TPD Hiring

Assistant Chief Ed Wade

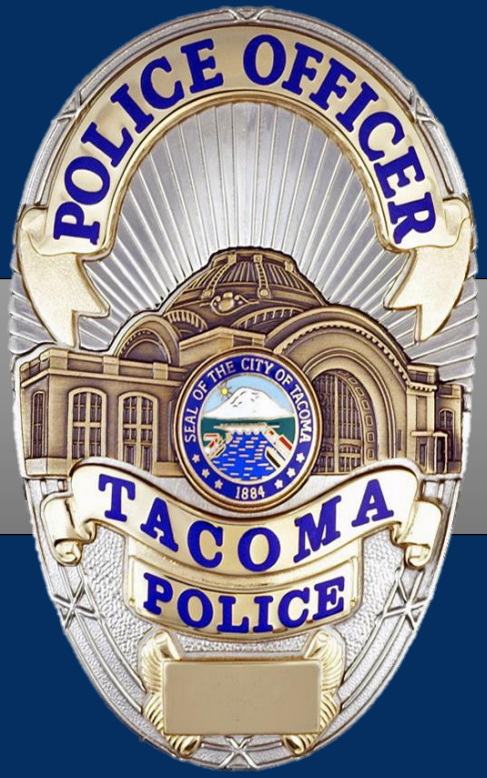
December 5, 2017

Principles

Process

Participation

Equity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Context

Police Recruiting: National Problem

- Recruitment & Retention Crisis felt by many jurisdictions
- The national narrative for Police is not positive
- Being an officer is seen as a high personal risk career
- Overall job market (not just Police departments)"
  - Low participation rates,
  - Changing market demands (e.g. increased desire for career mobility & work-life-balance)
  - Aging workforce and increase in retirement eligibility

Regional Competition: Current Postings

Auburn – Lateral & Entry

Bainbridge – Lateral

Bellevue – Lateral

Bonney Lake – Lateral

Bothell – Entry

Des Moines – Lateral & Entry

Everett – Lateral

Federal Way – Lateral & Entry

Kent – Lateral

Kirkland – Lateral & Entry

Lacey – Lateral

Lake Stevens – Lateral

Lakewood – Lateral & Entry

Lynnwood – Lateral

Mukilteo – Lateral

Olympia – Lateral & Entry

Port Townsend – Lateral

Puyallup – Lateral

Redmond – Lateral

Renton – Entry

Richland – Lateral

Seattle – Lateral & Entry

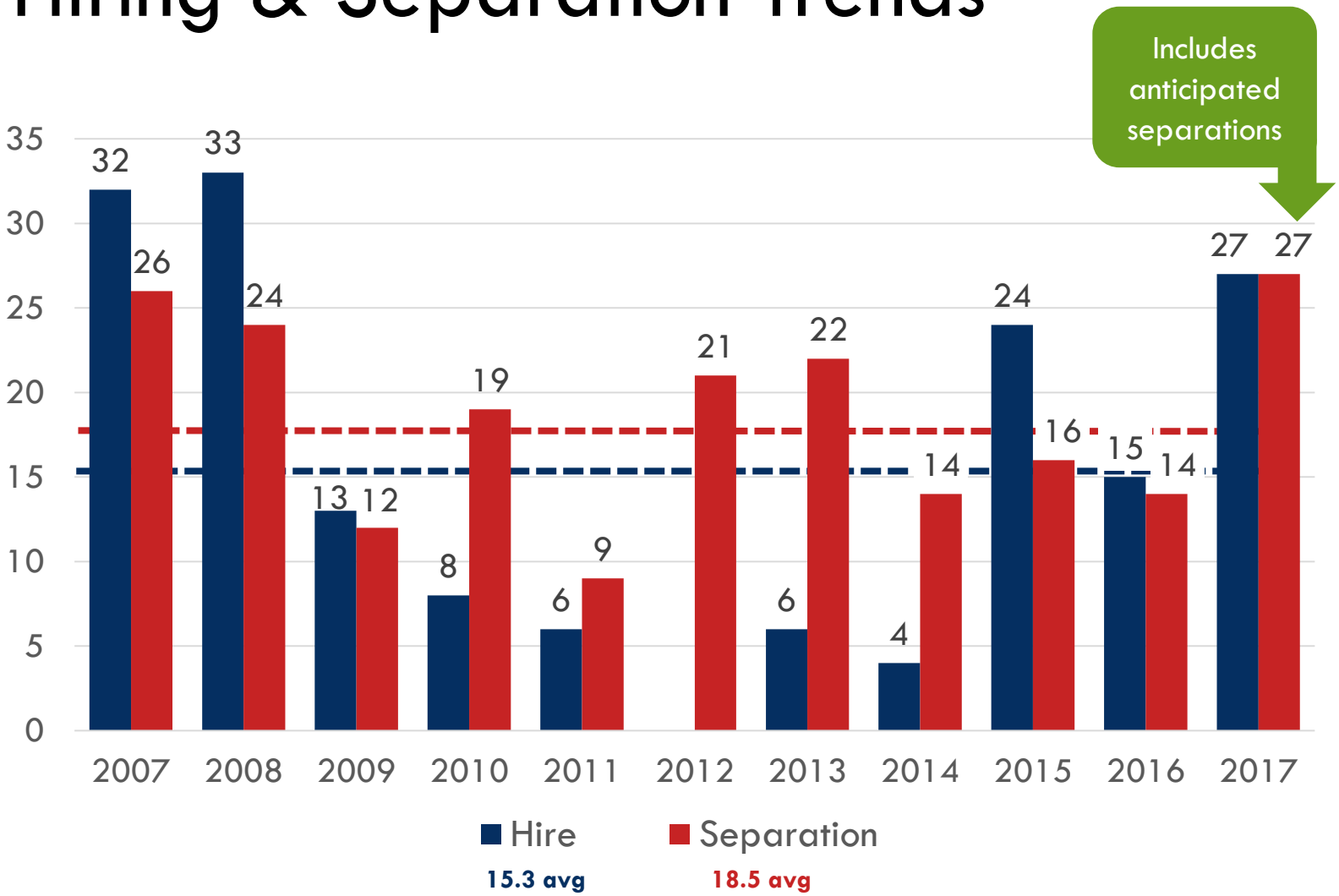
Sumner – Exception & Entry

Tukwila – Lateral

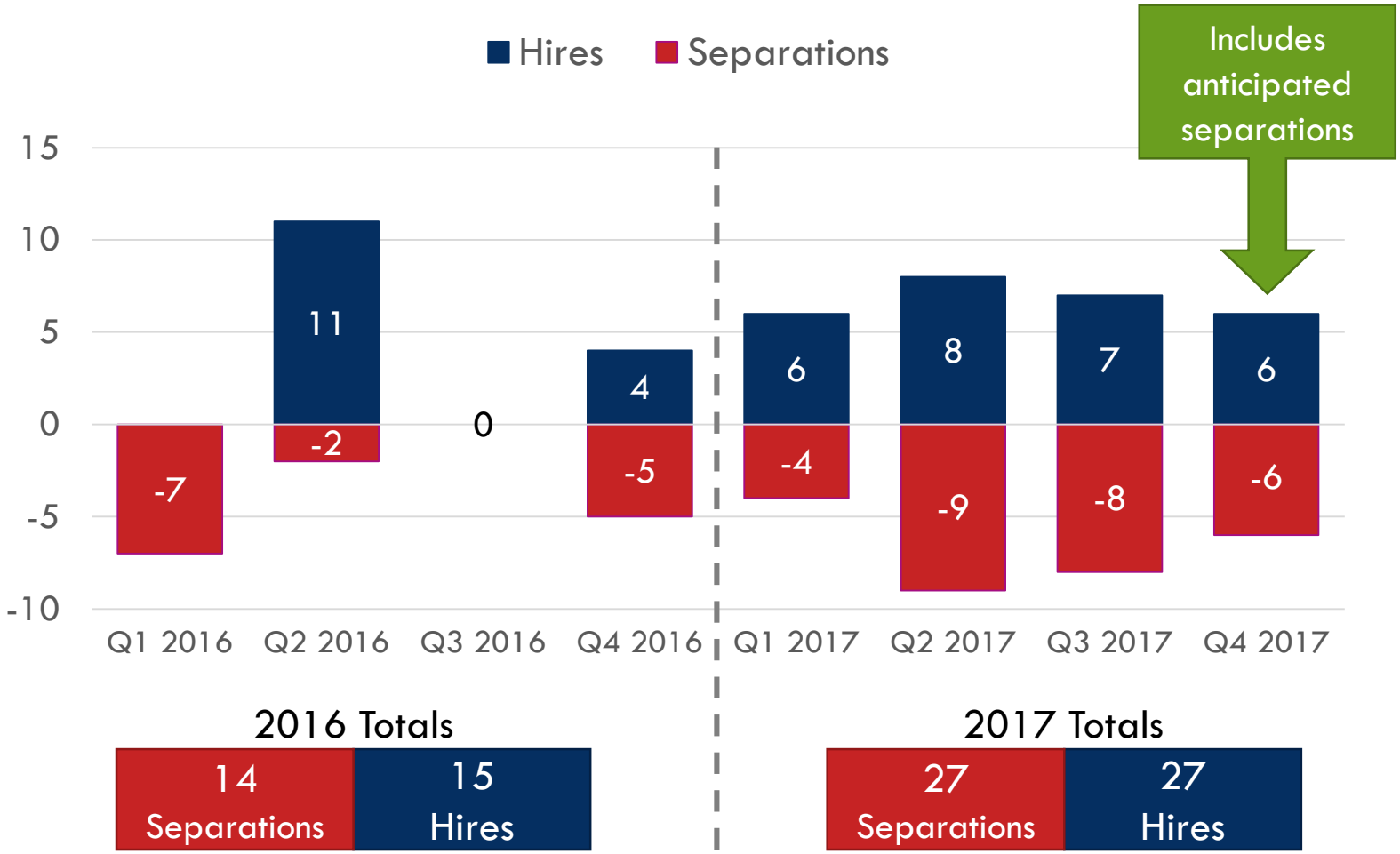
Tumwater – Lateral

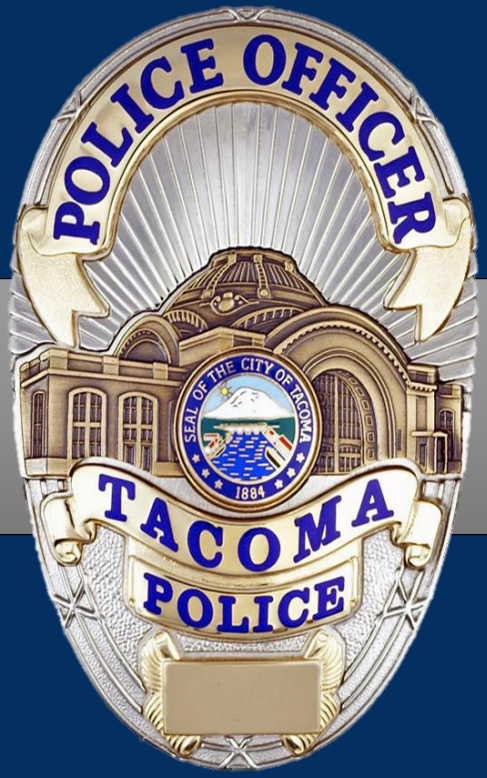
Vancouver – Lateral & Entry

Hiring & Separation Trends



2016 & 2017 Hires - Separations

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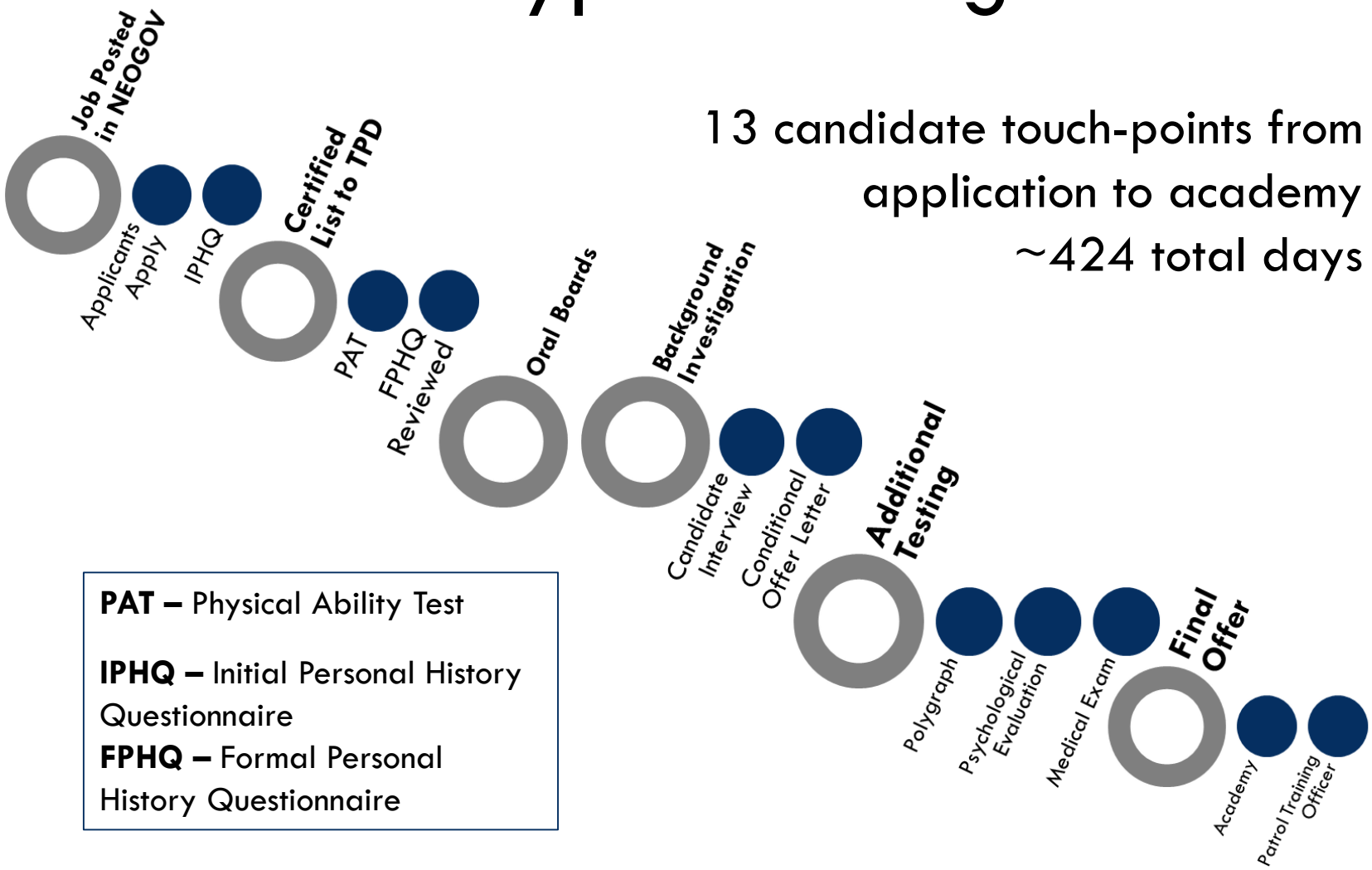
Process

Typical Hiring Process

13 candidate touch-points from application to academy
~424 total days

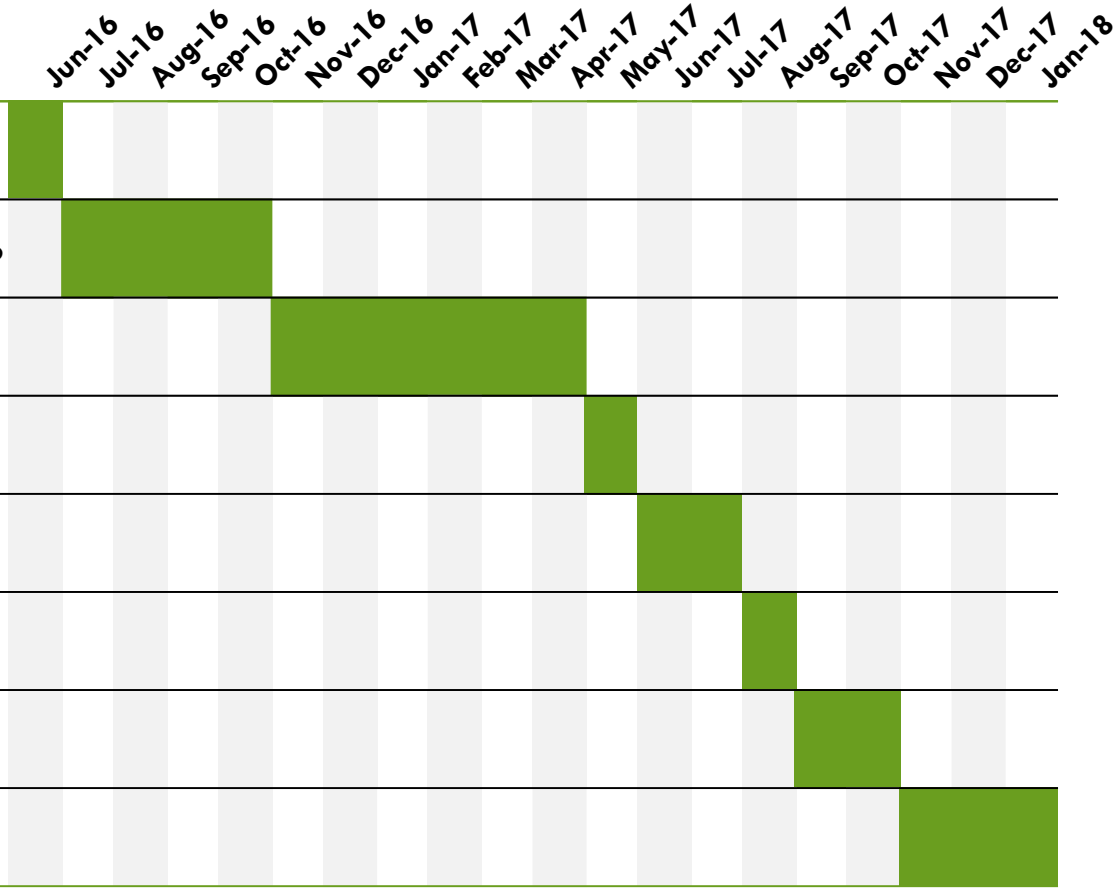


PAT – Physical Ability Test

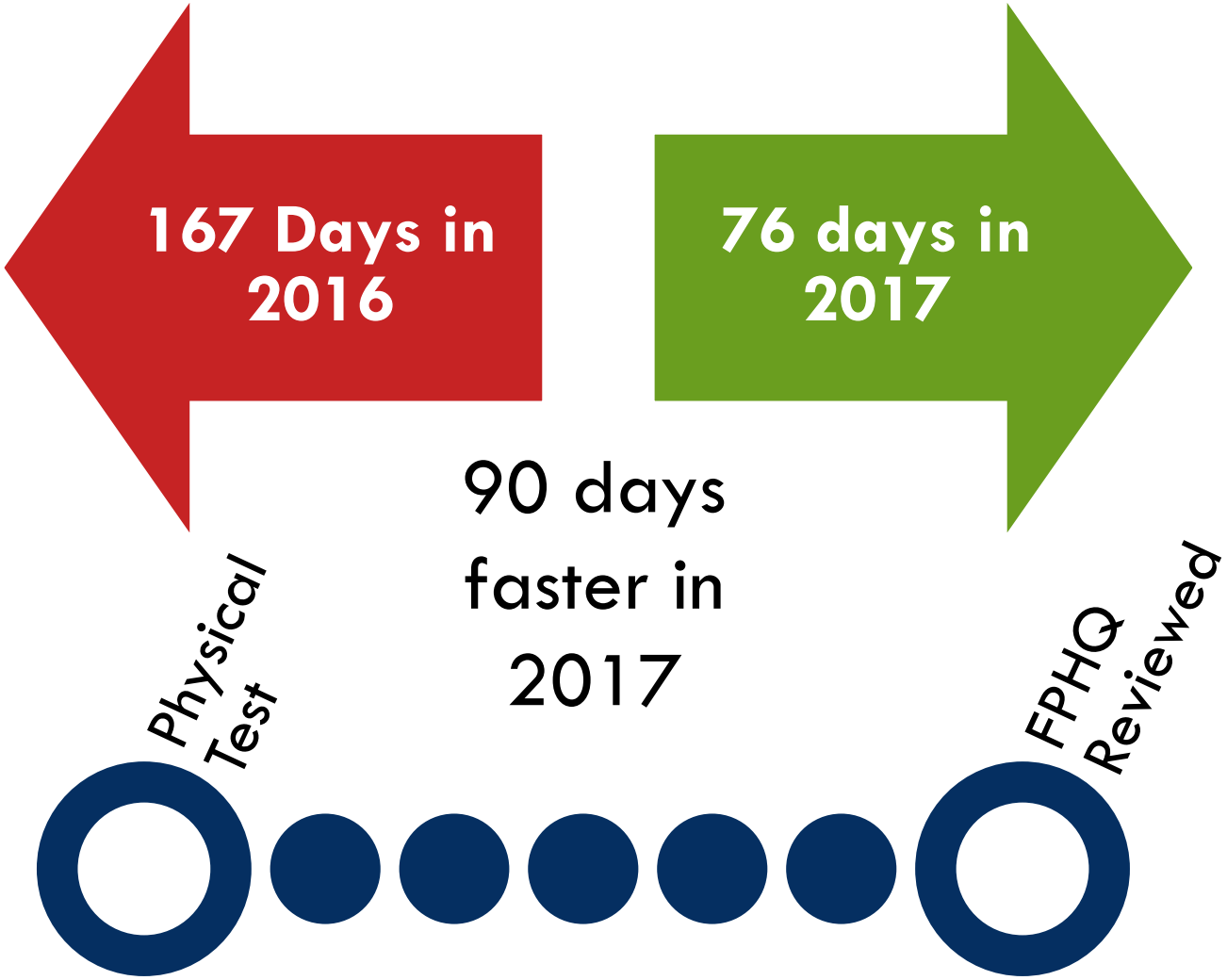
IPHQ – Initial Personal History Questionnaire
FPHQ – Formal Personal History Questionnaire

Timeline of an Actual Hire:
457 days from Application to Academy

ACTIVITY	DATE
Application Received	7/3/2016
Written Test	10/22/2016
FPHQ Reviewed	4/18/2017
Oral Board	5/25/2017
Background Interview	7/26/2017
Conditional Offer of Employement	8/30/2017
Academy Start	10/3/2017
Academy End	1/7/2018



Physical Exam to FPHQ Review

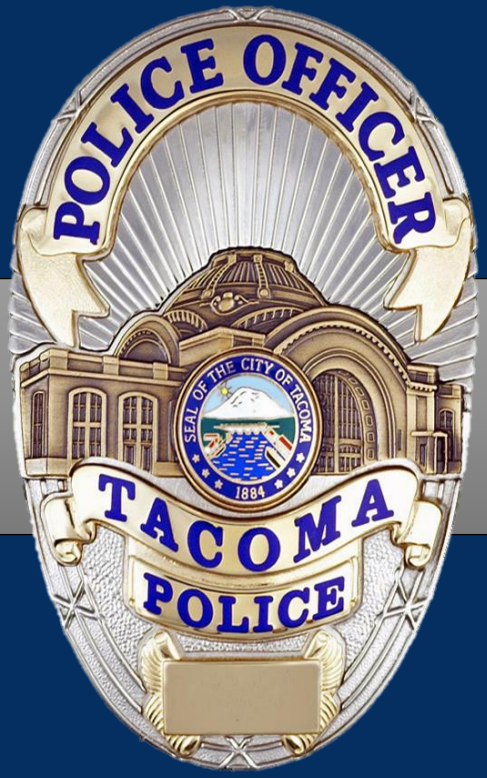


Average Recruiting Time for All Candidates

Step	2nd Recruitment in 2016	Days	1st Recruitment in 2017	Days	Change
Applications Received	Aug 5, 2016		April 4, 2017		
IPHQ Reviewed	Sept 1, 2016	**27**	April 26, 2017	**22**	**-5**
PAT Test	Oct 22, 2016	**51**	June 23, 2017	**58**	**+7**
FPHQ Sent	Dec 22, 2016	**61**	Aug 11, 2017	**49**	**-12**
FPHQ Reviewed	Apr 7, 2017	**106**	Sept 6, 2017	**26**	**-80**
Oral Board	June 3, 2017	**57**	**In Process**		
Background	July 14, 2017	**41**			
Conditional Offer	Aug 20, 2017	**37**			
Final Offer	Sept 1, 2017	**12**			
Academy Start	Oct 3, 2017	**32**			
TOTAL		**424**		**TBD**	**90**

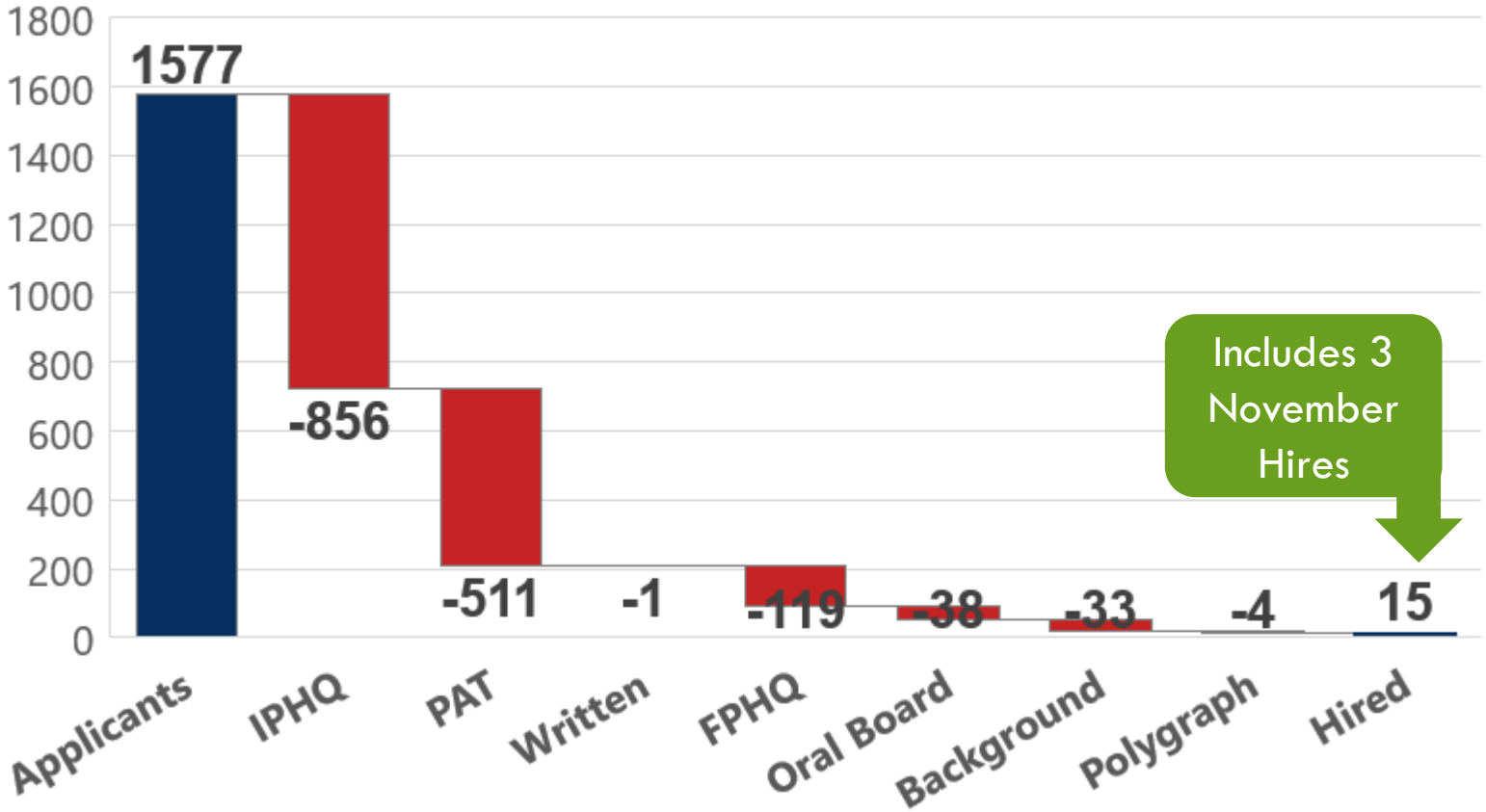
Hiring Process Improvements

- **Testing & Application**
  - **DONE:** Physical testing quarterly rather than semiannually
  - **DOING:** Including IPHQ in online application (projected to save **2 weeks**)
- **Background Investigations**
  - **DONE:** Hired additional background investigators
  - **DONE:** Temporarily assigned 2 newly promoted detectives to hiring unit to clear backlogs and prepare for increased testing
  - **DOING:** Send applicants FPHQ with written test results (project to save **1 week)**



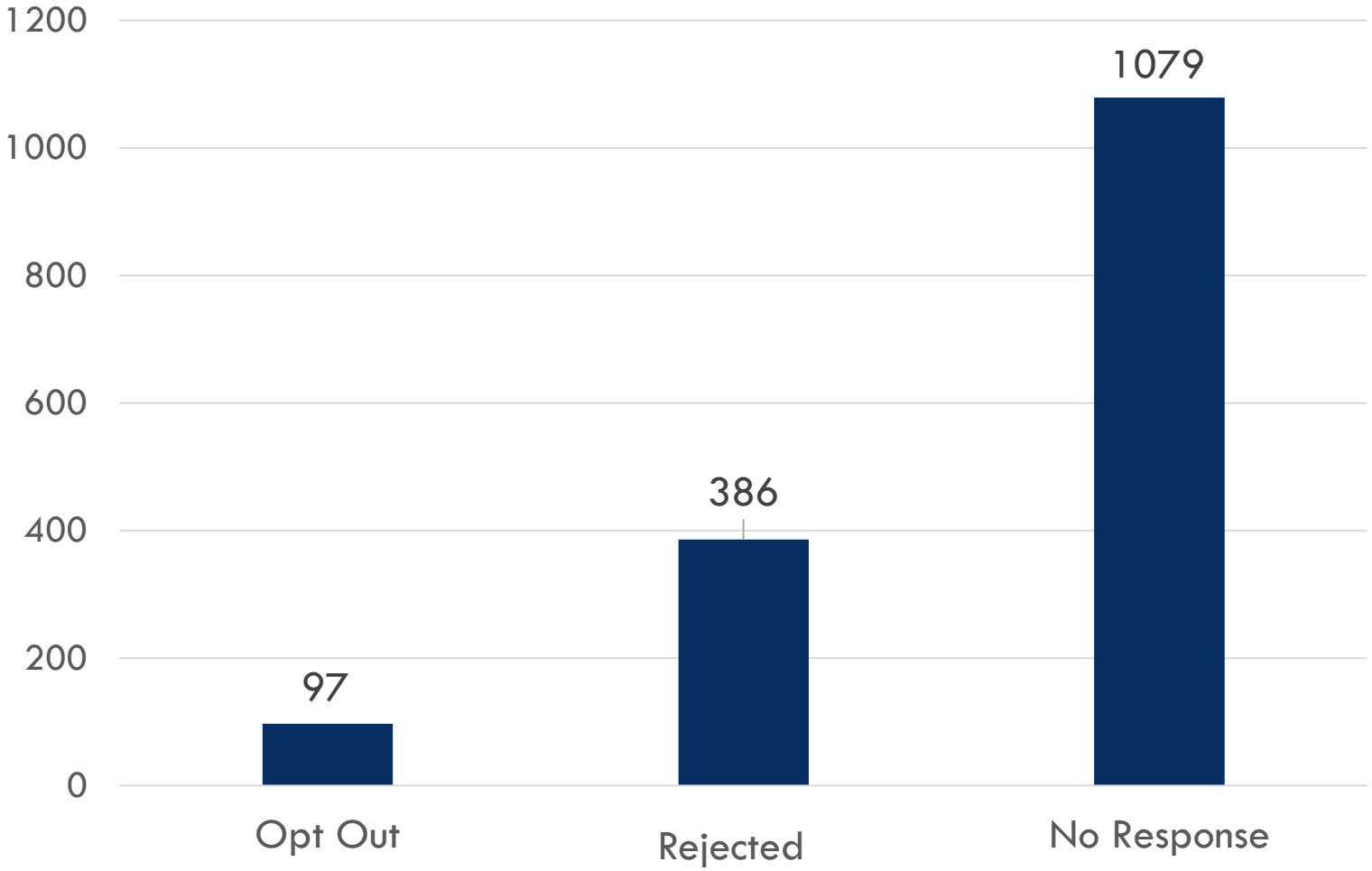
Participation

Drop off Rates for Recruits in 16-17 (Entry level, not laterals)



Reasons for Candidate Drop Off

2016-2017



When do we lose applicants?

- **Of the 856 lost in the Initial Personnel History Questionnaire (IPHQ) stage:**
  - 629 failed to return the IPHQ
  - 193 eliminated due to some level of criminal activity
  - 22 applicants requested removal
  - 6 other

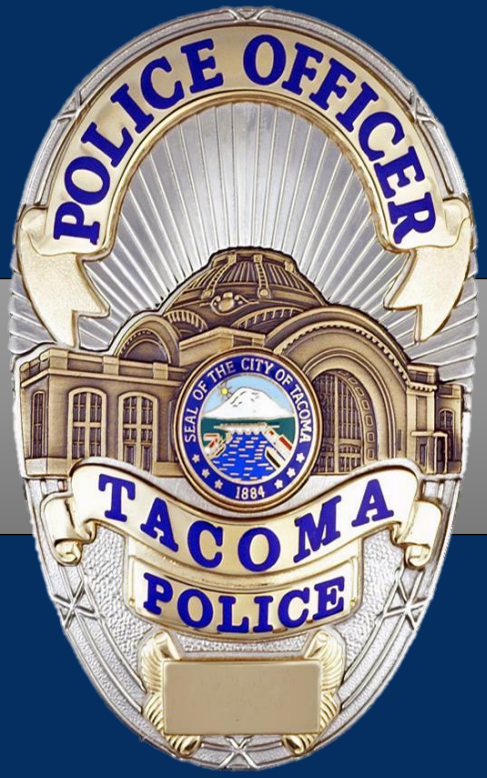
- **Of the 511 lost in the Physical Test stage:**
  - 400 no shows/fail to schedule
  - 75 do not meet physical standards
  - 36 applicant requested removal

Diving into the 2016 2nd recruitment

Stage	Candidates Remaining	# of Fails	Reasons for Failure
FPHQ	74	40	• **10 took jobs with other agencies** • 14 requested removal from process • 2 for criminal activity • 14 did not return FPHQ
Oral Board	34	15	• 13 failed oral boards • 2 did not respond
Background	19	16	• 11 for a mix of issues including criminal activity and deception • 5 did not respond
Polygraph	3	1	• 1 for deception
Ultimately **2 officers were hired** from this recruitment.			

Improving Participation

- **Hiring Workshops**
  - **DONE:** Mock oral boards, practice physical tests, education about hiring process & TPD
- **Evaluation Processes**
  - **DONE:** Established oral board & recruiting cadres
  - **DONE:** Review **all** candidates who meet minimum standards
- **Recruiting**
  - **DONE:** New contractor providing written test
  - **DONE:** Worked with Behavioral Insights Team – focus on "service and community" not "career"
  - **DONE:** Designed & distributing recruitment cards
  - **DOING:** Interviewing recent hires to learn how & why they became officers (success stories)
  - **DOING:** Rekindle partnerships with JBLM and Universities
  - **DOING:** Reaching out to other jurisdictions (Denver on Dec 13)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Equity

Improving Equity

- **Review processes**
  - **DONE:** Create multiple lists and reach all candidates through banded ranking
  - **DOING:** Ongoing Continuous Improvement support (data & process analysis)
- **Testing Practices**
  - **DONE:** Diverse oral board cadre
  - **DONE:** Don't charge candidates for testing
  - **DONE:** New contractor providing written test has excellent record of equitable testing practices
  - **DOING:** Provide exam guides for the written test (formerly $10 charge to candidates)
- **Recruiting**
  - **DOING:** Including more women & minority officers in recruitment efforts
  - **DOING:** Working with Media & Communications to create media content that appeals to broader audiences

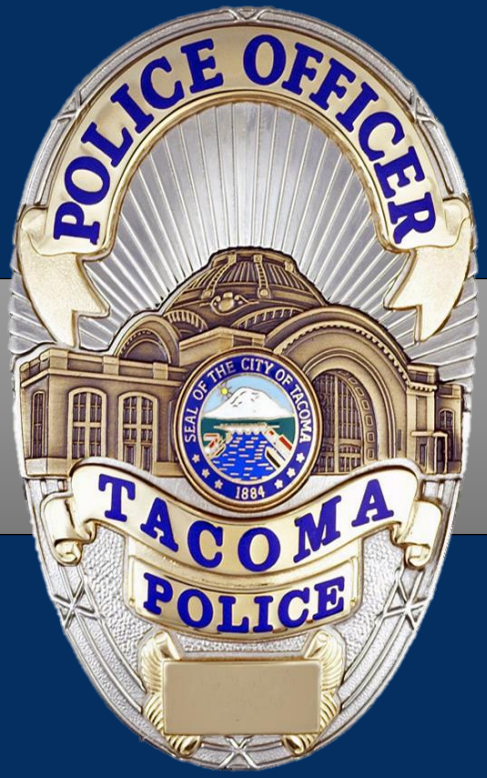
Media & Communications Support for Recruitment Strategies

PSA Clips

Social Media Framework

TV Package

Human Interest Stories – Pitch to Media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Next Steps

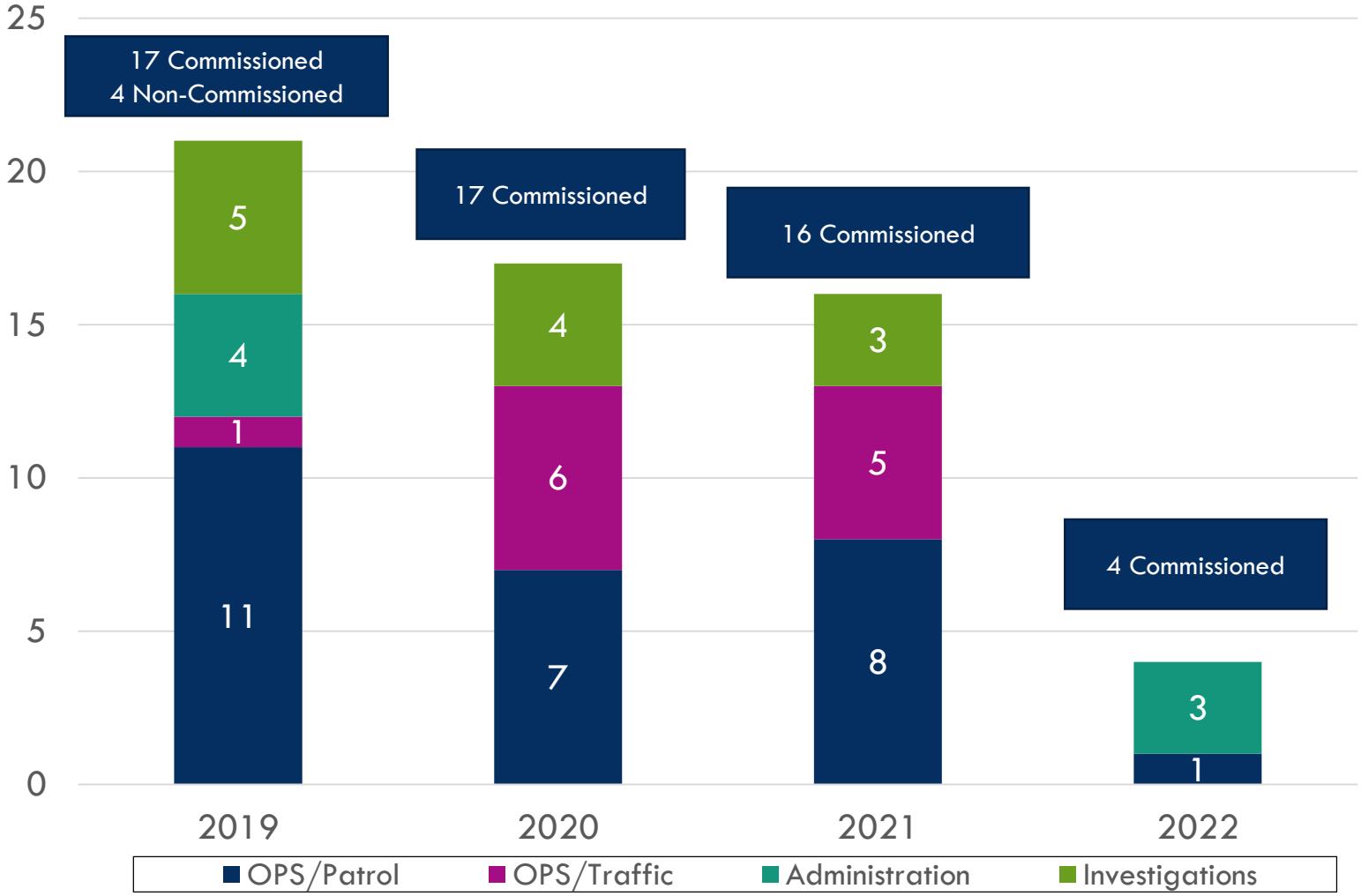
Reaching Target Staffing

Year	Current Vacancies**	Anticipated Separations	Additional FTEs	Total Hiring Need
2018	Approx. 20*	18	4 (HOT) + 1 (PASS)	43
2019	0	18	21	39
2020	0	18	17	35
2021	0	18	16	34
2022	0	18	4	22

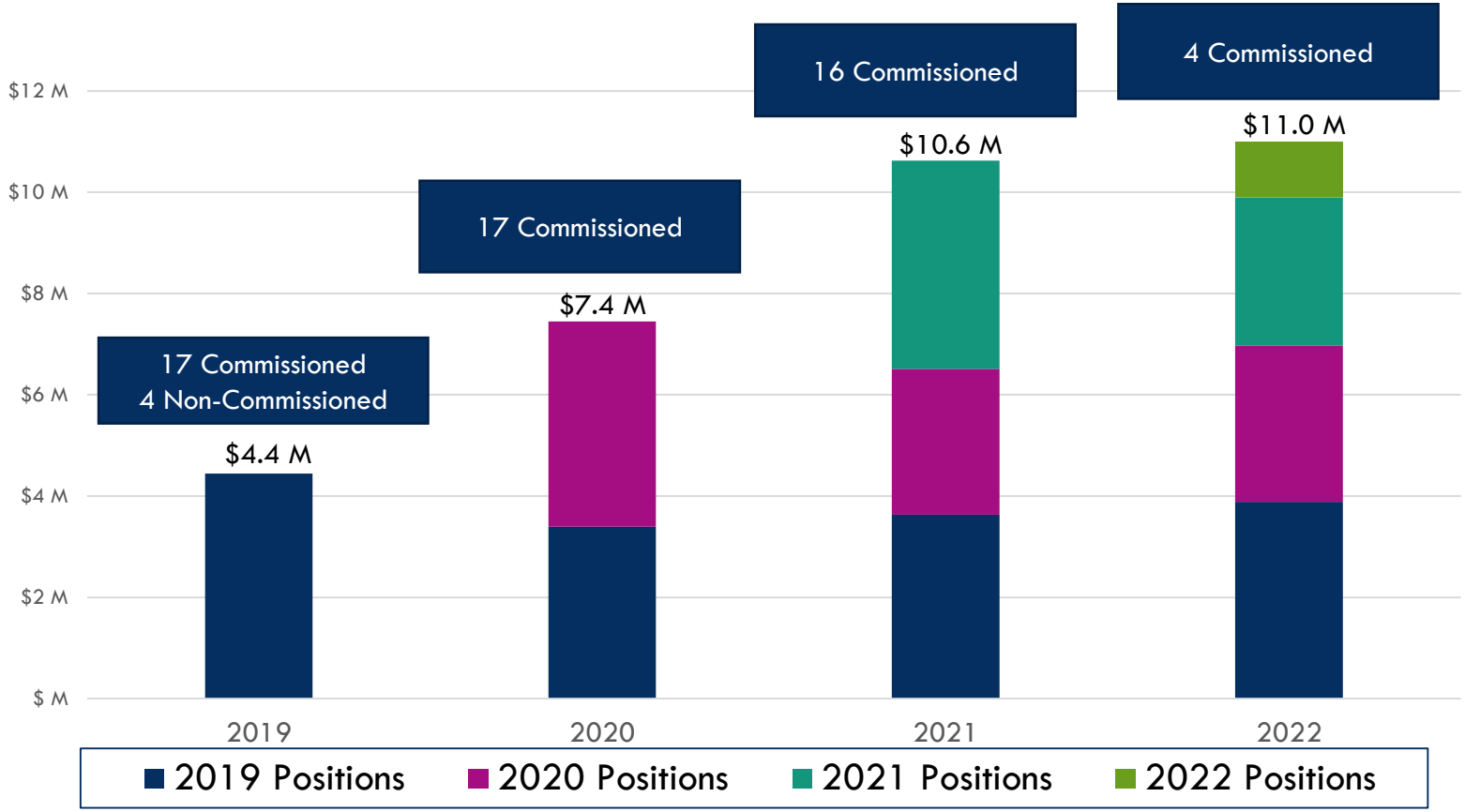
* Current number very fluid based on flux in hiring in separations and includes the positions allocated in the 2017-2018 budget.

** Assumes that hiring backlog is cleared each year

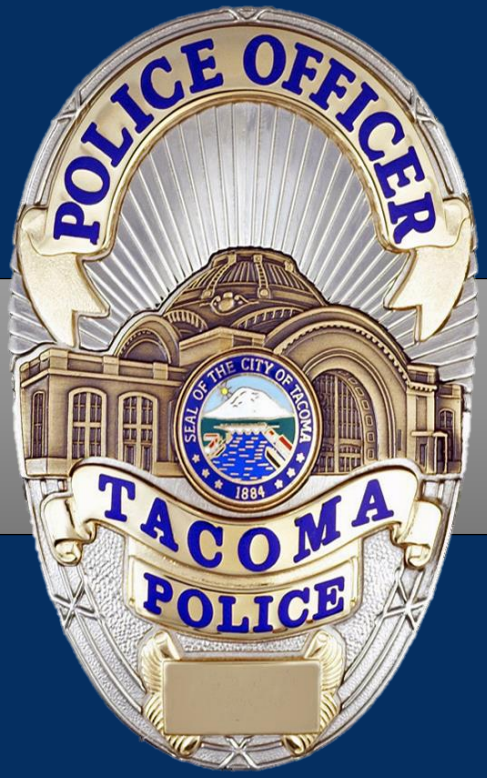
Hiring Plan


25
20
15
10
5
0
17 Commissioned
4 Non-Commissioned
17 Commissioned
16 Commissioned
4 Commissioned
5
4
1
11
4
6
7
3
5
8
3
1
2019
2020
2021
2022
OPS/Patrol
OPS/Traffic
Administration
Investigations

Cost of Target Staffing Plan



Cumulative FTE's			
21	38	54	58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Feedback

TPD Hiring

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