



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: Personnel and Hiring Committee	DATE March 10, 2025
REFERENCE: Personnel Department report back to the PH Committee with update on sworn hiring statistics	COUNCIL FILE CF 24-0981
SUBJECT: Response for Council File 24-0981	

RECOMMENDATION

That the Los Angeles City Council (Council) receive and file this report.

BACKGROUND

On September 13, 2024, Council approved instruction from the [Personnel, Audit, and Hiring Committee Report dated September 3, 2024](#).

On December 16, 2024, the Council instructed the Personnel Department (Department) to report on sworn hiring in the Los Angeles Police Department (LAPD) (C.F. 24-0981). This instruction was based on [Personnel Department report dated November 22, 2024](#), relative to sworn hiring in the Los Angeles Police Department (LAPD). On December 3, 2024, the Personnel, Audits and Hiring (PAH) Committee considered the Departmental Report, which included LAPD sworn hiring statistics from June 2023 through August 2024, the impact of the Police Officer Recruitment Incentive Program, and recruitment challenges experienced by LAPD and several surrounding law enforcement agencies. In the meeting, the PAH Committee requested a step by step breakdown of the hiring data, the ability to see how candidates move from being a candidate to a recruit, and a report of streamlining efforts.

DISCUSSION

The Personnel Department has launched a [Police Officer Hiring metrics](#) website available for the public. The hiring metrics dashboard on the website is updated nightly. The dashboard is interactive, designed to provide detailed information of each step of Police Officer hiring and allows users to dissect further on each of those steps. An example of the data available on the dashboard is included in this report.

The Personnel Department's Police Officer hiring process is continuously reviewed for improvement, and adjustments are made where possible. The following are some examples of streamlining efforts made:

Recruitment and Selection – Personnel Department manages the civil service process from recruitment to the creation of an eligible list, which is then established by the General Manager. In doing so, Personnel conducts job analyses to ensure all test parts in the selection process are validated and job related. Afterwards, Personnel develops and administers the reading and writing assessment and the civil service interview, while also scheduling candidates throughout all the steps in the hiring process. The candidate database and the public-facing MyPD portal are also managed and maintained by Personnel.

As part of its duty to establish lists of persons eligible for civil service, Personnel manages recruitment by analyzing the best recruitment strategies based on available internal and external data, creating and maintaining the recruitment website joinlapd.com, creating images, storyboards, and videos for digital advertisements, as well as managing public safety recruitment funds for digital and print advertising, mass communications via text and emails, job fairs, and promotional items.

- Streamlined advertisements to utilize platforms with the most return on investment.
- Minimizing the steps for interested individuals to navigate from recruitment advertisements to applying.
- Finalizing the modernizing of the online multiple-choice test to allow applicants the ability to take an online test as soon as they sign-up for testing.
- Developed dashboards with real-time data within the Police Officer Customer Relationship Management System (CRM) used to identify candidates who are ready to proceed in the selection process but have not yet scheduled an appointment. When candidates appear in these dashboards, staff members contact them directly to schedule the necessary appointments.
- Continuous development and updates to the automated messaging for candidates to verify upcoming appointments, notify them of their test results, and distribute information related to the candidate's status in the selection process as well as the next steps.
- Updated the step to accept required agreement forms, job preview questionnaires, and fitness logs from candidates prior to their Department interview so the materials can be submitted electronically.
- Adjusted the Medical Evaluation and Polygraph Test appointment scheduling that allowed candidates to proceed to the next test part expeditiously.
- Established that candidate questions regarding specific step of the selection must be directed to the subject matter experts to ensure candidates receive the most current and accurate information.

Medical Services - The Medical Services Division is responsible for conducting pre-employment medical and psychological evaluations for police officer candidates in compliance with Government Code 1031, California Police Officer and Standards and Training, the City's Administrative Code and Civil Service Rule 13, Appendix C. The Examination consists of thorough medical and psychological examination to assess whether or not the candidate can perform the essential functions of the position of a police officer.

- Implemented weekly meetings with physicians to review deferred cases.
- Working collaboratively with LAPD mentors to contact candidates that need medical follow up.
- Weekly lists of candidates that do not respond to Personnel Department's Medical Services Division (MSD) sent to LAPD.
- Medically reviewed vision requirements to decrease defer times from 6 months to 1 month for corrective eye surgery.
- Required vision paperwork emailed to candidates prior to scheduled medical exam to shorten time for optometrist signature.
- Assigned dedicated clerk to follow all deferred candidates and assist with required documents or testing.
- Medical Services Division continues to have an approximately 20% no show rate for police candidates. Consider some consequences for a no-show medical appointment.
- Medical appointments for police candidates scheduled Monday through Friday, approximately 50 per week are scheduled.
- Psychology team reviewing successful applicants to identify ideal candidates for further recruitment.


Background Investigation - The Background Investigations Division (BID) is responsible for conducting public safety pre-employment background investigations for the Los Angeles Police Department (LAPD). This process is critical to ensuring a fair and unbiased evaluation of all documented facts, compliance with the Civil

Service process, and adherence to Peace Officer Standards and Training (POST) requirements and applicable laws. These elements are essential in assessing a candidate's overall qualifications and suitability for employment as a police officer.

- Implemented and refined the processes to meet staffing guidelines by backfilling vacancies to increase the overall candidate flow for all clients.
- Fully transitioned for the LAPD client a paperless process that has impacted the need for additional support staff for the checks and balances. This process has allowed for greater flexibility, accountability, and workflow.
- Implemented several field support teams to assist the investigators in completing their investigations in a more timely fashion.
- Sent background investigative staff to the Commission on Peace Officer Standards and Training (POST) mandated background investigation course.
- Streamlined the law enforcement agency file request process mandated by POST for internal and other partnership law enforcement agencies.
- Partnered with law enforcement agencies to expedite file sharing process.
- Streamlined investigation file storage retrieval and retention process.
- Created a database and acquired a nationwide database for the contact information, email, and fax number for all records checks that have allowed for the turnaround time to be reduced from 3-4 weeks to 24-72 hours.
- Developed and implemented the Background Investigator (BI) Trainee Program to expand capacity in the Background Investigation Division and allow entry-level staff (Administrative Interns) to assist in various administrative and investigation tasks that support background investigators and reduce the investigation timeline significantly thus providing an alternative path to employment as a BI.
- Successfully hired four Background Investigator Trainee candidates and transitioned them to full-time Background Investigator Is.
- Developed and implemented a step of having all Police Officer and Firefighter candidates fingerprinted on the same day as their in-person medical evaluation appointment as a result of Department of Justice (DOJ) delays that have impacted overall hiring.
- Updated the Background Investigation Guidelines to bring the hiring standards in line with societal changes, to promote equitable assessment of candidates, and to add screening criteria for bias and extremist views.
- Restructured the review process by condensing repetitive analyses, resulting in a more streamlined and efficient workflow. This initiative shortened the overall process, enhancing productivity while maintaining accuracy and compliance with both Civil Service Rules and POST Standards.

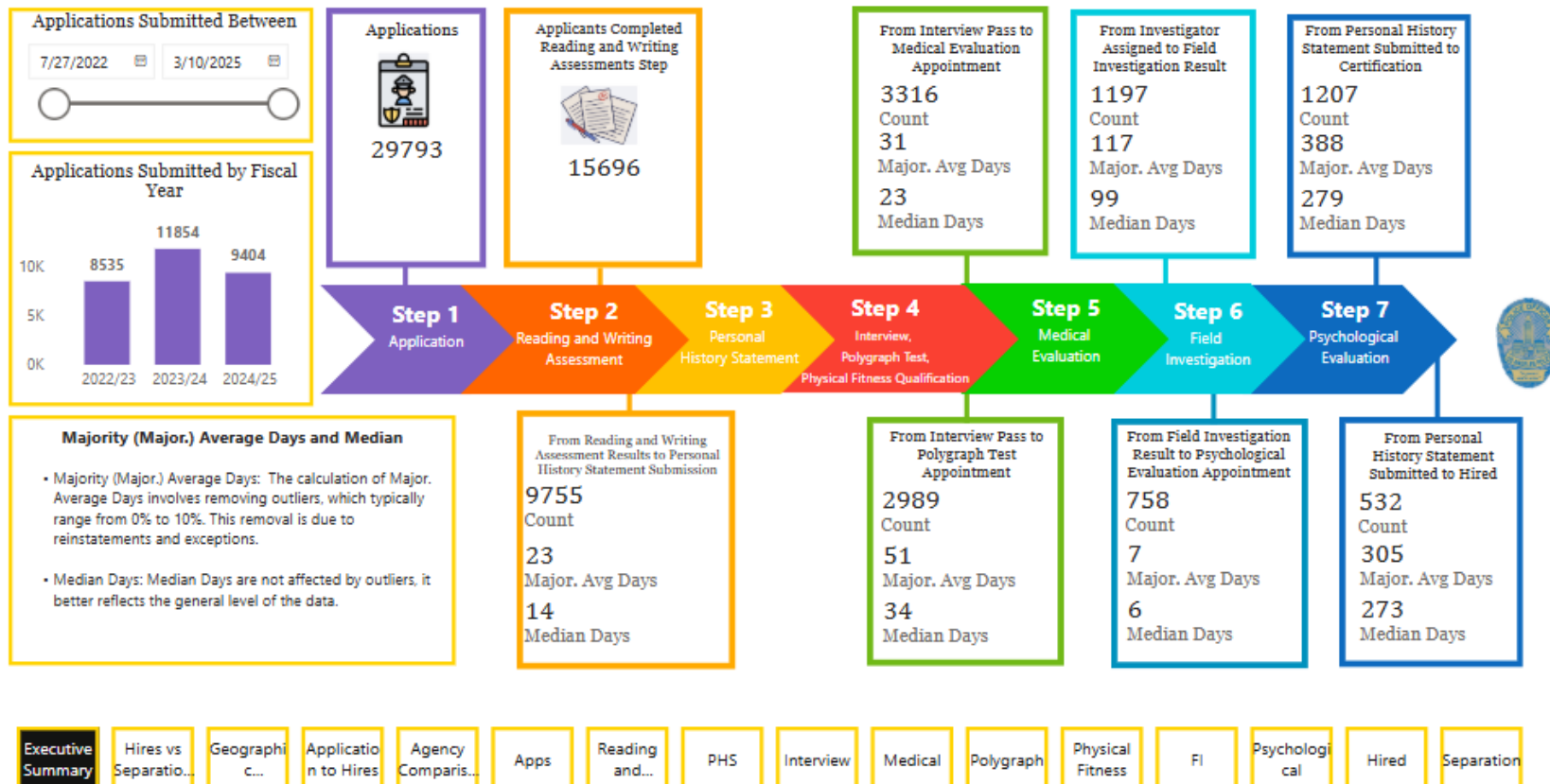
CONCLUSION

Because efforts to hire Police Officers continues to be a high priority for the City of Los Angeles, the Personnel Department will continue to work with the LAPD to streamline the hiring process, while improving the number of candidates appointed without reducing established standards and guidelines.



Grayce Liu
Interim General Manager

LAPD Hiring Metrics Executive Summary





Hires vs Separations



Application Submitted Date to Hired Date

1157	349	306
Hires	Major. Avg Days	Median Days



Reading and Writing Assessment Date to Hire Date

1157	349	308
Hires	Major. Avg Days	Median Days

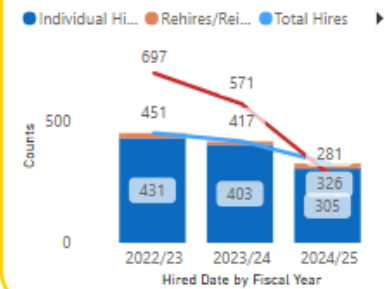


Personal History Statement Submission Date to Hired Date

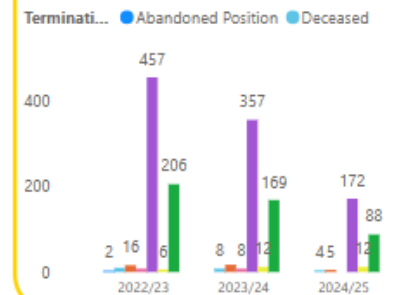
1157	305	273
Hires	Major. Avg Days	Median Days



Sworn Hires vs Separations by Fiscal Year



Police Sworn Separations by Fiscal Year



Executive
Summary

Hires vs
Separatio...

Geographi
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Applicatio
n to Hires

Agency
Comparis...

Apps

Reading
and...

PHS

Interview

Medical

Polygraph

Physical
Fitness

FI

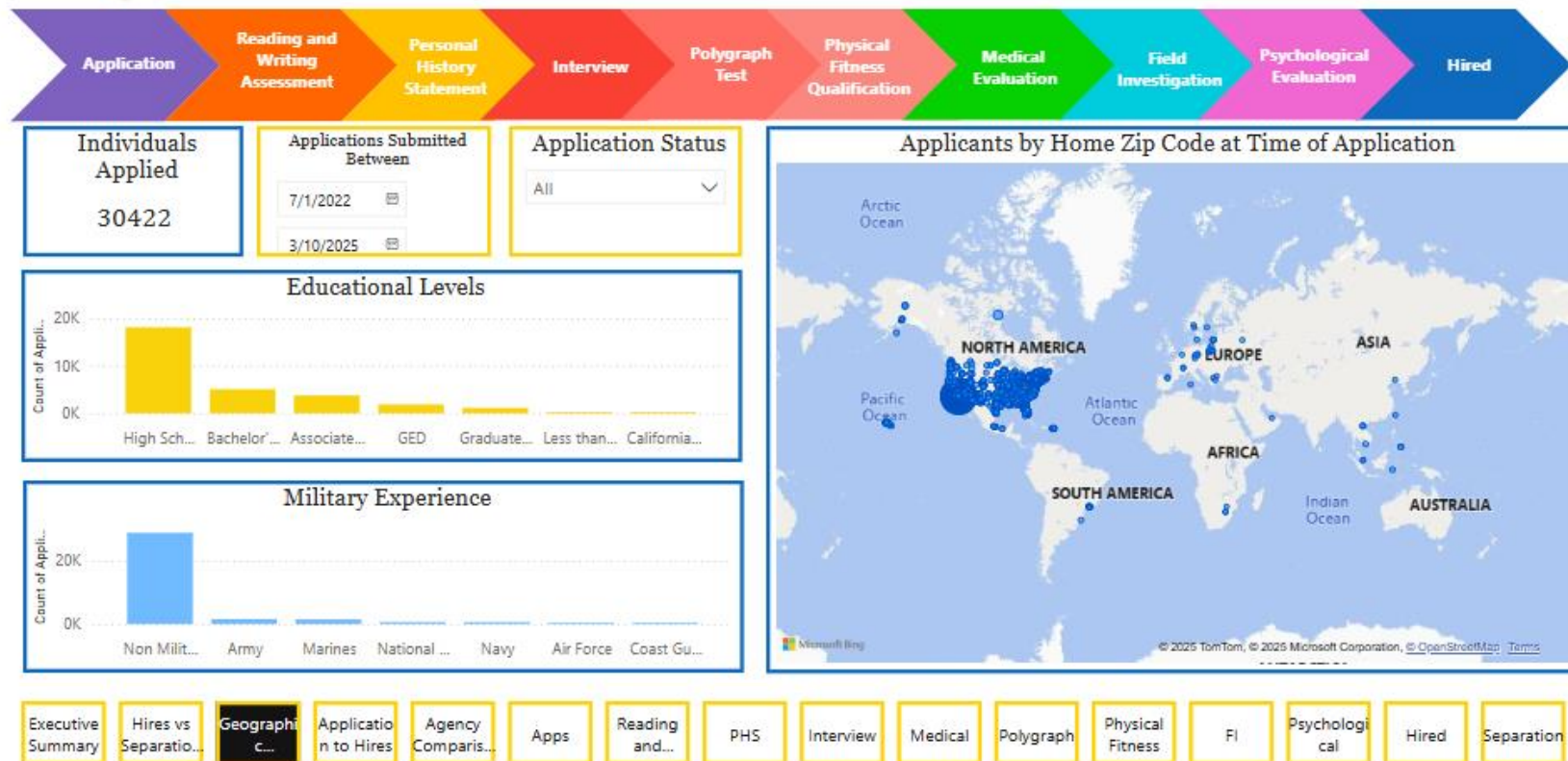
Psychologi
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Hired

Separation



Police Officer Candidate Geographic Background





Application to Hires

Applications Submitted Between

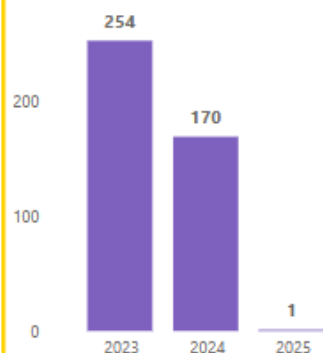
7/1/2022 7/19/2024



Count

425

Application Created On by Fiscal Year



Step Application to Hires

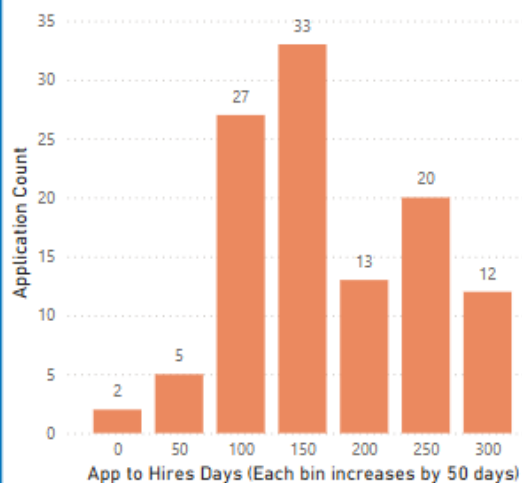
299

Major. Avg Days

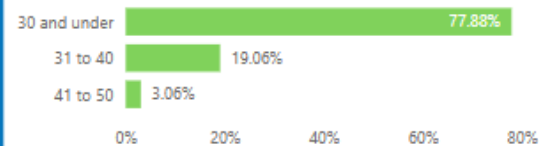
264

Median

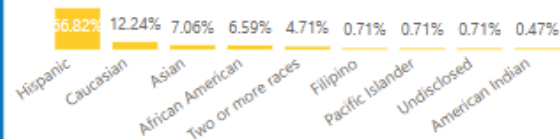
Top 100 Fastest Applied to Hired



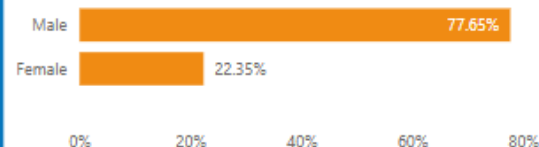
Age Range



Ethnicity / Race



Gender



Executive Summary

Hires vs Separatio...

Geographi c...

Applicatio n to Hires

Agency Comparis...

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Psychologi cal

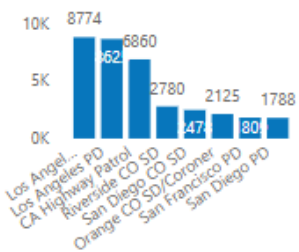
Hired

Separation

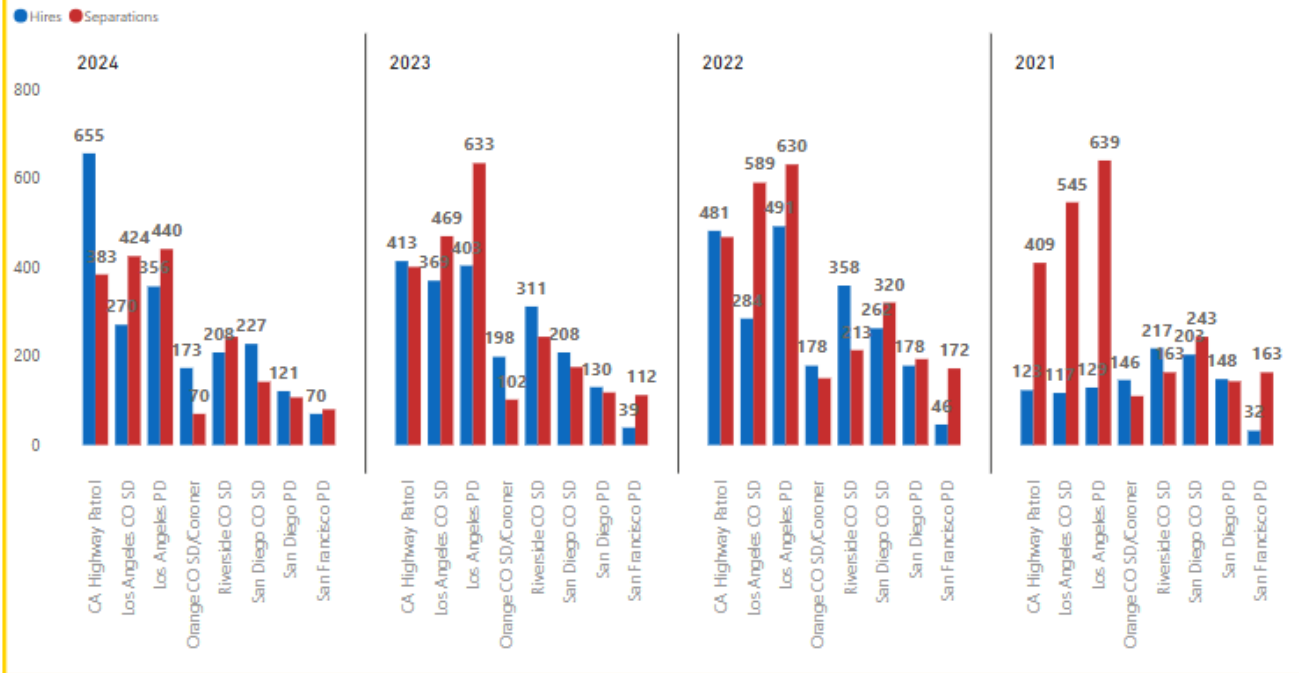
Agency Comparisons

Disclaimer: Snapshot data was pulled from <https://post.ca.gov/Agency-Statistics> for the comparisons.

Count of Peace Officer by Agency



Hires and Separations by Agency and Year





Applications

Disclaimer: An applicant may have more than one application due to duplicate submissions.



Applications Submitted Between

7/1/2022

3/10/2025



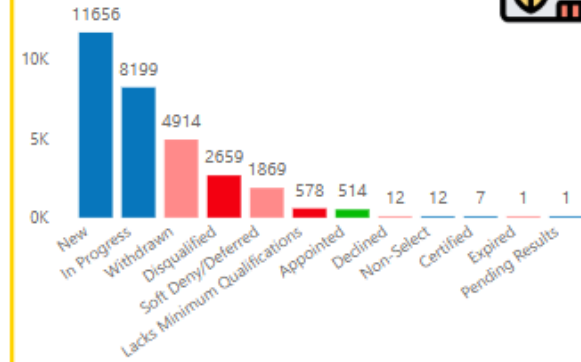
Applications Received

30422

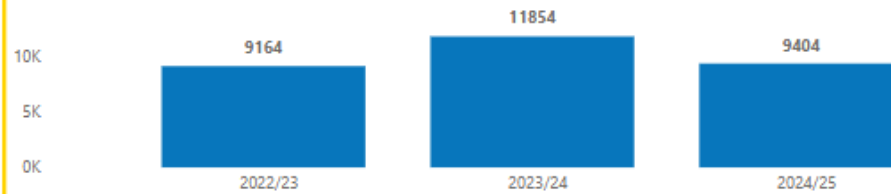
Individuals Applied

30349

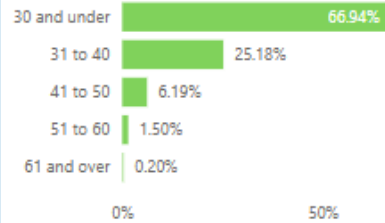
Application Status



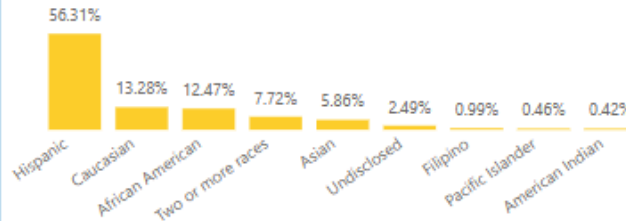
Application Submitted by Fiscal Year



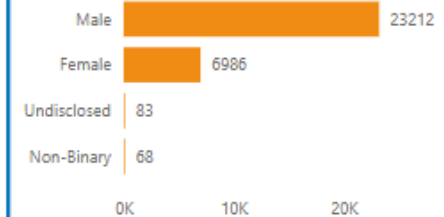
Age Range



Ethnicity / Race



Gender



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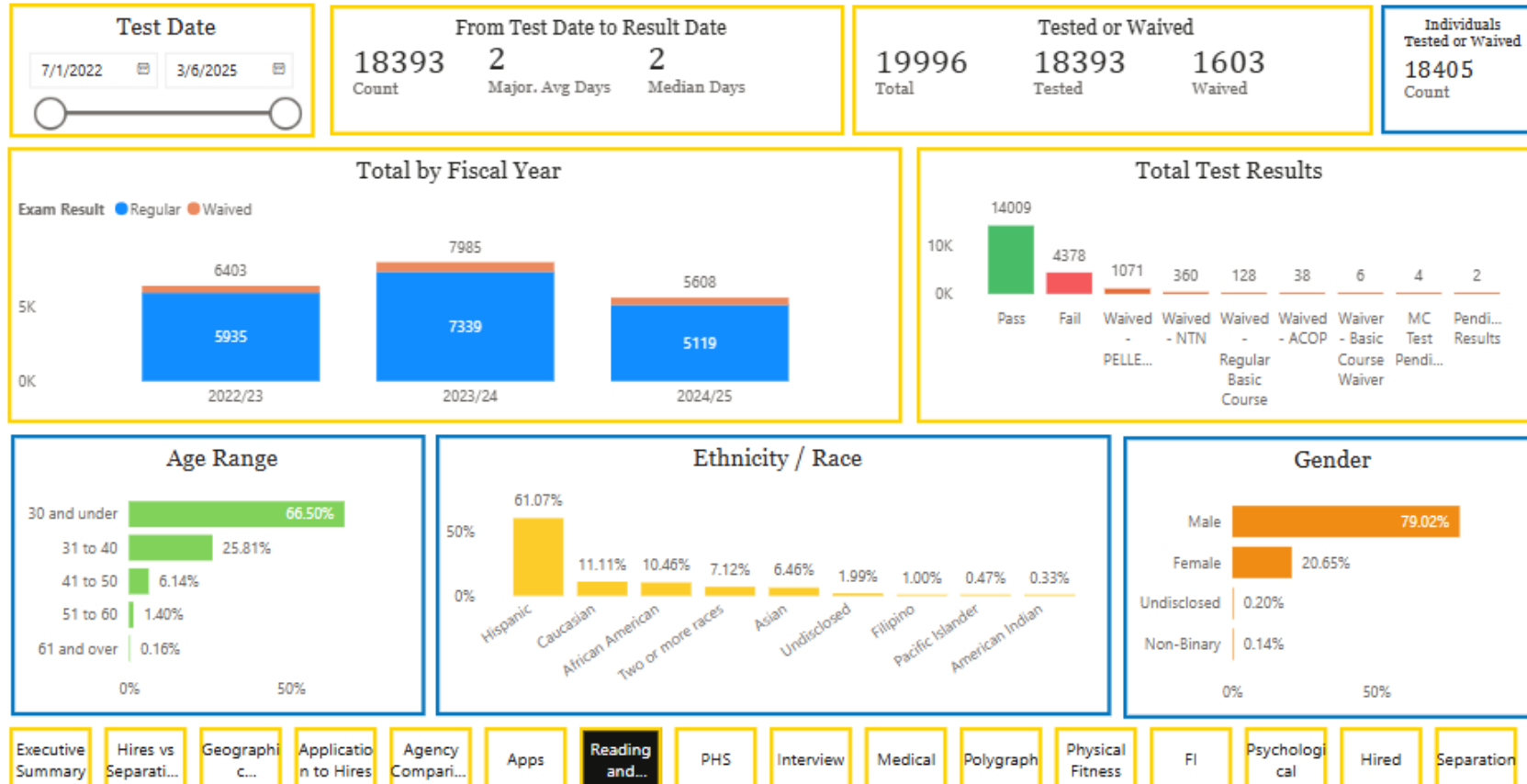
Hired

Separation



Reading and Writing Assessment

Disclaimer: An applicant may have more than one Reading and Writing Assessment results due to retakes and may have taken test prior to 7/1/2022.





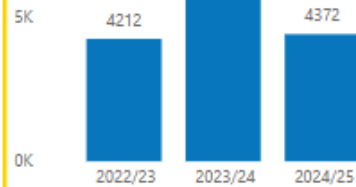
Personal History Statement (PHS)

Disclaimer: One applicant may have submitted more than one Personal History Statements.

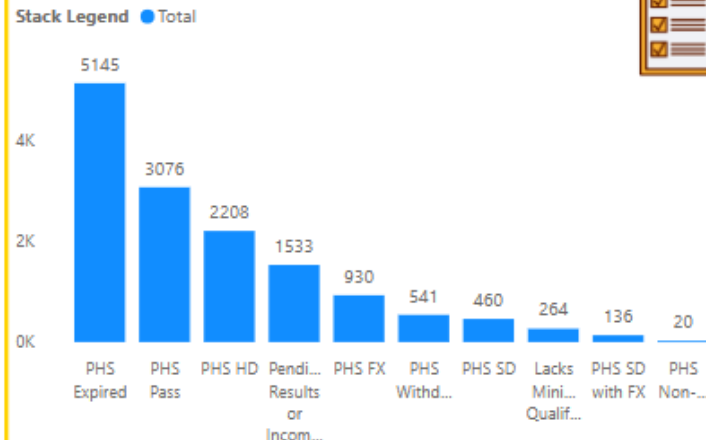
Personal History Statements Submitted Between

7/1/2022 3/10/2025

Personal History Statement Submitted by Fiscal Year



Personal History Statement Status



Personal History Statements

14313 Submitted On
12780 Status

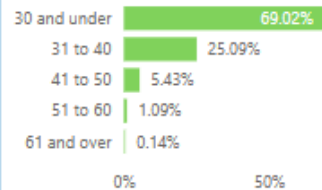
From Reading & Writing Assessment Result to Submission of PHS

12612 Count
23 Major. Avg Days
14 Median Days

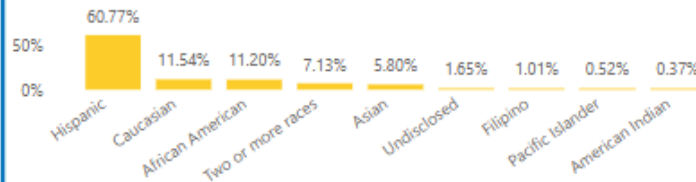
From Personal History Statement Submitted to Status

12789 Count
35 Major. Avg Days
11 Median Days

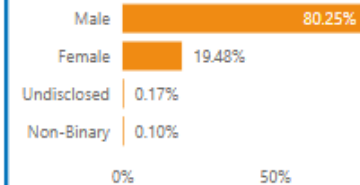
Age Range



Ethnicity / Race



Gender



Executive Summary Hires vs Separation Geographic Distribution Application to Hires Agency Comparison Apps Reading and Writing PHS Interview Medical Polygraph Physical Fitness FI Psychological Hired Separation



Interview

Disclaimer: An applicant may have more than one interview results due to no shows, cancellations, expirations, and fails.

Interview Appointments Between

7/1/2022 3/10/2025



Interview Appointments Scheduled

9520

Individuals Scheduled

7149

From Interview Appointments to Result

7211

Count

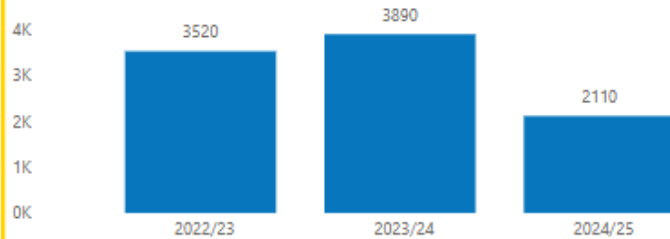
0

Major. Avg Days

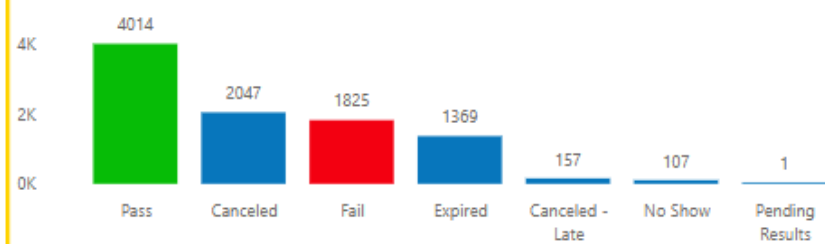
0

Median Days

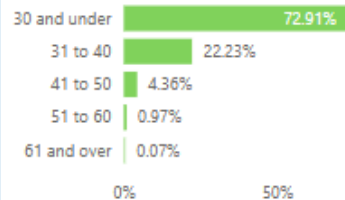
Interview Appointments by Fiscal Year



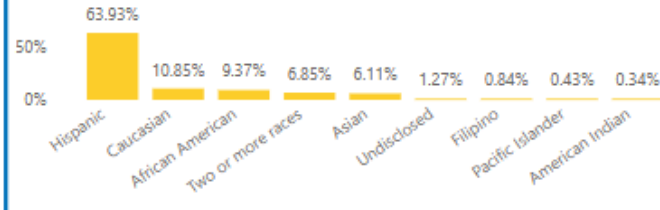
Interview Results



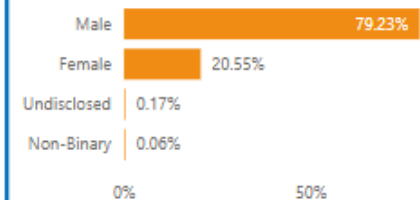
Age Range



Ethnicity / Race



Gender



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Medical Evaluation

Disclaimer: An applicant may have more than one Medical Evaluation results due to expirations, and fails. Cancelations and no shows may not have a result. One appointment may have multiple deferrals which can extend the timeframe.

Medical Evaluation Appointments Between

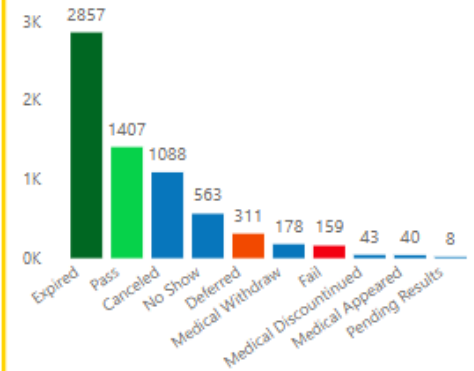
7/5/2022 3/10/2025



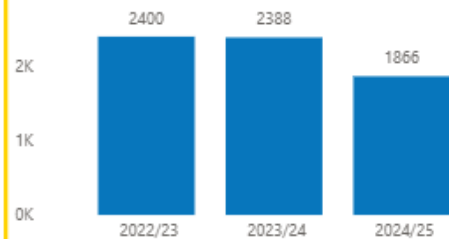
Medical Evaluations Scheduled

6654	6646	3333
Appointments	Results	Deferrals

Medical Evaluation Results



Medical Evaluation Appointments by Fiscal Year



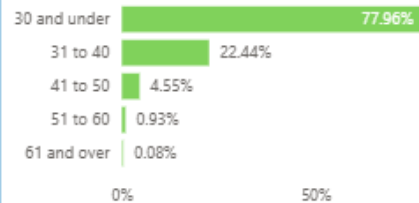
Medical Evaluation Appointments to Results

5000	62	18
Appointments	Major. Avg Days	Median Days

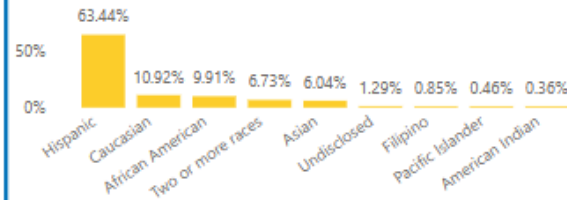
From Interview Pass to Medical Evaluation Appointments

4954	30	22
Individuals Sch...	Major. Avg Days	Median Days

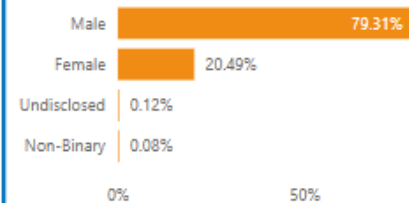
Age Range



Ethnicity / Race



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Polygraph Test

Polygraph Test Appointments Between

7/5/2022 3/10/2025



Individuals Scheduled

4163

From Interview Pass to Polygraph Test Date

4053

Appointments

51

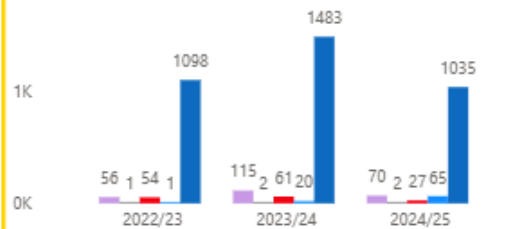
Major. Avg Days

33

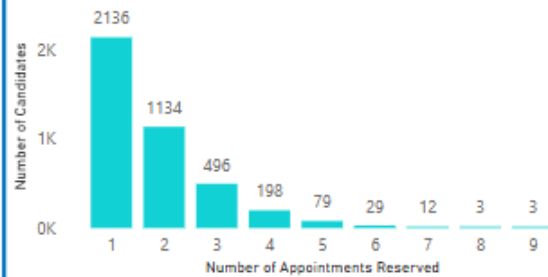
Median Days

Created On by Fiscal Year

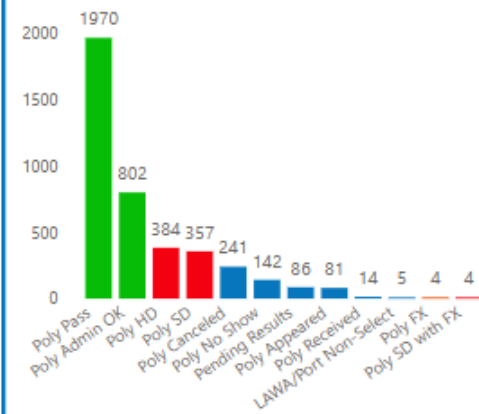
Result Name Canceled LAWA/Port Non-Select No Show



Number of Appointments Reserved per Candidate



Polygraph Test Results



Date Reservation Made to Date of Polygraph Test Appointment

7257

Count

17

Major. Avg Days

15

Median Days

Date Reservation Made to Date of Polygraph Test Result

4872

Count

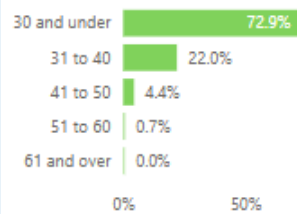
21

Major. Avg Days

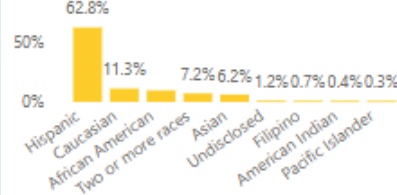
20

Median Days

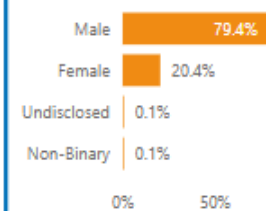
Age Range



Ethnicity / Race



Gender



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Physical Fitness Qualifier

Disclaimer: An applicant can attend several Physical Fitness Qualifier appointments.

Physical Fitness Qualifier Appointments Between

7/2/2022 3/10/2025



Total Appointments

16938

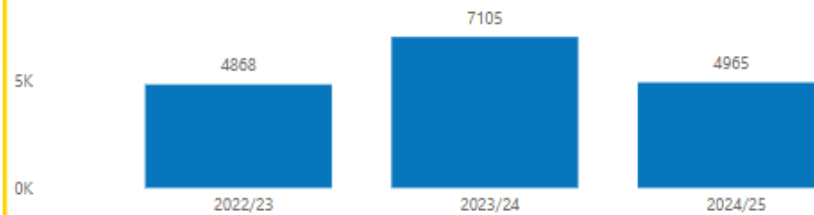
Individuals Scheduled

8982

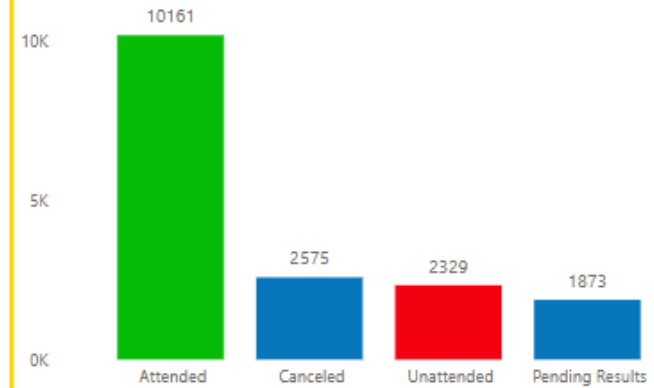
Physical Fitness Qualifier Results

15065

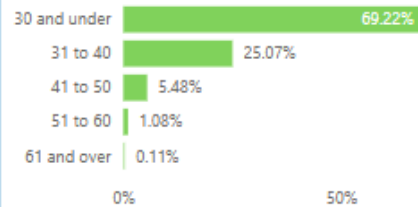
Physical Fitness Qualifier Appointments by Fiscal Year



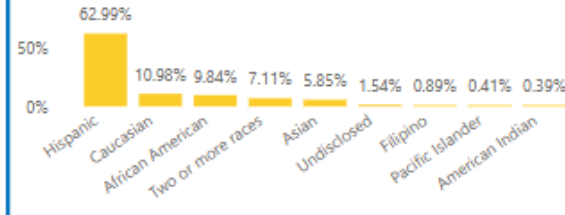
Physical Fitness Qualifier Results



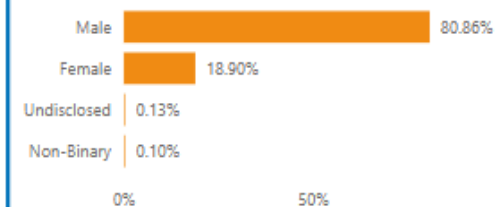
Age Range



Ethnicity / Race



Gender



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Field Investigation (FI)

Disclaimer: Field Investigation requirements are standardized by the California Commission on Peace Officer Standards & Training (POST). Government Code §1031 requires a pre-employment background investigation for peace officers; this requirement is further defined in Commission Regulation 1953.

Assigned to Investigator Between

7/5/2022 3/7/2025



Field Investigations Assigned to Investigators

2714

Investigator Assigned Date to Result Date

2269

Count

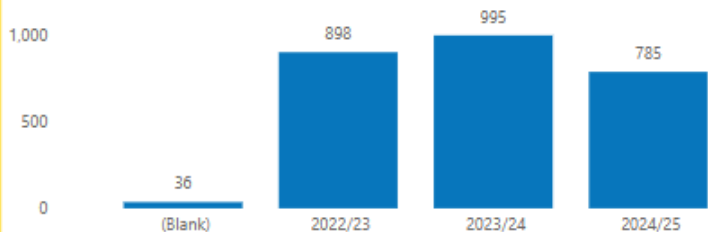
117

Major. Avg Days

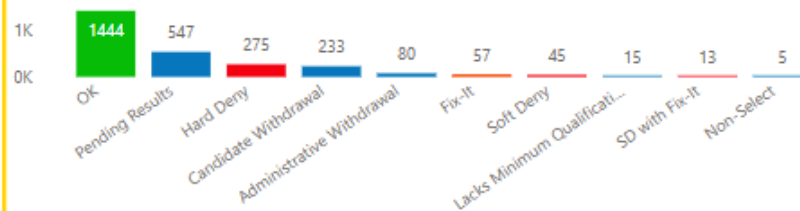
99

Median Days

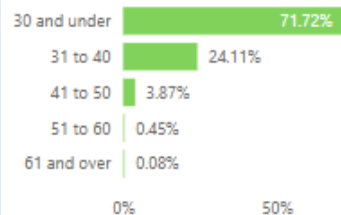
Field Investigations Assigned by Fiscal Year



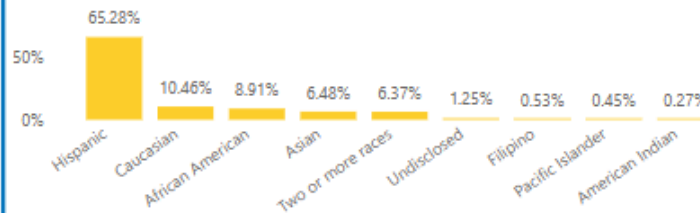
Field Investigation Results



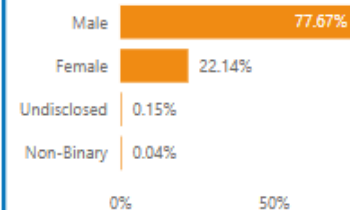
Age Range



Ethnicity / Race



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Psychological Evaluation

Psychological Evaluation Appointments Between

7/1/2022 3/10/2025



Psychological Evaluation Appointment to Decision Date

1631

Count

3

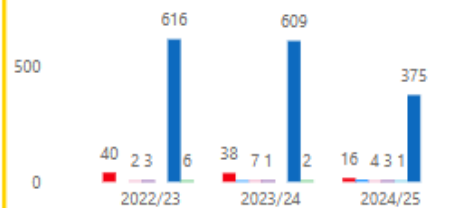
Major. Avg Days

0

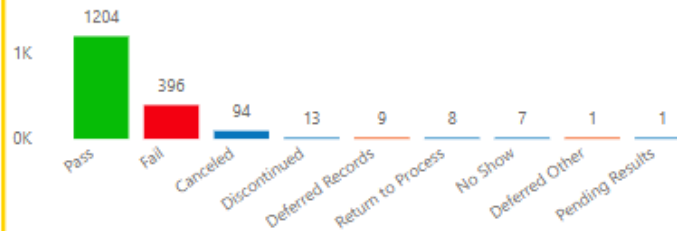
Median Days

Psychological Evaluations by Fiscal Year

Result ● Canceled ● Deferred ● Discontin... ● No Show ▶



Psychological Evaluation Results



From Field Investigation Final Decision Date to Psychological Evaluation Appointment Date

1559

Count

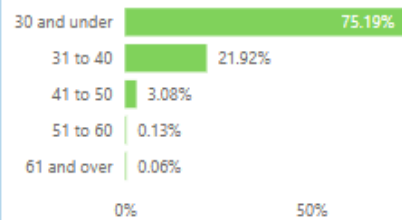
7

Major Avg. Days

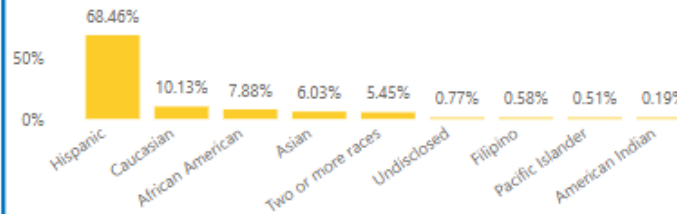
7

Median Days

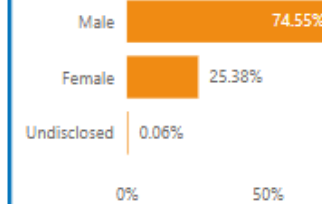
Age Range



Ethnicity / Race



Gender



Executive Summary

Hires vs Separatio...

Geographi c...

Applicatio n to Hires

Agency Comparis...

Apps

Reading and...

PHS

Interview

Medical

Polygraph

Physical Fitness

FI

Psychologi cal

Hired

Separation



Individuals Hired

Disclaimer: Numbers include police specialist/lateral hires.

Hired Between

7/5/2022

3/10/2025



Application
Submitted Date to
Hired Date

1147

Counts

346

Major. Avg Days

302

Median Days

Reading and Writing
Assessment Date to
Hire Date

1147

Counts

345

Major. Avg Days

307

Median Days

Personal History
Statement Submission
Date to Hired Date

1147

Counts

304

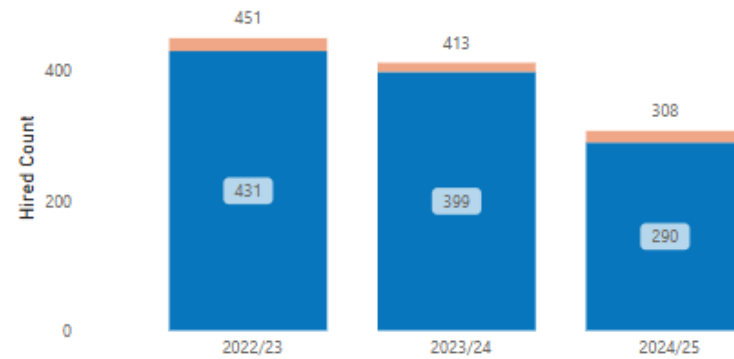
Major. Avg Days

272

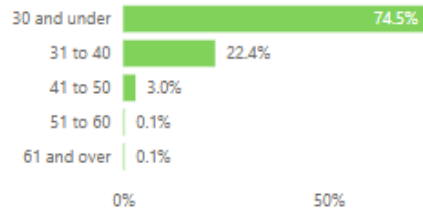
Median Days

Entry Level Sworn Hired by Fiscal Year

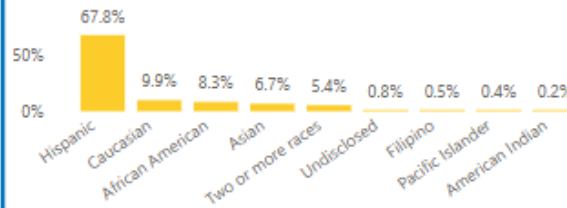
Individual Hires Rehires/Reinstatements/Restorations



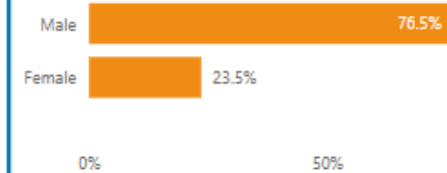
Age Range



Ethnicity / Race



Gender



Executive
Summary

Hires vs
Separatio...

Geographi
c...

Applicatio
n to Hires

Agency
Comparis...

Apps

Reading
and...

PHS

Interview

Medical

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Physical
Fitness

FI

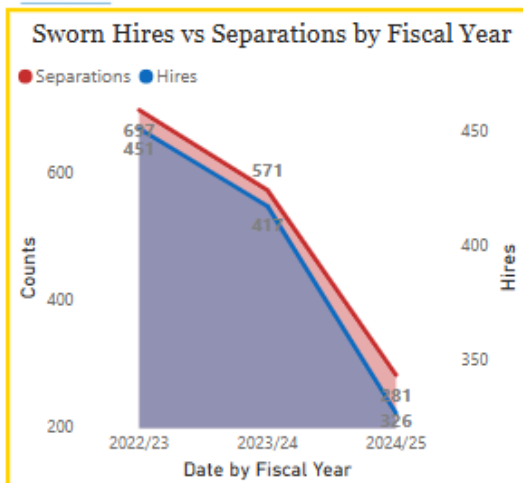
Psychologi
cal

Hired

Separation



Separation

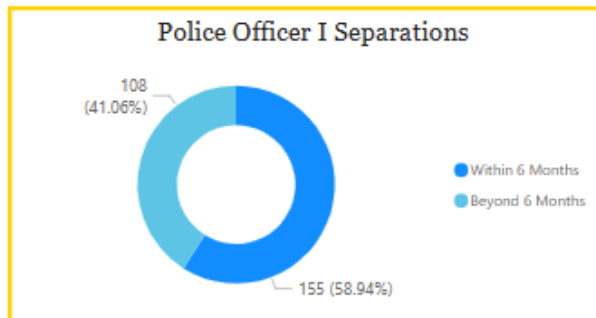


All Sworn Separations

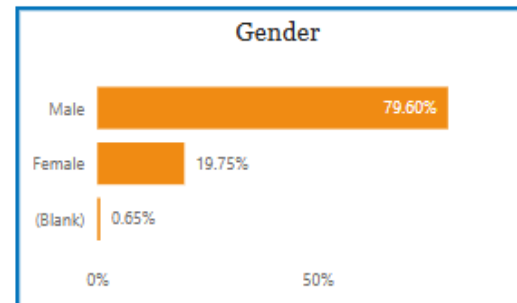
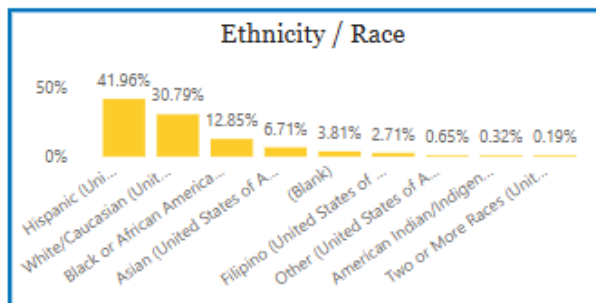
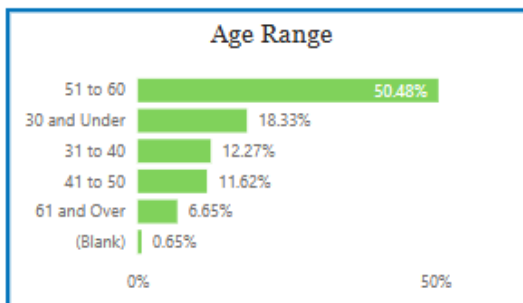
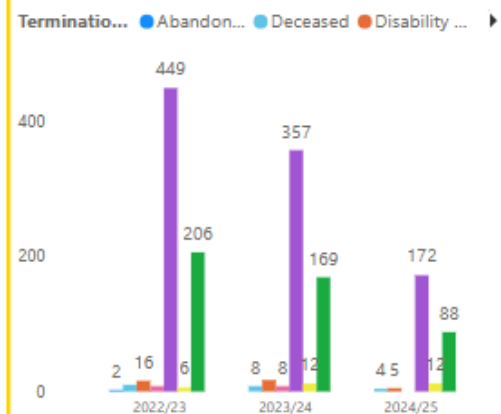
1549

Police Officer I Separations

263



Police Sworn Separations by Fiscal Year



Executive Summary

Hires vs Separation

Geographic

Application to Hires

Agency Comparison

Apps

Reading and...

PHS

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Medical

Polygraph

Physical Fitness

FI

Psychological

Hired

Separation