps and support of all sworn personnel, giving a strong and unified presence to city council
- diversity, regarless of gender and race
- Fair!
- educational, supportive
- CONNECTED TO OTHER DEPARTMENTS MOST OF THE PEOPLE IN COMMUNICATIONS DONT EVEN KNOW WHERE RECORDS IS LOCATED.MOST OFFICERS THINK WE DO LITTLE AND WHEN THEY CALL ARE ABRUPT AT TIMES MOST OF THE NEWER ONES THAT DONT REALIZE WHAT ALL WE DO THAT EFFECTS THEM EVERYDAY.THE OTHER DEPARTMENTS NEED TO KNOW MORE ABOUT RECORDS AND THAT WE ARE ALSO IMPORTANT TO THIS DEPARTMENT.WE DONT HAVE A NATIONAL RECORDS DAY LIKE NEPS AND COMMUNICATIONS.
- Concerned with the quality of work its employees produce.
- Open minded to giving employees assignments based on their abilities, not on their race, sex, or ethnicity.

- More willing to help employees perform their jobs as best they could. This would be possible if there was some interest in helping employees do their job and inquiring of their employees of what actually is your job and how can I help you achieve successful results.
- based on hiring and promotions should be by skill and experience
- Diverse
- Respectful towards civilians and increase in pay for employees that have been with the department for twenty plus years.
- Open to who get assigned to special assignments, Still a lot of clicks from the old school policing.
- The department has very few objective means of assessing one's skills as related to a particular specialized assignment. There should be a standardized selection process for each specialized assignment. Skills and scores related to competencies necessary for the assignment should be rated and posted. This will insure less favoritism when selecting candidates. Each specialized assignment can have one unique process where competencies are measured and recorded. There is no transparency with our current selection processes. The current nonstandard process leaves way for a lot of subjective judgement when selecting candidates.
- I don't know about other divisions, but the one that I am currently in does not promote, or send to training, officers that deserve or have the experience. Some officers are given all they training the request without question, while others who have been asking for it are brushed aside without thought. Some officers are promoted to FMT without interviewing while others that put in for it with more years on, more training (especially high risk warrant school), and more felony arrest were not. They were not even interviewed for the position!!

It's odd that new officers that take the brass (Sgts, Captains, Majors, and Chiefs) out for free golf and give them gifts (that other officers can't), get these specialized assignments/units, any training they put in for, and fully equipped take home cars. Especially when these officers threaten to leave the division if any of these are taken away from them

- I see a lot fairness with the current Chief. I see more open and a fair process for officers to transfer to different positions within the organization. The best example of fairness with this Chief is the sergeant promotional process. Furthermore, I would like to have an Asian Officer in the recruiting division to encourage more hiring of the Asian Officer to this organization.
- The quality of this dept would greatly increase if everyone had a number assigned to them. No one but you knew your number and there were no names attached. Without names, faces and who knows who, everyone would have a chance at achieving their personal goals. With an assigned number the decision makers would have no other choice than to pick the most qualified for the position. Race nor sex could or would be a deciding factor in promotions or positions and the best employee would be chosen.

As soon as this department understands that it must promote leaders and not managers the troops will be eager to follow and not forced to do so.

It's a shame when the federal government sees me fit to lead a platoon of troops into combat but this department does not see me fit to lead a shift of 12 and all because of a piece of paper.

- Open to more qualified officers, Please do not get me wrong this is a very good police dept. and I am very honored to be a part of this organization. But, I am becoming concerned with us traveling down a path to try and be a more diverse department even if that means not promoting or hiring officers that do not reflect that diversity in our area. I believe the community we serve wants an officer that is highly trained and professional, even if that officer is not the same race, sex, or religion of that victim. If I am a victim in Mecklenburg County, I want an officer coming to me that is the best officer trained for that particular incident or crime. I do not believe the public takes in account the race or sex of that officer as long as the officer is performing his job. The same for me as an officer, my partner's race, gender, religion, means nothing to me but his training and qualifications to perform the job means everything to me.
- Stop sending these stupid things out cause nobody gives a shit. IF the dept. was really concerned then they would do something about it. BUT the UPPER chain cares only about themselves.... LOOK AT CAPT BOGER..... WHY IS THE SMARTEST CAPT STUCK IN THE DUTY CAPT OFFICE????
- Fair in it's process for specialized assignments and not intentionally using reverse discrimination as it has for the past year.
- NA
- True.
- I WOULD APPRECIATE IT IF SUPV WERE ALL ON THE SAME PAGE. DISCIPLINE IS CONSISTENT ACROSS THE BOARD, REGARDLESS OF HOW LONG YOU HAVE BEEN HERE. IT'S NICE TO GET A WARNING ESPECIALLY WHEN THE OFFENSE IS NOT SERIOUS.
- The Department needs to stop focusing so intently on creating a diverse workforce and focus more on hiring, promoting, and transferring employees based upon training, education, and experience. The Department seems to only recently become so concerned about appearing diverse with regards to various races and

genders across the board. I have worked for several individuals within my direct chain of command who are of a different race and gender than me and they are the best at what they do. They have been in their positions for some time and no doubtedly achieved their position based upon their unique skills, education, and experience; not because of their ethnicity. The Department is beginning to overlook highly qualified individuals for select positions in order to find someone to fill that spot who is of a certain demographic background and that is not right. The Department is setting itself up for failure by no longer looking at an individual's resume or background during promotion or transfer processes, as well as no longer requiring three years experience on the Department before being eligible for special assignments.

- open minded
- focused on employee retention and basic funding for necessary equipment, as well as cost of living increases.
- Aggressive....assault rifles for patrol are way overdue!!!! As a department we are way behind the eight ball on this issue. We need to level the playing field. I have benchmarked several departments that resemble ours in size and most of their patrol officers have assault rifles or are atleast given the option to purchase their own, qualify with the rifle and carry it on duty. Just take a look at the current events happening throughout our nation and see the number of active shooter incidents and domestic terrorist attacks. Don't send your officers to the fight without the proper tools. Stop thinking that it will never happen here, because it will one day and we should be prepared for it.
- Concerned with the development and growth of their employees than making sure there is an equitable amount of diversification throughout the department. There seems to be an over emphasis on diversification than allowing officers to gain experience through job experiences and training. Officers who have served for less than five years are just starting to understand what it means to be a police officer let alone how to conduct a detailed investigation. We should be setting the bar higher then lower. Encourage officers to pursue the intermediate and advance law enforcement certification. Detective, specialized units and supervisor positions should be based on experience, work product, education, IA file and knowledge of department policy and procedure.
- Consistant in the promotional and advancement of Officers from one position to another based on qualifications no matter what their race or sex.
- I think clearly defining the departments expectations regarding crime reduction and its response to critical incidents. The department has to have "reasonable" expectations with its belief that all crime can be prevented or addressed.

I also have seen supervisors who are expected to be at every major incident involved in their division/area/investigative unit. In some instances command staff/supervisors have arrived at scenes despite not being assigned to a certain type of investigation and have nothing more to offer than just being present. It seems to be "overkill" and will only lead to massive burnout amongst supervisors leading the unit. It also shows the departments lack of compassion for it's employees and their families.

- ...diverse with regards to gender, ethnicity, and religion. I work in an area where I interact closely with a cross-section of employees, and often I hear some really intolerant and ignorant comments made regarding race, ethnicity, sex, and religion. While there are always going to be intolerant and ignorant people, I feel that a lot of this is attributed to the fact that in the past, the department has only paid lip-service to achieving diversity. If the department were to renew its commitment to achieving more diversity, the employees making these negative comments would make them so freely.
- no issues at this time
- No comment.
- see 10
- All positions should be based on skills, and qualifications , and achievements that the employees has made. All open positions should be made available to all employees not just a select few. Seniority should play a role with the above mentioned statements. The public trust is gained by a qualified, professional organization that employees the best of the best.
- Overall, I would be a more effective and satisfied employee if the Department was LESS diversity oriented. Diversity is based on the idea that all human beings are created equal. All human beings are created with equal rights, not talents. Therefore, diversity should not be a goal. Hiring practices should be based on one's individual performance and qualities. Striving for diversity leads to unfairness and inequality.
- No comment
- Department had more diversity in the supervisory positions.
- I'm satisfied right now, but I would like the opportunity for more training in the near future if our budget allowed.
- Concerned with the safety of their officers and less concerned with appearing too intimidating or unapproachable. People in need of help are even more likely to approach someone that they know can take care of the them and look and are authorized to act the part. The very fact that citizens are so frequently physically aggressive towards our officers even to the point of walking up to two armed, patrol officers in

uniform and taking their lives without hesitation proves the need for a reinstatement of a healthy respect and for lack of a better word, fear of those required to keep peace and order in our community. Please, look at addressing the issues of when to pursue criminals, the level at which an officer is expected to use his/her taser, and the use of more tactical equipment by regular patrol officers for his/her safety (ie. flashlights on firearms, less formal/more durable uniforms/gear (patent leather gear and shiny buckles/badges are a huge officer safety concern), rifles for those that qualify after strict training.) Thank you.

- i like department
- If the employees were treated as individuals instead of everyone being rewarded or reprimanded as one. When someone does something wrong hold them accountable and not everyone. And stop treating civilians as if they were children.
- Streamlined. Better working relationships with other county agencies.
- Understanding that seniority had a little more pull in the department. Have officers that have less than 5 years on getting positions over senior officers that work hard and have gotten excellent on their PRDs. Officers complain about child care issues and get positions on first shift. Officer's spouses complain to captains about the shifts they get assigned and they get the fifth shift and a take home car.

Q13: If I could change one thing in the Department to make it a more open, inclusive and equitable...

(13) If I could change one thing in the Department to make it a more open, inclusive and equitable organization, and thereby increase the effectiveness of the Department it would be:

- Use an employees work performance as one of the dimensions for advancement.
- NO COMMENT
- Blind interviews? no quotas?
- n/a
- Rate employees on their ability and performance, not what the "perception" is. If someone is more qualified for a position they should get it, not get passed over based on a physical quality. That just happened (twice) and is a lawsuit waiting to happen.
- nothing
- more open minded
- Worry more about the skills and qualifications and training of employees, and their proven work performance, and less about their race, gender, etc. and how 'diverse' it makes our department appear.
- change the fact that once you top out in pay, you basically go 18 years flat-lined, with no chance of advancement or increase, if you choose to remain a patrol officer, what is the incentive to achieve when you know that no matter what you do, you will stay at same status and rate, older officers basically have to work hard because its the right thing to do, not because the department cares
- see question 12.
- Treat each division equally regardless of sworn or non-sworn and look at other departments that need more personnel and monies other than sworn.
- Find a way that the sworn personell look at the non sworn as a valuable asset to them and their work. Non sworn make it possible for the background work and support be given to the sworn to do their job.
- Make any and all positions based on the officer's applicable skills only.
- na
- Our Manager has the respect and Love of his workers. Spread it around.
- reward the proven dedicated, hardworking employees
- 1: to not discuss age, or realize appropriate times to discuss age with other employees. It may seem a non-issue to the inquisitor, however, it is an intrusive question when discussing work-related matters.

2: to acknowledge regardless of Rank or Sworn/Non-Sworn status that employees have many different backgrounds, thoughts, ways of processing information, and ideas on work-related issues. It is possible for a civilian employee to offer suggestions which may better all employees; being "non sworn" can leave a person feeling intimidated to speak up or offer ideas, which may result in a loss for the entire department if those civilian employees do not speak up in the future or.

- Any application whether it is for employment with CMPD or for promotions or working in other divisions (Vice, Homicide, Robbery etc) should not include race or gender. Applicants should be assigned a number and promotions or job assignments applied for should be based on education, skills and work performance. The hiring board should pick a "number" that best suits the need of the department or division based on skills,

education and work performance. This way no one can ever say that someone was promoted or hired based on gender or race.

- equal support staffing and holding employees accountable
-
- If more thought and concern would go into the non-sworn positions and the payrates for those employees
- Stop reverse discrimination
- Give every applicant an equal chance. Take names, race, and other identifiers off applications. Let chains of commands from other units pick the most qualified applicant. NO PRESSURE FROM THE TOP OF CHAINS TO PICK SOMEONE EITHER! This will stop a lot of rumors!
- Choose first line leaders based on previous leadership experience and work capability (i.e. military leadership experience) versus college credits and the ability to pass tests.
- Eliminate the educational requirements for the promotion process.
- The department should focus more on filling vacant positions based on abilities and experience rather than on diversity alone. While diversity is important and certainly should play a role, it shouldn't be the PRIMARY reason for selecting one candidate over another.

Several vacant positions recently have been filled based on diversity while IGNORING skills and experience (at least, that is the feeling of the majority of employees). This is a major morale-killer and has made our employees distrustful of this department's leadership. I have heard this same sentiment expressed by employees of various race and gender!!

Why in the world are officers with ONE YEAR of experience being offered investigative positions? These folks aren't well-practiced enough in basic patrol skills to be moving on to what is essentially a promotion...they lack the knowledge base needed! And this department is not doing those employees any favors by throwing them into a position they aren't yet ready for!

- Base promotions on work ethics and work history, not based on race and/or sex ratios and/or "who they know" basis.
- To make the department more culturally diverse and did reflect the newly changing City of Charlotte. While the city emphasizes on efforts to attract new citizens to this community, the proper adjustments to welcome the newcomers from any background are not being made therefore making this department not seem as community friendly as it should be and falling again into that cycle of the community not trusting their police department.
- Give us a raise this year.
- Treat all employees with respect and dignity, gives them same opportunities.
- n/a
- Increase recycling efforts.
- Have fair processes instead of already having the person picked out before the position is announced, or not announced. I know a lot of good officers that do not put in for positions because they know that someone is already secretly picked or the slot will be filled because of "diversity".
- Better development of line supervisors
- More Pay.
- Listen to what experienced officers have to say and do away with the secrets, gossip and the good ole boy system.
- Get rid of the "good old boy" system. Too often people are selected for positions and assignments based on their fraternity rather than their qualification.
- Hire the best applicants and put the most qualified people in positions regardless of age, race, sex....
- I believe we have gotten to the one thing that I would change. I always felt that we needed leadership that was more approachable and not stand-offish. Chief Monroe leads by example in that he can talk with anyone at any level in a casual manner. He speaks on our terms and welcomes honest feedback regardless of the topic. We have never had that in the department and it is a welcomed change. My philosophy has always been that the personality of the Chief will flow downhill. Fortunately, our Chief's personality is a positive one that is becoming reflective on others.
- n/a
- Refer to previous answer.
- No comment
- Have more opportunities for advancement/transfer for civilian personnel
- Don't know
- To get the best person for the job based on their KSA's, not who or what they are; or in other words, get the best people "on your bus."
- ??? hard to find a real response.
- Training requirements for Sworn and NonSworn employees, required by the CMPD Training Academy, need to be properly separated.

There should be some mechanism for filtering e-mails so every employee receives e-mails only relevant to his/her assignment and responsibilities. This could improve efficiency.

- The department needs to hire the best available recruits without paying any attention to race, ethnicity, etc. More value needs to be placed on Officers with experience. General opinion seems to be shifting to the fact that too much is being given to new hires too quickly.
- Give opportunities to our highly trained and experienced volunteers to apply for jobs within the department when posted internally.
- Have majors visit each of their departments on a regular basis for informational purposes.
- no comment
- Take gender, race, age or other differences out of the promotion process, vacancy try-outs for specialized assignments etc... Fill positions and promote individuals based on their skill, leadership ability, willingness to work, recommendations from immediate supervisor's, physical fitness rating etc.
- N/A.
- Teach supervisors to treat everyone fair.
- Hold job fairs at universities and military facilities to reach out to various educated and experienced ethnic and racial bases.
- More access to the chief.
- To make the processes involving lateral and promotional movement fair. I have participated in a process where the officer who got the position was basically 'given' the job without participating in the required try out. I have also heard that this happens on many occasions when there is supposed to be a fair process and at the last minute the applicants are 'back doored' by someone who did not follow the guidelines for the process. I know several officers who have put in for positions for which they are well qualified, maybe even expertly qualified, and for which they have worked hard to obtain, only to be passed over for officers who have little or no experience (i.e. reference the recent personnel order that had someone with a 4200 code number going to robbery). In my opinion, and in the opinion of most others I have discussed this with there is no way someone with that limited amount of experience should go into a specialized position.
- More consistent in it's decisions.
- Make the process equal for everyone. Requirements for positions and hiring must be the same for everyone. I have seen officers put in for positions and take the required tests, such as the POPAT, then the position be given to someone who did not take all the tests. For some reason the current administration has dropped many of the requirements for positions. Lowering the standards is never an acceptable way to 'establish diversity'. For example, the three year minimum time on the street before being eligible for special assignments was there for a reason. It assured that all applicants had a proven track record within the department. It gave them time to learn the job and show that they knew it. Even in the case of Lateral Transfers it was important so they could build a track record in dealing with the idiosyncrasies of the Mecklenburg County legal system. In short, return the minimum time requirements for special assignments and stop the preferential treatment some people appear to be getting. If these standards are being changed to adjust the diversity of the department, it may be a violation of Federal law. If there are qualified applicants but someone believes that there are insufficient minority applicants who qualify and you lower the standards to get a more diverse group, the only way one of these previously excluded applicants could get the job is if you discriminate against one of the more highly qualified applicants based off their race or sex.
- Union.

Management of departmental assets.

Rank Structure and salary of executive staff.

Pay raise.

I feel like the emphasis on the response areas has created 39 divisions in the department. I have seen the cooperation between response areas go down. RAC's do not want to share officers and assets to benefit the Division. Instead they are more worried about how it will affect their small response area. The greater good of the city has suffered.

I also feel that the emphasis on zone checks is worthless. Officers have not changed the way they patrol or the time spent in areas. Now all they are doing is pressing a button while they are driving through.

I would also like to do more search warrants but my RAC's aren't around to supervise.

- Make the promotion process and selection of positions a PROCESS that is open to all based on abilities and experience and nothing else.
- reflective of quality rather than diversity, diversity is an important part of recruitment, and promotion however I don't believe it should be the sole purpose of our processes. It instills beliefs inside and outside our department that we don't place value on our employees skills, rather we value statistics. History should have taught us that promotions/ recruitment/ transfers should never be based solely on race

and gender. Problems will follow: morale, entitlement, "good old boy system".
If Charlotte promotes/recruits based on quality diversity will follow.

- n/a
- No comment
- Officers that have served their country in the U.S. Armed Forces and obtained the rank of a supervisor while serving should be allowed to test for Sergeant. These officers served their country , but are not allowed to be promoted unless they have received at minimum an Associates degree. This would be the same as making all officers that had not served in the military join the reserves in order to be eligible for promotion.
- Open communication with command staff.
- to not be so inclusive and equitable...this is a police organization that needs to have strict hiring practices regardless of who that may disqualify. Our lives depend on it!
- see above answer
- the selection process for different units
- Allow officers without degrees to be included in the promotional process for Sgt. as long as they meet requirements set forth. Just because an officer doesn't have a degree doesn't mean that they should not ever be able to move forward within this dept.
- I would change the impression that white officers no longer have a chance to get positions that they are qualified for, rather than putting a minority in a position just to fill the color-quota.
- I just truly hope that our department maintains the fair and equitable standard that is has held so highly, since I arrived here in the early nineties. Regardless of race or gender, it would be disingenuous as an organization and as a representative of the community, if we advance, recruit, or place, people in positions that are completely unqualified.

I am still a proponent that we must also mandate a minimum number of years before one can advance or transfer.

**I am curious as to why we are doing such a survey/questionnaire concerning these issues. Although I am only basing this off of anecdotal evidence, there is a perception that we as a department are objectionably focusing on internal diversity.

- Maybe have a promotional exam where the Major isn't going around and counting how many black officers are in each room, then asking for a "volunteer" to leave the room only so a B/F can take their place. I guess someone had to "feel good" about themselves. Trust me...people are noticing.
- improve communication from the top down.
- to award detective positions and promote based on work ethic and merit. Period. There should be minimum service requirements for specialized positions, despite an applicant's prior "lateral" experience, etc. I don't think any police officer who has served with another department will feel slighted if they are not allowed to apply for a position until a minimum yearly requirement is met. It is standard at most departments.

The current processes is an example of affirmative action gone haywire.

- I think that the department is very inclusive and that the staff has a great working relationship.
- Get rid of the chief that we have and hire one that promote fairness and equal opportunity for everyone in this department. Using the word "diversity", to cover up reverse discrimination does not cut it. The recent K-9 process was a joke. This is just the tip of the ice berg. Every officer in this department can cite multiple examples of reverse discrimination that have recently occurred.
- Reward good service.
- Training needs to be stepped back up, with effective investigative and tactical training. Transferring to various units must done using fair, equitable and objective processes with the outcome being a ranked list. That list cannot be changed to suit anyone's desire. Those who do not make it must be afforded the opportunity to find out where they did well and where their performance was lacking and be told and given suggestions on how to improve themselves. If they choose not to improve themselves to get ready for another try, then it is their fault!! These are just 2 issues that would improve the effectiveness of the department.

In future surveys there is no need for the demographic information below. Make it optional.

- To promote the best people for the job instead of the minority due to diversity. I am not saying that there aren't good hard working minority supervisors that deserve and earned their rank. Just be fair and equitable to everyone during the process.
- SEE Answer to question 12
- Keep standards high.
- not to put fear of public's view and opinion over safety etc of employees.
- refer to #12 response
- Command more approachable

- If you wanted to make this department more effective; one of the things you would do is get rid of the RACs. Having Response Area Commanders was one of the most asinine things that the Command Staff could have done. There are way too many chiefs and not enough indians in this department. We have RACs that don't know what is really going on in their RA. We also have RACs that blame every single crime (robbery for example) in their RA on one suspect. There are RACs that can talk a good game but really do not have a clue as to what's going on. They freak out when there is an increase in crime in their RA and expect the coordinators and MFers to solve it in a couple of days. They want operations in each of their RA just so they can say they did a certain number at COMPSTAT but the operations are not effective. Morale in my division has never been so low. RACs place unrealistic demands on officers on the line, coordinators, and Mission Focus Team. No matter what an officer does; it's never enough. When you work harder than you have ever worked before and you are still looked at as not doing enough; it doesn't make people want to work harder. It just takes the wind out of their sails and less productive.
- Promote more diversified Sgts!!
- be COMPLETELY open with information and opportunities within the Department. It has been known and accepted that there has been and still exists, biases when it comes to promotions and transfers. Take a random and anonymous survey on the issue of trust within our own ranks and you will see some shocking results.
- to make the system a little more concerned with work ethics, reliability and professionalism instead of worrying about making sure we look equitable to the public.
- To stop putting rookie police officers in positions that they did not earn. The idea of being off probation and then put into a detective position goes against the respect and culture of this job. It was understood that when I came on in 1998; you did some time on the road. Not just a year but a minimum of three. However; it was often longer than that before you were assigned to investigative and prestigious assignments. Most of them promoted simply because of race and gender. They were not promoted on merit, experience, respect, knowledge and leadership abilities. It takes time out here to learn things about the department and the culture of this job. Some members of this department also "bounce around" from position to position. They have little to no time on the road but they somehow obtain various positions.
- Strike the last question and ensure that officers hired are suitable for the position applied for based on training, experience, and ability. This department is ahead of most departments in the country due to the leadership, training, and the strict hiring process that we have had in the past.
- I work with people who are open, inclusive and equitable. As a unit we work and play well together. If I could change one thing it would be to be under the umbrella of the City of Charlotte only and not under the department at all.
- Open positions in the department should be filled based upon an officer's experience, skill, work ethic, interest in the job, etc. The biggest factor that should determine who gets open positions are the officer's who are most qualified based upon their skills and work experience. An officer's gender, ethnicity, sexual orientation should play no role in who gets open positions and who gets promoted.

I also believe that in specialized units (VCAT, K9, SWAT, etc) the direct supervisors (Sergeant, RAC, Captain) should determine who is most qualified among all of the applicants. These are the individuals who will be working and have interaction with the officer's and can make a qualified non-prejudiced determination of who is most skilled and able to perform the functions on the unit most effectively. I do not believe the Command Staff of Major, Deputy Chief and Chief should be making the final determination of who gets promoted but should support and back up the decision made by the Sergeant, RAC and Captain of that specialized unit.

- To have officers over the civilians again.
- I believe we could increase the effectiveness of the Department by placing those who are most qualified in positions. I believe a person becomes qualified because of their experience, training, work history, leadership ability, and education and not because of gender, sexual orientation, ethnicity, or religion.
- I feel that the priority of this department now is to ensure diversity, at the expense of fairness and ethics. I believe that the priority should be in locating the best person for the position. This starts in recruitment and should carry on throughout the department. Diversity is important but I believe that an Officer's skills and effectiveness in their duties should be the deciding factor in determining hiring, specialized assignments and promotions; instead of their race, gender, sexual preference or religious background. I believe that the citizens of Charlotte expect to get the best for their money and when people are being turned away during the recruitment process or not selected for promotion or specialized duties because it simply doesn't meet the diversity plan of the department then the citizens suffer; along with the department and it starts us down a road that will be difficult to recover from, if at all. I have always been proud to say that I was a Charlotte Mecklenburg Police Officer and I felt that our Department set a higher standard than even the larger departments such as New York, LA, Atlanta and even Federal Authorities. However, recently with the appearance that favoritism is being granted based on race along with the fact that Officers with very little time and experience are being placed in specialized positions I feel that our outstanding reputation is doomed to

be tarnished. I have even been questioned on several occasions by citizens that want to know what is happening to the department. Race will always be a tinderbox but I believe that if true equality is pursued throughout the department then the best, most qualified Officers will be hired and progress in the department and I believe that this is exactly what the citizenry we serve is expecting.

- Promote/Select officers that have the EXPERIENCE and QUALIFICATIONS required to do the job they applied for regardless of their race, gender, age, etc..... Officers should still have to do the required three(3) years in patrol before applying for specialized positions.
- the department needs tremendous change if it's intention is to increase the effectiveness of the department. one change that would be a start is to promote leaders that treat officers with respect, that have shown leadership, and that have spent more than 3 years in patrol
- FORGOET ALL THIS BS AND LET THE MOST QUALIFIED HAVE THE JOB
- Allow a person's resume with the department to count for something in the selection process. It used to but now it clearly doesn't. The currently used selection Metrics for "non-chain of command" positions are quite ambiguous, to say the least!

Every person who applies for a position but is un-successful in their attempt should at least be advised of their inadequacies so as they can improve themselves in those respective area/s. This is rarely if at all done.

- Set up an international department to reach out different groups of people in communities at large with a hot line numbers. Hire multiple bilinguals to work as Dispatchers so they can communicate, ping point hot area, resolve crimes and problem solving between Officers and their communities.
- recruitment and promotion procedures...
- see above.
- To have the shifts more balanced with personell and to also have the skill grade raised as the techs are not paid enough according to the skills and tasks that are expected of them. The department as a whole needs to have a better understanding of the skill levels that each tech needs to maintain their employment within the departments. For example, three modules of DCI training and certifications to maintain every two years along with added training and instruction to stay informed of all changes associated with DCI.
- Communication between command staff and line officers.
- Have a link on all news web sites to provide info about the department (news, events).
- ASK SEVERAL COMMAND STAFF MEMBERS TO HAVE ETHICS, BE HONEST AND INTEGRITY. DONT OPEN A POSITION UP IF YOU ARE NOT GOING TO BE FAIR AND GIVE IT TO THE MOST QUALIFIED PERSON OR IF YOU ALREADY KNOW WHO YOU ARE GIVING IT TO. JUST GIVE IT TO THE PERSON WITH OUT A PROCESS. ALL PROCESSES SHOULD BE IN THE DIRECTIVE, EACH PHASE SHOULD BE SCORED, AND EACH INDIVIDUAL SHOULD BE RANKED IN ORDER FROM THE BEST TO THE WORST AND THEN SELECTED BASED ON THE RANK, NOT OTHER FACTORS.
- Focus more on the needs of civilian personnel.
- Make Compstat a more rewarding tool than a negative one.

It's obvious that we needed a method to hold each other accountable however when we pour our hearts and soul into our jobs and then I go home feeling like failures, I think we are missing the point. A few carry all the weight on their shoulders while others carry very little day to day. The stress and pressure we are creating is unhealthy! In my opinion which is worth very little because I know where I fall on the food chain is to focus on the NEEDS of and area and not the PRESENTATION.

Rewards come from open communications across the City and the Priority Offender list is the best example I have seen in a long career. There; the open communications assisted by quality work produces results and success.

- Two things...Go back to career path learning with classes to prepare you for the sergeants process and PTO process and go back to having minimum time on to be in a specialized unit.
- to quit looking at race or sex and start looking at qualifications
- Stop lowering the bar/standards on who gets promoted and fills key positions just to get 'your guy/girl' in the slot. I'm not up for any promotion or anything so it doesn't directly affect me, more of an observation I've made.
- hold people acoutable for there 8 hrs work. our department has become lazy and we look horrible to the public.
- eliminate the department's desire to be politically correct.
- It shouldn't be open, inclusive and equitable. The department should just take the best people for the job because they're the best, not because of their race, gender, sexual orientation, age or religion.
- Just choose the most qualified applicant for the position regardless of any social pressure that might be perceived. Fair is fair, bottom line.

I answered neutral to a few questions above for the following reasons:

I am sure that there are people that sit around their home or workplace worrying about our department's cultural diversity. But for the most part, our community is only worried about two things: our professionalism and our ability to prevent/solve crime. Is the job getting done? That's all that should matter.

I was also asked if I value working with employees who have different characteristics than mine. I don't care if your purple, bottom line is that I just want hard working, dependable, personable co-workers, so therefore I'm neutral.

I am a white male so I know my perspective is different. I have never been biased or prejudice so it's just something that I don't spend time thinking about. It all comes down to getting the job done and putting the most qualified people in available positions.

- open lines of communication
- The department doesn't need to be more diverse. It needs to be filled with officers that care about the city, its residents, and the department. Being overly concerned with diversity leads to people being hired because they fit a certain demographic; not because they will function well as police officers. Ultimately you end up with a department that reflects the public but can't function effectively in its service of the citizens.
- The department is open and inclusive already. Making it more open does not equate to making it more effective. The department needs to focus on finding qualified Officers who will make the city safer.
- N/A
- N/A
- The department is already open and not exclusive. I feel that for a department to be effective it has to have officers that are stable in their mindset as to performing the sometimes difficult duties of this department, and not that of a child that just wants to look cool and play with the police toys.
- All openings within different areas of the department are open to everyone to submit a letter of interest and a standard process is established to fill the openings. It seems that recently some positions have been filled without any type of open process to select the person filling the vacancy.
- Be fair to all. I think that the department should require anyone who wishes to transfer to a specialized unit to be three years removed from graduation. Even if someone has prior work experience I think that they need to put their time on the line first like everyone else before they can move somewhere else. I have not achieved this mark yet and will not put in for a specialized unit until I have out of fairness to others. I want to earn the job and not just be given it because of other outside factors.
- More language training
- Include past prd's, ratings.
- look at work ethic and less at friends..when applying for transfers, remove names from the application and look simply at the work and that removes politics
- Hire based on date of application if all else is equal. Not by who knows who...
- I don't know.
- See above
- Replace the Chief and most of the appointments he made.
- I believe we have some redundancy that could be addressed. If you have an ADW unit, then tell them to investigate ALL ADW's, not be selective and send some back to the divisions. Then if a gun was the weapon, then we have another unit to address it from the gun perspective. It seems every time we can classify a crime a different way we start a new unit to address that issue. There again we start taking away from patrol, and fighting crime on the streets, which is the thing we say we should be concentrating on.
- For them to use common sense when making decisions
- This department already bends over backwards to be open and inclusive. Why can't it just be fair and nothing more.
- value the job there employee's perform.
- Go back to having diversity training included in our yearly mandatory training.
- Promote based on LEADERSHIP and not test takers and not being a used car salesman. The command staff was deeply involved with addressing secondary employment issues by organizing a committee to come up a new outline for pay regarding secondary employment. However, after attending several pay plan committee meetings, hardly any command staff even thought of assisting and supporting pay issues. No one will work together now due to trust issues and if they are not addressed, moral will continue to decrease and major problems will start to surface!!!
- hire and promote officers based on skills and knowledge for the position that is open rather than based on a race and gender "need". What I need as an officer is to trust in the people I'm surrounded by. I want to go into a situation and not be asked by a supervisor what I think the next step should be. I want to serve a search warrant and know that the Detectives and officers asked to help know their Search and Seizure laws and how to collect evidence. I want to trust a supervisor to make a decision about a situation based on knowledge and training and not on an "I guess we should" approach. I don't care what race or gender they

are as long as they can get the job done and done right. I want the best watching my back and not someone that's there because a spot needed filled.

- Allow the recruiting staff to hire the best qualified people for officers in this department which I do not see happening under the current top leadership/staff leadership of this department.
- to hire and promote the most QUALIFIED people not based on race and or gender
- Inclusiveness, openness, and equitable should not mean changing the requirement or standard. The department can achieve its goal by actively seeking out persons in the community, rather than waiting for what comes to it.
- I would start with recruiting. Too many people are recruited with 4 year degrees in criminal justice from UNCC. Start with recruiting different majors and include people with HS diplomas and 2 year degrees. It appears the department has set a precedence of hiring this population who are mainly white males
- I would not allow officer's that get promoted to rank to return and supervise in the same district they patrol. Because that creates favoritism; how can one supervise there own friends and be fare to those that are not.
- see above!
- Allow officers to develop ideas in effective community policing. The department has become marginalized towards the next compstat meeting. We as a public police organization have become disenfranchised from the community and employees have become "dot" makers.
- I really don't feel as though I have the experience to have any say in the department.
- More communication coming down from executive leadership. This is a simple task, and a simple request. Those in executive leadership would recognize a drastic change in trust, respect, and receptivity for what they represent if there was more of an effort to communicate with those at the operational level.
- Allow for free and open discussions without punishment from having an opinion that may better serve the community and employees.
- i have no response
- Clearly publish guidelines, philosophy, expectations related to training, transfers and promotions.
- Specialized positions outside patrol need to be limited to officers with 3 or more years on patrol. These positions should be given to the best officers regardless of race, gender or sexual preference. I have been involved in several processes lately where the most qualified officers have not received the positions. Again this is a moral killer and moral is low. I understand that the department needs to be diverse, but in some positions the best officers need to be given the jobs so there are no questions about officer safety or the safety of others.

Reward your officers that have shown the department loyalty. The new officers need to earn their postions and the right to have take home cars. I feel that the new officers are "handed" positions when it is clear they can hardly investigate a traffic collision let alone a major crime. The new officers have less respect for seniority over the past several classes and think that just because they have passed the academy they know it all. The day you know everything about policing is the day you should retire. I learn new skills everyday and that is what keeps me sharp as a patrol officer.

- ...taking race and gender out of hiring and specialized assignments. The most qualified people should be hired and put into specialized positions. Race and gender should not be a deciding factor unless all other variables are equal.
 - select officers that are the most qualified for jobs based on what their experience can bring to their respective units not just for the sake of diversity. Treat all officers the same and equal and quit using diversity as an excuse to move people.
 - the way in which officers are selected for certain positions
 - Care about its employees, positions, families and circumstances. Do not use threat, intimidation or discipline to gain the behavior you are looking for but use coaching, mentoring and reward to gain mutual respect and a positive work environment.
- Promote based on performance not position, entitlement and diversity.
- If the department would promote the qualified people..... I do not beleive that a Sergeant or above is someone that takes weeks to study a book and take tests well. Do I know the answer but we have panel's, commitees, etc to make other decisions why can't these groups find the most qualified people to promote and keep the other issues out of it.

Example I am not a good test taker nor have time due to my job to study for a test on a book when I work and love to spend time with my family. So I have not tried to get promoted for that reason and I believe us (Officers) working is more important than studying for several weeks depriving the community.

- Post interviews possibly where individuals were told why they were not selected for certain positions, and what they can improve on in the future to increase their chances.
- I think we need to go back and change the "fairness" policy. I think a lot of accountability and responsibility is put on patrol, but they never get recognized for their good actions.
- put the right people in the right places and empower the ones who have earned it.

- Listening to what everyone has to say.
- Stronger first line supervision
- Take home Cars for all
- N/A
- Nothing.
- Allow peer reviews of RACs, Captains and by officers, supervisors and district staff. STOP Allowing RAC'S to do Sgt PRD's...
- N/A
- Officers evaluate supervisors and bonuses like the one that was taken...
- Change the years of service for advancement within the Department in transfers and new job assignments.

CMPD BLET certified employees have a minimum of 5 years service.

Lateral employees with prior service have a minimum of 3 years service with CMPD.

Lack of knowledge in basic policing can ultimately hinder the quality of service that the public deserves.

- TO treat everyone fair and those who live in mecklenburg county would all get take home cars, not that this survey will really mean anything though
- Have qualified people in positions where needed regardless of other factors.
- To recruit, hire, train and place employees where they have the experience, qualifications and desire to excel and reflect positive on the department and community.
- equal in transfers
- One thing that I would like for the Department to change is the maternity leave policy. A female should not have to use her vacation/sick leave, while on maternity leave. There should be a six to eight week policy. If she decides to stay out longer, then vacation/sick leave should be available as an option. That alone may increase female recruitment into the Department and make it a more equitable organization.
- follow rules in choosing personnel for assignment to positions, be fair to all
- Budget a separate category of overtime for call back situations
- See Above.
- No answer
- ...to improve the bond of the Department personnel. The reason that some may feel closed off or not included in the Department is because the people do not know them. We used to have pool parties, bonfires, days on the lake, etc. The whole family was invited. That is when you get to know the people you work with. We have gotten away from that kind of stuff. We used to have Christmas parties at a church or someplace in the District around Christmas that could hold a hundred people or more. Families were invited. On Duty and off duty officers and their families attended and had dinner.
I would say most of that falls on the shoulders of the district captains but a little help from command staff wouldn't hurt.
Frisbee was a step in the right direction. Everyone that came out is having a great time. People can't stop talking about what a good time they are having. I brought my kids to practice. Next week some others are bringing their kids as well. Interaction away from work will strengthen the bond.
- more joined functions
- Uniformity so that everyone is the same.
- I have not been here long enough to know the answer to this question.
- Stop allowing rookie Officers to take positions that they are not qualified for yet. Senior qualified Officers are not getting specialized positions when they are clearly the right person for the job.
- Stop the favoritism and the "pat on the back" or the nod to certain employees for job openings within the department. In many job openings, some employees have already been selected before the letter goes out.
- N/A
- Equal opportunity for all.
- Assign and promote officers based on their skills and abilities, not their gender and skin color. Perception not reality seems to drive the train at this department.
- Command staff personnel more approachable.
- Allow the best person for a position to be selected for that position.
- put the most deserving person in positions regardless of other considerations
- To treat everyone fairly
- Disparate Treatment: The practice, especially in employment, of intentionally dealing with persons differently because of their race, sex, national origin, age, or disability.
- color and sex neutral.....promotions based solely on performance.....even if it meant promoting 15 or more in a row of the same sex and race....regardless if they are hispanic, white, African-American, male or female....the best candidate wins.
- The change I would make is to allow promotions and transfers to specialized units based on performance, training, experience, and seniority. The top candidate would be picked for the position with no regard for race

or sex, which seems to be the current practice. I am aware that the belief is that anyone can be trained for a position. However, if a person is already trained who sought that training on their shows how much they value the position they are seeking and the dedication to this job. Officers are grumbling and very displeased at the sex and racial discrimination that is currently being practiced in the department. I was proud to be a part of this department based on the fact that we have had equal opportunity for people of every sex and race and no corruption that plagues other departments. We are becoming an organization of "reverse racial discrimination" towards white people.

- Supervisors that do more than "just survive until I retire".
- Unknown
- you should not have to have a degree to be a supervisor in this department!!!! Time and experience do not count for anything anymore
- No opinion up to this point.
- N/A
- Less divisive between sworn and non sworn. For CMPD to achieve it's potential all people in the organization must be treated with respect. CMPD will only rise to it's potential when there is an environment of mutual respect, trust and openness.
- I would like to see the command staff got out into the districts and look at the streets from our point of view, instead of having us come to them in those meetings where everyone is too afraid to say what is needed to be said because of the brass. The promotion process is interesting as well. We should have added a level of supervision from the bottom; we needed corporals not RAC's. They are viewed largely as ineffective and a further extension of departments "rule from the top" attitude.
- Have the Chief speak to his troops via training modules/roll calls etc to let officers know where the department currently stands and is heading.
- I WOULD START HIRING PEOPLE BASED ON THEIR TRUE ABILITY TO PERFORM THE JOB AT THE HIGHEST STANDARD POSSIBLE. I UNDERSTAND THAT THE DEPARTMENT SHOULD REFLECT THE COMMUNITY IN WHICH IT SERVES, BUT WITH THAT SAID, DOES THAT MEAN WE HAVE TO HIRE INDIVIDUALS WHO ARE INADEQUATE, WHO LACK COMMON SENSE AND HAVE NO SOCIAL SKILLS WHAT SO EVER TO DEAL WITH PEOPLE. JUST BECAUSE YOU ARE BLACK, WHITE, HISPANIC, OR ASIAN DOESNT MEAN YOU SHOULD GET A JOB SO THAT THE DEPARTMENT IS MORE DIVERSE. PEOPLE SHOULD GET A JOB HERE BECAUSE THEY ARE THE MOST QUALIFIED INDIVIDUAL FOR THAT POSITION.
- N/A
- I think we are doing a better job of informing employees of change before the information gets out internally or to the public. We need to continue to inform employees first.
- Same as above
- Accountability! Hold people accountable for their actions and for those they supervise. If you think that is being done now as it should be.....you are out of touch. You can reflect and or mirror the citizens all you want to, but if you don't have a result for the problem they have, you aren't much good no matter what you look like.
- Socialism.
- Work on how the assets for the department were spent and to better allocate what is purchased and why those things were purchased, I would try to improve the equipment that is available to our officers and work on the communication between other agencies and CMPD (meaning when they work operations together how everyone communicates with each other per radios) it has been an ongoing problem and even after 911 it was supposed to be fixed but it hasn't been fixed and continues to be a liability for all departments when we work together.
- Read #12
- I would place an emphasis on making sure the most qualified employees were acknowledged and promoted instead of worrying about diversity. The public deserves the most "qualified" people leading the efforts in maintaining their safety.
- fire everyone that still practices affirmative action or hiring, promoting or transferring folks based on race or sex. Being open IS NOT transferring someone from one inside job to another without posting the job and basing final decision on race or sex. This happens all the time. If one is black or hispanic and a female they have the fast track to success, regardless of qualifications or skills (including people skills).
- See above (12)
- Include the non-sworn command staff and management back into the loop and decision making arena. By completely disregarding them it has sent a message to all non-sworn that they are insignificant.
- change the culture of the department to move toward the type organization that engage's the community to get to know CMPD and develop relationships with the middle school's to nurture young people and help broaden the prospective hiring pool which could also help in reducing crime.
- I would give officers a 30 percent raise.

- Hire and promote based upon skills and experience. That is not what we are doing now.
- I have no problems with the way the department is managed. Chief Monroe has done a great job making inclusiveness to CMPD. I have not seen this Police department this focused on inclusive since being hired 27 years ago.
- Let the respective chains of command select the best qualified applicant for each position and stop trying to "socially engineer" everything.
- Take home cars for everyone or take away cars from everyone. Either way doesn't matter. Let's just be fair.
- Selection of qualified people for positions and not for their race or sex. Quality !!
- To simply keep things open, honest and fair. Stop all of the backstabbing and butt kissing
- More available job, and promotional opportunities for qualified Non-Sworn personnel
- Improve the retention of good employees of all ages by offering career development that includes high quality, applicable training.
- Same as #12
- n/a
- Take race, gender, ethnicity out of any processes.
- Still learning the rules of the department I'm currently working in.
- Extend employee benefits to gay and lesbian officers and their families.
- Communication between management and employees is getting better but still could be improved....There are times when I feel I am not being told the entire story....I am a big girl and I can take it.
- If I could change some of the command staff.
- I believe that this department is already extremely open and inclusive. Whether or not the department is equitable, is open for debate.
- make transfers open to everyone and not just move people without a process.
- The Chief has failed because he has neglected to share any of his vision(s) with the employees of the department. The Chief cannot expect people to confidently follow him until he shares his plans and visions by clearly communicating them to the people whom will, after all, be the ones who actually carry them out.
- Be fair and consistent when promoting and placing employees, regardless of race and gender.
- Change the promotional process to be fair to everyone who enters the process.
- To be less concerned about being reflective of the community. A department should be diverse but not reflective which means a mirror image of the community. As long as a department demonstrates some diversity the community would feel a sense of connectivity. Are we not in the 21st century where concerns about gender, age, ethnicity of other difference should be of lesser concern? If we are so concerned about being reflective of our community then we are not focusing on what our community really wants and that is to feel safe because capable people are on the job. Trust from the community comes from being fair and justice and if the department is concerned about being reflective then they are misguided and/or have another agenda because the department's focus should be on what is fair and justice with their ultimate concern being about the community's safety.
- less emphasis on the community in reference to hiring/promotions. I believe that the the community could care less about the diverse department. I believe that the community wants a Police department that can keep them safe regardless of race/gender/anything.
- hire Officers best qualified for open positions.

Placing Officers that are the best qualified can only make the Charlotte-Mecklenburg Police a better department. A Police Department who rewards hard working Officers who are the best qualified is what the public expects. As a citizen, I would require the best qualified Officer to work on my particular case not an Officer based on race, sex or nationality.

- Communication and support from the senior management to the officers about the need for diversity in the workforce.
- Remove more of the made up units within the divisions. Also to make the community coordinators work more hours than just 9 to 5.
- Make sure that regardless of race, gender, ethnic background, etc. that the Department hires people that are qualified to be a Police Officer.
- Re-open street crimes or a division similar to that. A division which works specifically on the street level drug interdiction.
- hire the most qualified people to represent our organization
- n/a
- For the department to explain their actions when someone is put in a position, who is less qualified, than another applicant. It seems that a person's race and/or sex has played an important role in several appointments/promotions to specialized positions as of late.
- SEE ABOVE.
- See my above statement for the answer here also.
- promote based on merit and skill level

- The questions on the polygraph need to be evaluated to determine if they are effective.
No one truly understand what are the disqualifiers that preclude employment with the CMPD.
CMPD holds they're civilian candidates to the same requirements of sworn officers through the NC Standards Commission. Is that necessary for Property Clerks, Office Assistance, and employees that clean animal kennels???

- All shifts go to four-tens. Work four and off for three.
- promotional process
- Hold training for officers and chain of command on major crimes and in investigating cases. Many people in the chain of command and officers investigating cases don't understand what they are doing. It's not uniformed through out the department.

- /

- Nothing
- More diverse leadership
- Not sure what the solution is. This survey is a good starting point but only that, just a starting point. One solution is to allow the test scores and work history/performance to speak for themselves and while doing that, remove all other factors from the decision making process.
- Placing employee in a job they are best suited.
- Give every patrol officer a take home car....or take them all away. Three reasons:

1. No matter who we choose-- someone is going to say "He/she got that because he/she is "X" (fill in the blank with your choice of race, sex, religion, or anything else you can think of).

2. It is not fair or equitable to have two officers working side by side, with the same time on--both working hard -- and one of them have a take home car (equal to a \$5000 raise +/-) and the other one not have it. Especially if they both live in Mecklenburg. Even if one choses to live in Gaston County...does he/she deserve to be paid less than the officer who lives in Charlotte? (I realize that this is not technically pay, but realistically it is exactly that). A Captain once told me (regarding my pay) "We dont have to be fair. We just have to be legal". I disagree; our officers expect to be treated fairly and equally. I am happy for the officers who have one...but I can understand the anger of those who dont. Anger = low moral = in-effectiveness.

3. We need more cars in the field for the shifts and we need more unmarked cars for patrol.

BTW: As long as we have the current system we should at least give every Sgt a take home car as well.... a take home car almost completely negates the pay differential between Sgt. and a topped out Officer. As a Department we just (within the past couple years) made an effort to make sure there was a seperation in pay levels...and now we have effectively wiped that seperation out. (An officer in patrol pointed this out to me...not a fellow Sgt.)

- NA
- Selection for specialized assignments should primarily be based on experience, capability and seniority. While factors such as gender and ethnicity should be considered, they should not be the primary focus of any selection process.
- Employees should be treated fairly and given equal opportunities no matter what gender or ethnicity they are. Gender and ethnicity should not factor into selection processes for specialized assignments or promotion. It should be based on qualities such as skills, talents, experience and performance.
- SELECTION FOR SPECIAL ASSIGNMENTS WOULD BE BASED ON ABILITY, SENIORITY AT THE DEPARTMENT.
- I believe that people should be able to transfer to different division and not have to wait for someone to want to leave there division. That would be my only suggestion, but I have never asked the question "why do we have to wait until someone wants to transfer?"
". I probably should do that before offering this suggestion.
- To take race/gender out of everything when hiring/conducting promotions. If you filled the positions with the most qualified people, than you would operate the most qualified department. I should not have to worry that my life is put in the hands of someone who was only hired because a quota had to be filled.
- I think assigning one Spanish speaking officer to each shift in each department would show our efforts in reaching the hispanic community.
- No comments
- hire qualified individuals
- that the department would be more concerned with the skills and abilities of its officers rather than the color of their skin or gender. It seems as though the department has become so concerned with diversity that it is actually decreasing the morale of the majority of employees. The take-home car program has also done more to decrease morale and motivation of the majority of employees because of the standards used to determine who would receive a take-home car. There seems to be no relevant or justifiable reason why an

officer that has been on the department for less than two years should be driving a department issued vehicle while a sergeant who has been with the department for twenty years is still driving his/her personal vehicle back and forth to work.

- The department would be most inclusive, equitable and open if the focus on hiring, promotion and opportunities is based on performance and skill sets; not any other factor. I believe the community wants the most qualified officers to police them, regardless of race, religion, sex or other non-performance based factor.
- Elimination of the RAC's. This program was poorly implemented and many of the RAC's received their positions by appointment or default because no clear cut job description was developed or a process was outlined or no one else would take the position. The RAC's have done more to destroy and foster division within patrol than any policy set forth since I have been a member of this department. RAC's having PRD input into patrol sgt's functions causes further strife and patrol sgt's should be allowed to rate them on their performance or lack thereof. The RAC position was a promotion without a process was inequitable, when a pay incentive and uniform designation combined with PRD input. To make this more inclusive remove uniform designation and allow patrol officers and sgt's rate their performance linking their 7.5 % pay to performance based incentives.
- Focus on employee retention. I believe we need a Captain or above in our division
- shake up the shifts. too many rookies on second and third shift. rookies are training rookies, in the long run will affect the overall quality of officers. shift differential pay would be fair for those working third or after 5pm and attract more experienced officers to a later shift.
- reward the self motivated, hard working, dedicated employee and correct those who are lazy, unmotivated, and undisciplined but yet are still rewarded due to race or gender.
- n/a
- Well it is two things actually. Just have the Sergeants do their jobs. It blows my mind a Sergeant can conduct roll call and then never leave the office the rest of the day except for lunch. We made a RAC position that never needed to be made. Here is an idea lets make the Sergeants do their jobs and get out in the field and help out like they do in other cities across America. They do not have to take reports but it would be another set of eyes and ears on the street in each District and on each shift. We are paying RAC's to do a job they should have been doing before anyway. I challenge you to go watch each District and see what Sergeants do after roll call. Except the occasional mail run to the LEC nothing. They have no clue what the officers are doing until a complaint comes in and they have to check the AVL's. Then when your PRD is due you have to do your own and turn it in so it can get completed when they had all this free time before.

The other thing is to get rid of the Chief of Staff position this guy is a joke. I cannot believe the City Manager allowed this guy to be hired. We have plenty of guys who are more qualified and better suited for the job right here in this organization.

- N/A
- Hire more minorities of all nationalities. Suggestion: More Officers of all races and cultures. I see more coming on board now compared to the past. But I have seen in years past recruit class starting with 20 plus w'm's, 2 black males, 1 blk female and 2 w'f's. I have always felt it was unfair and often wondered why this was a common practice..
- No change is needed at this time.
- NO OPINION
- Domestic partner benefits
- Consistency and fairness, regardless of rank or race. There are also many people who believe that certain positions are held for reasons other than being "earned".
- I would have outside panels to select officers for promotion at all levels. There is way too much bias in the selection process. It has only hurt the organization by practicing as we currently do. We now have senior officers in positions; (Captains and Majors) that have very little road experience and are not connected with how lower tiered officers operate. This management I speak of is totally dependant on officers and Sergeants and this is a primary indicator of our future leadership. The chain of command has made few choices correctly in recent years as to who they promote. This will cost this organization for years to come and signs are already appearing.
- everyone should play on an equal field
- cease IMMEDIATELY the practice of recruiting persons to apply for vacant positions based solely on race/gender. This practice has left numerous officers/supervisors stagnant in my current position and has filled vacancies in the past year with underqualified and inadequate personnel due to the UNDENIABLE realization that those people were recruited and accepted based on unequal qualifications, race and gender.

I continue to hear the expression "we should train new officers to acquire various skill sets...give other people a chance." However, the current practice has been to overlook persons who may be the most qualified for a position not because new people need a chance but because the top applicants are white males. This realization is resounded by the fact that various supervisors over units with vacancies have personally

phoned officers/supervisors with these highly sought characteristics and requested/suggested that these people apply for said vacancies. That is bad business...

- Find some way to build employee moral. People are not happy with the way this place is ran. Of course most wont say that out loud (most are spineless) but the feelings are there! Get a pay raise for the officers. It has been at least 13 years since we have had an across the board raise. This city has more money hidden in so many different places in its budget. Does noone here even ask or look into this? Charlotte wastes so much money on stupid petty things that its insane. If you disagree with that then you need to wake up and look around.
- No thoughts
- Fairness in how good or bad behavior is addresses
- treat all employees the same regardless of race and sexual orientation
- TO HAVE A MEETING WITH MY EMPLOYEES ONCE A MONTH, EVEN IF THEY DON'T HAVE ANYTHING TO SAY, AND IT DON'T LAST LONG, AT LEAST WE HAD A MEETING.
- Add Domestic Partner Benefits. I realize that this is a decision made by the City Council and would apply to all City Employees, but it would help if the department pushed for and supported such measures. The Benefits should include: Sick Family Leave, Funeral Leave and Insurance Coverage. If my partner became ill and hospitalized, I should be able to take sick family leave to be by her side. right now, I would have to REQUEST Vacation leave. I also would have to take vacation to attend the funeral if one of my partner's parents died.
- N/A
- the fluff
- Get rid of all of the "cliques" that seem to be divided among racial, gender, etc. lines.
- Im not sure what ONE thing would make the department more open and inclusive. I do feel we have to consistently strive to promote diversity at all levels in rank and in investigations to ensure equality and representation to all citizens. We are lacking in hispanic and asian cultures and always struggle with african americans. I think recruitment officers have to be reflective of the community and be agressive in recruiting in non-traditional means. I think upper level manangement has to be more involved in the hiring processes in their units to ensure managers understand the mission. I think we should look at those areas that have for too long been autonomous and seek change and make that the norm so severe struggles can be lessened. We have to include non-sworn in more events and knowledge of the department. I could go on but I will stop for now...LOL!
- Requiring non-sworn employees to meet the same hiring criteria as sworn employees sometimes makes it difficult just to fill the vacancies I have and minority applicants seem to have a harder time making it through the process.
- Transfer superiors every year....
- Incorporate Domestic Partner Benefits! Although Domestic Partner Benefits would have to be approved by the City Council and would apply to all city employees, it would go along way to have our Chief and Command Staff let the City Council know that they think we should get these benefits.
- n/a
- be fare
- If this department wants more open lines it should include more officer's in the decision making process. The numbers should mirror the number of officers in the department rather than just making it top heavy. Most of the command staff in this department have forgetton what iti is like to be in the field since it has been years since they answered a call for service.
- domestic partner benefits
- Domestic Partner BenefitsContinued Education on diversity
- Best/Most qualified applicant gets the promotion or specialized position or employment.
- Get over the notion that 'numbers' are important vis-a-vis gender, race, religion, etc. If you think about it, what is more important? Satisfying a segment of the population at large that diversity is our primary goal? Or GIVING the entire public the highest level of motivated, educated, and competent police officers. We DO, after all, carry guns. This is an important job. Quit screwing around with political correctness. I'd rather work with someone of a different race who is competent than of my own race who is incompetent. Competence is paramount. All else is friggin' secondary when the chips are down.

You said to be 'brutally honest', right?

- keeping suspects in jail and stop having officers document events in several different places (kbcops, stop data, Fls, gang). Can we intergrate all so officers can spend more time at work than typing?
- everyone take home cars
- People need t be hired or promoted based on qualifications and ability not to fill quotas.
- Consider a peer and supervisor evaluation for an individual before giving them a specialized assignment, promotion etc.

- In 300-003, you need to include some protection rights for same sex partners that have been in committed relationships (examples: funeral leave (no coverage for same sex partner deaths or immediate family members of the same sex partners family, sick leave).

In 300-017, there is no protection for harassment for the classification of sexual orientation. It is noted that same sex harassment is in violation, and I imagine that is in there because someone is worried about a homosexual hitting on a heterosexual.

- Race should not be a factor EVER when appointing people or selecting people for special positions or promotions.
- See above
- I would like to see more hiring of Hispanic officers to better serve the growing Hispanic community. I know the few officers who speak Spanish and translate for the department wish to see more bilingual officers on the street because they are overwhelmed or overextended.
- Having the officer's chain of command interested in their personal career development--Not everyone has a captain/sgt interested in their success--
- have a no tolerance policy when it comes to issues of race and sexual orientation. Members of our department do not feel safe when it comes to identifying their sexual orientation to others in the department for fear they will be judged or ridiculed for who they are.
- give value to the chain of command. The top end seems to only confer with each other and not solicit input from intire chain.
- Educate officers on diversity and the differences in the cultures of the citizens in which we serve. Some of the training should be mandatory but it would be nice to have electives that include the background, mannerisms, beliefs and cultural practices of various groups of people. I feel that some of the diversity training that we have had in the past was ineffective and in some cases created unnecessary tensions within the ranks. We must remember that diversity is not just a matter of race and culture but also includes lifestyles, handicaps, non-religious people and so many more. I believe that the objective of diversity training should be education and a move towards inclusion rather than exclusion.
- na
- If the department did not base movement or promotion on race, gender, ethnicity, etc., instead on knowledge, performance, ability, personal interaction, etc. Sometimes I feel that the department worries too much about being diverse to reflect the community and not enough on the task at hand. When a person graduates from the acadey and is off probation everyone is at the same level and viewed the same. The qualities that the person develops including their skills, knowledge, abilities, and inter personal relationships should dictate if they transfer or are promoted. In my view all people are equal. Their job movement should be based on the above factors, since all people are equal as employees.
- The general management philosophy in this department seems to be using fear and bullying to make people work hard. That is only effective until people realize that no matter what they do it will never be good enough. We are getting to that point now. I have never seen people more frustrated across the board that they are now.
- Implement a Corporal rank within the rank structure. The position would allow for movement and responsibility to be placed on a lead officer if you will to assist in making decisions on the street when a sergeant is unavailable. This position would also assist with improving morale and giving officers something more to work towards in their career.
- To stop advertising jobs that already has someone picked and to not just give jobs to people because of the ethnicity, race or gender.
- re evaluate the PTO Program need more diversity within the PTO Program
- The one thing that would make the Department a little better would be the ability to actually be able to contact person(s) within the CMPD when we need to. Too often there are phone numbers that ring to places where there is no voice mail. When contacted by persons outside the CMPD, even other police agencies, i have a difficult time locating a working phone number where I can comfortably refer people. I am sure we are better than your average Bank or Business, I just wish we were better.
- More open and honest communication between officers and supervisors.
- To keep hiring effective leaders that wouldput their interests second and their employees first.
- consistent. I would say fair but I will settle for consistent (see above). Morale is low. The message that has been sent loud and clear is that "now is not the time for any white officer to expect a specialized position, no matter how qualified they may be." No Gala, frisbee tournament, take home car or baseball card is going to restore morale or faith in this institution until equity is re-established.

I do not know what and how this department will thrive with unqualified, unrespected and incompetent persons in specialized positions and command staff in the years to come.

"The beatings will continue until morale improves."

- to stop making other people scapegoats (such as the magistrate, DA's Office) and support the decisions that officers make.
- The department needs to be more family friendly and understanding of individuals with families. Also the RAC position needs to be eliminate. In my opinion the RAC's are very divisive who only care about the 'little kingdom' that they are over. They don't care for the entire division.
- more direct news from the Chief
- The treatment equal for all employees not matter the race.
- Simply, more educational opportunities. i think equity is about having the same opportunities, whether those opportunities are found outside or inside of the work place. I think if there is a lack of qualified women or minority candidates for certain jobs it is mostly because these candidates do not always have the same opportunities to acquire these skills. i think the department would be much more successful in acheiving its goal of a diverse work place if these educational opportunities were provided. This would also reduce some of the resentment caused by promoting unqualified candidates.
- I would not change anything about the department.
- To make specialized assignment processes more open and transparent. Oftentimes it is hard to classify many of our competitive processes as open and fair when historically they have not been.
- There needs to be more outreach to recently released felons and habitual defenders. The CMPD needs to network with companies such as FedEx Ground for a program I call "Youth and Consequences". Juveniles who commit petty crimes would have to work in the local depot during the summer to pay restitution to their victims, write letters of apology and mentor with a sworn officer to act as a developmental role model for life choices.
- Budget is tight and I understand why training is not offered on an ongoing basis to enhance technical skills.
- 1) to require that everyone is given the same chance for advancement. Assignments should be based more on merit and less on gender and race. I'm concerned that we are creating division within our own organization. 2) Bring back career development. The gateway to advancement should be through patrol and not through special assignments.
- n/a
- All sworn officer would have a take home car.
- to always challenge the status quo by holding people accountable....
- Show your employees that you care about the work they do.
- If the top candidates for a job are white males then take them for the position. If the top candidates for a job are black females then take them for the position. Don't take from the bottom of the list just to put a minority in the position.
- Similar to answer 12-In my opinion, it would be beneficial for us an organization to be more consistent in announcing and selection of officers/supervisors for specialized assignments. I have seen officers and supervisors become frustrated when they feel they are working hard, have expressed an interest in an area of the department and participated in training or ride alongs in those areas to make them a more viable candidate for a future opening and then apply for an opening and someone with no previous expressed interest is selected or someone is selected with no announced process at all. It is vital that we are intentional in providing opportunities for growth and professional development for all our employees.
- 1. I feel that young Officers (with less than 3 years on) need to get the experience on the street before being able to join a specialized unit within CMPD (the old way).
 2. I also feel that adjoining districts need to get off of the 6100 numbers (or minimize the use of line Officers) and answer calls for service in there respected districts. Appose to having out of team continuously come over while we are trying to be pro-active in ones district.
- No comment
- Require the chain of command to get out of their secure environment and get out and work the streets to see how things have changed since they went behind a desk. I mean answer calls not ride along and hide behind the patrol officers.
- I would leave things as they currently are. We all deserve equal oppurtunities while working for CMPD.
- Grant more time off. Make sure all rules apply to all personnel, not just some. Some supervisors are afraid to reprimand employees who have been in this dept. for many years but the new people get punished and written up easily.
- Give us raises.
- shift differentials in pay therefore creating a desire to fill the 2nd and 3rd shift positions. Now everyone wants and most are on the 1st shift. However there is a shortage on 2nd and 3rd to cover vacations, sick time and days off.
- Find a new police chief and one less civilian chief. Sorry, that was two things.
- don't have any beefs at this point
- (best man or woman for the job based on qualifications)
- Remain color blind and never hire someone to meet a quota.

- Base a persons promotion and career ladder based upon their abilities, their dedication to the community and Department, knowledge of the job, work ethic and overall abilities; not on characteristics that they have no control over such as race, ethnic background, sex, or sexual orientation.
- more transparency and less internal politics.
- White males are being decremented against for positions in the department. I also think that officer should do a minimum of three years on patrol before going to a special assignment.
I don't think that the community cares about the person doing the job as long as the are the best most qualified person for the job.
- To increase awarness overall on all aspects possible.
- NO COMMENT
- I believe that the department already possesses these ideals and makes necessary improvements in key areas which address the aforementioned ideals.
- practicing this very statment could be a start."more open, inclusive and equitable organization"
- more supportive of valued employees.
- The department needs to be fair when hiring for specialized units. Training, experience, and how an officer conducts every day operations should get the officer the job. It should not be what the officer looks like or believes in.
- Eliminate those in leadership positions who fail to recognize the strengths of their employees. Fit administrative leaders into administrative postitions. Fit investigative leaders into investigative positions. Fit effective motivators(leaders) into patrol postitions. Give seasoned officers recognition by establishing WRITTEN POLICY that reflects their value which includes experience not statistical performance alone. The equity the department seeks includes different race, sex and culture but fails to include or value well seasoned personnel as a component of equity. This department has developed an unwritten/ unsaid policy that younger officers hold a distinct advantage when it comes to inestigative positions or transfers to other desirable assignments.
- Implement the "rule of five" in the Sergeant's promotional process. The Chief has a excellent handle on the direction of the Department and therefore is the most qualified to determine those who should be in supervisory positions.
- i have no complaints...
- Quit trying so hard. Don't force it down our throats. I think everyone is for a open and equitable organization, but it needs to be done in an equitable way.
- Promotions or special assignments should be given to the most qualified person who applies for the position. It feels as if people have been given assignments due to being a minority or a specific gender, not their qualifications for the position.

In some cases, it seems as though people are hand-picked prior to the announcements being sent out. I feel that is why many well qualified officers do not apply for certain positions.

Maybe if the department would say why the decision was made, people would not criticize.

- As the department stands training does not come as frequently as necessary for some to advance their skills to make them more suitable for specialized units. There are some positions that are not equally inclusive and not everyone in this department has the necessary skills or talent to fill these positions.
If I could change one thing I would insure that applicants for vacancies in the department were chosen based on merit and experience, and not in the name of "diversity" to satisfy the public perception.
- to qualify to everyone why a person was promoted or selected. SHow what qualifications someone had over another person in order to get that position. IT would show what someone else has to work toward in order to obtain a similair position in a future proces.
- I would remove race, gender, sexual orientaiton, and other biases from the promotion process. Promotions and career advances would be based strickly on experience ON THE JOB and qualifications.
- Paying officer for their years of service like you do for a college education. An officer with a high school education tops out in pay when a guy with a business degree gets paid more.

An officer with a two year degree gets %5 / an officer with a high school education and 5 years of service should get the 5% pay and so on for a four year degree.

- The recruits need to some to Records and sit at the DCI terminal and observe how the vehicles, missing person, ect are entered and cleared from in NCIC. I believe they would have a better knowledge if they were to do this.
- Making promotions and investigative positions transfers based solely on years experience and yearly reviews as well as work history.
- See above.
- Stop trying to make the department and units within more representative of the community. There will always be an adversarial relationship between police and criminals. As long as the department continues to hire

qualified, respectful candidates that conduct themselves professionally and treat citizens and co-workers with respect it doesn't matter what color their skin is. I will be the first to say how valuable a Hispanic speaking officer is in many situations, and it is important that we continue to recruit qualified individuals that can bridge communication gaps. I have been passed over for positions by equally (or more) qualified minorities and those below. It is disheartening to be a victim of the latter. It hurts morale and makes the employee feel as though they are not valued in the department. All of their hard work is not appreciated which in turn will negatively impact individual performance. I can only hope that future specialized unit personnel decisions are based on rewarding exceptional performance as opposed to promoting a political agenda of diversity.

- Value what I have to offer. If I have been doing my job for 20 plus years I should have an Ideal what is needed. Value me and my knowledge. I respect the rank. Having a rank does not increase your Knowledge.
- Trust is earned. If a person doesn't trust the police because of their personal circumstance, that same person doesn't care if the department is reflective of the diverse community. I try and treat everyone I know and meet with respect. The department can not satisfy everyone in the community. We have a job to do...

The public does not deal with command staff, the public usually only deals with patrol officers.

The questions are very loaded and should have been phrased differently!

- GET RID OF THE CHIEF!!!!!! HE DIDN'T EARN THE JOB, AND AS FAR AS I'M CONCERNED, WAS NEVER QUALIFIED TO APPLY FOR THE JOB!!! HE NEVER GOT THE COLLEGE DEGREE THAT WAS REQUIRED TO APPLY!!!!
- To stop using the word "civilain" when referring to non-sworn personnel. The word "civilain" pertains to those who have never been in the military, not to those who are not sworn officers.
- I would expects our supervisors and command staff to be reflective of the diverse community we serve.
- That we reward people for their hard work weather it is through specialized assignments, extra training in a field that they are interested in.
- Allow domestic partnerships.
- N/A
- a more open line of communication between admin. and patrol.
- read the above
- Increase the morale of the troops, this starts with change from the top.....the current chief needs to go....and promote from within.
- (see above response)
- Increased pay.
- Equality.
- Promotional process is skewed to allow an unfair advantage to those in positions outside of patrol assignments.
- Put employees in assignments based on their merits not based on race, some positions they just put someone in with out a selection process others they have a process. Then some that they have a process for they don't put the most qualified people in they diversify the list then put people in the position, if you are going to do that why have the process.
- just be honest, straightforward, direct, and tell a person the truth instead of hiding behind your position or rank and distorting the reasons for your actions.
- Il feel that seniority has no meaning at all within the department. It does not affect me but officers with very little time are getting perks such as take home cars over those of veteran officers. No doubt this has become a moral issue. Overall I still feel that we are one of the best police departments in the country.

I also feel that we need to get away from papering cases with the D.A."S office or at least doing 99.9 percent of their work on top of what we provide.

- I would like to see career development classes that will prepare employees for promotion or advancement. We had development classes, but employees were still able to take promotion exams or apply for specialized units without completing the course work by dead lines.
- Remove the barricades that inhibit employees from true expression of their concerns. An organization can only reach it's full potential when employees feel they are safe to express their concerns without fear of retribution.
- Eliminate the race/gender based promotion and assement practices that have been instituted under the current administration. The practice has hurt racial relations within our department and will call our organizational professionalism into question if allowed to continue.
- no comment
- allow officers to work out on duty in exchange for all officers being mandated to pass physical fitness test every year
- to allow domestic partnership benefits.

- Hire more minorities.
- Individuals that are motivated will earn opportunities. The department should provide an environment that allows those that wish to excel to do so. The department should not provide opportunities to those that have not earned it.
- to place much more value on the officers who have chosen to stay with this department over a period of time. These officers, men and women with over 20 years of service to the Charlotte community have been tossed aside and the younger, green officers who don't have the experiences on the street needed to be a supervisor or detective seem to move ahead. There is absolutely no value placed on seniority in the department. We have people with less than 5 years experience on the street in management positions that know nothing of what an officer on the street goes through in the performance of his duties yet these same people sit on board hearings judging the patrol officer.
- to be more honest with the officers instead of being political correct.
- Hold personnel responsible for their work production and lack thereof. Reward the ones that actually do perform their task and basic job requirement.
- teamwork in patrol
- Do not see any need for changes
- Communication absolutely sucks!!!
- promotional procedures, include military background as eligibility and not just education
- n/a.
- That vacant positions be filled by the most qualified applicant.
- No comment
- On the non-sworn side, maybe change the recruitment process. Try looking in other places and make others more aware of opportunities in local government.
- To promote a feeling that we are open to selecting the most qualified person for the position.
- Blue
- to base hiring and appointments on skills, work ethic, and ability not on race or gender. This department has hired and promoted some really unqualified people because they can test well. Hiring is based on who you know not what you know. Same can go for promotions and job transfers. There is a double standard in the districts also. What is okay for one officer to do is not for another.
- Ummmm,,, HIRE AND PROMOTE PEOPLE BASED ON ABILITIES no matter their RACE OR GENDER.... gee that should be a no brainer... best person for the job gets my vote, I dont care who or what they are...
- be fair
- having a union
- The morale of this Department has been declining and it has nothing to do with diversity. A good number of officers are only counting the time until they retire. There is no inclusion; only do what you are told. This job has become a high stakes numbers game instead of doing what our real job is, protecting the citizens of Charlotte and identifying, arresting and convicting the criminals who threaten these citizens. Instead, patrol officers are evaluated on the numbers they produce (FIs, arrests, tickets, etc.) instead of the quality of their work. As long as the Department continues this ridiculous numbers game comparing Division against Division, Service Area against Service Area and Patrol North against Patrol South, you will have officers counting down the days until they retire.
- Hire the best qualified person, put the best qualified person in specialized positions as well as promote the best qualified person. Race of the person should not be a factor.
- to make specialized assignments based on current performance and ability to learn new skills rather than the previous acquisition of skills by mediocre performers.
- No comment
- Make hiring and promotions based on merit and on who is the most qualified and not based on any other factor.
- The appointment of a minority Chief from outside the organization has enhanced the departments ability to examine policies and procedures that will enhance our ability to integrate all groups represented within the department.
- The rules have recently changed where officers had to have 3 years of experience to apply for a transfer. It's only a matter of time before someone gets hurt as a result of this change in policy. I think we all know why the rule was changed in the first place.
- Increase the size of patrol (LINE OFFICERS) instead of increasing the size of the FMT. It seems that the larger the FMT gets the more responsibility is placed on Line officers to handle the tasks of Zone Checks, etc. Put the FMT's in the neighborhoods and hold them accountable for making the zone checks instead of pulling more resources daily from patrol when staffing levels are already struggling. There are days when our shift has very minimal staffing and we have to pull one officer from each response area to handle the task of being the SPU.. This creates a burden on our shift and creates a backlog of calls and increases the need to pull from other districts, and more importantly, creates officer safety issues. While this is occurring the FMT is not held accountable for helping with the workload. There have been many instances when calls are holding in

the district and out of team units are requested, and there are multiple FMT officers available. This, in my opinion makes no sense at all. While I understand the need for this unit, in my opinion they are overly staffed and not doing the type of work that is indicative of their title.

- Currently officers with degrees get paid more than officers with no degrees. We all do the same job we should get paid the same. I could understand only hiring people with degrees (I could understand but think its a mistake) but when you get hired the pay rate should be the same. Also you have to have a associates degree to become a Sgt. By restricting the hiring pool you are missing out on a lot of potential great leaders.
- Hire based on skills and maturity rather than hiring folks just to fill diversity numbers.
- I feel that the department should foster more relationship building programs to encourage strong positive working relationships among officers. My experience here at the department has taught me that getting to know another officer as an individual / a person and not just as another uniform creates tremendous bonds, trust, and sense of obligation. Officers do care what other Officers think about them and they want to do a good job in the eyes of their peers. It gives an officer confidence to go into an interview setting and be recognized as a person and not just a person that does excellent police reports.
- don't change a thing
- Make our recruitment and advancement opportunities based on skill, experience, and knowledge rather than skin color or sex.
- Create an enviroment that is conducive for all employee's to work in
-building an organization where trust, honor, and dedication to one another means something.
- A fair promotion process (Non-sworn)
- No comments
- N/A
- N/A
- To treat all employees on an equal level when a person is being investigated regardless of gender. Several officers feel and talk about past violations of officers who were investigated for a crime or complaint were treated unequal due to their race, gender and sexuality.
- Take Home Patrol Vehicles or (1) Assigned Vehicle Per Officer
- When a position is advertised within the department, it has been a long habit of having a favorite person for the position already picked out, and at times, asking a particular person to put in for the position knowing that they will be selected. That is why most people I talk to do not put in for anything...the motto is, unless you were asked to put in for a position that is advertised, don't waste your time putting in for it. And in most cases, a less qualified person is selected because of this practice.
- make it a more open, inclusive and equitable organization, without race or sex being a factor, true leaders will treat everyone equally. We lack leadership in this departemnt.
- **TO MAKE SURE THE DEPARTMENT SUPERVISORS WERE MORE OPEN AND EASY TO TALK WITH AND MAKE SURE THE SUPERVISORS DID NOT SHOW FAVORTISM**
- A fare promotional process, College does not mean that one person is smarter than another, especially persons who were in the military or a Chief that doesn't have a degree. Have the leaders in this department working the streets, often, so they know what we deal with. They tend to get in the office and forget where they come from including the chief and deputy chiefs, majors, and captains.
- reestablish more manpower in patrol. To many specialized units within the patrol divisions
- The department has senior officers that have not seen a 5% step increase in 10 years. Being one of those officers, I believe that the 5% step increase along with a cost of living increase is much deserved for everyone with the job we are doing. It would be nice to say that as progressive as this department is, it is keeping up with the market rate of law enforcement salaries across the country. I realize that time are tough economically, but a 5% step increase would make alot of officers more content with thier jobs knowing that they are providing more for their families.
- Same answer as before
- Quit trying so hard to diversify the employment and hire better qualified employees. Go to 4 10 hour shifts with an hour overlap of both the shift before and after. It will decrease overtime and shifts will be better equipped to communicate information between shifts. Officers ending their shift would have an hour to finish up late calls or paperwork while the next shift takes over.
- I would ensure that once supervisors have received any information from an officer critical or otherwise that they are now responsible to see that the information received has been at the very least documented. It is would also be the responsibility of that supervisor to reply back to the officer making the complaint saying at a minimum that an "An action has been taken".

Example 1: Officer "A" tells his / her shift sergeant that Officer "B" routinely drives at high speeds even when not responding to calls.

Example 2: Officer "A" tells his / her shift sergeant that Officer "B" routinely suffers from bouts of depression or mood swings.

When you hear of things "falling through the cracks", this is one of those "Big cracks"

To remedy this, there should be an interim process for information to be placed in an employees folder

without having to pull the "Big Red Handle". This would help identify trends and prevent possible tragedies. Example: if an employee is late, then the supervisor would make a notation in the employees folder. If the employee is late again and it is a different supervisor, then that supervisor can also make a entry into the employees folder and see the emerging trend.

By doing this, no one can say "We had no idea" or "we did not see this coming"

- Uphold past, current, and upcoming standards to all employees of the police department. Compromising rules and regulations set forth by the PD only reduced the moral, character, and integrity of this department. Standards are made to keep the integrity of any business or department, including the Charlotte-Mecklenburg Police Department. Overlooking these values almost always lead to misuse of power or corruption.
- hold each employee accountable for their actions, never compromise standards to accommodate those undeserving,
- Stop lowering the standards and qualifications for positions just to try and get more diversity.
- Make sure that when individuals are being selected to perform in certain duties that they are qualified and the selection is backed up with a realistic conclusion as to why they were selected. For example young or older Officer's with no past training being selected to work on certain details that require working in undercover capacities. That I think is dangerous and it creates moral issues. If an Officer has a legitimate complaint or concern they should be able to be heard and not have their comments or feelings held against them.
- I would have the department hire, promote, and transfer employees based solely on their experience and qualifications.
- Same as above
- Appoint, recruit and promote based on ability and nothing else.
- Speaking from my perspective within the Department, I have received overwhelming support for my specialized unit with funding and flexibility of operations. Holding officers more accountable to their geographic areas has, in my view, been a great success and I support it wholeheartedly. The main obstacle I see to our success, is really outside the scope of the Chief of Police to solve. Namely, the lack of prosecution and effective punishment for repeat offenders. Our citizens suffer the most from this failure of the criminal justice system, as they are repeatedly victimized by the same people who should not even be out on the street. I appreciate the Chiefs' efforts to push this issue, but without support at the state level, we will continue to simply hold the line, rather than rolling back the tide.
- decrease in the rampant reverse discrimination utilized during promotional processes.
- Can't think of anything right now. Nothing comes to mind.
- Follow the values of the departments mission statement

- Our Employees
- People
- Partnerships
- Open Communications
- Problem Solving
- Integrity

everything is not a black and white race issue. The CIVIL WAR is OVER...

- treat everybody the same
- I feel that the department does a good job and officers are going to complain about certain things that occur in the department no matter what happens. Let us not concern ourselves with individuals think and worry about what will make the department better as an organization.
- I feel that Officers are going to complain no matter what happens within the police department. I feel we shouldn't concern ourselves with individuals and need to focus on the department as a whole.
- n/a
- to have mini-clinics where policies/procedures, laws and departmental guidelines (required daily) are reviewed to ensure understanding and re-familiarization.
- i feel more diversity would be beneficial. we are always hearing about black and white. there is more culture that represents this department and our community as a whole.
- I think all departments within the department as a whole get along well as it is. From a patrol officer stand point I see there is a large diversity in our lifestyles away from this career that keeps us wanting different things from CMPD as a whole. I'm more of an off duty kind of guy while there are people who have never even logged on to Xtra Duty. So my complaints about Xtra Duty won't be shared by everyone. Some people are more athletic so they may get into sports organized by the department. Some people live and breathe this job while others stay separated from it when they go home. Overall, I think we're doing fine as a whole. But that's just me.
- Make the department more of what you know rather than who you know.

- All employees should have access to the same equipment. That fact that only some employees are issued different uniforms than others when they are doing the same job seems unfair. More importantly, the fact that some officers have lights on their weapons where the majority of patrol officers that need this equipment still go without seems to be not only unfair but a safety concern.
- I would look at officers abilities, work ethic, and qualifications and not worry about about the officers race, sex, etc.
- nothing
- See #12
- Stop using diversification as an excuse to place inexperienced people in positions for which they have no skill set. Overall this damages morale among everyone in the department and it reduces the effectiveness and excellence within the unit where "diversification" is forced. All should be treated equally according to their level of experience, skill and competence. A particular demographic should have nothing to do with selection for any position, unit or rank. Ultimately, the community expects us to act professionally and to do everything we can to reduce crime. Race, color, religion or cultural background has absolutely nothing to do with either of those.
- reward those who earned the reward- stay color blind in all aspects.
- See #12
- Give officers more discretion in matters such as vehicle pursuits, deciding when to take a police report, and how their time is spent. I would also abolish the zone check and citizen contact call codes as they promote laziness.
- The most qualified person should get the position no matter what gender or race they are. These should not factor into the decision in selecting officers for applied positions.
- I would create a rotation schedule where officers could work different districts and experience multiple areas of varying levels of crime and socioeconomic status. As it stands now, some officers with one year on in a high crime district may have more experience than five year officers in "slow" districts.
- The department should be open in the hiring practices and promotions. All positions should be posted and all qualified persons given the opportunity to take part in a process to fill vacant positions so the best candidate will fill the vacancy.
- Changing the state laws concerning the NC pay scale into a grade pay system for years of service union or non union. Civilian personel are under paid for all the work that we do in Records. We need to be DCI certified etc. with no pay increase. Our skills hold the safety of the department officers in our hands as well as dispatcher. We work 24-7 with no paid holiday nor incentives just be glad you have a job. We eat at our desk almost never take breaks. The chairs are horrible the room temp is determine by someone that is not in our enviroment. We often need to be maid for the slackness of fellow employee if we don't want to work in a unsanitary mess sorry you did say one thing. smile enjoy your day.
- Maintaining an adequate amount of support service personnel for the increase in sworn personnel.
- more training on the job
- Transfers and Promotions baised on ability of the persons applying for the positions, and not race, age, or gender preference.
- good work ethic
- THE DEPARTMENT WE ARE IN IS DIRTY AND HAVE NOT HAD ANYTHING DONE SINCE WE CAME TO THIS BUILDING.EVERY OTHER DEPARTMENT HAS BEEN DONE OVER TWO OR THREE TIMES.WE STILL HAVE SAME DIRTY NASTY CHAIRS.MOST EVERYONE IN HERE HAS SOME KIND OF BACK PROBLEM OR BREATHING FROM DIRT AND BAD CHAIRS.
- .
- There is too much concern on ensuring that employees get assignments based on their sex, race, and ethnicity. It is not based on their abilities and skills.
- Based on the concern for diversity in above questions, the below questions shouldn't really matter...
- For employees in a supervisory role to be interested in the employees that are under their command.
- Communication
- Everyone to be on the same page.
- allow officers to at least take the Sgt. exam after faithfully serving ten years on with a great status of work..So many great officers do not have a college degree, but have a world of knowlege in policing thats going to waste, nothing to look forward to other then count how many years left to retire.
- Make a standardized & transparent selection process throughout the department.
- Rotate the take home cars monthly or bi-monthly. Take home cars are the same as a raise as the officer does not have to pay for gas anymore, has a car for any off duty they want, and does not have to pay for vehicle maintenance to/from work.
- I would like to see this organization hires more Asian Officers also see more Asian Officers get promote to a rank of Sergeant and above.
- please read above!

- I am not sure I would change anything at this point. However, I do want to believe that if I am the most qualified individual, through training, experience, etc. that I will be promoted and given the opportunity to advance in my profession regardless if I live in the same area, the same race, the same gender, as the area that I will be assigned to work.
- HIRE MORE MARINES ARMY NAVY AIRFORCE
- Get rid of the Policy pertaining to a (2) year degree or at least 60 credit hours of College to apply for the Seargents process. I believe there are many officers on this department that don't currently hold a degree and would make great First Line Supervisors and even Response Area Commanders.
- Place qualified individuals into assignments and not be tied to the gender/race issue so strongly.
- NA
- Nice.
- promotions/transfers/selections for specialized units would be based on qualification rather than the candidate's demographical make up.
- I THINK THERE SHOULD BE AN ONLINE FORUM ON THE PORTAL PAGE, WHERE OFFICERS/NONSWORN INPUT CAN BE GIVEN ANONYMOUSLY ON HOW TO SAVE THE CITY MONEY AND OUR SANITY. PEOPLE HAVE A SENSE OF PRIDE IN THEIR WORK. AND IT WOULD MAKE THINGS SO MUCH FOR PEOPLE WHO ARE DEALING WITH THE PUBLIC ON A DAILY BASIS AND KNOW WHAT WORKS AND WHAT DOESN'T.
- I think that Department needs to look more intently at a person's background with regards to their training, education, and experience when considering them for promotion or transfer to a special assignment and that race and gender should have absolutely no effect on that decision whatsoever.
- Take into consideration the people who complain on officers and the things that they have done before entertaining a complaint. Give officers that much respect.
- better focused on basic budgeting and cost effectiveness.
- Pick the best person for the position regardless of gender, race or ethnicity. If the best qualified candidate happens to be someone that does not reflect the community they serve, they should not be looked over for someone that does reflect the community and is less qualified.
- Set the bar higher not lower for specialized units, detective positions and advancement to supervision. If a person can not perform the functions for a specialized job then they should not be put into that position just to say the agency is diversified.
- Place personal in positions that best fit their ability, skill, and experience level without regard to race or sex. I believe a position should be filled by the Officer who is most qualified for that position with out any regard to what race or sex the Officer may be.
- If all positions that were open had an equal and fair process of evaluation and that the most qualified person obtained the position regardless of race, gender, or ethnicity. It appears that certain positions have been filled without any evaluation process. There has been a mandate for diversity and that it has been the sole factor in determining who has obtained positions. I believe that this would change the morale of the department and create a workforce that is motivated to be successful.
- ...to make more of a conscious effort hire individuals based on their abilities and skills, etc., instead of hiring based on who knows whom. I see a lot of cronyism with regards to hiring, promotions and incentives within my department. Employees are hired based solely on a referral from certain highly-favored employees within the department, or others within the organization regardless of whether or not the person being referred is the best candidate. More often than not, the person hired is uninterested in acquiring the necessary skills to do the job; or they have simply discovered that they can get by without actually having to perform their job duties because of whom they know. This is also a problem when it comes to promotions; only certain people, usually men, are even considered for promotion, regardless of suitability. There simply needs to be more inclusiveness and diversity when these decisions are being made.
- investigate other alternatives rather than freezing step merit pay.
- Increase the pay.
- see 10 and 11
- A process for employee growth that is fair and equal based on several factors determined through such things as skills, evaluations, qualifications.
- Make the department more transparent.

Here's an idea. Have oral boards recorded. Then have an independent judge listen to them and grade them. I'm wondering how different our command stuff would look.

- No comment
- Due away with the college degree to become a Sergeant. A college degree does not make a person a better supervisor.
- Right now, I strongly believe that the department is on the right track. The old way of thinking is quickly leaving and I know that the new leadership is the main contributing factor to positive growth.

Before where there was no opportunity for career growth, there is now an equal and fair opportunity to do so within the department.

- Hire personel for their skills and qualifications. It shouldn' t matter if we have an entire class of one race/ethnicity/sex or the other. I have seen too many poor employees hired for one of the above factors causing officer saftey issues later. My division has even failed a trainee recently who was from the very beginning not"cut out" for the job. He is now a confirmed gang member having been taught all of our training and tactics.
- have more tactical training
- Have all civilian departments run by Sargeants and Captains.
- same as above

Q14: Gender

(14) Gender			
	Counts	Percents	Percents
			0 100
Male	726	72.7%	
Female	272	27.3%	
Totals	998	100.0%	
Mean	--		

Q15: Race

(15) Race			
	Counts	Percents	Percents
			0 100
Caucasian/White	742	75.8%	
African American	156	15.9%	
Latino	19	1.9%	
Asian	15	1.5%	
American	4	0.4%	
European American	3	0.3%	
NATIVE AMERICAN	3	0.3%	
All of the above.	1	0.1%	
american indian	1	0.1%	
bi-racial black/white	1	0.1%	
Black- of African-American/ Caucasian/ Native American/ Latino ethnicity	1	0.1%	
choose not to answer. Why would it matter?	1	0.1%	
Does not matter.	1	0.1%	
guess.....	1	0.1%	

[Continuing table]

(15) Race			
	Counts	Percents	Percents
			0 100
Hispanic	1	0.1%	
Other	29	3.0%	
Totals	979	100.0%	
Mean	--		


Q16: Years of Service

(16) Years of Service			
	Counts	Percents	Percents
			0 100
6-20 years	588	58.6%	
0-5 years	212	21.1%	
21-25years	143	14.3%	
26 or more years	60	6.0%	
Totals	1003	100.0%	
Mean	--		





Q17: Assignment

(17) Assignment			
	Counts	Percents	Percents
			0 100
Patrol	566	57.1%	
Investigations	150	15.1%	
Support Services	123	12.4%	
administration	60	6.1%	
Special Services	28	2.8%	
Animal Control	10	1.0%	
FMT	3	0.3%	
ACCB	2	0.2%	
Property Control	2	0.2%	
ac&c	1	0.1%	
Academy- Anna Pharr	1	0.1%	
acc	1	0.1%	



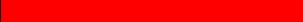
[Continuing table]

(17) Assignment			
	Counts	Percents	Percents
			0 100
ACCD	1	0.1%	
Animal Care & Control	1	0.1%	
animal care and control	1	0.1%	
Other	41	4.1%	
Totals	991	100.0%	
Mean	--		

Q18: Rank

(18) Rank			
	Counts	Percents	Percents
			0 100
Officer/NonSworn Employee	834	84.1%	
Sergeant/Supervisor	128	12.9%	
Captain//Manager	21	2.1%	
Major	6	0.6%	
Deputy Chief	2	0.2%	
Chief	1	0.1%	
Totals	992	100.0%	
Mean	--		

Q19: NetCollect Pages

NetCollect Pages			
	Counts	Percents	Percents
			0 100
1	1035	100.0%	
2	1035	100.0%	
Done	1035	100.0%	
Totals	*	*	
Mean	--		

* Note: Multiple answer percentage-count totals not meaningful.