

# South Salt Lake Police Department

**Recruitment – Staffing – Retention**

**What is occurring ?**

**and WHY ?**

# Recruitment Challenges

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- ◉ Declined career interest in L.E.
- ◉ Lower number of applicants
- ◉ Competing Public Safety market
- ◉ Pay – Benefits (Pension)

# Factors:

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- Recent national exposure on use of force incidents and racial profiling.  
(National Decline in Law Enforcement interest)
- 2009 legislative change on URS pension.  
(July 1, 2011 - URS Tier 1 - Tier 2)
  - 20 years of service = 50%
  - 25 years of service = 37.5 % (12.5 %)

# Factors:

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- ◉ Competitive pay:  
( Department Reputation )
- ◉ Higher Education – Private Sector
- ◉ New generation:  
(Generation Y or Echo boomers,  
Millennials) Not service minded,  
more reward than risk.

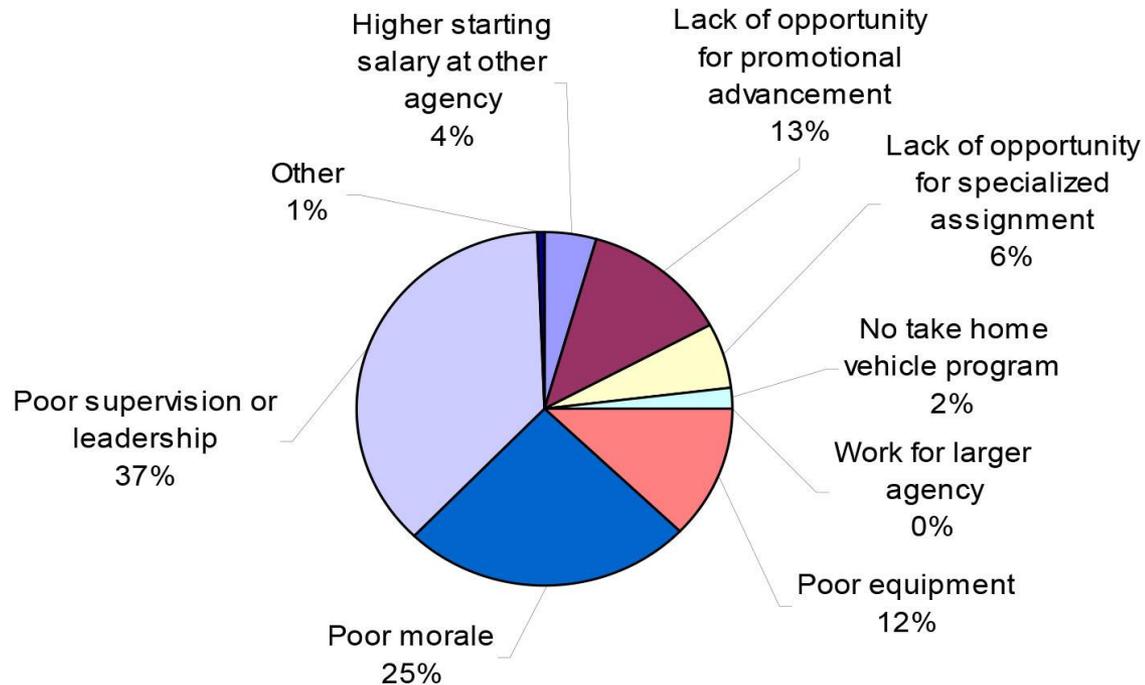
# Retention Challenges

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- ⦿ Experienced officers are being recruited by bordering agencies.  
( 1 for 1 – Seniority match )
- ⦿ Officers are retiring at 20 years of service, no incentive to stay. (Pay ?)
- ⦿ Employees are only leaving for pay.

# Florida Study

**Police Academy Recruits: Most Important factors for leaving an agency**



# What have we done ?

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## ◎ Lisa Forester – Department Survey

- Department Morale was good
- Overall employees like working for the City of South Salt Lake.
- Employees don't want to leave.
- **Employees are leaving for pay.**

# Why ?

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- Officers can easily make \$10,000 - \$15,000 more with a competitive agency. (missed step increases)
- Higher salary – less work  
(46,000 calls for service / 150 per day – 12 per officer / 1500 per officer annually)
- Family (Life – Work – Balance)

# What is the loss ?

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- Patrol and Investigation experience, department mentors and future leaders.

(50% of patrol has less than 3 years of SSL experience – Department succession.)

- Invested training costs.  
( 10 year officer – \$90,000 average)

- Community involvement and ownership.  
(Cultivated SSLPD Officers)

# What have we lost ?

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- ◉ 13 Officers since January 1, 2014  
( 6 – Retired / 7 – Resignations )
- ◉ Estimated \$750,000 - \$1,000,0000 in training costs.
- ◉ 200 + years of SSL experience.
- ◉ Case Study – Officer Montes

# Today's View

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- ◉ Projected loss of 6 – 8 officers by February 1, 2016
- ◉ Officers are openly testing for surrounding agencies
- ◉ Lt. Sweeten and Officer McCullough have announced their retirement.

# Staffing Challenges

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- ◎ 59 Total sworn
- ◎ Patrol = 32
- ◎ WHERE do we take from ?
- ◎ 27 = Administration, Investigations, Traffic Unit, Community Resource Unit.

# Staffing Challenges

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- ◉ Traffic Unit – April, 2015 Officers transferred back to patrol.
- ◉ Community Resource Unit.
  - Bike Stings
  - Package Theft Stings
  - Cross Walk Enforcements
  - Vehicle Burglaries
  - Good Landlord Program
- ◉ Detectives - Street Crimes

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# What have we done?

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- ◉ Revised pay scale to increase starting salary.
- ◉ Raised uniform allowance from \$700 to \$1000 per year.
- ◉ Reduced restrictions on off-duty employment opportunities.

# What have we done?

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- ◉ Sending recruitment officers to the Police Academy and Satellite Academies.
- ◉ Creating department recruitment video and department recruitment page.
- ◉ Continuous application and hiring process.

# What have we HAD to do ?

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## ◉ Lower our testing standards

- No written test
- No Physical Fitness test

Panel interview and Chief's interview only.

# What we need to do !

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- ◉ Make up for missed step increase
- ◉ SWORN personnel only
- ◉ \$180,000 for the remaining of this FY
- ◉ Kyle Kershaw – Where will funding come from.