



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: Personnel, Audits, and Hiring Committee	DATE 5/30/2023
REFERENCE: Proposal to establish a hiring incentive program for hard-to-fill civilian classifications within the LAPD, similar in structure to that for sworn hiring, and identify the necessary resources required to implement this program for the current Fiscal Year (FY) 2022-23 only.	COUNCIL FILE CF 22-1140
SUBJECT: Response to Council File 22-1140, Civilian and Sworn Personnel / Los Angeles Police Department / Hiring Incentives / Staffing Plan / Local Hiring / Attrition Mitigation, Item 2 of 3.	

RECOMMENDATION: That the Los Angeles City Council (Council) receive and approve this report.

BACKGROUND:

In October 2022, Council instructed the Personnel Department (Personnel), with the assistance of the Los Angeles Police Department (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."

In April 2023, Council [amended the instructions](#) as follows:

1. INSTRUCT the Personnel Department, with the assistance of the LAPD and the City Administrative Officer (CAO), to report to Council with a proposal to establish a hiring incentive program for hard-to-fill civilian classifications within the LAPD, similar in structure to that for sworn hiring, and identify the necessary resources required to implement this program for the current Fiscal Year (FY) 2022-23 only.
2. DIRECT the CAO to report at the next Public Safety Committee meeting on the inclusion of the civilian staff hiring bonuses and include the extension of both sworn and civilian bonuses through FY 2025-26.

DISCUSSION:

Personnel is committed to fill vacancies throughout all City Departments. Classifications that directly impact the City's commitment to public safety remains to be the utmost priority. Within the last several years, especially since the COVID-19 pandemic, interest in public safety careers have drastically diminished. In accordance with the direction from the Council an exploration was conducted into offering a hiring incentive program for hard-to-fill civilian classifications. The following classifications, in order of priority, have been impacted the most and are recommended to receive the following hiring incentives:

I. Police Service Representative

Police Service Representative (PSR):

- \$5,000 upon hire;
- \$5,000 upon completion of 18 months of full duty service; and
- \$5,000 upon completion of 36 months full-duty service.

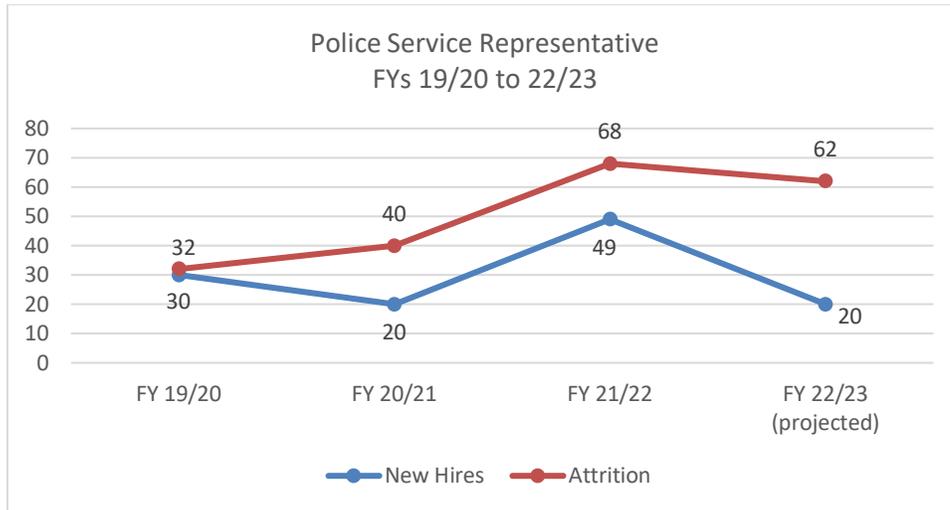
Police Service Representatives are civilian employees of the Los Angeles Police Department assigned to Communications Division. Police Service Representatives utilize multiple screens, radio frequencies, and a Computer Aided Dispatch (CAD) system to receive and differentiate 911 and non-emergency calls from the public, dispatch police cars to calls for service, critical incidents and emergencies, access law enforcement

databases and provide support information to police officers.

There has been a significant drop in the number of applications received for the PSR examination, which results in less hiring. Combined with the lack of applicants, the PSR classification also suffered an increased attrition rate since at least FY 2019/20, with no signs of ceasing.

As of April 5, 2023, there were 151 PSR vacancies (24%), which due to a lack of staffing oftentimes would require forcing 16 - 19 PSRs per day to work up to four hours beyond their scheduled workday.

The following chart represents the hiring and attrition gap between fiscal years 2019/20 through 2022/23.



PSR attrition far exceeds hiring.

To boost interest, Personnel and LAPD worked closely and:

1. Tripled investment in digital advertising, as compared to FY 2021/22;
2. Updated the [PSR job bulletin](#) to include the term “911 Dispatcher” to enhance candidate awareness and increase online traffic directed from digital search engines;
3. Updated the job bulletin to reflect the elimination of the Preliminary Background Application and typing certification requirements;
4. Included LAPD’s Communications Division in Public Safety Job Fairs and LAPD’s internal recruitment events; and
5. Researched alternative testing options to accelerate the selection process.

The proposed hiring incentive is expected to boost interest in the classification as well as encourage new PSRs to explore career opportunities within its career ladder. The classification must compete with other agencies as well as other civil service opportunities within the City. It is recommended that the Executive Employee Relations Committee provide instructions to the CAO to bargain the proposed hiring incentive bonus with the All City Employees Association, Local 3090, American Federation of State, County and Municipal Employees, American Federation of Labor-Congress of Industrial Organizations, which represents the Police Service Representatives.

I. Polygraph Examiner

Polygraph Examiner (PE):

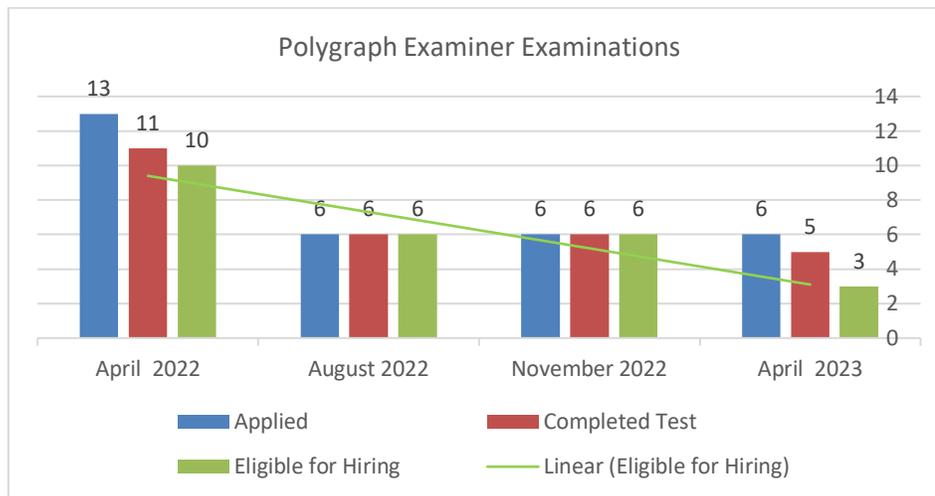
- \$5,000 upon hire;
- \$5,000 upon completion of 18 months of full duty service; and
- \$5,000 upon completion of 36 months full-duty service.

Polygraph Examiners administer polygraphs examinations to police candidates, sworn and civilian employees seeking assignments to specialized units, and suspects or witnesses in criminal investigations using computerized polygraph instruments; and, as appropriate, interview and interrogate suspects, victims, witnesses

and other persons involved in City related investigations; prepare written reports in order to document polygraph examination questions and results, and testify in court as an expert witness.

As of April 18, 2023, LAPD reported four (31%) PE vacancies out of a total of 13. Similar to other classifications, there has been a downward trend of candidates available for hiring. The lack of staffing has caused considerable cancellations of Polygraph Examination appointments for candidates in the hiring process. Additionally, the lack of staffing has created up to a three-week delay for Police Officer Candidates to schedule a Polygraph Examination appointment. The unnecessary delays at Polygraph Examination has diminished the service provided to candidates and hampered the ability to deliver an expedient hiring process.

The following chart illustrates a 70% decrease of PEs eligible for hire from April 2022 through April 2023.



Polygraph Examiner Application to Eligible List within the last year.

Personnel and LAPD have worked together in proactively addressing the declining interest for job opportunities for the PE position. Those measures include:

- Operations: Constant adjustments in candidate Polygraph Examination scheduling.
- Recruitment: Advertised at the 13 accredited polygraph schools around the country since mid-FY 22/23.
- Human Resources: Personnel offered options for consideration by LAPD, with assistance from the CAO:
 - Utilize 120-day appointment option for retired City employees, including those retired via the Separation Incentive Plan;
 - Utilize an As-Needed PE option for non-City employees;
 - Advanced Step Hire option for PE I in addition to the already established minimum salary of Step 8; and
 - Hire an outside contractor until all vacancies are filled.

It is the intent of the hiring incentive to increase interest in the position and to fill all PE vacancies, while reducing delays in Police Officer hiring.

It is recognized that offering advanced step hiring may impact current staff and it is recommended that the Executive Employee Relations Committee provide instructions to the CAO to bargain the proposed hiring incentive with the Engineers and Architects Association, which represents the Polygraph Examiners.

II. Detention Officer

Detention Officer (DO):

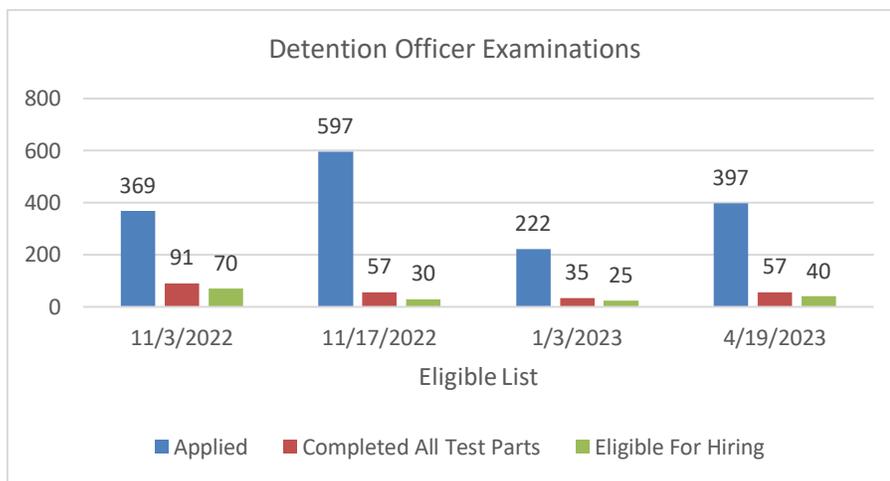
- \$5,000 upon hire;

- \$5,000 upon completion of 18 months of full duty service; and
- \$5,000 upon completion of 36 months full-duty service.

A DO manages the intake of arrestees including booking, fingerprinting and maintaining custody and control of arrested persons, which may require the use of force to overcome resistance.

For several years, LAPD has had to resort to deploying Police Officers to Custody Services Division (CSD) to offset the constant DO vacancies. Currently, there are 28 Police Officers assigned to CSD for this specific reason. The filling of these positions by DOs would allow for the redeployment of sworn personnel to field duties.

Personnel bolstered promoting the DO examination through social media advertisements, which resulted in an increase in applicants. However, due to current salary and benefit levels, most applicants choose not to move forward and complete the examination process. The following chart compares candidates that applied, completed all test parts and were eligible for hire. The chart further illustrates that of the 1585 candidates that applied, only 10% actually completed all test parts and became eligible for hire.



There is a significant difference in the number of applications received and examinations completed.

It is projected that a DO hiring incentive may motivate applicants to advance through the selection process up to accepting a job offer. Meeting the goals in this classification would make up for the DO vacancies and effectively allow LAPD to redeploy Police Officer personnel to field duties. It is proposed that the Advanced Step Hiring option be considered for DO. It is additionally recommended that the Executive Employee Relations Committee provide instructions to the CAO to bargain the proposed hiring incentive bonus with Service Employees International Union, Local 721, which represents the DO classification.

NOTE: Personnel has identified that many police officer candidates have circumstances that temporarily impede them from passing the sworn hiring process. An assessment is underway of a “Pathway to Patrol” opportunity to allow candidates an employment succession route from DO to police officer. Detention Officer to Police Officer could make for a seamless transition and progression in career growth and development. It additionally would assist the City in addressing immediate and long term hiring shortages in both the sworn and civilian ranks.

III. Security Officer

Security Officer (SO):

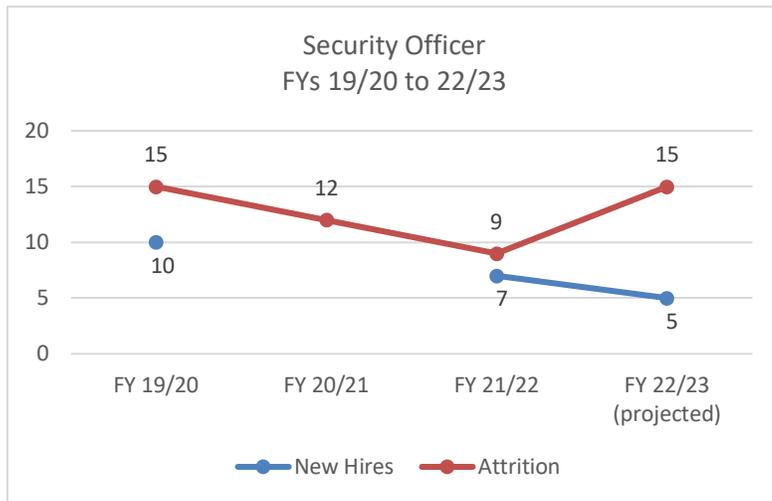
- \$5,000 upon hire;
- \$5,000 upon completion of 18 months of full duty service; and
- \$5,000 upon completion of 36 months full-duty service.

A SO patrols and safeguards City-owned buildings, parks, reservoirs, facilities, grounds and equipment, answers questions and directs visitor/patrons; assures that only authorized persons enter buildings, yards, and

other restricted areas; prepares reports and keep records; may make preliminary investigations of accidents, thefts and disturbances; may issue warnings or citations for illegal parking; may testify in court and may detain violators pending the arrival of a peace officer.

Personnel received high interest and applications for the SO examination. However, not many candidates respond to LAPD’s certification. Further, a total of 17 SOs transferred out of LAPD since May 2019 to other Departments within the City. Some of the candidates disclosed their preference towards other Departments due to higher pay, bonuses, unlimited overtime, and free parking. In an attempt to attain even more interest, Personnel and LAPD invested in digital advertisement for the months of August – November 2022, and March – June 2023. The additional marketing outreach did not yield added interest in SO assignments to the LAPD.

The lack of SOs has impeded LAPD in meeting the service expected by the Los Angeles Public Library and Los Angeles Sanitation. Consequently, the LAPD must rely on overtime to meet service level requirements. The number of SO vacancies continue to grow, and the expenditure of overtime hours is unavoidable.



Security Officer hiring is notably less than attrition.

The hiring incentive is designed to encourage individuals to seek employment and maintain a career as an SO with LAPD. It is proposed that the Advanced Step Hiring option also be considered for Security Officers. It is additionally recommended that the Executive Employee Relations Committee provide instructions to the CAO to bargain the proposed hiring incentive with Service Employees International Union, Local 721, which represents the SOs. As it is not the intent to entice transfers from other City departments, it is recommended that the hiring incentive for SO be limited to new hires.

IV. Property Officer

Property Officer (PROFCR):

No hiring incentive recommended at this time.

A Property Officer is an unarmed civilian employee of the Police Department who accepts and maintains physical accountability and detailed documentation for booked evidence and non-evidence property from time of booking to ultimate release or disposal; utilizes both computer based and physical data tracking and filing systems; and provides customer service to police officers and the general public.

On January 12, 2021, an Eligible List of 77 PO candidates was established. Within the last year, Personnel received almost 140 email addresses of individuals interested in knowing when the next Property Officer Job Bulletin will be opened. Additionally, as in the past, LAPD’s Evidence and Property Management Division will be invited to participate in large-scale Police Safety hiring events. Past efforts has successfully garnered sufficient interest in the PROFCR classification. While offering a hiring incentive for PROFCR is not recommended at this time, Personnel will monitor the classification for prospect engagement and recruitment opportunities.

RECOMMENDATIONS:

It is recommended that the Council approves the proposed hiring incentive for the classifications of PSR, PE, DO and SO. Upon approval by Council, Personnel and LAPD are prepared to effectuate a signing bonus for the full-time hiring of those positions. The hiring incentive would be administered by LAPD, with support from Personnel, which will undertake promotional and marketing efforts. Only full-time employees with full-duty service status will be eligible for the final two payments. Furthermore, each component of the bonus would only be granted once. The intent of offering a hiring bonus with payouts across three periods has multiple benefits. Offering a hiring incentive inherently provides a competitive edge in attracting and enlisting viable prospects. Spreading the payouts over three distinct periods also serves as retention bonus to motivate new hires to commit long term in their assignments. The proposed hiring incentive for the civilian classifications are similar to the proposed hiring incentive for sworn police officers in both amount and payout periods.

In support of the hiring incentive it is further recommended that funding be directed towards marketing and promoting civilian classifications in the amount of \$60,000. This funding would support advertising on digital platforms, at community colleges, and other relevant marketing sources. Additionally, it is recommended that the CAO review the proposed hiring incentive and analyze the financial impact on tenured employees of the same classifications.

CONCLUSION:

The implementation of hiring incentives for the identified civilian classifications would greatly enhance the LAPD's ability to overcome personnel shortages in both the civilian and sworn ranks. A full capacity civilian staff would allow for the redeployment of sworn personnel to field duties and significantly contribute to delivering on the promise of a safer City.

Offering a hiring incentive and Advanced Step Hire are both opportunities to amplify positive messaging and commitment to value of personnel in the identified classifications. However, as there may be a financial impact on current employees with standing, it is necessary to meet and confer with the various labor representatives to attain support and buy in.

While Personnel strongly support hiring incentives for all identified LAPD's classifications, currently, the need for PSRs remain most urgent. Personnel Department will continue to strategize with LAPD to find the most effective recruitment options to gain more candidates and ultimately fill vacancies.



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