



REPORT
FROM

THE PERSONNEL
DEPARTMENT

TO: Personnel, Audits, and Hiring Committee (PAH)	DATE 11/22/2024
REFERENCE: Personnel Department and Los Angeles Police Department (LAPD) report back to the PAH Committee with sworn hiring statistics from June 2023 through August 2024	COUNCIL FILE CF 24-0981
SUBJECT: Response to Council File 24-0981, Sworn Hiring Incentive Program / June 2023 through August 2024 Statistics / Recruitment / Attrition	

RECOMMENDATION: That the Los Angeles City Council (Council) note and file this report.

BACKGROUND:

On September 13, 2024, Council approved instruction from the Personnel, Audit, and Hiring Committee Report dated September 3, 2024.

1. INSTRUCT the Personnel Department and LAPD to report monthly to the Personnel, Audits, and Hiring (PAH) Committee with sworn hiring statistics from June 2023 through August 2024, to include:
 - a. The number of police officer applicants
 - b. The number of candidates who enter the academy
 - c. The number of academy graduates
 - d. Attrition numbers
 - e. The impact of the Sworn Hiring Incentive Program
 - f. Any recruitment challenges experienced by the LAPD and other law enforcement agencies.
2. INSTRUCT the City Administrative Officer (CAO) to report monthly to the PAH Committee with hiring statistics for the three largest law enforcement agencies in California and the ten largest law enforcement agencies in Los Angeles County to include:
 - a. Starting salary and any applicable bonuses/incentive programs.
 - b. Hiring targets
 - c. Number of applicants
 - d. Number of hires
 - e. Attrition rates
 - f. Information on and performance of any other hiring/re-hiring programs offered.
3. INSTRUCT the CAO to report in 30 days on the total number of police departments that have closed nationally in the last five years.

DISCUSSION:

The statistical results of the number of police officer applicants and candidates (1a) candidates who enter the academy, (1b) academy graduates, (1c) LAPD sworn attrition numbers from the Police Academy, and overall (1d) are included in Table 1.

Table 1.

Month	1a. The Number of Police Officer Applicants (Personnel Dept.)		1b. The Number of Candidates who Enter the Academy (LAPD)	1c. The Number of Academy Graduates (LAPD)	1d. Attrition Numbers (LAPD)	
	Applicants	Candidates (PHS submitted) Not always the same people who applied the same month			Academy Attrition	Overall Sworn Attrition
June 2023	854	453	44	34	5	50
July 2023	852	421	57	48	12	55
August 2023	1038	505	44	36	6	50
September 2023	1024	479	28	25	15	42
October 2023	744	463	34	30	5	30
November 2023	738	417	38	35	5	37
December 2023	765	438	28	22	4	42
January 2024	1235	467	37	23	13	109
February 2024	1170	476	33	23	8	52
March 2024	1189	559	30	26	9	61
April 2024	1048	485	30	22	9	41
May 2024	1092	572	25	17	8	42
June 2024	966	464	28	21	9	35
July 2024	988	453	59	41	14	42
August 2024	1026	480	31	28	8	45
September 2024	1116	570	29	26	13	34

1e. The impact of the Sworn Hiring Incentive Program

The Police Officer Recruitment Incentive Program (PORIP) is designed to encourage current and retired employees of the City of Los Angeles to recruit Police Officers. Employees and retirees may receive up to \$2000 for referring prospects that are hired as a Police Officer or Police Specialist. Since the program restarted on July 1, 2022, to October 31, 2024, 80 have entered the Academy, 53 graduated, and 12 attrited. Of the 12 that attrited, 9 did so while still in the Academy and 3 after graduating from the Academy.

A September 2023 survey of candidates in the program revealed that 38% of those that applied for the Police Officer position did so because of the referral. The PORIP has generated high-caliber candidates with a higher likelihood of becoming police officers due to the support they receive from their family, associates or friends who are City employees. The PORIP additionally serves as an incentive to current and retired City employees to support and motivate their referrals through the Police Officer hiring process.

For Fiscal Year 2024-25, the PORIP program is funded at \$50,000.

1f. Any recruitment challenges experienced by the LAPD and other law enforcement agencies

The Personnel Department collected information from the City of Anaheim, City of Long Beach, City of Ontario, City of Riverside, City of San Diego, City of Santa Ana, Riverside County Sheriff's, San Bernardino County Sheriff's Department, and Los Angeles County Sheriff's Department. The recruitment challenges experienced are:

- Lack of interest from qualified candidates—they all want the job, but have background issues.
- Lack of physical fitness in qualified candidates.
- Lack of maturity (everyone still lives at home with no life experience; attends career fairs with their parents to find a job even though they're in their late 20s).
- Applicants without life experience, so they lack life skills (they have never experienced certain things, and if you can't handle your problems how can you handle someone else's?).
- Character issues, impulses, accountability, responsibility.
- Candidates lack understanding of the application process.
- Not enough applicants.
- Candidates lack motivation to improve themselves.
- Increase in low-quality candidates recently who "need a lot of hand holding".
- More candidates are being disqualified at various stages of the hiring process, including failing to meet standards and expectations.
- Drug use, especially the new generation.
- Candidates do not consider being a Police Officer until later in life and consequently become unqualified due to previous experience.
- Disinterest due to the work schedule of working weekends, graveyard shifts, and holidays.
- Quality is an issue. Receiving a lot of applications although less than 4 or 5 years ago, but if they had the same quality percentage, they are unable to fully staff their academy.
- Work history and background DQs and what applicants are expected of them.
- Handful does not finish academy.
- Not comfortable with constructive criticism. Some applicants are used to positive affirmation and not ready to embrace failure and learn from it.
- Some candidates have difficulty speaking to people and working in a dynamic environment.
- Lack of open-minded background officers within our department.
- Biased investigators without supervision within the department.
- Competing with other organizations for the same pool of candidates (they apply at several organizations). Good candidates will get hired, therefore they are looking for the best pay and benefits.

- Recent community events have led to negative attitudes towards law enforcement, deterring potential recruits.
- Higher standards, long, difficult entry requirements.
- Other agencies offer better pay and incentives.
- Deferred Retirement Option Plan (DROP) program would help.
- Lateral incentive bonus ceased.
- Would like to integrate a housing for hires program.

The recruitment challenges experienced by the City of Los Angeles (LAPD) are very similar to the challenges experienced by neighboring municipalities.


- Lack of sufficient recruitment budget allocated to the Personnel Department.
- Candidate quality - lack of initiative to move forward in the hiring process quickly; unprepared for the position of police officer; unfamiliar with the role of a Police Officer; not physically prepared to be successful in the Police Academy; showing up to test parts and hiring events unprepared; not showing up to scheduled test parts.
- Candidates lack motivation with increasing numbers ceasing participation at each test part, particularly at the front end with a 50% drop off from application to tester.
- Cost of living in Los Angeles.
- Entry level salary too low with a lack of signing bonus for new officers and laterals.
- Retention issues - low morale amongst current members; officers complete Academy with LAPD and then lateral transfer to smaller departments closer to their home.
- Ultra-conservative social media marketing approach.
- Competition for the same candidates with other local agencies. Some that offer higher starting salaries and/or signing bonuses.
- Negative connotations of the profession both locally and nationally.

CONCLUSION:

These unprecedented times have been challenging in boosting the hiring of viable police officer candidates. It has been a phenomenon that has impacted not only LAPD hiring, but similar experiences by competing law enforcement agencies throughout the profession.

The Police Officer Recruitment Incentive Plan has proven to be a complimentary tool to identify, recruit and mentor Police Officer candidates. Since its reestablishment in July 2022, a steady stream of employee referrals has led to 80 candidates being successfully hired. We anticipate that the PORIP will continue to add new Recruit Police Officers to every Academy class this fiscal year.

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 quality standards and guidelines.



 Grayce Liu
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