



THE CITY OF SAN DIEGO
REPORT TO THE CITY COUNCIL

DATE ISSUED: March 27, 2007

REPORT NO. 07-055

ATTENTION: Public Safety and Neighborhood Services Committee
Agenda of March 28, 2007

SUBJECT: Informational Report from the San Diego Police Department on
Recruitment and Retention

SUMMARY

THIS IS AN INFORMATION ITEM ONLY. NO ACTION IS REQUIRED ON THE PART OF THE COMMITTEE OR THE CITY COUNCIL.

BACKGROUND

This report is an update on the status of the six recommendations made to improve the San Diego Police Department's Recruitment and Retention program. We are pleased to report that we have made significant progress in recruiting, background investigations and placing new Cadets in future academies. We are currently on track to place forty new cadets in the upcoming April Academy.

However, the area of Retention continues to prove disturbing as the trend of officers leaving the Department for other law Enforcement Agencies continues. Based on exit interviews, economics continues to be the primary factor for resignation.

DISCUSSION

Recommendation 1: Hire a Recruiting Consultant to develop a competitive recruiting program.

On February 16, 2007, the Technical Evaluation Committee completed its evaluation of six proposals submitted by various vendors. The proposals were ranked based on their merits and their compliance with the Request for Proposal. The report submitted by the evaluation committee was reviewed and accepted by City Purchasing. The evaluation committee also completed its review of the submitted pricing proposals. City Purchasing

is presently conducting discussion sessions with one vendor regarding their price submittal. A recruiting consultant should be selected within the next two weeks. Once a vendor is selected we will be seeking approval from both the San Diego City Council and the Office of the Mayor.

Recommendation 2: Pay for all required equipment and uniforms for incoming recruits and lateral officers at the start of the Academy.

A draft memorandum seeking approval of this program is already working through the chain of command within the Police Department. The memorandum is seeking \$500.00 per each recruit and lateral officer to obtain needed equipment. The \$500.00 was obtained by contacting other agencies within the County to determine their equipment list. In addition, we contacted various uniform vendors within the County obtaining current market prices.

Recommendation 3: Maximize the SDPD’s current recruiting system.

The changes presented in the last presentation to the Public Safety and Neighborhood Services Committee has been fully incorporated within the Police Department. The following are the early results:

Six Month Recruiting Comparison October thru March FY06 vs. FY07																	
Test Month	Written			Pass			P.A.T			P.I.Q.		Issued Cases			Hired To Date		
	FY06	FY07	%Change	FY06	FY07	%Change	FY06	FY07	%Change	FY06	FY07	FY06	FY07	%Change	FY06	FY07	%Change
October	132	146	10.6%	87	85	-2.3%	82	86	4.9%	Not	80	59	43	-27.1%	7	8	14.3%
November	91	110	20.9%	58	72	24.1%	60	74	23.3%	Tracked	74	24	29	20.8%	3	6	100.0%
December	100	136	36.0%	73	74	1.4%	70	76	8.6%		75	43	29	-32.6%	7	7	0.0%
January	131	152	16.0%	79	84	6.3%	85	92	8.2%		86	53	46	-13.2%	11	5	-54.5%
February	83	230	177.1%	55	125	127.3%	63	158	150.8%		128	27	50	85.2%	3	4	33.3%
March	162	201	24.1%	112	119	6.3%	110	132	20.0%		119	45			9	0	-100.0%
Total	699	975	39.5%	464	559	20.5%	470	618	31.5%		562	251	197	-21.5%	40	30	-25.0%

October 2006 – March 2007 tested 975 potential applicants

October 2005 – February 2006 tested 699 potential applicants

- **39.5% increase in comparison**

We continue to remain selective on who we hire as police officers. The standards adopted by the San Diego Police Department have not been lowered and remain in place. The recruiters and the Background Investigators take special care to insure only the best candidate is hired. This is reflective in the numbers presented above.

We will continue to offer three written tests per month through the remainder of 2007 and 2008. The goal of the recruiting unit is to increase the monthly pool of applicants to 300. In February and March 2007, 431 applicants tested for positions with the San Diego

Police Department. The Wednesday night test is fast becoming the most attended test of the offered testing dates. Currently, the Wednesday night test is held at the Headquarters' building of the San Diego Police Department. Due to testing rules and regulations we can only offer 80 seats to potential applicants seeking to take the written test. In April 2007, the Wednesday night test will be moved to the Civic Center. The Civic Center allows seating for 150 persons or more if needed. We will be required to pay a monthly rental fee of \$400 to \$450 (fee varies month to month). The City Testing Unit has been a good partner in this endeavor and has worked to meet or exceed our needs.

The goal of placing 40 recruits in each Police Academy remains as the primary goal of the Background and Recruiting Unit. Thirty-five recruits were selected for the 71st Academy that began in mid-January 2007. Four lateral officers and one reserve officer were also hired during this period. The lateral officers are in their first phase of Field Training. The 72nd Academy begins in April 2007. As of March 21, 2007, thirty-two (32) applicants have received conditional job offers to attend this academy. Two lateral officers, one returning from the Hemet Police Department will begin their training as soon as they clear medical. We will continue to offer positions for this Academy until March 29, 2007. We are on pace to place 40 or more recruits in the 72nd Academy. Two recruits have received conditional job offers for the July 2007 Academy and one job offer has been made for the October 2007 Academy.

We continue to work with US Healthworks to develop a medical evaluation system that meets the City's standards, treats our applicants with respect and insures that physicals and requested follow-ups are handled in a timely manner. At a meeting held in January 2007 we adopted a new communication system with US Healthworks. When an applicant receives a conditional job offer they are immediately provided with medical history paperwork. The applicant is required to complete these forms prior to attending their physical saving valuable time. When a follow-up is needed, this is to be communicated directly to the City's liaison, Donna Wallace who in turn notifies the applicant. US Healthworks also agreed to hire a clerk to work only on the City's paperwork. As of today, even with the above agreements, service improvement has been minimal.

We are scheduled to use the new written test in April 2007. Six subject matter experts from the police department worked with staff from City Testing to develop the new test. The new test will be concise and consistent with POST job dimensions and qualifications. The current test consists of 150 questions. The new test will have approximately 75 questions. Applicants should be able to complete the test in approximately 2.5 hours.

Recommendation 4: Immediate Job Offers.

Once an applicant has successfully completed their initial written test, physical abilities test, Personal Information Questionnaire, Personal History Statement, Polygraph Examination and the Appointing Authority Interview, they receive a conditional job offer. The final job offer is contingent upon successful completion of a psychological and medical examination. With the background investigative process reduced to

approximately 60-80 days, there is no need to offer any other type of job offer. Our process is now consistent with other agencies and is applicable to current legal standards.

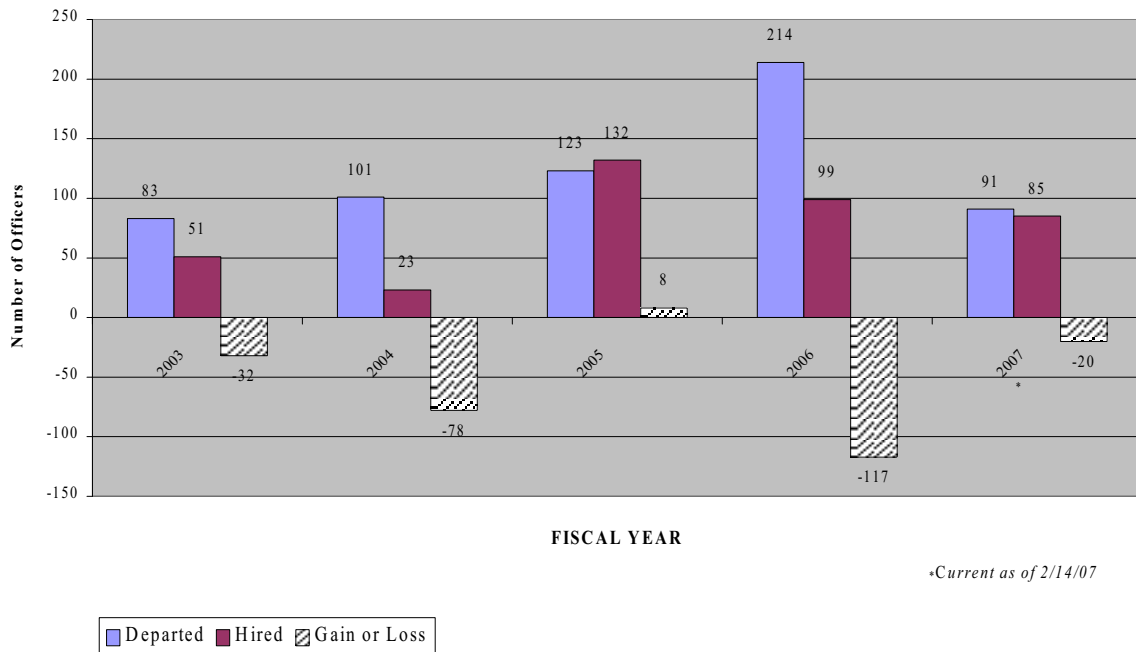
Recommendation 5: Out-of-State Transfers

The necessary paperwork to fairly compensate an out-of-state transfer has been approved through the Department’s Chain of Command. A law enforcement officer from another State will need to attend the Police Academy to obtain a POST certificate. This is required by the State of California. We will offer salary compensation that recognizes the experience this officer brings to our Department. Out-of-State laterals will be offered either a PO-1 or PO-II salary compensation based on their level of experience. Details of the program still need to be confirmed by the Civil Service Commission.

Recommendation 6: Internal Task Force regarding Retention Issues.

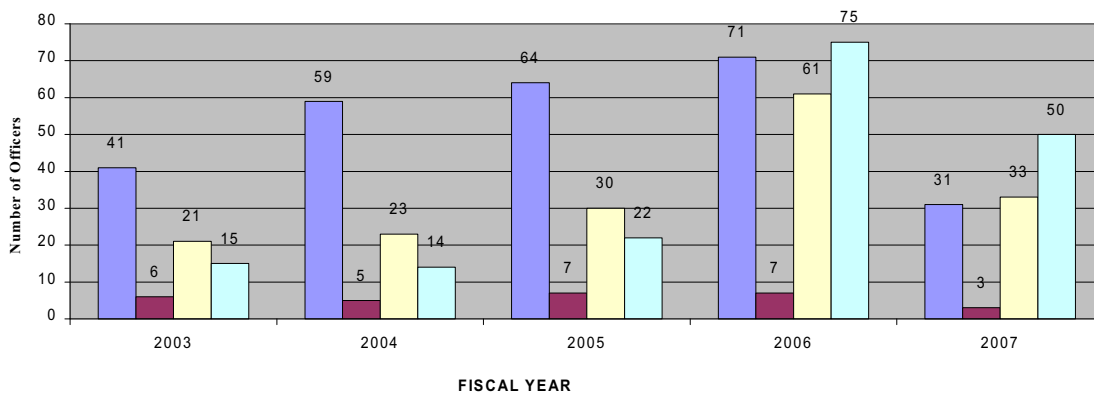
As of 03/19/07, fifty (50) sworn officers have left the Department to work for other Law Enforcement Agencies. The following graphs are provided to highlight the number of sworn personnel who have been hired as well as the number of personnel who have left the Department per each Fiscal Year from 2003 to the present.

Departed and Hired Sworn Employees and Associated Gain or Loss from FY 2003 to Present

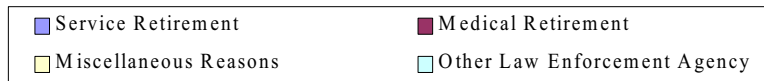


The following graph depicts reasons for separation of sworn personnel from FY 2003 to the present. Included are service/medical retirements and the number of personnel that left to join other law enforcement agencies. Also included are miscellaneous reasons that cover leave of absence, failed probation, resignations in lieu of termination, deferred retirement, relocation and personal reasons.

Sworn Personnel Departed During FY2003 to FY2007



*Current as of 03/19/07



The retention of our sworn personnel is intertwined with the ongoing contract negotiations between the City of San Diego and the Police Officers Association. Based on exit interviews, the primary reason for officers leaving the Department remains based in economic issues. The majority of the officers who left were satisfied with the direction of the Department as promotions and transfers continue to occur but were concerned with the financial stability of their families.

Officers retiring from the Department will be a major issue during the next five years. Currently, 278 sworn employees are eligible to retire. Of the 278, 212 are current participants in the DROP. As more officers retire and/or resign from the Department, more recruits will need to be hired to maintain the demands of public safety.

Current Staffing Levels

See the attached report for details regarding current field strength.

As of March 20, 2007 we have 32 applicants scheduled for the April Academy. We will continue to hire recruits throughout the month of March. We anticipate hiring 40 recruits for the April Academy. In addition to the 32 possible recruits, we also hired 2 lateral

employees. As soon as the lateral employees successfully complete their medical examinations they will be assigned to Field Training.

William M. Lansdowne
Chief of Police

Jill Olen
Deputy Chief Operating Officer
Public Safety/Homeland Security

[Attachment: San Diego Police Department-Recruitment & Retention Update 3/22/07](#)