



# Memorandum

**TO:** PUBLIC SAFETY, FINANCE &  
STRATEGIC SUPPORT  
COMMITTEE

**SUBJECT:** POLICE DEPARTMENT  
RECRUITMENT ACTIVITY  
ANNUAL REPORT

**FROM:** Edgardo Garcia

**DATE:** September 2, 2020

Approved

*Edgardo Garcia*

Date

*9-10-20*

## RECOMMENDATION

Accept the annual report on Police Department recruitment activity, with a focus on both sworn and communications personnel, including recruiting and hiring expenditures, communication/marketing activities, marketing and outreach data analysis, academy entrants data analysis, resignation data analysis, and diverse applicant pool applications/hiring efforts for 2019-2020.

## BACKGROUND

On December 1, 2015, as part of their review of the Police Department Hiring Audit, the City Council directed the City Manager to report to the Public Safety, Finance, and Strategic Support Committee (PSFSS) on the Police Academy recruitment cycle with a Recruitment Activity Report, beginning in spring 2016. The report was to include the following:

- a. Funds expended to date in recruiting and hiring, and the uses of funds;
- b. The nature, intended audiences, and outcomes of various communication and marketing activities such as, but not limited to, advertising on radio, billboards, signage on city owned vehicles, and other advertising;
- c. Use and analysis of data identifying those specific marketing and outreach activities that yield the best results, and to assess optimal marginal allocation of future resources;
- d. Data describing measurements of results specific to the ethnic and gender make-up of sub-categories of academy entrants;
- e. Data describing the reasons officers are resigning from the Department (e.g., retirement, moving to another city department, resignation in lieu of termination, etc.); and
- f. The status of efforts to boost applications and hiring of women, veterans, and a diverse applicant pool by re-focusing marketing, as suggested above.

On October 4, 2016, the City Council heard and accepted a report from the Chief of Police entitled "*Police Department Staffing and Discussion of Options to Address the Unprecedented Low Staffing Levels in the Patrol Division*,"<sup>1</sup> which included a detailed overview of the

<sup>1</sup> Council report: [http://sanjose.granicus.com/MetaViewer.php?view\\_id=&event\\_id=2156&meta\\_id=594329](http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2156&meta_id=594329)

Department's police officer recruiting efforts. Subsequently, the Police Department provided semi-annual reports on police officer recruitment activity beginning in October 2016. As part of its consideration of the October 18, 2018 Recruitment Activity Report, PSFSS directed that future reports be provided on an annual basis. This report is the second annual report, covering the 2019-2020 Fiscal Year.

## **ANALYSIS**

The San José Police Department Recruiting Unit currently accepts police officer applications year-round and holds three academies per fiscal year in October, February, and June. Due to the Covid-19 Pandemic, the February 2020 police academy was postponed, and the June 2020 police academy was canceled. The February academy restarted on June 29, 2020. All candidates considered for the June 2020 police academy were reconsidered for the October 2020 academy.

The recruiting cycle is approximately four months per academy, however, the timeline for each recruit may vary from four to nine months from the time of application to final enrollment in the police academy. This variation depends on what point during the hiring cycle a recruit applies and the complexity of the applicant's background. This October, the Department will begin Academy "SJ-39" with approximately 54 recruits.

On January 22, 2021 our re-started February academy will graduate approximately 51 recruits. Additionally, 12 laterals have been hired from other agencies. In a strong sign of confidence in the Department, 4 of those laterals were rehires rejoining the ranks of the San José Police Department (SJPd).

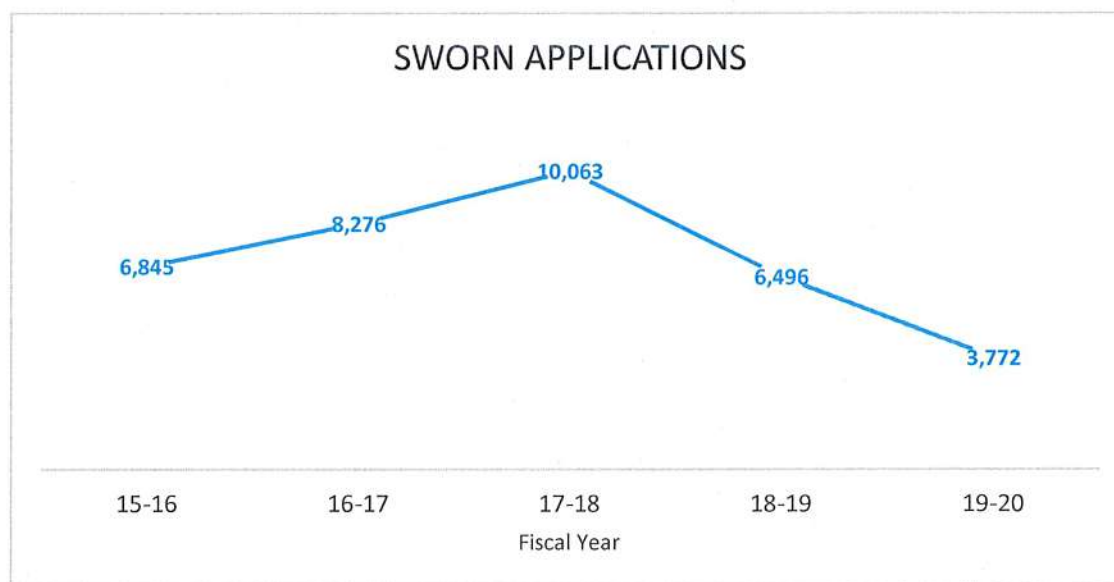
The Police Department continues to experience successes with recruiting efforts and can confidently state the San Jose Police Department is continuing to rise. Heavy recruiting efforts are underway, and the Recruiting Unit continues to venture into new territory to find exceptional applicants. During the time period covered in this annual report, 115 officers joined the San José Police Department as either new hires or lateral hires. Based on the number of applications received for those positions, the San Jose Police Department continues to hire the top 3 percent of applicants.

Despite the dedicated efforts of the Recruiting Unit, the number of applicants has declined since the 2017-2018 Fiscal Year. A recent report from the Police Executive Research Forum (PERF) notes that this decline in applications is a national trend, observing that "the policing profession is facing a workforce crisis. Fewer people are applying to become police officers, and more people are leaving the profession, often after only a few years on the job."<sup>2</sup> The following chart illustrates this in the number of applications received over the last five years.

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<sup>2</sup> Police Executive Research Forum, *The Workforce Crisis, and What Police Agencies Are Doing About It*, (2019), <https://www.policeforum.org/assets/WorkforceCrisis.pdf>





Source: Recruiting Unit - NeoGov

The PERF report points to a number of potential causes for this trend, including the complex challenges faced by modern police departments, such as the need for officers to spend a significant amount of time doing work that is more akin to social work than to law enforcement. The City is already planning to tackle this and similar challenges through the Police Reform Work Plan. The Police Department also plans to continue aggressive recruiting efforts in 2020-2021 to ensure ground is not lost, as there are currently 69 projected retirements in the 2020-2021 fiscal year.

In addition to relaying the success of the Department's efforts, this annual report responds to the Council direction of December 2015 with detailed information about recruitment efforts. The Department's responses are provided below.

*a. Funds expended to date in recruiting and hiring, and the uses of funds.*

For 2019-2020, the Recruiting Unit's allocation was \$2.3 million, with expenditures and commitments for the year totaling \$3.2 million (please note that these funds represent only Recruiting Unit expenditures; the costs of the Background Unit are not included). The Recruiting Unit's expenditures did exceed its allocations at year end; however, these costs were absorbed within the Department's overall budget given the high priority to quickly rebuild the sworn staffing levels while recruits' interests are high. The Department as a whole was not overspent in 2019-2020.

One of the primary cost drivers for the Recruiting Unit was overtime of \$750,000. This expenditure is an increase over the prior year but is below the historical 5 year spend average in this category.

Overtime expenses fund recruiter presence at:

- Career and job fairs

- College and university presentations
- Community events
- Military events
- Unaffiliated police academy presentations

In addition, overtime expenses fund staffing for:

- Conducting physical agility testing
- Conducting written testing
- Conducting oral board testing
- Hosting workshops for written and oral exam preparation
- Hosting fitness and physical agility workshops
- Hosting career days

All the aforementioned events are critical to the ongoing recruiting requirements for the Department. The Recruiting Unit recognized the potential value in conducting in-house testing for candidates, as it ensures candidates are not recruited by competing agencies during the testing process. As such, the Recruiting Unit obtained certification to test for the physical agility and written tests. While some testing costs are offset by accepting scores for unaffiliated candidates from the Academy at South Bay Regional Public Safety Training, the number of candidates being tested by the Department continues to increase.

As a cost-saving measure, the Department created training videos for the oral board test preparation and the background process. These videos were made available to applicants in an effort to assist them in navigating the process and passing the oral board examination.

Staffing within the Recruiting Unit is minimal. Currently, there are two civilian administrative staff, two full-duty officers, and one full-duty sergeant. There is one modified-duty officer and one temporarily-assigned officer on long-term disability. As a result, all recruiting and testing efforts are typically conducted by one civilian, three officers, and a sergeant. Additional personnel from throughout the Department assist as satellite recruiters and test administrators on an overtime basis.

One-time non-personal recruitment funding of \$200,000 was approved to continue in 2019-2020 and was used to attend job fairs and recruiting events; conduct targeted radio, print, and social media marketing; and conduct outreach in publications, community colleges, and military agencies. Additionally, a recruitment firm was utilized in 2019-2020 for high level recruitments as follows: Deputy Director for Gaming Control, 9-1-1 Communications Manager, and the 9-1-1 Assistant Communications Manager positions. This additional \$200,000 funding was not included as part of 2020-2021 Adopted Budget, but some carryover funds remain from the 2019-2020 Fiscal Year allocation to support recruitment activities in the current year. The Department will work with the Budget Office to ensure that recruitment activities can continue to be funded.

- b. The nature, intended audiences, and outcomes of various communication and marketing activities such as, but not limited to, advertising on radio, billboards, signage on city owned vehicles, and other advertising.



The Department continued to work with Civilian, Inc., a professional marketing firm. Their objective was to increase recruiting efficiency in finding and retaining highly qualified candidates. Civilian, Inc.'s campaign strategy is designed to reach audiences representing the diversity of San José's residents, women, military, college students, and police officers employed at other agencies. This strategy includes the use of social media tools (advertising through Indeed, Facebook, Google) and using programmatic display tactics (banners).

The results of using Civilian, Inc. continue to be impressive. The campaign exceeded its targeted goal of 385 applications for Academy "SJ-38," bringing the Department a total of 1,666 applications. While the industry standard for online advertising efforts is an average click-through rate of 1 percent, the campaign with Civilian, Inc. achieved a 3.69 percent, a marked improvement over last year's 2.92 percent click-through rate.

As a cost-saving measure existing contracts for non-beneficial marketing avenues were withdrawn. For example, the Department spent approximately \$8,000 on marketing through a billboard at the San Jose Giants stadium in the 2018-2019 fiscal year. With no evidence this billboard brought applicants to the Department, this contract was not renewed.

*c. Use and analysis of data identifying those specific marketing and outreach activities that yield the best results, and to assess optimal marginal allocation of future resources.*

As stated above, the Department received 1,666 applications for Academy "SJ-38." The total media cost for Academy "SJ-38" by Civilian, Inc. was approximately \$23,500, bringing the cost per application for Academy "SJ-38" to \$14. As the consultant and the Recruiting Unit learn from each campaign or activity, strategies and tactics are redirected to the best key-performer digital marketing tools. The goal is to reach the highest numbers of individuals within the target audiences. To do so, the campaign uses location-based, Geo-fencing technology (virtual geographic boundaries using GPS data) and optimizes outreach to military bases, universities, athletic teams, audiences engaged with prospecting efforts, job seekers using social media, and other law enforcement-related agencies.

A key takeaway from the marketing data is the success of using Indeed.com, a job search website. Indeed drove 74% of the trackable applications from Civilian, Inc. In addition, pure social media impressions, through sites like Facebook, resulted in 1.04 M impressions (keyword searches, click-throughs, or likes).

*d. Data describing measurements of results specific to the ethnic and gender make-up of sub-categories of academy entrants.*

As of June 10th, 2020, the Department was made up of 41.84% Caucasian, 23.86% Hispanic/Latino, 14.74% Asian American/Pacific Islander, 15.3% Not Specified, 3.42% African American, and 0.61% Native American. By comparison, according to the United States Census' July 2019 population estimates, San José residents are 26% Caucasian, 32% Hispanic/Latino, 36% percent Asian American/Pacific Islander, and 3.0% African American.<sup>3</sup> The Department

<sup>3</sup> United States Census QuickFacts Website:

<https://www.census.gov/quickfacts/fact/table/sanjosecitycalifornia,US/PST045219?>

will continue to work on diverse and ethnic recruitment mirroring and potentially exceeding the ethnic make-up of the City.

The following chart provides the breakdown of the self-reported ethnicities of the last five police academies.

Ethnic	SJ34	SJ35	SJ36	SJ37	SJ38
Asian Indian	3		1	2	
Black, African American	7		1	7	
Chinese	1	1	4	4	
Filipino	1		2		
Japanese	1				
Korean	1				
Mexican-Amer, Mexican, Chicano	7	1	6	4	2
Not Specified	7	36	6	13	48
Other Asian	2		1		
Other Hispanic, Latino or Spanish Origin	8	1	13	4	1
Puerto Rican	2			1	
Unspecified A/PI		1		1	
Unspecified H/L		1			1
Vietnamese	1		2	2	
White	9	1	14	10	3
<b>Grand Total</b>	<b>50</b>	<b>42</b>	<b>50</b>	<b>48</b>	<b>55</b>

Source: Police Personnel Unit

As illustrated by the chart above, the majority of self-reports are “Not Specified.” As a result, the demographics of new police officers and lateral police officers are difficult to compare against current City demographic data and past Department demographic data.

The following chart provides the breakdown of the self-reported genders of the last five police academies.

Gender	SJ34	SJ35	SJ36	SJ37	SJ38
F	6	8	6	8	12
M	44	34	44	40	43
<b>Grand Total</b>	<b>50</b>	<b>42</b>	<b>50</b>	<b>48</b>	<b>55</b>

Source: Police Personnel Unit

Gender diversity remains a high priority for the Department. Academy “SJ-38” was 22% female. In addition, more than 16% of applicants over the past five academies were female.

*e. Data describing the reasons officers are resigning from the Department (e.g., retirement, moving to another city department, resignation in lieu of termination, etc.).*

During the exit interview process, officers have the option to voluntarily note in their Notice of Separation form, their reason(s) for resigning from the Department. During this reporting period, 98 officers separated from the City.



**SWORN SEPARATIONS**

**July 1, 2019 to June 30, 2020**

Status	Type	19 Jul	19 Aug	19 Sep	19 Oct	19 Nov	19 Dec	20 Jan	20 Feb	20 Mar	20 Apr	20 May	20 Jun	Grand Total
Resignation														
	In lieu of termination	2		1	2	1	2		3			2	1	14
	Transfer	1											1	2
	Other Agency			1			1						1	3
	Private Sector						1							1
	Personal			2	3	1			1			1	1	9
	Other	5	2					1	2	1		2	1	14
Retirement														
	Disability					1		1						2
	Service	6	2	2	2	6	9	17			2	2		48
Termination														
	Termination							1		2			1	4
Deceased														
	Deceased			1										1
Grand Total		14	4	7	7	9	13	20	6	3	2	7	6	98

Source: Police Personnel Unit

*f. The status of efforts to boost applications and hiring of women, veterans, and a diverse applicant pool by re-focusing marketing, as suggested above.*

The Department continues to seek highly qualified candidates nation-wide. During the 2019-2020 fiscal year, the Department recruited at events in California, Nevada, Texas, Illinois, New York, and New Jersey.

The following is a list of diversity-specific community events, in which the Recruiting Unit participated.

- American Indian Heritage Celebration
- Assyrian Festival
- Black Joy Parade
- Boba with a Cop
- EID Ramadan Celebration
- Evergreen Islamic Center Comm. Meal
- Filipino Adobo Festival
- Iranian Women's Leadership Conf.
- Italian Festival
- Juneteenth Festival
- Lebanese Festival
- NAACP Gala
- Oakland Art & Soul Festival
- Oakland Attend & Achieve Rally
- Pride Parade, San Francisco
- Pride Parade, San Jose
- Vietnamese Film Festival

The following is a list of colleges and universities, rated high in racial diversity<sup>4</sup>, at which the Recruiting Unit gave presentations.

- CSU East Bay (CA)
- CSU Fresno (CA)
- CSU Monterey Bay (CA)
- CSU Northridge (CA)
- CSU Sacramento (CA)
- CSU San Bernardino (CA)
- Holy Names University (CA)
- John Jay College (NY)
- Merritt College (CA)
- Rutgers University (NJ)
- Saint Xavier University (IL)
- San Francisco State University (CA)
- San Jose State University (CA)
- University of Houston (TX)
- University of Illinois at Chicago (IL)

The following is a list of military events, at which the Recruiting Unit gave presentations and/or attended job fairs.

- *Hiring Our Heroes* Job Fair at Travis AFB
- *Recruit Military* Job Fair in San Francisco
- *Hire GI* Job Fair at Travis Air Force Base
- *Work for Warriors* Job Fair in Reno, NV
- *Veterans Appreciation* Job Fair in Salinas, CA
- *Military Hire* Job Fair in Sacramento, CA
- *Veterans Resource* Job Fair in San Jose, CA
- *Military Inclusion* Job Fair in San Diego, CA
- Cal Maritime Career Fair in Vallejo, CA
- AmeriCorps Job Fair in Sacramento, CA
- Marine Corps Recruit Depot, San Diego
- Marine Corps Air Station Miramar
- Naval Air Station Lemoore
- U.S. Army Fort Hood

The Department continues to seek new and innovative ways to enhance recruiting efforts and expand the hiring of qualified candidates. Every event is analyzed for its success, outreach, and potential improvements in efficacy. By measuring response from these efforts, the Department can determine which events will generate large numbers of qualified recruits. Other ongoing recruiting efforts include:

- Recruiting at non-affiliated police academies throughout California
- Hosting a Women's Career Day
- Hosting a physical fitness program
- Providing free workshops to aid potential applicants through the testing process:
  - Physical agility workshop
  - Written test workshop
  - Oral Board interview workshop
  - Women's Bootcamp Series
- Providing free testing:
  - Physical agility test
  - Written test
  - Oral board interview
- Scheduling "Ride-Alongs" for applicants
- Providing "All-in-One" testing weekends for out-of-state applicants
- Providing one-on-one candidate mentoring
- Continuing to seek new activities, venues, and methods to reach intended audiences
- Continuing to partner with community, education, and leaders in the law enforcement field

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<sup>4</sup> Collegefactual.com



During the 2019-2020 cycle, the Recruiting Unit hosted a Women's Career Day, which was widely attended. It offered women the opportunity to experience Force Option Simulations (video interactions), participate in Use of Force decision making against a real person (in a padded suit), and hosted an amazing panel of female leaders from throughout the Department. The San Jose Police Department values women and their contribution to the force.

#### Communications Division Recruiting Efforts

The Communications Division consists of Public Safety Communications Specialists (call takers), who are the first interface when residents call 9-1-1 and 3-1-1, and Public Safety Radio Dispatchers (dispatchers), who dispatch officers and communicate with them in the field. Recruiting and retention for call takers and dispatchers is an issue in San José, as well as throughout the State of California. However, the Communications Division currently has 12.5 call taker and dispatcher vacancies, which is an improvement from vacancy levels reported last year, as discussed below.

When hired, all Communications personnel attend the Basic Communications Academy to become call takers. At the conclusion of the Academy, they enter the Communications Training Program, a field training program where they receive hands on training answering 9-1-1 and 3-1-1 calls. At the conclusion of this training program, based on the position for which they applied, the candidates either remain call takers or enter the Radio Academy to become dispatchers. Once the Radio Academy is completed, the candidate completes another Dispatch Training Program before being released as a full-duty dispatcher. The process, from the start of the Basic Communications Academy to the conclusion of call taker training, takes approximately 6 months. The process, from the start of the Basic Communications Academy to the conclusion of dispatcher training, takes approximately 13 months.

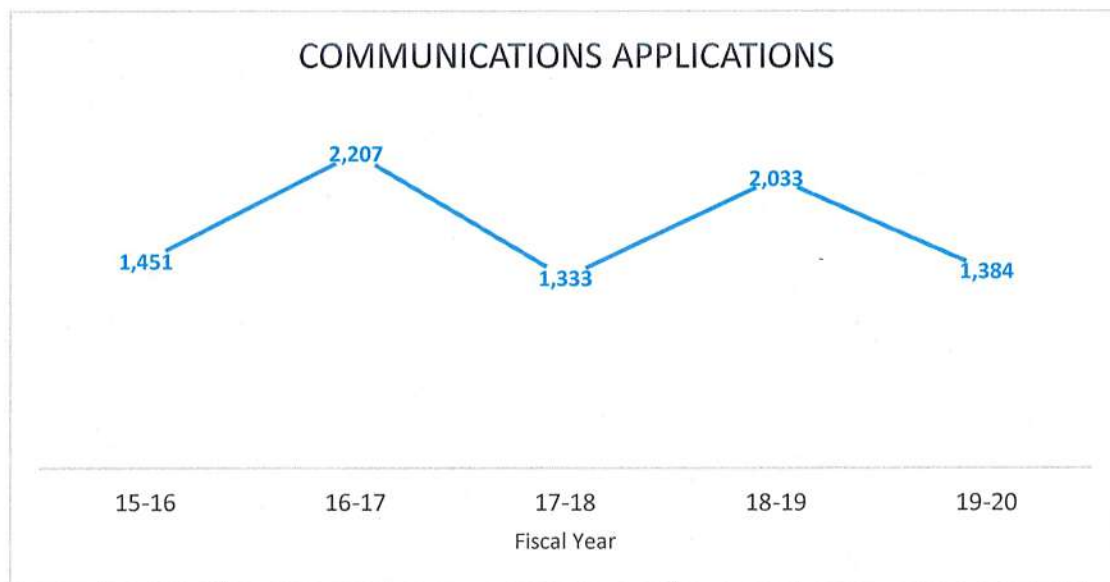
The Communications Division hosts five academies per year, alternating between the Basic Communications Academy and Radio Academy. Currently, 31 employees are in training; 13 in the Basic Communications Academy and 18 in the Communications Training Program. At the conclusion of this Basic Communications Academy in October 2020, a Radio Academy will begin in November 2020. The next Basic Communications Academy for incoming personnel is scheduled for January 2021.

During the time period covered in this annual report, increased efforts by the Department's Recruiting Unit helped fill vacant positions in the Communications Division. The Communications Division lost 24 employees during this timeframe due to resignations, taking other City positions, and service retirements. In the same time period, the Communications Division hired 28 employees; this brought the number of vacancies as of September 1, 2020 to one in the Public Safety Communications Specialists rank and 11.5 in the Public Safety Radio Dispatchers rank. These vacancy figures are an improvement from a year ago, when the Department reported to the Public Safety, Finance and Strategic Support Committee in September 2019 that there were 10 vacancies in the Communications Specialists rank and 19.5 vacancies in the Public Safety Radio Dispatchers rank.

The Public Safety Communications Specialists rank is authorized for 59.5 positions. We currently have 58.5 positions filled and have one vacancy. Of the 50.5 Public Safety Communications Specialists, eight are in training. This means 42.5, or approximately 85%, are control-room-ready. Six additional Communications Specialists are expected to complete their training on October 10, 2020, adding to the control-room-ready number.

The Public Safety Radio Dispatcher rank is authorized for 81 positions. We currently have 69.5 positions filled and have 11.5 vacancies. Of the 69.5 Public Safety Radio Dispatchers, 24 are in training. This means 45.5, or approximately 65%, are control-room-ready. Seven additional Radio Dispatchers are expected to complete their training on January 8, 2021, adding to the control-room-ready number.

Recruitment efforts are critical and remain a high priority for the Department. Job openings are posted on the websites for CALNENA (California National Emergency Number Association) and State of California Commission on Peace Officer Standards and Training (POST), in addition to the City of San José jobs website and the Police Department's recruiting website (which is currently in the process of being updated). FY 2019-2020 has been a successful year for recruiting and hiring a larger number of applicants.



*Source: Police Personnel Unit*

It should be noted there have been fluctuations in the number of applications based on the number of Basic Communications Academies held each year. In years when there are three Basic Communications Academies, the number has been significantly higher than in the years when there were two Basic Communications Academies. This is because the application process opened and closed for each academy. Moving forward, the Communications Division is changing to an open enrolment/application accepting strategy that will allow Communications applicants to apply year-round. This open enrollment process has been used for police recruit positions and has successfully kept applicants informed of the process to become Department members.



The Recruiting Unit and the Communications Division are working on new display and social media advertisements featuring Communications opportunities. The Department's video unit is working with Communications to create features on the control room and opportunities within the Division.

The Communications Division recruiters attend Police Department recruitment events. Additionally, they go to local Community Colleges, post recruitment flyers, meet with students, and coordinate with instructors to speak during class periods. Staff from Communications recruit at the Department's "Coffee with a Cop" or "Boba with a Cop" events and attend community events with Crime Prevention staff. At all recruiting events, the Police Department's Recruiting Unit provides Communications Division flyers to interested applicants; these flyers give information about the Communications Specialist and Radio Dispatcher positions, including job duties, minimum requirements, salary and benefits, how to apply, and FAQs.

During Department hosted Women's Career Day events, Communications personnel participate in panel discussions and hold break-out sessions, where they give presentations, meet with attendees, and answer questions. It became clear during these events that Communications applicants wanted additional support and training to take the initial CitiCall test, a requirement to be hired by Communications. The SJPd Recruiting Unit is currently working with Communications Training Unit staff to devote time and resources to host workshops to help familiarize candidates with the test so they can successfully complete it.

The contract with Civilian, Inc. was expanded to provide greater exposure and community awareness of the opportunities available in the San José Police Department Communication Division and the benefits of joining our team.

The Recruiting Unit is working closely with the Communications Division to increase recruiting and on-going testing for future dispatchers. Recruiting Unit staff and Communications Division staff have participated in and reviewed the Civil Grand Jury's 2018-2019 report entitled, *Improving San Jose Police Department's 9-1-1/3-1-1 Call Answering Time: When Seconds Count*<sup>5</sup> as well as the February 2019 *Audit of 9-1-1 and 3-1-1: Changes to Call Handling and Increased Hiring Efforts Could Improve Call Answering Times*.<sup>6</sup> These reports continue to direct Communications Division marketing and recruiting strategies. For example, Recommendation #6 from the Audit of 911 and 311 proposed that the Police Department should use external marketing firms to bolster marketing efforts to recruit communications staff. As noted above, the contract with Civilian, Inc. now includes the Communications Division.

## **CONCLUSION/NEXT STEPS**

In the year ahead, the City and the Department will continue to look for ways to expand the hiring of qualified candidates. Staff will continue to work to reach our intended audiences, with a goal of providing opportunities to learn about the Department and the value of work as police

<sup>5</sup> <http://www.scsccourt.org/documents/CGJ%20SJPd%20Final%20Report%20-%2006.18.19.pdf>

<sup>6</sup> <https://www.sanjoseca.gov/home/showdocument?id=38067>

September 2, 2020

**Subject: Police Department Recruitment Activity Annual Report**

Page 12

officers, call takers, and dispatchers, as well as the reward of providing public service to this City and its residents.

### **COORDINATION**

This memorandum has been coordinated with the City Attorney's Office, Human Resources Department, Office of Employee Relations, and the City Manager's Budget Office.

/s/

EDGARDO GARCIA

Chief of Police

By Acting Chief of Police

DAVE KNOPF

For questions please contact Recruiting Unit Lieutenant Stephen Donohue at (408) 277-4951.