

# Cincinnati Police Department

Cultural Assessment Update



# Overview

In 2023, City Manager Long requested a cultural assessment for CPD. As part of the assessment, Matrix Consulting Group conducted surveys (507 responses from 1,078 invitations) and one-on-one interviews (17 total) with Department members. In early 2024, Matrix submitted a final report for the cultural assessment of the CPD.



# Key Findings

## ▶ CPD's Relationship with the Public

▶ CPD employees reported in the survey that they held favorable views of the Department's relationship with and attitudes toward the public. CPD will continue to prioritize proactive public engagement to share positive community-police interactions through its PIO and neighborhood liaison units, including enhanced coverage of recruitment efforts and highlighting Department member achievements





## Employee Wellness and Retention

CPD employees reported that the Department excels in promoting employee wellness and that leadership supports these initiatives. CPD will continue to explore and expand its officer wellness opportunities. One example of an expansion opportunity is CPD's acquisition of a donated therapy dog for use by the Department's wellness group.

# Communication, Transparency, and Trust

Approximately 81% of line-level survey respondents reported a lack of transparency in the decision-making process of CPD as well as a lack of trust for managerial personnel. Approximately 75% of supervisory personnel who responded feel that there is a lack of communication of strategic goals from upper management.

## Immediate Next Steps (Beginning in June 2024):

CPD will publish a monthly communication (video with message) from the Senior Command Staff, rotating among its members, to the Department identifying accomplishments, challenges, strategic goals, and developments.

**\*\*First video with Chief Theetge published on 5/31/24**

# Senior Command Staff Roll/Staff Meeting Visits

CPD will develop a schedule for Senior Command Staff to attend Patrol Bureau, Investigations Bureau, and Administrative/Support Bureau roll calls to minimize indirect flow of information. There will be cross-bureau attendance (e.g., Investigations Bureau Commander going to Patrol) scheduled in advance to allow the Districts/Units/Sections to prepare questions.

**\*\* June dates/times/locations already scheduled**



# Communications Committee Formed

A working group comprised of Department members from all ranks, both sworn and professional staff, was formed to confirm action plans and individual responsibilities for specific action items.

**\*\*First meeting was on 5/29/24**



**Bias and Discrimination:** Approximately half of the survey respondents reported experiencing discrimination or witnessing discrimination within the workplace, also stating they did not feel they could report it without retaliation.

**Immediate Next Steps (June 2024):**

Working with the Office of Performance and Data Analytics (OPDA), CPD will conduct a review of the last three years of bias reports by Department members to identify any patterns that may exist. If identified, further research will be required to determine the root cause of the patterns to develop a potential response plan.

## Fairness/Consistency in Accountability

- ▶ Approximately 70% of responding employees reported policy enforcement is inconsistent and the disciplinary process is unfair, while approximately 53% reported that there is a lack of holding employees accountable for their actions.



## Immediate Next Steps (June 2024):

- ▶ Working with OPDA, CPD will conduct a review of the last three years of discipline (definition to be determined) for Department members to identify any patterns that may exist.
- ▶ As part of the assessment, Matrix recommended annual training for management on how to hold employees accountable in a healthy manner. Currently, the Training Section has a training module regarding the investigation and administration of employee misconduct. That training module will be reviewed for relevant updates and scheduled for all CPD supervisors.

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Questions:

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