

INTRADEPARTMENTAL CORRESPONDENCE

May 30, 2022
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TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: INFORMATION ON THE DEPARTMENT'S ATTRITION, RETENTION AND RECRUITMENT

RECOMMENDED ACTION

That the Board of Police Commissioners ("Board") REVIEW and FILE the Los Angeles Police Department's response relative to the Department's attrition, retention and recruitment

DISCUSSION

On April 19, 2023, the Board requested a report on the Department's attrition, retention, recruitment, and the sources of the applicant pool. The Office of Support Services tasked Personnel Division and Recruitment and Employment Division with providing information for these questions. The attached fact sheet addresses this matter.

If you have any questions, please contact the Assistant Chief Dominic H. Choi, Director, Office of Support Services at (213) 486-8410.

Respectfully,



MICHEL R. MOORE
Chief of Police

Attachment

FACT SHEET
**INFORMATION ON THE DEPARTMENT'S ATTRITION, RETENTION AND
RECRUITMENT**
May 30, 2023

BACKGROUND:

On April 19, 2023, the Board of Police Commissioners' ("Board") requested a report relative to the Department's attrition retention, recruitment efforts and the sources of the applicant pool. The Board directed the Department to answer the following nine questions.

1. How many officers have lateralled to other law enforcement agencies since 2018?
2. How many officers retired without entering DROP, or entered DROP, but did not complete the full five years?
3. Were exit interviews conducted with those officers who have resigned/retired? Do we know why they chose to resign/retire early?
4. Are the names of the officers who have separated from the Department available for interview?
5. On May 28, 2021, the Department issued a 30x30 pledge advancing women in law enforcement. How has our Recruitment Section adjusted their strategy since that date in order to achieve the goal?
6. What is the percentage of female officers in each academy class since the date of the pledge?
7. What is the 30x30 timeline, and are we on schedule?
8. What are the figures for minority recruitment to the Department since 2018?
9. What are the top-3 applicant pool sources for the Department?

DISCUSSION:

The Office of Support Services tasked Personnel Division and Recruitment and Employment Division with providing information to these questions.

Attrition/Retention:

1. **How many officers have lateralled to other law enforcement agencies since 2018?**

Since Fiscal Year (FY) 2017/2018, 177 sworn employees have resigned to go to another law enforcement agency.

2. How many officers retired without entering DROP, or entered DROP, but did not complete the full five years?

Since FY 2017/2018, **984** sworn employees have retired on a regular service pension and **39** have retired on a disability pension. These employees retired without entering the Deferred Retirement Option Plan (DROP), regardless of eligibility.

A total of 1,147 officers participated in the DROP program prior to separating from the Department. Please see the chart below for a breakdown.

Table No 1. – Time Spent in DROP.

Time Served	Count of Employees
0-1 year	14
1-2 years	33
2-3 years	83
3-4 years	118
4-4½ years	74
4½-5 years	825
Total	1,147

3. Were exit interviews conducted with those officers who have resigned/retired? Do we know why they chose to resign/retire early?

In accordance with Department Manual Volume 3, Section 728.40, Commanding Officers of resigning officers shall, "When practicable, interview the employee, and ensure that the office of the Commanding Officer, Personnel Division, is telephonically contacted for the scheduling of a pre-exit interview."

Personnel Division found that despite Commanding Officers completing the resignation form, it only partially captures the reasons why an employee chooses to separate from the Department. These reasons are inputted as various codes onto the resignation form.

The vast majority of sworn personnel from the Department indicate "personal reasons" for separation. If the employee reports a specific reason for their separation, it can be coded accordingly. If the employee indicates a reason for which a code does not exist, it will be captured as "other" or by the most related code. Personnel Division does not have an opportunity for an additional exit interview with the resigning officer to further clarify the reason for separation.

This information is also not recorded when employees meet with staff from the Retirement Unit to review and submit final documents for separation.

4. Are the names of the officers who have separated from the Department available for interview?

A roster of the names of those who have separated from the Department could be generated by Personnel Division, if necessary.

Recruitment:

5. On May 28, 2021, the Department issued a 30x30 pledge advancing women in law enforcement. How has our Recruitment Section adjusted their strategy since that date in order to achieve the goal?

Since the beginning of the pledge, the Department has promoted several female officers to command positions. Specifically, promoting one female lieutenant as the Officer in Charge of Hiring and Evaluation Section in 2021, and an additional female lieutenant was placed as the Officer in Charge of the Recruitment Section. Lastly, the Department promoted a female Captain as the Commanding Officer of Recruitment and Employment Division, responsible for the Department's recruitment efforts and will impact overall female recruitment.

Recruitment and Employment Division has also adjusted its recruitment and strategies by ensuring equitable representation of women. This has been achieved primarily by prominently featuring women on hiring flyers, recruitment videos, and collaborating with the Department's Affinity Groups. The most influential Affinity Group has been the Los Angeles Women Police Officers and Associates (LAWPOA), which actively supports women in law enforcement.

These collaborations are used to assist RED with attracting, recruiting, mentoring, and hiring as they appeal to an ethnically diverse demographic of women. Additionally, RED has provided opportunities for female recruiters to attend out-of-state seminars/summits focused on the challenges women face in law enforcement, as well as strategies for recruitment. The most recently attended seminar was organized by the International Association of Women Police in Omaha, Nebraska. The Commanding Officer of RED and a LAPD female recruiter were able to learn and share best practices with other women representing numerous law enforcement agencies across the United States.

The Department also utilizes the Candidate Advancement Program (CAPS) to help prepare candidates for the police academy. This program focuses on attaining a satisfactory fitness level, the physical abilities test and prepares candidates for the physical portion of the police academy.

The Department has plans in the near future to engage in a marketing campaign for female hiring. This plan will attempt to remove the barriers females face to become police officers.

6. What is the percentage of female officers in each academy class since the date of the pledge?

On May 28, 2021, the Department joined the pledge to advance women in the workplace. Table No. 2 provides the number and percentages of female police officer recruits that were hired since the pledge.

Table No. 2 - Female Police Officers Hired

FY 21-22	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	21	21	21	21	21	21	22	22	22	22	22	22	
Females Hired	32	33	12	9	13	7	6	8	6	10	8	12	156
Female %	54%	29%	19%	15%	33%	22%	27%	21%	21%	29%	21%	29%	27%
Total Recruits	59	113	63	61	40	32	22	39	29	35	39	42	574
FY 22-23	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
	22	22	22	22	22	22	23	23	23	23	23	23	
Females Hired	12	20	5	8	3	4	4	9	13	8	8	-	94
Female %	32%	32%	17%	18%	10%	14%	13%	29%	32%	20%	24%	-	23%
Total Recruits	37	62	30	44	30	29	30	31	41	40	34	-	408

Note: There was no Academy Class for June 2021

In Fiscal Year 20-21, only 79 candidates were hired by the Department due to a hiring freeze caused by the COVID-19 pandemic. The Department hired the highest number of females in FY 21-22 since 2010. However, this was likely due to the large number of backlogged candidates caused by the hiring freeze.

7. What is the 30x30 timeline and are we on schedule?

The Department is committed to achieving the 30x30 initiative, which seeks to increase the representation of women in law enforcement recruit classes to 30 percent by 2030. We have achieved a 27 percent female recruitment rate in FY21-22 and currently have a 23 percent female recruitment rate. This is a marked improvement when comparing prior years and surrounding law enforcement agencies' female recruitment rates.

Women comprise less than 13 percent of sworn law enforcement professionals nationwide.¹ The sworn representation of women within the Department is just under 19 percent. Through recruitment efforts specifically targeting women, the percentage of sworn women within our ranks has remained relatively steady for two decades. For reference, in Deployment Period 13 of 2006, women comprised 18.5 percent of sworn personnel, a marked 4.5 percent improvement compared to law enforcement agencies nationwide.

There have been numerous reasons for what constitutes barriers for women entering law enforcement and why women leave. A recently published study by the Police Executive Research Forum (PERF), identified the following barriers:

- Lack of childcare options and or family friendly policies;
- Lack of female mentors/role models;
- Internal/external cultural issues;
- Discrimination/sexual harassment;
- Double standards (male vs female);
- Tokenism; and,
- Lack of understanding and support for issues affecting women.

The Department has developed some programs to address and overcome these barriers, such as;

- Los Angeles Women Police Officers and Associates (LAWPOA) mentoring program, which helps support female officers advance their careers by offering guidance. They are also currently working on developing a childcare facility to assist those employees in the Department who do not have their own childcare;
- Diversity Equity and Inclusion Group is developing a Part-Time work pilot program for personnel returning from bonding, caring for a family member, or facing a significant life-changing event. This program will assist employee's child care challenges while working for the Department;
- Diversity Equity and Inclusion Group is working on updating lactation rooms across the Department to modernize them and ensure they meet City standards; and,
- The Department established the Women's Coordinator position, which works to further equity plans, resolve problems unique to women, and prepare women for the promotional process.

The Department will continue to strive to implement programs that will address barriers to broaden the representation of women within the Department. Recruitment and Employment Division will continue its efforts to recruit and hire more female police officers in hopes of achieving the 30x30 pledge.

¹ Lynn Langton, Women in Law Enforcement, 1987-2008, Crime Data Brief, Washington, DC: U.S Department of Justice, Bureau of Justice Statistics

8. What are the figures for minority recruitment to the Department since 2018?

Please reference the following table for a breakdown of those hired by the Department.

Table No. 3 - Minority Hiring Data

FY 2018-2019 Hires														
	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Jan 19	Feb 19	Mar 19	Apr 19	May 19	Jun 19	Total	%
AA	0	6	5	9	3	1	5	4	6	0	8	9	56	11%
API	0	4	3	9	5	5	3	5	2	0	9	6	51	10%
Hispanic	0	33	23	47	37	26	26	27	24	0	23	22	288	59%
Caucasian	0	11	18	11	2	15	7	6	2	0	8	12	92	19%
American Indian	0	0	0	0	0	0	1	0	0	0	1	0	2	0.4%
Class total	0	54	49	76	47	47	42	42	34	0	49	49	489	
Women	0	14	8	19	11	8	14	4	6	0	21	19	124	25%
FY 2019-2020 Hires														
	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Total	%
AA	0	6	9	8	2	6	8	5	3	2	4	7	60	12%
API	0	7	9	1	7	6	2	7	7	7	4	5	62	12%
Hispanic	0	27	61	33	33	17	22	18	22	22	20	27	302	59%
Caucasian	0	8	19	6	5	13	5	11	7	4	4	5	87	17%
American Indian	0	1	1	0	0	0	0	0	0	0	0	0	2	0.4%
Class total	0	49	99	48	47	42	37	41	39	35	32	44	513	
Women	0	17	13	9	7	6	9	12	8	4	11	13	109	21%
FY 2020-2021 Hires														
	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21	Jun 21	Total	%
AA	0	0	15	0	0	13	0	0	0	0	0	0	28	35%
API	0	0	2	0	0	4	0	0	0	0	0	0	6	8%
Hispanic	0	0	22	0	0	12	0	0	0	0	0	0	34	43%
Caucasian	0	0	2	0	0	9	0	0	0	0	0	0	11	14%
American Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Class total	0	0	41	0	0	38	0	0	0	0	0	0	79	
Women	0	0	23	0	0	20	0	0	0	0	0	0	43	54%

Table No. 3 - Minority Hiring Data Continued.

FY 2021-2022 Hires														
	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22	Apr 22	May 22	Jun 22	Total	%
AA	17	4	2	6	3	3	4	5	8	4	6	5	67	12%
API	9	12	5	2	4	3	1	1	2	2	3	3	47	8%
Hispanic	29	79	46	48	25	24	14	25	18	26	25	30	389	68%
Caucasian	4	18	10	5	8	2	3	8	1	3	5	4	71	12%
American Indian	0	0	0	0	0	0	0	0	0	0	0	0	0	0%
Class total	59	113	63	61	40	32	22	39	29	35	39	42	574	
Women	32	33	12	9	13	7	6	8	6	10	8	12	154	27%
FY 2022-2023 Hires														
	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Total	%
AA	4	9	1	5	5	3	3	4	5	7			46	12%
API	4	5	2	1	5	6	1	2	2	6			34	9%
Hispanic	25	38	24	29	20	19	23	24	31	26			259	69%
Caucasian	4	10	3	9	0	1	3	1	3	1			35	9%
American Indian	0	0	0	0	0	0	0	0	0	0			0	0%
Class total	37	62	30	44	30	29	30	31	41	40			374	
Women	12	20	5	8	3	4	4	9	13	8			86	23%

Applicant Pool:

9. What are the top-3 applicant pool sources for the Department?

An analysis of 1,458 female Multiple-Choice Test (MCT) takers between April 2022, and April 2023, revealed that female applicants to the Department were highest in the following areas:

- In-Person Testing (other than seminars/workshops) – 711 applicants;
- Online MCT – 436 applicants; and,
- Hiring Seminars/Workshops – 263 applicants.

The remaining applicant pool for recruiting females are from the following areas:

- Test Waivers – 43
 - Test Waivers can be obtained by meeting the following criteria:
 - Completed the California Peace Officers Standards and Training Regular Basic Course within the last three years;
 - Possess a current Regular Basic Course waiver; and,
 - Taken the California POST Pellet-B test with a score of 42 or higher.

- Airport Police hosted seminar – 4
- Associate Community Police Officer – 1

Colleges, universities, career fairs, and hiring seminars have historically been the best places to recruit female candidates to the Department. Recruitment and Employment Division will continue to conduct outreach at these locations, while also exploring alternative locations and opportunities to attract and recruit female candidates.