

RESEARCH UPDATE AND DISCUSSION:

# Recruiting and Hiring in the LAPD

PRESENTATION PREPARED FOR **Members of the Los Angeles Police Commission**

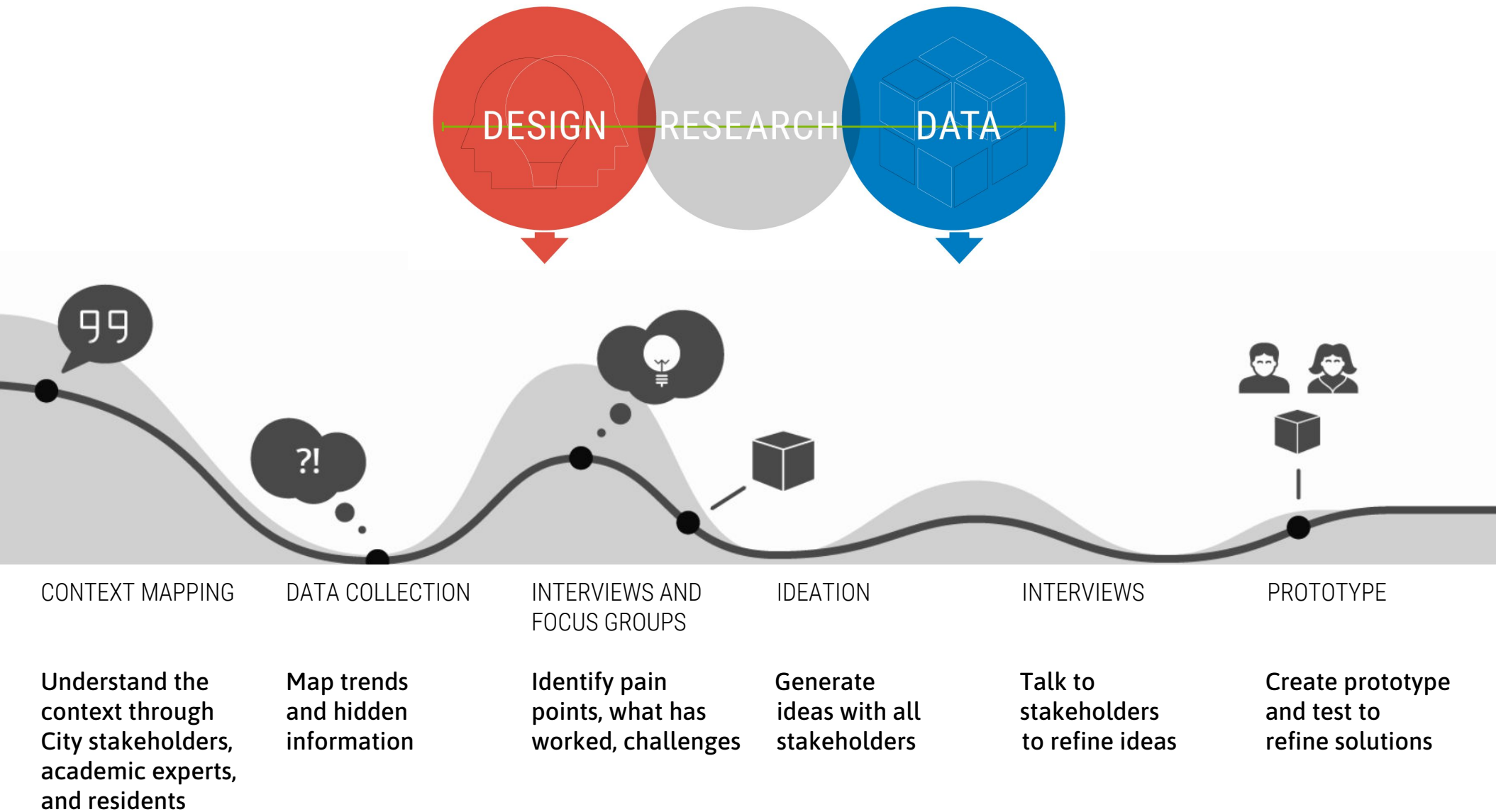


# AGENDA

Discuss Key Findings and Research - 11:00- 12:00

Q&A and Discussion - 12:00 - 12:30

# Method



# Approach



Research focused on major trends in the data



Process observations with candidates and staff



Community meetings with leaders and residents



Ideation sessions with community leaders and staff



Literature review focused on global policing trends



Participation in candidate programs like Candidate Advancement Program (CAP)



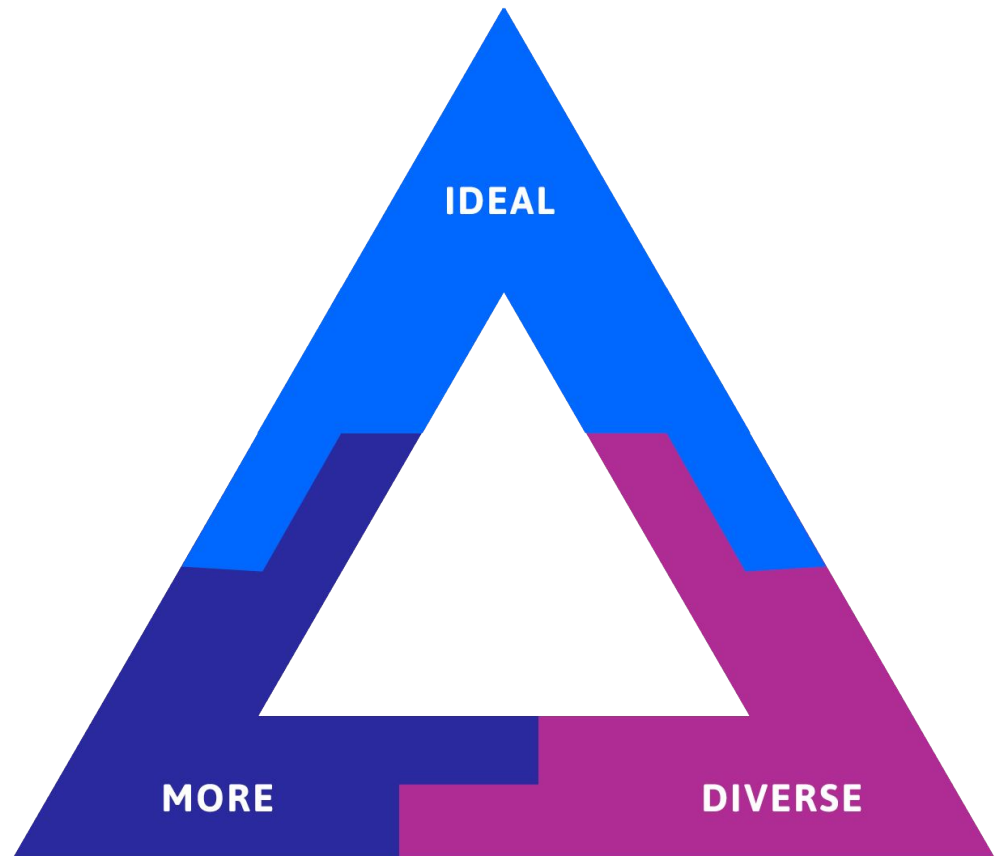
Interviews with Personnel and LAPD staff



Statewide survey on desire to work for and perception of LAPD

# Our research suggests three high-level goals for LAPD recruitment and hiring

- More ideal candidates
- More diverse officers
- More officers overall



# Our research also suggests challenges and opportunities in two key areas

## Moving candidates through the process

LAPD and the Personnel Department run a labor-intensive process to identify 500-600 candidates per year from thousands of applicants

Moving forward, LAPD and its partners have several opportunities to build a modern, scalable process that can meet future needs:

- Automation of the process itself as well as data collection and reporting
- Staffing so we have enough people in the City to do the hiring
- Improve and simplify the process
- Joint planning and communications

## Bringing candidates into the process

Applicant numbers have fallen 18% over two years, making it more difficult to bring in enough ideal, diverse candidates

In the future, several steps could help LAPD and its partners bring more of the right candidates into the process:

- Marketing and branding to improve perceptions of careers in policing
- Reevaluate salary structure, incentives, and how we message these benefits
- Focus on customer experience throughout the process

We will provide an update today on what the i-team is already doing, as well as recommendations the City can consider in the long term





RESEARCH SUMMARY

# Moving Candidates Through the Process

**The LAPD and Personnel Department jointly own a labor-intensive recruitment and hiring process.**

**Working together, they identify 500-600 officers from a pool of 7,000-8,000+ applicants each year.**



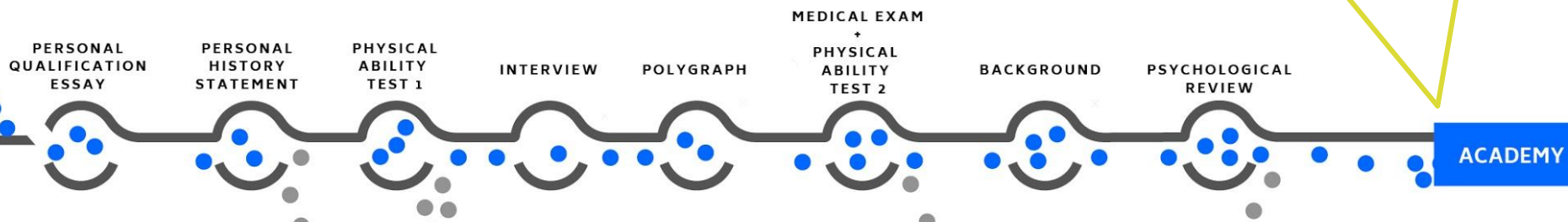
# LAPD and the Personnel Department share responsibility for the labor-intensive process that brings in 500-600 new officers per year



**LAPD recruiting officers** build the pipeline with in-person marketing  
**Personnel Department staff** conduct media campaigns and support events



**Successful candidates** typically arrive at the Academy after **6-9 months** in the process



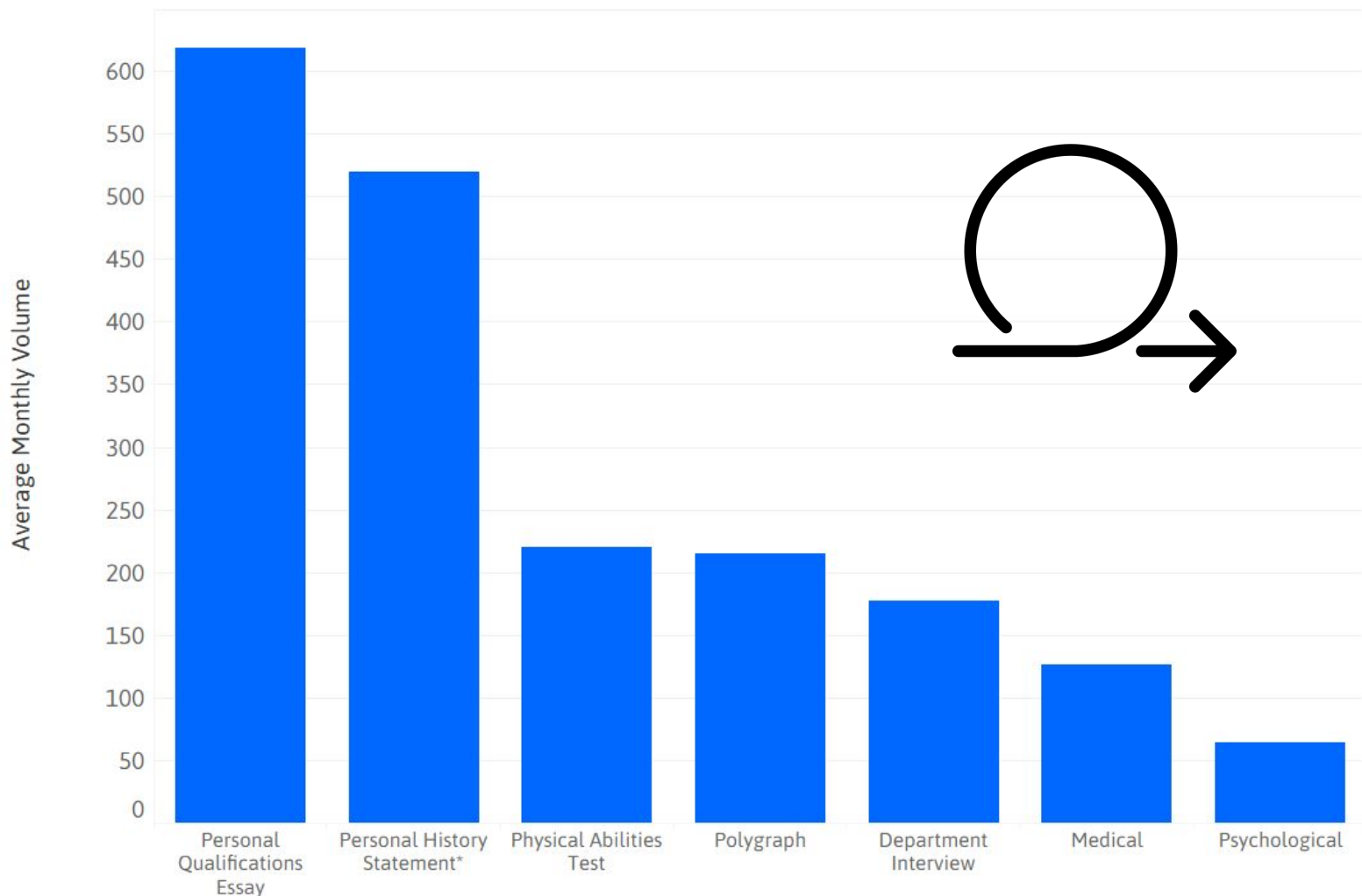
**Personnel Department staff** schedule appointments, administer tests, conduct background investigations, and document and manage the process



**LAPD on loan officers** provide critical support through candidate mentorship and resourcing for background investigations

LAPD and the Personnel Department share responsibility for the labor-intensive process that brings in 40-50 new officers a month

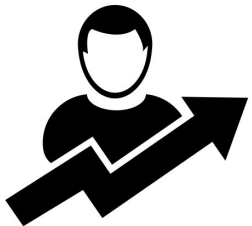
2014-2017 Monthly Average Testing Volume



Over the next ten years, it is anticipated that hiring needs will grow - overall, and among specific demographic groups.

To scale the City process and meet these needs, the City should consider proactively planning and automating wherever possible.

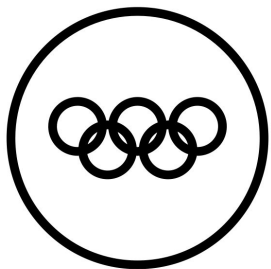
A growing population and new responsibilities suggest the City may need a bigger LAPD - and a scalable, modern hiring process to achieve hiring goals



LA's population is growing, and the force may need to **grow to keep a bigger city safe**



The new 5-year MTA policing contract will require LAPD to hire **33 new officers** in FY 2017-2018 alone



The LAPD will have to **increase hiring today** to meet the needs of the Olympics - and we'll **need a workforce plan** to get there

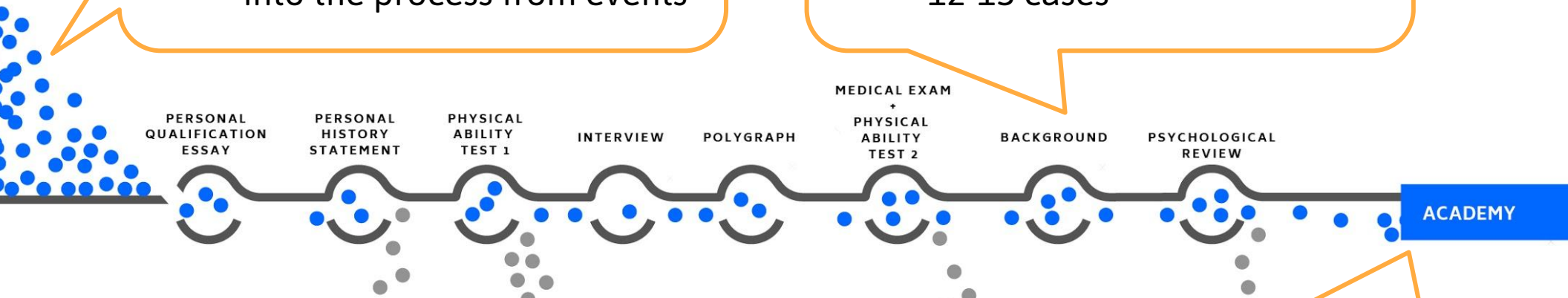
# Personnel and LAPD Recruitment and Hiring Staff shortages limit the City's ability to process candidates



**Losing 1 of the 6 recruiting officers** reduces the volume of candidates we can bring into the process from events



**Decrease of 4 background investigators** reduces monthly review volume by 12-15 cases



**Loss of 3 of the 8 mentors** decreases the number of candidates we can support through the process by ~1,000

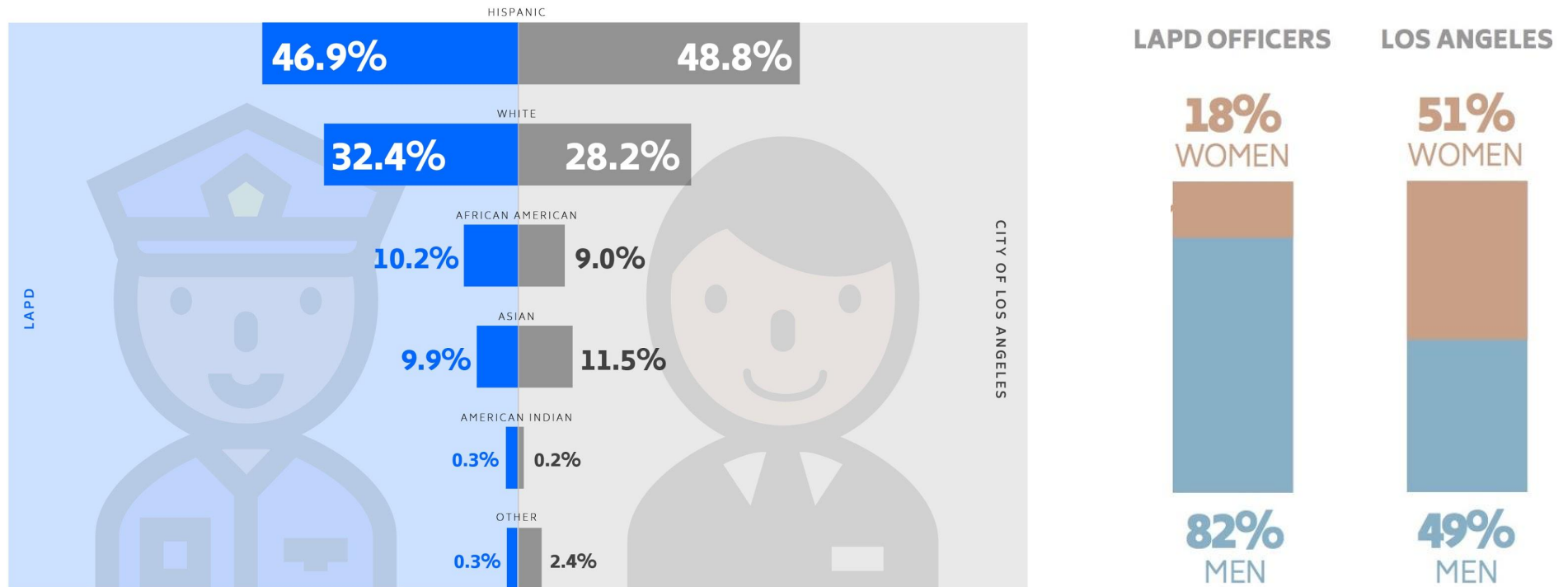


These changes add up to **reduce the number officers we can appoint**

City can hire/retain enough 'hirers' while simultaneously improving the process

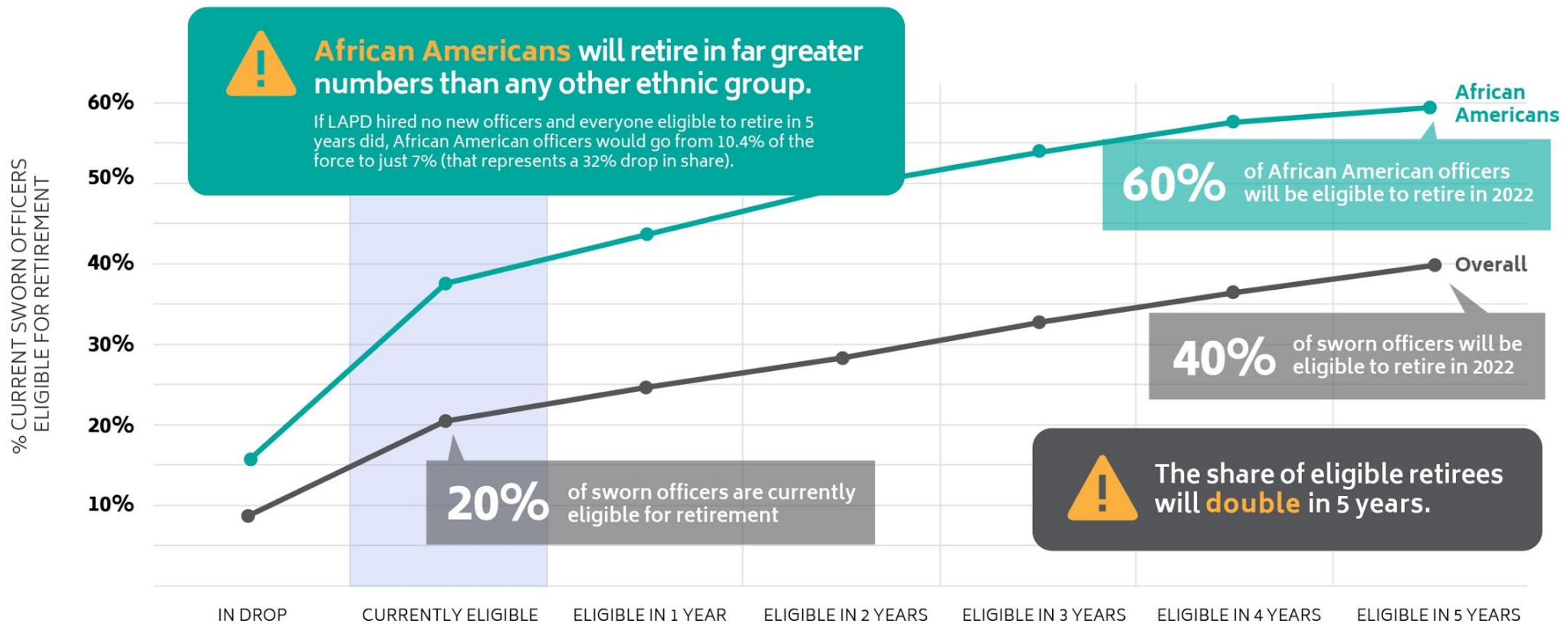
# As L.A. grows, demographics will change unless intentionally addressed

## LAPD Demographics vs. City of Los Angeles





...and rising retirements will increase hiring needs both overall, and among targeted groups



**Automated tools** will be critical to enabling us to address our growing needs and target our efforts to maintain a demographically representative force

# Annual non-retirement attrition has remained steady, while 5-yr retirement projections indicate an increase in departures that will impact overall size of the force

## Departure Projections (Retirement + Attrition)

**2,879**



1753 --- retirement  
1126 --- attrition

Officers projected to leave over **next 5 years**

**2,015 to 2,613**

Projected officer hires over **next 5 years\***

*\*Based on last 5-year hiring avg*

**9,085 to 9,683**

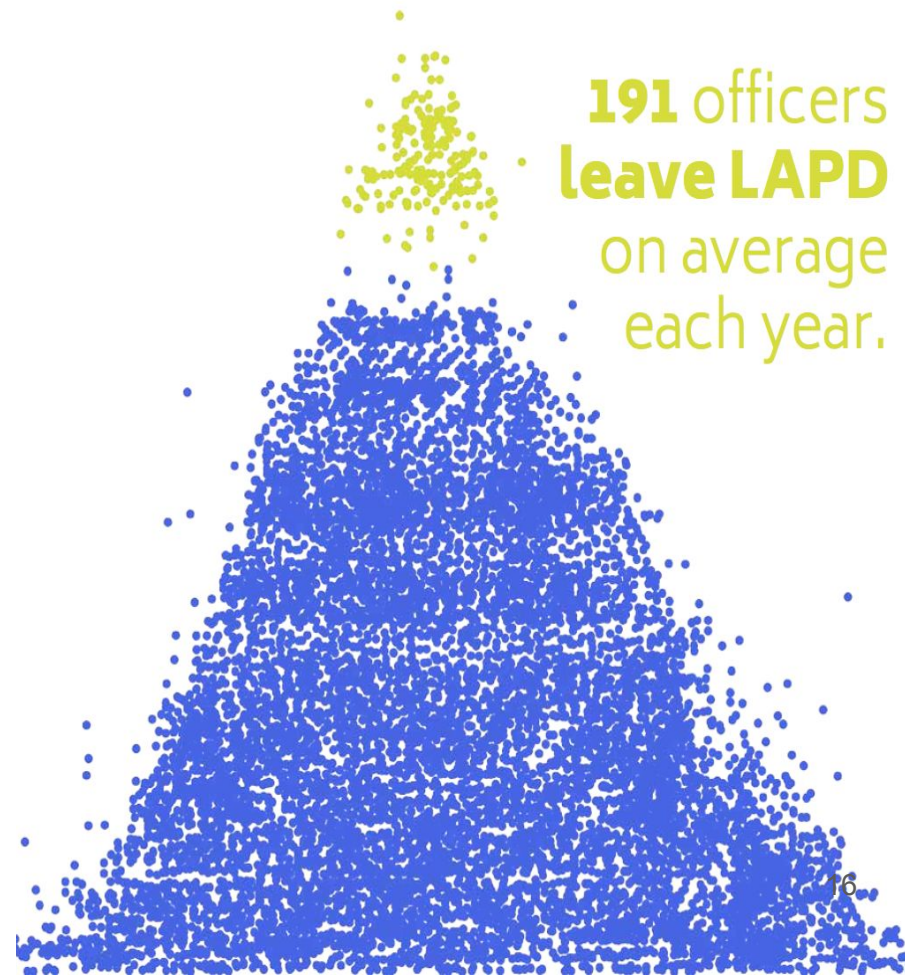
Projected force size by **2022**



### **Future force size varies**

based on if hiring projections follow the last 2-years or last 5 years

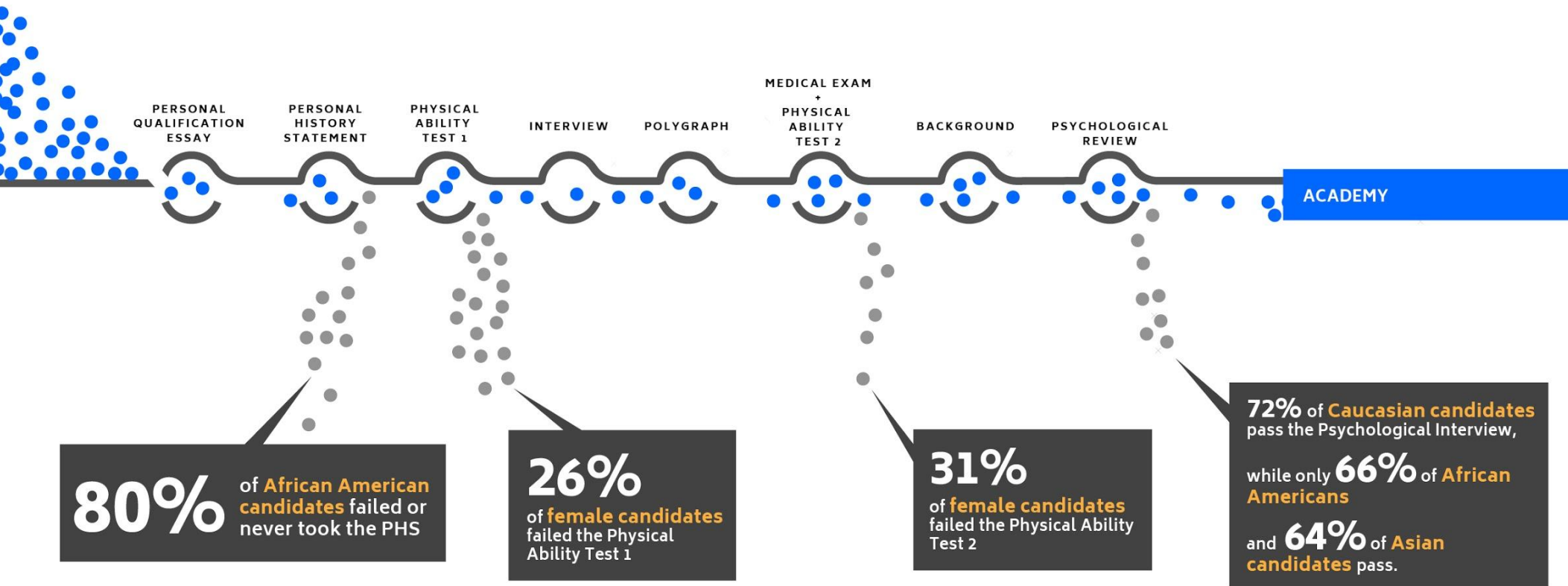
## Non-Retirement Attrition



City process has differing impacts on targeted demographic groups.

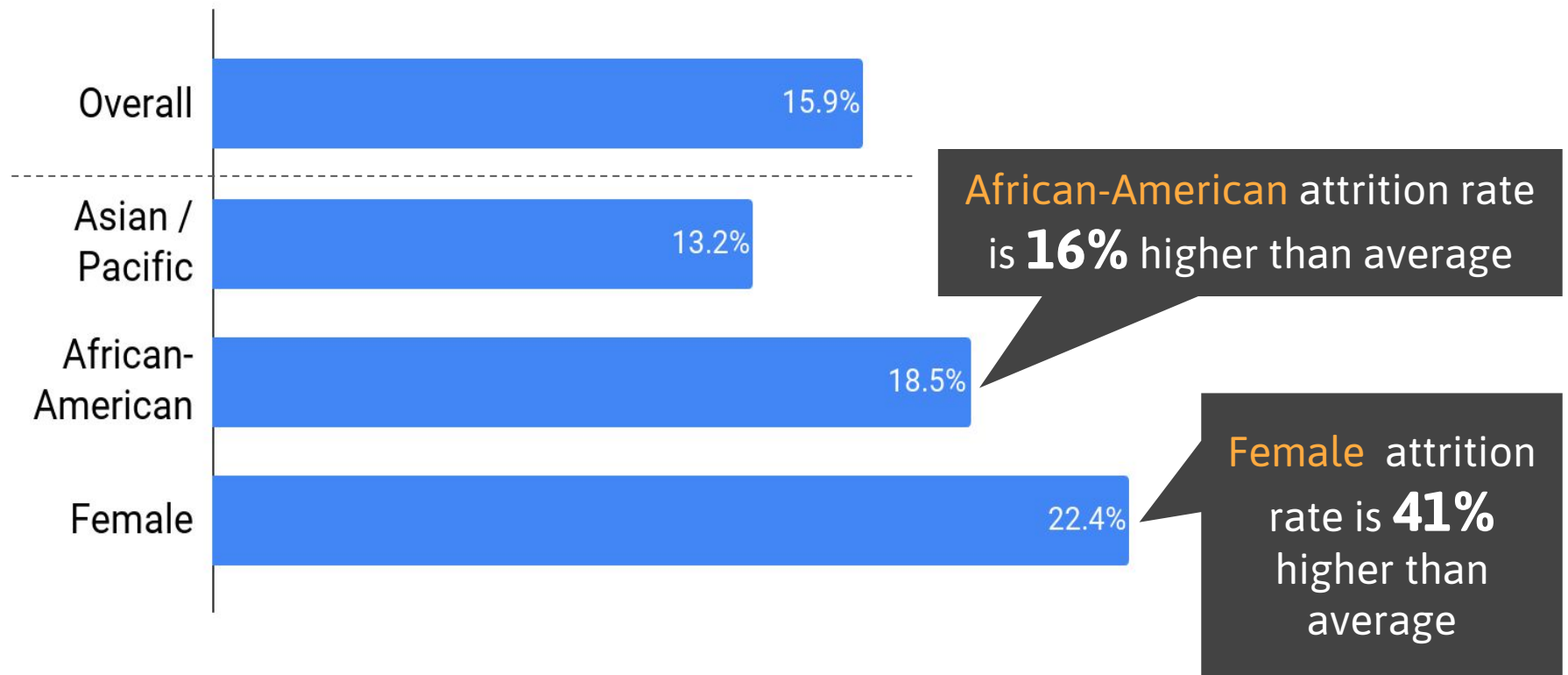
**Automation** may help address these issues by better understanding what drives these differing impacts.

# Once candidates apply, the hiring process appears to have differing impacts on under-represented groups



# Attrition during the Academy is also higher among African-Americans and women

6-month attrition of appointed officers



**We are working to** better understand the root causes behind these issues and identifying ways to change and automate parts of the hiring process





SUMMARY

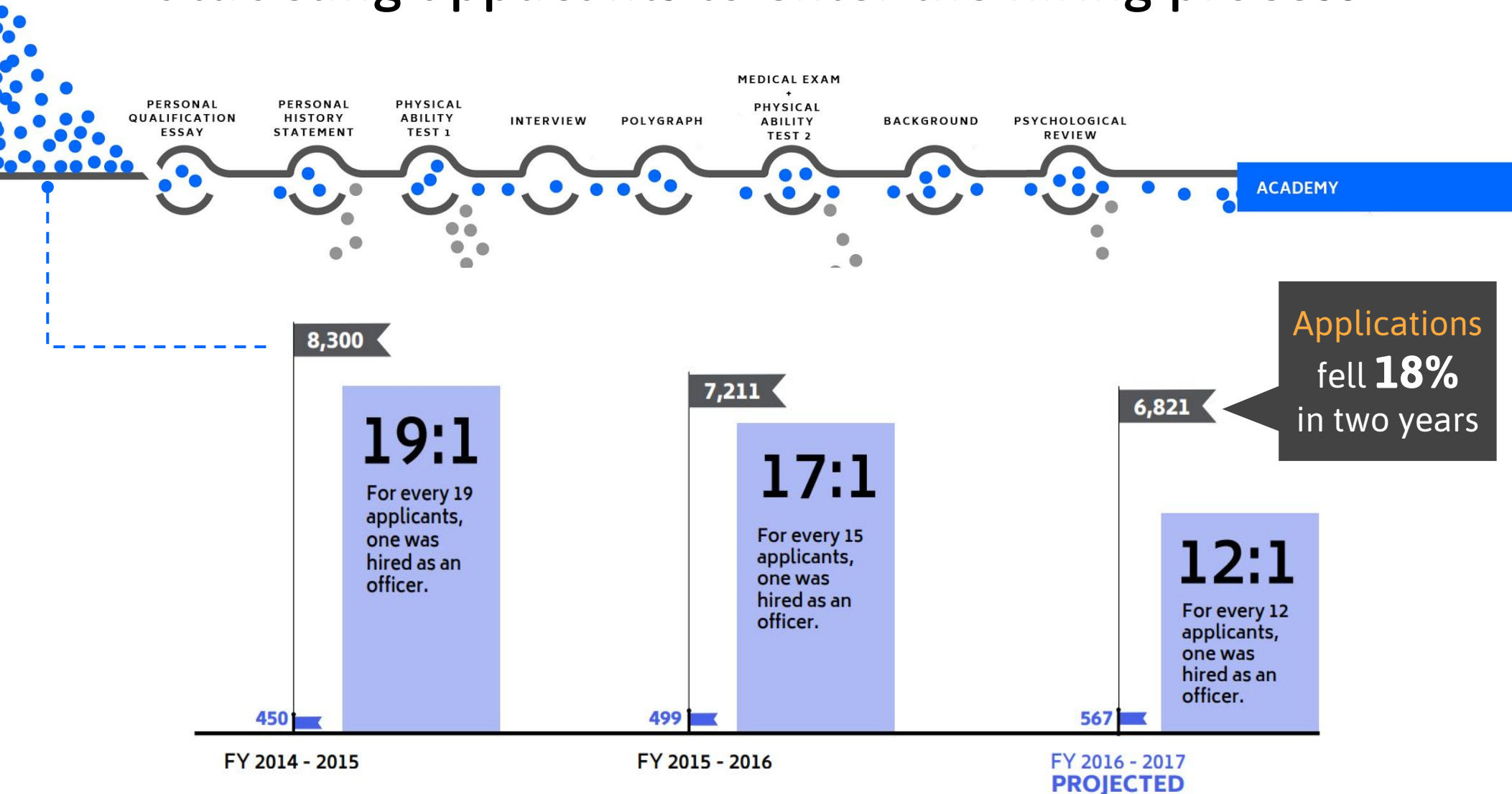
# Bringing Candidates into the Process



Even as hiring needs grow, the City faces challenges in attracting enough ideal, diverse applicants into the process.

Investments in **starting salaries** and **marketing** could help the City address the entry problem.

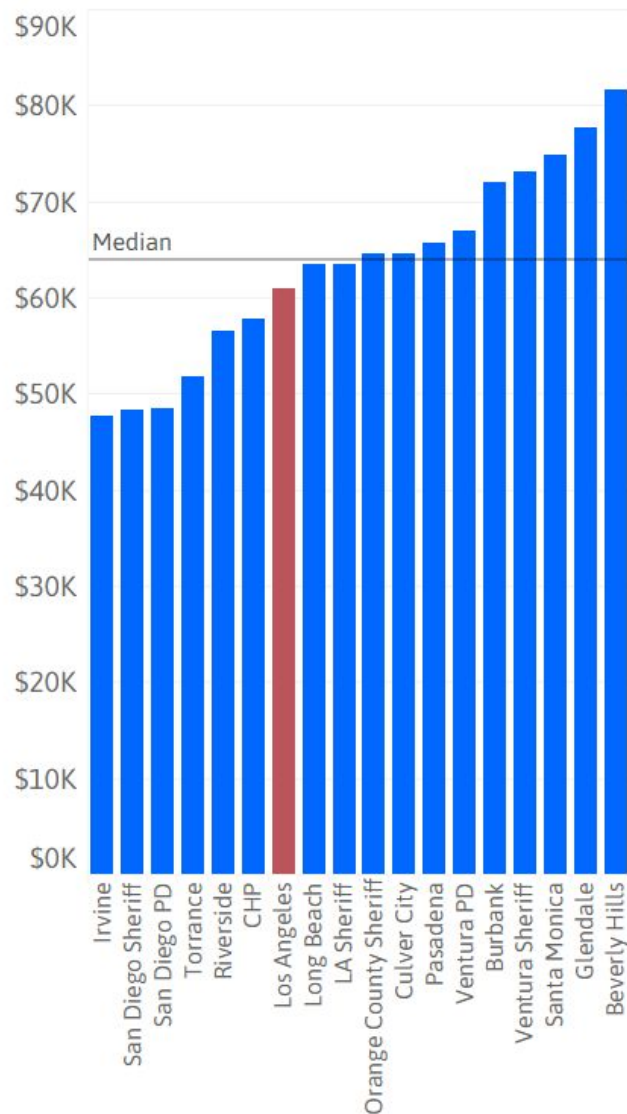
# The LAPD faces a growing challenge in attracting applicants to enter the hiring process



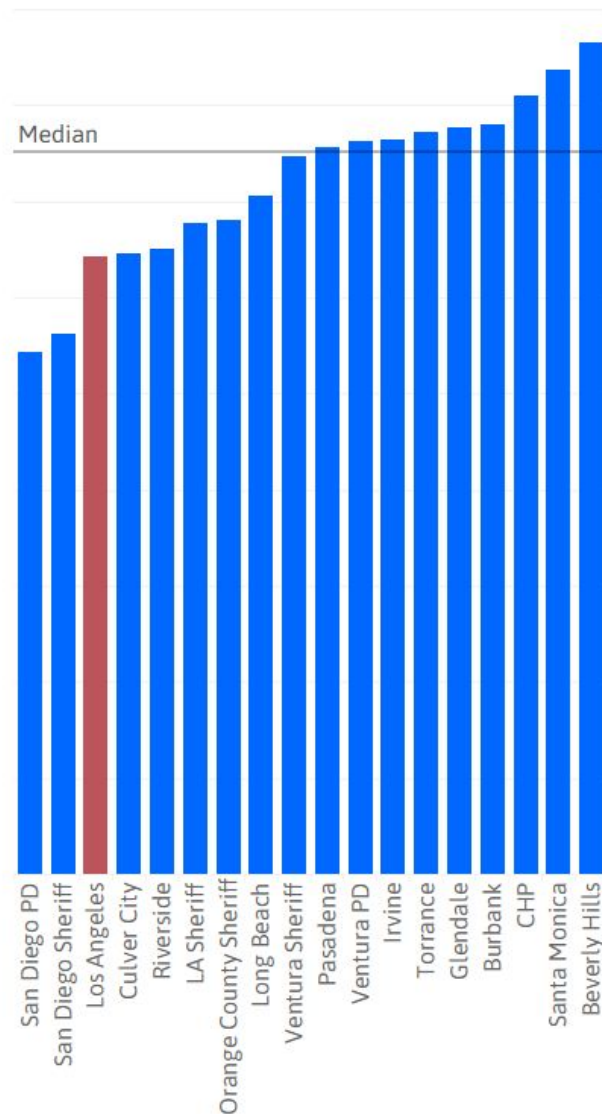
As applications decline, the City has to work harder to get ideal candidates through the process and onto the force

# LAPD's lower starting salary is likely a significant contributor to the entry problem

Academy Salary

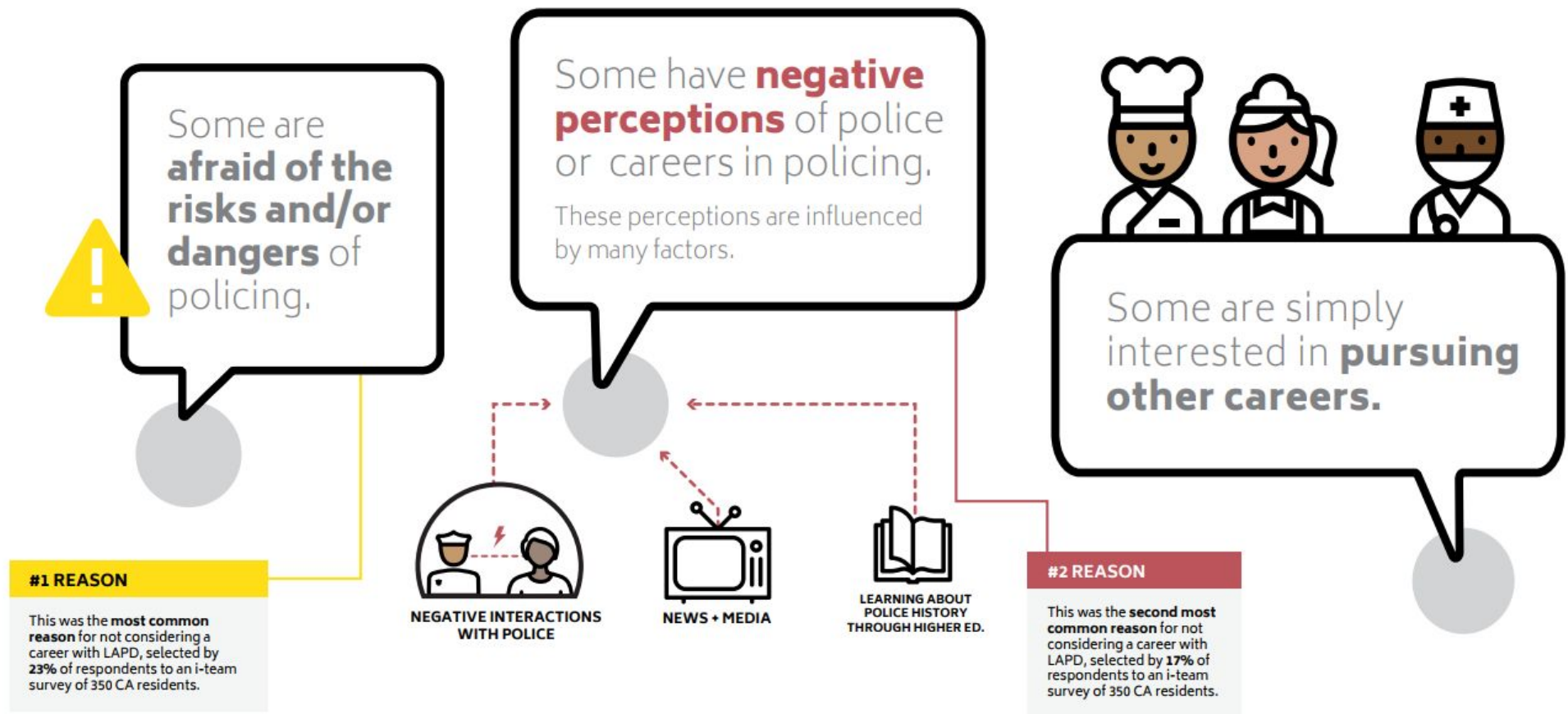


Post-Academy Starting Salary



The City could **increase starting salaries** before the Academy, after, or both or **shift the increase to the front** to be more competitive

# Negative perceptions of careers in policing also contribute to the entry problem



In addition to the factors above, many potential candidates are either unaware that the LAPD is hiring or **unaware of the wide variety of roles** that LAPD officers can pursue

LAPD could **invest in marketing and branding** to address these issues - and to catch up with the competition

# To improve perceptions, the City can aim to understand and respond to what community members want in their officers

What we heard from the community on what makes an **ideal officer**:



Compassionate communicator

“We had officers come in and build relationships with the high school football team, so they **weren’t strangers when they saw them in the community.**”

Fair, equitable and unbiased

“I want to see officers responding to everyone’s calls...**we all need respect** from the LAPD.”

Resourceful, proactive  
problem solvers

“Sometimes it’s so hard for us to know where to go when we have a problem. When I talk to an officer, I need them to **tell me where to go to get help.**”

Involved, knowledgeable and  
competent  
about the communities they serve

“Credible community hubs like churches bring community members together to engage in fellowship and problem solve collectively. This can be a place for officers and residents to **humanize and reconcile with each other.**”

Honest

“I want officers **who tell the truth even if there is no one around to question them.**”

# The City needs to meet community members and millennials where they are at and leverage effective and new messaging and tools

The target age range for new hires focuses on millennials, but what millennials **want in a workplace** may not seem to align with LAPD at first glance.

**80%**

prefer a collaborative work culture over a competitive one

Literature Review

**60%**

of millennials leave their jobs within the first three years

Literature Review

**71%**

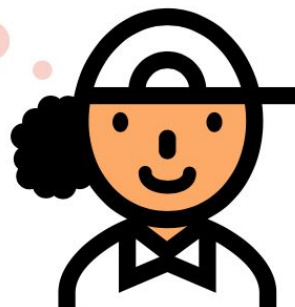
of millennials with 'regular jobs' would prefer to quit and work for themselves

Literature Review

**64%**

of millennials say it's a priority to make the world a better place through their careers

Literature Review





**Competing agencies are prioritizing salary increases, marketing, and hiring process improvements. They are also coming to L.A. to recruit.**

**NYPD selects ad agency  
for \$54M diversity  
recruitment push**

**San Jose police launch  
vigorous LGBT  
recruitment, outreach**

**Firm selected  
for marketing  
of Little Rock  
Police Dept.**

**Baltimore to pay nearly \$2M to firm to do  
quicker background checks on police**

**San Jose police  
officers to get more  
than 16 percent wage  
increase**

**NOPD pay raise plan gets  
Mayor's signature**

CITYWIDE PRIORITIES

# Suggested Areas of Focus

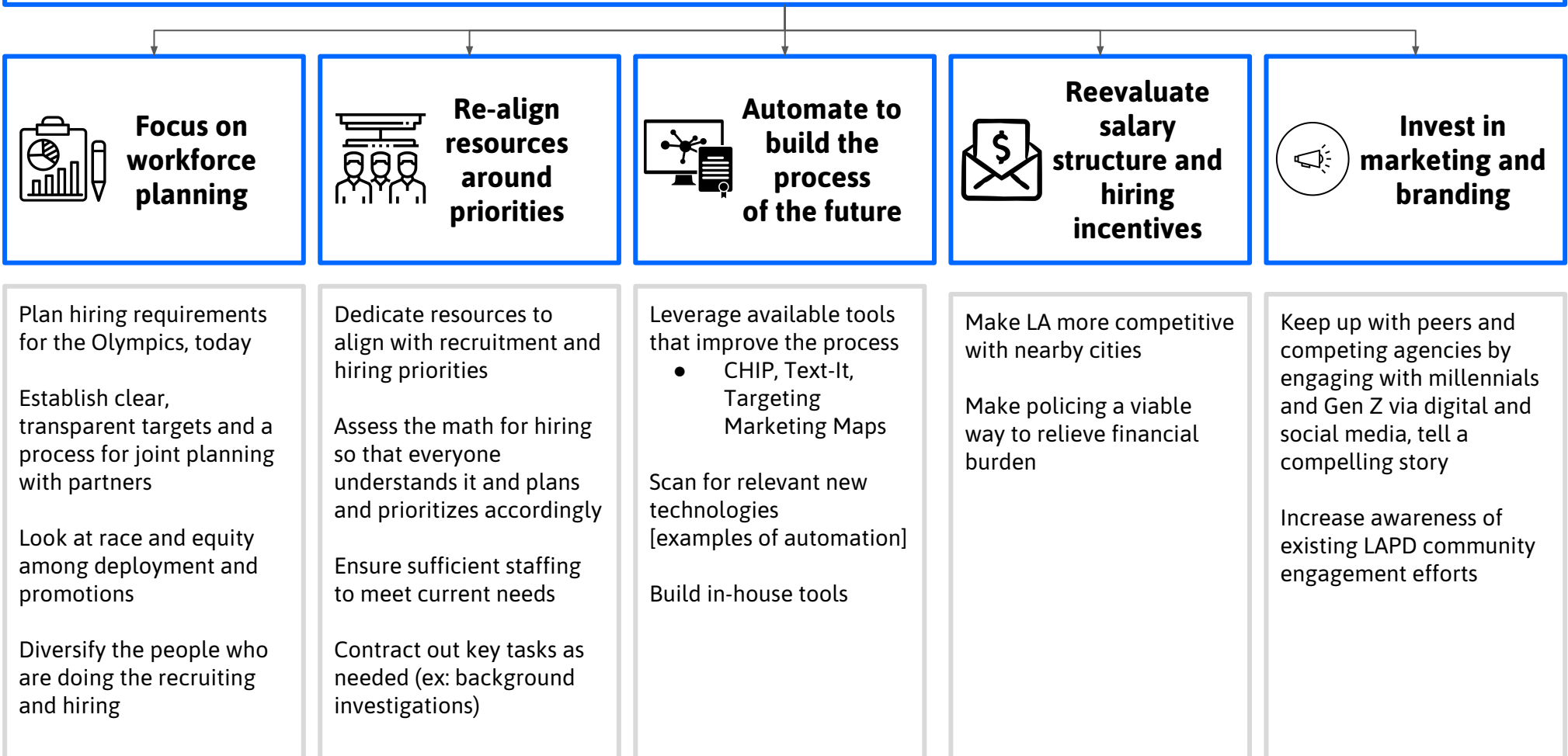




# Moving forward, the City can focus on five key themes



## Prioritize equity and diversity across the board





PROJECTS IN PROGRESS:

# Innovation Team Initiatives

# Below are the five projects that the i-team has prioritized with LAPD and Personnel

**FIRST,** we aim to address the systemic challenges that lead to issues in the hiring process before we can attract more diverse candidates into the system.

## 1 CREATING AN ONLINE VIRTUAL MENTOR FOR CANDIDATES

LAPD's hiring process is complex, heavily paper-based, and requires candidates to appear in-person or call to access helpful resources. The virtual mentor portal will allow all applicants to access resources regardless of location, working hours, transportation access, communication abilities, or current economic situation. It will allow all candidates to self-schedule hiring tests, access preparatory resources, track their status, and receive automatic appointment reminders. It will also enable recruiting officers to replace their paper-based tracking system with a mobile solution to effectively recruit a diverse pool of candidates.



## 2 USING BEHAVIORAL SCIENCE TO IMPROVE HIRING PROCESS

Fewer than 5% of LAPD applicants become sworn officers, and hiring data indicates that female and non-white candidates fail some tests at significantly higher rates than other groups. Behavioral science experts have the tools and methodology to evaluate LAPD's recruiting and hiring process steps and identify how to best achieve increased equity among police candidates. Alongside Personnel and LAPD, these experts will conduct several rapid trials to identify the most effective ways to remove obstacles and 'hedge' different candidates to successfully complete LAPD's hiring tests.



**THEN,** we have to build a strong pipeline of diverse, ideal candidates.

## 3 ADVANCING PLEDGE TO PATROL PROGRAM

The vast majority of graduates from the LAPD's youth training programs do not go on to join the force because they are not yet old enough to apply and cannot afford to wait years to start earning a livable wage. Pledge to Patrol, also known as the Associate Community Officer Program (A-COP), was launched as a small pilot in late 2017. It provides civilian jobs to homegrown, diverse, high-quality candidates to keep them in the LAPD pipeline until they are age-eligible to become sworn officers. This program has already proved effective in creating opportunity for ethnically diverse candidates and women and can be expanded.



## 4 MARKETING TO ATTRACT DIVERSE CANDIDATES

While many residents are unaware that the LAPD is hiring, others do not consider a career in policing due to negative perceptions and misperceptions about officers, policing careers, or the LAPD. Working with marketing experts, the LAPD can create and test new messages, assets, and approaches to reach an expanded audience of diverse, flexible, service-minded individuals.



## 5 PROVIDING COLLEGE TUITION RELIEF

Over two-thirds of millennials graduate college with student loan debt, a financial burden that impacts African Americans at a much higher rate than other demographic groups. This debt makes it more difficult for these ambitious individuals to reach financial security, even with a degree. Providing college tuition loan relief will give the LAPD a competitive advantage in attracting qualified, diverse, college-educated candidates to consider a career with the LAPD over competing law enforcement agencies and other career options.



These projects seek to increase racial, gender, social, and economic equity by first removing obstacles and then building a pipeline of diverse, ideal candidates. In conjunction with other activities the City has undertaken, these initiatives are important to advancing the LAPD and preparing for the needs of tomorrow's Los Angeles.

# We are also pursuing a number of additional initiatives

## **Joint Recruitment Strategy**

Create a comprehensive, joint recruitment strategy for LAPD and Personnel to guide and track future recruitment activities and goals

## **CAP Enhancements and Marketing**

Incentivize participation in the Candidate Advancement Program, while also finding specific ways to leverage it for the hiring process

## **Building Nontraditional Partnerships**

Build formal recruitment partnerships with service organizations (Peace Corps, Teach for America, etc.) and targeted communities

## **Incentivize LA**

Provide a welcome kit with cost-of-living discounts to help offset the high cost of living and less competitive salaries

## **Selling LAPD Swag**

License LAPD merchandise to build brand awareness and create a revenue stream for hiring and recruiting and community programs

## **FAST TRACK INITIATIVES**

- ✓ Targeted Recruitment Web Map
- ✓ Text-It for Candidates
- ✓ POPP Alumni Database
  - Officer and Community Spotlights
  - Healthy Food Options at Personnel
  - Chatbot “Officer CHIP”
  - Diversity Work Group





GOALS

# Innovation Team Initiative Goals

# What we can do to hire more, more diverse, and more ideal officers

## **Bring more of the right candidates into the process**

Increase residents' positive perception of a career with the LAPD

Increase the number of diverse and qualified LAPD candidates

## **Move more of the right candidates through the process**

Decrease the number of qualified candidates that drop out during the LAPD hiring process

Increase access to and participation in key programs that increase likelihood of success

Q&A

# Next Steps and Discussion



Strategy  
PLANS  
1 WEEK +

NEED  
ANALYSIS

Workshops  
1 DAY

FUNCTIONAL  
REQUIREMENT  
DOCUMENT

Elements  
(analysis)

USE  
SCENARIO  
1 DAY

PROXY  
PLAN  
1 DAY

USE  
SCENARIO  
1 DAY

USE  
SCENARIO  
1 DAY

UX ROADMAP  
PLANNING  
1-2 DAYS

PROJECT  
PLAN  
1-2 DAYS

DEMONSTRATION  
PRESENTATIONS  
1-2 DAYS

SPECS  
2 HRS

USE  
SCENARIO  
1 DAY

USE  
SCENARIO  
1 DAY

USE  
SCENARIO  
1 DAY

USE  
SCENARIO  
1 DAY

USE  
SCENARIO  
1 DAY

# Appendix

BUDGET

SPECS  
(PLANS)  
2 HRS

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SCENARIO  
1 DAY

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NO TEAM  
ORGANISATION

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## INITIAL Five-Year LAPD Demographic Projections: Results

**Approach 2C: Assuming 100% exit of those in DROP and 10.5% retirement for those who will be eligible within 5-years (based on 16/17 averages)**

|                                       | Black  | Hispanic | Asian/Filipino | White | Native American | Other  | Male  | Female | Total  |
|---------------------------------------|--------|----------|----------------|-------|-----------------|--------|-------|--------|--------|
| May 2017 Sworn Population             | 1018   | 4662     | 985            | 3222  | 32              | 30     | 8122  | 1827   | 9,949  |
| May 2017 Sworn %                      | 10.2%  | 46.9%    | 9.9%           | 32.4% | 0.3%            | 0.3%   | 81.6% | 18.4%  |        |
| 2022 Projected Population             | 913    | 5164     | 1053           | 3015  | 34              | 22     | 8373  | 1827   | 10,200 |
| 2022 Projected %                      | 9.0%   | 50.6%    | 10.3%          | 29.6% | 0.3%            | 0.2%   | 82.1% | 17.9%  |        |
| Projected Net Difference from Current | -105   | +502     | +68            | -207  | +2              | -8     | +251  | +0     | +251   |
| Percent (%) Change from Current       | -10.3% | +10.8%   | +6.9%          | -6.4% | +6.3%           | -26.7% | +3.1% | +0.0%  | +2.5%  |

### Key takeaways:

- This approach produces the ***most likely*** attrition scenario, where future retirement is projected based on past retirement conversion trends.
- The Black LAPD workforce will decrease by **10.3%**, losing a net **-105** officers
- The Hispanic workforce will trend in the opposite direction, gaining a net **+502** officers.
- The sworn workforce will add a net **+251** officers.

# INITIAL Five-Year LAPD Demographic Projections: Results

## Approach 2E:

Retirement Projection Assuming

a) 100% exit of those in DROP

b) Average retirement for those who will be eligible to retire in 5-year

c) Assuming 5-year hiring and non-retirement attrition average

|                                       | African American | Hispanic | Asian/Filipino | Caucasian | Native American | Other  | Male  | Female | Total  |
|---------------------------------------|------------------|----------|----------------|-----------|-----------------|--------|-------|--------|--------|
| May 2017 Sworn Population             | 1018             | 4662     | 985            | 3222      | 32              | 30     | 8122  | 1827   | 9949   |
| May 2017 Sworn %                      | 10.2%            | 46.9%    | 9.9%           | 32.4%     | 0.3%            | 0.3%   | 81.6% | 18.4%  |        |
| 2022 Projected Population             | 867              | 4898     | 1016           | 2940      | 31              | 21     | 8001  | 1771   | 9772   |
| 2022 Projected %                      | 8.9%             | 50.1%    | 10.4%          | 30.1%     | 0.3%            | 0.2%   | 81.9% | 18.1%  | 100.0% |
| Projected Net Difference from Current | -151             | 236      | 31             | -282      | -1              | -9     | -121  | -56    | -177   |
| Percent (%) Change from Current       | -14.8%           | 5.1%     | 3.1%           | -8.8%     | -3.1%           | -30.0% | -1.5% | -3.1%  | -1.8%  |

# OPPORTUNITIES TO MAKE AN IMPACT AND SUPPORT ADVANCING POLICING IN LA

Projects and Programs

## College Tuition Loan Relief to Attract College Graduates

College tuition loan relief will allow LAPD to attract a new pool of qualified and non-traditional candidates by **helping them pay off the student debt**, one of the **most important things to millennials** today when making a **decision about a job**.

### PROBLEM

- **Student loans significantly impact the population that LAPD is trying to recruit: Millennials, Gen Z, and especially people of color.** Upon graduating with debt, these individuals need immediate, well-paying employment to begin paying off their debt. However, LAPD's salaries are in the low- to mid-range compared to neighboring agencies, making it hard to recruit college graduates interested in law enforcement, and even harder to recruit graduates who may have never considered a career in law enforcement.

### EXPECTED OUTCOME

- Providing tuition loan relief options for officers will incentivize qualified candidates with college educations and, therefore student debt, to consider a career with the LAPD over competing agencies and/or other career options. This will allow LAPD to recruit and hire from a new, less traditional pool of qualified, college educated candidates.

DIVERSE

IDEAL

MORE

**IMAGINE IF...**  
**"LAPD helps pay back student loans to those with college degrees who want to serve their communities"**