



Professional Standards and Accountability Bureau

Audit and Review Unit

Recruitment Unit Audit Report

December 2023

Report #Recr202312

Submitted by PSAB: December 22, 2023

Response from Recruitment: January 11, 2024

Final Report: January 25, 2024

Audit Team:

This audit was managed and conducted by the Professional Standards and Accountability Bureau

Executive Summary

The Auditing and Review Unit (ARU) of the Professional Standards and Accountability Bureau conducted an audit of the Recruitment Unit’s activities for the year 2023. This is the third audit of the Recruitment Department conducted by the PSAB ARU team and covered the activities during the period from January 1, 2023, to December 1, 2023.

This audit is to ensure that all recruiting is conducted and executed consistent with NOPD policy covering Chapter 31.1 and the Federal Consent Decree (CD) paragraphs 234-244. All recruiting activities are to be documented appropriately, documentation is complete and accurate, and recruiting processes are fair, bias free, and respectful. This audit is reflective of recruiting activities from previous audits.

This December audit was completed utilizing the latest revised and approved protocol from the Office of the Consent Decree Monitor (OCDM). This audit consists of 22 Items, containing 60 sub elements which cover the relevant paragraphs (234-244) of the Consent Decree (CD).

Overview of Items and Compliance Status: Overall Compliance Score is 100%.

Items 1 - 22 Compliant (100%)

General Recommendations

- It is recommended by the Auditing and Review Unit that the Recruitment Unit continue to maintain their Unit files in the folders established for the audit in an “as they go” method. PSAB will continue to provide oversight to ensure required documents updated.
- All Recruitment Unit training should require a sign-in sheet or email with read receipts to better track training progress.
- It is also recommended that Recruitment provides a statement/documentation for items that are Not Applicable for the audited year.

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Introduction

Purpose

The Recruitment audit is conducted to verify departmental compliance with the Consent Decree and NOPD Operations Manual as it pertains to “Recruitment” and its related activities. The following are the NOPD Policy Chapters relevant to this audit:

Chapter 31.1 – Recruitment (Effective date: 04/28/2019)

Chapter 32.1 – Personnel Hiring Selection (Effective date: 04/08/2018)

Scope

This audit assesses and documents whether the Recruitment Unit of the New Orleans Police Department (NOPD) effectively strategizes to recruit talent that effectively meets the needs of the community, by attracting a diverse group of highly qualified and highly effective group of individuals to be NOPD officers. To do this, the audit will determine:

- Whether the unit effectively worked with other departments and stakeholders (Civil Service, New Orleans Police & Justice Foundation)
- Whether the unit accurately reported its activities during the annual review
- Whether the unit assessed each applicant in a manner that is valid, reliable, fair, and defensible
- Whether the unit employed strategies to recruit candidates that are diverse, meet the needs of the department, and reflect the makeup of the community
- Whether the unit reviewed its data to make decisions regarding effective use of resources to meet its goals
- Whether the unit participated in community outreach events, and applied strategies designed to get messaging out to the public regarding police applications
- Whether the department regularly reviews and updates its planning and goals to achieve effective recruiting

Methodology

The ARU met with the administrator of the Recruitment Unit, Lt. Nicole Powell, to prepare for the audit. It was agreed that the administrator would create electronic files that contained proofs supporting compliance with each standard.

Documentation to be reviewed – All documents and materials provided by the Recruitment Unit and placed into the electronic folders in the Recruitment Drive, specifically:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\.

Testing / Reference Instrument(s) – New Orleans Police Department Operations Manual Chapters 31.1, 32.1 and a twenty-two (22) point Recruitment Checklist.

Initiating and Conducting the Recruitment Audit

As in prior audits, Lt. Nicole Powell agreed to place each item of evidence into a folder, specifically located at: “\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023”. Each folder was labeled with the item number from the Recruitment Checklist.

During this audit prep, the 22 audit Items (questions) were then assigned to the auditors.

Item 1 - Item 2:

Item 3 – Item 4:

Item 5 - Item 6:

Item 7 – Item 8:

Item 9 – Item 10:

Item 11 – Item 12:

Item 13 – Item 15:

Item 16 – Item 17:

Item 18 – Item 19:

Item 20 – Item 22:

Each Item category was systematically reviewed in a single peer audit process by the Auditing and Review Unit based on the evidence provided in the electronic folders. To facilitate this process, the Audit team used the twenty-two (22) point Recruitment Checklist Items from the protocol document as the tool to review and analyze the contents of the folders for compliance.

Audit and Review Findings and Scorecard

Scorecard:

ARU percentages for Consent Decree requirements for Recruitment Checklist Audit.

Check-List Questions			Score	x	Y	N	U	NA	Consent Decree #
Qs	Description	Score	y		n	u	na	cd	
1	01 Documented annual review of the Recruitment Plan	100%		7	-	-	-	234	
1a	01a Documented annual review of the Recruitment Plan: Strategic			1	-	-	-	234	
1b	01b Documented annual review of the Recruitment Plan: Problem Solving			1	-	-	-	234	
1c	01c Documented annual review of the Recruitment Plan: Interpersonal Skills			1	-	-	-	234	
1d	01d Documented annual review of the Recruitment Plan: Emotional			1	-	-	-	234	
1e	01e Documented annual review of the Recruitment Plan: Capacity to use Tech			1	-	-	-	234	
1f	01f Documented annual review of the Recruitment Plan: Fluency in Foreign Language			1	-	-	-	234	
1g	01g Documented annual review of the Recruitment Plan: Ability to Collaborate			1	-	-	-	234	
2	02 Recruitment Plan Updated If Necessary During Annual Review	100%		1	-	-	-	234	
3	03 Annual review of the Recruitment SOP and updates is Document	100%		1	-	-	-	234	
4	04 Recruitment Data Outcomes and Analyses are documented	100%		1	-	-	-	244	
5	05 Recruitment Staff	100%		3	-	-	-	234	
5a	05a Recruitment Staff Publicly Identified			1	-	-	-	235	
5b	05b Recruitment Staff Working Cooperatively with Civil Service			1	-	-	-	235	
5c	05c Recruitment Staff Interacting Directly with NOPD Candidates			1	-	-	-	235	
6	06 NOPD Applies Specific Criteria for Recruitment Assignments	100%		4	-	-	-	235	
6a	06a NOPD Applies Specific Criteria for Recruitment Assignments: Officer Work History			1	-	-	-	235	

6b	06b NOPD Applies Specific Criteria for Recruitment Assignments: Discipline History		1	-	-	-	235
6c	06c NOPD Applies Specific Criteria for Recruitment Assignments: Employment Length		1	-	-	-	235
6d	06d NOPD Applies Specific Criteria for Recruitment Assignments: Commitment to Community Policing		1	-	-	-	235
7	07 Recruitment Unit is Sufficiently Staffed	100%	1	-	-	-	236
8	08 Recruitment Staff sufficiently Trained	100%	11	-	-	3	237
8a	08a Recruitment Staff sufficiently Trained on Background Investigations		-	-	-	1	237
8b	08b Recruitment Staff sufficiently Trained on employment Law		1	-	-	-	237
8c	08c Recruitment Staff sufficiently Trained on CVSA		1	-	-	-	237
8d	08d Recruitment Staff sufficiently Trained on EEOC Guidelines		1	-	-	-	237
8e	08e Recruitment Staff sufficiently Trained on Civil Service Guidelines		1	-	-	-	237
8f	08f Recruitment Staff sufficiently Trained on Policy and Protocols		1	-	-	-	237
8g	08g Recruitment Staff sufficiently Trained on career opportunities		1	-	-	-	237
8h	08h Recruitment Staff sufficiently Trained on Community and its Needs		1	-	-	-	237
8i	08i Recruitment Staff sufficiently Trained on ethnic cultural awareness		1	-	-	-	237
8j	08j Recruitment Staff sufficiently Trained on Record Keeping and Candidate Tracking		-	-	-	1	237
8k	08k Recruitment Staff sufficiently Trained on Screening Process		-	-	-	1	237
8l	08l Recruitment Staff sufficiently Trained on Hiring Criteria that will Disqualify Candidates		1	-	-	-	237
8m	08m Recruitment Staff sufficiently Trained on Hiring Criteria that may Disqualify Candidates		1	-	-	-	237
8n	08n Recruitment Staff sufficiently Trained Application Error Process		1	-	-	-	237
9	09a Recruitment Interview Panelists Trained	100%	4	-	-	-	241, 242
9a	09a Recruitment Interview Panelists Trained on Goals of Recruitment		1	-	-	-	241, 242
9b	09b Recruitment Interview Panelists Trained on Integrity		1	-	-	-	241, 242

9c	09c Recruitment Interview Panelists Trained on Community Policing		1	-	-	-	241, 242
9d	09d Recruitment Interview Panelists Trained on Non-discrimination		1	-	-	-	241, 242
10	10 The Interview Panelists utilized Standard Scoring Process	100%	1	-	-	-	241, 242
11	11 Recruitment Unit maintains and meets and/or exceeds Specific Performance Criteria to evaluate Staff	100%	1	-	-	-	237
12	12 Recruitment Unit utilizes a Psychological Screening and Assessment Process	100%	1	-	-	-	238
13	13 Recruitment Unit documents whether Candidates complete Medical Screenings	100%	1	-	-	-	238
14	14 Recruitment Unit conducts affirmative outreach	100%	4	-	-	-	239
14a	14a Recruitment Unit conducts affirmative outreach to Colleges		1	-	-	-	239
14b	14b Recruitment Unit conducts affirmative outreach to Military		1	-	-	-	239
14c	14c Recruitment Unit conducts affirmative outreach to PCAB		1	-	-	-	239
14d	14d Recruitment Unit conducts affirmative outreach to New Orle		1	-	-	-	239
15	15 Recruitment Unit widely advertises Officer Application Period and Testing Dates	100%	1	-	-	-	240
16	16 HR and Legal records indicate No Recruitment Discrimination	100%	1	-	-	-	Article 11
17	17 Recruitment Unit Annually Reports	100%	4	-	-	-	244
17a	17a Recruitment Unit Annually Reports on number of applicants,		1	-	-	-	244
17c	17c Recruitment Unit Annually Reports on ability to recruit needed problem-solving skills		1	-	-	-	244
17d	17d Recruitment Unit Annually Reports on ability to recruit for fluency in Spanish and Vietnamese		1	-	-	-	244
17e	17e Recruitment Unit Annually Reports on documentation of challenges to recruiting		1	-	-	-	244
18	18 The Recruitment Unit has reviewed each hired applicants file	100%	1	-	-	-	Article 11
19	19 The qualifications followed the Superintendent's Hiring Criteria	100%	1	-	-	-	Article 11
20	20 The Department's media outreach was reviewed for recruitment	100%	3	-	-	1	239
20a	20a The Department's media outreach was reviewed for recruitment: Nola.gov		1	-	-	-	239

20b	20b The Department's media outreach was reviewed for recruitment: JoinNOPD.org		1	-	-	-	239
20c	20c The Department's media outreach was reviewed for recruitment: JoinHandshake.com		1	-	-	-	239
20d	20d The Department's media outreach was reviewed for recruitment: PoliceOne.com		-	-	-	1	239
21	21 Evidence of documentation of communication and media	100%	5	-	-	-	235
21a	21a Evidence of documentation of personalized email blasts to candidates		1	-	-	-	235
21b	21b Evidence of documentation of samples of media advertisement		1	-	-	-	239
21c	21c Evidence of documented Job Fair Records		1	-	-	-	239
21d	21d Evidence of Recruiter/Background Investigator Training Records		1	-	-	-	237
21e	21e Evidence of Recruiter/Background Investigator performance evaluations		1	-	-	-	237
22	22 Evidence of Selected Personnel Interviews for audit period	100%	11	-	-	-	235
22a	22a Evidence of 15% sample of all available Applicant Interview		1	-	-	-	235
22b	22b Evidence of Selected personnel interviews for audit period:		1	-	-	-	244
22c	22c Evidence of Selected personnel interviews for audit period: Civil Service employees		1	-	-	-	244
22d	22d Evidence of Selected personnel interviews for audit period: HR		1	-	-	-	244
22e	22e Evidence of Selected personnel interviews for audit period: Background Investigators		1	-	-	-	244
22f	22f Evidence of Selected personnel interviews for audit period: NOPJF staff		1	-	-	-	244
22g	22g Evidence of Selected personnel interviews for audit period: PCAB members		1	-	-	-	244
22h	22h Evidence of Selected personnel interviews for audit period: Police Psychologist		1	-	-	-	244
22i	22i Evidence of Selected personnel interviews for audit period: Medical Testing employees		1	-	-	-	244
22j	22j Evidence of Selected personnel interviews for audit period: Local University reps		1	-	-	-	244

22k	22k Evidence of Selected personnel interviews for audit period: Local Military reps		1	-	-	-	244
	Total	100%	68	-	-	8	

Audit and Review Items and Findings:

For the audit, each item below was reviewed by an auditor of the PSAB Audit and Review Unit. The recruitment administrator agreed to place files into the PSAB folder on the Recruitment Drive, located at “\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\”. The below Recruitment Checkoff items were answered according to the documents provided. A summary of the scoring indicator/data used is included.

The following information details the outcome of the Audit Team’s reviews. Each item is listed with an explanation of the finding, and, if noted as “compliant”, a Scoring Indicator identifies where the auditor concluded compliance.

Item #1

There is a documented annual review of the Recruitment Plan which includes strategies for: (Sub-Items A-G).

Status: Compliant (See sub-items below)

Explanation/Notes: Referencing NOPD Policy Chapter 31.1, Paragraph 33, which states:

- *The Recruitment and Applicant Investigation Section will annually report its recruiting activities and outcomes, including the number of applicants, interviewees, and selectees, and the extent to which the Recruitment and Applicant Investigation Section has been able to recruit applicants with needed skills, such as problem-solving abilities or fluency in Spanish or Vietnamese, and a discussion of any challenges to recruiting highly qualified applicants.*

The following items were included in the report (see sub-items below):

- **Sub-Item A: Strategic Thinking:** According to page 4, paragraph 2 under “Recruiting Applicants with Needed Skills” of the 2022 Recruitment Report, NOPD focused recruitment efforts on local universities to attract applicants with critical thinking skills.
 - NOPD participated in 72 virtual and 56 in-person recruiting, engaging in 74 college and university events compared to 2021’s count of 64.

- **Sub-Item B: Problem Solving Skills:** According to page 4, paragraph 2 under “Recruiting Applicants with Needed Skills” of the 2022 Recruitment Report, NOPD focused recruitment efforts on local universities to attract applicants with problem-solving skills.
 - NOPD participated in 72 virtual and 56 in-person recruiting, engaging in 74 college and university events compared to 2021’s count of 64.
- **Sub-Item C: Interpersonal Skills:** According to page 8, under the POSIS Model slide of the POSIS Panelist Trainer’s Manual, NOPD focused on understanding interpersonal skills during oral examinations for entry-level police officer candidates. Page 31 of the POSIS Panelist Trainer’s Manual additionally provides situation questions to evaluate each candidate’s leadership and interpersonal skills.
- **Sub-Item D: Emotional Maturity:** According to page 8, under the POSIS Model slide of the POSIS Panelist Trainer’s Manual, NOPD focused on understanding situational judgement and behavioral questions during oral examinations for entry level police officer candidates. Pages 24 -27 of the POSIS Panelist Trainer’s Manual additionally provide situational questions to evaluate each candidate’s situational judgements.
- **Sub-Item E: Capacity to Use Technology:** According to the Central Evidence and Property Intern job posting, Knowledge of basic computer skills and related technology is listed as a preferred skill. This documentation was provided by the Recruitment Unit.
- **Sub-Item F: Fluency in Spanish/Vietnamese:** According to page 4, paragraph 1 under “Recruiting Applicants with Needed Skills” of the 2022 Recruitment Report: An additional 5% pay incentive will be provided to officers fluent in Spanish and Vietnamese and are willing to serve as interpreters. Per the LEP Audit email correspondence provided by Recruitment, there have been 7 bilingual officers recruited between March 2023 and August 2023, with 5 self-identifying as Spanish-speaking persons and 0 speaking Vietnamese. In 2022, there were a total of 492 self-identifying bilingual recruits, with 313 speaking Spanish and 8 speaking Vietnamese.
- **Sub-Item G: Ability to Collaborate with a diverse cross-section of the community:** According to pages 5-6, paragraph 2 under “Recruitment Challenges” of the 2022 Recruitment Report, NOPD has actively made efforts to establish collaborative relationships with members of Vietnamese and Spanish communities. The report indicates efforts to

recruit by participating in festivals, posting church bulletins, and overcoming language barriers.

- Per the email correspondence from NOPD Recruiter Undine Jost, there were collaborative efforts with Daniel Dinh to participate in the Moon Festival in October of 2022.
- Per the New Orleans Police Department Cadet Program brochure, provided by the Recruitment Unit, NOPD focused on collaborating with a diverse cross-section community by offering a paid program to high school students interested in becoming law enforcers.
- Per the New Orleans Police Department Student Internship Program Packet, provided by the Recruitment Unit, NOPD provides unpaid opportunities to work closely with officers to graduate and undergraduate students.

Scoring Indicators:

2022 Recruitment Annual Report

<https://nola.gov/nola/media/NOPD/Consent%20Decree/2022-Recruitment-and-Applicant-Investigations-Annual-Report-Final.pdf>

PO SIS Panelist Trainer’s Manual

[PO SIS Panelist Trainer's Manual.pdf](#)

Recruiting Fluency in Vietnamese Email Correspondence

[Recruiting Fluency in Vietnamese 2023.pdf](#)

LEP Audit Email Correspondence

[LEP Audit Mar 1, 2023 Aug 31 2023.pdf](#)

Central Evidence and Property Intake Intern

[Central Evidence and Property Intern Role Description.pdf](#)

Cadet Program Brochure

[Cadet Program.pdf](#)

Internship Packet

[Internship Packet.pdf](#)

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#1 Annual Review of Recruitment Plan

Item #2

The recruitment plan was updated, if necessary, during the annual review.

Status: Compliant

Explanation/Notes: The recruitment plan of 2023 was compared against the recruitment plan of 2022.

- The following changes were noted:
 - Objectives and strategies which were previously assigned to the Recruitment Administrator are now assigned to the Recruitment Lieutenant.
 - Compared to 2022's Recruitment plan, Objective 1.8 is a new addition to the 2023 Recruitment plan.
 - Objective 1.8: establish feeder programs to bolster the number of local qualified applicants.
 - Strategy 1.8.1: develop an Explorer and Cadet Program.

Scoring Indicators:

Annual Recruitment Plan 2022 which can be located under PSAB Audit Folder #2

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#2
Recruitment Plan Updated

Item #3

There is a documented annual review of the Recruitment Standard Operating Procedure (SOP), including documentation of any necessary updates.

Status: Compliant

Explanation/Notes: ARU reviewed the 2023 Recruitment SOP located in the recruitment folder. The SOP was last updated on October 12, 2023. No revisions were indicated per the documentation provided in the folder.

Scoring Indicators:

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SOP Annual Review:

NOPD SOP Recruitment and Applicant Investigation Rev 11.13.2023.pdf

Item #4

There is documentation that Recruitment data outcomes were analyzed for the prior year to ensure the unit is applying resources where they are most effective in their outreach efforts.

Status: Compliant

Explanation/Notes: ARU reviewed the 2023 Recruitment Data outcomes that were documented in the recruitment folder. Documentation shows Recruitment metrics and communication that discusses converting applicants into test-takers.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#4 Data Outcomes and Analysis

Item #5

The recruitment staff is: (Sub-Items A-C):

Status: Compliant

Explanation/Notes: See sub-items below:

- **Sub-Item A: Publicly identified - Compliant**
 - A check of Joinnopd.org shows the current names and contact information for the recruiting department.
- **Sub-Item B: Working Cooperatively with Civil Service: Compliant**
 - Several emails of compliant communication with Civil Service officers regarding recruitment activities and applicant eligibility.
- **Sub-Item C: Interacting directly with candidates applying for NOPD positions – Compliant:**
 - Emails sent directly from unit staff to the candidates regarding application processes and communication.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#5 Identified Staff

Item #6

The NOPD applies specific criteria for assigning officers to the Recruitment Unit, including (sub-items A-D):

Status: Compliant (all subitems)

Explanation/Notes: Recruitment provided documents to support the most recent KSA applicants, including applications for the position of Recruitment and Applicant Investigation Section Investigator.

- **Sub-Item A: Officers’ work history – Compliant**
 - Detective Latoya Johnson’s resume, detailing work history from 2005-Current.
 - Detective Latoya Johnson’s 2022-2023 attendance record via Attendance Card Report
- **Sub-Item B: Discipline history – Compliant**
 - Detective Latoya Johnson’s Short form from PIB to document disciplinary history (printed 19Sept2023)
- **Sub-Item C: Length of employment - Compliant**
 - Detective Latoya Johnson’s Short form from PIB to document length of employment (printed 19Sept2023)
- **Sub-Item D: Demonstrated commitment to community policing – Compliant**
 - Detective Latoya Johnson’s 2021 and 2022 Performance Planning and Evaluation provided to demonstrate commitment to community policing

Scoring Indicators:

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Item #7

Recruitment Unit is staffed sufficiently to permit the unit to fulfill its responsibilities

Status: Compliant

Explanation/Notes: Lt. Powell sufficiently provided documentation that the Office of Recruitment is adequately staffed. The documents submitted included the Recruitment and Applicant Investigation Staff (excel spreadsheet), and the Recruitment functional flowchart

narrative (PDF). The documents account for the positions that are needed for the Office of Recruitment.

Scoring Indicators:

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Sufficient Staffing

Item #8

The Recruitment Staff is trained on recruiting a qualified and diverse workforce, including: (Sub-items A-N).

Status: Compliant (all items)

Explanation/Notes:

See sub-items below:

- **Sub-Item A: Background Investigations – Not Applicable**
 - Lt. Powell advised that the Background Investigation training has not been required since 2019. This training is applicable when there has been a new hire to join the Recruitment division.
 - Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 8a.
- **Sub-Item B: Employment law – Compliant**
 - Recruitment provided a sign-in sheet and the training PowerPoint presentation as proof that her staff has received training in this area “Employment Law” under the EEOC training. The training was conducted on January 18, 2023.
 - Refer to folder 8b.
- **Sub-Item C: CVSA – Compliant**
 - Recruitment provided the staff CVSA training certificates, with the date of May 12, 2023. These training certificates are valid for two years.
 - Refer to folder 8c.
- **Sub-Item D: EEOC Guidelines – Compliant**
 - Recruitment provided the PowerPoint training presentation “Federal Employment Law by EEOC” as well as a sign in sheet for the staff. This training was conducted on January 18, 2023.

- Refer to folder 8d.
- **Sub-Item E: Civil Service Guidelines - Compliant**
 - Recruitment provided the 2023 Civil Service Training Catalog, in addition to the staff completion certificates for the 2023 Civil Service Sexual Harassment Prevention, Cyber Security and Ethics training.
 - Refer to folder 8e.
- **Sub-Item F: Policy and Protocols - Compliant**
 - Recruitment provided the staff sign-in sheets for Roll Call trainings which covered various policies and protocols, including Bias Free Policing, Child Abuse, Protective Orders, and Traumatic Incident Stress.
 - Refer to folder 8f.
- **Sub-Item G: Dept career opportunities, benefits, salaries, and training – Compliant:**
 - Recruitment provided links where the information for training, benefits, and job opportunities/salaried can be found. These site pages include The Neutral Ground, JoinNOPD.com and New Orleans Employment portal.
 - Refer to folder 8g.
- **Sub-Item H: The community and its needs – Compliant**
 - Lt. Powell provided 2023 email communications with PCAB regarding new ideas on how to reach the community for recruitment and retention.
 - Recruitment provided completion certificates for the 2023 Serving Those with Behavioral and Cognitive Disabilities training.
 - Refer to folder 8h.
- **Sub-Item I: Cultural awareness for different ethnic groups – Compliant**
 - Recruitment provided the staff sign-in sheet for the 2023 Bias Free Policing training, conducted January 29, 2023 – February 4, 2023.
 - This item was also addressed in the EEOC training conducted on January 18, 2023.
 - Refer to folders 8d and 8f.
- **Sub-Item J: Techniques of record keeping and systems for candidate tracking – Not Applicable**
 - Lt. Powell advised that this training was not required in 2023 due to there were no new hires. However, Lt. Powell advised when the training is conducted, there is no documented proof that it occurred due to the

training is provided via senior office staff to trainee through an on-the-job training method.

- Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 8j.
- **Sub-Item K: Different components of the screening process – Not Applicable**
 - Lt. Powell advised that this training was not required in 2023 due to there were no new hires. However, Lt. Powell advised when the training is conducted, there is no documented proof that it occurred due to the training is provided via senior office staff to trainee through an on-the-job training method.
 - Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 8k.
- **Sub-Item L: Hiring criteria that may disqualify candidates – Compliant**
 - Recruitment provided the NOPD Hiring Criteria document. This document was revised on April 24, 2023. Outlined in this document is a section that includes “Causes for POSSIBLE REJECTION”.
 - Refer to folder 8l.
- **Sub-Item M: Hiring criteria that will disqualify candidates – Compliant**
 - Recruitment provided the NOPD Hiring Criteria document. This document was revised on April 24, 2023. Outlined in this document is a section that includes “Causes for AUTOMATIC REJECTION”.
 - Refer to folder 8m.
- **Sub-Item N: Application error protocols – Compliant**
 - According to the previous audit this item is something that is done by Civil Service not by NOPD’s Recruitment staff. However, Lt. Powell provided documentation (email) between her and NOPJF that inquired about an applicant’s test not reflecting in Salesforce.
 - Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 8n.

Scoring Indicators:

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Item #9

Recruitment interview panelists are trained in: (Items A-D)

Status: Compliant

Explanation/Notes: See criteria below:

- a. Goals of recruitment and hiring
 - b. Integrity
 - c. Community Policing
 - d. Non-discriminatory policing
- Lt. Powell has provided evidence to support that NOPD’s recruitment interview panelists had been trained on goals of recruitment and hiring, integrity, community policing and non-discriminatory policing. Evidence included sign in sheets, emails, and a confidentiality form signed by panelists.

Scoring Indicators:

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Panelists Training

Item #10

The interview panelist used a standardized scoring process, and the scores were maintained in the recruitment unit.

Status: Partial Compliant

Explanation/Notes: The Recruitment department provided evidence that the NOPD panelist did use standardized scoring when conducting interviews. These files have been maintained through digital means however, these files were not provided for the audit period (2022). The files stop after the year 2021.

POGIS Score Sheet					
	Unacceptable	Acceptable	Good	Very Good	Excellent
Points Assigned	6 or 6.5	7 or 7.5	8 or 8.5	9 or 9.5	10

Scoring Indicators:

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POSIS

Item #11

The recruitment staff meets or exceeds specific performance criteria to evaluate staff effectiveness.

Status: Compliant

Explanation/Notes: The recruitment department provided copies of several completed performance evaluations for their staff. The items used to evaluate the staff member's performance for the year, that were applicable to the unit, included:

- a) Did the employee produce quality written reports?
 - b) Did the employee demonstrate good decision-making skills?
 - c) Did the employee employ safety measures?
 - d) Did the employee conduct community policing by engaging and communicating with community?
 - e) Did the employee conduct community policing by using problem-solving strategies regarding community needs?
 - f) Attendance: I verify the employee is compliant with attendance policies.
 - g) Training: I verify the employee has completed all required training.
 - h) Citizen Complaints: I verify the employee did not have any citizen complaints.
 - i) Supervisor-Initiated Complaints: I verify the employee did not have any supervisor-initiated complaints.
 - j) Discipline: I verify the employee did not have any discipline.
 - k) Secondary Employment: I verify the employee did not have any violations of secondary employment policy.
 - l) Describe any awards and/or commendations.
 - m) Briefly describe discussions during each check-in related to areas of growth and challenges. Documentation of check-ins for the entire year is required.
- The samples provided, from the 2022 Performance Evaluation period, each received a score of "Meets Expectations" or "Exceeds Expectations".
 - The copies of the performance evaluations used for this section of the audit are in the shared drive folder titled below:

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#11 Staff Evaluations.

Item #12

The recruitment unit utilizes a system of psychological screening and assessment of candidates which includes a set criterion for individuals suitable for policing.

Status: Compliant

Explanation/Notes: According to the screenshots provided by Civil Service, the department utilizes a web source, *psychologicaldimension.com*, to complete pre-employment screenings. The screening evaluations include administration of a select battery of psychological tests and detailed, semi-structured formal interview with a licensed psychologist. The results are provided for each applicant with a copy of the written report.

There is an example of an email communication between Civil Service and the Recruitment Unit that expresses when a candidate is cleared and found suitable to continue with the recruitment process. The clearance statement includes the following verbiage:

“(Insert candidate’s name) has been found psychologically and medically suitable for police work.”.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#12 Psych Info.

Item #13

The recruitment unit documents candidates’ complete medical screenings.

Status: Compliant

Explanation/Notes: The Recruitment unit has provided the items listed below as documentation of medical screenings being completed.

- Screenshot of Sales Force showing medical clearance
- Per email correspondence from the Civil Service Personnel Director, Amy Trepagnier, the Civil Service department receives a packet of the completed medical screening documents from the third-party medical provider. Once the candidate is hired and begins working, a copy of this packet is provided to NOPD Human Resources. The email correspondence used for this portion of the audit can be located in the shared drive folder titled below:

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#13
Medical Info

Item #14

The recruitment unit conducts affirmative outreach to a broad group of community members, including (items A-D)

- a. College and Universities
- b. Military
- c. PCAB and community meetings in districts
- d. New Orleans Police and Justice Foundation (NOPJF)

Status: Compliant (for all sub-items)

Explanation/Notes: The auditor has found the recruitment unit to be compliant with conducting affirmative outreach to a broad group of community members. Multiple email correspondences between the recruitment office and administrators from the Louisiana National Guard, MLK High School, Spring Hill College and several other universities were provided for review. All correspondences document that the recruitment unit interacted with each organization for the purpose and intention of NOPD recruitment and internship opportunities.

The recruitment unit also provided NOPJF and PCAB email communications as documentation of community meetings. The email correspondences used for this portion of the audit can be located in the shared drive folder titled below:

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#14
Outreach to Community

Item #15

The Recruitment unit widely advertises the dates and times of the officer recruitment application period and testing dates.

Status: Compliant

Explanation/Notes: The auditor found the recruitment unit to be compliant in regard to widely advertising the dates and times of the officer recruitment application period and testing dates.

- Advertising dates and times for Candidates
 - Because of the department’s immediate need for quality applicants the application period date has been scheduled to remain open. The recruitment unit has provided snapshot documentation of advertisement brochures used for the intent of NOPD recruitment purposes.
- Testing Dates for Candidates
 - Through a NOLA.gov website check, the auditor was able to confirm that testing dates and times are widely available for interested applicants to review.

Scoring Indicators:

<https://joinnopd.org/hiring-process/>

Item #16

Available Human Resources Department (HR) and legal records (lawsuits filed) indicate no evidence of Recruitment Unit discrimination based on race, color, religion, national origin, gender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry.

Status: Compliant

Explanation/Notes: It’s the auditors finding that the application process is completed without any reference to, or negative impact based on race, color, religion, national origin, gender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry. This can be identified by the following processes:

- Email correspondence between recruitment and HR stating that the employee relations record does not have any discrimination complaints or grievances received by Employee Relations.

Scoring Indicators:

I \\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#16 Bias Free

Item #17

The Recruitment Unit annually reports its activities and outcomes, including (sub-items A-E)

Status: Compliant

Explanation/Notes: See sub-items

- **Sub-Item A: The number of applicants, interviewees, and selectees – Compliant**
 - **Applicants Received—Compliant:**
 - Recruitment has recorded in the 2023 Annual Recruitment Report that they received 2,591 applicants which can be found on page 1 of the 2022 Recruitment and Applicant Investigations Annual Report Final.
 - **Number of Interviewees—Compliant**
 - Recruitment provided a spreadsheet titled Recruitment and Applicant Investigations Data, which shows a total of 415 applicants.
 - The report provided is for the date range of 1/1/2023 – 10/31/2023.
 - **Number of Selectees—Compliant**
 - The 2022 Recruitment and Applicant Investigations Annual Report Final (page 1) advises that there were 267 Background Investigations Completed. Of these, 28 applicants were hired (All Commissioned Position Types).
- **Sub-Item B: The extent to which the Unit has been able to recruit applicants with needed skills, including: (not an Item, but a subheading, please see annual reports in shared drive)**
- **Sub-Item C: Problem-Solving Skills—Compliant**
 - The 2022 Recruitment and Applicant Investigations Annual Report Final; under the “Recruitment Applicants with Needed Skills” section; page 4, paragraph 2 advises that NOPD has also continued to focus its recruitment efforts on local post-secondary institutions to attract applicants with critical thinking and problem-solving skills.
- **Sub-Item D: Fluency in Spanish and/or Vietnamese—Compliant**
 - The 2022 Recruitment and Applicant Investigations Annual Report Final; under the “Recruitment Applicants with Needed Skills” section; page 4, paragraph 1 advises that a balanced workforce that is representative of the community continues to be a priority for the NOPD. In 2016 NOPD

launched its first ever certified interpreter program, which provides an additional 5% pay to NOPD officers who are certified as fluent in Spanish or Vietnamese and are willing to serve as interpreters for the department. This incentive has given the department a tool for recruiting individuals with foreign language skills, including officers fluent in Vietnamese and Spanish.

- The 2022 Recruitment and Applicant Investigations Annual Report Final; under the “Recruitment Challenges” section; page 5, paragraph 2 advises that Vietnamese and Hispanic officers still only make up a small population of the commissioned workforce at NOPD. The push to hire Spanish and Vietnamese-speaking officers continues to present as a challenge. Recruitment team members have established relationships with members of the Vietnamese community in eastern New Orleans as a means to build trust and recruit prospective Vietnamese officers to aid in our service to a community that has traditionally taken care of their own. NOPD is hopeful that an increase in Vietnamese-speaking officers will help the community to become more trusting of the police..
- **Sub-Item E: Documentation of challenges to recruiting highly qualified applicants—Compliant**
 - The 2022 Recruitment and Applicant Investigations Annual Report Final; under the “Recruitment Challenges” section; page 5, paragraph 2 speaks on understanding and moving past the language barriers and cultural sensitivities that can contribute to their ability to provide quality service to the community. Since 2019, the NOPD participated in festivals and had an announcement in the bulletin at Mary Queen of Vietnam Church within the local Vietnamese community. Additionally, NOPD has developed a relationship with the Hispanic Chamber of Commerce of Louisiana for several years. This year, NOPD had the opportunity to attend two career fairs hosted by the Hispanic Chamber of Commerce. NOPD is hopeful that the efforts put in place in 2018 will be able to be increased in 2023 in an effort to further develop relationships and embed us within the Vietnamese and Hispanic communities.

Scoring Indicators:

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Item #18

The Recruitment Unit has reviewed each hired applicant’s file for quality assurance.

Status: Compliant

Explanation/Notes: Document provided, entitled “Backgrounds Completed End of Year Report”. This report included Background checks completed on all NOPD employees in 2023.

Background Disposition categories include “Acceptable”, “Withdrawn”, and “Unacceptable”:

- Acceptable: 13 applicant’s files were reviewed and approved by appropriate NOPD personnel (Sergeant/Lieutenant).
- Withdrawn: 10 applicants were acceptable candidates and did not violate the hiring criteria but were withdrawn from the hiring process.
- Unacceptable: 3 applicants were found to be unacceptable candidates who were in violation of the hiring criteria.

The appropriate NOPD personnel (Sergeant/Lieutenant) provided the detailed reasoning for the acceptance and or rejection of the candidate.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#18
Quality Assurance Review of Files

Item #19

The qualifications followed the Superintendent’s hiring criteria

Status: Compliant

Explanation/Notes: The hiring criteria documents provided for review, titled “New Orleans Police Department Hiring Criteria” and “New Orleans Police Department Hiring Civilian Hiring Criteria”. Both documents were revised as of April 24, 2023. The documents provided detailed information of Qualifications of a candidate and reasons a candidate may/shall be disqualified.

- 8 Applicant’s files were reviewed and noted if the candidates were acceptable candidates and did not violate the hiring criteria and/or were unacceptable candidates in violation of

the hiring criteria. 5 of the candidates were acceptable while 3 of the candidates were unacceptable candidates

Scoring Indicators:

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Followed Hiring Criteria

Item #20

The Department's media outreach was reviewed for recruitment activities: (sub-items a-d)

Status: Compliant

Explanation/Notes: See sub-items

- **Sub-Item A: Nola.gov - Compliant**
 - Nola.gov - Job bulletins for the positions of “Police Officer (Entrance)” and “Police Recruit Academy” via the City of New Orleans website (nola.gov) were placed in the assigned audit folder (20a).
- **Sub-Item B: Joinnopd.org - Compliant**
 - Joinnopd.org – webpages including “Frequently Asked Questions” and the “Join NOPD” homepage were placed in the assigned audit folder (20b).
- **Sub-Item C: JoinHandShake.com - Compliant**
 - Handshake.com – job postings for the positions of ‘Internship’ and ‘Police Recruit’ were placed in the assigned audit folder (20c).
- **Sub-Item D: Policeone.com – Not Applicable**
 - Lt. Powell advised that the NOPJF managed the Policeone.com account for NOPD, which was discontinued and no longer active in 2023.
 - Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 20d.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#20
Media Outreach

Folders entitled 20a-20d – Nola.Gov, Joinnopd.org, and JoinHandshake.com

“Job Bulletin – Police Officer” PDF

“Job Bulletin – Police Recruit” PDF

“Joinnopd Website Hiring” JPG

“JoinHandshake.com”

Police Recruit Job – New Orleans Police Department – New Orleans, Louisiana.pdf

Item #21

Acceptable and Compliant review and evidence of (sub-items A-E)

Status: Compliant

Explanation/Notes: Please note summary of findings in supplemental narrative section below:

- **Sub-Item A: Documentation of personalized email blasts to candidates – Compliant**
 - Email communications consisting of welcome email and next steps showing direct interaction between recruitment and named candidates were provided.
- **Sub-Item B: Documented samples of media advertisements/commercials, posters, and brochures – Compliant**
 - Screenshots of advertisements on the WWLTV webpage were provided.
- **Sub-Item C: Documented Job Fair records – Compliant**
 - Spreadsheets indicating recruitment leads and events specifically stating the date, job fair location, name of the recruiter, as well as the outcome of those fairs were provided.
- **Sub-Item D: Recruiter/Background Investigator training records (at least one half of staff for first audit period, remainder during following audit period) – Compliant**
 - Lt. Powell advised to refer to Folder #11 for training records. Training certificates for 2023 were located and referenced in Item #8.
 - Refer to folder 8 – Staff Training.

- **Sub-Item E: Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period) – Non-Compliant**
 - 2022 Performance Planning and Evaluations provided.
 - Lt. Powell advised to refer to Folder 11 for documentation.
 - Refer to January 11, 2024, email from Lt. Nicole Powell located in Folder 21.

Scoring Indicators:

\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#21 Job Fairs\#21 Specific Evidence

Item #22

Acceptable and Compliant review and evidence of Selected Personnel Interviews for audit period (Sub-Items A-K)

Status: Partially Compliant

Explanation/Notes:

- **Sub-Item A: 15% of all available Applicant Interview Records for audit period – Compliant**
 - Listing of 15% of applicant files (63 candidates) found on the spreadsheet titled Esoph Interviews.
- **Sub-Item B: Selected personnel interviews for audit period – Compliant**
 - Listing of all recruitment staff and contact information were added to the folder.
- **Sub-Item C: Civil Service Employment – Compliant**
 - Email communication with Civil Service employee Juliet Hogue provided.
- **Sub-Item D: Human Resources – Compliant**
 - Email communications with Human Resource employees provided.
- **Sub-Item E: Background Investigators – Compliant** (at least one half of staff for first audit period, remaining during second audit period)

- An excel spreadsheet listing the names of the department’s current staff members, their job title, role, email address, and phone number was provided in assigned audit folder (7).
- **Sub-Item F: NOPJF (New Orleans Police and Justice Foundation) staff – Not Applicable**
 - Lt. Powell advised that communication between NOPJF did not occur due to the contract ending. Refer to Word document Audit Notes 2023 from Lt. Powell in Folder 22.
 - Email communications with NOPDJF staff provided in assigned audit folder are from 2021 and 2022.
- **Sub-Item G: PCAB (Police Community Accountability Board) members - Compliant**
 - Email communication with PCAB member Jarred Jupiter provided.
- **Sub-Item H: Police Psychologist – Compliant**
 - Email communications provided in assigned audit folder.
- **Sub-Item I: Medical Testing Employees – Compliant**
 - Email communications with Concentra Medical Center staff provided.
- **Sub-Item J: Local University representatives – Compliant**
 - Email communications with representatives from local university representatives provided.
- **Sub-Item K: Local Military Representatives – Compliant**
 - Email communications with local military representatives provided.

Scoring Indicators:

**\\cno-file04.cityofno.com\headquarters\recruitment\PSAB Audit Info\PSAB Audit 2023\#22
Specific Evidence**

Email Communications with Civil Service Employees
Email communications with HR
Email communication with Dr. Juliet Hogue, Psychologist
Email Communications with Concentra
Email Communications with UNO

Conclusion and Recommendations

Recommendations

1. It is recommended by the Auditing and Review Unit that the Recruitment Unit continue to maintain their files for the year, in an “as they go” method. The Recruitment Unit can create the folders for the year as they did for this audit, and as the year progresses, copy emails, recruitment activities, reports, etc. into the appropriate folders. PSAB will then monitor the folders quarterly to ensure they are being “used” and Sub-Items are added.
2. All Recruitment Unit training should require a sign-in sheet or email with read receipt. For example, if training is on a policy (such as Equal Opportunity Employment) this policy and/or document can be sent to the employee with a read receipt; upon reading/opening the email, the read receipt is dropped into the appropriate folder and used for proof of training on the required Sub-Item. Recruitment currently conducts “Roll Call Training” as advised by the Bureau Captain. Those sign in sheets are available on request.
3. For compliance, it is recommended that Recruitment provide a statement or documentation for items that are “Not Applicable” for the year being audited.

The recommended actions will ensure that all Recruitment activities are documented appropriately for audit and review, and the subsequent scores accurately reflect the Unit’s performance.

Timothy A. Lindsey

**Innovation Manager, Auditing
Professional Standards and Accountability Bureau**

Chelsea N. Albritton

**Police Performance Auditor, ARU
Professional Standards and Accountability Bureau**

Appendix A – Recruitment Checklist Table Form

Audit Check-List Template - Article 11 (Recruitment)

#	Sub-Item	Yes	No	NA	U	Explanation /Notes
1	There is documented annual review of the recruitment plan which includes strategies for:					
	a. Strategic Thinking					
	b. Problem-Solving Skills					
	c. Interpersonal Skills					
	d. Emotional Maturity					
	e. Capacity to use Technology					
	f. Fluency in Spanish/Vietnamese					
	g. Ability to collaborate with a diverse cross-section of the community					
2	The recruitment plan was updated, if necessary, during the annual review.					
3	There is a documented annual review of the Recruitment SOP, including documentation of any necessary updates.					
4	There is documentation that Recruitment Data outcomes were analyzed for the prior year to ensure the Unit is using resources where they are most effective in their outreach efforts					
5	The recruitment staff is:					
	a. Publicly identified					
	b. Working cooperatively with Civil Service					
	c. Interacting directly with candidates applying for NOPD positions.					
6	The NOPD applies specific criteria for assigning officers to the Recruitment Unit, including:					
	a. Officers' work history					
	b. Discipline History					
	c. Length of employment					
	d. Demonstrated commitment to Community Policing					
7	Recruitment Unit is staffed sufficiently to permit the unit to fulfill its responsibilities					
8	The Recruitment staff is trained on recruiting a qualified and diverse workforce, including:					

	a. Background investigations					
	b. Employment Law					
	c. CVSA					
	d. EEOC guidelines					
	e. Civil Service guidelines					
	f. Policy and Protocols					
	g. Dept career opportunities, benefits, salaries, and training.					
	h. The community and its needs					
	i. Cultural awareness for different ethnic groups.					
	j. Techniques of record keeping and systems for candidate tracking.					
	k. Different components of the screening process.					
	l. Hiring criteria that may disqualify candidates					
	m. Hiring criteria that will disqualify candidates					
	n. Application error protocols					
9	Recruitment interview panelists are trained in:					
	a. Goals of recruitment and hiring					
	b. Integrity					
	c. Community Policing					
	d. Non-discriminatory policing					
10	The interview panelist used a standardized scoring process, and the scores are maintained in the recruitment unit.					
11	The recruitment staff meets or exceeds specific performance criteria to evaluate staff effectiveness.					
12	Recruitment unit utilizes a system of psychological screening and assessment of candidates which includes a set criterion for individuals suitable for policing.					
13	The recruitment unit documents candidates complete medical screenings					
14	Recruitment unit conducts affirmative outreach to broad group of community members					
15	The recruitment unit widely advertises the dates and times of the officer recruitment application period and testing dates.					
16	Available HR and legal records indicate no evidence of recruitment unit discrimination on the basis of race, color, religion, national origin, fender, ager,					

	physical or mental disability, sexual orientation, creed, culture, or ancestry.					
17	Recruitment unit annual reports its activities and outcomes, including:					
	a. The number of applications, interviewees, and selectees					
	b. The extent to which the unit has been made able to recruit applications with needed skills, including:					
	c. Problem solving skills					
	d. Fluency in Spanish and/or Vietnamese					
	e. Documentation of challenges to recruiting highly qualified applicants					
18	The recruitment unit has reviewed each hired applicant's file for quality assurance					
19	The qualifications followed the Superintendents hiring criteria					
20	The Department's media outreach was reviewed for recruitment activities:					
	a. nola.gov					
	b. Joinnopd.org					
	c. Handshake.com					
	d. Policeone.com					
21	Acceptable and Compliant review and evidence of (please note summary of findings in supplemental narrative section below - 21a)					
	a. Documentation of personalized email blasts to candidates					
	b. Documented samples of media advertisements/commercials, posters, and brochures					
	c. Documented Job Fair records					
	d. Recruiter/Background Investigator training records (at least one half of staff for first audit period, remainder during following audit period)					
	e. Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period)					
22	Evidence of Selected Personnel Interviews for audit period					
	a. 15% of all available Applicant Interview Records for audit period					
	b. Selected personnel interview for audit period					

	c. Civil Service Employment					
	d. Human Resources					
	e. Background Investigators (at least one half of staff for first audit period, remaining during second audit period)					
	f. NOPJF (New Orleans Police and Justice Foundation) staff					
	g. PCAB (Police Community Accountability Board) members					
	h. Police Psychologist					
	i. Medical Testing Employees					
	j. Local University representatives					
	k. Local Military Representatives					

Appendix B – Report Distribution

Deputy Supt. PSAB

Captain PSAB

Deputy Supt. PIB

Deputy Supt. FOB

Deputy Supt. MSB

OCDM

IPM