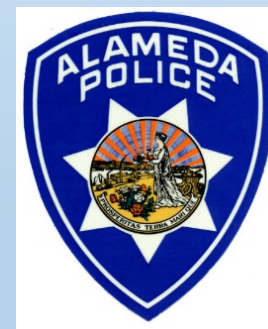


# Recruitment and Hiring Incentives for Lateral Police Officers

February 7, 2017



# Background

Vacancy rates are a critical issue facing most law enforcement agencies nationwide.

- APD currently has ten vacancies out of 88 sworn positions
- Recruitment efforts are ongoing
- Five APD police officer recruits are in the police academy. Will fill five of the ten vacant positions
- After completion of the six month academy, trainees have 18 weeks of field training before working independently
- Pending retirements may increase vacancy count to as many as 14 by December 2018



# Recruitment of Experienced Police Officers

- Human Resources and APD continue to focus on filling vacant positions
- In addition to hiring entry level police officers, APD would like to recruit experienced officers from other agencies (lateral police officers)
  - These Officer can work independently within a short time of joining APD
  - Hired one lateral police officer in 2016
  - Barriers to recruitment of lateral police officers is the loss of benefits associated with leaving their current agency including:
    - vacation accrual rates
    - accumulated sick leave
    - special pays related to longevity



# Recruitment and Hiring Incentive Policy

Have developed a policy to provide incentives both to attract lateral police officers as well as encourage current APD staff to recruit and refer qualified candidates

Incentives include:

- Starting salary above Step 1 in the pay scale
- Vacation accrual rates to reflect total years of law enforcement experience
- Front load up to half the annual sick leave accrual (48 hours)
- Offer year for year service up to 10 years towards retention pay incentive
- Upon completion of 12 months of service, lateral hires with at least 5 years of service could receive 80 hours of vacation
- Offer two days of vacation to APD police officers who recruit successful lateral hires
- Policy will be reviewed annually to evaluate labor market and need for incentives



# Lateral Incentive Comparison

- The majority of the agencies surveyed had lateral incentives
- Common Lateral Incentives Offered:
  - Higher Starting Salary
  - Longevity or Incentive Pay Commiserate with Experience as a Sworn Officer
  - Vacation Accrual Commiserate with Experience as a Sworn Officer
  - Sick Leave Accrual Adjustments
- Less common but still represented in competing agencies was a signing bonus of \$4,000 - \$5,000

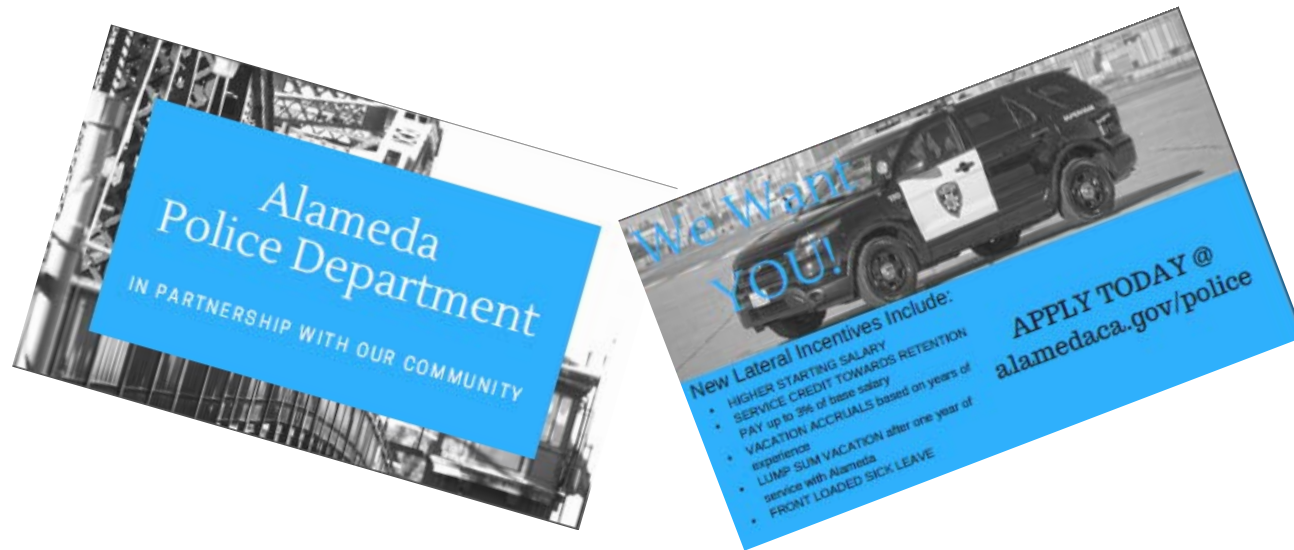
# Total Compensation Comparison

- Wanted to assess Alameda's competitiveness in the market place
- Surveyed Berkeley, Fremont, Hayward, Oakland, Richmond and San Leandro
- Factors Included: hourly rate, PERS contribution, medical insurance, dental insurance, vision insurance , life insurance, holiday in lieu pay, and uniform allowance
- At this time it appears Alameda's total compensation is in-line with other law enforcement agencies



# Recruitment Outreach Plan

- Recruitment Outreach
  - Developing advertising flyer outlining the lateral incentive
  - Business card sized flyer for Officers to carry and handout to prospective laterals
  - Targeted advertising/Social Media



**ALAMEDA  
POLICE DEPARTMENT**

LATERAL OFFICER OPPORTUNITIES

**AS A LATERAL YOU ARE ELIGIBLE FOR**

- **HIGHER STARTING SALARY**
- **SERVICE CREDIT TOWARDS RETENTION PAY** up to 3% of base salary
- **VACATION ACCRUALS** based on years of experience
- **LUMP SUM VACATION** after one year of service with Alameda
- **FRONT LOADED SICK LEAVE**



**OTHER BENEFITS INCLUDE**

- Base Salary: \$92,643 - \$112,632
- PERS 3%@50 for Classic Members
- PERS 2.7%@57 for New Members
- Educational Incentive for Advanced POST Certificate, BA/BS or Master's Degree
- Additional incentives for Bilingual skills Holidays and Retention



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# Fiscal Impacts

- Cost of incentives are offset by savings in initial academy fees/salary
  - Increased cost for hiring a lateral police officer is approximately \$24,000 (Higher starting salary, and expedited incentive pays)
  - Savings of hiring a lateral candidate over a recruit are \$44,000 (Cost of police academy and salary for trainee during six month academy)



# Recommendation

Adoption of a Resolution Establishing a Recruitment and Hiring Incentive Policy for Lateral Police Officers in the Alameda Police Department

Questions?