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# AGENDA REPORT

**TO:** Public Safety Committee

**FROM:** Sabrina B. Landreth  
City Administrator

**SUBJECT:** Ad Hoc Working Group on Police  
Recruitment Recommendations

**DATE:** June 29, 2016

City Administrator Approval

Date:

7/1/16

## RECOMMENDATION

**Staff Recommends That The Public Safety Committee Accept This Informational Report With The Recommendations From The Ad Hoc Working Group On Police Recruitment.**

## ANALYSIS AND POLICY ALTERNATIVES

Attached are the recommendations from the Ad Hoc Working Group on Police Recruitment. The full report from the Working Group will be brought back to the Public Safety Committee after the Council recess so that the Working Group can finalize it.

## FISCAL IMPACT

Some of the Recommendations have fiscal implications for the Council to consider in the future.

## PUBLIC OUTREACH/INTEREST

This report is of interest to the community and the recommendations were created by a community-member Working Group. All Working Group meetings are public meetings open to the general public and noticed three days in advance with the City Clerk.

## COORDINATION

The Ad Hoc Working Group worked closely with the Oakland Police Department and the Human Resources Management Department. The group was staffed by the City Administrator's Office staff.

Item: \_\_\_\_\_  
Public Safety Committee  
July 12, 2016

**SUSTAINABLE OPPORTUNITIES**

***Economic:*** No economic impacts.

***Environmental:*** No environmental impacts.

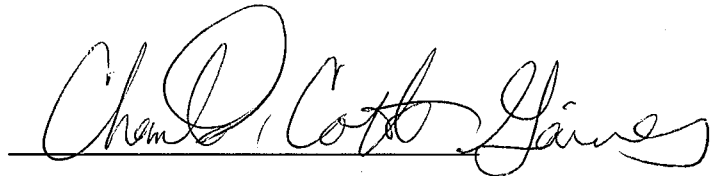
***Social Equity:*** The recommendations present options for the City to consider adopting which could promote social equity.

**ACTION REQUESTED OF THE CITY COUNCIL**

Staff Recommends That The Public Safety Committee Accept This Informational Report With The Recommendations From The Ad Hoc Working Group On Police Recruitment.

For questions regarding this report, please contact Chantal Cotton Gaines at (510) 238-7587.

Respectfully submitted,

A handwritten signature in cursive script, reading "Chantal Cotton Gaines", written over a horizontal line.

CHANTAL COTTON GAINES,  
Assistant to the City Administrator

Attachment (1)

1- Ad Hoc Working Group Recommendations

**Ad Hoc Working Group on Police Recruitment**

Report Recommendations as of April 18, 2016

**PROCESS PHASES AND RECOMMENDATIONS:**

- 1) Recruitment Process:** It is important to separate “attraction” from the hiring process and to separate marketing from outreach.

a. Marketing:

a. Recommendations:

1. Budget for marketing and branding to expand advertising recruiting and awareness efforts (based on MSU article)
2. Track the outcome of each marketing effort. Such tracking will ensure that future efforts are put in the right marketing source
3. In the work with the marketing firm, be sure to note that younger generations require different marketing. (reference the East Oakland Boxing Assoc. youth feedback)

b. Outreach:

a. Recommendations:

1. Utilize youth, business, and community groups and organizations as networks to advertise these positions.
2. Attend Oakland job fairs.
3. Utilize online resources as much as possible.
4. OPD should engage in an MOU with OUSD for the purpose of being included on the Pathway Programs funded by Measure N. OPD should be included in this at these partnership meetings.
5. Consider increasing funding for Oakland PAL who introduce local children to officers in an informal environment.
6. Connect with JobCorps on Treasure Island as an outreach opportunity. Their job track students are good candidates.
7. Reach out to high school students in ROTC.
8. Find out which colleges that Oakland students typically attend and build connections with those schools to encourage Oakland youth to consider coming back to Oakland as officers. To do this, relationships should be built with local alumni panels.
9. Emphasize honesty as part of outreach. Maybe have a campaign that ends with: “Just be honest about it. You can still become a cop. Apply today.”

c. Community-Oriented Policing as Outreach:

a. Recommendations:

1. Use existing personnel and volunteers to market good things about the department to block groups, neighborhood groups,

community and business organizations, educational institutions, and City boards/commissions/committees that support community policing and public safety efforts. (based on MSU article)

2. Make recruiting part of everyday interactions with the public. (based on MSU article)
3. Conduct a customer service survey for youth and another for adults on a bi-annual basis to see how the community perceives OPD. Such information can help address community barriers to joining OPD. Survey can be performed by Goldman school potentially.

**b. Hiring and Background Process:**

a. Application Process:

- a. Recommendation: Add a question to the supplemental questionnaire which asks applicants if they are from Oakland, have connections to Oakland (worship centers, family, etc.) or a community similar to Oakland.

b. Local Hire Policy:

a. Recommendations:

1. Track Oakland residents
2. Track people with connections to Oakland (grew up, family, religion or regular practice, etc.)
3. Track current city employees in process
4. Consider a local hire policy which gives some kind of preference to Oakland residents.

c. User Friendliness of Website:

- a. Recommendation: ensure that the application process is user friendly for applicants. If it is too arduous, it could turn good candidates away.

d. Software System Update and Staff:

a. Recommendations:

1. Upgrade the personnel software system which will track and provide statistical data on applicants from application to academy graduation and possibly beyond.
2. Examine administrative staff capacity related to recruitment data tracking and analysis to assess whether additional staff could improve recruitment outcomes.
3. Examine administrative staff capacity for doing OPD recruitments. Evaluate how the process timing is impacted by the number of staff.
4. Evaluate and assess the sworn/nonsworn assignments in recruiting and background within OPD.
5. Evaluate the idea of HR decentralization for officer recruitments.

- e. Using a New Written Exam:
  - a. Recommendation: replace POST test with either a local test, the Frontline test, or some other viable testing option.
  - b. Recommendation: A condensed testing process should be explored for out of state applicants (especially those from Oakland or the Bay Area).
  - c. Recommendation: In the oral interview process, update the questions to reflect dept. priorities. For example, in asking about deadly force, also consider questions which go deeper about use of force, such as asking the candidate to articulate or understand the impacts to themselves, their family, the victim's family, and the community as a whole.
- f. Consider a different interview process to accommodate Millennials:
  - a. Recommendation: consider using role playing and/or scenario-based interviews instead of the ordinary process. Additionally, in order to be more generationally competent, consider adding age diversity on the interview panels, especially considering adding someone who understands this new workforce. This should increase the ability for candidates of all ages to be better understood during the interview (reference Pew research and the MSU article).
  - b. Consider electronic interview methods.
- g. Examine the Background Process:
  - a. Recommendation: do a thorough look at each part of the background process with data to see what is really going on. Right now it is unclear.
  - b. Recommendation: Review how background investigators are chosen. Are they trained in the current department values?
  - c. Recommendation: Ensure that someone higher up within the department reviews the background reports.
- h. Partner with Merritt College:
  - a. Recommendations:
    1. Develop an MOU to partner Merritt College's Administration of Justice program.
    2. Develop a process or agreement by which students that complete the Merritt College Administration of Justice program will be advanced in the Oakland process.
- i. Amending the Purchasing Process only related to Recruitments:
  - a. Recommendations:
    1. Remove obstacles related to purchasing requirements only for recruitments – Waiving the purchasing requirements during the recruitment process in order to be more nimble as opportunities arise.

**c. Academy Process:**

- a. Recommendation: Discuss ways to get people all the way through the academy.
- b. Recommendation: Reduce military combat photos used in active-shooter training or other simulations. (source: [http://www.oregonlive.com/portland/index.ssf/2016/04/us\\_justice\\_dept\\_lawyers\\_to\\_por.html#incart\\_river\\_mobile\\_index](http://www.oregonlive.com/portland/index.ssf/2016/04/us_justice_dept_lawyers_to_por.html#incart_river_mobile_index))
- c. Recommendation: Include community volunteers in scenario-based instruction and find a way to allow residents to share their experiences with officers as part of the training. (source: [http://www.oregonlive.com/portland/index.ssf/2016/04/us\\_justice\\_dept\\_lawyers\\_to\\_por.html#incart\\_river\\_mobile\\_index](http://www.oregonlive.com/portland/index.ssf/2016/04/us_justice_dept_lawyers_to_por.html#incart_river_mobile_index))
- d. Recommendation: As much as possible, technical skills should be trained in the context of the department policies governing those skills. (source: [http://www.oregonlive.com/portland/index.ssf/2016/04/us\\_justice\\_dept\\_lawyers\\_to\\_por.html#incart\\_river\\_mobile\\_index](http://www.oregonlive.com/portland/index.ssf/2016/04/us_justice_dept_lawyers_to_por.html#incart_river_mobile_index))
- e. Recommendation: Add cultural competency to the academy curriculum.
- f. Recommendation: Incorporate and infuse community policing and other important tenants of 21<sup>st</sup> Century policing throughout the whole academy process.

**d. Police Officer Trainee or Later as Officer:**

- a. Recommendations:
  - a. That the Department of Race and Equity have the lead role to go beyond this report and work with OPD (sworn and civilians) for the purpose of developing measureable outcomes by which OPD can be evaluated on an annual basis related to issues from subgroups within the dept. (e.g., women, LGBTQ, people of color, etc.). Compare the target outcomes with best practices from other cities.
  - b. Have the subgroups within OPD (for example Oakland Asian Police Officers, Oakland Black Officers Association) to report out on how the department is doing related to such measureable outcomes for their individual group. These reports can go to the City Administration or the Council or some other entity at the City. This could be like the Human Rights Report where they grade the dept. on its efforts and success related to their groups.
  - c. Review the process of how field training officers are selected. Is there adequate diversity in the field training personnel? Does it reflect: Oakland native/resident status, different minority groups, gender diversity, LGBTQ, etc.?
  - d. Provide in-service training to reemphasize community policing, etc. tenants.
  - e. Factor community work into regular police evaluations which will really help to remind officers that community policing is a top priority. This will help with future police recruiting.