SPD Trends Recap

Number Taking Entry-Level Test

↓ 30%

Year	Value
2016	1204
2017	1036
2018	837
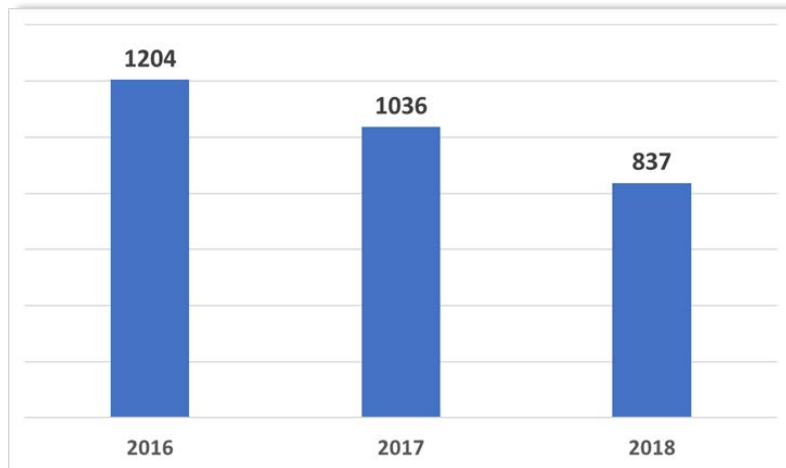
Number Taking Lateral Test

↓ 50%

Year	Value
2016	52
2017	36
2018	27
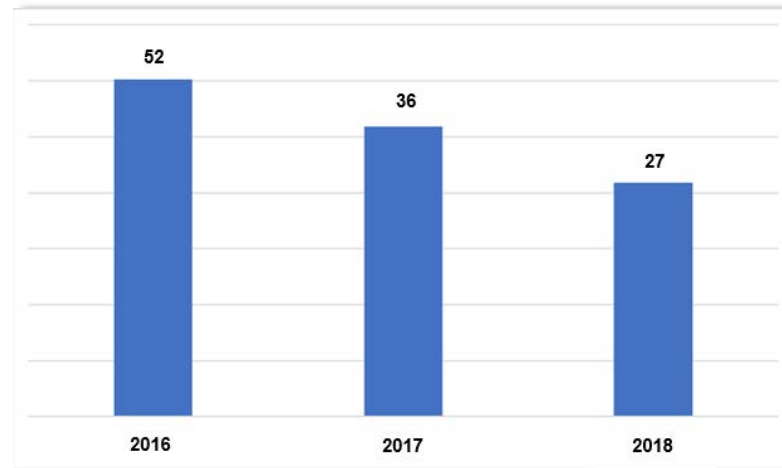
Total Number of New Hires

Year	Value
2013	85
2014	81
2015	97
2016	107
2017	102
2018	68

City of Seattle
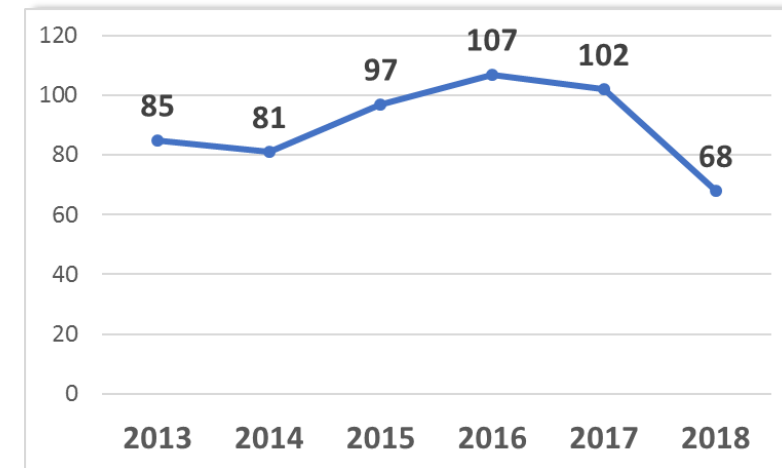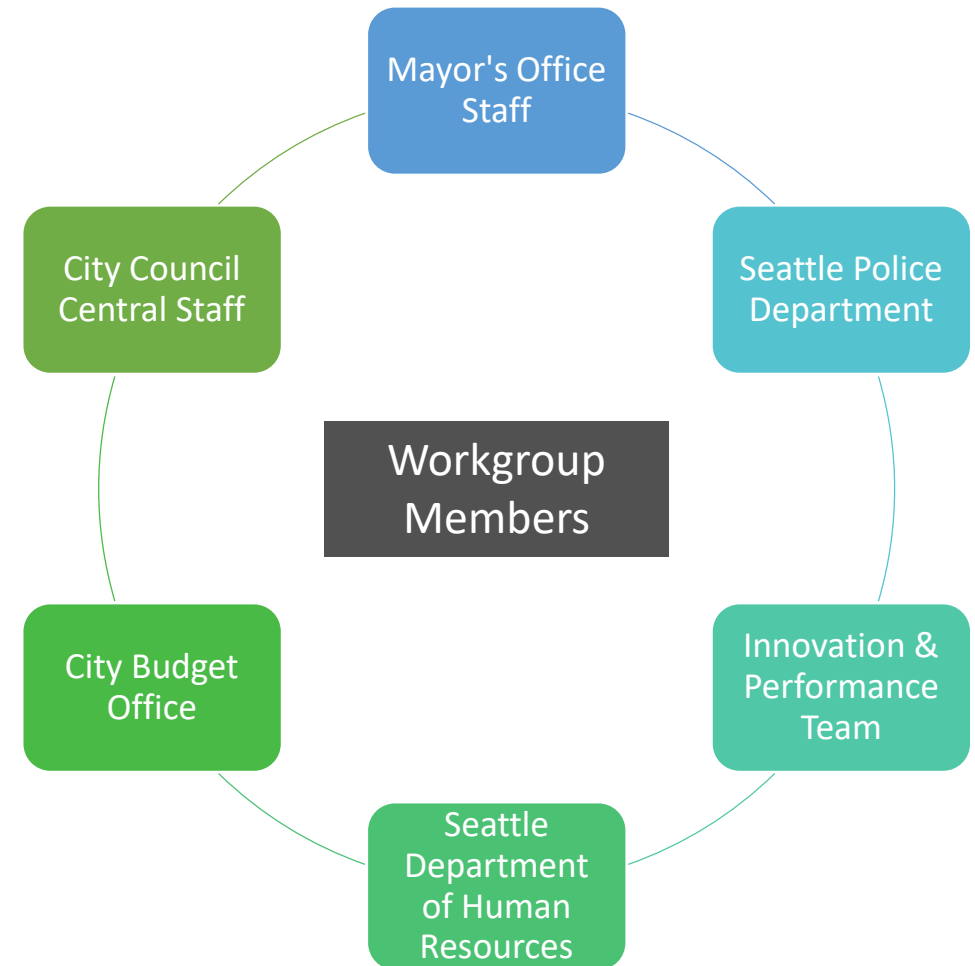
SPD Recruitment & Retention Workgroup

Charge

Convene a workgroup to perform a deep dive into SPD's challenges recruiting and retaining officers.

Goals

- Evaluate national and local best practices
- Use data and design to understand current challenges and identify potential solutions
- Issue short- and long-term recommendations to meet recruitment and retention goals

Workgroup Members

- Mayor's Office Staff
- Seattle Police Department
- Innovation & Performance Team
- Seattle Department of Human Resources
- City Budget Office
- City Council Central Staff

Methodology & Process

Methodology

EMPATHIZE

(*March* - Quantitative & Qualitative Research)

DEFINE

(*April* – Key Findings)

IDEATE

(*May & June* - Recommendations)

PROTOTYPE

Quantitative Analysis – Five drivers of officer growth

Joiners		Leavers		
1 New entry-level police officers ("ELPOs") joining	2 Police officers joining as lateral hires	3 Fully-trained officers leaving	4 Field trainees leaving	5 Academy students leaving

City of Seattle

Entry-Level Police Officer Hiring Cycle

Legend:
- 2015-16 ELPO (7 cycles)
- 2017-18 ELPO (8 cycles)

Categories:
1. Applications Received
3. Attended Written & Video Simulation Exams
5. Candidates that did not withdraw or expire off certification list during remaining steps
7. Passed 1st Physical Ability Test
9. Attended Oral Board
11. Passed Pre-Polygraph Interview
17. Passed 2nd Physical Ability Test (Entry into Academy)

Deviation From Trends
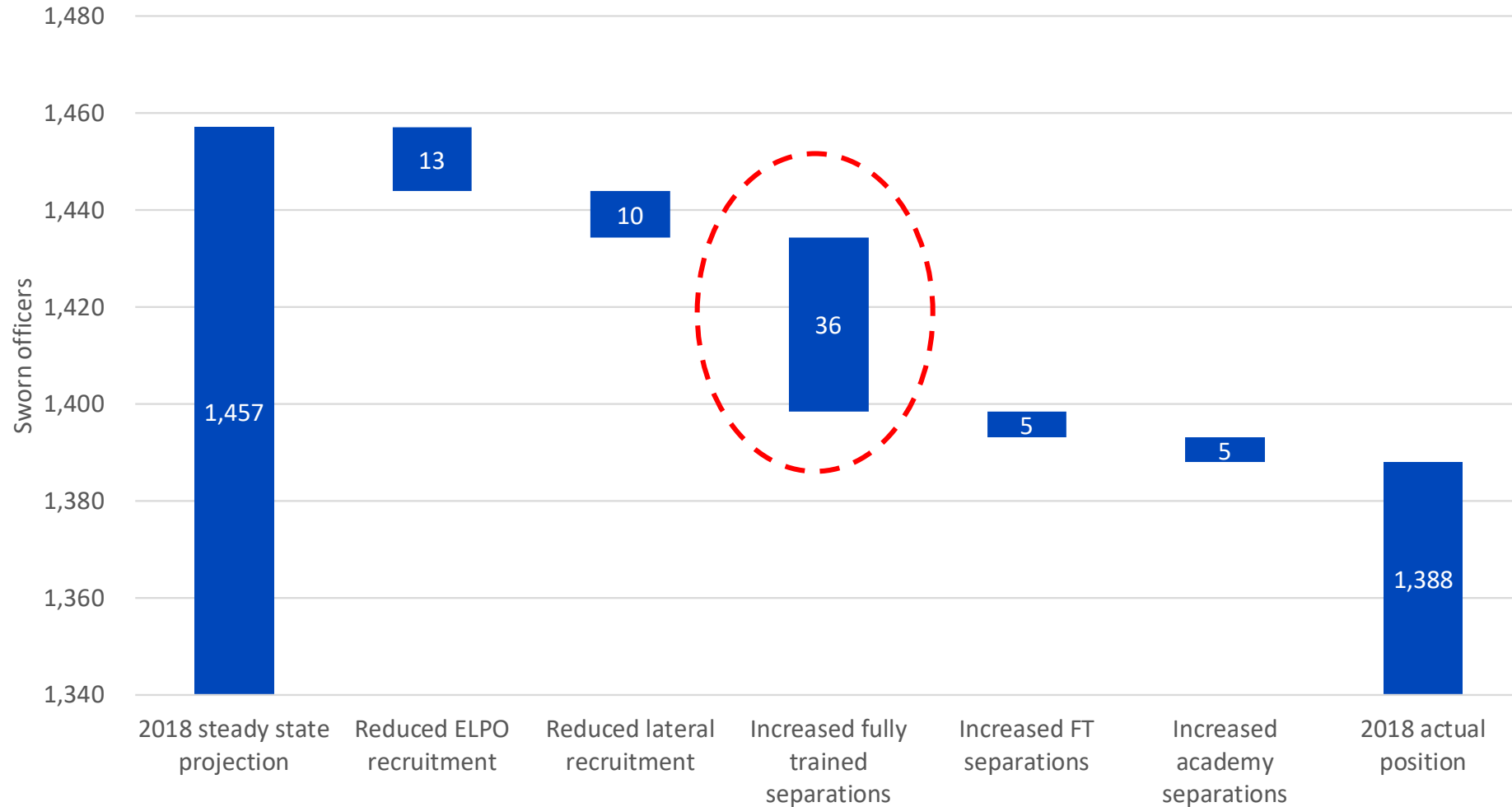
Separations of fully trained officers account for ~50% of 2018 shortfall vs trend; declines in ELPO recruitment ~20% and lateral recruitment ~15%.

City of Seattle

What We Wanted to Learn

Recruitment

- Who is applying?
- What motivates people to apply?

Hiring

- How well are we supporting people during the process?
- Where are there opportunities for improvement?

Retention

- What is the current experience of officers?
- Why are some leaving?
- How might retention issues affect recruitment efforts?

Who We Talked To

Recruitment

- College Students
- Civilians
- SPD Application Workshop Attendees
- SPD Recruitment Team

Hiring

- Pre/Post Academy Recruits
- SPD Background Team

Retention

- Patrol Officers
- Sergeants
- Detectives
- Lieutenant
- Exit Surveys

General

- SPD Command Staff
- Peer Jurisdictions
- City Council Staff
- Seattle Department of Human Resources
- Office of Police Accountability
- Community Police Commission
- Office of Inspector General
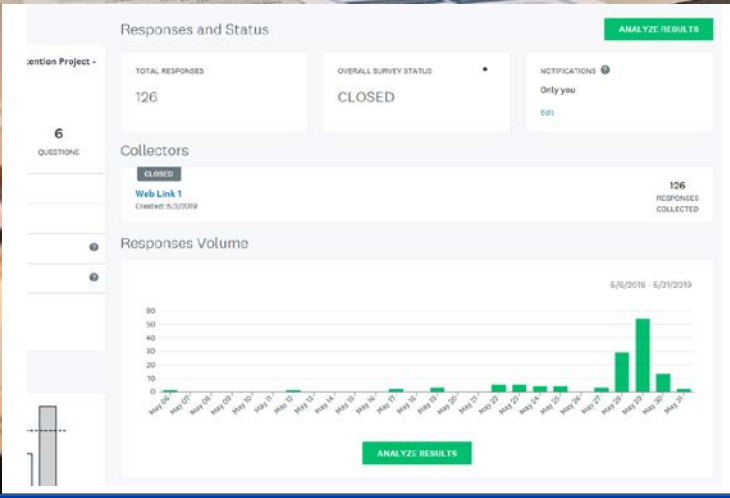- City Departments

This list is not intended to be an exhaustive list of individuals or organizations contacted.

City of Seattle

Key Findings

1. Expand recruiting efforts to reach new types of candidates
2. Make recruiting a team sport
3. Optimize the hiring process
4. Refine the way we show support for officers
5. Ensure that systems of accountability produce intended results
6. Help officers to navigate their role
7. Tell the story of the good work

City of Seattle

City of Seattle

Recommended Initiatives

Considerations for Selection

- Addressed one or more preliminary recommendation
- Departmental support
- Political will
- Funding
- Staffing requirements
- Labor bargaining implications
- Implementation time
- Measurable impact

12 Recommendations

#	Recommendation	Finding #1	Finding #2	Finding #3	Finding #4	Finding #5	Finding #6	Finding #7
1	Civilian to Sworn Pathway	✓	✓					
2	Recruitment Rotations	✓	✓					✓
3	Ride-Along Program	✓	✓				✓	✓
4	Leave No Candidate Behind			✓				
5	Speedy Background Checks			✓				
6	Flexible Testing	✓		✓				
7	Seattle Sampler	✓		✓			✓	✓
8	Clear My Card				✓	✓		
9	Bureau Advisory Councils				✓	✓	✓	
10	Step Into Our Shoes				✓		✓	✓
11	Develop Our People Leaders				✓		✓	
12	Wellness-First Schedules	✓			✓			

City of Seattle

Recruitment

1. Civilian to Sworn Pathways

2. Recruitment Rotations

3. Ride-Along Program

"SPD was my first choice because they're a progressive department. They have so much training and so many opportunities. I figured this would probably be one of the best departments that I could work for."

- Post-academy student officer

Hiring

4. Flexible Testing

5. Leave No Candidate Behind

6. Speedy Background Checks

7. Seattle Sampler

"Out here they know you by name. They know where you come from, what you've done, what you are doing. It's more like a family than anything else. I haven't been on the streets yet but I can already see that the department really cares about how you function as both an officer and a civilian outside of work."

- Post-academy lateral officer

Retention

8. Wellness-First Schedules

9. Clear My Card

10. Bureau Advisory Councils

11. Develop Our People Leaders

12. Step Into Our Shoes

"We need to bring a new realm of understanding to the community to see that we aren't just writing tickets, we aren't just arresting people. We do so much more. It's the underlying story that never gets told."

- Officer

City of Seattle

Proposed Implementation Timeline & Resourcing

Timeline & Budget

Proposed Implementation Start Date	2019 Q4	2020 Q1	Q2	Q3	Q4	Resources Required*
Recruitment						**Sub-Total: $105,000**
1. Civilian to Sworn Pathway		■				$30,000
2. Recruitment Rotations			■			$75,000
3. Ride-Along Program				■		N/A
Hiring						**Sub-Total: $205,000**
4. Leave No Candidate Behind	■					$10,000
5. Speedy Background Checks			■			$90,000
6. Flexible Testing				■		$80,000
7. Seattle Sampler				■		$25,000
Retention						**Sub-Total: $870,000**
8. Clear My Card	■					$10,000
9. Bureau Advisory Councils				■		$50,000
10. Step Into Our Shoes		■				N/A
11. Develop Our People Leaders			■			$800,000
12. Wellness-First Schedules			■			$10,000
Staffing						**Sub-Total: $550,000**
A. Project Manager (Term-Limited)	■	■	■	■	■	$190,000
B. Administrative Staff Analyst	■	■	■	■	■	$140,000
C. Web Development Specialist (Term-Limited)		■	■	■	■	$70,000
D. Training Coordinator (Term-Limited)		■	■	■	■	$150,000
TOTAL						**$1,730,000**

Amounts provided are estimates for 2019 and 2020, a combination of one-time and recurring costs, and subject to change based on results from initiative prototyping and testing.

Measuring Progress

	Recruitment	Hiring	Retention
Outcome	# of applications received	# of candidates hired	# of officers retained
Sample Indicators	• # of recruitment events attended/hosted by SPD initiative • #/% of applicants referred by SPD initiative	• Avg. number of days to complete candidate background investigation • #/% of candidates who complete the hiring process	• #/% of officers resigning (overall and within first five years on the force) • #/% of officers reporting they would recommend SPD to a friend or colleague

*See SPD Recruitment and Retention Report for proposed measurement framework

SPD's next steps

- Onboard project manager

- Begin implementing Q4 2019 initiatives

- Develop detailed implementation plan for twelve workgroup recommendations

"I would feel proud to work for Seattle. It seems like their standards are so much higher than a lot of the places. With just the way they carry themselves. You can tell the difference in practices and attitudes. SPD has higher standards. That is important to me."

-Prospective applicant

"We put the citizens and the community at the forefront, which is what we are supposed to do. However one of the problems is that everyone has forgotten that the officers are also part of the community…"

-Officer

"We don't show good work. It's the opposite of transparency. Everybody I work with has done absolutely amazing work and it never hits the news."

- Officer

"Seeing the Mayor's Office come in here means a lot to us. To know the Mayor's Office and the city cares enough about what's going on that they want to invest time and resources and people to doing this, that's something we need to talk about and spread because it shows that you guys want to address whatever is going on. We appreciate that."

- Officer