TulStat
Police Recruiting

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

May 17, 2018
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.
Results 4/19/18 TulStat Police Recruiting Session

Police Recruiting TulStat April 2018

- Good use of time: 80%
- Action steps: 80%
- Collaborative discussion: 100%
- Data presented to understand problem: 100%
- Clear way to measure success: 80%
- Problem clearly stated: 100%
- Meeting Purpose communicated: 100%
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?
University of Cincinnati Staffing Recommendations

Sworn Patrol Officers

- Recommended: 459
- April 2018 (86.06%) • Recommended (13.94%)
- 395
- 64

Sworn Non-Patrol Officers

- Recommended: 499
- April 2018 (78.36%) • Recommended (21.64%)
- 391
- 108
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
Action Items from April 2018 Meeting – Recruiting & Attrition

• Data on recent applicants & classes

• Overall Recruiting Strategy
# New Applicants

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td># of Candidates who Applied in MUNIS</td>
<td>178</td>
</tr>
<tr>
<td># of Candidates who completed BIQ</td>
<td>60</td>
</tr>
<tr>
<td>Of Candidates who did not Complete BIQ</td>
<td>118</td>
</tr>
<tr>
<td>Having Trouble filling out BIQ</td>
<td></td>
</tr>
<tr>
<td>Changed Mind on Career</td>
<td></td>
</tr>
<tr>
<td>No longer interested</td>
<td>3</td>
</tr>
<tr>
<td>Did not Qualify after reviewing BIQ</td>
<td>1</td>
</tr>
<tr>
<td>Plan on Filling out BIQ within days</td>
<td>8</td>
</tr>
</tbody>
</table>
Applicant Demographics - Gender

Male/Female Applicants by Month

- September: 14 Men, 2 Women
- October: 4 Men, 4 Women
- November: 16 Men, 2 Women
- December: 13 Men, 2 Women
- January: 12 Men, 2 Women
- February: 12 Men, 2 Women
- March: 8 Men, 2 Women
- April: 18 Men, 1 Women
- May: 8 Men, 2 Women

Legend: Men, Women
Applicant Demographics - Race

Applicant Racial Demographic by Month

- September: 13 White, 1 Black, 2 Hispanic
- October: 11 White, 1 Black
- November: 15 White, 2 Black
- December: 12 White, 1 Black
- January: 13 White, 1 Black
- February: 11 White, 2 Black
- March: 9 White, 1 Black
- April: 16 White, 2 Black
- May: 9 White, 1 Black
Recent Recruitment to Completion Statistics

Class Statistics

- Class 2017-111:
  - # applied: 75
  - # invited to join Academy: 30
  - # joined Academy: 30
  - # completed Academy: 25

- Class 2018-112:
  - # applied: 42
  - # invited to join Academy: 30
  - # joined Academy: 30
  - # completed Academy: 26

- Class 2018-113:
  - # applied: 41
  - # invited to join Academy: 19
  - # joined Academy: N/A
  - # completed Academy: N/A
Recent Academy Demographics

Academy Demographics - Gender

Class 2017-111
- Men: 28
- Women: 2

Class 2018-112
- Men: 29
- Women: 1

Class 2018-113
- Men: 15
- Women: 2
Recent Academy Demographics

Academy Demographics - Race

Class 2017-111
- White: 21
- Black: 3
- Hispanic: 4
- Native American: 2
- Asian: 2

Class 2018-112
- White: 19
- Black: 3
- Hispanic: 4
- Native American: 2
- Asian: 1

Class 2018-113
- White: 14
- Black: 2
- Hispanic: 1
- Native American: 2
- Asian: 0
# Overall Recruiting Strategy

<table>
<thead>
<tr>
<th>Strategy Element</th>
<th>Next Steps</th>
<th>Anticipated Completion</th>
<th>Expected Output/Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marketing</td>
<td>Website, banner builds, Video content creation</td>
<td>July 1, 2018</td>
<td>100 visitors per month</td>
</tr>
<tr>
<td>Testing Efficiencies</td>
<td>Written Test update, Online BIQ</td>
<td>June 15, 2018</td>
<td>Cut 1.5-2 months off of application time/ Increase out of town testing numbers</td>
</tr>
<tr>
<td>Expanded On site recruiting</td>
<td>Identify two local target universities and focus on expanded groups</td>
<td>August 31, 2018</td>
<td>Expand applications from targeted universities by 25%</td>
</tr>
<tr>
<td>Pre-Hires</td>
<td>Utilize any savings realized from an academy to pay pre-hires for next academy (e.g. Fall 2018 – any money saved can go to pre-hires for early 2019 academy)</td>
<td></td>
<td>Retain 100% of those candidates offered pre-hire positions until academy start</td>
</tr>
<tr>
<td>Empower All Officers to recruit</td>
<td>PRIDE Program expansion, One page recruiting cheat sheet</td>
<td>June 15, 2018</td>
<td>Increase number of applications – not sure of exact metric</td>
</tr>
</tbody>
</table>