

PSFSS COMMITTEE: 8/19/2021
ITEM: (d) 2.
FILE: CC 21-191

Memorandum

TO: PUBLIC SAFETY, FINANCE &
STRATEGIC SUPPORT
COMMITTEE

FROM: Anthony Mata

SUBJECT: POLICE DEPARTMENT
RECRUITMENT AND HIRING
ACTIVITY ANNUAL REPORT

DATE: August 10, 2021

Approved

Date

8-12-21

RECOMMENDATION

Accept the annual report on Police Department sworn personnel 2020-2021 recruitment and hiring activity, including recruiting climate, recruiting unit budget and activities, communication/marketing activities and analysis, qualified applicant pool diversity and sworn demographic data by rank, and resignation data, as well as 2020-2021 recruitment and hiring activity for communications personnel.

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 (PSFSS) Committee on the Police Academy recruitment cycle with a Recruitment Activity Report, beginning in spring 2016. 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*,"¹ which included a detailed overview of the Department's police officer recruiting efforts. Subsequently, the Police Department provided semi-annual reports on police officer recruitment activity beginning in October 2016. Pursuant to a request from the PSFSS Committee at its February 18, 2018 meeting, the Department began including information on recruitment efforts for Communications Division staff beginning with the report heard at the April 19, 2019 PSFSS Committee meeting. As part of its consideration of the October 18, 2018 Recruitment Activity Report, the PSFSS Committee directed that future reports be provided on an annual basis. This report is the third annual report, covering the 2020-2021 Fiscal Year (FY).

¹ Council report: http://sanjose.granicus.com/MetaViewer.php?view_id=&event_id=2156&meta_id=594329

In response to an information request from the chair of the PSFSS Committee, the Department presented information on the demographics of the Department as part of the February 18, 2021 San Jose Police Department Operations and Performance Bi-Monthly Status Report. The information included statistics on the gender and ethnicity of the Department as a whole, and at each rank within the Department. At the conclusion of the report, the Committee asked the Department to continue to provide sworn demographic data by rank annually as part of the Recruitment Activity Annual Report. This is the first annual recruiting report containing demographic information.

In summary, this Police Department Recruitment and Hiring Activity Annual Report for 2020-2021 includes the following information for sworn personnel:

- Recruiting climate;
- Recruiting unit budget and activities;
- Communication/marketing activities and analysis;
- Qualified applicant pool diversity and sworn demographic data by rank; and,
- Resignation data.

Information regarding general recruitment and hiring activity for communications personnel is also provided.

ANALYSIS

Sworn Personnel

Recruiting Climate

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 (SJ38) Police Academy was stopped four weeks after it began, and the recruits were sent home until the Academy was re-started in June 2020. Of the 42 candidates who originally started SJ38 in February 2020, 38 returned in June 2020. The Department was able to add 13 recruits, who had already been in process for SJ39, bringing the number of recruits in SJ38 to 51. A total of 35 recruits graduated from SJ38 in February of 2021.

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 when the applicant applies during a hiring cycle, as well as the complexity of the applicant's background. In October of 2020, the Department began Academy SJ39 with 51 recruits. This Academy graduated 37 recruits in May of 2021. In February of this year, Academy SJ40 began with 42 recruits; currently, SJ40 has 38 recruits with an anticipated graduation in September 2021. Additionally, Academy SJ41 started on June 14, 2021 with 32 recruits. One person has since resigned from that class.

Staffing for sworn personnel within the Department fluctuates between authorized staffing numbers and the number of “street ready” officers. For example, the Department is budgeted for 1,153 positions but there are 1,160 filled positions, which indicates seven extra personnel. However, of the 1,160 filled positions, 50 are in the Field Training Program, 75 are recruits in the Academy, 21 are on disability, 38 are on modified duty, and 14 officers are on other types of leave. Therefore, the total number of “street ready” officers is 962.

As of June 30, 2021, five laterals have been hired from other agencies. Two of those laterals were re-hires who rejoined the ranks of the San José Police Department (SJPD). The number of laterals and re-hires decreased from the 2019-2020 Fiscal Year when the Department had 12 laterals, which included 4 re-hires.

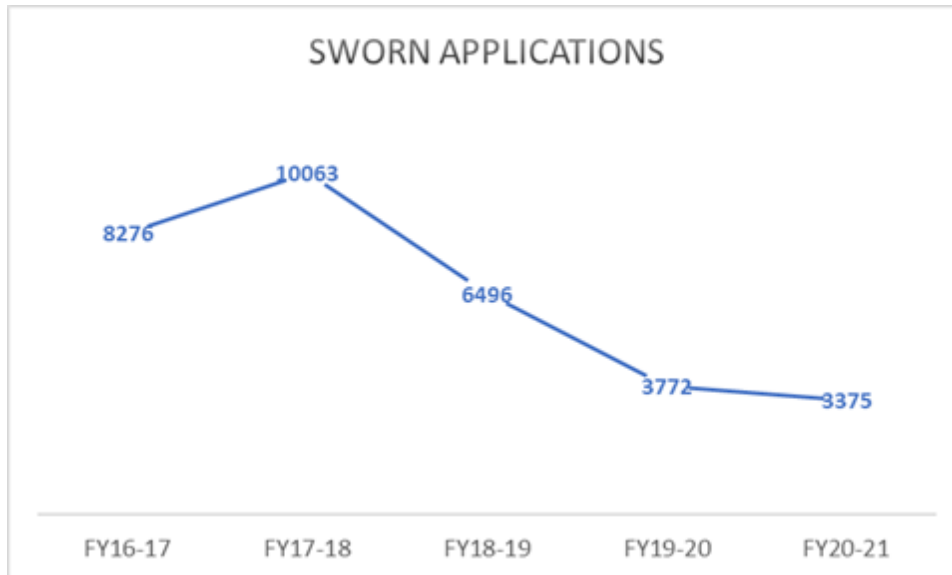
The San José Police Department has experienced success with recruiting efforts and can confidently state that there was a large pool of qualified applicants for every hiring cycle, up to SJ42; the Department anticipates hiring approximately 40 recruits for SJ42, which will start in October 2021. During the 2020-2021 Fiscal Year, 129 officers joined the San José Police Department as either new hires or lateral hires, which is up from the 2019-2020 Fiscal Year, when the Department hired 115 officers. Based on the number of applications received for those positions, the Police Department hired the top 3.5 percent of applicants.

The Department has reached budgeted staffing levels. With the decline in vacancies and no anticipated growth, the Department has reduced the academy sizes. We are using hire ahead funding to maintain current staffing levels and hope to add additional budgeted positions in the future, subject to the City’s overall fiscal condition and other program priorities. We are authorized to hire a total of approximately 60 recruits for Academy SJ43 and Academy SJ44.

Over the last five years, the Department contracted with a single vendor, Civilian, Inc., for advertising. The Department’s advertising contract with Civilian, Inc. recently expired in April of 2021. The Department experienced a decrease in the number of applications received from the time the Civilian contract expired to the end of the fiscal year. The Department is currently working on procuring another contract for FY 2021-2022 to ensure that this resource remains available to assist with recruiting efforts and will seek ongoing funding for the Recruiting Unit to maintain advertising.

The number of applications received by the Department in FY 2020-2021 is slightly lower than those received in FY 2019-2020 (by approximately 400). This is an impressive feat for the Department, as the COVID-19 pandemic was in full effect for the entire fiscal year. A report from the Police Executive Research Forum (PERF) documents that the decline in applications is a national trend. PERF stated, “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.”² The following chart illustrates this in the number of applications received by the Department over the last five years.

² 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 several 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 Department will continue its recruiting efforts in FY 2021-2022. At a minimum, the Department needs to keep up with attrition, which can be difficult to project. For example, while the Department projected 69 sworn personnel would retire during FY 2020-2021, a total of 117 officers retired, resigned, were terminated, or resigned in lieu of termination during that time period. This is an increase of 48 vacancies that were not projected. This trend in increasing retirements is not specific to the San Jose Police Department but is being experienced across the nation. The New York Times reported that “a survey of almost 200 police departments indicated that retirements were up 45 percent and resignations rose by 18 percent in the year from April 2020 to April 2021 when compared with the previous 12 months, according to the Police Executive Research Forum, a Washington policy institute.” The Times added, “New York City saw 2,600 officers retire in 2020 compared with 1,509 the year before. Resignations in Seattle increased to 123 from 34 and retirements to 96 from 43. Minneapolis, which had 912 uniformed officers in May 2019, is now down to 699.”³

Recruiting Unit Budget and Activities

For the 2020-2021 Fiscal Year, the Recruiting Unit’s allocation was \$2.5 million, with expenditures and commitments for the year totaling \$2.6 million as of June 12, 2021 (Note: these

³ The New York Times (6/24, A1, MacFarquhar), <https://www.nytimes.com/2021/06/24/us/police-resignations-protests-asheville.html>

funds represent only Recruiting Unit expenditures and the costs of the Background Unit are not included). While the Recruiting Unit's expenditures have slightly exceeded its allocations, these costs were absorbed within the Department's overall budget.

One of the primary cost drivers for the Recruiting Unit was overtime. The allotted budget was \$366,258 and the actual amount spent was \$510,266, as of June 12, 2021. The allotted budget in the 2020-2021 Fiscal Year of \$366,258 was decreased from the 2019-2020 Fiscal Year allotted budget of \$750,000. Although overtime costs went over budget, due to the COVID-19 travel restrictions placed on the Background Unit, there were overtime savings that were used to offset the Recruiting overtime expenditures.

This fiscal year, overtime expenses funded some virtual recruiter presence at:

- Career and job fairs
- College and university presentations
- Military events
- Unaffiliated police academy presentations
- Outside POST testing sites (e.g., South Bay Regional Training Center)

In addition, overtime expenses fund staffing for:

- Conducting physical agility testing
- Conducting written testing
- Conducting oral board testing for Sworn, Communications, and Records
- Hosting virtual workshops for written and oral exam preparation
- Hosting fitness and physical agility workshops
- Hosting virtual career days

All of 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 is certified 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 to assist them in navigating the process and passing the oral board examination.

Staffing within the Recruiting Unit is minimal. Currently, there is one full-duty officer, one modified-duty officer, one full-time Communications recruiter, and one full-duty sergeant. There are two civilian administrative staff vacancies, as well as one full duty officer vacancy due to a long-term disability. As a result, all recruiting and testing efforts are typically conducted by one officer, one modified-duty officer, one Communications recruiter, and a sergeant. Additional personnel from throughout the Department assist as test administrators on an overtime basis, as needed.

The total cost for Civilian Inc. was \$611,000 over the course of five years. The funds were sought on a yearly basis, as seen in the chart below:

	2016-17	2017-18	2018-19	2019-20	2020-21	Total
Payments to Civilian Inc	\$ 27,075	\$ 323,058	\$ 105,750	\$ 58,713	\$ 97,006	\$ 611,601
All payments were allocated by multiple one-time budget actions as approved by Mayor and Council						

Source: SJPD Fiscal Unit

Communication/Marketing Activities

The Department continued to work with Civilian, Inc., a professional marketing firm, during this fiscal year. The objective of Civilian, Inc. 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 Jose'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. were impressive, as described below. The Department is currently working on procuring a new contract for advertising for 2021-2022 and expects advertising on other platforms to resume.

The Department received 1,366 applications for Academy SJ41. The total media cost for Academy SJ41 by Civilian, Inc. was approximately \$42,847, bringing the cost per application for Academy SJ41 to \$31. The Department received 1532 applications for Academy SJ42. The total media cost for Academy SJ42 by Civilian, Inc. was approximately \$42,847, bringing the cost per application for Academy SJ42 to \$28. 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. for FY 2019-2020. In addition, pure social media impressions, through sites like Facebook, resulted in 1.04M impressions (keyword searches, click-throughs, or likes). Unfortunately, Civilian Inc. could not provide us with the same data for FY 2020-2021, due to page/form changed processes, which caused a loss in their last-step tracking capabilities.

Although the Department desires to seek highly qualified candidates nation-wide, due to the COVID-19 pandemic, the Recruiting Unit did not travel out of state during FY 2020-2021. As the COVID restrictions diminish, more focus will be put on recruiting at out of state locations, which often offer a highly diverse pool of candidates.

The San Jose Police Department strives to attend and recruit at diversity-specific community events. Unfortunately, due to the pandemic, officers did not attend any in-person events, with the exception of unaffiliated police academies. However, the Recruiting Unit was able to provide virtual presentations and participate in virtual job fairs. The following is a list of colleges and universities, rated high in racial diversity⁴, at which the Recruiting Unit gave virtual presentations:

- Ohlone College (CA)
- San Jose City College (CA)
- University at Albany (NY)
- Diablo Valley College (CA)
- John Jay College (NY)
- San Diego State University (CA)
- San Jose State University (CA)
- San Francisco City College (CA)
- University of Houston (TX)
- St. John's University (NY)
- University of New Orleans (LA)
- Grand Canyon University (AZ)

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

- U.S. Army Fort Hood
- Travis Air Force Base
- HIRE GI virtual fair
- NAS Lemoore Military Base
- Camp Pendleton Military Base
- Recruit Military, San Antonio TX

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 applicants. Other ongoing recruiting efforts include:

- Recruiting at non-affiliated police academies throughout California (officers gave 8 in-person presentations at police academies during Fiscal Year 2020-2021)
- Hosting a physical fitness program (a total of 42 sessions)
- Providing free workshops to aid potential applicants through the testing process:
 - Physical agility workshop
 - Written test workshop
 - Oral Board interview workshop

⁴ Collegefactual.com

- Providing free testing:
 - Physical agility test
 - Written test
 - Oral board interview
- 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

Qualified Applicant Pool Diversity and Sworn Demographic Data by Rank

The Department currently divides ethnicity into 18 different self-report categories. These categories were then filtered into the six race-data categories used by the U.S. Office of Civil Rights: 1) American Indian or Alaska Native; 2) Asian; 3) Black or African American; 4) Hispanic or Latino; 5) Native Hawaiian or Other Pacific Islander; and 6) White.⁵ The Department also included the seventh category “Not Specified,” for employees who chose to not specify their ethnicity; under California State law, disclosure of one’s race is voluntary and Department members will continue to have the option to select this category.

The Department strives for diverse recruitment, which mirrors and potentially exceeds the ethnic make-up of the City. According to the July 2019 United States Census population estimates, the following is the ethnic breakdown for the City of San Jose: 35% Asian, 32% Hispanic or Latino, 26% White, 3% African American, and 4% other.

As of July 09, 2021, the overall Department, as well as each rank within the Department, was made up of the following self-reported ethnicities:

⁵ American Indian or Alaska Native includes is defined by the US Office of Civil Rights as “A person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.” Asian is defined as “a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.” Black or African American is defined as “a person having origins in any of the black racial groups of Africa. Terms such as ‘Haitian’ or ‘Negro’ can be used in addition to ‘Black or African American.’” Hispanic or Latino is defined as “a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race. The term ‘Spanish origin’ can be used in addition to ‘Hispanic or Latino.’” Native Hawaiian or Other Pacific Islander is defined as “a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.” White is defined as “a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.”

PUBLIC SAFETY, FINANCE, AND STRATEGIC SUPPORT COMMITTEE

August 10, 2021

SUBJECT: Police Department Recruitment and Hiring Activity Annual Report

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	Officer	Sgt.	Lt.	Captain	Dep. Chief	Asst. Chief	Chief	Total	%
American Indian	4				1			5	0.4%
Asian	126	23	1	1				151	14.0%
Black or African	28	8	2		1			39	3.6%
Hispanic or Latino	204	33	16	3			1	257	23.7%
Native Hawaiian or Pacific islander	4		1					5	0.5%
White	306	89	21	4	2	1		423	39.0%
Non-Specified	193	8	1	1				203	18.7%
TOTALS	865	161	42	9	4	1	1	1083	100.0%

Source: Police Personnel Unit

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

	SJ37	SJ38	SJ39	SJ40	SJ41
American Indian	2		1		
Asian	6			3	2
Black or African	7			1	
Hispanic or Latino	9	4	1	5	
Native Hawaiian or Pacific Islander	1		1	3	
White	10	3	2	14	1
Non-Specified	13	48	46	15	29
TOTALS	48	55	51	42	32

Source: Police Personnel Unit

As illustrated by the charts above, the self-report category of “Not Specified” makes the demographics of the Department difficult to compare against current City demographic data.

Gender diversity, in addition to ethnic diversity, remains a high priority for the Department. According to the July 2019 United States Census, the City of San Jose is comprised of 49.5% female and 50.5% male. The following chart provides the breakdown of the self-reported genders of the Department as a whole, as well as within each rank of the Department:

	Officer	Sergeant	Lt.	Captain	Dep. Chief	Asst. Chief	Chief	Total	%
FEMALE	109	9	6	1	2			127	12%
MALE	756	152	36	8	2	1	1	956	88%
TOTALS	865	161	42	9	4	1	1	1083	100%

Source: Police Personnel Unit

As of July 9, 2021, the San Jose Police Department was 88% male and 12% female.

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

	SJ37	SJ38	SJ39	SJ40	SJ41
FEMALE	8	12	8	10	11
MALE	40	43	43	32	21
TOTALS	48	55	51	42	32

Source: Police Personnel Unit

In recent years, Recruiting Unit personnel have done an excellent job of increasing the gender diversity of the Department. Academy SJ39 was 15% female; SJ40 was 22% female; and SJ41 was 34% female, the highest percentage of female recruits in the history of the Department. In 2019, the Federal Bureau of Investigations Uniform Crime Reporting Report stated the national average of female sworn members at departments across the nation was 12.8%. As we have increased gender diversity in the Academy, we meet the national average.

Resignation Data

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, 117 officers separated from the City.

FY 2020 - 2021 SWORN SEPARATIONS													Grand Total
Separation Type	2020 Jul	2020 Aug	2020 Sep	2020 Oct	2020 Nov	2020 Dec	2021 Jan	2021 Feb	2021 Mar	2021 Apr	2021 May	2021 Jun	
Resignation													
In lieu	1				3	1	1	1	1		6		14
Transfer	2					1		1					4
Other													
Agency				1	1		1						3
Personal			1		1	2					1		5
Other		3	1	1	2		1	1	5	3	2	2	21
Retirement													
Disability			2	3	3				2				10
Service	1	5	2	3	1	7	23		1	5	3	1	52
Termination													
Termination	3						1		4				8
Grand Total	7	8	6	8	11	11	27	3	13	8	12	3	117

Source: Police Personnel Unit

Communications Personnel

The Communications Division consists of Public Safety Communications Specialists (call takers), who are the first interface when residents call 9-1-1 or police non-emergency, 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. The Communications Division currently has 21 call taker and dispatcher vacancies, which is up from vacancy levels reported last year, as discussed below.

Communications Division Vacancies as of July 7, 2021

	Senior Public Safety Dispatcher	Public Safety Radio Dispatcher, Full Time	Public Safety Communications Specialist, Full Time
Budgeted Positions	14.00	81.00	59.50
Vacant Positions	2.00	16.00	3.00

Source: Police Department Personnel Unit

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 police non-emergency 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, 18 employees are in training; 3 are in the Public Safety Communications Training Program and 15 are in the Radio Dispatcher Training Program. These numbers were reported at the conclusion of this Basic Communications Academy on July 8, 2021. The next Radio Academy will begin in August of 2021 and the next Basic Communications Academy for incoming personnel is scheduled for September of 2021.

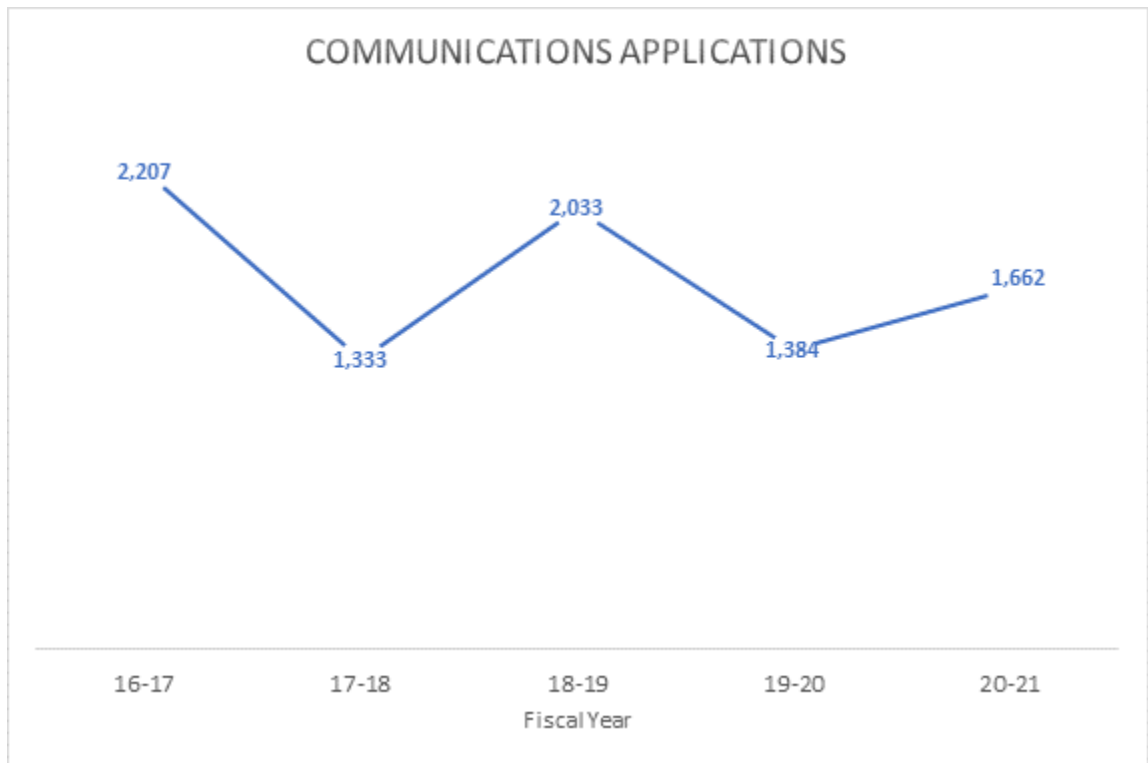
During the 2020-2021 Fiscal Year, efforts by the Department's Recruiting Unit helped fill vacant positions in the Communications Division; the Communications Division hired 12 employees. However, the Communications Division lost 21 employees due to resignations, personnel taking other City positions, and service retirements; this brought the number of vacancies as of July 8, 2021 to 3 in the Public Safety Communications Specialist rank, 16 in the Public Safety Radio Dispatcher rank, and 2 in the Senior Public Safety Dispatcher Rank. The 2020-2021 Fiscal Year vacancy numbers are not an improvement over the 2019-2020 Fiscal Year vacancy numbers. The

latter reported 1 vacancy in the Public Safety Communications Specialists rank and 11.5 vacancies in the Public Safety Radio Dispatchers rank.

The Public Safety Communications Specialists rank is authorized for 59.5 positions. We currently have 56.5 positions filled and have three vacancies. Of the 56.5 Public Safety Communications Specialists, three are in training. Due to temporary duty assignments and leaves of absence, there are 41.5, or approximately 77%, are control-room-ready.

The Public Safety Radio Dispatcher rank is authorized for 81 positions. We currently have 65 positions filled and have 16 vacancies. Of the 65 Public Safety Radio Dispatchers, 15 are in training. Due to temporary duty assignments and leaves of absence, there are 46, or approximately 70%, are control-room-ready.

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 newly launched Department recruiting website (www.SJPDyou). The 2020-2021 Fiscal Year has been a successful year for recruiting; Communications had a larger number of applicants, despite the pandemic. In the 2020-2021 Fiscal Year, Communications received a total of 1662 applications.



Source: Police Personnel Unit

It should be noted that the number of applications fluctuates based on the number of Basic Communications Academies held each year. In the years with three Basic Communications Academies, the number of applications has been significantly higher than in the years with two Basic Communications Academies. This is because the application process is opened and closed for each Academy. As a pilot program, the Recruiting Unit changed to an open enrolment/application accepting strategy, which allowed Communications applicants to apply year-round. However, this extended the entire process to more than a year for most applicants, which is too long to keep applicants interested and engaged; many get hired by other agencies with a quicker hiring process. Moving forward, the Recruiting Unit will open and close applications for each cycle.

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.

As a result of the pandemic during FY 2020-2021, Communications was unable to attend in-person recruiting events. As in-person events resume, the Communications Division recruiters will resume previously used recruiting strategies and will attend Police Department recruitment events. They will go to local Community Colleges, post recruitment flyers, meet with students, and coordinate with instructors to speak during class periods. Staff from Communications will recruit at the Department's "Coffee with a Cop" or "Boba with a Cop" events and attend community events with Crime Prevention staff. As previously done before COVID-19, 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.

Prior to COVID-19, the Department hosted Women's Career Day events and included staff from the Communications Division. At these events, Communications personnel participated in panel discussions and held break-out sessions, where they gave presentations, met with attendees, and answered questions. It became clear during these events that Communications applicants wanted additional support and training to take the initial Critical test, a requirement to be hired by Communications. The SJPD Recruiting Unit and the Communication Recruiter worked with Communications Training Unit staff to devote time and resources to host workshops to help familiarize candidates with the Critical test, so they can successfully complete it. The Critical Workshop was created last year and has been very successful. The feedback from applicants has been entirely positive. Due to the pandemic and the progression of virtual options, the Recruiting staff was able to dedicate more time to streamlining these additional resources and information for Communications candidates.

The Recruiting Unit is working to increase recruiting and ongoing testing for future dispatchers. Recruiting Unit staff and Communications Division staff have 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* 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. 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 use an external marketing firm to bolster marketing efforts to recruit communications staff. The contract with Civilian, Inc. was expanded to include the Communications Division. Civilian, Inc. was utilized in the 2020-2021 Fiscal Year 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 Department's contract with Civilian, Inc. expired in April of 2021 and the Department is currently working on procuring a new advertising contract.

CONCLUSION/NEXT STEPS

In the year ahead, the City and Department will continue to look for ways to expand the hiring of qualified and diverse 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 officers, call takers, and dispatchers, as well as the reward of providing public service to our City and residents. The Department is currently working on procuring an advertising contract to continue the efforts of reaching more applicants and will seek ongoing funding to maintain the service, as appropriate.

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/
ANTHONY MATA
Chief of Police

For questions, please contact Recruiting Unit Lieutenant Christina Anaya at (408) 277-4951.