



September 16, 2019

Q2 SPD Staffing Report to Council

The Seattle Police Department is providing this quarterly staffing report in response to SLI 38-6-A-2. The report provides a descriptive analysis of the monthly data. The SLI requests the following:

1. A summary of recruitment activities over the prior quarter;
2. The planned recruitment activity for the near term (e.g. 6-12 months); and
3. A summary of the information captured in the completed separations surveys.

In February 2019, the Mayor's Office convened a workgroup comprised of staff from the Mayor's Office, Seattle Police Department (SPD), Seattle Department of Human Resources (SDHR), City Budget Office (CBO), City Council, and others to perform a deep dive into the challenges SPD is currently facing recruiting and retaining officers. Throughout the second quarter the workgroup met monthly to review national best practices, study SPD's performance using available internal and public data, and to develop long-term strategies to meet recruitment and retention goals informed by this research.

A core project team created a research plan, carried out research activities, facilitated workshops to generate ideas, and developed recommendations by combining quantitative analysis and design-thinking research. The six-month project was sequenced into three key phases: problem definition, solution development, and delivery. The workgroup's effort culminated in a final report identifying 12 initiatives to increase the number and diversity of applicants, improve hiring conversion, and retain talented staff.

The next step is to build and deploy prototypes to test the validity and effectiveness of each proposed initiative. SPD will incorporate findings from this design engagement to ensure the portfolio of recommendations is responsive to stakeholders needs and aligned with the department's hiring and retention goals. Funding for these recommendations will be included in the 2020 budget proposal.

Short-term and long-term changes made to recruitment and retention

While working on a plan for longer term changes, SPD has made immediate changes to recruitment strategies. Those changes include:

- Immediately hiring approved recruits instead of waiting for an open slot at the Washington State Policy Academy (previous practice). This change has had a positive effect on the department's ability to attract candidates. As a result of this change, recruits can become better prepared for the Academy and to continue preparing for the physical aptitude test that is a requirement of entry to the Academy.
- Revising the entry level and lateral police officer applications to better understand applicants' motivations for applying, their source of information/referral, etc.
- Revising the standard Employee Exit Survey to elicit more specific, measurable answers as to why employees are resigning/separating and to ensure employee anonymity.
- Working with a branding and marketing consultant to assist SPD with developing key messaging to inform recruitment strategies. With the Innovation Team's report on recruitment and retention now complete the branding consultant's work can now be incorporated into their recommendations. For

example, the department's recruiting website overhaul and advertising will reflect this branding effort.

Recruitment activities over the prior quarter

Recruiters attended 49 recruiting events in the second quarter, broken down as follows:

2019 Recruitment and Outreach

Event	Q1	Q2	Q3	Q4	Total
Workshops	4	7			
Speaking Engagements	4	9			
Community Events	6	16			
Career Fairs	14	17			
Total	28	49			

To reach populations that reflect Seattle's diverse communities, SPD advertised in the following publications.

- The Medium
- International Examiner
- NW Vietnamese News
- NW Asian Weekly/Chinese Post
- Salon Ethiopia
- Saludos/The Cause

Q2 2019 Sworn Hiring Testing and Screening

	Seattle Entry-Level 4/13/19	Seattle Lateral 5/17/2019	Seattle Entry-Level 7/13/2019
Exam participants (passed)	244 (191)	6 (5)	211 (162)

All lateral candidates that tested and passed all portions of the exam were screened by SPD background detectives. Entry-level and exceptional entry candidates that passed the initial exam were processed through the initial steps of the pre-employment screening process (i.e., physical agility test, oral board interview, interview with a background detective). Successful candidates are being processed by members of the Seattle Police Department's Background Investigation Unit.

New Hires

	Q1	Q2	Q3	Q4	Total
Laterals	3	4			
Entry Level	23	14			
Total	26	18			

Separations

Reason	Q1	Q2	Q3	Q4	Total
Resignation*	11	11			
Retirement	11	18			
Other		2			
Total	22	31			

*Includes officers who transferred to other departments.

A total of 11 sworn officers completed exit surveys in second quarter and provided information on their reason for leaving such as retirement (4), moving to another police department as a lateral transfer (3) or leaving for other reasons (3). One respondent did not indicate a reason for leaving. Copies of the surveys are attached.