

Memorandum



DATE December 7, 2017

TO Honorable Members of the Public Safety and Criminal Justice Committee

SUBJECT **DPD and DFR Recruiting and Retention Strategies**

On Monday, December 11, 2017, you will be briefed on the Dallas Police and Dallas Fire-Rescue Department's recruiting and retention strategies. The presentation will discuss the department's recruitment efforts, 2018 recruitment strategies and goals, along with retention strategies.

The briefing materials are attached for your review.

Please contact me if you have any questions or need additional information.



Jon Fortune
Assistant City Manager

[Attachment]

cc: Honorable Mayor and Members of the City Council
T.C. Broadnax, City Manager
Larry Casto, City Attorney
Craig D. Kinton, City Auditor
Biliera Johnson, City Secretary (Interim)
Daniel F. Solis, Administrative Judge
Kimberly Bizor Tolbert, Chief of Staff to the City Manager
Majed A. Al-Ghafry, Assistant City Manager

Jo M. (Jody) Puckett, Assistant City Manager (Interim)
Joey Zapata, Assistant City Manager
M. Elizabeth Reich, Chief Financial Officer
Nadia Chandler Hardy, Chief of Community Services
Raquel Favela, Chief of Economic Development & Neighborhood Services
Theresa O'Donnell, Chief of Resilience
Directors and Assistant Directors

DPD and DFR Recruiting and Retention Strategies

**Public Safety and Criminal Justice Committee
December 11, 2017**

**U. René Hall, Police Chief
Dallas Police Department**

**David Coatney, Fire Chief
Dallas Fire-Rescue Department**



Dallas Police Department



Overview

- Hiring History
- Issues and Concerns
- FY 16-17 Recruiting Results
- FY 17-18 Recruiting Strategies
- Retention

Hiring History

| Fiscal Year | Beginning Staffing | Hiring | Attrition |
|-------------|--------------------|-------------|-----------------|
| 04/05 | 2932 | 180 | 140 |
| 05/06 | 2972 | 221 | 175 |
| 06/07 | 3018 | 344 | 176 |
| 07/08 | 3186 | 376 | 173 |
| 08/09 | 3389 | 394 | 186 |
| 09/10 | 3597 | 284 | 191 |
| 10/11 | 3690 | 24 | 203 |
| 11/12 | 3511 | 196 | 189 |
| 12/13 | 3519 | 193 | 215 |
| 13/14 | 3496 | 231 | 204 |
| 14/15 | 3523 | 209 | 242 |
| 15/16 | 3490 | 142 | 294 |
| 16/17 | 3338 | 190 | 458 |
| 17/18 | 3070 | Goal of 250 | Estimate of 250 |

Hiring Initiatives

1. Waive college for military experience
2. \$10,000 bonus

Hiring Freeze

Estimate 35 in December class

Slightly behind pace




Issues and Concerns

- National shortage of police applicants
 - Negative perceptions of law enforcement
 - More competition
- Low starting pay
- Working requirements
 - Night / Weekends / Holidays
- Disqualifying behavior / Societal Norms

Short Term Strategies

The Message: “Our Excellence Begins with You!”

- Recruiters will direct primary recruiting efforts within Texas
- Emphasis placed on diversity in hiring officers reflective of the community
- “Every Officer is a Recruiter”
Incentivized Officer Recruiting Program
- Disqualifier adjustments



**118 of the 190
hired in FY
16/17 were
from Texas!**

Medium Term Strategies

Develop a professional advertising strategy

- Met with several market agencies and waiting on proposals
 - Promote diversity
 - Highlights opportunities within the Department
 - Designed to appeal to specific demographics
 - Emphasis on City and Department values
 - Commitment to “**SERVICE FIRST**”
 - Community oriented

Long Term Strategies



- Create a high school and college hiring pipeline
 - Initial meetings with DISD and El Centro
 - Students earning dual credit
- Hire as supplemental Public Service Officers upon graduation
 - Qualify for tuition reimbursement
 - Require college attendance
- Begin police academy once age and education requirements met



Time Line for Strategies

- **Short Term: Focus on Texas Recruiting**
 - December 2017: 28 of 35 recruits from Texas
 - January 2018: “Every Officer is a Recruiter” implemented
- **Medium Term: Professional Advertising Strategy**
 - November 2017: Met with production companies
 - January 2018: Anticipate receipt of proposals
- **Long Term: School to DPD Pipeline**
 - October 2017: Met with DISD and UNT
 - June 2018: Anticipate first student hired

Retention Strategies

- 2017 Meet and Confer Agreement
 - Double steps in Fiscal Years 16-17 and 18-19
 - Single step in Fiscal Year 17-18
 - Certification pay increase on January 18, 2018
- Retention bonuses (\$5K/5-years or \$3K/10-years)
- Promotions
- Down Payment Assistance Program (managed by the Housing Department)
- Civil Service Retention Study

Dallas Fire-Rescue Department







Overview






- Recruiting Results
- Goals
- Challenges
- Strategies



FY16-17 Recruiting Results

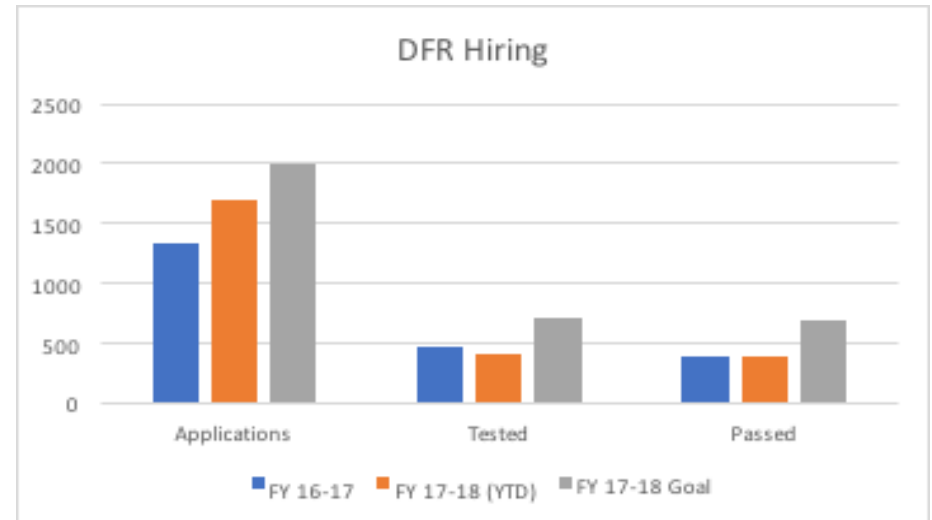
- Applications  1,340
- Tested  467
- Passed  398
- Hired  105

FY17-18 Year-to-Date Results

- Applications  1,702
- Tested  401
- Passed  387
- Scheduled  203
- Hired  116

FY17-18 Goals

- Applications  2,010
 - Tested  710
 - Passed  685
 - Hire 2018  125
-
- Hiring Goal is 241 for FY 17-18
 - April 2018 hire 118 Fire-Rescue Officers and 7 Fire Prevention Officers



Goals

- Increase overall applicant pool by 670 applicants for FY18 (50% increase)
- Increase the number of female applicants to 46 for FY17-18 (100% increase)
- Increase the number of local applicants by utilizing GIS to pinpoint where we are getting applicants for FY17-18
- Modification of applicant processing FY17-18
 - DFR Human Resources processing

Goals

- Increase the number of minority applications for FY17-18
 - Targeting recruiting
 - Campus recruiting and job fairs
- Develop and implement an Employee Retention Program by May 2018
 - Surveys, Focus Groups, and Data Collection

Challenges

- Relatively long application process
- Higher paying departments in the region
- Less attractive pension plan
- Applicant perception

FY16-17 Recruiting Strategies

- Dallas Police Department partnership
- Online recruiting
 - Social media, department website, and recruitment videos
- Traditional methods
- Radio and billboard ads

FY17-18 Recruiting Strategies

- Targeted recruiting
- Carter Collegiate Academy Partnership
- Improve hiring processes
 - Shorten time of applicant process
 - Improve communication with applicants
- Recruiting analytics
 - Increase in the number of applicants
 - Increase in the number that have tested

New Strategies for FY17-18

- Expanded Dallas Police Department Partnership
- Develop Realistic Job Previews (RJPs)
 - Detail job performance before offer of employment
 - Job shadowing
- Television
- Increased billboard ads
- Strategies to be incorporated by May 2018

DPD and DFR Recruiting and Retention Strategies

**Public Safety and Criminal Justice Committee
December 11, 2017**

**U. René Hall, Police Chief
Dallas Police Department**

**David Coatney, Fire Chief
Dallas Fire-Rescue Department**

