

MOTION

Response to Council File 22-1140, Civilian and Sworn Personnel / Los Angeles Police Department / Hiring Incentives / Staffing Plan / Local Hiring / Attrition Mitigation, the Personnel Department (Personnel) has found the following challenges.

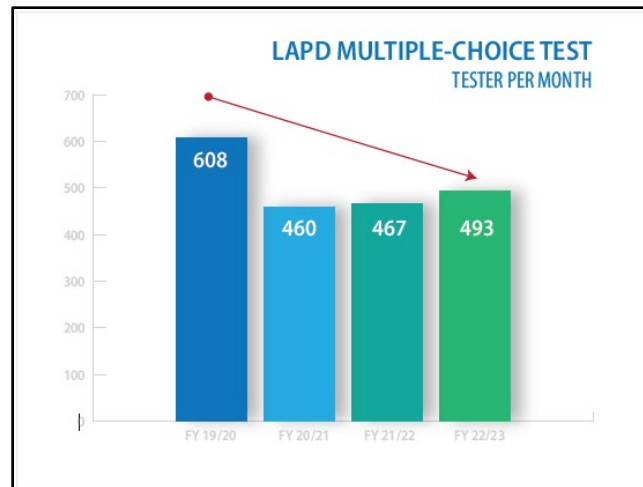
1. INSTRUCT the Personnel Department, with the assistance of the LAPD, to report to Council within 30 days with:
 - a. A plan to accelerate the hiring process for civilian and sworn personnel; and to include a proposed plan for a hiring incentive that is designed to mitigate attrition and promote local hire.
 - b. A plan to implement the bonuses as outlined in the [Public Safety Committee report dated October 6, 2022, attached to Council file No. 22-1140](#), no later than January 1, 2023.
 - c. A comparison of average salaries between the LAPD and the surrounding agencies in the region; and to include where the LAPD ranks in comparison.
2. INSTRUCT the Personnel Department, with the assistance of the LAPD, to report to Council with a proposal to attract applicants for civilian and non-specialized administrative positions, as well as for positions classified under "Police Service Representative 2207".
3. INSTRUCT the Personnel Department, with the assistance of the LAPD, to:
 - a. Establish a Hiring Bonus for new LAPD Police Officer hires as follows:
 - i. \$5,000 following the start of the Recruit Academy.
 - ii. \$5,000 upon successful completion of probation.
 - iii. \$5,000 upon 36 months of service.
 - b. Establish a Hiring Bonus for lateral Police Officers hires to the LAPD as follows:
 - i. \$10,000 following the start of the Recruit Academy.
 - ii. \$5,000 upon 18 months of service.
 - iii. \$5,000 upon 36 months of service.

INTRODUCTION

In January 2020, before the COVID pandemic had attained global reach, LAPD's sworn deployment number stood at 10,073. Over the course of the next two years, however, that number decreased appreciably due to a constellation of factors, including:

- the sweep of the pandemic, the budgetary crisis it occasioned, and the hiring freeze it necessitated;
- reductions in LAPD recruitment funds in FY 2020-21 and FY 2021-22;
- the post-pandemic phenomenon of the "Great Resignation";
- a "defund the police" movement that has cast a negative light on law enforcement careers; and
- increased competition from other law enforcement agencies in the form of higher pay and hiring incentives.

As the chart below illustrates, the drop in the number of candidates taking the qualifying test to start the Police Officer hiring process has been stark and dramatic. In the 2019-20 fiscal year, the average number of testers per month stood at 608; that figure dipped nearly 25% to 460 and remained in that range in FY 2021-22, even as LAPD's hiring needs spiked. While testing numbers have slightly improved in FY 2022-23, the average to date remains below 500.

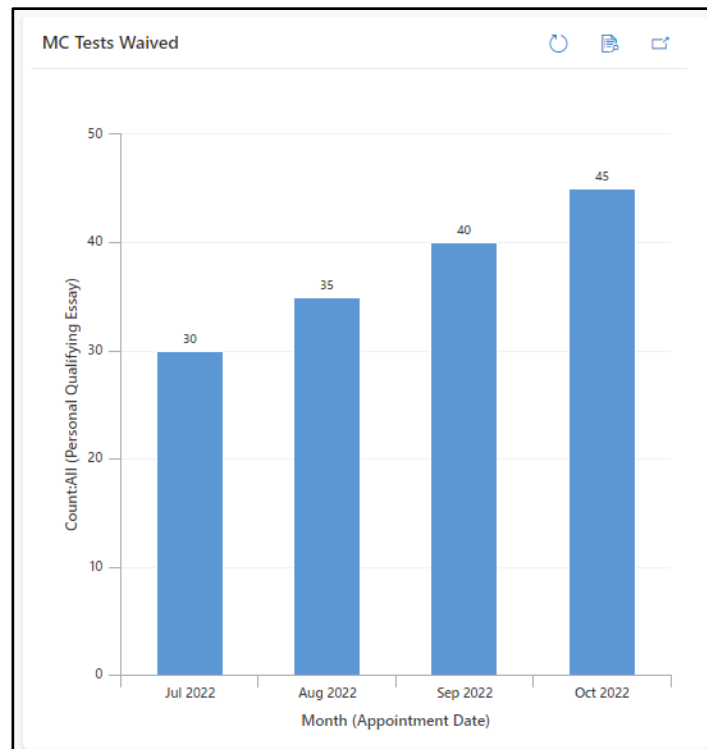


This significant reduction in the number of candidates coming into the hiring pipeline poses the primary challenge to hiring the number of recruits that LAPD. Whereas in the past there would be a wait for appointment slots, many such slots are going unfilled. In fact, Personnel can offer next-day appointments for virtually all test parts and has entirely eliminated the backlog of unassigned cases for background investigations.

1a. A plan to accelerate the hiring process for civilian and sworn personnel; a proposed plan for a hiring incentive that is designed to mitigate attrition and promote local hire.

Personnel has implemented strategies throughout the Police Officer hiring process to accelerate candidates' progress. Through the use of a modern-day Candidate Relationship Management (CRM) system, the department has automated PO hiring, allowing candidates to complete a number of test parts remotely and on-demand.

1. **Written Test:** The essay-based qualifying test has been replaced with an objective multiple-choice test that can be taken online with remote proctoring. The test is accessible 24/7 and is scored immediately. (In-person tests at hiring fairs are now scored immediately as well, thanks to recently acquired mobile scantron scanners.)
 - a. Multiple-Choice Test Waivers. Effective July 1, 2022, applicants are allowed to waive the multiple-choice test if they have documentation showing that they have satisfied the reading and writing requirement set by the California Commission on Peace Officer Standards and Training (POST). Candidates with waivers can move forward to subsequent test parts faster.



- b. Multiple-Choice Test Retake Clause. Also effective July 1, 2022, candidates who were unsuccessful on multiple-choice tests may retake it after 60 days, instead of 90 days, as had previously been the rule.
2. **Departmental Interview:** Interviews are done remotely in order to eliminate travel requirements for candidates. Interview panels are added during months when candidate numbers increase so as to prevent any type of bottleneck in the pipeline.
3. **Polygraph:** Overtime days are being added to the schedule in order to increase scheduling capacity.
4. **Physical Fitness Requirement:** The physical fitness qualifier (PFQ) can be completed at hiring seminars, where candidates can complete two exam requirements (the second being the written test) in a single day. In special cases, the PFQ can be administered remotely by proctors measuring candidate performance through cameras and timers.
5. **Background Investigations:** Background investigations are now nearly paperless thanks to the Investigative Case Management System (ICMS) and its robust tracking and reporting capabilities. Background investigations are being expedited through:
 - a. the addition of new Background Investigation Trainees who provide supplemental support to the BI cadre;
 - b. the use of overtime to enhance production; and
 - c. a team approach to finalizing cases near completion.

In concert with improving internal processes, Personnel and LAPD have developed a pair of incentives to attract Police Officer applicants, mitigate attrition and promote local hire,

1. The **Police Officer Recruitment Incentive Program (PORIP)** provides for an incentive up to \$2,000 for current and retired City employees who refer a candidate hired by LAPD. As of October 21, 2022, 171 eligible referrals have been received, and the first candidate with a PORIP referrer was already hired for the Academy class starting in November.
2. The **Housing Incentive** offers LAPD-facilitated subsidies up to \$24,000 for housing in the City of Los Angeles for up to two years after hire date. As of October 14, 2022, 18 police recruits were already benefiting from this incentive.

The proposed hiring incentive will be key to bolstering the hiring pipeline. It will allow LAPD to remain competitive with a number of neighboring agencies already offering such incentives. In so far as the incentive will be available to lateral transfers, it will draw candidates who have passed background, medical, and psychological vetting, and have obtained experience on the job.

Envisioned to become effective on January 1, 2023, the **Hiring Incentive** bonus would compensate new and lateral PO hires as follows:

1. New LAPD Police Officer Hires:
 - \$5,000 following the start of the Academy;
 - \$5,000 upon successful completion of probation; and
 - \$5,000 upon 36 months of service.
2. Lateral Police Officers Hires:
 - \$10,000 following the start of the Academy;
 - \$5,000 upon successful completion of probation; and
 - \$5,000 upon 36 months of service.

1b. A plan to implement the bonuses as outlined in the [Public Safety Committee report dated October 6, 2022, attached to Council file No. 22-1140](#), no later than January 1, 2023.

Personnel has already initiated conversations with LAPD's Personnel Division regarding the implementation of the Police Officer hiring incentive. Working from a go-live date of January 1, 2023, the two teams will collaborate to maximize the effectiveness of the incentive.

The recruitment team at Personnel's Public Safety Division (PSD) will promote the hiring incentive by way of an outreach campaign on digital platforms that include social media and streaming services. PSD will also be responsible for confirming hires eligible for the bonus to LAPD's Personnel Division.

LAPD's Personnel Division will be responsible for ascertaining the later milestones for eligibility – successful completion of probation and the designated months of service set forth above. LAPD will also be responsible for processing the payments to eligible hires.

1c. A comparison of average salaries between LAPD and surrounding agencies in the region; where the LAPD ranks in comparison.

LAPD's Recruitment and Employment Division conducted research to determine the starting salaries for recruit officers/trainees and lateral transfers for other police departments across Southern California in comparison to LAPD's. Some of the departments have public information regarding a hiring incentive, while other departments' incentives are not available publicly.

Police Department	Recruit/Trainee Start Salary	Recruit/Trainee Salary Compared to LAPD	Lateral Start Salary	Lateral Start Salary Compared to LAPD	Hiring Incentive
Los Angeles Police Department	\$70,804	N/A	\$70,804	N/A	N/A
Colton Police Department	\$54,698	-\$16,106	\$71,264	\$460	Yes
Inglewood Police Department	\$59,758	-\$11,046	\$87,640	\$16,836	Yes
El Segundo Police Department	\$60,461	-\$10,343	\$84,026	\$13,222	Yes
Long Beach Police Department	\$70,368	-\$436	\$84,677	\$13,873	Yes
California Highway Patrol	\$70,548	-\$256	N/A	N/A	Yes
San Gabriel Police Department	\$70,800	-\$4	\$73,596	\$2,792	Yes
Los Angeles County Sheriff	\$72,944	\$2,140	\$77,837	\$7,033	N/A

Alhambra Police Department	\$76,675	\$5,871	\$83,761	\$12,957	N/A
Orange County Sheriff Department	\$77,459	\$6,655	\$81,682	\$10,878	N/A
Pasadena Police Department	\$77,480	\$6,676	\$92,206	\$21,402	Yes
Anaheim Police Department	\$78,228	\$7,424	\$84,261	\$13,457	Yes
Burbank Police Department	\$80,204	\$9,400	\$89,114	\$18,310	N/A
Irvine Police Department	\$80,329	\$9,525	\$81,141	\$10,337	N/A
Port of San Diego Harbor Police	\$83,201	\$12,397	\$91,521	\$20,717	N/A
Glendale Police Department	\$88,276	\$17,472	\$86,123	\$15,319	N/A
Beverly Hills Police Department	\$98,481	\$27,677	\$104,528	\$33,724	Yes
San Francisco Police Department	\$103,116	\$32,312	\$103,116	\$32,312	Yes
Santa Clara Police Department	\$105,048	\$71,895	\$142,699	\$71,895	Yes

Inglewood Police Department Hiring Incentives

- \$15,000 sign on bonus for new hires with BA/BS;
- \$10,000 sign on bonus for military veterans;
- \$40,000 lateral sign on bonus. Up to 10 years police service credit.

\$10,000 - \$40,000 Total

San Gabriel Police Department Hiring Incentives

- \$2,500 one-time cash upon hire;
- \$5,000 one-time cash upon 24-month completion;
- \$7,500 one-time cash upon 48-month completion.

\$15,000 Total

Colton Police Department Hiring Incentives

- \$2,500 at the time of hire;
- \$2,500 at the completion of FTO and six months;
- \$5,000 after completion of the probationary period;
- \$5,000 after one year on, past probation.

\$15,000 Total

Anaheim Police Department Hiring Incentives

- \$3,000 paid upon first full pay period following the first date of employment;
- \$3,000 paid upon successful completion of field training program;
- \$4,000 paid upon successful completion of probation.

\$10,000 Total

Military

- \$2,000 paid upon first full pay period following the first date of employment;
- \$3,000 paid upon successful completion of field training program.

\$5,000 Total

Beverly Hills Police Department Hiring Incentives

- 10% of base salary for entry-level & lateral Police Officers.

Santa Clara Police Department Hiring Incentives

- Salary bumps up to \$142,699 upon graduation from the Academy.

California Highway Patrol Hiring Incentives

- Salary bumps up to \$93,060 upon graduation from the Academy.

El Segundo Police Department Hiring Incentives

- Salary bumps up to \$85,000 upon graduation from the Academy.

Long Beach Police Department Hiring Incentives

- Salary bumps up to \$84,677 upon graduation from the Academy.

Pasadena Police Department Hiring Incentives

- \$8,000 lateral bonus upon completion of the probationary period.

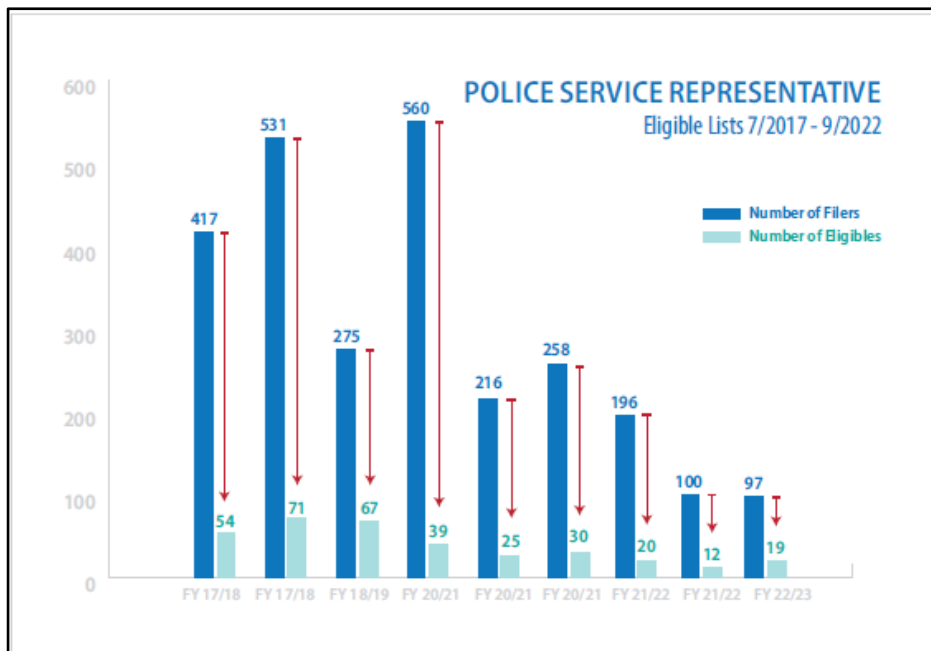
San Francisco Police Department Hiring Incentives

- \$5,000 lateral bonus upon completion of the probationary period.

2. A proposal to attract applicants for civilian and non-specialized administrative positions, as well as for positions classified under "Police Service Representative 2207."

Similar to Police Officer hiring, there is also a dramatic decrease in interest in LAPD's civilian classifications as illustrated by the number of Police Service Representative applicants since FY 2017-18. The challenge is compounded by the fact that despite a high number of applicants, only

a small percentage move forward to the Eligible List due to exam and background clearance requirements.



To increase awareness of LAPD's specialized civilian positions, Personnel Department has implemented a number of recruitment strategies:

- A. Personnel launched a combined digital advertising campaign for the Police Service Representative, Detention Officer, and Security Officer classifications on Facebook and Instagram. The advertisements reached almost 100,000 people, and immediately increased the number of applications or interest card submissions received.

LAPD Civilian Positions: DO, Sec. Ofc, PSR	Reach (number of people who saw the ad)	Impressions (number of times the ad was shown)	Amount Spent	Link Clicks	Average Cost per Link Click
8/30/22 - 10/11/22	99,553	180,119	\$1,242.86	5,907	\$0.21

Applications	July	August	September	October
PSR	Bulletin opened 8/26	52	136 (+262%)	58
Security Officer / Interest Card Submissions	18	36	93 (+258%)	24

Detention Officer	150	132	178 (+135%)	59
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**Note: ads started on 8/30*

- B. Personnel has been advertising the Police Service Representative and Detention Officer positions on the [Peace Officers Research Association of California \(PORAC\) website](#) since July 2022.
- C. Personnel and LAPD's Recruitment & Employment Division have been including LAPD divisions that employ Police Service Representatives, Detention Officers, and Property Officers in large-scale Police Officer hiring events, most recently on October 8, 2022 at Los Angeles Valley College.
- D. Personnel has developed and runs, as needed, unique advertisements for the Polygraph Examiner classification at multiple polygraph schools across the country.

The investment of modest funds specifically earmarked for civilian positions with LAPD would yield cost-effective outreach campaigns on digital platforms with high ROI, as demonstrated by marketing efforts in August/September. As such, the following actions are recommended:

- Recruitment funds in the amount of \$50,000 for advertising on digital platforms, at community colleges, and with LAPD Affinity Groups;
- A hiring incentive for hard-to-fill civilian classifications within LAPD with a structure similar to that for sworn;
- Moving costs for hires in hard-to-fill and specialized civilian classifications (such as Polygraph Examiner) to attract out-of-state applicants;
- Changing of the Police Service Representative classification to Police Dispatcher in order to help prospective applicants identify the role more easily – and to facilitate finding the job bulletin on search engines;
- Increased use of As-Needed employees to fill gaps.

3. Establishing a hiring bonus for new and lateral PO hires.

Upon approval by Council, the Personnel Department and LAPD's Personnel Division are prepared to effectuate a signing bonus for new and lateral PO hires as follows:

New LAPD Police Officer Hires:

- \$5,000 following the start of the Academy;
- \$5,000 upon successful completion of probation; and
- \$5,000 upon 36 months of service.

Lateral Police Officers Hires:

- \$10,000 following the start of the Academy;
- \$5,000 upon successful completion of probation; and
- \$5,000 upon 36 months of service.

The bonus will be administered by LAPD, with support from Personnel, which will undertake promotional efforts and confirm initial hires. Only officers in full-duty service status will be eligible for the final payment. Lateral hires will receive the second installment upon successfully completing probation, which, in certain instances, can take more than 18 months.

Full-Duty service in the Police Officer classification. Lateral Police Officer hires must also receive the second installment of the bonus after a successful completion of probation, which may take more than 18 months. Furthermore, each component of the bonus can only be granted once. Further details of the bonus implementation will be provided no later than January 1, 2023.

 on behalf of

Dana H. Brown
General Manager