

# SPD Recruitment Project

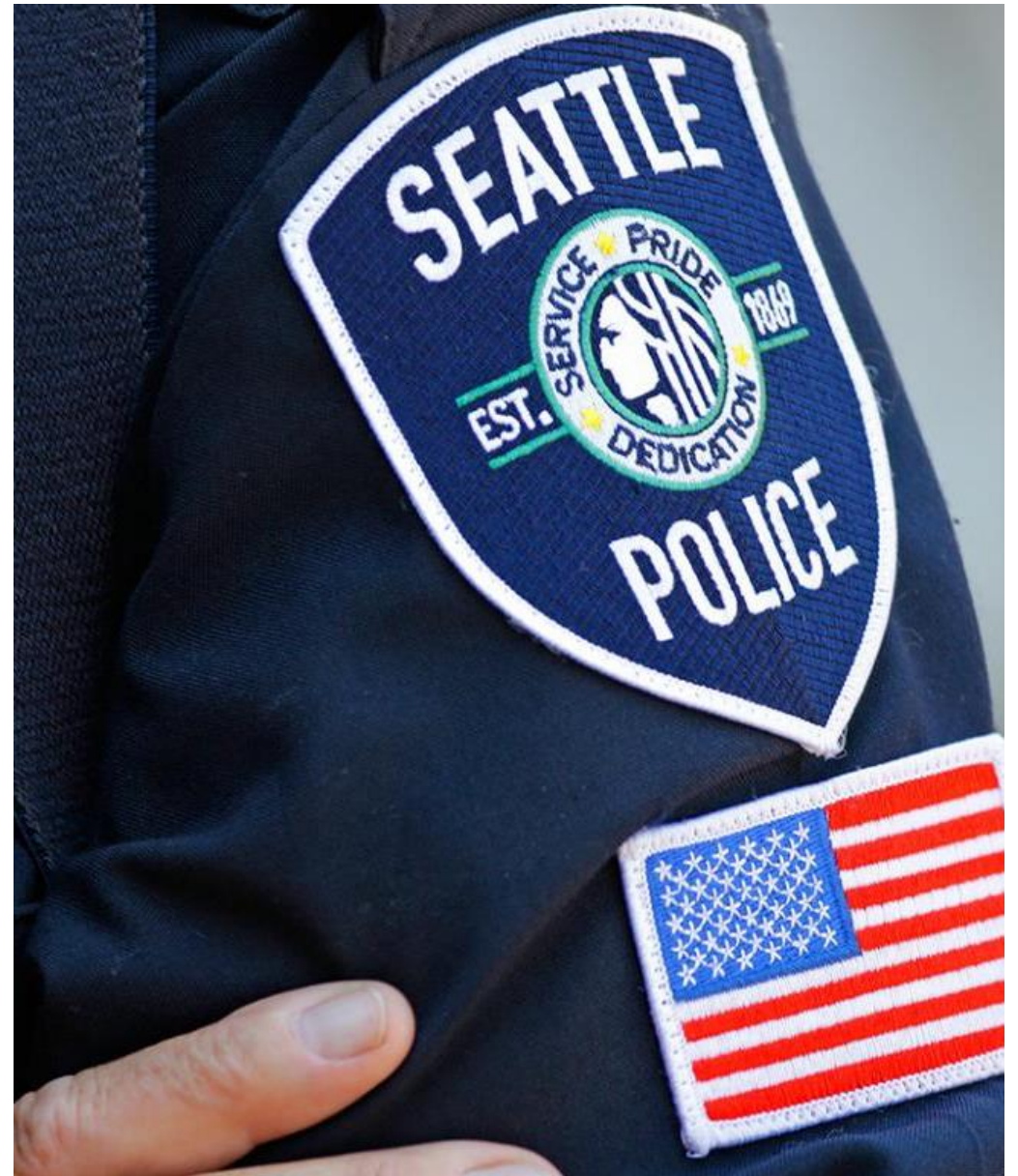
*March 12, 2024*



City of Seattle

# Agenda

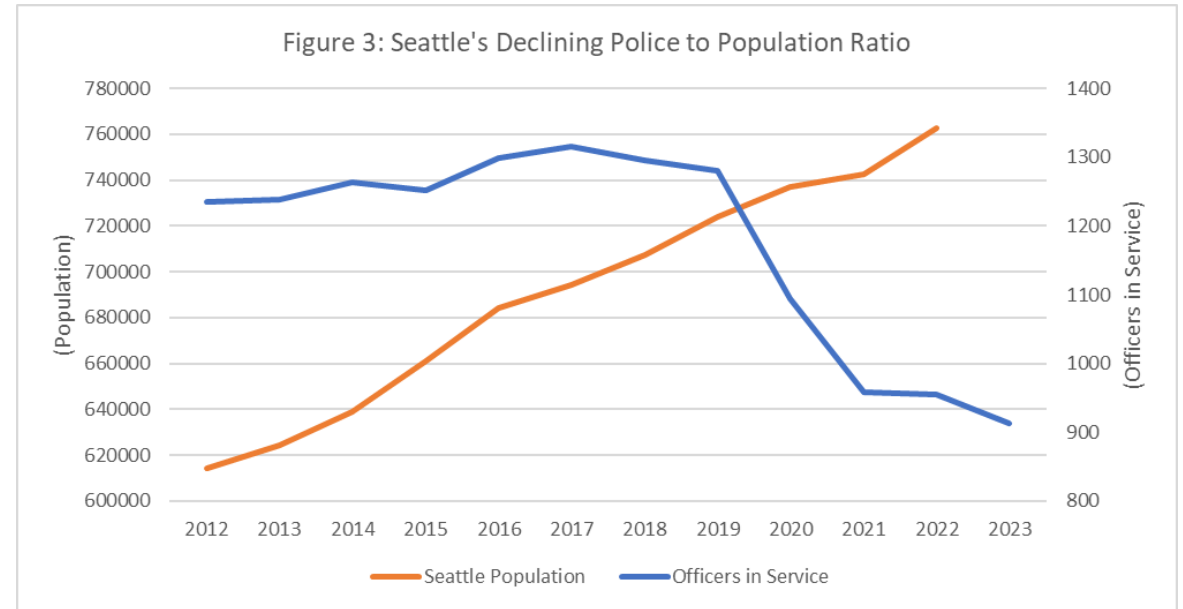
- Background
- Mayor's Recruitment and Retention Plan
- Overall Hiring Process
  - Marketing
  - Recruitment
  - Application & Exams
  - Backgrounds
- Considerations
- Future





# Background

- Staffing levels are at their lowest with over 700 officers departing SPD since 2019.
- As of January 2024, SPD had only 913 fully trained and deployable officers, the lowest level since the 1990s.



# Mayor's Recruitment and Retention Plan

In July 2022, Mayor Harrell announced a new comprehensive recruitment plan intended to:

## 1. Make Hiring Easier, Faster, and More Efficient

- Hired recruitment and innovation team to support SPD at recruiting events and chatting with candidates
- Digital file management via eSOPH to significantly increase efficiency in backgrounding candidates
- Eliminate travel requirements for the Physical Agility Test and Oral Boards

## 2. Attract Top Recruits

- Instituted a hiring bonus of \$7,500 for recruits and \$30,000 for lateral transfers
- In August 2023, launched a new branding and marketing campaign with Copacino + Fujikado
- Created new initiatives to inspire and maintain candidate interest such a new applicant workshop, ride along program, and more

# Mayor's Recruitment and Retention Plan

## 3. Recruit Candidates Committed to Our Community

- Work with Universities and colleges to develop new pipelines into law enforcement
- In the summer of 2023, PSCSC launched community preference points to support the recruitment of candidates with direct experience serving their community. Candidates can also earn preference points for multi-language competency and more.

## 4. Retain Officers

- Move to a 4 days/10 hours patrol schedule that prioritizes employee wellness and ensures long term stability and sustainability
- Expand wellness program
- Command/leadership attending roll calls and hearing from officers



# Overall Hiring Process Summary

Starting in 2023, the City simplified the hiring process and reduced the hiring wait time by half—from 5-9 months to 3-4 months.

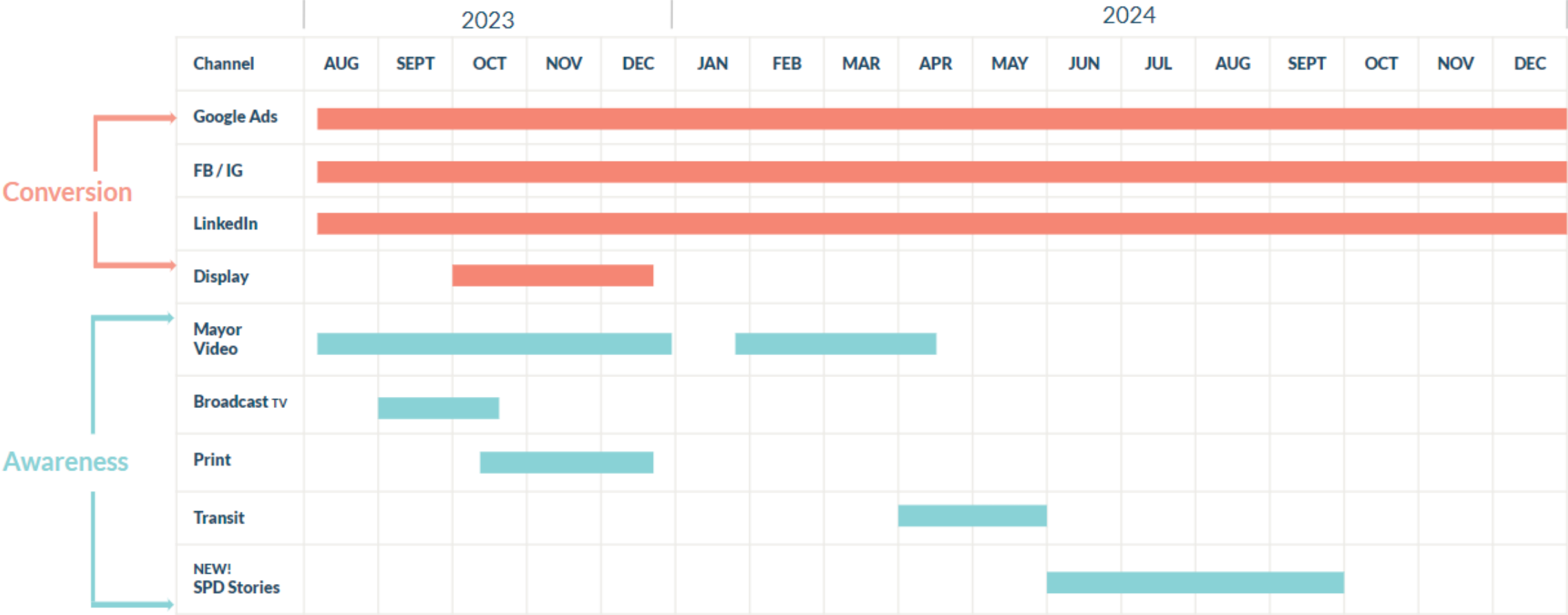


\* Green boxes indicate process steps managed by the PSCSC.

# Marketing

MEDIA PLAN

## SPD Media Plan



# Recruitment: Marketing

Copacino + Fujikado, a local marketing firm, began in August 2023.

PERFORMANCE SNAPSHOT

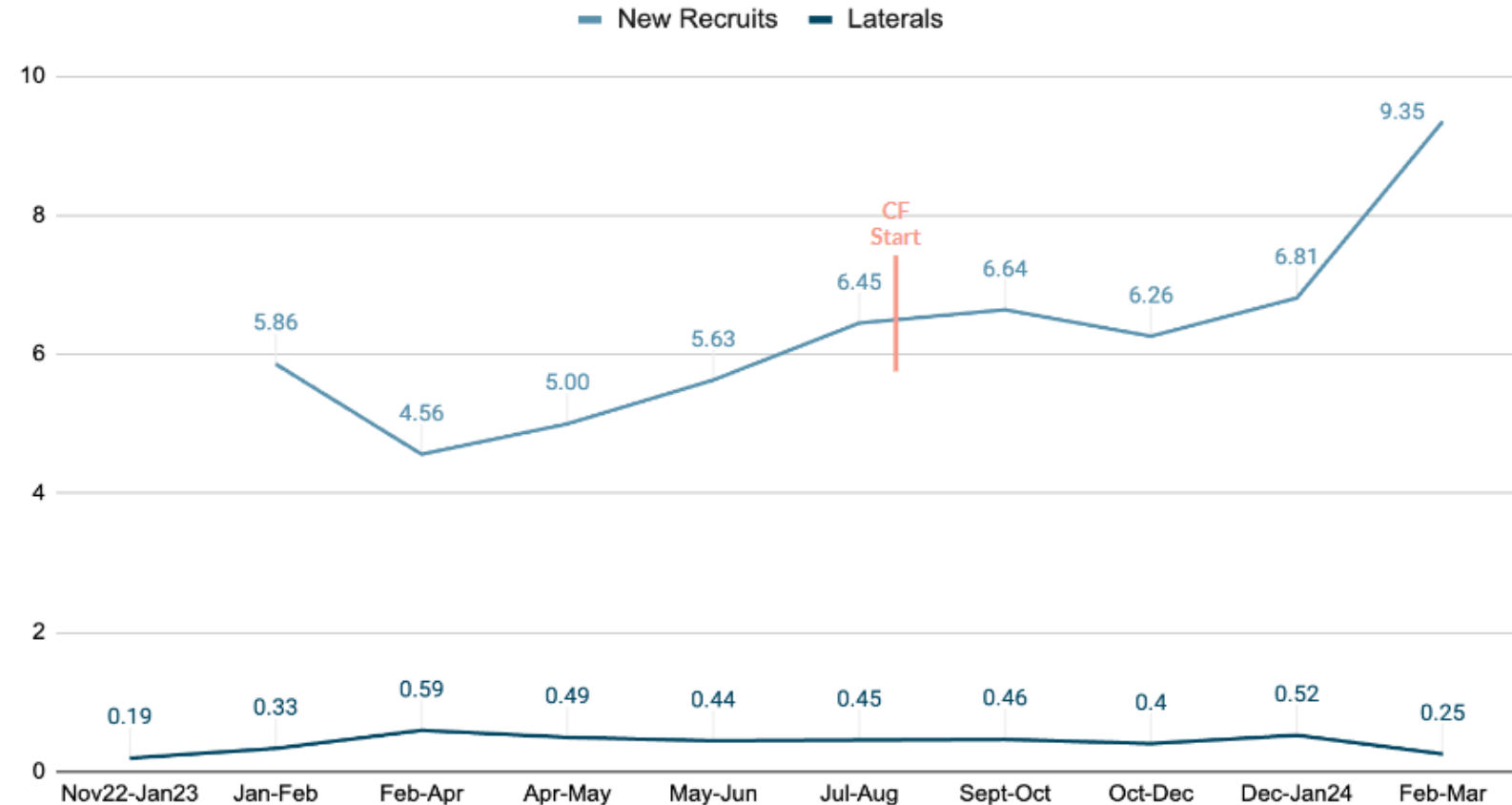
## Media Results: Aug '23 Through Feb '24

Impressions:  
18,327,631

Clicks to SPD Site:  
155,180

Applications:  
992

Applicants/ Day



\*CF began working with SPD in mid-August



# Marketing

## Videos

:15/:30s Mayor Recruitment Video



:30s Officer Turner Video



## Social/ OTT

Don't Just Aspire  
for Change



Looking to Support  
Your Community



## Display/Other



# Recruitment



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Created Recruitment and Innovation team. In 2023, this team attended **89 in-person recruitment events** that included college career fairs, JBLM lunch bag, community events, criminal justice classes, and more.

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In May, launched “Interview Now” an applicant communication tool to better connect with interested candidates. From May- December 2023 this team interacted with **1,744 unique candidates**.

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Joined Handshake, an online career management platform. Became career “sponsors” through WSU and UW career centers.

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# Recruitment



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In Fall 2023, the city created a new Police Applicant preparation workshop. In 2023, we hosted 11 workshops with **261 attendees**.

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Starting in September, re-launched candidate ride-along program. In 2023 we completed **47 ride-alongs with interested applicants**.

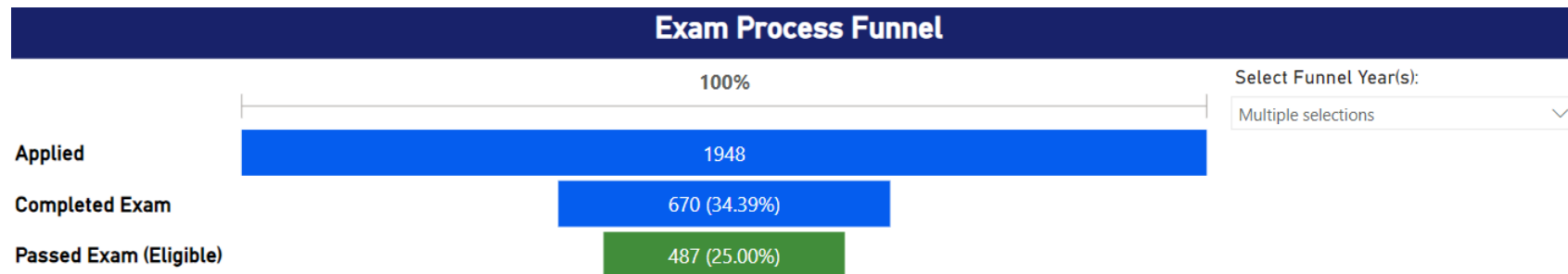
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In late October, launched a new pilot program of offering additional training and testing to applicants who initially fail the Physical Agility test (PAT). In 2023, the team began working with **47 candidates. So far 13 of them have now passed the test.**

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# Application & Examination Process Improvements – PSCSC

- The City uses the National Testing Network (NTN) FrontLine Exam for entry police civil service examinations
- Recent process improvements include:
  - **Reducing barriers to testing** (significantly expanded testing dates and locations, shortened retest period)
  - Significant and commonsense **application and website changes**
  - Sending lists of **eligible candidate lists to SPD every 6-8 weeks** (decrease from every 12 weeks)
  - **Increasing email communications** with all applicants, including multiple text messages
  - Creating new **comprehensive and dynamic dashboards** shared with MO and SPD
  - Co-creating and co-presenting at the **Police Applicant Workshops** (ongoing)
  - Implementing **Community Preference Points** for candidates with experience serving the community



# Application and Exam Data – PSCSC

| Application Demographics 2023                               |             |               |                      |
|-------------------------------------------------------------|-------------|---------------|----------------------|
| Race                                                        | #           | %             | Seattle Demo. (2018) |
| Indigenous/Native American/American Indian or Alaska Native | 27          | 1.4%          | 0.5%                 |
| Asian or Pacific Islander                                   | 299         | 15.3%         | 14.9%                |
| Black                                                       | 492         | 25.3%         | 6.8%                 |
| Hispanic                                                    | 357         | 18.3%         | 6.6%                 |
| White                                                       | 687         | 35.3%         | 64.5%                |
| Undisclosed/Prefer Not to Respond                           | 86          | 4.4%          |                      |
| <b>Total</b>                                                | <b>1948</b> | <b>100.0%</b> |                      |
| Gender                                                      |             |               | %                    |
| Female                                                      | 264         | 13.6%         | 49.6%                |
| Male                                                        | 1648        | 84.6%         | 50.4%                |
| Non Binary                                                  | 12          | 0.6%          |                      |
| Transgender                                                 | 5           | 0.3%          |                      |
| Undisclosed/Prefer Not to Respond                           | 19          | 1.0%          |                      |
| <b>Total</b>                                                | <b>1948</b> | <b>100.0%</b> |                      |
| State                                                       |             |               | %                    |
| In-State                                                    | 1323        | 67.9%         |                      |
| Out-of-State                                                | 625         | 32.1%         |                      |
| <b>Total</b>                                                | <b>1948</b> | <b>100.0%</b> |                      |

2023 Exam Pass Rate

73%

Average Exam Pass Rate  
(2013-2023)

68%

Current Entry Apps per Day  
(2024 Cycle 2)

9.35

2024 Average Entry Apps  
per Day

8.08

2023 Apply-to-Eligible Rate

25%

Average Apply-to-Eligible  
Rate (2013-2023)

22%

NOTE: "Apply-to-Eligible Rates" are the percent of applicants who end up on the register/eligibility list



# SPD Backgrounding

- Transitioned to a digital backgrounding system (eSOPH)
- Updated physical agility test options
- Added Kaiser option for medical screening
- Out-of-state candidates have more virtual options



# Considerations: Local Agency Comparison

| Agency              | Entry-Level Salary |                 | Incentives Recruits | Incentives Lateral | Incentives Recruits | Incentives Lateral |
|---------------------|--------------------|-----------------|---------------------|--------------------|---------------------|--------------------|
|                     | 2022               | 2024            | 2022                |                    | 2024                |                    |
| 1. Redmond          |                    | \$101,844       |                     |                    | None                | None               |
| 2. Kent             | \$83,000           | \$96,268        | \$10,000            | \$25,000           | \$10,000            | \$25,000           |
| 3. Bellevue         | \$78,263           | \$95,850        | \$2,000             | \$16,000           | \$2,000             | \$16,000           |
| 4. Everett          | \$81,408           | \$94,104        | \$15,000            | \$30,000           | \$15,000            | \$30,000           |
| 5. Edmonds          |                    | \$93,772        |                     |                    | None                | \$25,000           |
| 6. Bothell          |                    | \$90,888        |                     |                    | None                | None               |
| 7. Tukwila          |                    | \$90,552        |                     |                    | None                | \$25,000           |
| 8. Auburn           | \$87,530           | \$90,156        | None                | \$20,000           | \$5,000             | \$20,000           |
| 9. Lynnwood         |                    | \$88,961        |                     |                    | \$5,000             | \$25,000           |
| 10. Port of Seattle | \$81,078           | \$88,719        | None                | None               | None                | \$10,000           |
| 11. Bellingham      |                    | \$88,068        |                     |                    | \$2,000             | None               |
| 12. Renton          | \$74,699           | \$86,442        | \$1,000             | \$20,000           | \$1,000             | \$20,000           |
| 13. King County     | \$73,401           | \$85,259        | \$7,500             | \$15,000           | \$7,500             | \$15,000           |
| 14. Pierce County   |                    | \$84,822        |                     |                    | \$10,000            | \$25,000           |
| <b>15. Seattle</b>  | <b>\$83,000</b>    | <b>\$83,000</b> | <b>\$7,500</b>      | <b>\$30,000</b>    | <b>\$7,500</b>      | <b>\$30,000</b>    |
| 16. Federal Way     | \$73,044           | \$82,980        | \$3,000             | \$20,000           | \$5,000             | \$30,000           |
| 17. Tacoma          | \$78,998           | \$82,950        | None                | \$25,000           | None                | \$25,000           |
| 18. Lakewood        |                    | \$82,032        |                     |                    | None                | None               |
| 19. WA State Patrol |                    | \$75,792        |                     |                    | \$10,000            | \$20,000           |



# Considerations: Incentive and New Hire Report

The City conducted recruitment survey for new hires. 60 non-duplicated responses were collected in Nov 2022 - Oct 2023

- **Salary was the most important factor in the applicants' decision to become a police officer, based on the Hiring, Recruitment, and Retention Survey. Seattle ranks fifteenth on entry-level salary in the Puget Sound region. The last time Seattle officers received a raise was four years ago, on January 1, 2020.**
- **Of the respondents who indicated they applied to another police department or agency, 70% applied to local agencies within Washington State.**
- **Of the competing jurisdictions mentioned by respondents, Seattle ranks fifteenth on entry-level salary, first for lateral incentives (tied with Everett), and third for entry-level incentives.**
- **All but two hires selected incentive pay as having some level of importance in their decision to become a police officer. Of these respondents, 23% ranked incentive pay first or second in importance, 41% ranked it as third, and 36% ranked it as fourth or fifth. On average, incentive pay was ranked below salary and benefits.**

# 2024 and Beyond Planning



- Finalize labor contract
- Expand marketing to increase awareness and applications
- Continue to shorten the hiring process by exploring changes to current exam cycles and backgrounding process
- Collaborate with external recruitment experts to develop new initiatives based off current hiring trends



# 2024 and Beyond Planning



- Explore and create new candidate pipelines :
  - Amplify the Explorer program
  - DoD Skill Bridge
  - College athletes
  - And more!
- Increase recruitment presence at community events
- Focus on attracting women applicants and incorporating “30 by 30” Initiative best practices
- Develop mentorship program
- Increase leadership (City and SPD) attending roll calls



# Questions?



City of Seattle

# Creative Ad Testing: Entry Level

Tested two creative themes during Track 1 and CF also tested 6 creative versions for New Recruits and 4 versions for Laterals

| MEDIA TACTIC                | Click Through Rate |
|-----------------------------|--------------------|
| Accept the Challenge (blue) | 0.26%              |
| Meet the New SPD (yellow)   | 0.52%              |

9 to 5



A  
.21%↑<sup>c</sup>

Don't Just Aspire  
for Change



B  
.87%↑<sup>acdef</sup>

For Yourself and  
Your City



C  
.19%

Looking to Support  
Your Community



D  
.47%↑<sup>ace</sup>

Serve Your  
Community



E  
.26%↑<sup>ac</sup>

Wanted Problem  
Solvers



F  
.75%↑<sup>acde</sup>





# Creative Testing: Lateral

| MEDIA TACTIC                | Click Through Rate |
|-----------------------------|--------------------|
| Accept the Challenge (blue) | 0.54%              |
| Meet the New SPD (yellow)   | 0.33%              |

A Job With Impact



A  
1.98%↑bcd

Bet On Yourself



B  
.30%

Lead The Charge



C  
.30%

Take Things Up a Notch



D  
.67%↑bc