

CITY OF OAKLAND

AGENDA REPORT

FILED
OFFICE OF THE CITY CLERK
OAKLAND

2008 MAR 27 PM 5: 25

TO: Office of the City Administrator
ATTN: Deborah A. Edgerly
FROM: Oakland Police Department and Finance and Management Agency
DATE: April 8, 2008

RE: A Monthly Informational Report From the Police Department and Office of Personnel and Resource Management (OPRM) on Recruiting Activities Conducted Over the Last 30 Days, Inclusive of the Consultants Report Referenced in the Recruitment Plan

SUMMARY

As requested by the City Council, staff has prepared an informational report detailing the City's police recruiting and hiring efforts for the month of **February 2008**. This report will detail the activities completing the "Accelerated Recruitment and Hiring Program" that was funded in April 2006.

This report will also introduce the new reporting format in response to Council directives for the "Augmented Recruitment and Hiring Program" that was funded in March 2008. Future monthly summaries will continue to detail the strategies pursued by staff to enhance recruitment efforts for police officers, and outline the results of those activities. Also included, per City Council request, is the Consultant's Report as referenced in the recruiting plan.

Beginning in May 2008, staff will present (in compliment to this report) a separate report detailing tracked expenditures of Measure Y funds used in the augmented hiring program.

FISCAL IMPACT

This is an informational report on recruiting activities.

BACKGROUND

The Office of Personnel Resource Management (OPRM) of the Finance and Management Agency, and the Oakland Police Department (OPD) are jointly responsible for the recruitment of police officers pursuant to the terms of the Measure Y initiative, and at the direction of the Mayor and City Administrator to ensure full sworn staffing by the end of the calendar year.

Item: _____
Public Safety Committee
April 8, 2008

KEY ISSUES AND IMPACTS

Summary of 2006 Accelerated Recruitment Campaign Results

The Accelerated Recruitment Campaign was funded by Council in April of 2006, and generated more than 10,000 contacts with potential candidates. More than 200 officers were hired, and the following elements of the recruiting infrastructure were established:

- Structured, consistent, and frequent testing;
- Expedited selection process designed to reduce hiring time;
- Updated web presence;
- Each stage of selection process to identify process improvement opportunities and ensure consistency at each stage;
- Established recruiting relationships at two major military bases;
- Hosted a Police Recruiting Unit Open House which earned extensive press exposure and community participation;
- Engaged the Oakland community in recruitment efforts;
- Hired and trained new staff;
- Built awareness and branding through award winning advertising campaign 'Its More Than You Think' and tagline of 'Justice Pays' through a partnership with Oakland's Marketing Department; and
- Designed enhanced recruiting strategy to reach goal of authorized strength that recognizes current department attrition.

Recruiting Venues

Staff participated at events listed below in February:

- Policing in Oakland Seminar – 14 Attendees;
- Selection Process Seminars – 33 Attendees;
- Practice Physical Ability Test Seminar – 22 Attendees;
- Holy Names University Career Fair, Oakland;
- Camp Lejeune Job Fair, North Carolina;
- Sacramento State Spring Career Fair, Sacramento;
- San Leandro High School, San Leandro;
- Oakland/San Leandro Adult & Youth Job Fair, Oakland;
- Oakland Parks and Recreation Job Fair, Oakland;
- Fort Bragg, North Carolina;
- University of Cincinnati – Virtual Fair;
- Coast Guard Transition Assistance Program, Alameda;
- Raiders football games; and
- Neighborhood Crime Prevention Councils
 - 22X – Greek Orthodox*
 - 25X – Laurel School*
 - 10X – Golden Gate Recreation Center.*

Website Homepages/Voice Mail:

- OPDjobs.com - * 1627
- Voicemails received - * 485

*OPD Recruiting Unit - tracking started 4 February 2008

Note: The data provided in the monthly report is collected from three different systems and combined to provide the level of detail requested. Each system tracks the data in a slightly different manner to accomplish the goal of tracking the total number of applicants and website hits, results of candidates entering Stages I and II, and the number of candidates accepted per Academy.

While the first two systems run parallel (there is a traceable flow from the number of applicants through the Stage I-III of testing), data reported by academies is not necessarily parallel to the number of applicants who participate in testing. For example, candidates may take the written test before they are actually ready to complete the selection process. They might delay further steps until college graduation, exiting the military or other reasons. As a result the data reported for academies is reported separately from other selection stages.

Additionally, applicants may test with other agencies and submit a waiver for consideration with Oakland. When accepted, waivers will increase the number of candidates for the oral boards (second stage of the selection process).

As of February 28, 2008, from the 13 applicants, 10 conditional job offers have been accepted for the 165th Basic Academy (May 19 – November 14, 2008). The Following charts reflect applicant data for the 165th Academy by county, city, ethnicity/race, and gender:

Applicants by City

Cities	Applicants	Percentage
San Bruno	1	8%
Sunnyvale	1	8%
Brentwood	2	15%
Hayward	1	8%
Morgan Hill	1	8%
Pittsburg	1	8%
Chicago, IL	1	8%
San Ramon	1	8%
Beacon Falls, CT	1	8%
Novato	1	8%
Oakland	2	14%
Total	13	100%

Applicants by County

County	Applicants	Percentage
San Mateo	1	8%
Santa Clara	2	15%
Contra Costa	4	30%
Alameda	3	23%
Cook	1	8%
New Haven	1	8%
Marin	1	8%
Total	13	100%

Item: _____
 Public Safety Committee
 April 8, 2008

Applicants by Ethnicity/Race

Ethnicity/Race	Applicants	Percentage
African American	2	15%
Asian	3	23%
Caucasian	7	54%
Hispanic	1	8%
TOTAL	13	100%

Candidate Source Summary

The Candidate Source Summary is undergoing revision to capture the additional data (how candidates became informed of the Department’s recruitment) requested by Council during the month of February. The information below is for comparison purposes against the new format which will be in the next monthly report. This self-reported information is gathered from candidates who sit for the written examinations and may include more than one source per candidate. Candidates are asked to respond to the following question: “Where did you hear about Oakland’s police recruitment?” **Note:** Not all of the applicants responded to this question.

City Recruitment Sources	#	% Of Total
City of Oakland Job Hotline	21	4%
Flyer or Job Announcement	53	10%
Library	0	0%
Other:	67	4%
Newspapers / Publications		
Oakland Tribune	10	2%
San Francisco Chronicle/Examiner	3	1%
Other:	10	2%
Magazine:	1	0%
Internet		
City Website (www.oaklandnet.com)	73	14%
Other City website	12	2%
OPDjobs.com	104	20%
Specify:	7	1%
Television		
Channel 2 KTVU	21	4%
Bay Cable TV advertising	8	2%
Other:	11	2%
Radio		
Specify:	8	2%

Frequent Sources					
Job Fair				8	2%
Referral				17	3%
Friend or Relative				70	14%
Other:				7	1%
			Total tallies	511	

Marketing

In February 2008, a comprehensive strategic advertising campaign was developed which centered on two separate, 12-week blitzes aimed at driving applicants to test dates in advance of the May and August academies. Initial marketing efforts were launched over Super Bowl weekend, capitalizing on the media focus generated by the game, in an effort to drive applicants to the February test dates. The February outreach included print advertisements (emphasis on sports sections to capture the Super Bowl audience), cable television, job postings on key internet sites and outdoor advertising in high traffic areas, in addition to community messaging through posters and postcards distributed both citywide and through strategic partners. This initial marketing effort resulted in 200 calls to the OPD recruiting office Super Bowl weekend alone and a 30% increase in the number of applicants who signed up for and took the test in February over the previous month.

Media outreach in February included:

- Print - 25 advertisements in Sports and Classified sections throughout the Bay Area and Central Valley plus key law enforcement and military publications
- Television – 130 spots on KTVU Fox 2 and sister station KICU 36
- Internet - promoted OPDJOBs.com in all advertising; secured job postings on five key employment websites
- Outdoor – LED Electronic Billboards along high-traffic SF Bay Bridge, I-80 and I-880.
- Community Messaging – 1,500 posters and 3,000 postcards distributed citywide to shops, cafes, coffee houses and other central gathering places as well as through key strategic partners such as Peralta Community Colleges (posters and postcards distributed all campuses) and the Alameda County Labor Council (with message to pass along information to those who might be interested).

2008 Augmented Report Format

The marketing campaign kicks into high gear in March 2008, immediately following Council approval of \$1 million for advertising. Highlights of the March marketing efforts will be included in the 2008 augmented recruiting and hiring monthly report on May 13, 2008.

Recruitment Activities

In the next report, staff will include statistical information specific to recruiting activities conducted since this reporting period. Contained within will be data specific to the number of web hits on specific websites as well as the number of voice messages received. In addition, the following sections will be included:

- **Advertising Awareness** - To maximize awareness of the Department's recruitment campaign, this section will identify the media outlets utilized for the reporting period:
 - Television
 - Radio
 - Internet
- **Recruitment Sites** – This section will identify the locations and events that were visited to recruit qualified applicants.
- **Written Examinations Conducted**
 - Dates
 - Number of applicants registered for examinations
 - Number of applicants who participated in the examinations
 - Number of applicants who passed the examinations
- **Oral Boards**
 - Dates
 - Number of applicants scheduled
 - Number of applicants who participated
 - Number of applicants who passed
- **Physical Ability Test (PAT)**
 - Dates
 - Number of applicants scheduled
 - Number of applicants who participated
 - Number of applicants who passed

Seminars Conducted	Dates	Attended
Policing in Oakland		
Selection Process		
Practice Physical Ability Test		

Personal History Questionnaires

Number Received	
Number Placed in Background	
Number Non-Selected During Pre-view stage	
Number Assigned to Background Investigator	
Number Completed	
Number Disqualified	

Character Reviews – 165th Academy

Number of character reviews completed	
Number of candidates reviewed	
Number of Conditional Job Offers offered	
Number of Conditional Job Offers accepted	

Post-Offers Activity

Pre-Offer Psychological Appointments Completed	
Polygraph Exam Completed	
Medical Appointments	
Fingerprint Appointments	
Phase 2 ¹ Appointments	

The next report will also include charts that reflect the county, city, ethnicity/race, and gender of the applicants for the reporting period.

Academy Applicants by County		
Counties	No. of Applicants	Percentage

Academy Applicants by Cities		
Cities	No. of Applicants	Percentage

¹ Candidates second meeting with psychologist after receiving a conditional job offer

Academy Applicants by Ethnicity/Race		
Ethnicity/Race	No. of Applicants	Percentage
Academy Applicants by Gender		
Gender	No. of Applicants	Percentage
Males		
Females		

Candidate Source Summary

This section will provide information gathered from candidates who sat for the written examinations during the reporting period. The information is self-reported and may include more than one source per candidate. Candidates are asked to respond to the following question: "Where did you hear about Oakland's police recruitment?" **Note:** Not all of the applicants respond to this question.

City Recruitment Sources	#	% Of Total
City of Oakland Job Hotline		
Flyer or Job Announcement		
Library		
Other:		

Newspapers / Publications

Oakland Tribune		
San Francisco Chronicle/Examiner		
Other:		
Magazine:		

Internet

City Website (www.oaklandnet.com)		
Other City website		
OPDjobs.com		
Specify:		

Television

Channel 2 KTVU		
Bay Cable TV advertising		
Other:		

Radio

Specify:		
----------	--	--

Frequent Sources

Job Fair		
Referral		
Friend or Relative		
Other:		

Total Tallies

PROGRAM DESCRIPTION

The intensified recruiting program, as implemented by OPRM and OPD, is designed to address the staffing shortage of the Oakland Police Department pursuant to the term of Measure Y. The goal remains to expedite the hiring process for qualified candidates for Oakland police officers in order to achieve full strength of 803 police officers as rapidly as possible.

The Augmented 2008 campaign will build on the success of the 2006 campaign and stress website outreach, one-on-one recruitment, growth of future candidates, and expansion of the Lateral and expedited processes

SUSTAINABLE OPPORTUNITIES

Economic: Attaining full staffing along with long-range planning may provide a more balanced equation for budget projections and decreased disruption in services to the community.

Environmental: No environmental opportunities have been identified..

Social Equity: The Department's *Hire Oakland First* policy provides opportunities for residents to apply for and compete in the police officer selection process.

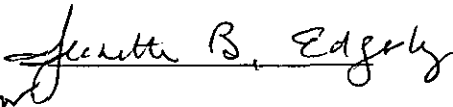
DISABILITY AND SENIOR CITIZEN ACCESS

There are no ADA or senior citizen access issues contained in this report.

RECOMMENDATION(S) AND RATIONALE

This is an informational report. If the Department is to reach full staffing of 803 police officers, funding of recruiting, hiring, and training activities outlined in this report must be continued for staff to effectively perform these strategies.

Respectfully submitted,


William Noland

Director, Finance & Management Agency

Prepared by:
Ms. Dee Lyons
Office of Personnel and Resource Management
Finance & Management Agency

Respectfully submitted,



Wayne G. Tucker
Chief of Police

Prepared by:
Captain Ed Poulson
Bureau of Administration
Oakland Police Department

APPROVED AND FORWARDED TO
THE PUBLIC SAFETY COMMITTEE:


Office of the City Administrator

Attachment: Consultant's Report

As of February 29, 2008

ATTACHMENT A

POLICE OFFICER TRAINEE FUNNEL DATA:

Month	Candidates Applied	Oakland Residents	Written Test/ Passed		Oral Board Attended/Passed		P.A.T. Attended/Passed	
			7016	4392	3313	2356	1913	1608
*Total to date	11323	1154	7016	4392	3313	2356	1913	1608
February 08	988	75	540	335	138	95	59	56

*01Jan06 – 29Feb08

CURRENT RECRUITMENT/BACKGROUND PROCESSING:

165th Recruit Academy	Start Date 05/19/08
Applicants submitting Personal History Questionnaires	139
Background Investigations Completed	50
Conditional Job Offers Extended	13
Conditional Job Offers Accepted	13
Number of Applicants Cleared for the Academy	3
Oakland residents Conditional Job Offers	2

STAFFING STATUS AS OF:

MONTH: February YEAR: 2008

Classification	Authorized	Filled	+/-
Chief	1	1	0
Assistant Chief	1	1	0
Deputy Chief	3	2	-1
Captain	10	10	0
Lieutenant	27	25	-2
Sergeant	134	131	-3
Police Officer	627	559	-68
TOTAL	803	729	-74

*As of 01Jan07– 29Feb08

ATTRITION (01Jan05 –29Feb08)

Type	Total
Disability Retirements	60
Resignations	51
Service Retirements	44
Terminations	18
TOTAL	173

Monthly Attrition = 5.5 (02Mar07-29Feb08)

COMPLETED ACADEMIES

Class	Number Started	Number Graduated	#Assigned to Measure Y	Academy Dates	Attrition Rate	FTO Dates
154 th Academy	16	11	4	28 Feb-2 Sep 05	31%	N/A
6 th Lateral	7	7	0	18 Apr-20 May 05	0%	N/A
155 th Academy	34	18	6	11 Jul 05-13 Jan 06	47%	N/A
156 th Academy	27	16	4	28 Nov 05-2 Jun 06	40%	3 Jun – 15 Sep 06
157 th Academy	22	16	7	6 Feb-11 Aug 06	27%	12 Aug – 24 Nov 06
7 th Lateral	3	3	0	5-29 Sep 06	0%	30 Sep 06-12 Jan 07
158 th Academy	44	26	0	5 Jun – 17 Nov 06	41%	25 Nov 06-9 Mar 07
159 th Academy	49	30	0	11 Sep 06-9 Feb 07	39%	17 Feb-1 Jun 07
160 th Academy	42	24	3	11 Dec 06-25 May 07	43%	2 Jun -14 Sep 07
8 th Lateral	2	2	0	16 Apr-10 May 07	0%	12 May-24 Aug 07
161 st Academy	29	22	6	26 Feb- 17 Aug 07	24%	25 Aug- 28 Dec 07
162 nd Academy	45	25	0	9 Jul 07 – 4 Jan 08	44%	5 Jan 08 – 18 Apr 08
Measure Y Supervisors	N/A	N/A	6	N/A	N/A	N/A
Total	320	200	36		38%	

Current Police Academies

Class	Number Started	Current Number	Academy Dates	Attrition Rate	FTO Dates
163 rd Academy	36	28*	15 Oct 07 – 11Apr 08	26.3%	18 Apr 08–1 Aug 08
*164 th Academy	39	37**	28 Jan 08 – 25Jul 08	7.5%%	2 Aug 08 – 14 Nov 08

*Two POT's added from the 162nd Basic Academy

**One POT added from the 163rd Basic Academy

Planned Academies

Class	Academy Dates	Anticipated Recruits	FTO Dates
165 th Academy	19 May 08 – 14 Nov 08	40+	8 Nov 08-20 Feb 09
ALCO Academy*	19 May 08 – 7 Nov 08	50	
ALCO Academy *	25 Aug 08 – 20 Feb 09	60	
166 th Academy*	Jul/Aug	50+	

*This will not be determined until the close of business on 20Mar08.

Appropriations	Expenditures	Balance
Fiscal Year 04-05: \$1,032,172	\$4,054	\$1,028,118
Fiscal Year 05-06: \$8,864,481	\$2,827,904	\$6,036,577
Fiscal Year 06-07: \$9,464,233	\$7,128,664	\$2,335,569
Fiscal Year 07-08: \$9,530,996		
Agency-wide Admin - Recruiting and Hiring		
- Personnel	\$366,373	
- O&M	\$48,165	
• Special Operations – Truancy Abatement		
- Personnel	\$119,083	
• Patrol – Community Policing		
- Personnel	\$3,065,890	
- O&M	\$ 368,088	
• Training – Academy		
- Personnel	\$310,280	
- O&M	\$21,363	
	\$4,299,242	\$5,231,754
Total: \$28,891,882	\$14,259,864	\$14,632,018

TO: Sgt. D. Arotzarena - OPDRU Management
Dee Lyons - OPRM Management
FROM: Robert J. P. Maginnis
DATE: February 18, 2008
TOPIC: Preliminary Assessment of OPD Selection Process

This report summarizes my findings and recommendations to date as they relate to the overall hiring process for entry level officers in use by the Oakland Police Department (OPD).

Over a period of three weeks extensive research was performed and interviews were conducted to understand, then to validate findings related to recruitment of law enforcement officers in general, and police officers for the City of Oakland in specific. The effort focused on:

- strategies utilized in the field of law enforcement recruitment
- results of various methods
- external methods that might be used to increase applicant yield
- internal barriers to increased recruitment success

Methodology

- Interviews with:
 - Applicants
 - Academy students
 - Cadets
 - Local Agencies
 - California Public Safety Academies
 - Laterals
 - Sworn OPD staff
 - OPD Recruiting Unit (OPDRU) Staff
 - Office of Personnel Resource Management (OPRM) Staff
- Research conducted through California Commission on Peace Officer Standards and Training (POST);
- Internet review of over 40 cities throughout California and identified cities of interest;
- Internet mining of websites, chat rooms and employment sites;

Findings

The initial focus was to determine the effectiveness of the Selection Process utilized by Oakland. (Attachment A – VI stage Selection Process). The Selection Process for California Law Enforcement Officers is, to a large degree, dictated by POST. Little opportunity exists to change the elements within stages; however, opportunity does exist within each Agency to determine how the process will flow and how long it will take to negotiate each stage. Therefore, the key to success overall is the efficiency and consistency of the process adopted by the Agency.

Each stage of the Oakland process was reviewed as well as the liaison and inter-workings between OPDRU; OPD Training Division; OPD Leadership and OPRM Staff. The findings for each stage are outlined below:

Written Test

OPD utilizes a standardized reading and writing test battery offered under the auspices of POST. This test is two and one half hours in length and is used to assess a candidate's ability to perform the job of a peace officer, and is used widely by Agencies within California. It has as its alternative a test created, validated and maintained by an individual agency.

Advantages of POST test: <ul style="list-style-type: none">- Less expensive to maintain- Validation challenges reduced- Interchangeable with other agencies- Study guides readily available- Offers various versions	Disadvantages of POST test: <ul style="list-style-type: none">- interchangeable with other agencies- scoring delay (only POST can score)- does not test for Oakland specific issues
Advantages of City owned test: <ul style="list-style-type: none">- unique to Oakland, applicant must test here to be considered for employment	Disadvantages of City owned test: <ul style="list-style-type: none">- requires maintenance and updating- perceived loss of candidates due to narrow consideration

Recent trends have been for Agencies to move towards the standardized test offered by POST. While my area of expertise does not extend to the field of testing and test validation, I believe that the POST test is a valid indicator of the areas it focuses on – that is, I do believe that using the POST test will do its job of identifying reading and writing proficiency levels, while also providing access to more candidates that may have considered other agencies, but tested with Oakland due to convenience, timing or testing requirements. Oakland has taken the position of establishing a testing cycle for the entire year. This opens the process up to the possibility of becoming a test center for Oakland as well as other Agencies. The Recruiting Staff reports that they took this into consideration, but decided to risk this for the chance of attracting candidates that may not have initially considered Oakland. Tests are scheduled for a weekday (Thursdays, during the day) and a Saturday (typically at 1PM) one each month. The process was observed and appears to be well organized and proctored. Facilities are average, if not slightly above what is offered elsewhere. For example, Oakland provides pencils where some agencies require applicants to bring their own, which can lead to test disturbances when the applicant does not bring the correct type of pencil (#2 lead) or does not bring supplies at all.

I agree with the decision to standardize test dates and recommend that measures be used to take full advantage of the opportunity. Upon initial observation an informational message was delivered by an Annuitant. While applicants listened, they were not always engaged. I recommend enlisting OPD Leadership to attend each written exam and address each test group, and ensure that each test session is professional and as seamless as possible. This step is intended to differentiate Oakland and to assure each candidate that Oakland is serious about their interest in the Agency.

One added finding is that Staff is not currently taking advantage of expedited test processing, and should investigate the possibility of receiving test scores back from POST more quickly.

Oral Board

This second step, while necessary and mandated by POST, is labor intensive and expensive. This stage is intended to begin the evaluations of candidate for suitability for employment as an officer through a series of behavioral questions aimed at gauging how a candidate might respond in various situations. Each candidate who has either passed a written test with Oakland, or submitted a waiver from a test taken with another agency, participates in an Oral interview with a three person panel. The panel consists of one citizen, one Officer and one sworn staff of higher rank (typically a Sergeant). The benefit to the panel concept utilized by Oakland is the incorporation of citizens into the selection process. This step can safeguard against bias, by expanding the selection process beyond the sworn population.

I was not able to observe an Oakland Oral Board series due to the date this report was due, however I have conducted and administered Oral Boards for two Agencies, and have personally participated in numerous boards. While what is reported is the standard procedure employed by the vast majority of Agencies, and is upheld by POST, it may be worthwhile to begin dialog with POST about viable alternatives or options to the model. Staff reports difficulty attracting volunteers, and it is expensive to pay officers to participate. This step also becomes a challenge when conducting selection outside of Oakland. The logistics and travel expense make it almost cost prohibitive to conduct remote interviews.

Physical Abilities Test (PAT)

Again, due the time constraints surround this report, and the established administration of the Oakland PAT, I was not able to observe an actual test. I was able to review the test format and determined it to be fairly routine in nature. The objective of this, the third stage, is to enable both the department and the candidate to assess the feasibility of success in the Academy given the physical demands they will face. Departments vary widely in the test used at this stage. Some Agencies use simple indicators of success such as ones ability to run a prescribed distance, perform a set number of push up and complete a defined number of sit up. Other Agencies incorporate specific exercises that make up a test. All Agencies must validate that the test used is relevant to the job duties and validate that those duties are a relevant to the job.

Oakland reports that the PAT in use was validated in 2006. Interviews with the Training Division and reviews of relevant reports indicate that the PAT has not consistently been a reliable indicator of Academy success. OPRM staff reports that past data was not substantiated. Be that as it may, while there was a decline in academy success to approximately 40% failure, that number is now declining, and Training anticipates that the failure rate will continue to decline with added steps implemented to increase candidate fitness and support recruit success in learning domains that have experiences the highest failure rates in the past.

Pre-Offer

At this stage the candidate begins the intense background investigation and individual assessment required by POST to measure traits and characteristics relevant to the position of trust held by a law enforcement officer. Backgrounds are typically conducted

The process Oakland uses for backgrounds was reviewed to determine the consistency of the process. Staff reports that with the increased number of positions to fill training was developed standardize the process and to ensure that each candidate experiences the same level of scrutiny.

I did not find anything remarkable in this stage of the process used by Oakland. Staff reports that, on average, a background can take from two to four weeks, with two as an average. There is an option to engage outside firm(s) to conduct, augment or replace OPD Officers in this task. I do not recommend this option and support continuing the current practice for a number of reasons, with the most important being the level of consistency and critical degree of importance of the integrity of the investigation. Investigations performed by officers of the same Agency have an inherent safeguard. Little can be done to shorten the process without compromising the outcome.

Post- Offer

This fifth stage of the selection process involves screening to ensure that candidates meet the medical and psychological standards for law enforcement. Oakland conforms to standard POST requirements in this area.

Interviews with Staff surfaced that this stage can experience bottlenecks and safeguards may be warranted to guarantee that downstream processes are aligned with the anticipated number of candidates. Staff also reports that steps have been identified to address this concern pending funding allocations to increase the examination capacity with the City Physician. This appears to be an appropriate response to a problem that could unexpectedly impede achievement of the goal of 803 by the end of 2008. A possible emerging finding is that more candidates are failing the physical due to hearing issues. This finding should be monitored, and if a trend emerges, it may be warranted to notify candidates of a hearing requirement earlier in the process. This will enable candidates to self-identify, and also reduce the loss of otherwise viable candidates so late in the process.

Certification and Appointment

This sixth and final stage is the culmination and final review of the comprehensive review each applicant receives before certification to the position of Police Office Trainee (POT). In Oakland, this review is conducted by a panel that reviews each candidate and reaches a determination on the merit of the candidate. This is also somewhat standard in the field.

My observation of several reviews would support that the process used by Oakland is not remarkable. A word of caution is that approaching the process with a more standard set of

questions and an established format might result in a more efficient process. This feedback has been shared with staff and Staff noted

Advertising/Outreach

Oakland has established a presence in the Bay Area and has set the bar for Law enforcement Recruiting. While significant success has been achieved in this important area, it is here that I find room for further growth:

- Early in their outreach Oakland obtained both an 800 number and a corresponding website of OPDJOBS.com and 1-888-OPD-JOBS. This is commendable. Further success might be achieved by weighing more heavily on the website than the 800 number. Today both are used, almost as equals where the website is less expensive to maintain, and easier to service. I recommend that all advertising direct respondents to the website.
- The website while attractive, can be considered busy, and should be modified to make the 'apply here' easier to identify.
- When searching an applicant can easily be distracted by the City of Oakland, Oakland Police department website. This less interactive site could discourage computer savvy applicants who mistake the dated appearance as representative of the department. Note: Staff reports that work is underway to update the City site.
- A separate lead via tile (button) should be established for Laterals to make it clear that Oakland is pursuing Laterals and more clearly delineate the benefits of Oakland to a Lateral shoe might be considering a new Agency.
- Modify the Market Survey candidates complete at the written test to provide more feedback, and to further refine recruiting strategies that are working.
- Print advertising, if used, should:
 - o Be in color whenever possible, and above the 'fold' or top half of the newspaper
 - o Run in the Sports section as well as jobs section (recommended for Super bowl Weekend)
 - o Advertise in the Central Valley, particularly Sacramento, Vallejo

Conclusion

My initial review of the Recruiting efforts of the OPDRU and OPRM team is that they are a cohesive and dedicated team committed to the objective of hiring officers for Oakland. They employ a complement of standard recruiting initiatives (College/Job/Career Fairs) as well as some out of the box strategies (Open House) to get the message out. They have established weekly meetings to keep open communication, and fill their Calendars appropriately. I have attended their agenzized 'Round-up' Weekly meeting and observed that when an idea is presented it is discussed openly and its merit is evaluated and action, if warranted, is taken quickly. Staff appears to be stretched and additional targets may be problematic should additional staff not be part of the plan. The appearance of the Recruiting Office is inviting, although exterior signage might be warranted.

A scan of other Agencies would find that they are experiencing various levels of success, but it is difficult to make a direct comparison due to variations in Agencies. The size for instance, dictates whether an Agency might have its own Academy, versus hire only experienced (Lateral) officers, or Academy Graduates. Other distinctions include factors such as the age of the force, community attributes and/or perceptions, cost of living and culture within the Department can make it easier or more difficult to attract candidates. With that said, Oakland has done well over the past eighteen months - better than most –in attracting candidates

I have been tasked to provide the following services as needed:

- Assess existing and provide ongoing feedback on the OPD Selection Process from Advertising outreach through FTO completion
- Identify process improvement opportunities and actionable remedies with specific action plan(s) for implementation of such identified opportunity
- Assess competition, e.g. conduct an initial, then ongoing, comprehensive analysis of recruitment strategies employed by other Agencies and identify the merits or shortfall of those strategies

Immediate plans include research into the merit of bonuses to attract Laterals, and analysis of the Market Survey data to assess outreach effectiveness. I anticipate the opportunity to evaluate additional elements of the recruiting effort in the coming weeks and potentially months should my services continue to provide value to the City of Oakland.