



REPORT  
FROM

THE PERSONNEL  
DEPARTMENT

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| TO:<br>Personnel and Animal Welfare Committee   | DATE<br>January 26, 2017       |
| REFERENCE:  | COUNCIL FILE<br>CF 16-0600-S57 |
| SUBJECT: <b>FISCAL YEAR 2016-17 BUDGET REPORT BACK: POLICE OFFICER HIRING METRICS</b> |                                |

#### **RECOMMENDATION:**

That the City Council receive and file this report.

#### **BACKGROUND:**

The City Council had asked the Personnel Department to report back on the Police Officer hiring metrics and include which key metrics are tracked, how often the Personnel and Police Departments review hiring metric data, and what efforts are made to adjust hiring practices in accordance with the data.

#### **SUMMARY:**

Metrics and data analysis are key to the Personnel Department's police hiring practices. In response to the Committee's request, below is a report back regarding which key metrics are tracked, how often they are reviewed, and what efforts are made to adjust hiring practices in accordance with data.

By way of context, thanks to a new recruitment campaign and myriad process improvements, police hiring remains on an upward trajectory. Nearly 500 police officers were hired in FY 2015-2016, besting the 450 officers hired in FY 2014-2015. The number is expected to grow past 550 for FY 2016-2017, given that 338 police officers have already been hired this fiscal year – 36 more than were hired at the comparable point in time last year.

#### **Tracked Metrics:**

Extensive metrics are tracked and utilized by the Department to improve hiring practices. The majority of them revolve around the number of applicants and the duration of the process, including:

- Number of candidates taking initial written test – the Personal Qualifications Essay;
- Number of candidates at each test location;
- Number of candidates submitting initial background questionnaire – Personal History Statement;
- Number of candidates appearing at Departmental Interview;
- Number of candidates appearing at polygraph examination;
- Number of candidates at medical exam;
- Number of candidates at psychological exam;
- Number of candidates on certification list;
- Number of candidates appointed to Police Academy class;
- Number of candidates on "expedited" track;
- Total number of candidates in pipeline;
- Pass/fail rates for candidates at each exam part;

- Diversity breakdown of candidates;
- Duration of process from initial exam to appointment;
- Duration of process between each test part; and
- Percentage of background investigations completed within 90 days.

### **Frequency of Data Review:**

The data maintained by the Department are frequently reviewed and analyzed both internally and in conjunction with LAPD in settings that include:

- Personnel Department's Public Safety Bureau (PSB) meetings – weekly;
- PSB CompStat – monthly;
- Police Hiring Meeting – Mayor's Office, Personnel, and LAPD – monthly;
- Police Coordinating Committee – Personnel and LAPD – monthly;
- Recruitment Coordinating Committee – Personnel, LAPD, and LAFD – monthly; and
- Personnel Department's HR Stat for Public Safety – bimonthly.

### **Process Improvements Informed by Data:**

In accordance with the data, the Department has made a considerable number of adjustments to the hiring process, starting with the development and launch of a brand-new hiring campaign, entitled "Choose LAPD," which captured immediate media attention from television and radio outlets, including KNBC, Telemundo, Univision, and KNX 1070. Constructed around a trio of themes – "Choose Your Challenge, Choose Your Purpose, Choose Your Future" – the campaign highlights the different facets of LAPD and targets diverse audiences, including traditional candidates, millennials, and community influencers.

Through data utilization, campaign ads have been strategically purchased in geographic areas yielding the highest number of previously hired recruits. To date, the ads have been featured on billboards, bus tails, and street light banners, and in metro trains and select malls. The campaign is further amplified through geo-targeted advertising on social media and on music streaming channels such as Pandora and Spotify.

Alongside the recruitment campaign, recent process improvements informed by data include:

- Streamlining the hiring timeline by:
  - scheduling certain test parts concurrently (rather than consecutively); and
  - implementing a tiered system of background investigations to ensure speedy processing of motivated candidates;
- Leveraging technology by:
  - accepting certain background documents – most importantly, the Personal History Statement – via e-mail; and
  - conducting oral interviews via Skype;
- Enhancing services by:
  - increasing the number of boards for oral interviews;
  - adding slots for the physical abilities test;
  - offering both daytime and evening hours for polygraphs; and
  - piloting weekend testing for expedited candidates.

### **CONCLUSION:**

The Personnel Department will continue tracking and reviewing data to continue hiring robust numbers of police officers.

**FISCAL IMPACT STATEMENT:**

Increased hiring is expected to require additional funding in the realm of recruitment, polygraphs, background investigations, and psychological exams. Such additional funding required will be requested in the FY 2017-18 Personnel Department Budget.

  
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