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New Orleans Police Department Recruitment and Retention Survey



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EXECUTIVE SUMMARY

Introduction

Given that the NOPD is suffering a severe shortage of manpower, and that more officers are leaving the organization than are joining, the New Orleans Police Foundation commissioned the University of New Orleans Survey Research Center to conduct a survey of NOPD officers as to the sources of discontent.

The results presented here cannot be attributed solely to the well-known cynicism among police as a profession. New Orleans is experiencing a greater loss of manpower than other cities for which we have data. Thus, there are problems in the NOPD that are either unique or more prominent than in these other cities. The task of this survey is to give the police a voice in identifying some of those problems.

Findings

- Almost thirty percent of the newest and youngest officers say they expect to leave the NOPD within five years. This means that the Department will continue to suffer significant losses among the younger officers. On the positive side, at least a third say that they are unsure about how long they will stay.
- Forty-four percent of the officers who responded to the survey said that their next career move is to leave the NOPD. There seems to be no end in sight to the manpower problems facing the Department. The reasons they are leaving were described in their own words in a free response question.
 - Pay is the number one reason cited for planning to leave. The second and third most common reasons cited are dissatisfaction with the residency requirement (primarily among whites) and the promotions process.
 - A second tier of reasons for leaving are more closely tied to conditions on the job. They are problems with leadership, working conditions, and fairness and honesty. Descriptions of these categories are in the Appendix.
- Low pay, the residency requirement (primarily among whites), dissatisfaction with promotions, working conditions, and unfairness/dishonesty emerge throughout the survey as the main reasons officers would consider leaving.
- When officers were asked what the NOPD can do to retain officers, both black and white respondents cited increasing pay as the number one item, followed by dropping the residency requirement and improving the promotions process.
- The climate in the NOPD is very poor as indicated by perceptions of morale. Perceptions of morale do not vary by rank or by length of service; even the newest officers believe morale is low.

- Over half of the officers who responded said they would not re-join the NOPD knowing what they do now. This was a more common response among officers with more than four years' service, indicating that time in the NOPD tends to reduce satisfaction with the job.
- The senior officers are also more dissatisfied with the promotions process and see more unfair and inconsistent treatment. Thus, the younger, newer officers are exposed to the more cynical views of their seniors.
- Nearly all of the white officers oppose the residency requirement, and 62% of the black officers also oppose it. Among the black officers, it is the youngest and those with least seniority who are most opposed to the residency requirement. The residency requirement represents the only area of large racial differences among the officers.

The Citizen Survey

- In a separate survey of 408 registered voters, sixty-two percent of the respondents said that NOPD officers should be able to live outside of the City. Blacks are about evenly divided on the issue, while whites overwhelmingly agree that officers should be able to live outside of the City.
- Among black citizens, there were no clear differences on the residency requirement across income levels, education, age, safety in the neighborhood, or perceptions of crime.
- Among the public, the residency requirement is more of a racial issue than one related to perceptions of crime and safety.
- The perception that crime is increasing has quadrupled compared to three years ago, and citizens believe that the most important way to reduce crime is to have more police and patrols. Black and white citizens share the belief that more police are important for reducing crime.

THE SURVEY

The New Orleans Police Department is experiencing a manpower crisis produced by high levels of attrition and difficulties recruiting enough officers to replace those who leave. The New Orleans Police Foundation commissioned a survey of NOPD officers in order to identify the key components of their discontent, thereby giving them a voice in designing remedies for the attrition problem in the NOPD.

Officers were asked about a wide variety of topics, including future plans, morale, reasons they might leave, evaluations of the reward system, perceptions of fairness or unfairness, working conditions, the residency requirement, and many other topics.

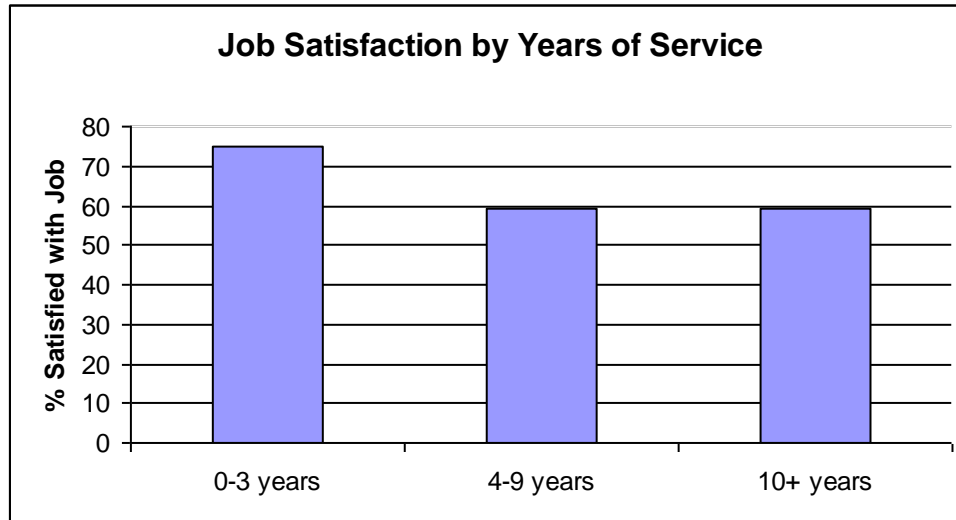
1610 paper and pencil questionnaires were distributed to all sworn officers in October 2003. By mid-November 719 had been returned, indicating a response rate of 45%. This is quite high by industry standards, and indicates that those who responded have strong feelings on these subjects. The sample and the actual police force are similar on certain characteristics (see Appendix), but we cannot know the extent to which those who returned the survey are representative of the NOPD on other variables. However, those who returned the survey are probably the most discontented, which is desirable given the purpose of this study.

Great care was taken to assure the confidentiality of the officers' responses. The surveys were mailed to a neutral location outside of the City and then analyzed by UNO SRC personnel.

JOB SATISFACTION

Job Satisfaction	All	Time in Service		
		0-3 years	4-9 years	10+ years
Very Satisfied	18%	23%	15%	20%
Somewhat Satisfied	42	52	44	39
Somewhat Dissatisfied	28	14	29	30
Very Dissatisfied	10	10	11	9
N	719	103	230	371

- When asked to rate their satisfaction with their current job, 60% indicated that they are satisfied. This figure is one of the most optimistic results in the survey, but, as will be illustrated later, is somewhat illusory given the responses to more specific questions.
- Job satisfaction is highest among those new to the NOPD (75% satisfied). After the first three years, satisfaction drops to 59%. It does not take long for job satisfaction of new police officers to decline. Furthermore, the newer officers see the level of discontent among the officers with more seniority.

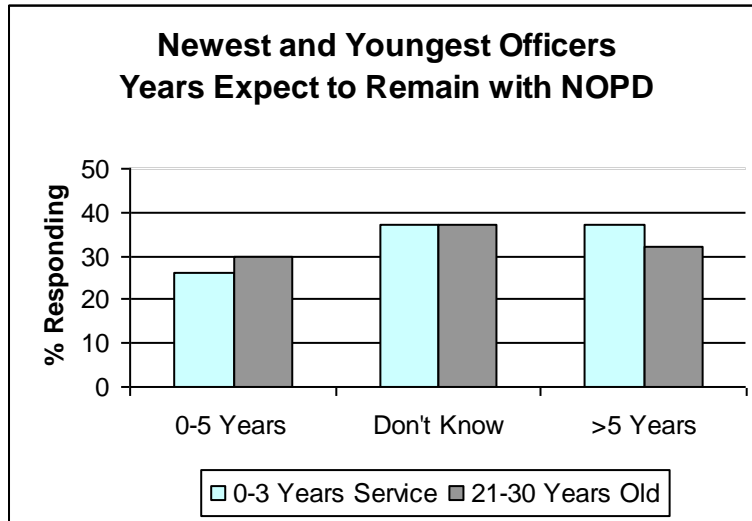


FUTURE PLANS

Years Expect To Remain With NOPD	All	Time in Service			Rank	
		0-3 yrs	4-9 yrs	10+ yrs	PO-I to PO-IV	Sergeant & Above
0-5	31%	26%	23%	36%	27%	40%
5-10	18	6	14	25	16	24
10-20	15	13	15	16	16	13
20+	9	18	12	5	11	5
Don't Know	27	37	36	18	30	18
N	719	103	230	371	521	179

Years Expect To Remain With NOPD	Age			
	21-30	31-40	41-50	50+
0-5	30%	17%	37%	58%
5-10	10	17	30	8
10-20	8	23	15	6
20+	14	11	7	0
Don't Know	37	32	11	28
N	163	269	186	65

- A majority of NOPD officers who answered the survey are either planning to leave in the next five years or are unsure of their plans. More importantly, almost thirty percent of the newest and youngest officers say they expect to leave the NOPD within five years. Thus, the current resignation levels are unlikely to decline, and the Department will suffer significant losses among the next generation of police officers.



MORALE

Perceptions of Morale in NOPD	All	Time in Service			Rank	
		0-3 yrs	4-9 yrs	10+ yrs	PO-I to PO-IV	Sergeant & Above
Very High	1%	2%	0%	1%	1%	1%
Somewhat High	12	18	12	11	12	12
Somewhat Low	51	50	53	51	51	53
Very Low	36	28	35	36	35	33
N	719	103	230	371	521	179

- One way of assessing the employment environment of NOPD officers is to ask them about their perceptions of morale in the Department as a whole. Perceptions of morale are a measure of the climate in the NOPD. Police morale is perceived to be extremely low; eighty-seven percent of the respondents say that morale is either “somewhat low” or “very low”. This does not vary by rank or by length of service.

HOW OFTEN DO YOU FEEL YOU ARE MAKING A DIFFERENCE IN THE QUALITY OF LIFE IN NEW ORLEANS?

How Often Make a Difference?	<i>All</i>	<i>Race</i>	
		Black	White
Almost Every Day	22%	26%	18%
Frequently	28	33	25
Not Very Often	37	31	41
Almost Never	12	10	15
N	719	308	371

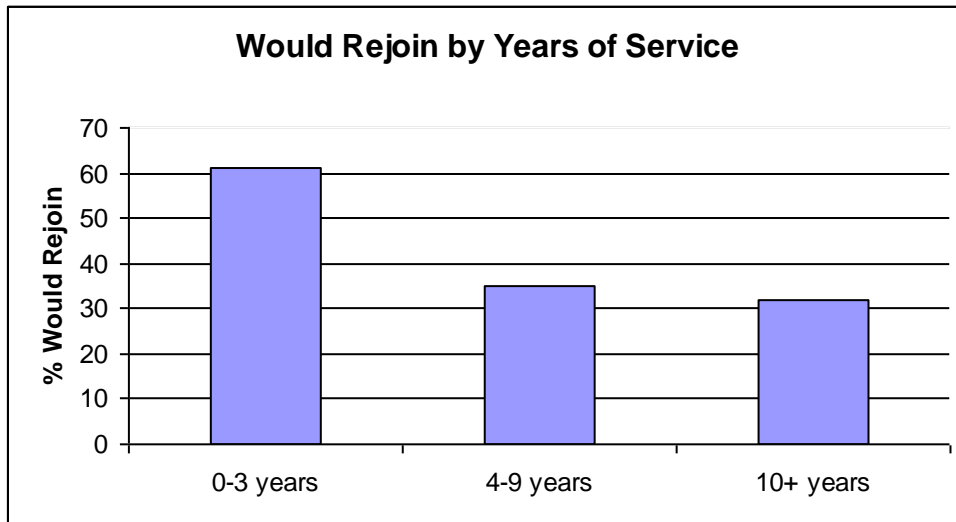
- Another way of assessing morale in the Department is to ask officers if they think they are making a difference in people’s lives while on the job. The NOPD officers who answered this survey were divided at about 50/50 as to whether they felt they were making a difference on a regular basis or whether they rarely have that feeling. Black officers were more likely than white officers to say that they are making a difference (59% vs. 43%). However, other characteristics such as age, experience, or rank, were not related to feelings of making a difference.

WOULD YOU REJOIN NOPD?

Would You Rejoin NOPD?	<i>All</i>	<i>Time in Service</i>		
		0-3 yrs	4-9 yrs	10+ yrs
Definitely	12%	24%	9%	10%
Probably	25	37	26	22
Probably Not	33	15	36	35
Definitely Not	22	14	18	27
Don’t Know	7	10	10	5
N	719	103	230	371

Would You Rejoin NOPD?	Age			
	21-30	31-40	41-50	50+
Definitely	13%	9%	12%	22%
Probably	34	26	20	22
Probably Not	26	36	29	34
Definitely Not	18	20	31	15
Don't Know	8	8	7	6
N	163	269	186	65

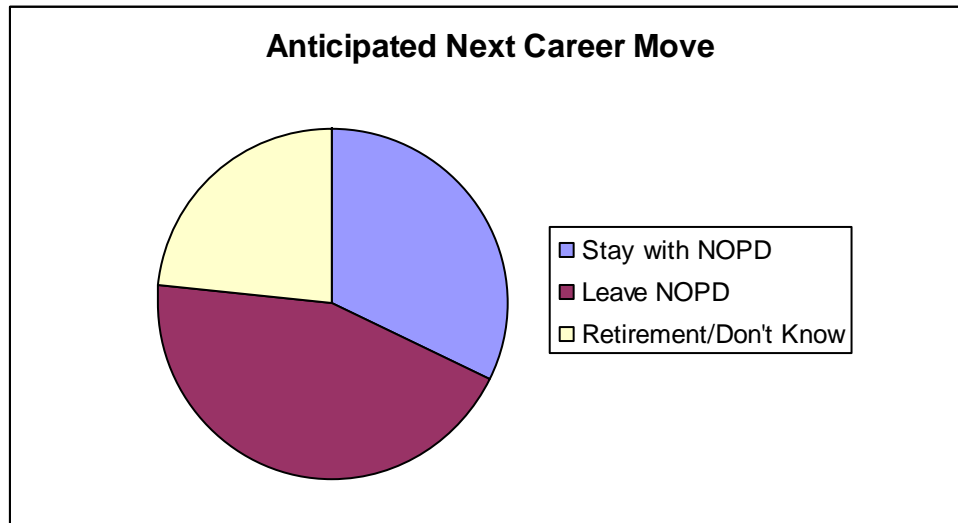
- Officers were asked if they would re-join the NOPD if they knew what they know now. Over half of the officers who responded said they would not re-join. This is a high proportion given that, in general, most people say that they do not regret specific decisions that they have made.
- Officers with more than four years of service and those over thirty years of age are more negative about re-joining than the newest and youngest officers, confirming that time in the NOPD tends to reduce satisfaction with the job. This may be part of the reason so many of the younger officers plan to leave. They are exposed to a culture of discontent among the senior officers.



ANTICIPATED NEXT CAREER MOVE

Next Career Move	All	Time in Service			Race	
		0-3 yrs	4-9 yrs	10+ yrs	Black	White
Lateral Move in NOPD	8%	16%	5%	7%	5%	9%
Promotion in NOPD	24	26	34	17	30	20
Leave NOPD: Law Enforcement	28	32	42	19	26	31
Leave NOPD: Non-Law Enforcement	16	11	7	24	17	15
Retirement	7	0	0	12	4	9
Don't Know	16	15	12	19	17	15
N	719	103	230	371	308	371

- Forty-four percent of the officers who responded to the survey said that their next career move is to leave the NOPD**, further indication that there is no end in sight to the manpower problems facing the Department. The proportion saying that their next career move is leaving the force is high even among the newest officers (43%).



FIRST APPROACH TO FINDING THE REASONS: REASONS FOR LEAVING AMONG THE 44% PLANNING TO LEAVE

If an officer responded that his or her next career move was to leave the NOPD, they were asked for the number one reason for leaving. The table below gives the percentages within this group citing various reasons. Percentages add to more than 100% because many officers planning to leave gave more than one reason.

Reasons for Anticipating Leaving NOPD (free response)	All	Race	
		Black	White
Pay	51%	57%	46%
Residency Requirement	22%	8%	33%
Promotions	19%	14%	22%
Leadership/Administration	13%	12%	13%
Working Conditions	12%	9%	14%
Fairness/Honesty	10%	12%	9%
Appreciation/Respect	8%	8%	8%
Morale	6%	2%	9%
Quality of Life	4%	1%	6%
Benefits	2%	1%	2%
Other	9%	10%	9%
N	321	131	172

- The reasons cited by the forty-four percent of officers for planning to leave the NOPD center around three issues, pay, the residency requirement (among whites), and the promotions process. **First and foremost is pay. This is the most common reason cited for leaving among all types of officers; fifty-one percent mentioned pay.** No other reason comes close to being as powerful as the pay issue.
- The other two reasons mentioned by a significant proportion of officers planning to leave are the **residency requirement (22%)** and the **promotions process (19%)**. The residency requirement is an issue for white officers, but not an issue for black officers. We will examine this issue in more detail later. Frustration with the promotions process was mentioned by both white and black officers who are planning leave. The most common comments in this category are some version of “no opportunities for advancement” and “the promotional system is unfair”.
- Problems with the leadership/administration, fairness and honesty, and working conditions in the Department constitute a second tier of reasons cited by those planning to leave. The problems with leadership (13%) include “no trust in officers”, “bad management”, “department not professionalized”, “no respect by upper rank” and other similar comments listed in the Appendix. The Fairness/Honesty category (10%) is made up of comments such as “double standards”, “unfairness of job assignments”, “favoritism”, and “too political/who you know”. The Working Conditions category (12%) consists of comments like “unreasonable expectations”, “no incentives for hard work”, “need better training”, “low discipline”, and “not enough manpower”. **These**

three reasons, along with Appreciation and Morale, can be considered aspects of actually doing one's daily job and, in total, they were cited by 49% of the officers who said they were planning to leave.

SECOND APPROACH TO FINDING THE REASONS: WHAT NOPD CAN DO TO RETAIN OFFICERS (ALL RESPONDENTS)

What NOPD Can Do to Retain Officers (free response)	<i>All</i>	<i>Race</i>	
		Black	White
Pay	69%	75%	64%
Residency Requirement	36%	21%	50%
Promotions	18%	17%	20%
Working Conditions	14%	12%	15%
Fairness/Honesty	11%	12%	9%
Benefits	10%	10%	9%
Appreciation/Respect	8%	9%	7%
Leadership/Administration	4%	4%	4%
Quality of Life	1%	1%	0%
Morale	1%	1%	1%
Other	2%	2%	2%
N	719	308	371

- When all officers were asked a free-response question about what the NOPD can do to retain officers, the same reasons emerged as the reasons given by those planning to leave. In sum, **increasing pay is by far the number one thing the NOPD can do, followed by dropping the residency requirement, and improving the promotions process.**

**THIRD APPROACH TO FINDING THE REASONS:
REASONS OFFICERS WOULD CONSIDER LEAVING NOPD**

All officers were asked about a list of factors for which they might consider leaving the NOPD. This list was provided on the questionnaire, in contrast to the free response items above.

Reasons Would Consider Leaving (closed response)	<i>% Saying “very likely reason” they would consider leaving</i>
Pay and Benefits	75
Lack of Promotional Fairness	59
Lack of promotional Opportunities	59
Unfair or Inconsistent Treatment of Employees	55
Quality of Public Education in New Orleans	51
Other Law Enforcement Opportunities	51
Quality of Life in New Orleans	50
Not Recognizing Employees for Work Well Done	38
Cost of Living in New Orleans	37
Lack of Responsiveness to Employee Ideas and Suggestions	35
Command Level Leadership	33
Inadequate Recruitment of New Officers	28
District and Below Leadership	27
Frustration with the Justice System	26
Not Communicating Important Information to Rank and File	24
Inadequate Training	24
Job Demands/Workload	24
Lack of Community Support	23
Size of Force/Manpower	23
Family Issues	21
Personal Safety	18

- There are six major reasons why NOPD officers would consider leaving the Department. **The most common reason is low pay and benefits, which was cited by 75% of the officers as a “very likely reason” they would consider leaving.** The other reasons are, in order of importance:

Lack of fairness in promotions and opportunities for promotion
 Unfair or inconsistent treatment of employees
 Quality of public education in New Orleans
 Other law enforcement opportunities (another job)
 Quality of life in New Orleans

- The Quality of life and public education in New Orleans” items probably represent discontent with the residency requirement. Thus, although the residency requirement was not explicitly listed in this group of items, discontent with it is expressed through these two items. These two items are racially polarized as can be seen in #5 and #6 below.

**BREAKDOWNS ON TOP SIX REASONS OFFICERS WOULD CONSIDER LEAVING
(% SAYING “VERY LIKELY REASON” THEY WOULD CONSIDER LEAVING)**

1. *Pay and benefits* --- Low pay and benefits were the number one reasons cited by all types of officers, regardless of race, rank, age, time in service, or other factors.
2. *Lack of promotional fairness*

<i>Time in Service</i>		
0-3 years	4-9 years	10+ years
42%	59%	64%

3. *Lack of promotional opportunities*

<i>Time in Service</i>		
0-3 years	4-9 years	10+ years
46%	58%	62%

- Promotional fairness and opportunities were most likely to be cited by senior officers (those with more than ten years’ of service) as a reason they would leave. Apparently, longer service gives officers more opportunities to encounter inequities in the promotional system. Citing promotional factors as a reason to consider leaving is not related to race.

4. *Unfair or inconsistent treatment*

<i>Time in Service</i>			<i>Race</i>	
0-3 yrs	4-9 yrs	10+ yrs	Black	White
43%	54%	59%	61%	50%

- Unfair and inconsistent treatment of employees is a somewhat vague reason, but the officers gave specifics on this topic in their free responses (see Appendix). When provided with a list of reasons in this third approach 55% of the officers responded that unfair and inconsistent treatment is a “very likely reason” they would consider leaving

the NOPD. This response was more common among black officers than white officers, and more common among those with more than three years' experience. Again, more time in service increases the perception of unfairness.

5. *Public education in New Orleans*

<i>Race</i>	
Black	White
38%	62%

6. *Quality of life in New Orleans*

<i>Race</i>	
Black	White
39%	59%

- Quality of life and public education in New Orleans are two other major reasons white officers would consider leaving. Both of these factors produce dissatisfaction with the residency requirement, which will be analyzed later.

MOST IMPORTANT GOALS FOR NOPD

Dissatisfaction with pay and benefits was also apparent when we asked officers to rank six goals for the NOPD. They were asked to rank the goals while thinking about “your career and your job satisfaction”.

Most Important Goal (Ranked 1 or 2)	%	N
Increasing pay/benefits	89%	642
Improving the promotional system	50	357
Increasing number of sworn officers	40	289
Enhancing and improving technology	21	149
Enhancing training program	20	140
Increasing support staff	9	66

- **Increasing pay and benefits was ranked as the #1 or #2 goal by 89% of the officers.** This was the highest ranked goal among all types of officers.
- The second most important goal for the NOPD to pursue, according to these officers, was improving the promotional system. Again the promotional system emerges as a major

source of dissatisfaction, and furthermore, there were no differences in the ranking of this goal across types of officers.

- Increasing the number of sworn officers was the goal ranked third by the survey respondents. This was mentioned by 40% of officers as the #1 or #2 goal for the Department to pursue. Officers above the rank of sergeant ranked this goal more highly (50%) than PO-1 through PO-IV (38%).

THE RESIDENCY REQUIREMENT

Opinion on Residency Requirement	All	Race	
		Black	White
Favor	10%	20%	3%
Oppose	79	62	94
Don't Know	10	17	3
N	719	308	371

- On most items in the survey black and white officers agree. They have the same levels of job satisfaction, similar perceptions of low morale, and similar attitudes toward re-joining the force. They are also equally likely to cite low pay and lack of promotional fairness and opportunities as reasons to consider leaving. They both rank increasing pay, improving the promotional system, and increasing the number of officers as the top three goals the NOPD should pursue.
- The residency requirement represents the only area of significant racial differences, but **a majority of both white officers and black officers oppose the residency requirement.** The racial differences lie in the size of the majority; nearly all of the white officers oppose it, while about two-thirds of black officers are opposed.

Residency Requirement a Major Factor in Retention?	All	Race	
		Black	White
Yes	72%	56%	87%
No	20	33	10
Don't Know	10	10	2
N	719	308	371

Residency Requirement a Major Factor in Recruitment?	<i>All</i>	<i>Race</i>	
		Black	White
Yes	82%	68%	96%
No	12	22	4
Don't Know	4	9	0
N	719	308	371

Residency Requirement a Major Factor in <u>Your</u> Decision to Stay or Leave?	<i>All</i>	<i>Race</i>	
		Black	White
Yes	46%	32%	59%
No	52	68	40
N	719	308	371

- Majorities of both black and white officers feel that the residency requirement is a major factor in recruitment and retention. However, white officers are much more likely to say it is a major factor in their personal decision to stay or leave.

RESIDENCY REQUIREMENT AMONG BLACK OFFICERS ONLY

Residency Requirement (Blacks Only)	<i>Rank</i>		<i>Time in Service</i>	
	PO-I to PO-IV	Sergeant & Above	0-9 years	10+ years
Favor	19%	25%	14%	27%
Oppose	66	46	77	47
Don't Know/Don't Care	15	29	9	26
N	252	52	159	147

Residency Requirement (Blacks Only)	<i>Age</i>			
	21-30	31-40	41-50	50+
Favor	16%	18%	23%	57%
Oppose	78	64	51	36
Don't Know/Don't Care	6	18	26	7
N	77	134	74	14

Residency Requirement (Blacks Only)	<i>Rent/Own Home</i>	
	Rent	Own
Favor	10%	27%
Oppose	79	52
Don't Know/Don't Care	11	21
N	112	192

- Because black officers are more divided on the residency requirement, we have taken a more in-depth look at those officers in particular. It is the new, young black officers below the rank of sergeant who are most opposed to the residency requirement. In looking for the reason, we found that black officers who rent their homes are the most opposed to the residency requirement. Perhaps they want to be able to choose where to buy a house.

APPENDIX TO POLICE SURVEY

The table below presents the characteristics of survey respondents as compared to the Department as a whole. The table demonstrates that the sample of officers responding to the survey closely matches the characteristics of officers in the Department as a whole. Only the category of race shows a divergence between the survey sample and the department. There were a smaller percentage of blacks responding to the survey than the percentage of blacks in the department as a whole. However, we cannot know the actual race of 11% of survey respondents as 6% of respondents to the survey did not provide their race and 5% selected the category labeled “other.”

Respondent and Department Characteristics		
	Survey Sample	NOPD
Male	83%	84%
Female	14%	16%
Black	43%	55%
White	46%	42%
Rank		
POI-IV	73%	72%
Sergeant	18%	15%
Lieutenant	5%	4%
Captain or above	2%	2%

Source for NOPD statistics: 2002 NOPD Annual Report.

FREE RESPONSE QUESTION CODING CATEGORIES

1. Question: If officer answered “leave” (3 or 4), what is your number one reason for leaving?

Pay

1. Pay/salary/money/wages
2. Not enough money for job we do/danger/amount of work
3. No annual pay raise/cost of living raise
4. Non-competitive salary/low pay compared to other agencies
5. Salary cap/limit money we can make

Promotions

15. College education required to advance/no promotion if no college/grandfather in
16. Promotions/promotion policy/no opportunity for advancement/slow/better chance of
17. Unfair promotional system/ lack of promotional fairness
18. Promote based on seniority/years

Benefits

6. Pension policy
10. Benefits/more/better
11. Better insurance coverage

Leadership/Administration

35. Department/structure/system/going downhill/internal problems/no reaching peak
37. No trust/confidence in officers
40. Poor/no leadership
41. Bad management/administration/mismanagement/poor planning/Eddie Compass
43. Poor supervision/bad supervisors/commanders not well trained/ know nothing
47. Dept. not professional/no professionalism
59. Tired of administrative bullshit/too much
68. No respect by upper rank
70. No appreciation/by supervision/ for honesty

Fairness/Honesty

19. Unfair treatment/lack of fairness/double standards/ no equality
20. Unfairness in job assignment/transfers
21. Unequal punishment for same offense
22. Favoritism/ “Good old boy” system/who you know
29. Promises not kept/promises when hired
30. Not enough honesty/lack true integrity
36. Unfair treatment of members under investigation/support till facts in/ by PIB
46. Too political/less politics

Appreciation/Respect

25. Focus on employee accomplishments/merit/qualifications
33. Take care/respect veterans/recognize seniority/lack of appreciation for

- 48. Better support/stand by/ lack of support/dept./system ranking officers
- 49. Lack support/regard from city heads/administration
- 50. Lack of support from public/community/perception all officers are bad
- 65. No respect (unspecified)
- 66. No respect by citizens/public/perception as dirty or bad
- 67. No respect by coworkers

Quality of Life

- 51. Leave city/decline in city/move out of area
- 52. Not mind stimulating
- 54. Had enough of law enforcement/ burned out
- 55. Overqualified for job
- 60. Family
- 61. Quality of life better
- 62. Don't want to sent children to N.O. public schools

Working Conditions

- 12. Unreasonable expectations
- 13. Too much work/overworked/fewer hours worked
- 24. Better treatment
- 26. Poor/bad equipment/limited resources
- 31. Poor/no incentives for hard work/no reason to stay
- 32. Better/no training/ job skills enhancement/better trained officers
- 38. Low discipline
- 39. Poor working conditions
- 44. Hire quality/educated recruits
- 45. Size of force/manpower not enough
- 58. Stress within department
- 63. Let police patrol/not write reports
- 64. Care/ more concern for employees/home life/ home responsibility

Morale

- 8. Morale/low morale
- 23. Racial division/unfair racial treatment/discrimination against my race
- 71. No teamwork/officers do not work together
- 72. Lack of pride/pride among peers

Residency Requirement

- 7. Residency requirement/domicile rule

Other

- 9. Instability
- 14. Quality of work/job performance
- 27. Lack of concern for the public
- 28. Comstat policy
- 42. Incompetence

- 53. Better/another career/opportunity/another agency
- 56. No civil service rank of “detective”
- 73. DA’s office disgraceful/joke
- 74. Criminal court a joke

2. Question: In your opinion, what is the most important thing that the NOPD could do to help retain officers on the force? (all officers)

Pay

- 1. Pay/ increase pay/ salary/ raises
- 2. Remove cap/ no limiting pay/ more overtime, detail work
- 3. Consistent/ annual pay raises/ cost of living increase
- 4. Pay competitive wage/ national average/ other agencies, state, national
- 5. Follow up on promised raises/ when due/ timely

Promotions

- 14. Promote based on seniority/ experience/ tenure/ give seniors a chance
- 15. Job security
- 16. Promotions/ more opportunity/ faster/ promotion system
- 17. Fair/ legitimate promotions/ system
- 18. Eliminate college degree for promotion/ grandfather in/ rule changed
- 29. Recognize/promote/rate on employee merit/job performance

Benefits

- 10. Benefits/ more
- 11. Better insurance/ medical coverage/ health plan
- 12. Uniforms/ provide/ help pay
- 13. Rework pension policy
- 21. Provide take-home vehicle

Leadership/Administration

- 9. Cut down on officers being IOD & sick leave abusers
- 35. Change complaint system/way handled/stop catering to petty complaints by public
- 37. Leadership/chief aware what’s going on/need new chief
- 40. Less severe punishments for minor infractions
- 42. Discipline/punish when needed
- 43. Better supervisors/improve quality/better trained and qualified
- 50. Stop harassment by supervisors/reprisals/hurt over non-police matters
- 59. Less administrative bull/bullshit
- 67. Administrative cooperation/better relationship between supervisors and officers/more trust in each other/upper rank in touch with line officers
- 75. Restructure PIB/system of checks and balances on PIB/monitor
- 76. Revamp internal affairs
- 77. Line has become top heavy
- 78. Change ranking structure

Fairness/Honesty

19. Treat fairly/ equally/ stop double standard
20. Fairness in job/ special assignments
22. End good old boy/ buddy system/ favoritism/ who you know
36. Fair treatment of officers under investigation/investigate thoroughly before taking action/PIB/better treatment/stop headhunting
41. Consistent/uniform/fair discipline/evenly enforced
46. Less politics in the department/take out politics
47. Become professional/more
52. Honesty/be honest/no lies
53. Keep promises/when hired/Pennington/Mayor/Police Foundation
54. Honesty in recruitment
55. Don't lie to public about crime stats
56. Be consistent in policies
69. Testing: fair/accurate/untainted/regular

Appreciation/Respect

30. Recognize seniority/should have meaning/retain veteran officers/take care of/stop degrading/ pass on knowledge/teach
31. Reward hard workers/ job incentives/appreciation/job well done/give reason to stay
48. Stand behind us/support us/back us/Administration chief/support when complaint received
49. Respect/treat with respect
58. Community participation
73. Show that City Administration cares/care more about employees

Quality of Life

60. More understanding of officers' needs/remember officers have families
61. Quality of life issue
62. Improve public education
80. Homeowner assistance/better areas/buy blighted property for \$1

Working Conditions

6. Decrease workload
24. More options for transfers/ change of assignment
26. Better/improved/more equipment: car, radio, computer, body armor
27. Better technology
32. Provide technical, in-service training/better training/ more/experienced/other divisions
33. Education degree incentives/increase pay for degree
34. Educational opportunities/assistance/free
38. Utilize manpower better/productivity in support personnel/downsize non-enforcement/disband central units and centralize with less manpower
39. Better working conditions
44. Hire better recruits/stricter hiring requirements/screen better/higher educational standards
45. Acquire more officers/more manpower/more manpower on street
51. Better treatment

- 63. Let officers do their jobs/be police, not secretaries
- 71. Involve civilian workers

Morale

- 8. Better morale/ improve
- 64. Teamwork/officers work with each other
- 79. Higher standards/commit to build best in state/focus on quality/moral standard

Residency Requirement

- 7. Remove/ disregard residency/ domicile rule

Other

- 23. Less racial division/ discrimination against my race
- 25. Eliminate race requirement
- 28. Comstat policy
- 57. Make rank-racial makeup equal to percentage
- 66. Better work relationship with DA's office/DA's office needs change/better treatment by DA's office
- 70. Have only one union, organization/don't weaken unity as a whole
- 72. Quartermaster system
- 74. Court system needs change

New Orleans Police Department Officers' Survey

Please answer the following questions as accurately as you can. Circle the number corresponding to your answer. Your answers will be kept strictly confidential.

How would you rate your satisfaction with your current job?

- | | |
|-----------------------|--------------------------|
| 1. Very satisfied | 3. Somewhat dissatisfied |
| 2. Somewhat satisfied | 4. Very dissatisfied |

Approximately how many more years do you expect to remain with the NOPD?

- | | | |
|------------------|-------------------|---------------|
| 1. 0-5 years | 3. 10 to 20 years | 5. Don't know |
| 2. 5 to 10 years | 4. 20 + years | |

Knowing what you do now, would you re-join the NOPD?

- | | | |
|---------------|-------------------|---------------|
| 1. Definitely | 3. Probably not | 5. Don't know |
| 2. Probably | 4. Definitely not | |

What do you anticipate to be your next career move?

1. lateral move within the NOPD (different assignment at the same rank)
2. promotion within the NOPD (move up to the next rank)
3. leave the department for another law enforcement or criminal justice agency
4. leave the department for another non-law enforcement career
5. don't know

If you answered "leave" (3 or 4), what is your number one reason for leaving?

How would you rate the morale in the NOPD as a whole?

- | | |
|------------------|-----------------|
| 1. Very high | 3. Somewhat low |
| 2. Somewhat high | 4. Very low |

In your opinion, what is the most important thing that the NOPD could do to help retain officers on the force?

Below is a list of factors that officers in other police departments around the country give us as reasons for leaving their jobs. For each of the reasons listed below, please indicate how likely you would consider leaving the NOPD for that reason: Very Likely, Somewhat Likely, or Not Very Likely. Put a check in the box that you chose.

	A Very Likely Reason	A Somewhat Likely Reason	Not a Likely Reason
Pay and benefits			
Size of force/manpower			
Inadequate training			
Department leadership (Command Level)			
Leadership (District level and below)			
Lack of responsiveness to employee ideas and suggestions			
Not communicating important information to rank and file			
Frustration with the justice system			
Family issues			
Concern for personal safety			
Lack of promotional fairness			
Lack of promotional opportunities			

Job demands/workload			
Not recognizing employees for work well done			
Unfair or inconsistent treatment of employees			
Inadequate recruitment of new officers			
Lack of community support			
Cost of living in New Orleans			
Quality of live in New Orleans			
Other law enforcement or criminal justice opportunities			

Thinking about your career and your job satisfaction, please rank the following goals for the NOPD. Put a number "1" next to what you think is the most important goal. Then put a number "2" next to the second most important goal, and a "3" next to the third most important goal. Please continue to rank all six goals.

- _____ Increasing number of sworn officers
- _____ Enhancing and improving technology
- _____ Increasing support staff
- _____ Increasing pay/benefits
- _____ Enhancing training program
- _____ Improving the promotional system

When you come to work, how often do you feel that you are making a difference in the quality of life for New Orleans citizens?

- 1. Almost every day
- 2. Frequently
- 3. Not very often
- 4. Almost never

Do you favor or oppose requiring NOPD officers to live within Orleans Parish?

- 1. Favor
- 2. Oppose
- 3. Don't know/don't care

In your opinion, is the residency requirement a major factor in the retention of NOPD officers?

- 1. Yes
- 2. No
- 3. Don't Know

In your opinion, is the residency requirement a major factor in the recruitment of new NOPD officers?

- 1. Yes
- 2. No
- 3. Don't Know

Is the residency requirement a major factor in your decision to stay in or leave the NOPD?

- 1. Yes
- 2. No

Gender: 1. Male 2. Female

Your present rank:

- 1. PO-1-PO-IV
- 2. Sergeant
- 3. Lieutenant
- 4. Captain or above

Race: 1. Black 2. White 3. Other

Age: 1. 21-30 2. 31-40 3. 41-50 4. 50+

How long have you been a member of the NOPD?

- 1. 0-3 years
- 2. 4-9 years
- 3. 10-14 years
- 4. 15-19 years
- 5. 20-24 years
- 6. 25+

Marital Status:

- 1. Married
- 2. Single
- 3. Divorced
- 4. Widowed

Do you have children? 1. Yes
 ___ Number of children under 18
 ___ Number of children over 18

(If you have children) Type of schools your children attend or attended.

1. All New Orleans public schools
2. All public schools outside of New Orleans
3. A mixture of New Orleans public schools and private schools
4. All private schools
5. Other _____

Do you live in Orleans Parish? 1. Yes 2. No

Do you rent or own the place where you live? 1. Rent 2. Own

Thanks so much!

The Citizens Survey

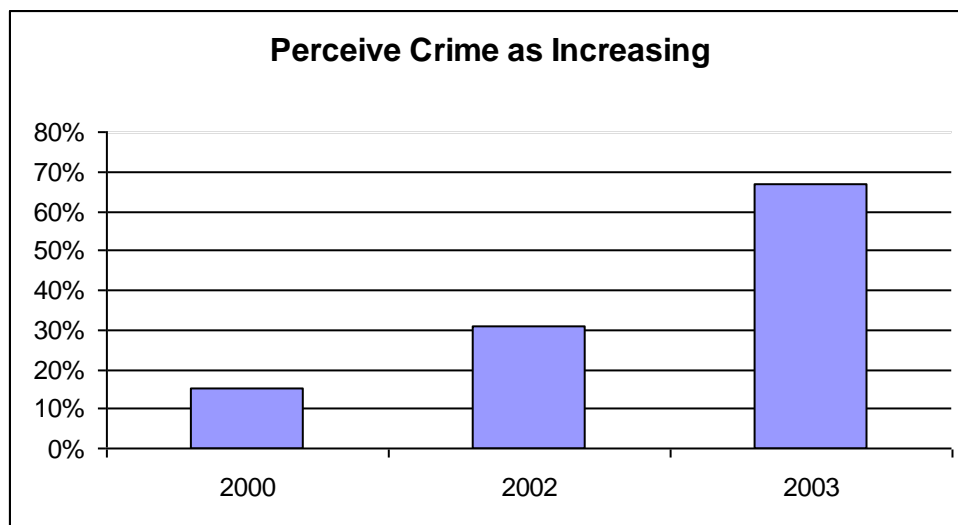
The Survey

In addition to the survey of NOPD officers, the New Orleans Police Foundation commissioned a survey of registered voters in Orleans Parish to assess their level of support or opposition to requiring NOPD officers to live in Orleans Parish. Since this is a politically sensitive and racially charged subject, we attempt an objective analysis of how both blacks and whites view this issue.

Four hundred eight registered voters were interviewed in November 2003. The sample is 63% African American and 51% female, with a sampling error of plus or minus 5%.

PERCEPTIONS OF CRIME TREND

Would you say that the amount of crime in New Orleans has increased, decreased, or remained about the same over the last several years?	<i>2000</i>	<i>2002</i>	<i>2003</i>
Increased	15%	31%	67%
Remained about the same	26	32	26
Decreased	57	36	4
Don't know	2	2	2
N	425	409	408



- The proportion of New Orleans voters who believe that crime is increasing has quadrupled in the past three years. Clearly voters are becoming more concerned about crime.

Most important thing to do to reduce crime (free response)	<i>All</i>	<i>Race</i>	
		Black	White
More police	31%	32%	30%
Tougher penalties and enforcement	12%	13%	12%
Improved quality of life	22%	17%	32%
Eliminate corruption	3%	2%	4%
Better quality police	2%	1%	5%
Drugs off streets	9%	12%	4%
Can do nothing	6%	8%	4%
Other	13%	15%	10%
N	462	293	169

- **Citizens believe that the most important thing that can be done to reduce crime is to have more police.** This was the most common free response answer among blacks, and among whites more police was tied with improving the quality of life as the number one priority. More police is clearly a priority for New Orleans citizens as they perceive crime to be increasing.

THE RESIDENCY REQUIREMENT

The question concerning the residency requirement reads as follows:

“Some people think that New Orleans police officers should be able to live outside Orleans Parish if they choose. Other people think that New Orleans police officers should be required to live in Orleans Parish. Which comes closest to your opinion?”

Opinion on Residency Requirement	<i>All</i>	<i>Race</i>	
		Black	White
Favor	33%	45%	12%
Oppose	62	51	83
Don't know	5	4	5
N	408	257	140

- An overwhelming majority of white voters oppose the residency requirement, while black voters are nearly evenly divided on the issue. **Opposition to the residency requirement is higher among the police officers than in the general public.**

CONNECTION BETWEEN DESIRING MORE POLICE AND OPINION ON THE RESIDENCY REQUIREMENT

Residency Requirement	<i>What to do to reduce crime</i>	
	More Police/Patrols	All other answers
Favor	38%	35%
Oppose	67	62
Don't Know/Don't Care	3	6
N		

- Apparently, the general public does not yet see the connection between desiring more police officers and opposing the residency requirement. Those who said the best way to reduce crime was “more police” were no more likely to oppose the residency requirement than those who gave other answers.

Opinion on Residency Requirement Among African Americans	<i>Safety in Neighborhood</i>	
	Safe	Not Safe
Favor	39%	47%
Oppose	54	49
Don't know	7	4
N	97	165

- Because of the division in the black electorate, we examined what types of blacks were most in favor of the residency requirement for the NOPD. There were no clear patterns across income levels, education, or age; nor were there differences between blacks who felt safe in their neighborhoods and those who did not, or between blacks who have different perceptions of the crime trend. Apparently fear and concern over crime have little to do with opinion on the residency requirement among blacks.
- Given that race is the best predictor of attitudes on the residency requirement, and that, within blacks, most standard demographic items are not related to attitudes on the residency requirement, it appears that, for the public, this issue is primarily a racial issue.

APPENDIX CITIZEN SURVEY

Response Category for “What do you think is the most important thing that can be done to reduce crime in New Orleans?”

More police

1. More police/ in neighborhoods/ patrols
3. More patrols at night
4. More foot patrols in high crime areas

Tougher penalties and enforcement

11. Stricter curfew/stop vagrancy
14. Enforce all laws/ zero tolerance for any crime
15. Death penalty/ public
33. Gun control/ keep kids from getting guns
34. Prosecute criminals and put/ keep them away

Improve quality of life

8. Activity for people/youth
9. Enforce mandatory school attendance
29. More God/ respect for life/ church
32. Breakdown of families/ kids not raised right
35. Higher paying jobs
36. Increased employment/ especially youth/ good jobs
37. Better education/ include morality

Eliminate corruption

19. Clean up corruption in justice department
20. Unreliable statistics/ lies
21. Get rid of crooked judges
30. Eliminate corruption officers/ admin. steal drugs and resell

Better quality police

22. Better background checks of police
23. Higher quality of police/ do their job right
25. More NOPD technology

Drugs

5. Get dealers not little sellers
12. Eliminate drugs on street

Other

0. Other
2. More familiarity of police and people in area they patrol
6. Easy anonymous reporting
7. Send criminals to Iraq

10. Increase size of jail
13. Neighborhood watches
16. Get National Guard to patrol
17. More people willing to testify
18. Judges accountable for early releases'
24. Pay police more (to stay)
26. New/ different police
27. More lighting
28. Get Pennington back/ more respected/ new chief
29. More lighting
31. Decriminalize drugs

Citizen Survey

Hello, my name is _____ and I'm calling from the University of New Orleans. We're conducting a poll with registered voters. We're interested in people's views on issues facing the City and the interview will only take a few minutes.

We have to interview both males and females and the last person I spoke with was a female, so if a male registered voter is available, I'd appreciate it if I could speak with him. NOTE: If no male voter is available, you can take the female.

1. Would you say that the amount of crime in New Orleans has increased, decreased, or remained about the same over the last several years?

- 1. INCREASED
- 2. REMAINED ABOUT THE SAME
- 3. DECREASED
- 4. DK/REF

2. In general, how safe do you feel from crime walking in your neighborhood during the night? (READ CATEGORIES)

- 1. VERY SAFE
- 2. SAFE
- 3. NOT VERY SAFE
- 4. NOT AT ALL SAFE
- 9. DK/REF

3. What do you think is the most important thing that can be done to reduce crime in New Orleans?

4. Some people think that New Orleans police officer should be able to live outside Orleans Parish if they choose. Other people think that New Orleans police officers should be required to live in Orleans Parish. Which comes closest to your opinion?

- 1. SHOULD BE ABLE TO LIVE OUTSIDE
- 2. REQUIRED TO LIVE IN NEW ORLEANS
- 9. DON'T KNOW

5. Next I have a few questions for statistical purposes. What is the highest grade of school that you have completed?

- 1. GRADE SCHOOL
- 2. GRADES 9-11
- 3. HIGH SCHOOL
- 4. SOME COLLEGE
- 5. COLLEGE DEGREE
- 6. GRADUATE/PROFESSIONAL

6. What is your age? _____

7. What is your race? 1. BLACK 2. WHITE 3. OTHER 4. REFUSED

8. As I read some categories of income, please tell me when I get to your TOTAL family income (READ CATEGORIES)

- 1. BELOW \$10,000
- 2. \$10,000 TO \$25,000
- 3. \$26,000 TO \$40,000
- 4. \$41,000 TO \$60,000
- 5. \$61,000 TO \$80,000
- 6. \$80,000 TO \$100,000
- 7. OVER \$100,000
- 8. REFUSED TO SAY
- 9. DON'T KNOW

9. CODE GENDER 1. MALE 2. FEMALE

Thank you

Name _____ Phone _____

I certify that the data recorded on this and the previous pages are the complete and accurate responses reported to me by the respondent whose name and phone are indicated above.

Interviewer _____ Date _____