TulStat
Police Recruiting

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

August 16, 2018

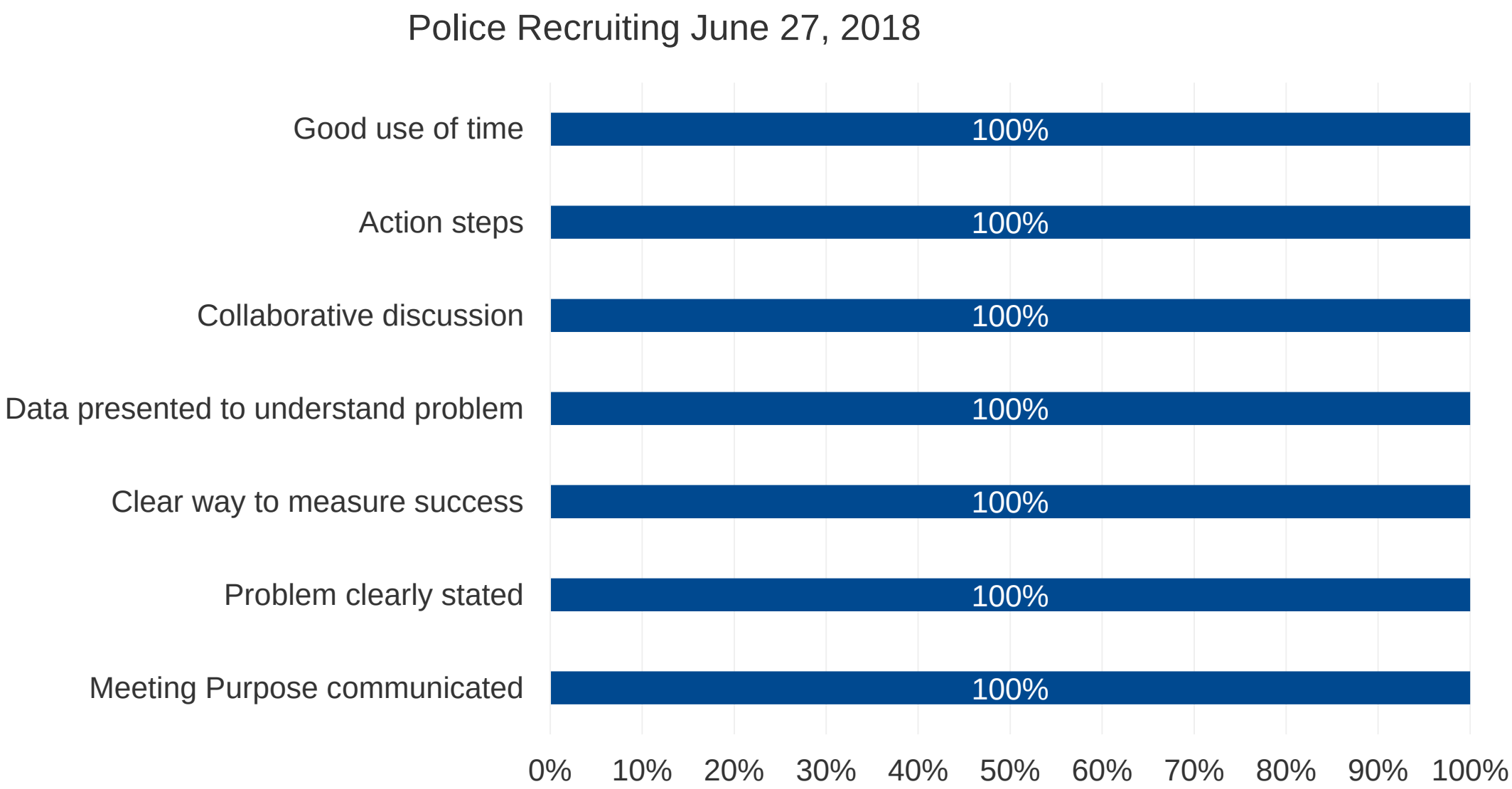
CITY OF Tulsa
A New Kind of Energy

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 June TulStat Police Recruiting Session



The Process

1. Problem Definition and Context

2. Measurement Framework

3. Defining Success

4. Possible Solutions

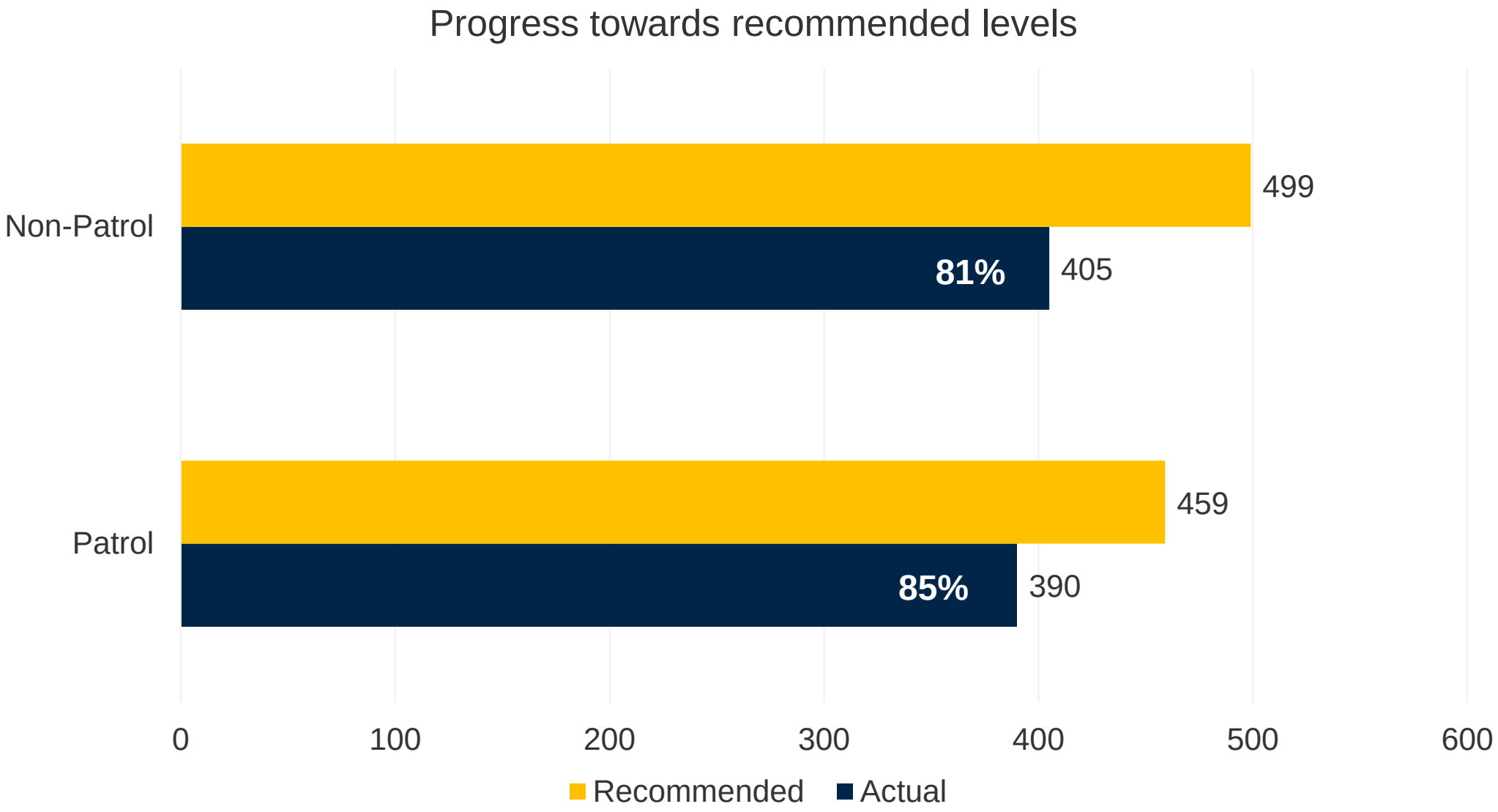
5. Action Plan

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



Measuring Success

How can we measure ultimate success?

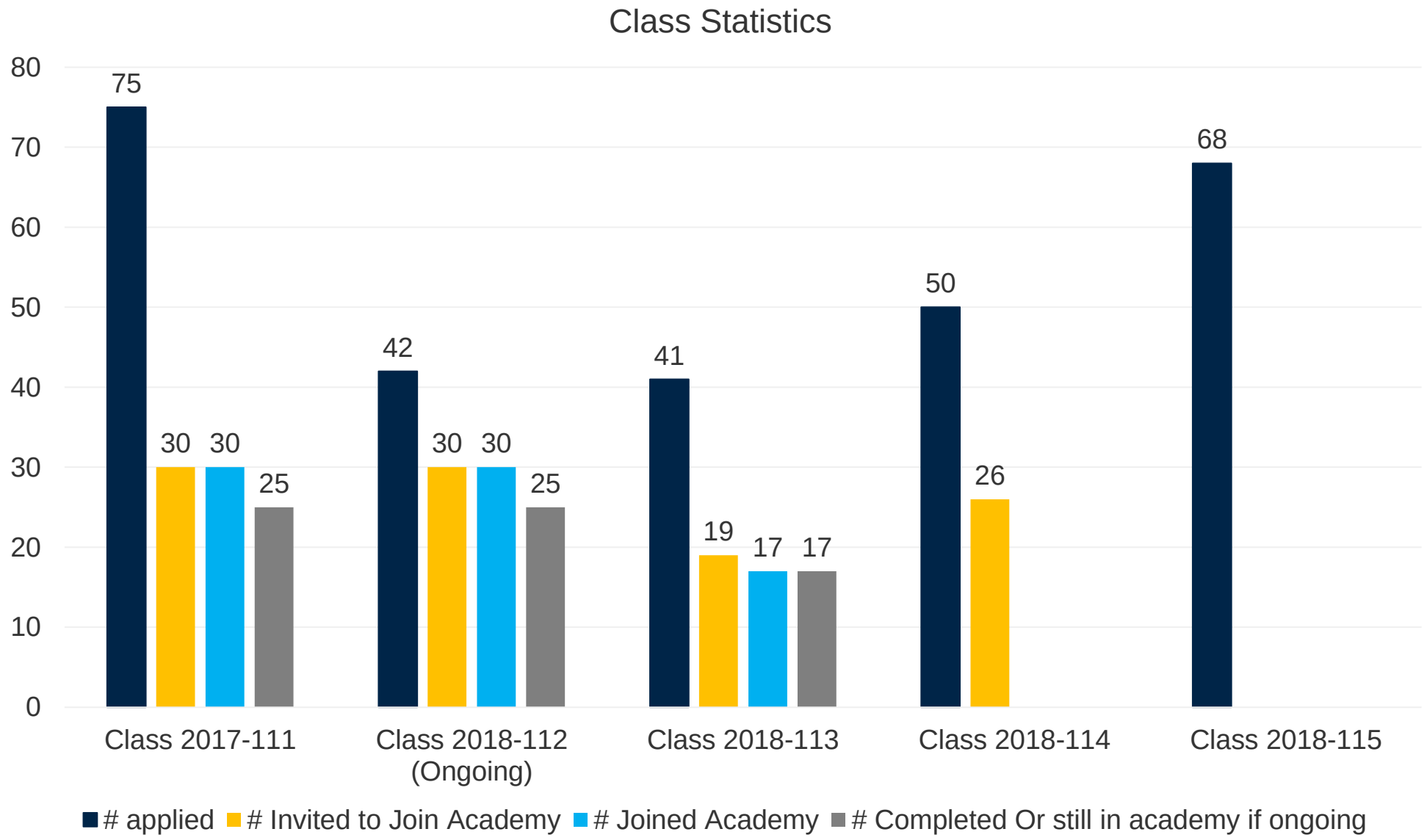
Ultimate success is TPD having **459** sworn patrol officers and **499** sworn non-patrol officers as recommended in the University of Cincinnati study.

How can we measure incremental progress?

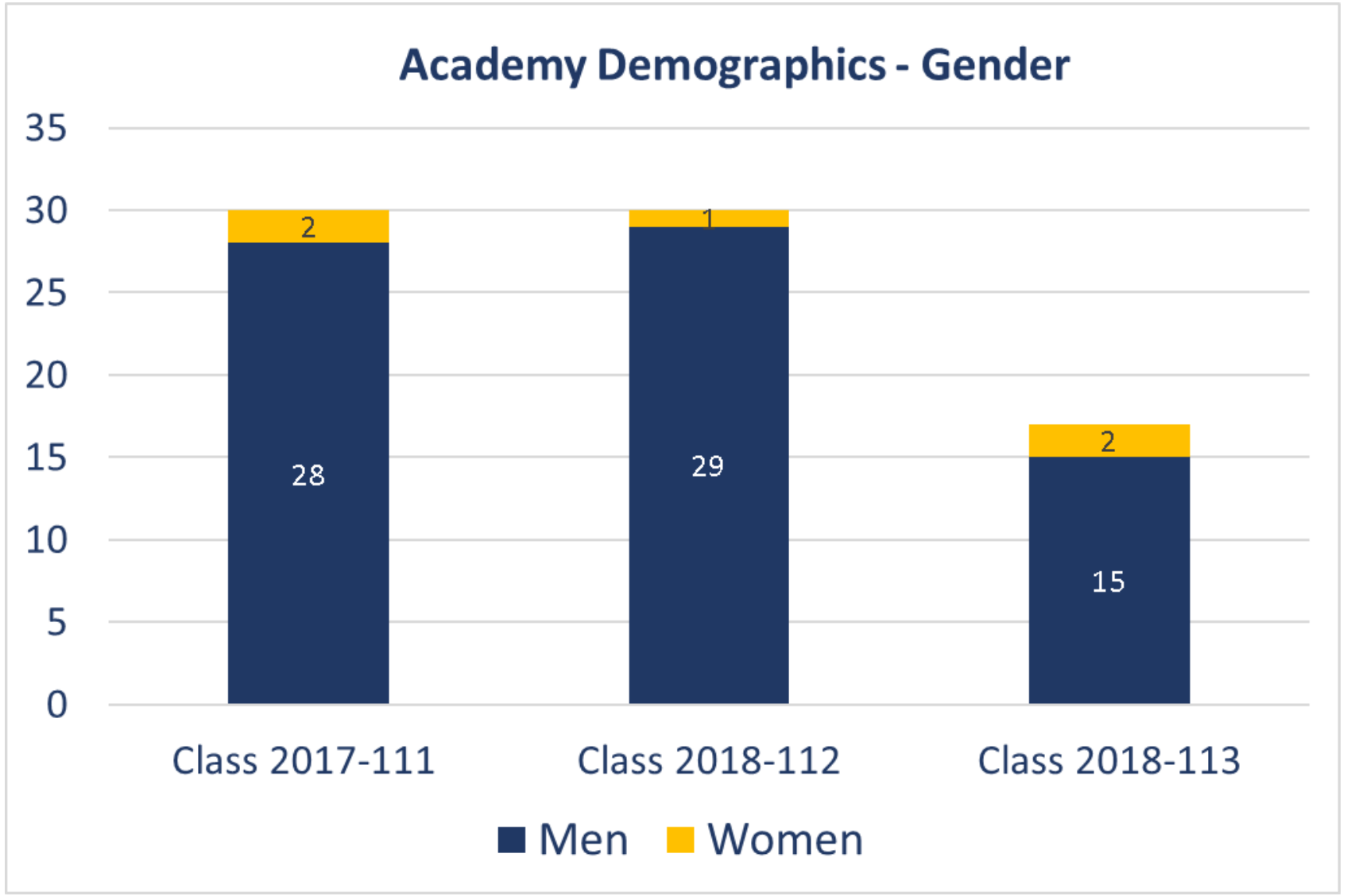
Increased recruitment success – full classes

Decreased attrition

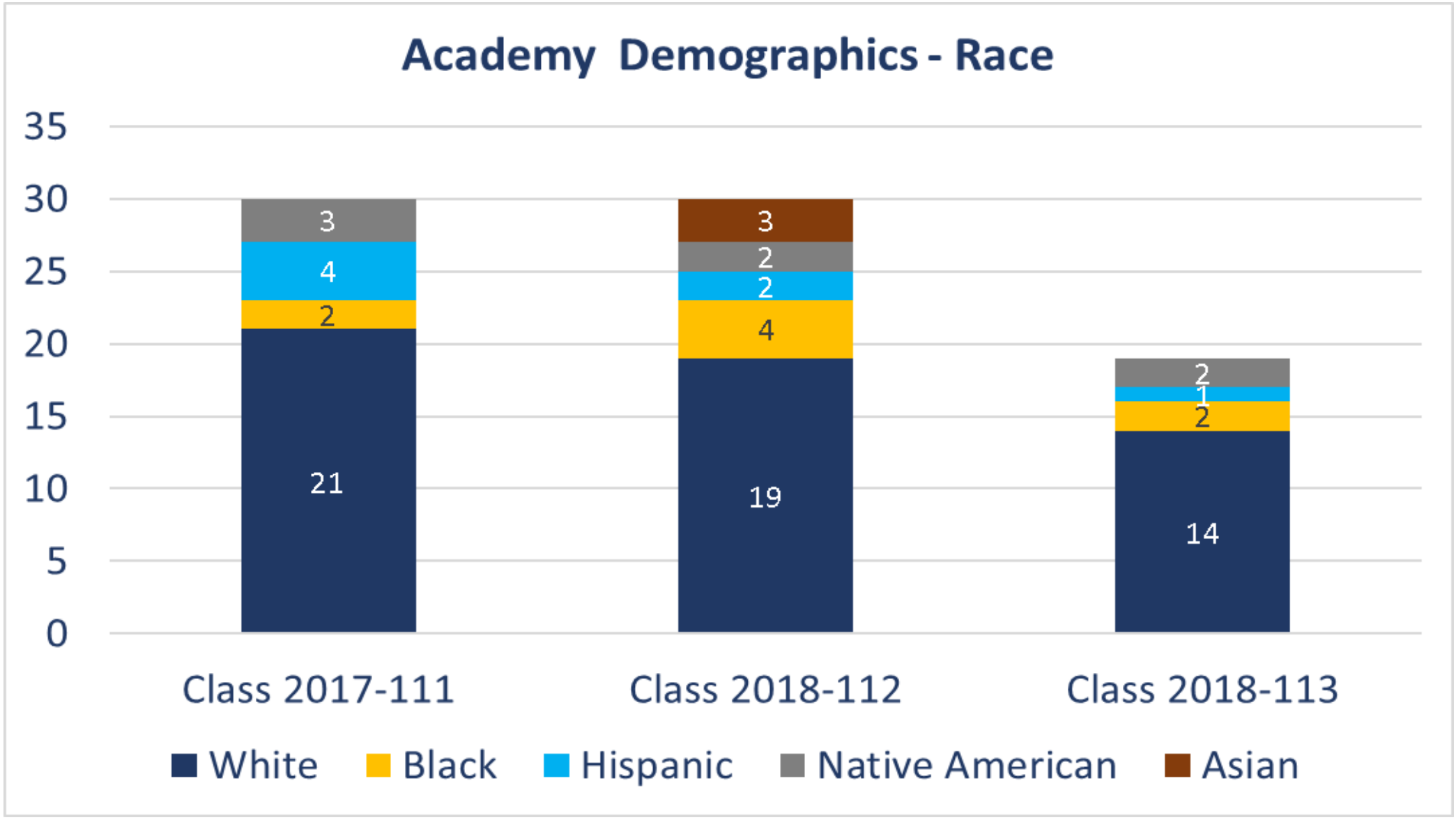
Recent Recruitment to Completion Statistics



Recent Academy Demographics



Recent Academy Demographics



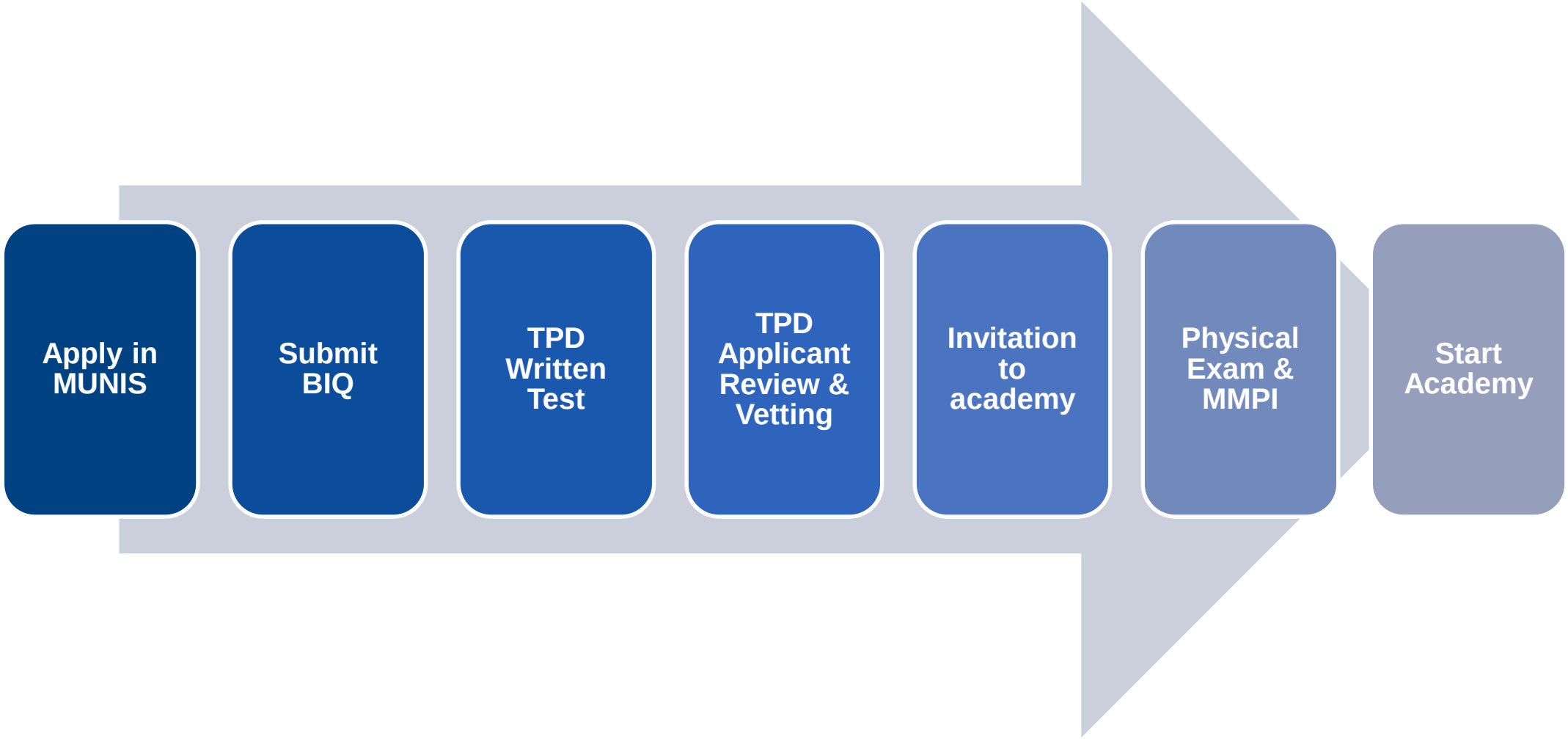
Action Items from May 2018 Meeting – Recruiting & Attrition

- Pre-hire information added in printed recruitment documents (Guardiola)
- Cost projection of pre-hires (Cheri Harvill)
- APOs, FTOs, Pre-hires (Perkins/Dalgleish)
- Mayor Bynum on video for microsite (Perkins)
- Issue resolution with MUNIS (Lawson)
- Female Recruit Camp (Perkins)
- Mentoring Program (Perkins)

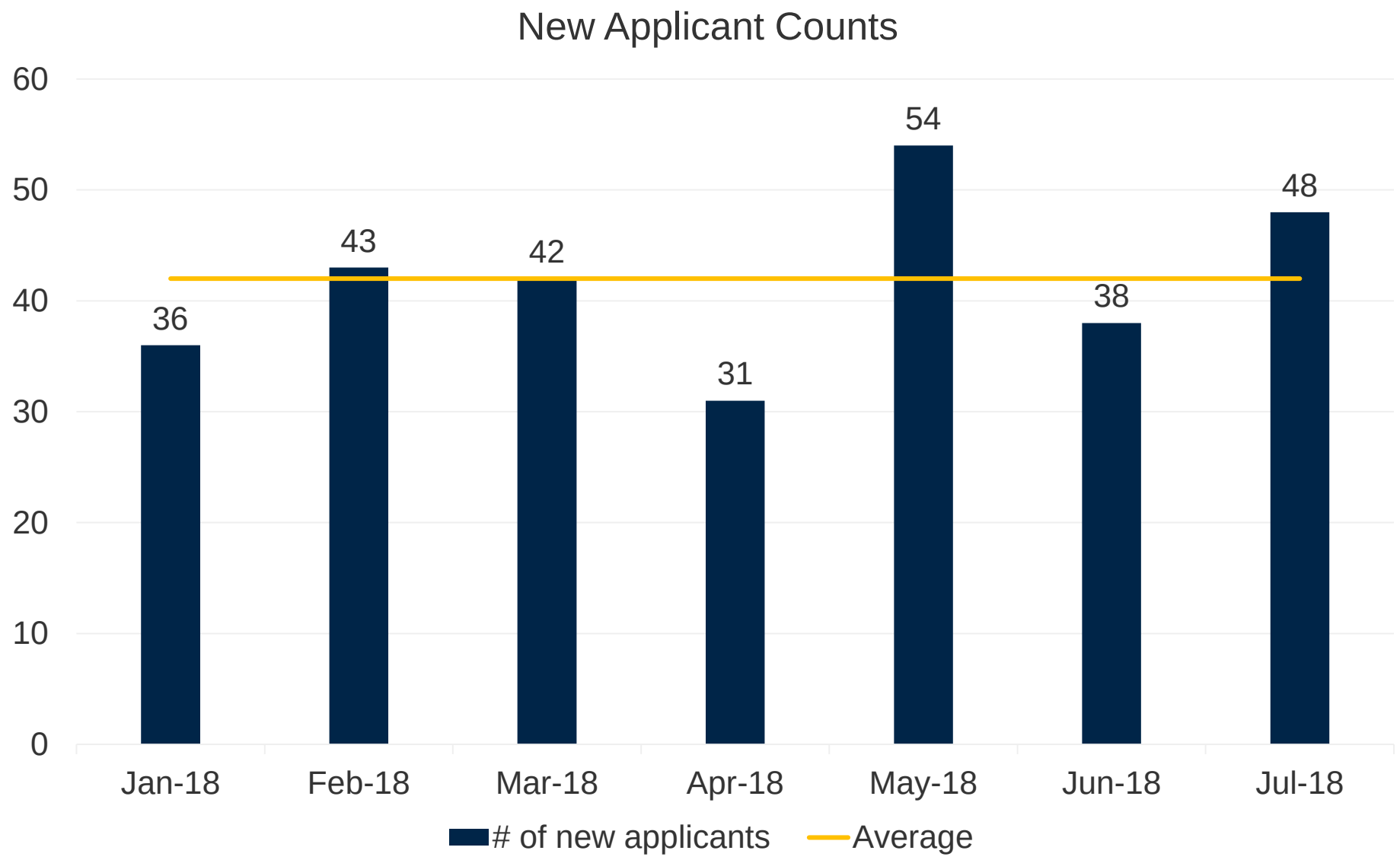
Overall Recruiting Strategy

Strategy Element	Next Steps	Anticipated Completion	Expected Output/Outcome
Marketing	Website, banner builds, Video content creation	July 1, 2018	6,000 visitors per month to website
Testing Efficiencies	Written Test update, Online BIQ	September 1, 2018	Reduce testing process by 2 months
Expanded On site recruiting	Identify two local target universities and focus on expanded groups	December 1, 2018	
Pre-Hires	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)		Retain 100% of those candidates offered pre-hire positions until academy starts
Empower All Officers to recruit	PRIDE Program expansion, One page recruiting cheat sheet	June 15, 2018	Increase number of applications. 30 applicants per month invited to test with TPD.

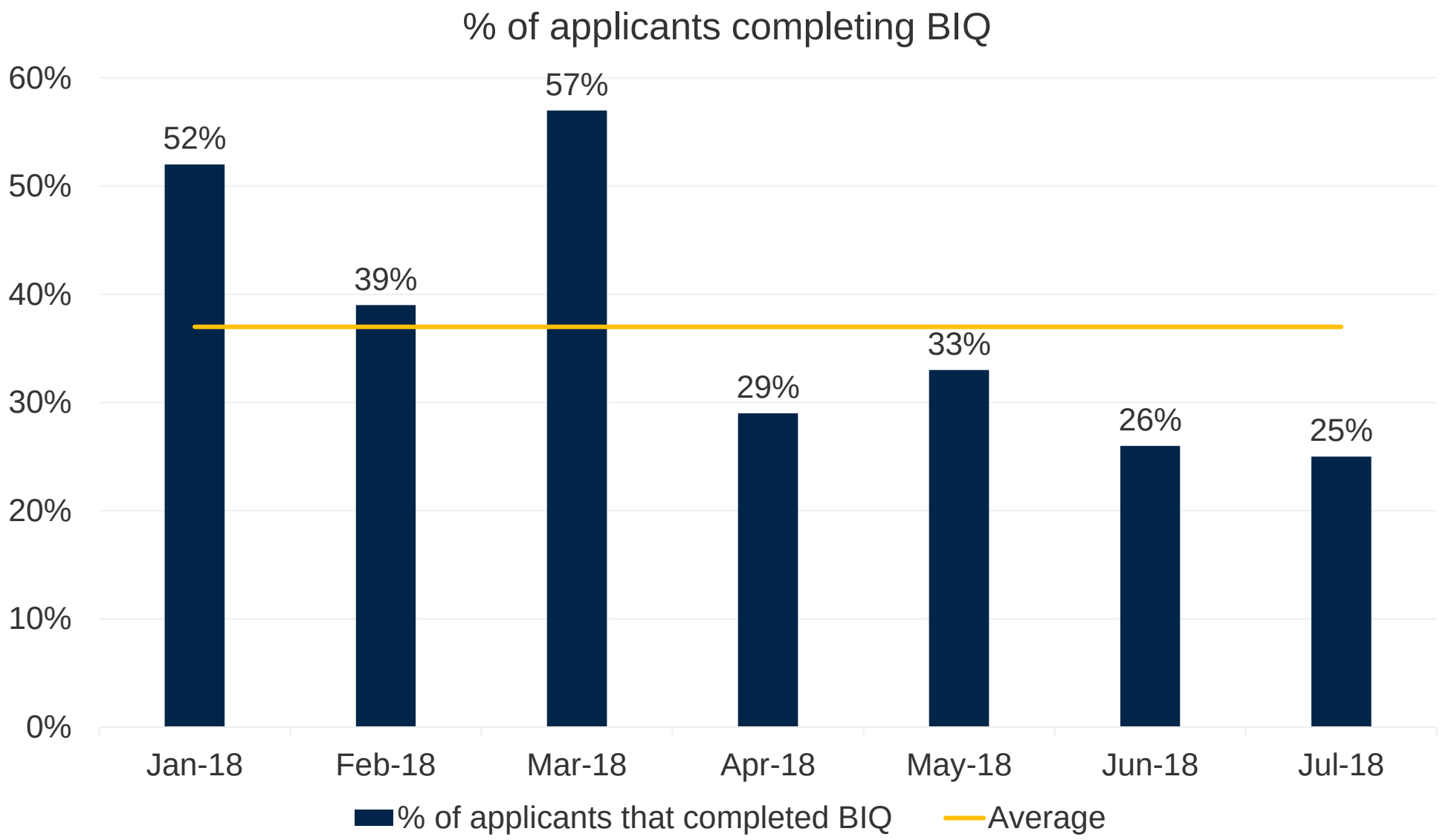
Application Process



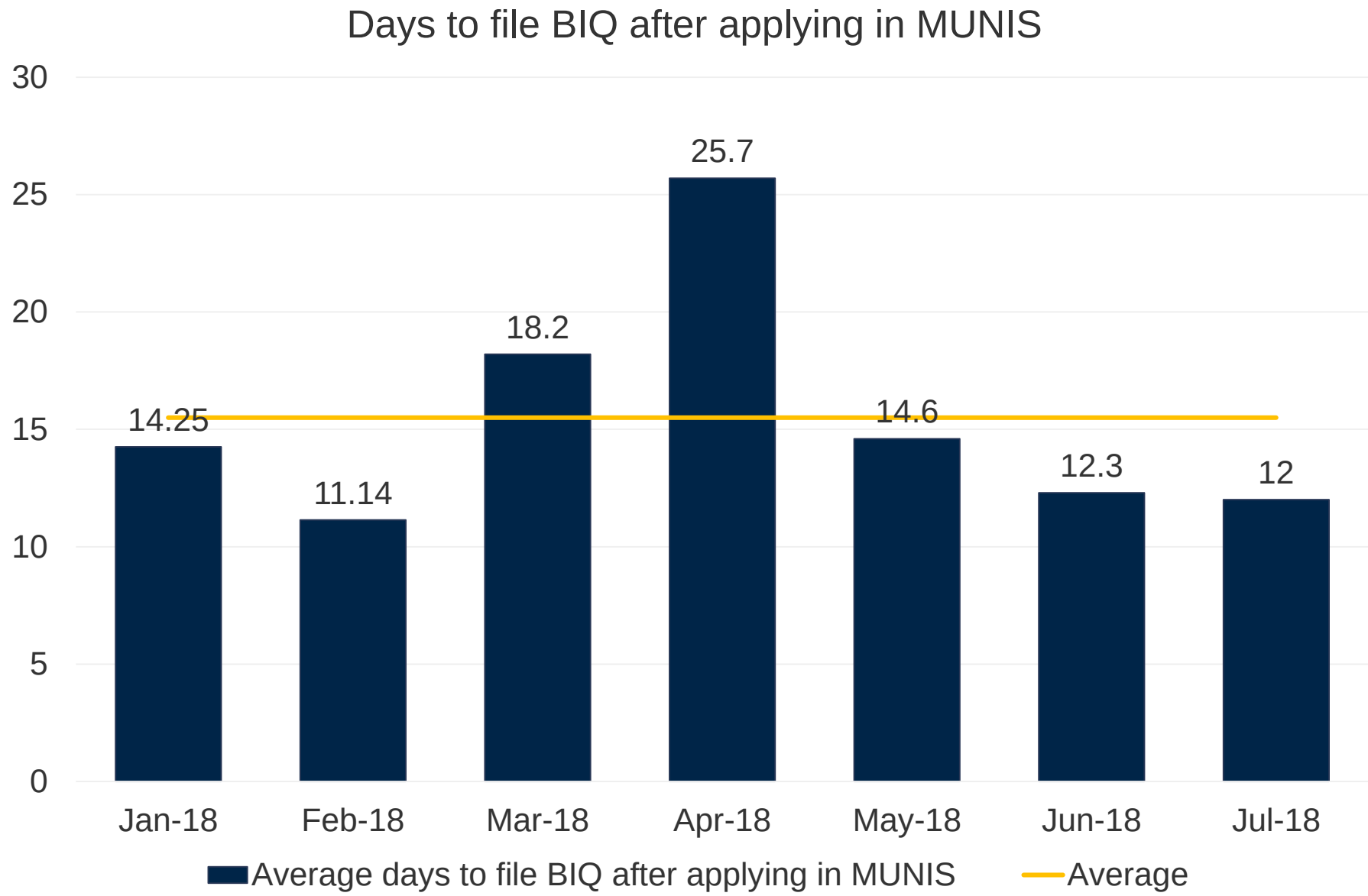
New Applicants in MUNIS by Month



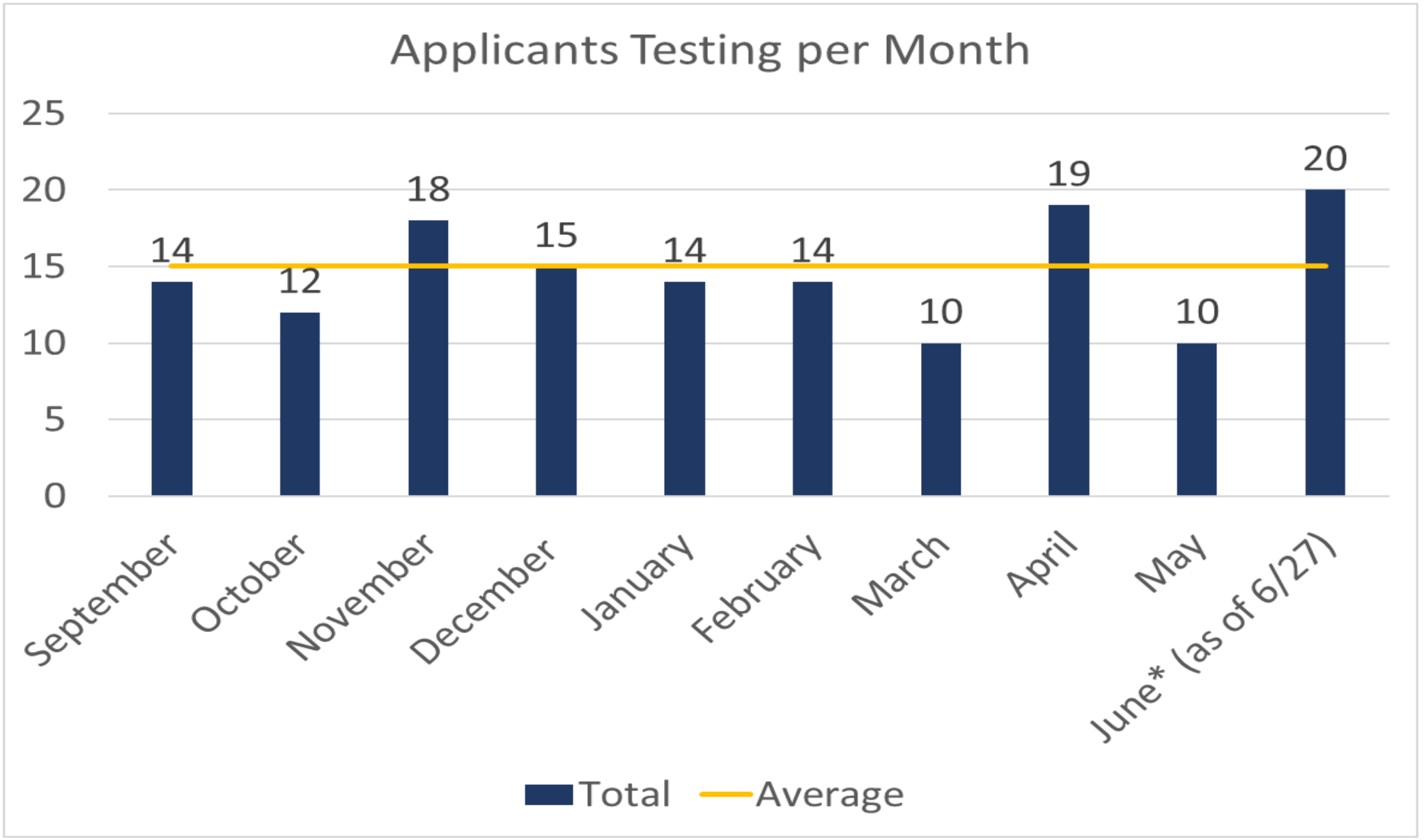
% of applicants completing BIQ



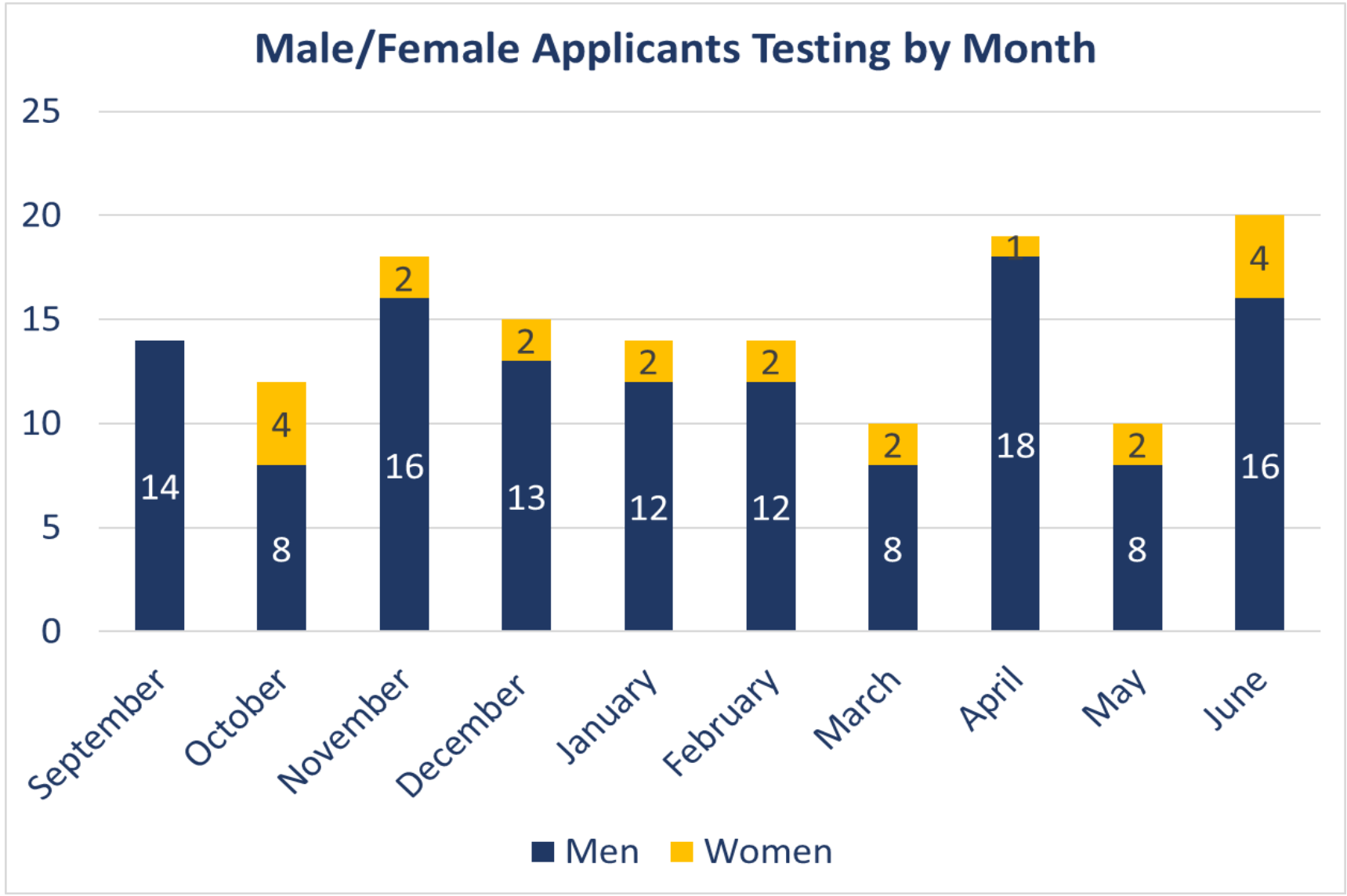
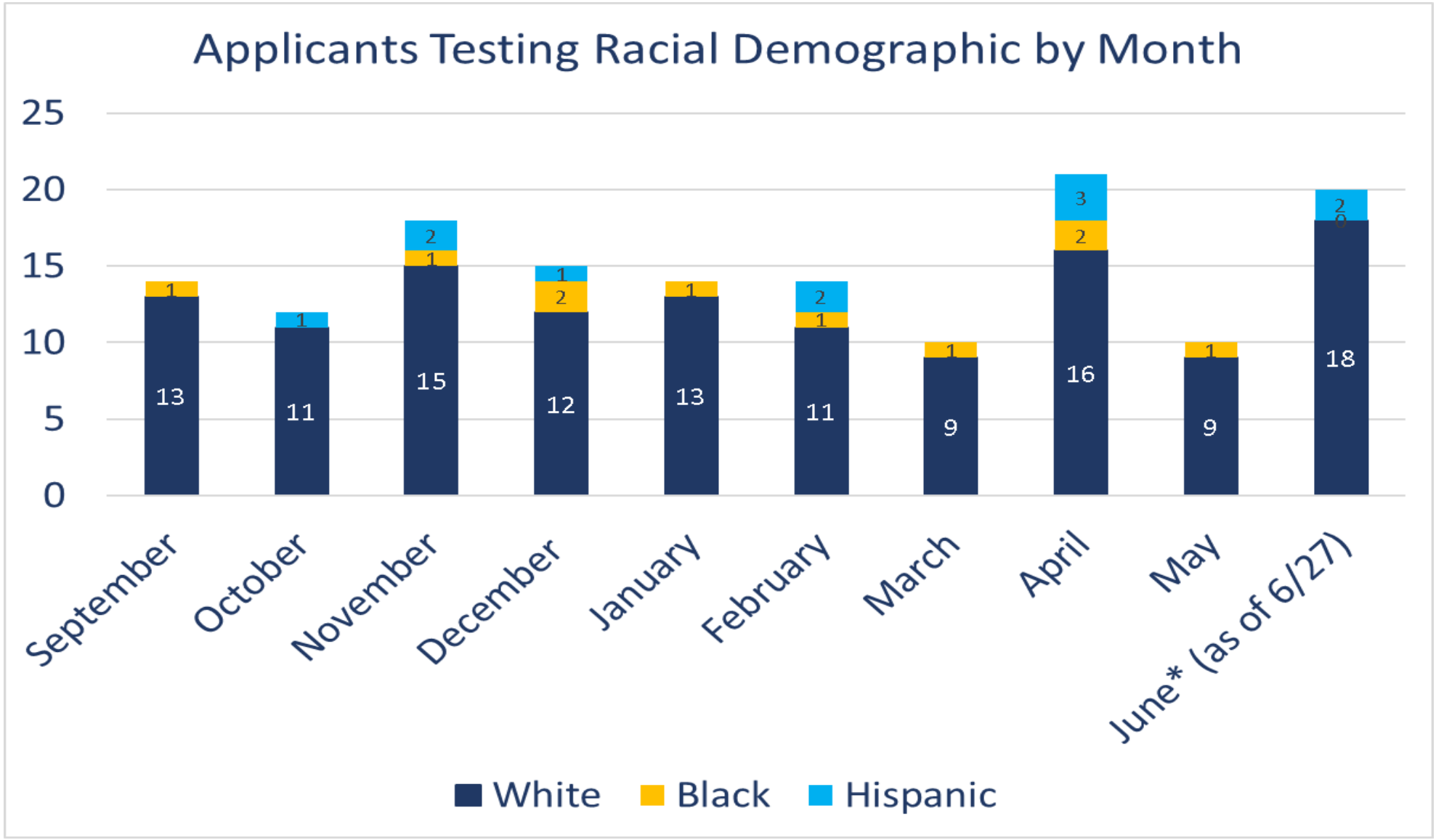
Time between application & BIQ



New Applicants



Testing Applicants Demographics - Gender



Testing Applicant Demographics - Race