

# SPD Recruitment Project

*March 12, 2024*

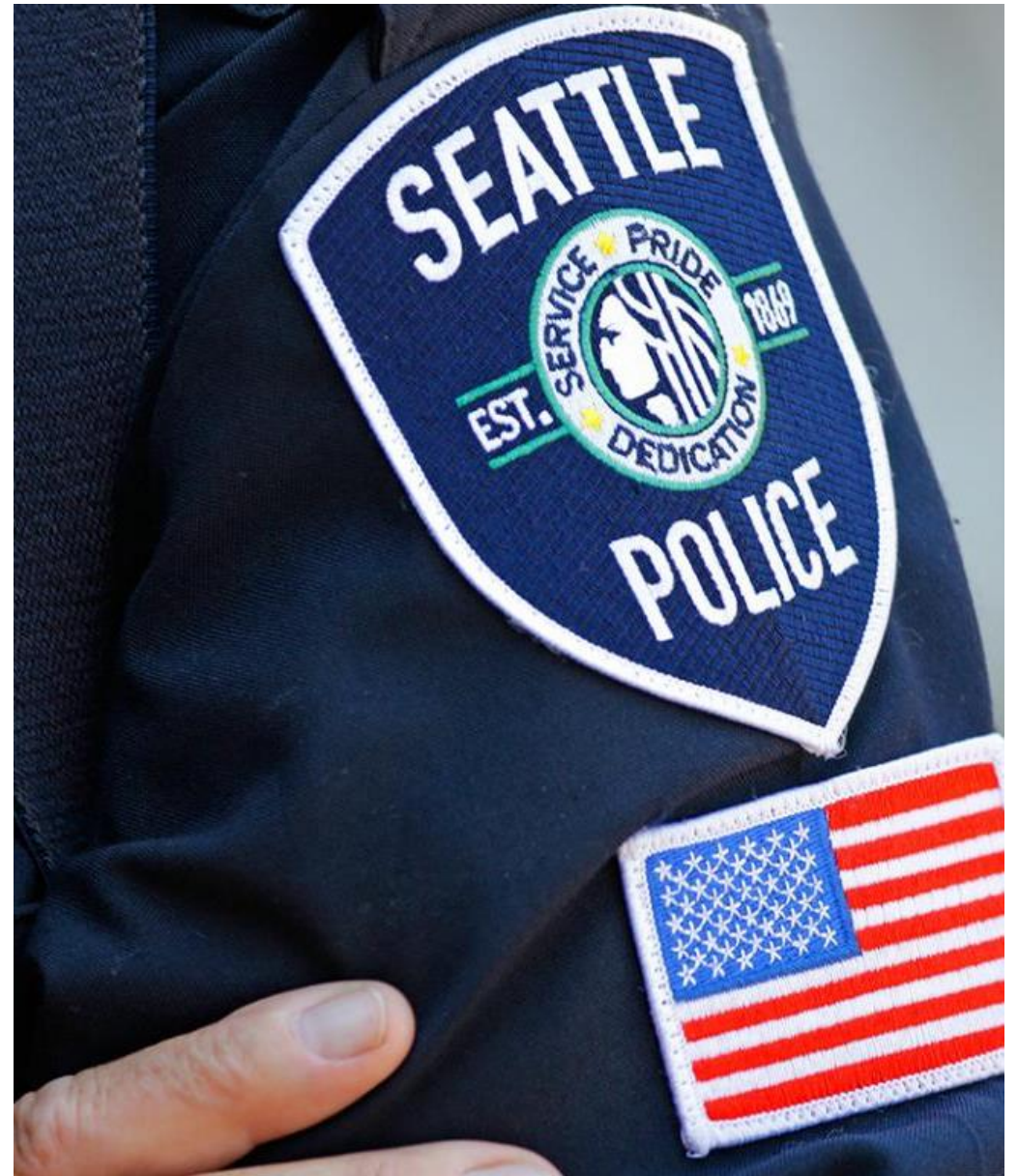
SEATTLE  
CITY HALL



City of Seattle

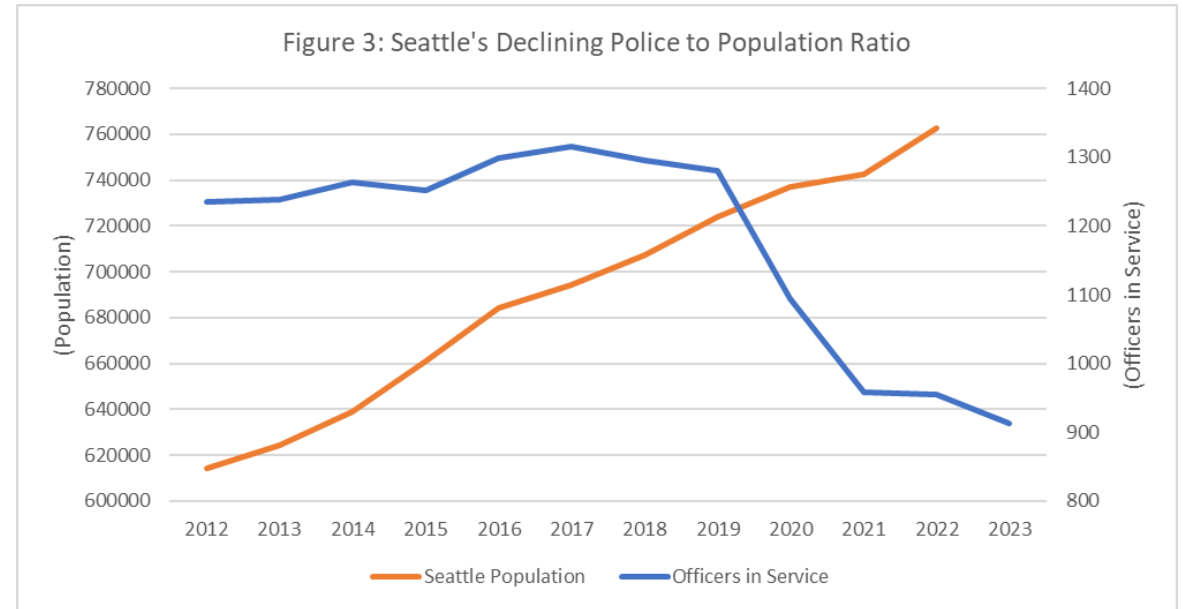
# Agenda

- 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

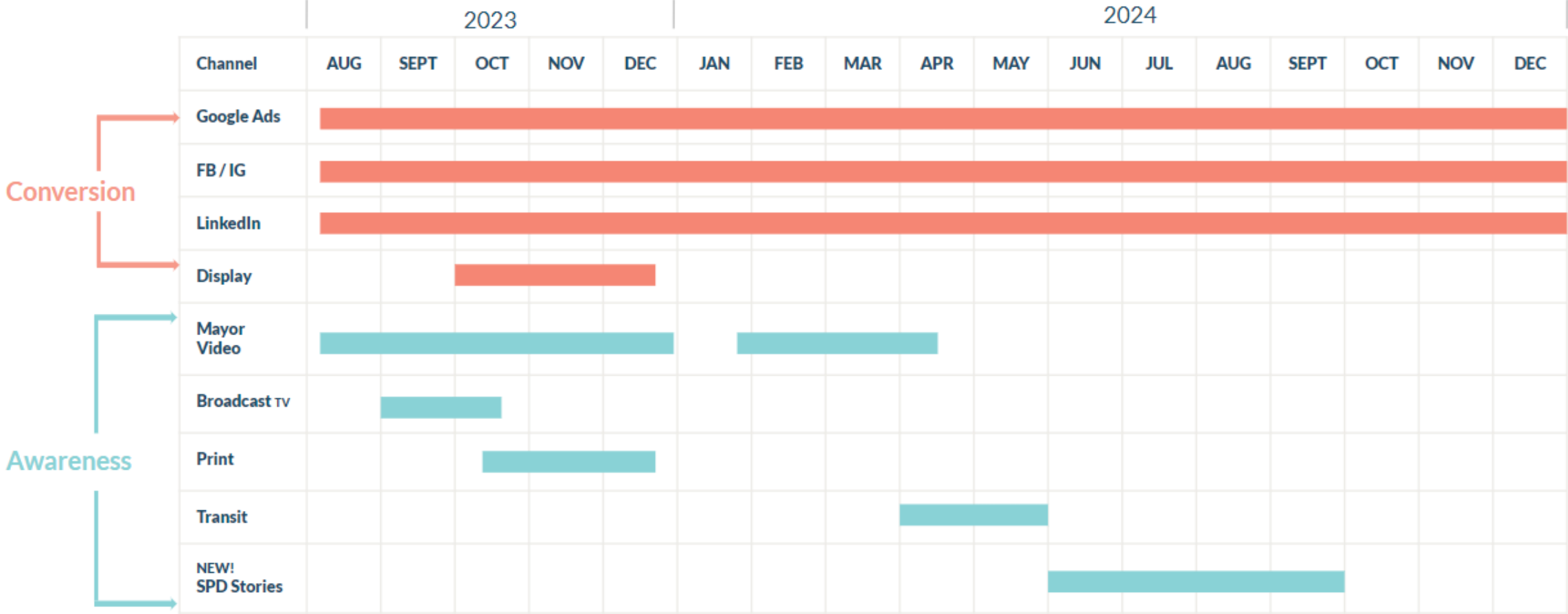
Starting in 2023, the City simplified the hiring process and reduced the hiring wait time by half—from 5-9 months to 3-4 months.



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

# Marketing

## MEDIA PLAN SPD Media Plan



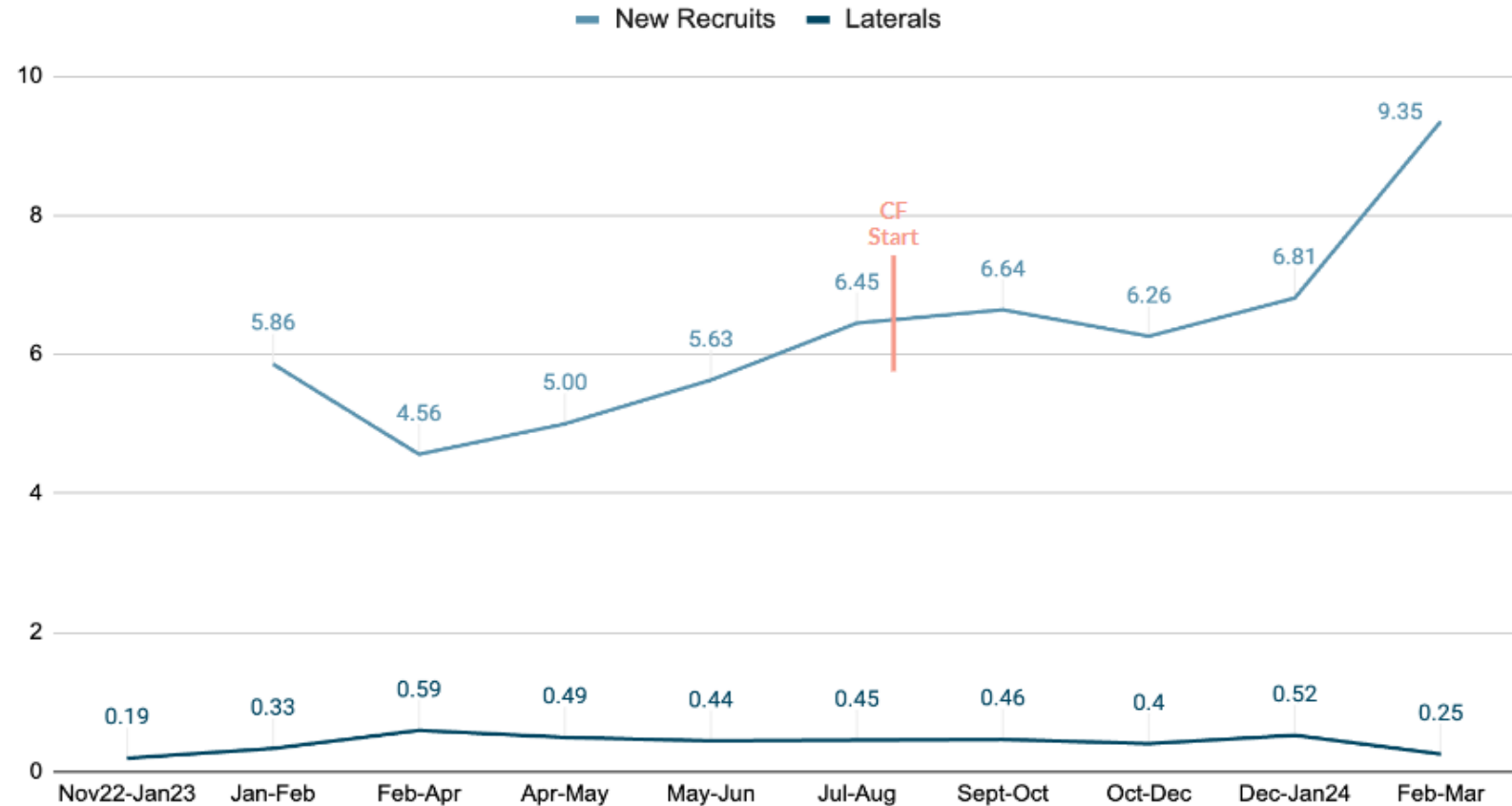
# Recruitment: Marketing

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

PERFORMANCE SNAPSHOT

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

Applicants/ Day



Impressions:  
18,327,631

Clicks to SPD Site:  
155,180

Applications:  
992

\*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.

# 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**.

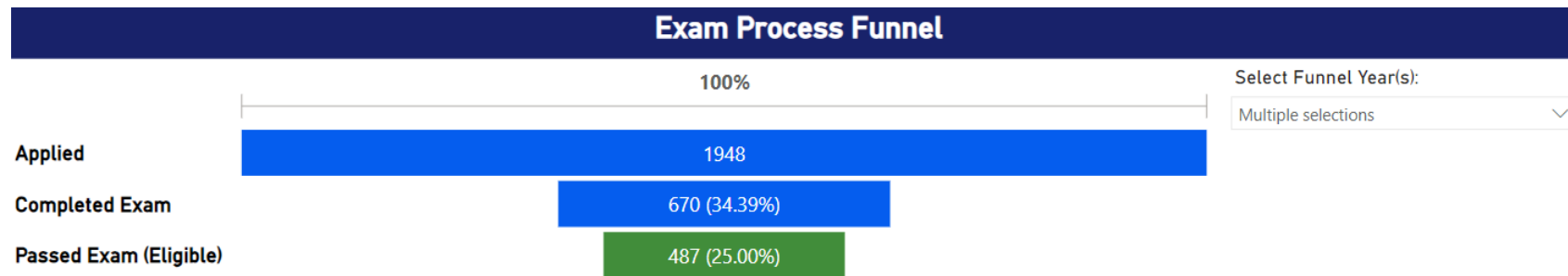
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In late October, launched a new pilot program of offering additional training and testing to applicants who initially fail the Physical Agility test (PAT). In 2023, the team began working with **47 candidates**. So far **13 of them have now passed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

A recruitment advertisement for the Seattle Police Department. The top half features a photograph of a female police officer in uniform hugging a young child. Below the photo is a blue banner with white text. The text reads: "SERVE YOUR COMMUNITY. FIND YOUR CALLING." followed by a QR code. Below the QR code is the Seattle Police Department logo. At the bottom of the banner, there is a small paragraph of text: "Great career growth potential awaits when you join SPD. You could earn up to \$81,000 your first year—with a \$1,000 bonus for entry-level officers. Help build the future of SPD. Apply now at [seattlepolicejobs.com](http://seattlepolicejobs.com)"

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SEATTLE POLICE

# 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?

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# 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

Don't Just Aspire  
for Change

For Yourself and  
Your City

Looking to Support  
Your Community

Serve Your  
Community

Wanted Problem  
Solvers



A

.21% ↑<sup>c</sup>

B

.87% ↑<sup>acdef</sup>

C

.19%

D

.47% ↑<sup>ace</sup>

E

.26% ↑<sup>ac</sup>

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