

Public Safety Transition Team

Committee on Recruitment, Hiring (includes Retention), Training, Promotion, and Accountability

Co-Chairs: **Jeanne Clark and Sala Udin**

Members: **Dennis Biggs, David Caplan, Louise Carlino, Louise Cavanaugh Sciannameo, Dom Costa, Rick Grejda, Irvin Guyett, Daniel Hughes, Brian Johnson, Justin Lokay, Michael Mock, Mikhail Pappas, Patrick Resignalo, John Sawyer, Flo Taylor, Bill Valenta, Mark Villasenor, Mona Wallace, Adrienne Young**

## **PREAMBLE AND MISSION STATEMENT**

This transition committee was charged with developing a list of short and long-term recommendations to the incoming Mayor, William Peduto, in the area of Public Safety. More specifically, we are charged with focusing on the Public Safety Department – Police, Fire, EMS, Building Inspection, and Animal Care and Control Bureaus, on the issues of Recruitment and Hiring, Training, Promotion, and Accountability.

The members of this committee brought great and diverse skills and experiences to our work, providing impressive value to the task. The co-chairs are deeply appreciative of their commitment and true devotion, as well as their willingness to work through scheduling and the other challenges we successfully surmounted.

The committee is appreciative of Mayor-Elect Peduto's philosophy which invites recommendations from the general public on the formation of his public policies throughout his administration. It should be noted, as well, that the timing of Mayor-Elect Peduto's tenure comes at a time when the positions of the Chiefs of Police and Building Inspection are vacant and the Mayor-Elect is searching for a Director of Public Safety and has asked all Department Heads and Bureau Chiefs to resign and submit applications for consideration to be re-hired. This helps to ensure that the Mayor-Elect can begin his leadership and policies with a clean slate.

We are also appreciative of the fact that the Mayor-Elect is no newcomer to public policy in Pittsburgh. He has spoken eloquently and clearly regarding his desire to see maximum democratic input in city administration. He wants a city administration that is competent, efficient, and effective. He wants a city administration that is fair and responsible, that reflects the diversity of the city itself.

We begin this new mayoral administration, unfortunately, in the wake of very public leadership failure in the office of the previous administration, which trickled down to department heads and supervisors throughout the administration. The citizens and the entire city workforce watched the Pittsburgh leadership collapse unfold in full view over the past year. Public distrust and dismal expectations have been depressing citizens' faith in public leadership. The mayor's personal integrity will be closely scrutinized and must be impeccable at all times.

Best practices dictate that leadership in the administration must come from clear policy formation, directly from the Mayor, then down the chain to all subordinates. Leadership goes hand-in-hand with effective supervision and performance evaluation. Then promotions and gradations are given on the basis of excellent, outcome-based performance – not time, age, relationships, or anything else except performance.

The first and highest priority of city officials is to keep the citizens of the city safe, working to achieve the goal of "perfect safety." It is an ideal that has been developed in hospitals, where safety is critical. Public safety as well must dedicate itself to the safety of all our citizens. It has the far more complex tasks of dealing with

exploitations, abuses, and conflicts. In this context, Public Safety must operate fairly as an effective team with sensitivity to its citizens and an ability to motivate their collaboration.

We cannot reach perfect safety by following traditional practices and patterns, many of which developed in the last century initially to allow waves of European immigrants to reach the American dream, but which now create a barrier to creating a 21st Century diverse public safety department. In addition, the various bureaus are often at odds with one another and receive vastly different treatment and support. We need a public safety department that is integrated, cross-trained, transparent, and committed to keeping the peace and enforcing the law, as well as motivating responsible citizen participation.

The recommendations that come from this committee are bold and are not beholden to any previous culture of patronage and cronyism and favoritism. And because they will challenge some long-held practices, new cultures sometimes take a while before they are completely accepted, internalized, and practiced. It is the hope of this committee that the Mayor-Elect will authorize this committee to continue to expand, deepen, and broaden its initial recommendations and, therefore, remain in place beyond the initial appointment period due to expire at the end of December, 2013.

With high hopes and great expectations, the Public Safety Committee hereby submits the following short-range and long-range recommendations.



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**SUBCOMMITTEE REPORT**

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Safety - Recruitment and Hiring, Training, Promotion & Accountability Subcommittee
Subcommittee Chairperson(s)	Jeanne Clark and Sala Udin
Title of recommendation	<b>Leadership</b> Hire and support a Public Safety Director and Bureau Chiefs who will achieve the goal of perfect safety and provide the world-class leadership Pittsburgh deserves.
Describe the recommendation	Hire and support candidates for Director of Public Safety and Chiefs of Police, Fire, EMS, BBI, and Animal Control with demonstrated histories and commitment to: <ul style="list-style-type: none"><li>● Recruit and hire personnel that reflect Pittsburgh, infusing gender and racial balance to a department that has backtracked on that goal;</li><li>● Make the department and all bureaus fully transparent and open to community input;</li><li>● Work cooperatively across bureaus and county and federal agencies to protect our population and intervene to prevent public safety problems, including all aspects of public health;</li><li>● Bring impeccable credentials and experience in urban crime fighting and homicide reduction, with particular emphasis on narcotics and gun trafficking, and family violence;</li><li>● Embed public safety personnel in neighborhoods as respectful community partners, with both citizens and employees serving as the eyes and ears on the ground;</li><li>● Empower communities to work with the public safety department, giving citizens tools and information to be partners in meeting our mutual goal of perfect safety;</li><li>● Uphold laws passed by council and all referenda passed by the citizens;</li><li>● Provide state of the art training, equipment, and support to all personnel, cross-training across bureaus whenever possible;</li><li>● Provide excellent working conditions and department support for all employees in all bureaus;</li><li>● Eliminate the balkanization and competition among bureaus, and provide excellent communications within and across bureaus;</li><li>● Eliminate cronyism within the department;</li><li>● Create clear promotion policies and transparent decision making</li><li>● Hold all public safety employees accountable for achieving perfect safety, with clear guidelines for both discipline and praise;</li></ul>

	<ul style="list-style-type: none"> <li>• Create attitudes of continuous improvement towards old and new problems which will inevitably be encountered;</li> <li>• As personality and attitudes play such important roles in leadership performance, psychological evaluation should be part of the information available to the Mayor-Elect for each leadership hire. This feedback should not just be in a report but in a 1:1 meeting with the persons making the final decision.</li> </ul>
Is this an immediate or long term recommendation?	This is an immediate recommendation; leadership is key to all other recommendations.
How will this address our challenges or reach our goals?	It will restore confidence to the department, and infuse 21st Century policies and procedures that are so desperately needed. It will raise morale and provide training and direction to the department. It will make better use of personnel across all bureaus. It will allow us to prioritize effective, innovative ways to reduce gun violence and narcotics distribution, and create other policies to keep our citizens, our businesses, and our visitors safe. It will create a culture of mutual respect between the department and the communities it serves
What are the obstacles to implementation?	A culture of official corruption seems to have evolved in the Office of the Director of Public Safety and in the office of the Chief of Police which has trickled down to the rank and file. Cronyism and infighting are the tradition between and within bureaus. Community distrust must be overcome. Failure to have a system which recognizes constructive and effective personnel must be replaced by more supportive procedures.
Who needs to be involved?	The Mayor, the Chief of Staff, and the Solicitor. The Pittsburgh community should feel included by transparent and clearly stated policies and decision making.
What city resources need to be invested?	Political will, public trust, budget, attitudes of collaboration toward shared goals.
What will be different if the recommendation is adopted?	It will begin to rebuild trust. With all bureaus working together, it will allow us to make better use of our personnel. It will create a public safety department that truly reflects Pittsburgh, both as employees and the best of our culture and attitudes. It will put in place professional law enforcement and public health strategies that will result in perfect safety – ridding our streets of narcotics and gun trafficking, our homes from violence, and create mutual respect across bureaus and between all communities and public safety personnel. It will make our employees feel valued and respected, and help break the pattern in which Pittsburgh pays to train public safety personnel who are then recruited to work in suburban departments. It will result in greater participation by citizens and collaboration of officials with the community in achieving these broad objectives of a safe community.
Describe any background materials that you consulted	Local news reports; legal cases filed against the city; conversations with current and former members of the Public Safety Department; professional and personal experiences of the subcommittee.

Have other cities implemented this recommendation?	In part
Are there any other considerations?	Do this, and other problems will be more easily resolved.



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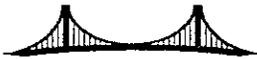
**SUBCOMMITTEE REPORT**

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Safety - Recruitment and Hiring, Training, Promotion & Accountability Subcommittee
Subcommittee Chairperson(s)	Jeanne Clark and Sala Udin
Title of recommendation	<b>Recruitment, Promotion and Retention</b> Revise Recruitment and Hiring protocols to diversify the workforce, improve community involvement, grow Pittsburgh's economy and jobs, and attract and retain high quality employees in order to achieve goals of "perfect safety," neighborhood harmony, and citizen responsibility and support. "Perfect Safety is..."
Describe the recommendation	<p>Despite the best of intentions, current Public Safety recruitment and hiring policies have re-segregated our workforce across bureaus; helped create an atmosphere of distrust in many communities; depressed morale of our employees; and made Pittsburgh a "hiring hall" for already-trained public safety employees for suburban municipalities. Maintaining the current systems and policies yet expecting a different outcome is the textbook definition of insanity.</p> <p>Our recommendation includes:</p> <ul style="list-style-type: none"><li>• The Mayor should declare his support for taking action to create a diverse workforce throughout Public Safety; that failure to successfully recruit, hire, and train a workforce that reflects Pittsburgh's diverse population will not be tolerated.</li><li>• Create a transparent process to review current recruitment, hiring, and retention policies within and across all bureaus and publish the results. This should include: A quantitative analysis (which would examine, for example: response to recruitment policies by demographic groups; washout rates during the process; overall retention trends, avoidable or involuntary separations, analysis by bureau, district, region; differences based on seniority, demographic or other factors; new hires vs. retirements, etc.) and a qualitative analysis (exit and stay interviews, organizational culture surveys, focus groups, particularly with neighborhood leaders and those who drop out during the process).</li><li>• Independent assessment by experts in gender and race discrimination, identifying both overt and covert barriers to participation by women of</li></ul>

	<p>all colors and men of color;</p> <ul style="list-style-type: none"> <li>• Public release of these report and raw data (without individual identifications);</li> <li>• Establish clear qualities for employees and their ongoing relevance to job and department outcome successes. Conduct review of all materials to test relevancy to these jobs and bias in materials;</li> <li>• Review both physical and psychological testing to determine if the correct job criteria are used for creating a public safety department determined to meet the goal of perfect safety.</li> <li>• Standardize pre-employment training requirements and pre-service paid training across all bureaus;</li> <li>• Eliminate peer panels for hiring, or expand them to include more citizen participation;</li> <li>• Require all trainees to sign a trainee service contract, committing employees to reimburse the city for their training if they voluntarily leave city employment within a specified time period, to end poaching by suburban departments;</li> <li>• Begin discussions with the Pittsburgh Board of Education to develop policies to allow children of Public Safety personnel to enroll in their choice of PPS school and other benefits;</li> <li>• Review city tax policies to assist all employees of the city in buying and renting homes in the city;</li> <li>• Begin neighborhood-based and school-based cadet programs, working with both PPS and CCAC;</li> <li>• Develop clear goals, timetables, and measurements for achieving successful hires.</li> </ul>
Is this an immediate or long term recommendation?	Long term
How will this address our challenges or reach our goals?	It will diversify our workforce, with better candidates; reduce mistrust between bureaus and between the department and our communities; improve employee morale by reducing nepotism and cronyism; reduce personnel loss; and build Pittsburgh's tax base and economy.
What are the obstacles to implementation?	Tradition and cronyism, collective bargaining agreements, fear of new approaches
Who needs to be involved?	Mayor, Executive Staff, Public Safety Leadership, Unions, Citizens, City Council, Pittsburgh Board of Education; outside consultants such as DDI and Rand Corporation, Execucore, and local universities.
What city resources need to be invested?	Political will, time, investment in new technology, testing, training
What will be different if the recommendation is adopted?	We will have a public safety department that is designed for continuous improvement to become truly world-class, that represents and includes the best of our people, and is unified in the goal of perfect safety
Describe any background	<ul style="list-style-type: none"> <li>• <u>Police Recruitment and Retention Clearinghouse</u></li> </ul>

<p>materials that you consulted</p>	<ul style="list-style-type: none"> <li>• <u>Police Recruitment and Retention for a New Millenium (RAND/USDOJ)</u></li> <li>• <u>Best Practices Guide: Recruitment, Retention, and Turnover of Law Enforcement Personnel</u></li> <li>• <u>Cop Crunch: Identifying Strategies for Dealing with the Recruiting and Hiring Crisis in Law Enforcement</u></li> <li>• UMPC Nursing School policies on student contracts</li> </ul>
<p>Have other cities implemented this recommendation?</p>	<p>The City of Pittsburgh previously had a successful diversity recruitment and hiring police program, which resulted in Pittsburgh being one of the most integrated (by gender and race) forces in the nation.</p> <p>Similar concepts:  <u>Canton, Michigan</u>  <u>San Jose, California</u>  <u>San Diego, California</u>  <u>Las Vegas, Nevada</u></p>
<p>Are there any other considerations?</p>	



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**SUBCOMMITTEE REPORT**

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Safety - Recruitment and Hiring, Training, Promotion & Accountability Subcommittee
Subcommittee Chairperson(s)	Jeanne Clark and Sala Udin
Title of recommendation	Develop a consistent Public Safety training regimen for all Public Safety Departments to achieve perfect safety and provide city employees with the support and information they need to perform their job functions and responsibilities.
Describe the recommendation	<p><b>Training</b> Appoint a Public Safety Training Committee with representation that includes each bureau within the department of public safety to assess and create training curricula and materials.</p> <p>This committee should reflect both rank and file and management personnel, union leadership, community (the Mayor's office and city council members should have representatives with public safety experience and community advocacy on the committee; these members should not be current employees of the City of Pittsburgh nor have a relative employed by the city), public safety professionals, and educators to assist with the development of curriculum. The committee should also have representation from county and state public safety agencies.</p> <p>The committee should immediately assess the current and varied Public Safety training programs, identifying the training needs of each individual Public Safety bureau and cross-training opportunities to allow better use of personnel across the bureaus.</p> <p>The Public Safety Committee should develop a training curriculum that exceeds the best practices of a national accrediting program. Training should be data driven and based on the needs of each bureau based on city-wide needs assessment with community driven results as pathways. All training should involve community members.</p> <p>Basic training for all public safety personnel should include: Customer service, ethics, mediation, community relations, LEED (Listen and Explain with Equity and Dignity), technical skill development, domestic violence recognition and intervention, mental</p>

health assessment and intervention, diversity awareness, and any other training that is relevant to all personnel. Training classes should consist of personnel from all bureaus whenever possible. Training should be required of new hires and continue with mandatory continuing education sessions per year.

Increasing the amount of training provided:

Develop and implement monthly, quarterly, and annual training for each bureau to include general and classification specific curricula. To better use resources, monthly training should be conducted within the workplace or at partner facilities, including Pittsburgh Public Schools, universities, health care facilities, and public interest organizations. (Conducting trainings within Pittsburgh Public Schools will help public safety personnel become more familiar with PSP facilities, as well as provide mentor opportunities to students and allow high school level students with an interest in public safety to observe training sessions.). Quarterly trainings and annual training should be held outside the workplace at a central location.

Robust support programs for all public safety employees should be freely available, especially as the nature of public safety often puts our employees in grave physical and psychological danger. Public safety leadership must strongly convey their support for these services and their encouragement that public safety employees (and their families as necessary) use these services without stigma.

The committee should explore the cost benefit of rationalized training within Allegheny County and Region 13. They should also consider the disparate requirements for pre-training, with EMS hires coming to the department already trained (which they paid for themselves), and Police and Fire hires receiving paid on the job training.

Personnel under consideration for promotions should complete the training of the position prior to promotion.

Each public safety facility should conduct monthly and or quarterly open houses and or public safety trainings for community participation. Examples: Fire safety, CPR training, child seat installation, first aid, water safety, crime prevention classes, dealing with absentee landlords, 911 tours, etc.

Each bureau should have a plan in place to achieve and maintain national accreditation.

The committee should also assess the current public safety academies and explore the merging of existing facilities to improve and share classroom space, facilities, and other joint resources.

The committee should find state and federal grant monies and assistance from the foundation community to achieve accreditation. We are not suggesting that resources from the current public safety budget be used for accreditation and the development of

	a regional training facility.
Is this an immediate or long term recommendation?	Long term and ongoing
How will this address our challenges or reach our goals?	Reaching our goal of perfect safety requires robust and coordinated training and support. Expanding training to citizens will improve community/public safety relations. Cross-training across bureaus will allow better use of our employees, and better relationships within the department, increase the delivery of public safety services in a timely fashion, provide early warning of potential problems, and be results driven.
What are the obstacles to implementation?	Insulated culture and traditions; resource and time management issues; mistrust and lack of coordination among bureaus varied departments. The lack of supervisory personnel in key departmental positions. Contractual Agreements. Lack of technology.
Who needs to be involved?	Mayor, Executive Staff, Public Safety Director, Bureau Chiefs, Council, rank and file, public
What city resources need to be invested?	Time designing the program; costs of training, which may or may not exceed current costs. Technological upgrades.
What will be different if the recommendation is adopted?	The City of Pittsburgh will have the opportunity to develop leaders at all levels within the Public Safety department. Cross-training will result in early identification of problems to keep the peace, better departmental cooperation, and better community support.
Describe any background materials that you consulted	<a href="http://www.calea.org/calea-update-magazine/issue-101/police-training-officer-pt-program">http://www.calea.org/calea-update-magazine/issue-101/police-training-officer-pt-program</a> <a href="http://www.policeone.com/Officer-Safety/articles/3738401-Police-firearms-training-How-often-should-you-be-shooting/">http://www.policeone.com/Officer-Safety/articles/3738401-Police-firearms-training-How-often-should-you-be-shooting/</a> <a href="http://www.dhss.ny.gov/ofpc/training/firefighting-best-practices.cfm">http://www.dhss.ny.gov/ofpc/training/firefighting-best-practices.cfm</a> <a href="http://www.emsworld.com/topics/best-practices/training-education">http://www.emsworld.com/topics/best-practices/training-education</a>
Have other cities implemented this recommendation?	Still under investigation
Are there any other considerations?	



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**SUBCOMMITTEE REPORT**

(Please use one report for each subcommittee recommendation)

Subcommittee Name	Public Safety - Recruitment and Hiring, Training, Promotion & Accountability Subcommittee
Subcommittee Chairperson(s)	Jeanne Clark and Sala Udin
Title of recommendation	<b>Promotion Equality and Transparency</b>
Describe the recommendation	<p>Promotions for the public safety departments need to be transparent and done on a merit based system. This promotion system would include a background check, performance review, data-based research, and community input. This includes a set of disqualifying offenses that would form bases to exclude a public safety employee from promotion (example: domestic abuse). Officers excluded from promotions due to violations and offenses should be required to demonstrate rehabilitation and an offense-free period of time and good conduct. To be promoted, officers must serve a minimum of two years at the previous rank or position.</p> <p>A key part of this process is moving the public safety HR department out of public safety. This office would need to be staffed by knowledgeable and responsible civilians who are looking at HR best practices and interests. This will help exclude the "cronyism" that was rampant during the previous administration.</p>
Is this an immediate or long term recommendation?	Long term
How will this address our challenges or reach our goals?	This will ensure that promotions are made on a merit base system with fair testing, equal opportunity, and published requirements. Relationships an employee has built with a superior or union will no longer be a majority factor. This will instill better quality supervisors, improve morale, and eliminate the favoritism in the present process. It will also encourage personal responsibility for consumer friendly behavior and learning.
What are the obstacles to implementation?	Past pattern and practice which provide cover for favoritism and allow promotions without merit. Also, this would add a level of scrutiny and openness to each department that may cause anxiety for current leaders and unions.
Who needs to be involved?	The Mayor, unions, Civil Service Representatives, leaders of the public safety departments, citizen input, and legal department.

<p>What city resources need to be invested?</p>	<p>Time and political will</p>
<p>What will be different if the recommendation is adopted?</p>	<p>This will create the most transparent public safety department in the city's history and help to begin to heal the wounds of recent scandals. This will also improve morale and give public safety employees more incentives for promotion. This lays out a goal for each public safety employee, and gives each employee and citizens a thorough understanding of how the promotion system works.</p>
<p>Describe any background materials that you consulted</p>	<p>Newspaper accounts, experiences and observations of subcommittee members</p>
<p>Have other cities implemented this recommendation?</p>	<p>Still researching.</p>
<p>Are there any other considerations?</p>	



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Subcommittee Name	Public Safety - Recruitment and Hiring, Training, Promotion & Accountability Subcommittee
Subcommittee Chairperson(s)	Jeanne Clark and Sala Udin
Title of recommendation	Create a culture and system of accountability and positive recognition within the Public Safety Department
Describe the recommendation	<p><b>Accountability</b></p> <ul style="list-style-type: none"><li>• <b>Build and Sustain a Culture of Accountable Public Service.</b></li></ul> <p>The Pittsburgh Public Safety Department is here to serve and protect the public. Every interaction members of the public have with the department should leave a lasting impression that the Department provides services to all citizens with unrivaled professionalism — and that the Department is accountable for the behaviors demonstrated by its employees.</p> <p>As a first step, Public Safety will strive to go above and beyond the expectations of the city it serves by agreeing to, and enforcing, a binding and uniform code of ethics for all employees. This code will be in addition to ethical codes targeted to individual bureaus.</p> <p>Building on that framework, Public Safety will also provide training and tools to ensure that its employees manage public interaction effectively.</p> <p>An enforceable culture shift which encourages excellence and accountability, while actively providing ways for city residents and Public Safety to communicate, not only enhances the community conversation but provides a path to social justice and equity.</p> <p>Because this recommendation represents a significant culture change, success will only come if there is a system in place for recognition of exemplary service and consequences for substandard public interaction. Consequently, investments in both training dollars and mechanisms to monitor compliance with Code of Ethics standards will be necessary.</p> <ul style="list-style-type: none"><li>• <b>Centralize All Human Resource Records for Public Safety Entities within City Human Resources.</b></li></ul> <p>Human Resource records for public safety entities are currently decentralized, inviting misunderstanding and potential misuse. Centralization reduces the risk of misuse and</p>

	<p>maximizes resources. A centralized system allows for uniform rules around access/privacy of records. Such a change in protocol (dissolution of departmental silos) is a management right.</p> <p>Objective oversight of the centralization process by the city and an independent consultant plus key HR stakeholders from each department will be needed to make the initiative successful.</p> <p>Communication to all affected employees to reassure them about confidentiality and appropriate use of records will be very important, as will be the resources necessary to train HR personnel so that they are current with all regulatory mandates.</p> <ul style="list-style-type: none"> <li>• <b>Conduct and Publish a Thorough Review of Existing Policies/Procedures for</b> <ol style="list-style-type: none"> <li>(1) Each Public Safety Entity,</li> <li>(2) the Citizen Police Review Board, and</li> <li>(3) the Office of Municipal Investigations.</li> </ol> </li> </ul> <p>As part of the mandate of the Public Safety Director, existing policies and procedures for each department under the director’s jurisdiction will be reviewed for consistency, equity, and legality. They will also be reviewed with an eye toward addressing the need to add or subtract policies and procedures on the basis of current need. Those involved in the review process will include the Mayor’s designee, Public Safety Director, the City Solicitor, the Chair and Executive of the CPRB, the Public Safety Council Committee Chair, and third-party public policy professionals.</p> <p>Such a process is necessary to create the “clean slate” of oversight referred to in the Preamble of this committee’s report.</p> <p>While this recommendation requires commitment of both personnel and financial resources, there will be a clear path forward for all Public Safety departments — and Public Safety, administration, community, and other interested parties will be in a better position to contribute to a longer-term process of building mutual respect and accountability for both the community and Public Safety.</p>
Is this an immediate or long term recommendation?	Long term
How will this address our challenges or reach our goals?	Ensuring that all Public Safety employees are held accountable to the residents of Pittsburgh, to City administration, and to each other is a critical step in building transparency, credibility, and trust — both within Public Safety departments and within the community.
What are the obstacles to implementation?	Political will, current practices, mistrust, budget; may need to negotiate new collective bargaining agreements.

Who needs to be involved?	Mayor, Chief of Staff and Executives, Human Resources, Public Safety Director, Bureau directors, City Council, Unions, Civil Service Reps, CRPB, Solicitor, community groups
What city resources need to be invested?	Budget, technology, CIS involvement for data driven results. System transparency needed; replacing 311 with Open 311 for delivery of services will help.
What will be different if the recommendation is adopted?	Streamlined administration and HR, improved morale and confidence in Public Safety employees, culture of service and honor instilled.
Describe any background materials that you consulted	City code, departmental websites <a href="http://www.scu.edu/ethics/practicing/focusareas/government_ethics/public-sector-ethics.html">http://www.scu.edu/ethics/practicing/focusareas/government_ethics/public-sector-ethics.html</a> <a href="http://www.scu.edu/ethics/practicing/focusareas/government_ethics/public-sector-ethics.html">http://www.scu.edu/ethics/practicing/focusareas/government_ethics/public-sector-ethics.html</a> <a href="http://www.lincoln.ne.gov/city/police/cbp.htm">http://www.lincoln.ne.gov/city/police/cbp.htm</a> <a href="http://www.lincoln.ne.gov/city/police/cbp.htm">http://www.lincoln.ne.gov/city/police/cbp.htm</a> <a href="http://www.scdps.gov/codeofethics.html">http://www.scdps.gov/codeofethics.html</a> <a href="http://www.scdps.gov/codeofethics.html">http://www.scdps.gov/codeofethics.html</a> <a href="http://www.state.nj.us/ethics/docs/ethics/lpscode.pdf">http://www.state.nj.us/ethics/docs/ethics/lpscode.pdf</a>
Have other cities implemented this recommendation?	<a href="http://www.greensboro-nc.gov/index.aspx?page=746">http://www.greensboro-nc.gov/index.aspx?page=746</a> <a href="http://www.memphistn.gov/Government/HumanResources/RecruitmentSelection.aspx">http://www.memphistn.gov/Government/HumanResources/RecruitmentSelection.aspx</a> <a href="http://www.fairfaxcounty.gov/hr/employee_forms/employeehandbook.pdf">http://www.fairfaxcounty.gov/hr/employee_forms/employeehandbook.pdf</a>
Are there any other considerations?	