

SPD Recruitment and Hiring

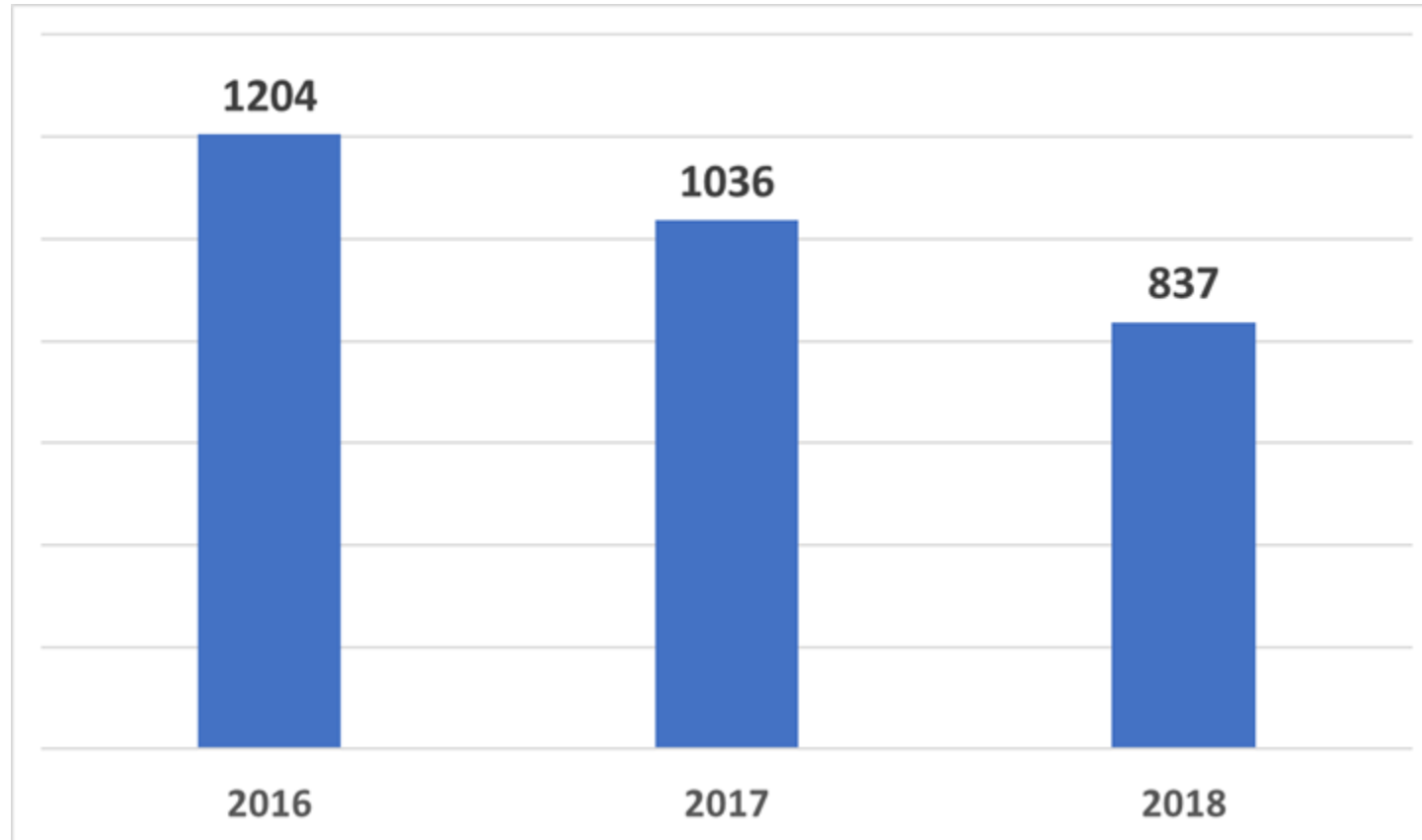
2/13/2019

Seattle Police Department

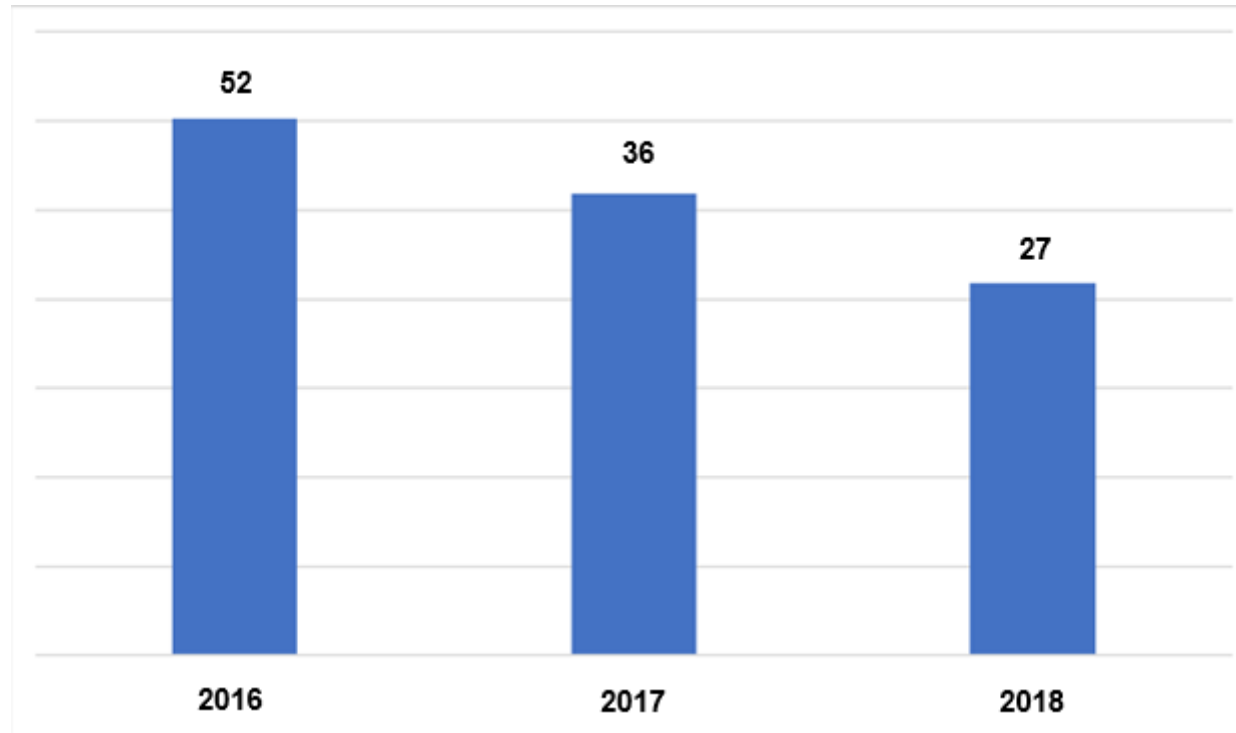


City of Seattle

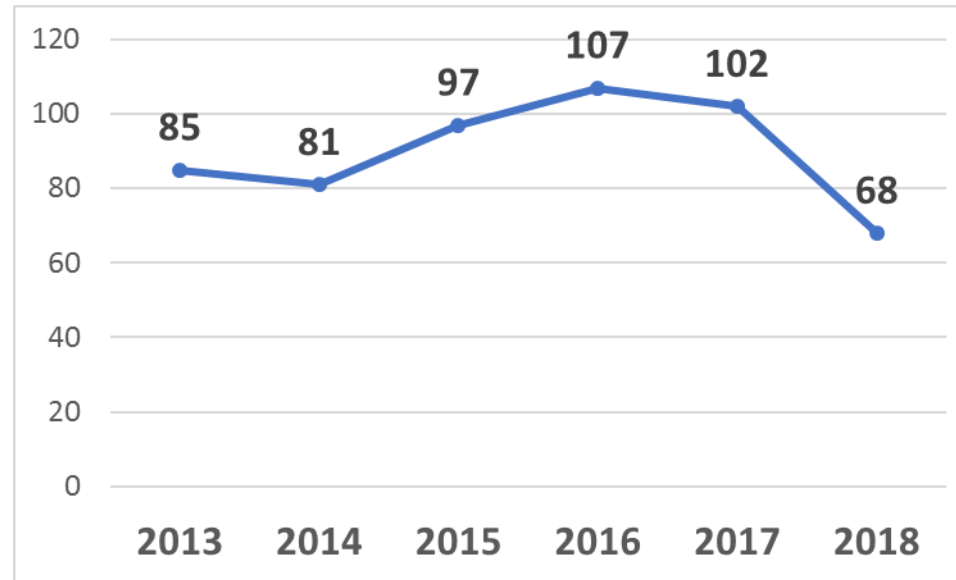
Number Taking Entry-Level Test



Number Taking Lateral Test



Total Number of New Hires

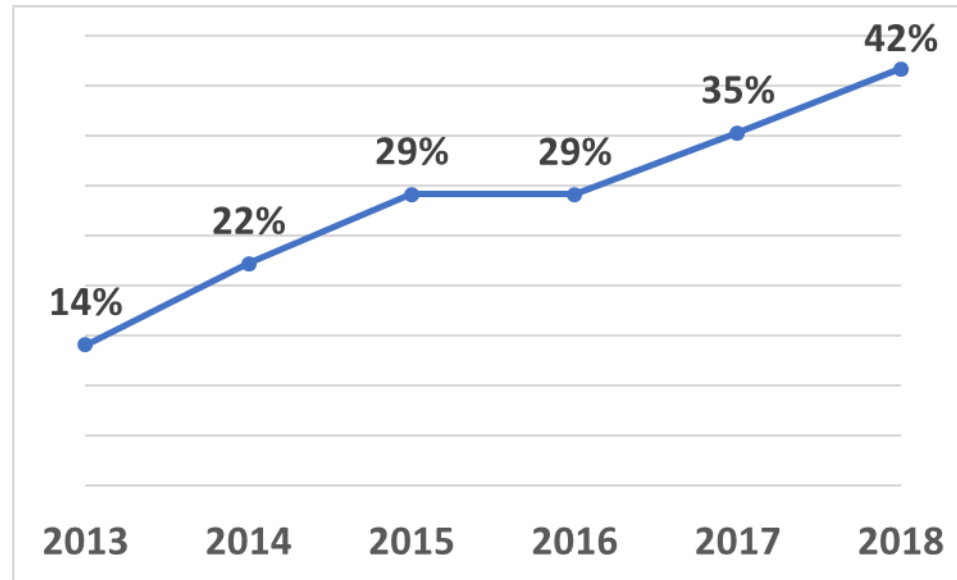


Overview of Community Outreach

- Participation in over 100 community outreach events in 2018
- Advertising in media focused on groups historically underrepresented in policing
- Programmatic outreach efforts: Police Explorers, Summer Youth Employment, and Late Night Programs



Hiring Trends - Racial Diversity



Factors Affecting Hiring Pace

- A national shortage in police recruit applicants has created a difficult hiring environment
- Incentives offered by local jurisdictions (up to \$16,000) for an officer to lateral out of SPD
- Housing costs and commute times associated with working in Seattle
- Historically low unemployment
- Negative perceptions of policing nationwide have overshadowed the diverse, meaningful employment opportunities available
- Starting officer wages remaining flat since January 1, 2014 (new SPOG contract will impact)



True Crime

Who wants to be a police officer? Job applications plummet at most U.S. departments.

...economy contribute to decreased applications

Perceptions of
percent of d



NATIONAL

America's Growing Cop Shortage

December 12, 2018 · 8:33 AM ET

Where the jobs are: Houston's police shortage

- The Houston Police Department needs as many as 2,000 officers.
- America's growing law enforcement shortage extends to Atlanta, Hartford, Connecticut, as well as rural locations around the country.
- High-profile police-involved shootings have contributed to a lack of interest among potential recruits. It's called the "Ferguson Effect."

Kate Rogers | @KateRogers

10:30 AM ET Fri, 2 Feb 2018 | Updated 3:34 PM ET Fri, 2 Feb 2018

Bellevue police aggressive in hiring officers amid staffing shortage

Share ↗

A profession in crisis: Addressing recruitment and hiring practices in law enforcement

Departments are competing with other departments, as well as the private sector, for the best and brightest employees

Dec 8, 2018



Verrett PD tries to lure officers from other departments with \$15,000 bonus

Jun 2, 2017 - 6:20 AM

Seattle Police, King County Sheriff's Office face staffing, recruitment crisis

Share ↗

Strategies // Two-Pronged Approach

1. Workgroup to evaluate sworn hiring process improvements
2. In partnership with the Mayor's office, immediate steps by SPD



Sworn Hiring Workgroup

- The Mayor's Office is convening a workgroup comprised of staff from the Innovation & Performance team, SPD, SDHR, CBO, Council and others to perform a deep dive into the challenges SPD is currently facing recruiting and retaining officers.
- Supporting near-term actions on this issue by SPD, this workgroup will look at national best practices, study SPD's performance using available internal and public data, and then develop long-term strategies to meet recruitment and retention goals informed by this research.



Sworn Hiring Workgroup

Approach

- Seek to understand quantitative and qualitative data related to applications, hiring, retention, constraints and opportunities
- Clearly define and narrow the problem the City seeks to solve
- Assess options for meeting SPD workforce needs
- Prototype and test options as appropriate
- Document recommendations and goals in a report
- Continue to leverage new findings to inform and iterate over time



Sworn Hiring Workgroup

Key Components

1. Research Phase I: Literature Review, Data Analysis
2. Research Phase II: Peer Analysis, Interviews
3. Analysis of options and projected impacts
4. Recommendations including options to prototype and test
5. Final Report (September)



SPD Action Items

Basis of immediate steps are evidence-driven practices derived from:

- Recent survey of nation-wide best practices
- Thousands of “boots on the ground” touch points with prospective applicants
- Review of applicable literature
- All steps will be reviewed in real time to allow for course correction



Branding and Social Media

1. Pursue a “Rebranding Campaign” to concisely feature the positives of the department as a whole and as an employer
2. Overhaul recruiting website to focus on the unique value proposition of becoming an officer with SPD
3. Streamline social media platform presence and improve consistency of messaging and branding across all outlets while adding more advanced content
4. Update social media recruitment to include a different array of applications
5. Utilize Google Analytics (or similar) to refine targeted advertising and maximize ROI



Lateral Recruitment

1. The department will conduct out-of-state lateral tests in areas believed to be fertile ground for recruitment
2. Seek approval for \$15,000 lateral hiring incentive to remain competitive with local jurisdictions



Quality of Life Issues

1. Expand existing part-time officer program by removing the requirement of three-years patrol service and opening the program to new hires



Direct Outreach Efforts

1. Build on already robust regional/national advertising and direct outreach efforts (e.g. over 100 in-person outreach events in 2018)
2. Continue to expand the “day in the life of an officer” video vignettes as part of targeted advertising
3. Further leverage SPD’s well-received “recruiting cadre,” comprised of department officers who are trained and serve as recruiting liaisons in their precincts and in the communities that they represent
4. Conduct physical agility testing “boot camps” to assist applicants with preparation to test



Staffing Summary Table

Table 1: Draft SPD Police Officers Hired, Funded, and Available

Year ¹	Funded FTE	New Hires	Separations	Net New Officers	All Sworn Officers ²	Fully Trained ³	Sworn in Service	% Funded in Service
2012	1,300	32	-36	-4	1,281	1,272	1,235	95.00%
2013	1,315	85	-39	46	1,308	1,264	1,239	94.22%
2014	1,359	81	-59	22	1,330	1,297	1,264	93.01%
2015	1,375	96	-72	24	1,349	1,308	1,251	90.98%
2016	1,422	107	-67	40	1,390	1,340	1,299	91.35%
2017	1,457	102	-79	23	1,424	1,359	1,316	90.32%
2018	1,457	68	-109	-41	1,388	1,344	1,283	88.06%
2019 ⁴	1,467	104	-90	14	1,398	1,352	1,306	89.03%
2020 ⁵	1,497	104	-91	13	1,415	1,378	1,332	88.98%
2019 YTD Actual								
2019 YTD	1,467							

¹Based on Q4 figures for 2012-2018.

²All Sworn Officers: total count of sworn personnel who have graduated from the Academy and earned sworn commission

³ Fully Trained Officers: total count of sworn personnel who have successfully completed Phase II-Field Training

⁴Includes new officer positions added in 2019.

⁵Includes new officer positions added in 2020.

Source: SPD Draft Sworn Hiring Projections with Actuals through December 2018, 1/16/19

■ = Projected Numbers