SEATTLE CITY COUNCIL
CENTRAL STAFF

April 9, 2024

M E M O R A N D U M

To: Governance, Accountability & Economic Development Committee

From: Greg Doss, Analyst

Subject: TMP-10423 (D1c) – Seattle Police Department Recruitment and Retention

On April 11, 2024, the Governance, Accountability & Economic Development Committee will discuss a draft ordinance, TMP-10423, which would:

1. Create in the Seattle Police Department (SPD) a new Recruitment & Retention program that would be staffed by three positions that would be transferred from the Seattle Department of Human Resources (SDHR);

2. Encourage the Public Safety Civil Service Commission (PSCSC) to use an entry level police officer exam that is presently used by multiple law enforcement agencies in the Puget Sound region, and to increase candidate contacts and the frequency of publication of its police officer eligibility registers; and

3. Add to SDHR a new Personnel Analyst Sr. position to support registry publications and to provide more robust candidate support.

This memo describes the changes that would be made by the draft ordinance and compares those changes with the budget adjustments and recruitment process revisions currently under consideration by the Executive and PSCSC. The bill Sponsors, Executive and PSCSC have indicated that they have shared goals to improve SPD's recruitment processes. Central staff could, if requested, draft amendments that might align the disparate approaches to this issue.

Background

In May 2022, the Council passed Resolution 32050, calling for the establishment of a hiring incentive program to provide bonuses for entry level and lateral police officer hires to better compete against regional jurisdictions offering the same. In August 2022, the Council passed Ordinance (ORD) 126654, which authorized funding for police officer hiring bonuses, allocated funding towards the recruitment and retention of SPD officers and created in SDHR three new police officer recruitment positions (a Manager 2 position and two Personnel Specialist positions) and one new position (Personnel Specialist) for the SDHR Fire and Police Exams Unit.

Council investments in police officer recruitment have not resulted in an increase in hiring. In the last two years, SPD yielded approximately half of its annual hiring targets, reaching a high of only 61 hires out of 1,948 applications in 2023, a conversion rate of three percent. A nationwide shortage of police applicants has likely contributed to the difficulty SPD has experienced hiring new recruits, and it's possible that SPD might have hired fewer recruits absent the City's investments.[1]

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[1] See Recruitment Retention.pdf (policeforum.org)

Applications submitted to the PSCSC have in the past five years declined from a high of 3,118 in 2019 to a low of 1,895 in 2022.[2] At the same time, applicant-to-hire conversion rates have hovered around three percent regardless of the number of applicants.

The bill sponsors indicated in the March 12, 2024, meeting of the Public Safety Committee that: (1) the SPD recruitment initiative would be more effective if it was organized under a professional manager that would implement best practices and could be held accountable for results; and (2) that changes must be made to PSCSC processes so that register publication would occur more frequently and candidates would receive prompt personal contact from the City.

In that meeting, the Mayor's Office and PSCSC indicated that they are currently working to improve recruiting by (1) physically relocating to SPD the two SDHR recruitment staff that were created in ORD 126654; and (2) increasing the speed and frequency of entry level police officer exams and the publication of candidate registers (i.e., a list of those who have taken and passed the exam). Committee members voiced concerns that the PSCSC's proposed changes were happening too slowly to remedy SPD's shrinking police force, and asked the PSCSC Executive Director to send to members a memo that provides information that is responsive to their concerns. Soon thereafter, the Public Safety Committee Chair sent to the PSCSC Executive Director a formal inquiry about the resources necessary to improve the PSCSC testing and candidate process. In response, the PSCSC Executive Director sent a memo on April 8, 2024, that indicated that the desired process efficiencies could be achieved through the addition of a new Personnel Analyst position (see Attachment 1).

TMP-10423

TMP-10423 would create a new SPD Recruitment & Retention program, and staff the program through the transfer from SDHR to SPD of the three recruitment positions that were created in SDHR via ORD 126654 (2.0 FTE Personnel Specialist, 1.0 FTE Manager 2). These positions would be solely dedicated to recruiting new sworn employees and retaining existing sworn employees for SPD. The bill would establish duties and reporting requirements for the positions. The bill would also add to the SDHR Fire and Police Exams unit a Personnel Analyst Sr. position to assist with more frequent publication of PSCSC registers and more robust candidate support during the testing phase. In summary, the outcomes of this re-organization would be a new dedicated recruitment team in SPD, and a strengthened testing unit in SDHR.

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[2] 2020 is not included in these statistics because it was an extreme outlier for application numbers and applicant testing.

TMP-10423 also requests that the PSCSC to take the following actions:

1. When preparing or administering exams for entry level police officer candidates, the Commission should seek to use a public safety testing service that is also used by law enforcement agencies operating in King County, and geographically contiguous counties, and that provides greater access to candidates who wish to make multiple applications with such local law enforcement agencies; provided that any such exam is consistent with the goals of the Consent Decree or the City's Accountability Ordinance ([ORD 125315](#)).

2. Endeavor to personally contact entry level and lateral exam police officer applicants for the Seattle Police Department within two business days of application submittal to offer assistance and support for completing the exam. Commission staff also endeavor to personally contact, within two business days of their completion of the exam, candidates who have successfully completed the exam, to discuss next steps and answer questions. The goal of the personal contacts should be to improve the candidate experience and to facilitate contact with Seattle Police Department recruiters, so that Seattle Police Department recruitment personnel may contact candidates in a manner that is consistent, equitable and that conforms with employment law.

3. The Commission is encouraged to keep entry level police officer position registers current by endeavoring to provide an updated register every two weeks.

Fiscal Implications

The legislation would transfer from SDHR to SPD $310,000 and the three recruitment positions that were created in SDHR via ORD 126654 (2.0 FTE Personnel Specialist, 1.0 FTE Manager 2). These positions would be solely dedicated to recruiting new sworn employees and retaining existing sworn employees for SPD

When created in ORD 126654 in August 2022, the full annual cost of the three positions was $465,000. This Council Bill transfers from SDHR $310,000 of this funding to support the three positions for eight months of salary and benefit costs in SPD. The $155,000 of budget authority remaining in SDHR is sufficient to support: (1) year-to-date expenses for the single filled recruiter position in the unit (Jan-April) and (2) partial year funding (May-Dec) of a new Personnel Analyst Sr. position that the legislation creates for PSCSC.

Going forward, the net addition of one new position will add an on-going General Fund cost of approximately $146,000, which would be funded through additional appropriations made to SDHR and SPD in the 2025 Annual Budget.

Reorganizations in TMP-10423 as compared with those being made by the Executive

The Executive is in the process of implementing via inter-departmental Memorandums of Understanding (MOUs) a reorganization of the recruitment and retention positions that were created in ORD 126654. Some of the Executive's actions are similar to those that would be implemented through TMP-10423. Table 1 provides a comparison of TMP-10423 with Executive actions.

Table 1. Comparison of TMP-10423 with Executive actions.

SPD Recruitment Positions created in ORD 126654	TMP-10423	Under Consideration by Executive
Manager 2 *Position currently vacant	Would require the Manager 2 to oversee all aspects of SPD's Recruitment & Retention Program as originally intended by ORD 126654. Legally transfer from SDHR to SPD position and budget authority for eight months, with the transfer made permanent in the 2025 budget	Manager 2 position and budget is repurposed to manage the SDHR Fire & Police Exams unit, which is moved into the PSCSC via an MOU between SDHR and PSCS. The Executive would request position and budget to be legally transferred from SDHR to the PSCSC in a future request to the Council. The Executive would require the two SPD Recruiters to report to SPD's HR Director.
SPD Recruiter / Personnel Spec	Legally transfers from SDHR to SPD position and budget authority for eight months with the transfer made permanent in the 2025 budget. Incumbent moves to SPD.	Position incumbent physically relocates from SDHR to SPD via an MOU. The Executive would request position and budget to be legally transferred to SPD in a future request to the Council.
SPD Recruiter/ Personnel Spec *Position currently vacant	Legally transfers from SDHR to SPD position and budget authority for eight months with the transfer made permanent in the 2025 budget	Physically locates any new hire from SDHR to SPD via an MOU The Executive would request position and budget to be legally transferred in a future request to the Council
New Position for Exams unit		
New Personnel Analyst Sr. Position	Creates a new Personnel Analyst Sr. position in SDHR Fire & Police Exams unit to support the PSCSC. Partial year funding (May-Dec) is available through existing vacancy savings in SDHR. Vacancy savings comes from vacancies in SPD Recruitment unit (see above).	Adds an Emergency Position (Personnel Analyst) to support the Fire & Police Exams unit, which is relocated to the PSCSC. The Executive would request a new permanent position and the associated budget authority in a future request to the Council. Budget authority likely derived from SDHR vacancies, but not presently understood.

Transfer of the Public Safety Civil Service Exams Unit: SDHR and the PSCSC have entered into an MOU that would request in the 2025 Proposed Budget a transfer to the PSCSC of the four positions that are currently housed in the SDHR Fire & Police Exams Unit. They have also entered into an MOU that would permit the Manager 2 position created by ORD 126654 to be hired by and report to the PSCSC Executive Director to supervise the Fire & Police Exams Unit. Council approval would be required to make any of these transfers permanent. Additionally, Council approval is required to make permanent the Emergency Position that would be added to the PSCSC to supplement the Exams unit.

The Fire & Police Exams unit is currently managed by the SDHR Workforce Development manager, who splits his time between management of the Fire & Police Exams Unit and the three-person Workforce Development unit. This organizational structure is illustrated in the SDHR Org Chart in Attachment 3. Under the Executive's proposed reorganization, the Workforce Development Manager position would continue to manage the three-person Workforce Development unit, but would no longer manage the Fire & Police Exams unit.

The MOU that transfers the Exams unit says that the parties acknowledge that the Exams unit's work falls under the independent authority and direction of the PSCS and its Executive Director. It goes on to indicate that since 2001, pursuant to [Seattle Municipal Code (SMC) 4.04.040.C](), the Exams unit has been located within SDHR, to provide staff and support for the development and administration of entry and promotional merit-based exams in service to the PSCSC.

New Personnel Analyst Sr. Position: In an April 8 memo to Public Safety Committee members, the PSCSC Director indicates that an additional 0.5 FTE would allow the PCSCS to provide wrap-around support during the testing process and that an additional 0.5 FTE would allow the PSCSC to increase the frequency of the candidate register publications. Finally, the memo also notes that an additional 0.2 FTE would allow the PSCSC to administer ongoing surveys to applicants to better understand and improve the candidate experience (See Attachment 1 and Attachment 2).

The Executive has indicated that the City Finance Director will soon create in the PSCSC a 1.0 FTE temporary Emergency Position that would address the activities noted above. The Executive would eventually request that the Council provide permanent position authority and ongoing budget to support the position. The position is created in the PSCSC as an addition to the Fire & Police Exams unit that is moving into the PSCSC, pending Council approval.

TMP-10423 adds a permanent position for the same purpose, and thus there is general agreement about the need for additional staff at PSCSC, whether or not the testing unit is transferred here. The budget for the position is derived from salary savings in SDHR, which had accumulated from the vacancies in the SPD Recruitment unit.

Manager Position: As noted above, TMP-10423 and the Executive would make different uses of the Manager 2 position that was originally created in ORD 126654. TMP-10423 would retain the position for the management of SPD's Recruitment and Retention program, including:

- responsibility for developing and implementing recruitment strategies, in consultation with contracted marketing or media consultants,

- ensuring that a personal contact is made available to all police officer applicants for the public safety test, and

- accountability for continuous improvement and ensuring that recruitment strategies reflect best practices both nationwide and regionally.

The Executive has entered into an MOU that would repurpose this position and associated funding to manage the Fire & Police Exams unit, and would eventually request that the Council relocate all the positions and budget in this unit to the PSCSC.

The Executive has also indicated the PSCSC is requesting a Manager position and an Analyst (emergency position) to assist with speedier certification of the qualified register. Central staff have asked the Executive and PSCSC staff why both positions are needed to successfully complete the duties noted in a March 25th memo to Council President Nelson and the April 8th memo to Public Safety Committee members (see Attachments 1 and 2). A response has not been received at the time of this writing.

PSCSC Process Changes and Entry Level Police Officer Exam

Sponsors of TMP-10423 and The Executive have articulated an interest in changing the City's entry level police officer exam from one that is administered by NTN (National Testing Network) to one that is administered by PST (Public Safety Testing); or utilizing a testing process that employs both exams. Such a change might maximize the flexibility of applicants to apply with SPD and other regional law enforcement agencies that use only the PST exam. This issue was discussed in depth at the March 12, 2024, meeting of the Public Safety Committee. Additionally, the Primary Sponsor has articulated a need to address customer service concerns that SPD recruitment personnel have made about the NTN test, and which may result in some candidates not taking the exam.

In the April 8, 2024, memo to Public Safety Committee members, the PSCSC Executive Director indicates that she has not yet finalized her due diligence report on the feasibility of using PST, However, she reports a number of potential barriers to using the PST exam, including:

- A PST validation process would customize the test for Seattle candidates. An expedited process could be completed in eight weeks, or may take several months to complete.[3]

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[3] The PSCSC memo in Attachment 1 indicates that the process would take "several months" to complete. This information conflicts with recent communications that were made with PST President John Walters, who said that the process could be expedited and completed in less than eight weeks. Central staff has not had time to investigate the differences between these estimates.

- The PSCSC's due diligence process involves completion of a 44-question survey, which it indicates is designed to ensure that hiring standards are not compromised, and that police candidates have the competencies to carry out their duties in a manner that supports constitutional policing. PST has declined to participate in the due diligence process.

A recent communication with the PST Company President indicates that he believes that some of the questions require information that is proprietary and confidential and would be subject to public disclosure. He further indicates that his company will not complete the PSCSC due diligence process because it poses much risk to PST. The PSCSC Executive Director indicates that the survey does not request information that the PSCSC considered to be proprietary. More staff research on this issue is ongoing.

The PSCSC Executive Director has concluded that it is not possible to produce merit-based eligibility lists when using two different tests. She has indicated that her conclusion is based on her professional experience and input that she has received from experts in the field of personnel selection testing. More information is available in the April 8 memo. (Attachment 1)

Central Staff is conducting further research on the potential use of a new exam vender and the other changes that would affect PSCSC processes (See Section 8 in TMP-10423 or page 2 in this memo). TMP-10423 does not currently mandate these changes, but rather uses discretionary language to request that the PSCSC consider the changes.

Race and Social Justice Implications

The Seattle Police Department has realized a net loss of 337 fully trained police officers since 2020. Consequently, 911 response times have increased, and many of Seattle's elected officials have indicated that police hiring is a priority for the City.

This legislation has the potential to increase the speed and efficacy of SPD and the PSCSC's police officer recruitment, retention and testing processes. To the extent that the legislation can create changes that improve these processes, the City may realize more sworn officer hires than it would have absent the adoption of the legislation.

In the last five years, SPD has put greater effort into recruiting people of color and has seen an increase in BIPOC hires from 37 percent to a high of 55 percent. If SPD continues to be successful in its efforts to recruit people of color, it will have an effect of diversifying the sworn force. This legislation has a potential to assist with the department's goals in this area.

Additional sworn officer hires would increase the size of the Seattle Police Department sworn force and, depending on how any additional officers are used and deployed, could increase the incidence of arrests and for individuals' entry into a criminal legal system that has historically had disproportionate impacts on vulnerable and historically disadvantaged communities.
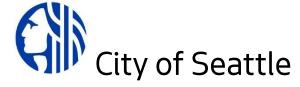
Elected leaders and police command staff should consider the potential for reducing these harms as SPD replenishes its officer numbers to prior levels.

Policy Considerations

It is possible that technical amendments made to TMP-10423 would achieve the policy objectives shared by the Executive and bill sponsors, while supporting the Executive's reorganization of the Fire & Police Exams unit. Such amendments would presume that the Council would concur with the Executive's proposed reorganization, which the Committee has not had time to fully consider and is not strictly necessary to achieve the sponsor's policy goals for TMP-10423.

Attachments:

1. April 8, 2024, PSCSC Memo - Civil Service Exam Processes for Police Officers

2. March 25, 2024, PSCSC Memo - Increasing PSCSC staff capacity to support continuous police officer certification and more robust candidate support

3. SDHR 2024 Organizational Chart (Talent Acquisition Section)

cc: Ben Noble, Director
        Aly Pennucci, Deputy Director

City of Seattle

PUBLIC SAFETY CIVIL SERVICE COMMISSION

Andrea Scheele, Executive Director

MEMORANDUM

DATE: April 8, 2024
TO: Council President Sara Nelson
            Councilmember Robert Kettle
            Councilmember Rob Saka
            Councilmember Joy Hollingsworth
            Councilmember Cathy Moore
            Councilmember Maritza Rivera
FROM: PSCSC Executive Director Andrea Scheele
SUBJECT: Civil Service Exam Processes for Police Officers

Members of the Seattle City Council,

I am writing you today in follow-up to your March 21, 2024, email about entry-level police officer exam processes. You requested responses on three items related to public safety civil service testing, which I am cutting and pasting below for your reference.

We hear and share your urgency around supporting expedited police officer hiring. Given the appropriate resources, we are ready to staff these efforts. However, there are significant challenges associated with the request to administer a test that has not been validated for use by the City of Seattle or any other city of similar size. This is discussed below (Item 2).

Item 1

Please describe the current 6-week cycle register publication process that sends the list of candidates that have passed the test, identify what changes would be necessary to implement for register publication in 2-week cycles, and explain how an additional analyst would enable that process change. An estimate of hours spent for current 6-week register publication versus an estimate of hours needed for 2-week register publication would be helpful here.

Our exam staff completes multiple tasks for each 6-week testing cycle to produce registers to SPD (see attached Table 1 for an expansive list). These tasks span multiple systems, require coordination with outside vendors and staff, and are very manual.

We estimate that under the current 6-week model, approximately 8-16 hours per week are required to produce eligibility registers, communicate with candidates who both passed and failed

the exam, collect and review documentation for four different types of preference points[1], schedule candidates for language proficiency tests, add all required preference points, and produce spreadsheets for the SPD Background Unit to enable scheduling of WAPAT (physical agility test) and oral board interviews.   In addition to the above tasks associated with the production of an eligibility list, staff must respond to numerous emails and phone calls from individuals who contact the Fire & Police Exam Unit on a variety of topics after receiving the email regarding exam results.   We estimate that 28-36 hours per week (an additional 0.5 FTE over current workload) will be required under a 2-week model. In addition to more frequent processing of entry-level scores, exam staff will need to hold more frequent oral board interviews for lateral candidates if the City switches to a 2-week model. Currently, staff create efficiencies by running the reports and communicating with candidates, vendors, SPD, and other process owners all at once. These efficiencies are lost when moving to a 2-week model.

The PSCSC is ready to speed up its processes if given the necessary resources of a Personnel Analyst, Sr (1.0 FTE). The PSCSC may reassign job duties amongst the unit to complete this additional workload. We will also require some ramp-up time to hire and train a new employee. Our unit's work requires a strong knowledge of personnel selection and assessment, necessitating specialized experience and/or advanced education. It took two recruitment cycles and approximately 5 months to recruit and hire our most recent exam staff member.

Table 2 shows how this body of work is incorporated into a 1.0 FTE to complete additional tasks asked of the PSCSC staff[2].

Item 2

Please provide an update on the PST assessment and the feasibility of the PSCSC using both tests (e.g., by supplementing the PST where an applicant has only taken that test to make sure that standards are not lowered).

As you know, I have been conducting a due diligence investigation to determine whether or not the City could utilize Public Safety Testing ("PST") as a testing vendor for entry-level police officers. The City currently contracts with the National Testing Network ("NTN") to test our police officers. The PSCSC and City Council share an interest in ensuring that hiring standards are not compromised, and that the police candidates have the competencies to carry out their duties in a manner that supports constitutional policing. To conduct my due diligence, I have reviewed literature about each vendor's products (including user manuals and validation reports), sent a questionnaire with 40+ questions to each vendor, sent a questionnaire and met with IOS (developer and owner of the PST police exam), and personally completed testing for each police exam.

I have not finalized my due diligence report on the feasibility of using PST; however, I do have some high-level conclusions to share.

A. **IOS, the product developer and owner of PST's test, would require Seattle to undergo a rigorous validation study prior to switching to a new exam tool.** The process would

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[1] In the most recent closed exam cycle, 31% or nearly 1/3 candidates submitted requests for preference points to be applied to their scores.

[2] A version of this table was shared with Mayor's Office and Council President Nelson and staff on March 25, 2024.

include a job analysis, local validation study, and analysis of equally valid and less adverse testing solutions. Such a study would likely take several months and require the training and involvement of SPD police officers and sergeants, coordination with unions, and thorough data analysis.

Validation is critical to ensure that the test accurately measures 1) the ability of applicants to do the job of a Seattle police officer, and 2) that there are no adverse impacts on candidates based on EEO categories. Methods of exam validation vary by agency size. A more rigorous exam validation process is required of large cities because they have higher litigation risk profiles, more candidates take their exams, and they are more likely to be targeted by DOJ investigations. Additionally, the job of a police officer varies between jurisdictions of different sizes. It is common for large law enforcement agencies to use a different test than their smaller neighboring jurisdictions.

IOS said an exam specific to Seattle would likely be required. If Seattle were to engage IOS and PST to provide an entry-level law enforcement officer examination, it would likely not be the same solution used by PST or IOS's other clients. Rather, results from the mandatory validation process would likely be used to identify and develop a composite of exam components that are valid for the City of Seattle.

B. **In our professional experience, and with the input we have received from experts in the field of personnel selection testing, it is not possible to produce merit-based eligibility lists by using two different tests.** Such an action would not meet the requirements of RCW 41.12.050 and would not be legally defensible. This is because candidates cannot be ranked in relation to one another using two tests that measure different characteristics and have varying difficulty levels, adverse impact metrics, and psychometric properties--- Supplementing the PST exam with the NTN exam is an additional area in which we would need to complete an analysis to understand what (if any) risks such an approach would present and how this might impact candidate flow.

C. **PST declined to participate in the due diligence investigation.** I was unable to determine whether PST would be a suitable alternative for Seattle to use for entry police testing. I want to emphasize that I did not request information that the PSCSC considered to be proprietary from either PST or NTN. The questions submitted to both entities were strictly related to their exam services, current clients, applicant pool, exam participation and pass rates, and exam development and validation processes. Many of these questions are standard to those used in the RFP processes for vendor selection. However, I respect PST's determination that participation in the process would pose risk for their organization.

I would like to reiterate that my due diligence has not been completed, nor have community or employee stakeholders had the opportunity to provide input on any decision considered by the PSCSC. However, based on the preliminary information received, it does not appear that Seattle can easily be added to the list of cities to access a regional candidate pipeline, or determine if PST is the right fit for civil service testing of Seattle police officers.

PSCSC will continue to explore PST and other ways in which it may utilize an exam vendor to identify potential new candidates, and compete with regional and national peers for police talent.

Item 3

Please provide an update on the process of sending passing test scores to SPD within 2 business days after receipt.

The exams staff already provides passing test scores to SPD within 48 hours of receipt (at the end of an exam cycle). The real-time impact of this could change if we move to a more continuous testing model with more frequent registers. (This task is encompassed in the process described in Item 1 of this questionnaire.)

Cc: Brent Lo, Policy Director to Councilmember Bob Kettle

       Steven Smith, Chief of Staff to Councilmember Bob Kettle

       Greg Doss, Policy Analyst, Legislative Department

       Anne Gorman, Policy Analyst, Legislative Department

Table 1: Current Register Publication Tasks

Exam score report reconciliation
    • Run reports from NTN and NeoGov (City application system)
    • Reconcile candidate names
    • Confirm that candidates have taken the correct test
    • Confirm that candidates have completed the correct application
    • Communicate with candidates who have submitted incomplete information or incorrect application processes

Communicate and coordinate with vendors for language testing
    • Schedule language testing
    • Track and document results

Communicate and coordinate with candidates to collect documentation for preference points
    • Gather documentation required for veterans' preference and community preference points
    • Follow up with candidates on additional information needed
    • Evaluate candidate documentation and consult with team to make eligibility determinations

Compile data needed to rank applicants and provide eligibility list to SPD
    • Identify candidate scores and upload into the applicant tracking system
    • Calculate and apply preference points for language, community service, and veteran status
    • Rank candidates
    • Send eligibility list to SPD via the applicant tracking system
    • Send second list to SPD with candidates' physical ability testing results 1-2 weeks after the original list is provided

Candidate score communications
    • Notify passing candidates of their scores, their rank on the eligibility list, and next steps in the hiring process
    • Notify candidates who did not pass and encourage them to re-test in 3 months
    • Respond individually to candidates who reach out with inquiries after they receive their results

Table 2: Personnel Analyst, Sr. Duties (1.0 Budgeted FTE)			
Job Duties	Current Work Process	Additionally Funded Work Process	FTE Estimate
Provide candidate contact and support (application and testing phase only)	Candidates receive up to six automated emails and texts per exam cycle. Exam analysts respond to candidate communications. Testing company sends daily reminders on next steps to complete application and exam.	Add staff to increase wrap-around contact and support. Will contact each applicant to acknowledge application, offer support with exam scheduling, equipment challenges, test prep. Staff will also provide deadline reminders, notices and next steps for candidates who pass the exam, and re-test encouragement for unsuccessful candidates.	0.5 FTE[1]
Increase entry and lateral police register publication	Registers are published after exam cycle closes, seven times every year for entry level and eight times every year for lateral For lateral candidates, staff organize and administer individual oral board interviews which take place before the register is published.	Registers will be published every two weeks, reducing efficiencies/economies of scale for exam staff . More frequent lateral oral boards will be administered (in order for more frequent lateral registers to be published). Staff may need to gather and compile results and EEO data from multiple exam vendors.	0.5 FTE[2]
Ongoing surveys to applicants to understand the candidate experience, reporting and analysis of exam metrics for continued improvement	Ongoing surveys are not built into the workplan	Surveys would be sent to candidates after completion of exam or within a period of inactivity, reviewed and analyzed monthly; implement candidate experience process improvements identified in the survey data. PSCSC would conduct data analysis and report to Citywide workgroup and Council to update and inform process changes	0.2 FTE[3]

FTE analysis assumptions are listed below. Workload is subject to increase/decrease in applications. Total FTE is 1.2, PSCSC may need to assign overtime to meet full obligations of these additional tasks.
1. FTE estimate is based on 2,000 applications/year and a) welcome call/text, b) reminder to complete test (50%), c) notice of exam pass and next step support (50%) - 15 min phone calls (and associated data entry and analysis).
2. FTE estimate factors the need to run more frequent reports from NTN/NeoGov, send communications to candidates, communicate/coordinate with vendors for language testing, communicate with a cohort of candidates who do not complete tasks, and generate spreadsheets for SPD. These processes span multiple systems, require coordination with outside staff, and are very manual.
3. FTE estimate assumes up to an average of eight hours/week to monitor, reconcile, analyze and produce reports with findings and recommendations for City workgroup efforts, and for Council visibility.

Memo

To: Council President Sara Nelson

From: PSCSC Executive Director Andrea Scheele

Date: March 25, 2024

Subject: Increasing PSCSC staff capacity to support continuous police officer certification and
            more robust candidate support

In response to the police hiring crisis, the Seattle City Council and Mayor's Office has asked the
PSCSC to further expedite the exam and registry production process, and improve the candidate
experience, including:

1. **Increase Direct Candidate Contact** for every candidate entering the entry police testing
    process (**2000**+ applicants annually)
2. **Increase Entry and Lateral Police Register Publication** from seven times a year to every two
    weeks (26 times a year), and transition to a continuous examination process for Entry and
    Lateral Police officer.
3. **Increase Data Collection and Analysis** efforts to better understand the candidate
    experience and hiring funnel (via candidate surveys and data aggregation)

The changes requested by the Council and Mayor's Office are possible and permissible under the
PSCSC Rules of Process and Procedure, SMC 4.08 and RCW 41.12[1]. The addition of new work and
publishing continuous registers for Police Officer would necessitate the addition of one Sr.
Personnel Analyst FTE. PSCSC's direction of this work will also ensure consistency and accuracy of
messaging about exam information to job candidates, privacy of candidates who do not want their
information shared, and reduction of legal risk to the City in the areas of discrimination or bias in
hiring decisions.

The cost of a full-time (1.0) Personnel Analyst, Sr. is $145,557 in 2024 (prior to any AWI increases
approved in 2024) for a regularly budgeted position; a full cost analysis is in the attached Excel file.

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[1] The Washington State Court of Appeals held that the PSCSC's substantive powers (as opposed to administrative
or ministerial matters) cannot be delegated, and that preparing and administering exams and certain other
matters, as well as related rulemaking, are key functions of civil service. See, *Seattle Police Officers' Guild v. City of
Seattle*, 121 Wn.App. 453 (2004).

The below table identifies the estimated FTE to achieve additional tasks. The PSCSC may reassign job duties amongst the unit to complete this additional workload.

The above tasks are in addition to the existing legally mandated work of the unit to develop and administer exams for 11 entry and promotional ranks for SFD and SPD. Officer recruitment will likely improve after the City and SPOG enter a new contract; and PSCSC is ready to speed up its processes, given necessary resources.

Additionally, the PSCSC has been asked to utilize the PST exam as part of its testing process; that option is being investigated separately and is outside the scope of this memo.

Personnel Analyst, Sr. (1.0 Budgeted FTE)			
Job Duties	Current Work Process	Additionally Funded Work Process	FTE Estimate
Provide candidate contact and support (application and testing phase only)	Candidates receive up to six automated emails and texts per exam cycle. Exam analysts respond to candidate communications. Testing company sends daily reminders on next steps to complete application and exam.	Add staff to increase wrap-around contact and support. Will contact each applicant to acknowledge application, offer support with exam scheduling, equipment challenges, test prep. Staff will also provide deadline reminders, notices and next steps for candidates who pass the exam, and re-test encouragement for unsuccessful candidates.	0.5 FTE[1]
Increase entry and lateral police register publication	Registers are published after exam cycle closes, seven times every year for entry level and eight times every year for lateral For lateral candidates, staff organize and administer individual oral board interviews which take place before the register is published.	Registers will be published every two weeks, reducing efficiencies/economies of scale for exam staff More frequent lateral oral boards will be administered (in order for more frequent lateral registers to be published). Staff may need to gather and compile results and EEO data from multiple exam vendors.	0.5 FTE[2]

Personnel Analyst, Sr. (1.0 Budgeted FTE)			
Job Duties	Current Work Process	Additionally Funded Work Process	FTE Estimate
Ongoing surveys to applicants to understand the candidate experience, reporting and analysis of exam metrics for continued improvement	Ongoing surveys are not built into the workplan	Surveys would be sent to candidates after completion of exam or within a period of inactivity, reviewed and analyzed monthly; implement candidate experience process improvements identified in the survey data. PSCSC would conduct data analysis and report to Citywide workgroup and Council to update and inform process changes	0.2 FTE[3]

FTE analysis assumptions are listed below. Workload is subject to increase/decrease in applications. Total FTE is 1.2, PSCSC may need to assign overtime to meet full obligations of these additional tasks.

1. FTE estimate is based on 2,000 applications/year and a) welcome call/text, b) reminder to complete test (50%), c) notice of exam pass and next step support (50%) - 15 min phone calls (and associated data entry and analysis).
2. FTE estimate factors the need to run more frequent reports from NTN/NeoGov, send communications to candidates, communicate/coordinate with vendors for language testing, communicate with a cohort of candidates who do not complete tasks, and generate spreadsheets for SPD. These processes span multiple systems, require coordination with outside staff, and are very manual.
3. FTE estimate assumes up to an average of eight hours/week to monitor, reconcile, analyze and produce reports with findings and recommendations for City workgroup efforts, and for Council visibility.

SDHR –Talent Acquisition

Talent Acquisition Director
Executive 2
Gulley, Keith
00017399

Talent Acquisition Manager
Manager 2, Exempt
Jamilova, Arzu
10004480

Work Force Dev. Manager
Manager 2, Gen Govt
Wright, David
10005294

Police Recruitment Innovation Manager
Manager 2, Gen Govt
Forehand, Michael
10007452

Workforce Dev. Prgm Coord.
Strategic Advisor 1, Gen Govt
Wong, Sandra
00016561

Special Exams Analyst
Sr. Personnel Analyst
Matsui Grace, Yoshiko
00017454

Sr. Recruiter
Sr. Personnel Analyst
Moore, Katherine
00017151

Sr. Recruiter
Sr. Personnel Analyst
King, Lindsey
10004481

Ofc/Maint Aide .75 FTE
Horton, Sharaana
00026528

Temp Employment Spec
Brooks, Donna
00020709

Police Applicant Experience Spec.
Sr. Personnel Analyst
Gonzales, Caitlin
10007454

Workforce Dev. Coordinator
Personnel Analyst
Thornton, Stefani
10005688

Exams Analyst
Sr. Personnel Analyst
Schade, Rachael
00021853

Sr. Recruiter
Sr. Personnel Analyst
Hornbeck, Nicolette
00020500

Sr. Executive Recruiter
Strategic Advisor 2, Exempt
Inch, Pam
10005362

Supported Employee Prgm
Strategic Advisor 1, Human Svcs
Weldon, Heather
00024482

Employment Compliance Advisor
Strategic Advisor 1, Exempt
Nguyen, Annie
10004096

Police Applicant Experience Spec.
Sr. Personnel Analyst
Manning, Autumn
10007453

Workforce Dev. Outreach & Comms Specialist
Bui, Leah
TLT ends 12/31/2024

Exams Analyst
Personnel Analyst
Chamberlain, Amy
10007455

Recruiting and Admin Analyst
Personnel Analyst
Ramos, Ivana
10005342

Sr Recruiter
Sr. Personnel Analyst
Silcheva, Marina
10007502

Personnel Analyst
Alderks, Adelaide
00018343

~~In-house executive recruitment pilot~~
~~Sr. Recruiter~~
Vacant - TLT ends 12/31/2023

~~In-house executive recruitment pilot~~
~~Executive Recruiter~~
Vacant - TLT ends 12/31/2023

Seattle Human Resources