

THE CITY OF
Fargo
FAR MORE



2022 STAY INTERVIEWS

THE FARGO POLICE DEPARTMENT

STAY INTERVIEWS

THE FARGO POLICE DEPARTMENT

Human Resources and City Administration collaborated with Fargo Police Department leadership to implement Stay Interviews. The purpose for implementing Stay Interviews was to encourage and normalize conversations about the factors that contribute to department members wanting to stay with the Fargo Police Department as well as the factors that contribute to department members wanting to leave the Fargo Police Department. Ultimately, we want all members of the department to have a voice in developing a sustainable approach to fostering engagement, satisfaction and retention.

IMPLEMENTATION

The Stay Interview Implementation Team (members of the Human Resources Team and City Administration) met with initially with the Chief of Police and Assistant Chief of Police in January 2022 to discuss the concept of Stay Interviews. In March, the Stay Interview formal planning meetings continued with the team meeting with the Fargo Police Department's leadership team and the Police Sergeant's in early April.

On May 4 the Implementation Team along with department leaders, attended briefings throughout the day to discuss Stay Interviews with all department members. Recognizing this type of interview was new to The City of Fargo, the interviews were rolled out as optional and included the choice of who the department members would meet with to facilitate including a departmental leader, the Assistant City Administrator, Director of Human Resources or Human Resources Manager. Additionally, they had the option for the interview notes to be identified or de-identified.

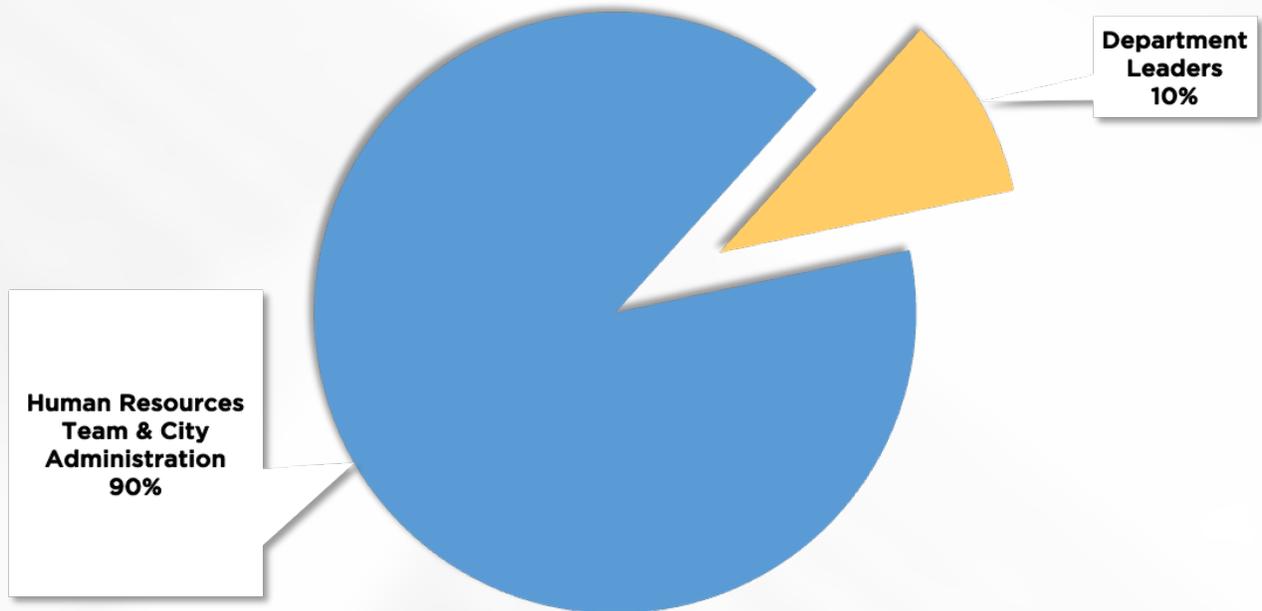
Stay interview training was delivered to all department leaders so they were prepared to conduct a stay interview if requested.

Stay Interviews began on April 13 with an initial end date of June 3. The end date was extended due to continued requests for Stay interviews with the last interview conducted on June 23. During this time, 90 Stay Interviews were conducted. The following charts provide additional demographic information.

THE FARGO POLICE DEPARTMENT STAY INTERVIEW DEMOGRAPHICS

STAY INTERVIEW FACILITATOR

All department members were given the option to meet with a departmental leader or a member of the Stay Interview Facilitation Team. The chart below shows the breakdown of how the Stay Interviews were facilitated.

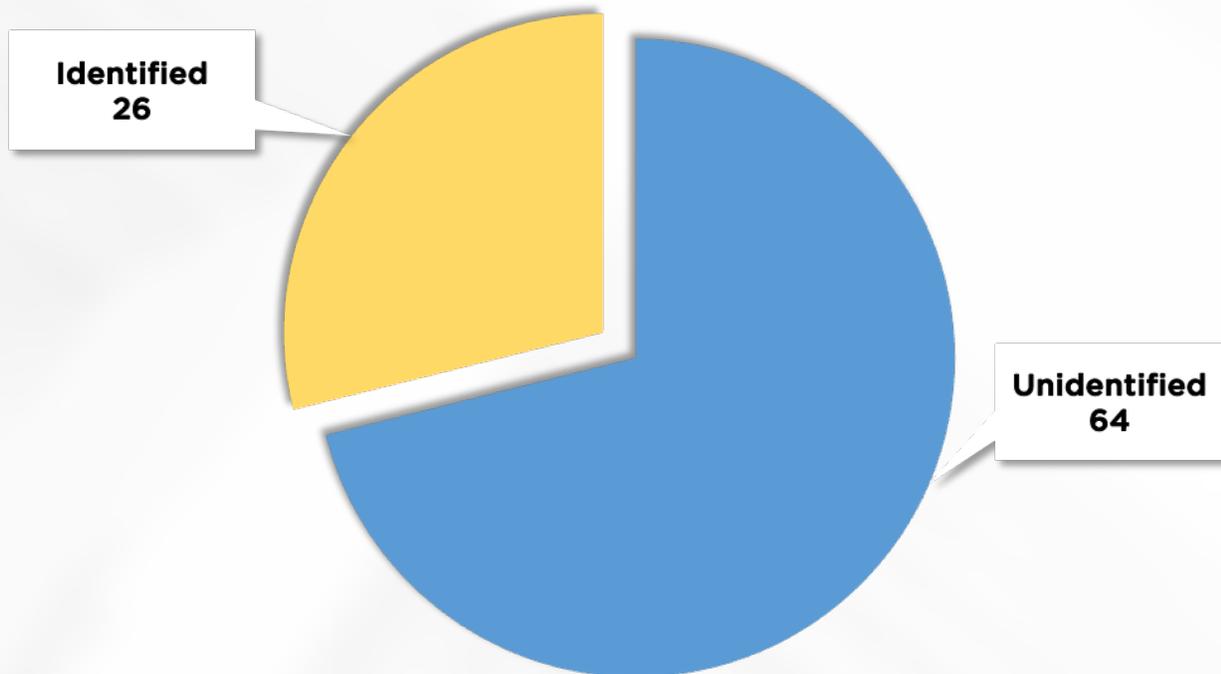


THE FARGO POLICE DEPARTMENT STAY INTERVIEW DEMOGRAPHICS

IDENTIFIED VS. DE-IDENTIFIED

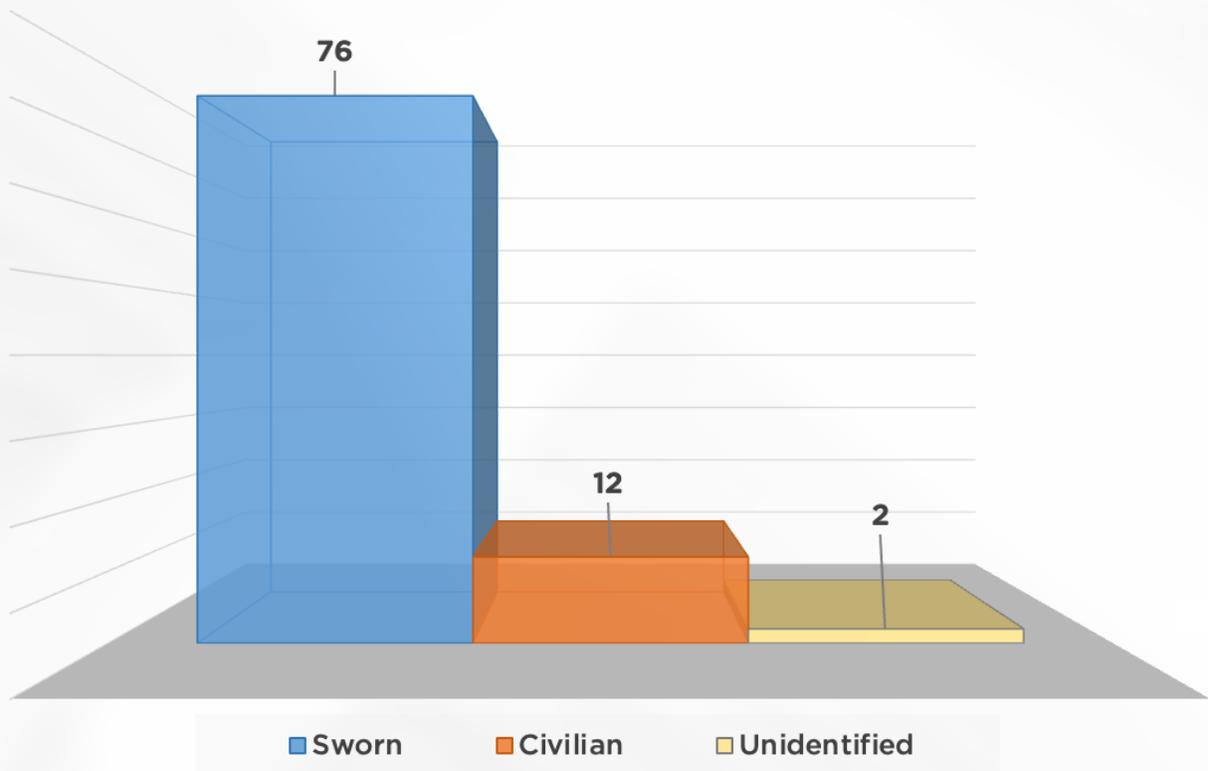
All department members were given the option for the notes taken during their stay interview be identified or de-identified. The chart below shows the breakdown of department member's decision on identification.

90 DEPARTMENT MEMBERS



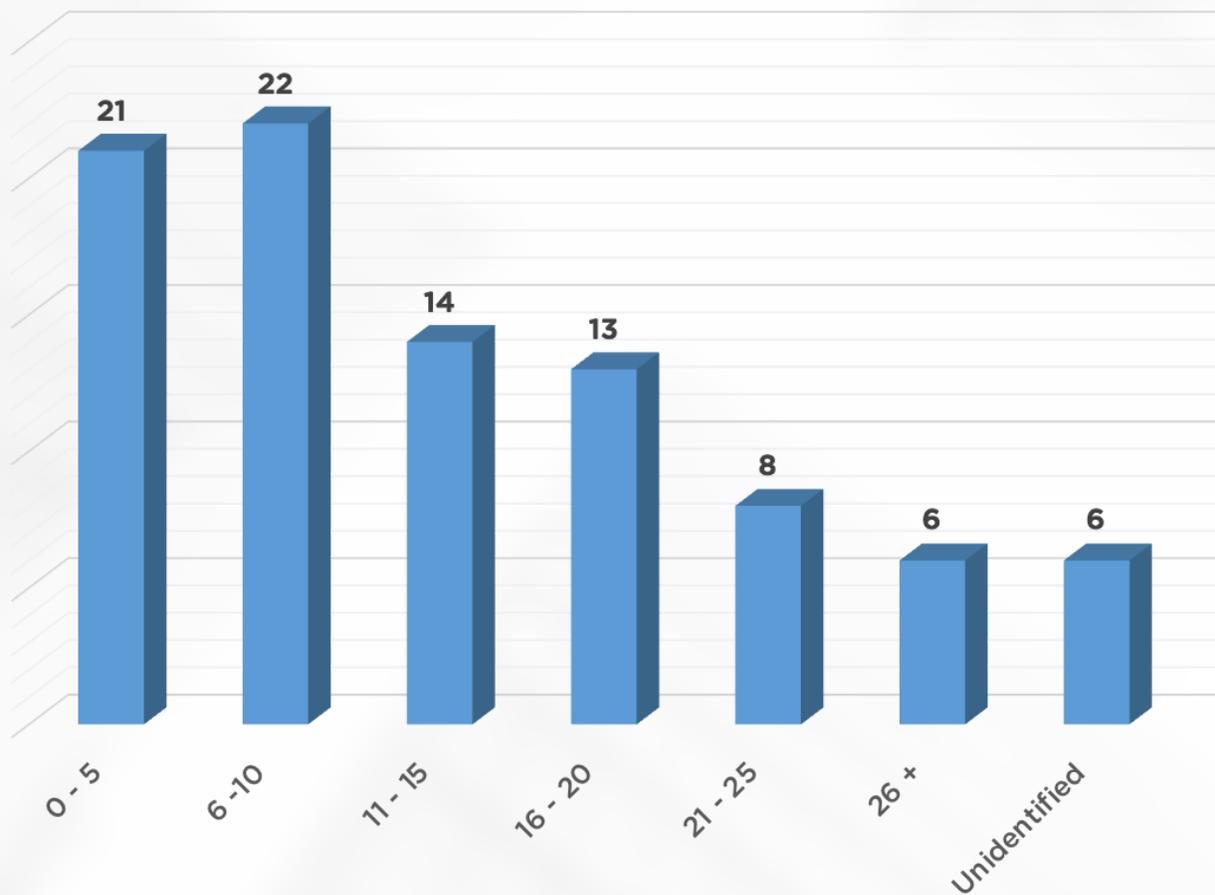
THE FARGO POLICE DEPARTMENT STAY INTERVIEW DEMOGRAPHICS

SWORN OR CIVILIAN MEMBER OF THE DEPARTMENT



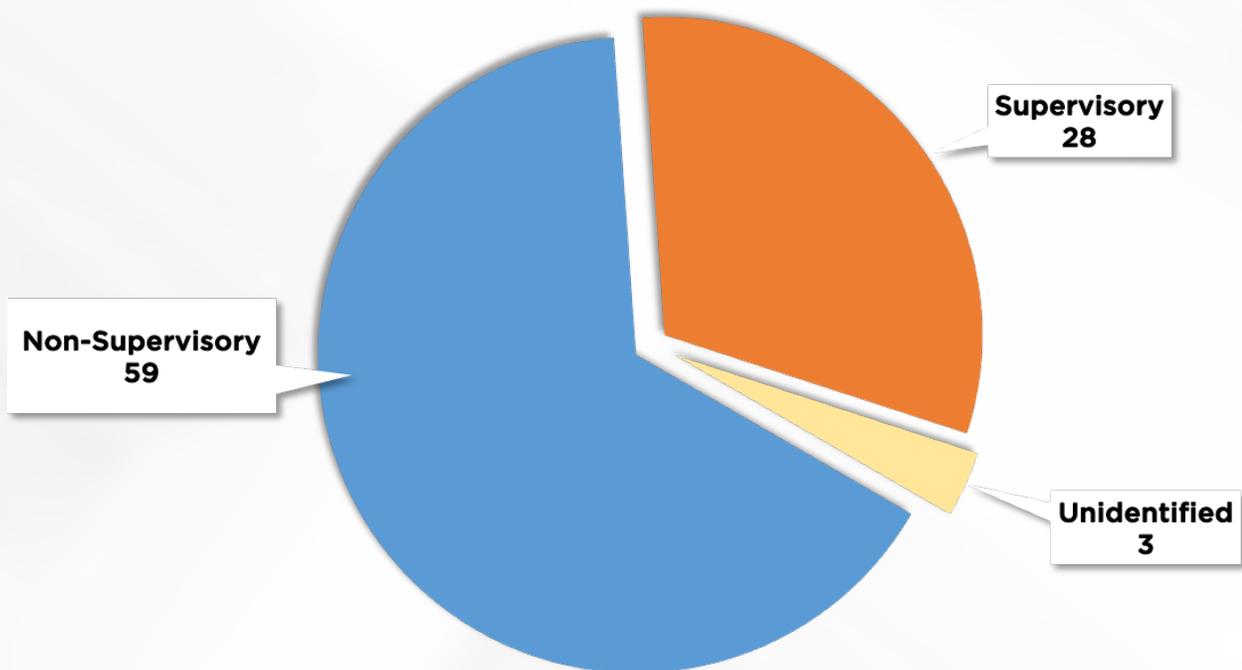
THE FARGO POLICE DEPARTMENT STAY INTERVIEW DEMOGRAPHICS

NUMBER OF YEARS WITH THE FARGO POLICE DEPARTMENT



THE FARGO POLICE DEPARTMENT STAY INTERVIEW DEMOGRAPHICS

SUPERVISOR VS. NON-SUPERVISORY ROLE



STAY INTERVIEW RESPONSES

Department members were asked 12 core questions. The summary below identifies key responses and common responses, including both what the member(s) relayed as concerns or areas that need improvement as well as what the member(s) relayed as strengths. In addition, recommendations derived from the stay interviews are noted below.

The information is presented in a way that attempts to paraphrase some of the common themes and/or key responses using the department member's own words in some cases or paraphrasing as closely as possible to ensure their message is captured.

1

WHAT FIRST ATTRACTED YOU TO COME WORK FOR THE FARGO POLICE DEPARTMENT? HOW HAS THE JOB BEEN DIFFERENT FROM WHAT YOU EXPECTED?

KEY OR COMMON RESPONSES:

CONCERNS

- A lot more emotional trauma than they ever imagined.
- Much busier than expected with higher levels of stress and burnout; people become cynical very fast. Not enough officers to handle everything coming at them.
- Staffing shortages - didn't expect so many people to be leaving.
- Unsure of new administration and implemented changes - non-stop, hard to keep up with, and questionable necessity. Chief is more worried about building a brand than a safer community
- City is always playing follow up on pay.
- Many officers feel less supported than before.
- Communications challenges throughout the department and COF.
- Scheduling changes and loss of schedule flexibility. Hard to take a day off.
- A lot of internal politics and drama in a negative way. Didn't expect the amount of favoritism and cliques that exist in a department this size. Sometimes it can be a popularity contest.
- We get very few external complaints, but many internal complaints, like we are bored and looking for things to jam each other up on.
- Would appreciate further trainings and additional resources for doing the job.
- The number and quality of applicants have changed over time. Hiring process seems to have changed.
- High number of calls that do not require a police officer and did not expect the amount of "community care taking" calls.
- The public doesn't understand what we do and is naive to what is happening around them.
- Treated like dirt working for a City agency - Many changes due to what's going on in society and recent events.

KEY OR COMMON RESPONSES:

STRENGTHS

- Feel committed to being here - deeply committed to police department.
- Wanted to be in Fargo and work for the best department. Like the culture and camaraderie. Expectations have been and are still being met.
- Community involvement, helping people, and the variety of the work.
- Much different than other programs - here able to problem solve and create solutions.
- Good training and different opportunities - canine, investigations, specialty, etc. A lot of opportunity for movement within the department.
- Good reputation, pay, and benefits.
- Likes the shift rep meetings and online reporting.
- Wanted to do something bigger; very proud of what they do and enjoy having a sense of purpose.

RECOMMENDATIONS

- Hold supervisors accountable.
- Provide regular feedback.
- Continue improving the investigations unit.

2

WHAT DO YOU LIKE BEST ABOUT YOUR JOB?

KEY OR COMMON RESPONSES:

CONCERNS

- Role changed with new Chief - either 100% admin or street 80% time.
- Feels like everything they do is on the back end - more like an insurance auditor versus a cop.
- Department as a whole is understaffed - used to be able to do more widespread policing, now everyone does it , but not everyone wants to.
- Harder to stay in the know about what's going on.

STRENGTHS

- Amazing people to work with. Like the team mentality and camaraderie with co-workers; knowing they will support you no matter what.
- Feels like being part of a family and appreciates the relationships that have been created along the way.
- Like to serve the citizens. There is a lot of appreciation for what we do in the community.
- Enjoys the variety of calls and people/situations they encounter.
- Appreciates the ability to be self-sufficient and not micromanaged.
- Likes helping people and the ability to see the impact of their work in a positive way.
- Learning something new every day - training, new technology, working with the SWAT team, collaboration with other agencies, etc.
- Like the problem solving and doing cool stuff with cool cars and gear.
- Good pay and flexibility with job growth/different opportunities.
- Like holding people accountable and love the sense of justice, especially when they can turn around the situation.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- Leave job better than when he came into it.
- Would like to do more ILP; everything is done on the backend; feels more like an insurance auditor than a cop.
- Department understaffed - used to be able to do more widespread policing.

3

WHAT DO YOU LIKE THE LEAST ABOUT YOUR JOB?

KEY OR COMMON RESPONSES:

CONCERNS

- Reviewing of reports increased; Paperwork/report writing.
- Scheduling, hard to get time off; ability to get a day off used to never be a problem but is now due to schedule; works nights, has to do work related tasks during the day understands that's what he agreed to; working holidays without holiday pay.
- Low staffing; not knowing location of work until shift time due to shortages; burnout.
- Stress of job; Tasks, such as death notifications is not easy, catastrophic to mind; low morale; dropping everything to inform Chief on certain cases.
- Politics of the City; Department politics.
- DEI Director creating problems that are not there based on what he has observed and listened to.
- Drama and others spreading rumors rather than talking to the person to get correct answer; Others who don't think the rules apply to them, ex - dress code, cell phone use; Feeling of scrutiny if mistakes made.
- When trying to respond and gets stopped by another department, ex homeless population and gets stopped by FCPH/Planning.
- Communication, ill-advised decisions being made, not informing or weighing options; one way communication.
- Chief lays our message/vision, then plays telephone game as it goes down, employees don't understand the message to give to staff; Chief not there.
- Micromanagement, snap decisions, everyone gets worked up.
- Being hated and typecast for job; Walking on eggshells, with citizens; Doing anything citizens call about, busy all day, want us to be like Andy Griffith; societal view, lack of empathy from public.
- Expected to react with incredible violence but not offend anyone, hard balance.
- Teamwork seems to be missing amongst the Sergeants, doesn't feel like they are part of leadership team; department structure.
- Culture.

KEY OR COMMON RESPONSES:

STRENGTHS

- Wanted trainings have happened.
- Online reporting has helped.
- Peers do help each other if coverage is needed.
- Work/life balance, schedule consistency has been appreciated.
- Atmosphere in records has changed for the better.
- Feels captains are leading department well and good leaders; Assistant Chief, leadership and captains are good.
- Overlap in shifts to get work done and proactive.

RECOMMENDATIONS

- Changing schedule, proposed 4 days/10 hour shifts versus current 5 days/8 hour shifts, work/life balance.
- Overlap of shifts with shift commander to get reporting completed.
- Take the time to get input decisions are effecting, don't get all worked up.

4

HAS ANYTHING HAPPENED THAT HAS CAUSED YOU TO THINK ABOUT LEAVING? WHAT?

KEY OR COMMON RESPONSES:

CONCERNS

- Current climate with law enforcement; fear that I am one bad day away from losing career. Riots were very difficult. Current climate takes a toll on officers.
- Leadership - Immediate supervisor's leadership style (i.e. passive aggressive), unsupportive sergeant, not properly supervised and lack of feedback. Toxic leadership that has a gotcha mentality.
- Citizen review board - concerns it will have more power and control over the department than intended.
- Chief didn't discuss proposal for change with the person who has the idea, dishonest about investigations schedule change, schedule change feels like retribution.
- Need better communication on reassignment of shifts, positions.
- Feeling less empowered once promoted; chief and command staff don't trust or give staff authority to make decisions.
- Schedules, Assignments & Promotions - no certainty as to how long assignment rotations will last; had to give up secondary assignment while others promoted and maintained secondary assignment; need more stability with schedules, shifts and division rotations.
- Staffing & Workload - overworked and undervalued on patrol. Calls for service are very high and not enough staff; other agencies with similar pay but lower workloads are attractive; high caseloads in Investigations; safety concerns of not having back up due to staff shortage. Family sacrifices.
- Complaints - small infractions made into a bigger deal.
- Schedule - mandatory 8 am to 4 pm schedule for detectives - lost flexibility.
- Disconnect between upper administration and patrol - communication is not delivered properly. Communication goes to the lieutenant level and then is a struggle to get the information back down - communication stops at the top.

KEY OR COMMON RESPONSES:

CONCERNS (CONTINUED)

- Media – Just seeing how the media can portray a story and how leadership doesn't take a stand and doesn't support the staff.
- Chief has unrealistic expectations and the changes have been implemented before they are fully understood. There is a lack of communication related to the changes. The chief's message seems to be that nothing was right before he got here. He is unwilling to address staff concerns. He made changes without knowing this department.
- History of moving people who are underperforming – fix people in place.
- Lost motivation to put forward proposals or plans when it all hinged on how it is being portrayed at Monday morning meeting. Decisions/ideas get questioned, criticized and miscommunicated.
- Recruits need more time to do projects and paperwork – would set aside a day or so for recruits to work on projects – majority of work was done off the clock.
- PTSD is ignored.
- City Leadership – Don't feel supported by current commission. The amount of stress brought to the department by forcing a Chief out is unimaginable. I have worked for four police chiefs, none of them perfect, but each brought something needed to the Department. Where were the voices of the other Commissioners during that Commission meeting? Some support from City Hall would be nice. This department needs strong, intelligent leadership or you will end up with another mess on your hands. You will not find a perfect police chief and putting the Department through this is inexcusable. It takes a toll on all of us when the Department and the people running it are constantly being cided and scrutinized.

STRENGTHS

- Several department members have never seriously considered leaving.
- Love it here. People don't know how good they have it here.
- Loves working with people in the City of Fargo.
- Brought up concerns and was heard – situation was resolved.
- The chief is doing a better job of being around.
- Good leaders and they are trying to make things better but morale has really decreased.
- FPD goes above and beyond for military personnel.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- Need to focus as much on retention as on recruitment.
- Leadership needs to be supportive of members of the department.
- Front line staff needs to try to be more positive.
- Leadership needs to find a balance within all the changes and make sense of some of them.
- Department members who bring forward concerns should be informed that the issue has been reviewed so the individuals know their concerns were heard.
- Communication has to be very intentional. Sometimes we just need to listen. We need more approachable one-on-one conversations.

5

WHAT CHANGES WOULD NEED TO OCCUR FOR YOU/DEPARTMENT TO IMPROVE YOUR ENGAGEMENT OR SATISFACTION AND/OR TO REDUCE THE LIKELIHOOD OF YOU LEAVING?

KEY OR COMMON RESPONSES:

CONCERNS

- Increase staffing and pay; low pay compared to other agencies when comparing type of work and workload.
- The rate of change is too fast; quick decisions made with not a lot of thought given to outcome; reasoning behind change needs to be communicated.
- Need to prioritize projects and complete one before moving onto the next one
- Call volume is high - no time for breaks; Staffing challenges make it hard to take time off.
- City leadership hasn't kept on pace to meet staffing needs; always behind ideal staffing ratios.
- Give people voice to address concerns and follow up in timely manner; need to value ideas that are solicited.
- Problem employees get shuffled around vs. dealing with the problem.
- Mayor and Commission are not pro law enforcement.
- Ability to work in other divisions, not just patrol.
- Receive more frequent informal recognition.
- More trust - less power struggle; lack of accountability in leadership; Chief leads by intimidation.

KEY OR COMMON RESPONSES:

STRENGTHS

- Headed in right direction.
- Morale is improving.
- Chief's communication is good.
- The variety of secondary positions.
- Department moving in right direction with wellness committee.
- Resources and equipment top notch.
- Accountability; transparency.

RECOMMENDATIONS

- Consider sign on bonus; wellness incentives.
- Ability to give feedback on supervisors (LT's and CPT's); 360 evaluations; need to have ability to.
- Assign projects and have the ability to take it from the ground all the way to presenting to the Chief.
- Create more positive environment.
- Chief attend meetings to explain changes and listen to concerns.
- Holiday/night shift differential.
- Create roadmap for promotions; more formal transition plans for leadership.
- Work with Dispatch to streamline protocol for non-police related calls.
- Make trainings more shift friendly; Equality in training opportunities - spread it out.

6 HOW WOULD YOU DESCRIBE YOUR RELATIONSHIP WITH YOUR SUPERVISOR? ARE THERE CHANGES THAT SHE OR HE COULD MAKE TO IMPROVE YOUR PROFESSIONAL RELATIONSHIP OR TO BETTER SUPPORT YOU?

KEY OR COMMON RESPONSES:

CONCERNS

- Don't know if current supervisor buys into overall philosophy/vision of the department.
- My supervisor is a fantastic person and cares about his people but has completely lost his edge for law enforcement and doesn't know what is going on most of the time. He sits outside of dead body calls and won't go in because he thinks they are gross. We need the voice of experience he has and he has lost his edge.
- Supervisor is new in their role, but hasn't lived up to employee expectations of a leader. Lacks professionalism. Doesn't provide feedback on performance. Very little communication on expectations for my role.
- There is no open dialogue up and down the chain of command.
- Leadership is clearly focused on numbers and statistics that make them look good. Making decisions to make statistics look good publicly but still need to double the size of our force to provide decent services.
- Leadership (Lieutenants and above) look like they are kicked puppies. We have a "drop everything culture". It's hard to know what the priority is.
- Guarded. I cannot be fully open with my supervisor.

STRENGTHS

- Have a great working relationship; feels comfortable going to them; a lot of respect for supervisor, goes to bat for them.
- Good at making an effort to improve communication.
- Sergeant understands the job and is knowledgeable; open to feedback.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- Dedicated forensics unit.
- Have supervisors on the street more, going on calls with the officers.
- Plans put in place to make people better.
- Coaching/mentoring and career development needs to improve - help us establish a path to further our careers.
- Fine-tune promotion process, it gets too complicated.
- Better communication of our mission as a departments and between divisions.

7

DO YOU FEEL THAT YOUR WORK AND EFFORTS ARE ADEQUATELY RECOGNIZED? IF NOT, HOW WOULD YOU LIKE TO BE RECOGNIZED?

KEY OR COMMON RESPONSES:

CONCERNS

- Recognition is happening too frequently and publicly, and it feels like there are too many “participation awards” being given out instead of awarding for above and beyond. (x 51)
- When Lieutenants and Captains are stressed, they start to micromanage.
- Recognition is good from immediate supervisors, but not from higher on the chain of command.
- We need the support of leadership.
- Chief doesn’t always attend award meetings or is often late to them.
- Soft skills could be rewarded better.

STRENGTHS

- I am frequently recognized for my work (x61) .
- Likes recognition based on values shared during briefing.
- Hard for supervisors to recognize you if they don’t know/understand what you are working on.
- The Guardian Tracker is a good way to keep track of recognition/feedback.
- Bravery/heroism is well rewarded.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- More peer-to-peer feedback.
- Consistent evaluations with standard questions and a quality review.
- Social media should focus more on outreach efforts than internal recognition.
- Administration should come out on patrol to see what the shifts are like – see how new policies/procedures impact us, what it’s like to take up to 30 calls for service per shift and what we deal with on a daily basis.
- Make opportunities for recognition to be a learning experience.
- More money for picking up shifts and/or overtime shifts.
- Develop performance metrics to recognize people consistently.
- Streamline recognition so that it is uniform up and down the chart for those who go above and beyond. Do not give community service awards.

8

ALL ASPECTS OF WELLNESS ARE IMPORTANT. AS A MEMBER OF THE POLICE DEPARTMENT, WHAT CHANGES DO YOU BELIEVE WOULD SUPPORT ALL ASPECTS OF WELLNESS INCLUDING MENTAL HEALTH AND WOULD MINIMIZE BARRIERS TO ACCESSING THESE RESOURCES?

KEY OR COMMON RESPONSES:

CONCERNS

- Lack of communication on programming, hard to find/understand.
- Does pushing wellness too much or going “overboard” cheapen the efforts and marginalize those that need help. Programming doesn’t feel authentic.
- Alcohol abuse is “significant” in the workforce.
- Department tries to self-perform programming that could be best managed by others.
- Low staffing is a root cause of not taking enough time off and leads to guilty feelings by officers when taking time off.
- Burnout due to low staffing and the pressure of “right-now” culture.
- Fear of losing job causes people to not be honest with themselves or others when an officer is not well.
- Employee health delivering low quality experience such as being billed on personal account, long waits for records or service quality issues.
- It is hard for cops to talk about things. We don’t talk about things when we come home to our family. You only talk to your buddies at work about stuff. Mental health is tough unless we know it is absolutely confidential. If we had a psychologist or social worker come in, I don’t see that being used. I think people wouldn’t open up to that. The 800 numbers would be used more. The face to face is going to be difficult for us to do. We would probably prefer to talk to someone who is not connected to the department. Physical - this is a hard job and it is not easy as you get older. We are concerned about an agility course that you have to do every year to keep your job. It is not fair to the older guys who are extremely good cops who now have to worry there job is in jeopardy because you can’t run as fast as a 24 year old. An age based approach would help and maybe a gender based approach as well. Also consider size of person. Physical agility machines are built for someone who is tall.

KEY OR COMMON RESPONSES:

CONCERNS (CONTINUED)

- Great gym, by end of shift exhausted. Difficult to find time for wellness --> some on-duty time to wellness.

STRENGTHS

- City good at offering services. Wellness committee does a good job.
- Layers of redundancy in programming for wellness.
- Wellness committee is working and officers see the positive effects of the work.
- Upcoming Valor Training.
- Access to PACT.
- Department wellness programming is going in the right direction.
- The City of Fargo as an organization supports the police department.

RECOMMENDATIONS

- Access to onsite/immediate counseling with LEO experience counselors/providers.
- Take care of returning PTSD-related injuries in a similar manner as returning substance abuse issues.
- Eliminate stigma around mental illness.
- Explore a system/procedure to periodically check in with all officers mental health like a roll call.
- PTO for achieving standards or performing health and wellness activities.
- Regular/required mental health checks.
- Be able to get paid on-duty time for wellness activities.
- Focus on running the department better instead of just trying to make people happy.
- Critical incident debriefs and peer support meetings should occur more often and include all parties not just sworn staff.
- Flexibility in shift to perform personal tasks such as help with child/family needs rides to school and milestone events (birthdays).
- Add holistic medicine such as Chiropractic and Massage to programming.
- Utilize in-person communications for sensitive issues and programming roll-outs instead of just letters and videos.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS (CONTINUED)

- Non-sworn members of department need more information on what is happening with large/critical events and events that affect the facility.
- More education on how to use the PD gym equipment.
- Department could do a better job of communicating all benefits available to them and make it easy to get the information just as one website with all the different benefits. Would like bigger focus on physical wellness. Maybe provide personal trainer, fitness coach, and training session, paid time during the shift to work out or incentives to reach standards.
- Incentive structure towards fitness for employees. We have many options to work out but no one in the department pushes us to do it. Debriefs are always great. We do not do as many now after traumatic calls. We can't take that time to debrief because calls won't wait. Debriefs are treated like a luxury now days.
- Fixing staffing and communication issues will help with mental health.
- Quarterly counseling sessions. Do it off-site, on shift or off shift. Make it readily available. Village EAP works for some.

9

IN AN IDEAL WORLD, WHAT WOULD YOUR PREFERENCE BE FOR MENTAL HEALTH SERVICES FOR THE FARGO POLICE DEPARTMENT?

KEY OR COMMON RESPONSES:

CONCERNS

- Ability of the Village EAP to connect with LEO personnel.
- The Village does not work for staff.
- Trust between officers/supervisors/leaders needs work. Staff should feel like they can have honest conversations with their supervisor on these topics.
- Privacy when seeing providers.
- Double edge sword, you want people to do routine checks to make sure they are ok but so much with privacy and they should be afforded that. We are putting a lot of faith/trust that they are mentally stable. It needs to be pursued. So if there are people that can't recognize it but then what do you do. But we don't have the staff so we need you back.
- If there is a person assigned to the PD either in house or on contract with the city, what information is shared with the city, PD, HR? There is anxiety about the amount of information that would be shared when it is not an exigent situation. The officer believes the only way to truly get help from the therapist would include being completely honest with the therapist. But the officer thinks there are consequences, and/or information is not confidential then this limits the ability for the officer to get help.

STRENGTHS

- Current programming is connecting with staff.
- There are good options right now.
- Peer support team programming exists.
- What they are doing now is a good step in the right direction. They are doing a good job addressing it now.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- On-site/Immediate mental health services that are LEO specific.
- Peer support teams and mentors that are external to the department.
- Therapy Dog in the facility.
- Educate officers on why it is important to get checks and how to do it.
- More options for staff to go where they want to go.
- Continually improve relationships in regards to trust and privacy.
- On staff mental health professional – not sure if full time or not but maybe one for the entire city. In support of once a year mental health check. Person could lead peer support, debrief critical incidents, provide advice for mental health calls - after action.
- Someone who is very culturally competent. Not necessarily psychologist. Trauma-informed therapist.
- Support others vs. gossiping; get over mindset that seeing someone is a bad thing - must be accepted and not judged by peers; Thinks annual exams are good but need more communication around process, i.e. is it paid time, how to schedule appointment, can it be during working hours.
- The ability to have an honest conversation with supervisor; having a supervisor who actually cares and can see signs. Feels the department needs to do more personalized stuff vs. video.
- I think it is absolutely imperative to have a counselor on site here in the Police Department – someone who has an office here – at least 2-3 days a week – so employees could make appointments and stop in to talk. There should be an in-house therapy dog who could make the rounds or we could go visit. Our officers need on-site access – not just places like the Village to “go to”. We need to be reaching out individually because people in crisis don’t always know how to reach out.
- We need to build trust and be supportive about hearing ideas from the department. The department shares responsibility to provide services but the key is prevention. We need to provide an environment to make accessing wellness easier.

10

IF YOU COULD ASK YOUR LEADERSHIP TEAM FOR ONE THING THAT YOU BELIEVE WOULD IMPROVE YOUR EXPERIENCE AS A MEMBER OF THE DEPARTMENT, WHAT WOULD THAT BE?

KEY OR COMMON RESPONSES:

CONCERNS

- Communication - explain why decisions are made and including staff in those the decisions making process; Communicate expectations clearer; Communication department issues to staff instead of learning of issues through the media; Lack of transparency for important decision that impact the department.
- Rate of Change within the department need to slow down.
- Staffing, Retention and Work Schedules - Staffing shortages; increase staffing in investigations to reduce caseloads; No flexibility in work schedule; Current schedule doesn't allow supervisor to spend adequate time with staff; Sergeants doing the work of Lieutenants.
- Promotional and Evaluation Process - Promotion process needs improvement; Promotional process - doesn't include peer feedback; Fairness in procedure and opportunities in the department; Better evaluation process.
- Culture - Department culture is negative; Don't feel valued by city leaders, mayor, commissioners; Lack of transparency with leadership; Leadership not listening to staff concerns; Staff not empower or trusted to make decisions; Staff not empower or trusted to make decisions.
- Leadership - Politics impact the chief's judgement, principles and application of rules and policies; Chief not an advocate for the department.
- Inflexibility of the chief; Transparency and accountability, toxic leadership; Micromanagement - feels like the chief needs to be involved in everything; Administration is out of touch with what officers do; Command staff not challenging the chief on issues impacting the department; Lack of feedback and consistency evaluation among leaders.

STRENGTHS

- The department has extremely knowledgeable officers at all levels of the organization.
- Smartforce has helped with communication however; pay studies and commission meeting minutes need to be share more quickly.
- Sending sergeants to LPO has been a great process implemented by the chief.

KEY OR COMMON RESPONSES:

RECOMMENDATIONS

- Communication - Providing staff with a better understanding on how decisions; Bring back meetings, round table discussion with the chief. Chief advisory board.
- Staffing - Develop long range staffing plans (2-3 years) instead of on a yearly basis; Designate individuals to recruit new officers; Hire qualified officers with positive attitudes that want to contribute to the department.
- Retention - shift differential with the PM and Night shift; More vacation, change the accrual rate; Increase pay and benefits to match the cost of living more accurately; More staff recognition by leadership team; Recognition by city leaders outside the police department.
- Work Schedules - Increase the number of Lieutenant; Implement four 10 hour work days to allow more time with staff and improve work life balance.
- Promotional and Evaluation Process - better review process including 360 review process; Increase mentoring from direct supervisor; Use Guardian Tracker again to aid in evaluation process; Create a roadmap for career progression.
- Culture and Leadership - Trust employees to make decisions and involve opinions of others regardless of rank or years of service; Empower leadership groups to make decisions rather than making all decisions go to a higher leadership level; Leadership working an occasional shift to fully understand what officers do.

11

WHAT OTHER PERCEPTIONS ARE YOU HEARING OR READING THAT MIGHT BE INFLUENCING YOUR OWN PERCEPTION?

KEY OR COMMON RESPONSES:

CONCERNS

- Frustrations between neighborhood services and investigations.
- Dislike of Chief; his way or the highway; don't feel like the Chief would have their backs.
- Length of time for City to do something after the recommendation by city commission; Commission and Mayor never spoke to officers as they said they would.
- A lot of talk and media coverage but not a lot of legitimacy in the information.
- Appease complaints of minorities because they are so vocal and public figure have knee jerk reaction to this and this does more harm than good; department more focused on public option than employees of the department.
- People feed off each other because they work with the same people every day; in and out grouping.
- People not supported by leadership and are treated differently based on who you work for.
- Inconsistency when implementing changes; make sure everyone effected by the change is included in the conversation to eliminate a lot of changes after it's been implemented; priorities constantly changing.
- Chief states performance contract is complete but commission says it's not; no trust and feel like it's a conspiracy.
- Lack of ability for Sergeants and Lieutenants to provide input.
- Staff tired and burnt out.
- Seeing things on Facebook and in media is difficult at time for family and friends.
- Mayor responds to articles without having all the information, i.e. things are mostly good or people are having issues with "old school vs. new school".
- Low pay compared to other departments.

KEY OR COMMON RESPONSES:

STRENGTHS

- There has been more mentoring between neighborhood services and investigations.
- Community is good to them.
- Don't let outside perceptions influence them or their perceptions.
- 10 hour work schedule has afforded more flexibility.

RECOMMENDATIONS

- Don't get wrapped up in rumors; take step back and look at big picture; go to supervisors and ask about what they are hearing before drawing conclusions.
- Move on from the past.
- Ordinance that requires certain number of patrol offices per number of citizens.
- Currently a younger supervisor group - could support them better with leadership training.
- Add shift differentials and more benefits.
- Need to have mid-level supervisors pass on information, fully understand the decision and how to communicate the message to their direct reports.
- Improve on communication.

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WHAT SPECIFICALLY CONCERNS YOU ABOUT THE POLICE DEPARTMENT'S DIRECTION OR ABOUT THE CITY'S DIRECTION?

KEY OR COMMON RESPONSES:

CONCERNS

- Terry Hogan, his role with the City and his involvement on issues outside his scope.
- Perception that nothing is being done in regards to Chief's PIP.
- Staff shortage.
- Feelings that City Commission is anti-police.
- Police Oversight Board role in the department and their role/saying on department.
- Certain community members becoming overly involved with internal processes in the department has caused issues and lack of trust between Commission and Department.
- Chief implemented too many changes too quickly.
- Departments direction with current policing climate.
- Mayor telling department how to investigate crimes. Political views should not influence law enforcement.
- Lack of communication.
- Mission, Vision, and Values change so often it has no impact on staff.
- HR & supervisors not taking responsibility to answer employees concerns regarding promotional process.
- Downtown is becoming against police.
- No leadership at City Administration level.
- Department is becoming too liberal in their policies.
- Chief's lack of connection with officers.
- Mentality from Commission and Leaders that we are Minneapolis.

KEY OR COMMON RESPONSES:

STRENGTHS

- Chief has made changes that had been asked long ago.
- Chief is doing a good job thinking forward.
- Department has made progress with academy and recruiting efforts.
- The City is supportive of their efforts.
- Proud to work for the PD.
- Chief has made positive changes. Department is more professional and accountable.
- PD has a strong relationship with the public.
- Appreciate COLA & Bonus.
- Body cameras we needed.

RECOMMENDATIONS

- Sign on bonus.
- Extra compensation if staff acquires certifications.
- Create a path in the chain of command when a link in the chain of command is a problem.
- Promotional process needs to become more clear and have a path for officers to succeed.
- Daycare assistance & more wellness incentives.
- Conduct stay interviews every 2-3 years to give people the ability to give feedback.
- Including family members on orientation.
- HR presence.
- Commission's support on PTSD program.

STAY INTERVIEW IMPLEMENTATION TEAM'S RECOMMENDATIONS FOR NEXT STEPS

The Stay Interview Implementation Team compiled the following recommendations for the Fargo Police Department's Leadership Team to consider as next steps. The implementation team believes these steps, along with the recommendations of the department members, will further encourage and normalize conversations about each department team member's experience. Ultimately, each member of the department must have a voice and understand their role and shared responsibility in developing a sustainable approach to fostering engagement, satisfaction and retention.

- **TEAM DISCUSSION GROUPS**

Consider organizing employee discussion groups where members of the department are encouraged to discuss the concerns, strengths and recommendations highlighted in this report in order to fully understand the opportunities and priorities for improvement.

- **ACTION PLAN**

Utilizing the Stay Interview report, along with the information obtained during the Team Discussion Groups, develop an action plan to advance the recommendations. Identify the roles and responsibilities of all members of the Fargo Police Department Team in advancing the action plan.

- **STAY INTERVIEWS**

In collaboration with the Human Resources Team, implement a plan for departmental leaders to regularly conduct Stay Interviews and utilize this information to measure the effectiveness of the action plan and to inform leadership decisions.

- **CHANGE MANAGEMENT**

Adopt a change management model and train all department leaders on the important aspects of change management. The adoption of a change management process will ensure that all key stakeholders (such as department members, city leadership, etc.) understand the reason for the change and have an opportunity to provide input and gain an understanding before the change occurs. Additionally, a formal process allows for measuring the effectiveness of the process and the change.

STAY INTERVIEW IMPLEMENTATION TEAM'S RECOMMENDATIONS FOR NEXT STEPS

- **COMMUNICATION PLAN**

Consider the effectiveness of all forms of communication such as video messages, emails, etc. and develop a communication plan that considers how department members consume information. For example, common messaging in briefings, in addition to the essential shift-related information, could be beneficial to share information that is essential for all department members.

- **WELLNESS PLAN**

continue efforts to address overall wellness with a prioritization of awareness and access to mental health services, including services specific to law enforcement. Engaging all department members in the ongoing development of a wellness plan is critical.