TulStat
Police Recruiting

Understanding and Solving Challenging Problems, Defining Success, and Measuring Progress

February 15, 2018
Key Learnings from TulStat 1.0

- Focus was on presentation, not dialog
- Data was show-n-tell
- Rarely concrete action steps at meeting conclusion
- Metrics did not have a refresh “velocity” that was helpful between meetings
- We should be focusing on a handful of problems rather than a comprehensive approach
- Attendance should be opened up
- Meeting space does not inspire dialog
<table>
<thead>
<tr>
<th>Focus</th>
<th>TulStat 1.0</th>
<th>TulStat 2.0</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Focused on presentation from department head</td>
<td>Focused on dialog on solutions to pressing problems and follow-up actions</td>
</tr>
<tr>
<td>Meeting Frequency</td>
<td>Every other week, Friday Afternoons</td>
<td>Varied. Some monthly, some every other week.</td>
</tr>
<tr>
<td>Participation</td>
<td>Presenting Department leaders and support department leaders</td>
<td>Targeted based on topic, but open to anyone.</td>
</tr>
<tr>
<td>Meeting duration</td>
<td>90 minutes</td>
<td>Varies based on topic</td>
</tr>
<tr>
<td>Space</td>
<td>10 North</td>
<td>15&lt;sup&gt;th&lt;/sup&gt; Floor Innovation Lab</td>
</tr>
<tr>
<td>Overall Feel</td>
<td>Presentation with some dialog</td>
<td>Dialog about possible solutions and action plan</td>
</tr>
</tbody>
</table>
Mission & Vision

TulStat Mission: Create a forum for city leaders to discuss priority problems, a clear definition of success, innovative solutions, and a method to measure progress.

Vision - What does success look like? The OPSI staff creates a collaborative forum where participants leave with a better understanding of the priority problem, a way to measure success, strategies to solve the problem, and action steps before the next TulStat meeting.
Feedback from 2/9/18 Cash Reserves TulStat Meeting

<table>
<thead>
<tr>
<th>Category</th>
<th>Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good use of time</td>
<td>100%</td>
</tr>
<tr>
<td>Action steps</td>
<td>100%</td>
</tr>
<tr>
<td>Collaborative discussion</td>
<td>100%</td>
</tr>
<tr>
<td>Data presented to understand problem</td>
<td>100%</td>
</tr>
<tr>
<td>Clear way to measure success</td>
<td>73%</td>
</tr>
<tr>
<td>Problem clearly stated</td>
<td>100%</td>
</tr>
<tr>
<td>Meeting Purpose communicated</td>
<td>100%</td>
</tr>
</tbody>
</table>
Priority Issues for 2018

1. Police Recruiting / Community Policing (Monthly)
   a) How can we recruit enough police officers to meet the targets set by the Mayor?

2. Employee Morale, Compensation & Benefits (every other week at Dept Head Meeting)
   a) How can we ensure great employees are compensated adequately?

3. Cash Reserves / Municipal Funding (Every Other Month)
   a) How can we ensure that the city’s financial resiliency is strong?

4. Commercial and Neighborhood Placemaking (Monthly)
   a) How can we address the greyfields – declining retail space?
   b) Our neighborhoods and commercial districts lack an “identity of place.”
The Process

1. Problem Definition and Context
2. Measurement Framework
3. Defining Success
4. Possible Solutions
5. Action Plan
Defining the Problem

What is the right-sized problem?

How do we raise the manpower of the Tulsa Police Department to the funded number?
Measuring Success

How can we measure *ultimate* success?

Ultimate success is TPD having 459 sworn patrol officers and 499 sworn non-patrol officers as recommended in the University of Cincinnati study.

How can we measure *incremental* progress?

- Increased recruitment success – full classes
- Decreased attrition
University of Cincinnati Staffing Recommendations

Sworn Patrol Officers

- Feb 2018 (69.06%)
- Recommended (30.94%)
- Recommended: 459

Sworn Non-Patrol Officers

- Feb 2018 (94.99%)
- Recommended (5.01%)
- Recommended: 499
Defining the Problem

What is the right-sized problem?

How do we raise the manpower of the Tulsa Police Department to the funded number?

Cause 1
Attrition/Retention

Fatigue

Benefits

Low Manpower/Unfunded Mandates

10th in pay and other benefits in Oklahoma

Social Environment

Uninformed Oversight
Defining the Problem

What is the right-sized problem?

How do we raise the manpower of the Tulsa Police Department to the funded number?

Cause 2
Recruiting

Why?
Good Economy
Why?
Plentiful Job Opportunities / Competition

Why?
Benefits
Why?
10th in pay and other benefits in Oklahoma

Why?
Dated Recruiting Strategy
Why?
Lack of funding and analysis
Testing Pool and Pass Rates

# of Tested TPD Applicants w/ Pass Rates

Pass Rate

Tested

5 month testing freeze
Stages in TPD Applicant Screening

<table>
<thead>
<tr>
<th>Application Stage</th>
<th>Applicants</th>
<th>Fallout #</th>
<th>Fallout %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Application</td>
<td>77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Background Investigation Questionnaire</td>
<td>77</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Invitation to Test</td>
<td>53 (-24)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Written/Physical Test</td>
<td>48 (-5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oral Assessment</td>
<td>39 (-1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cali. Psychological Inventory Test</td>
<td>40 (-8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Background Investigation</td>
<td>21 (-18)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chief's Selection</td>
<td>19 (-2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Academy Start</td>
<td>19</td>
<td>0</td>
<td>25%</td>
</tr>
</tbody>
</table>

Tulsa Police Department Class 2018-113
# Stages in TPD Applicant Screening

The process for selecting applicants involves several stages, with a decreasing number of applicants at each stage. The stages include:
- Initial Application
- Background Investigation
- Questionnaire
- Invitation to Test
- Written & Physical Test
- Psychological Test
- Oral Assessment
- Background Investigation
- Chief's Selection
- Academy Start

The table below summarizes the number of applicants at each stage:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Application</td>
<td>77</td>
</tr>
<tr>
<td>Background Investigation</td>
<td>77</td>
</tr>
<tr>
<td>Questionnaire</td>
<td>53</td>
</tr>
<tr>
<td>Invitation to Test</td>
<td>48</td>
</tr>
<tr>
<td>Written &amp; Physical Test</td>
<td>40</td>
</tr>
<tr>
<td>Psychological Test</td>
<td>39</td>
</tr>
<tr>
<td>Oral Assessment</td>
<td>21</td>
</tr>
<tr>
<td>Background Investigation</td>
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The graph visualizes the number of applicants decreasing from 77 at the initial application to 19 at the final stage.