TulStat
Police Recruiting

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

June 27, 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 May TulStat Police Recruiting Session

Police Recruiting TulStat May 2018

- Good use of time: 89%
- Action steps: 89%
- Collaborative discussion: 89%
- Data presented to understand problem: 100%
- Clear way to measure success: 100%
- 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%)

Sworn Non-Patrol Officers

Recommended: 499

- April 2018 (78.36%)
- Recommended (21.64%)
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
Recent Recruitment to Completion Statistics

Class Statistics

- Class 2017-111: 75
  - # applied: 30
  - # Invited to Join Academy: 30
  - # Joined Academy: 25
  - # Completed Or still in academy if ongoing

- Class 2018-112 (Ongoing): 42
  - # applied: 42
  - # Invited to Join Academy: 30
  - # Joined Academy: 30
  - # Completed Or still in academy if ongoing

- Class 2018-113: 41
  - # Invited to Join Academy: 19
  - # Completed Or still in academy if ongoing
Recent Academy Demographics

Academy Demographics - Gender

- **Class 2017-111**: 28 Men, 2 Women
- **Class 2018-112**: 29 Men, 1 Woman
- **Class 2018-113**: 15 Men, 2 Women
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: 1
Action Items from May 2018 Meeting – Recruiting & Attrition

• Pre-hire PST Funding (Dalgleish)
• Revised/Established Targets for Recruiting Strategies (Perkins)
  – Marketing
  – Testing Efficiencies
  – Expanded On-site recruiting
  – Pre-hires
  – Empower all officers to recruit
<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>6,000 visitors per month to website</td>
</tr>
<tr>
<td>Testing Efficiencies</td>
<td>Written Test update, Online BIQ</td>
<td>September 1, 2018</td>
<td>Reduce testing process by 2 months</td>
</tr>
<tr>
<td>Expanded On site recruiting</td>
<td>Identify two local target universities and focus on expanded groups</td>
<td>December 1, 2018</td>
<td></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 starts</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. 30 applicants per month invited to test with TPD.</td>
</tr>
</tbody>
</table>
Application Process

- Apply in MUNIS
- Submit BIQ
- TPD Written Test
- TPD Applicant Review & Vetting
- Invitation to academy
- Physical Exam & MMPI
- Start Academy
New Applicants in MUNIS by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Applicants in MUNIS</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>36</td>
</tr>
<tr>
<td>February</td>
<td>43</td>
</tr>
<tr>
<td>March</td>
<td>42</td>
</tr>
<tr>
<td>April</td>
<td>31</td>
</tr>
<tr>
<td>May</td>
<td>54</td>
</tr>
</tbody>
</table>

Average: 40

Total Applicants in MUNIS
% of applicants completing BIQ

% of applicants completing BIQ

Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18
______ | ______ | ______ | ______ | ______
50%    | 40%    | 60%    | 30%    | 30%

% of applicants that completed BIQ

Average
Time between application & BIQ

Average # of days to file BIQ after applying in MUNIS

Jan-18  Feb-18  Mar-18  Apr-18  May-18
New Applicants

Applicants Testing per Month

- September: 14
- October: 12
- November: 18
- December: 15
- January: 14
- February: 14
- March: 10
- April: 19
- May: 10
- June* (as of 6/27): 20

Total | Average
Testing Applicants Demographics - Gender

Male/Female Applicants Testing by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Men</th>
<th>Women</th>
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<tbody>
<tr>
<td>September</td>
<td>14</td>
<td>2</td>
</tr>
<tr>
<td>October</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>November</td>
<td>16</td>
<td>2</td>
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<tr>
<td>December</td>
<td>13</td>
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<td>February</td>
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<td>April</td>
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<td>1</td>
</tr>
<tr>
<td>May</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>June</td>
<td>16</td>
<td>4</td>
</tr>
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</table>
Testing Applicant Demographics - Race

Applicants Testing Racial Demographic by Month

<table>
<thead>
<tr>
<th>Month</th>
<th>White</th>
<th>Black</th>
<th>Hispanic</th>
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<tbody>
<tr>
<td>September</td>
<td>13</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>October</td>
<td>11</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>November</td>
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<td>2</td>
<td>1</td>
</tr>
<tr>
<td>February</td>
<td>11</td>
<td>16</td>
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<tr>
<td>March</td>
<td>9</td>
<td>9</td>
<td>1</td>
</tr>
<tr>
<td>April</td>
<td>16</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>June* (as of 6/27)</td>
<td>18</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
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