


MEMORANDUM

September 24, 2019

TO: Public Safety Committee

FROM: Susan J. Farag, Legislative Analyst 

SUBJECT: **Briefing: Police Recruitment**

PURPOSE: To receive information about police and emergency communications recruitment

Today the Committee will receive a briefing from the Montgomery County Police Department (MCPD). Those expected to brief the Committee:

Assistant Chief Dinesh Patil, Management Services Bureau, MCPD
Captain Nicholas Augustine, Director, Personnel Division, MCPD
Bill Ferretti, Director, Emergency Communications Center
Lt. Amy Daum, MSB, MCPD

OVERVIEW

For the past several years, police departments around the nation have experienced difficulty recruiting and retaining qualified police officers. According to the Police Executive Research Forum's recent analysis of the law enforcement workforce crisis,¹ there are a variety of reasons why police departments are finding it difficult to hire staff. A strong economy and job market provide more options for people entering the labor market. The quasi-military structure of most police departments is not attractive to many job applicants. It is also critical to understand that the actual work of law enforcement is changing. Modern police work requires addressing social issues such as mental illness, substance abuse, and homelessness. Crimes are changing, as criminals increasingly use technology to commit crimes.

Many of these challenges impact Emergency Communications professionals as well. Communications professionals are continually managing calls from individuals experiencing trauma, and the turnover rate is high. Implementing Next Generation 911 presents additional concerns as communication professionals will not only hear crises but will also begin to see crises from the texted photographs and videos. The department has put several initiatives in

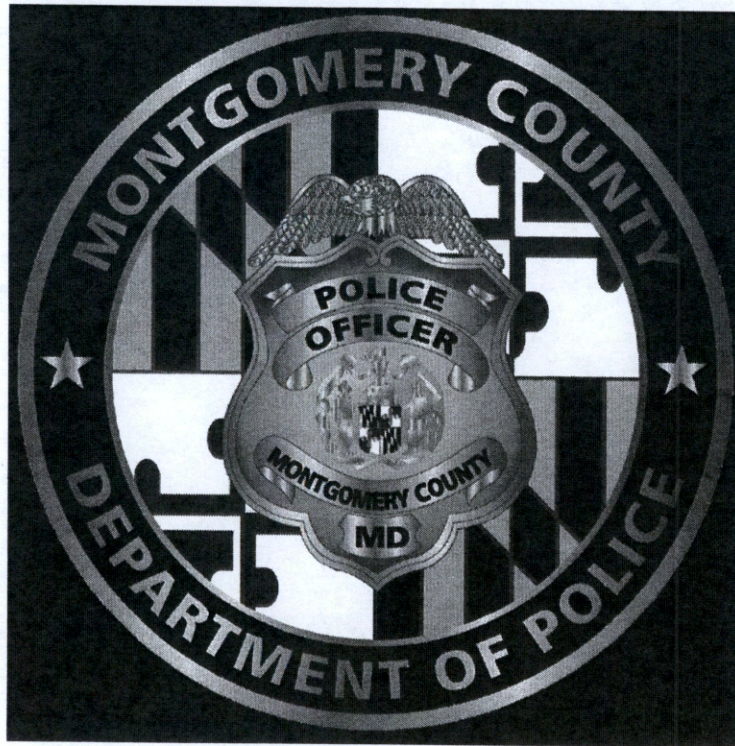
¹ *Workforce Crisis, and What Police Agencies Are Doing About It* (PERF, September 2019)
<https://www.policeforum.org/assets/WorkforceCrisis.pdf>

place, such as new classification and compensation structures for both top leadership and public safety communications specialist positions. But there are other initiatives that may be helpful, such as a reexamination of pension benefits, work-life balance issues, and other benefits.

DISCUSSION ISSUES

1. In the PERF report, some relatively new officers provided feedback regarding recruitment. This included emphasizing service over excitement and providing a more realistic portrayal of what police work encompasses. Do you include this type of information in recruitment efforts?
2. The PERF report also indicates that today's potential recruits are looking for different incentives. Take-home vehicles and overtime are not necessarily as attractive as things like diversity of work assignments, skill building and additional education, and more flexible scheduling. Are these issues ones that the department has explored?
3. Has any thought been given to civilianizing certain duties within the police department? Would this add any flexibility for recruitment?
4. What impact, if any, has the creation of the new Police Management Service compensation plan had on retention?
5. What impact, if any, has the creation of the Public Safety Communications Specialist classification series had on dispatch recruitment and retention?
6. For the PSCSs, would shorter shifts be more appealing? What other workplace changes could be considered?
7. Are there specific enhancements that could be made to police wellness and support services, which could increase retention?

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MONTGOMERY COUNTY (MD)
POLICE DEPARTMENT

National Trend on Law Enforcement Recruiting

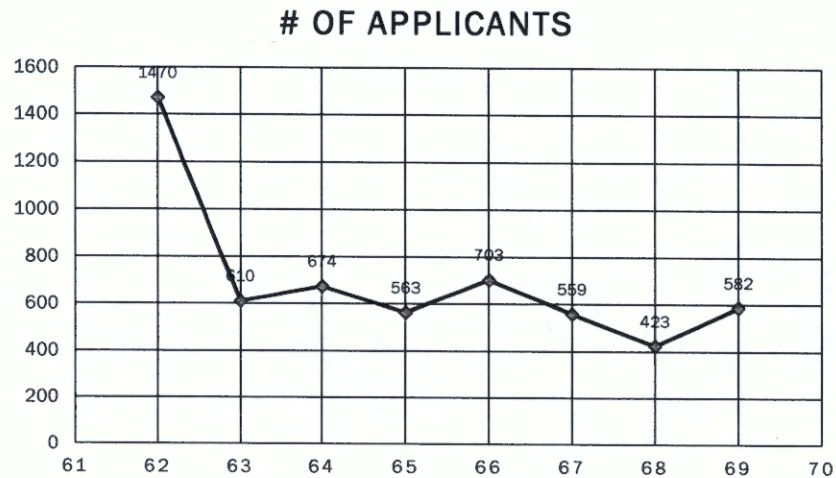
- 2006- Estimated 80% of U.S. law enforcement agencies had sworn positions they were unable to fill
- MCPD observed a dramatic decrease in number of applicants starting in 2015
- Causes:
 - *Generational differences*
 - Military experience
 - Millennials traits shown to cherish time away from work, desire comfort, relaxed work environment, with opportunity for rapid upward mobility.
 - 93% of millennials believed salary range was critical in choosing a law enforcement agency and almost 92% believed retirement benefits were important

<https://www.policechiefmagazine.org/millennials-and-improving-recruitment/>

Competition with regional law enforcement agencies

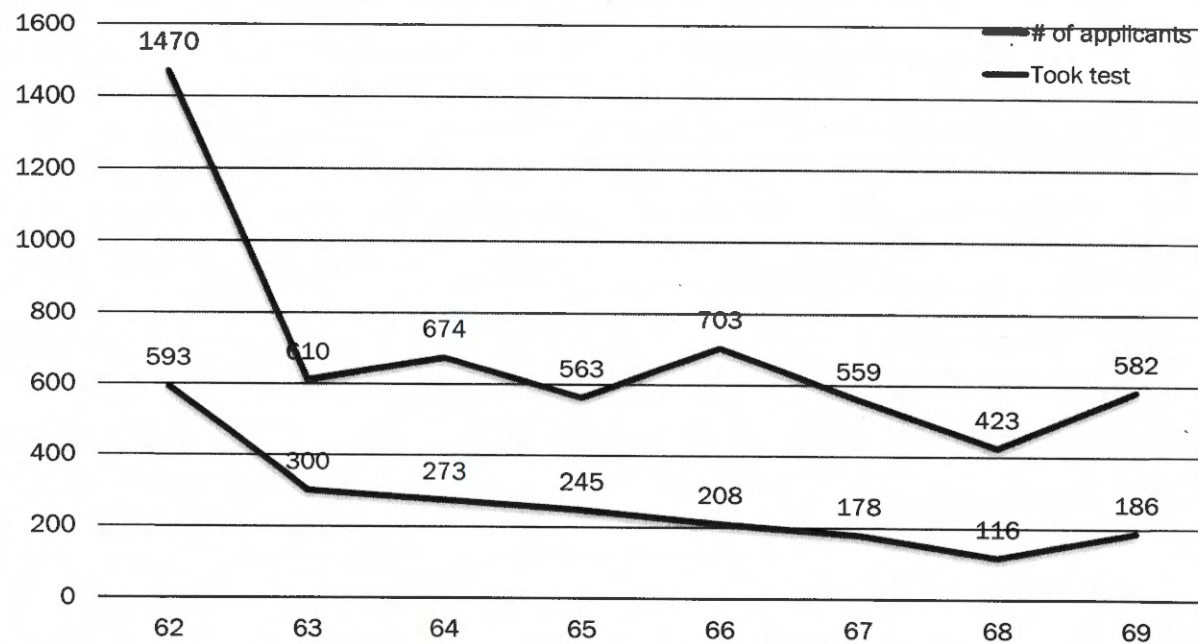
Agency	Starting Salary	Retirement	Signing Bonus	Laterals	Lateral Salary
Maryland State Police	\$35,000	62.5% at 25 yrs.			
St. Mary County SO	\$46,446	25 yrs.			
Bowie PD	\$46,777				
Bladensburg PD	\$46,844	Mandatory at 60;			
Frederick PD	\$48,622	60% at 22 yrs		Yes	\$50,833
Frederick County SO	\$49,441	25 yrs.		Yes	\$54,384
Takoma Park PD	\$50,000	50% at 25yrs. 60% at 30yrs.			
Charles County SO	\$50,504	25 yrs.		Yes	
City of Fairfax PD	\$51,365	25 yrs.			
Baltimore City PD	\$51,953	60% at 25 yrs.			
Montgomery County PD	\$52,500	60% at 25 yrs.		Yes	\$54,339
Anne Arundel PD	\$52,500	50% at 20 yrs.; 62.5% at 25 yrs.	\$5k	Postponed	
Fairfax PD	\$53,172	73% at 25 yrs.		Yes	\$52,504
Prince George's PD	\$53,241	72.5% at 25 yrs.			
Baltimore County PD	\$54,037	25 yrs.		Yes	\$58,114
Arlington County PD	\$56,035	25 yrs.		Yes	
Gaithersburg PD	\$56,358	401K: 10% Employee contribution; 16% Gaithersburg		Yes	\$57,912
Howard County PD	\$57,092	50% at 20 yrs., 75% at 25 yr.s, 80% at 30 yrs.	laterals \$3k*	Yes	\$61,145 + bonus
DC Metropolitan PD	\$58,130	62.5% at 25yrs, 2.5 every year up to 80%			
Rockville PD	\$59,583	56.25% at 25 yrs.			

MCPD Trends



Session/Applicants	FY
Session 62 (1470)	FY15
Session 63 (610)	FY16
Session 64 (674)	FY17
Session 65 (563)	FY17
Session 66 (703)	FY18
Session 67 (559)	FY18
Session 68 (423)	FY19
Session 69 (582)	FY19

MCPD Trends

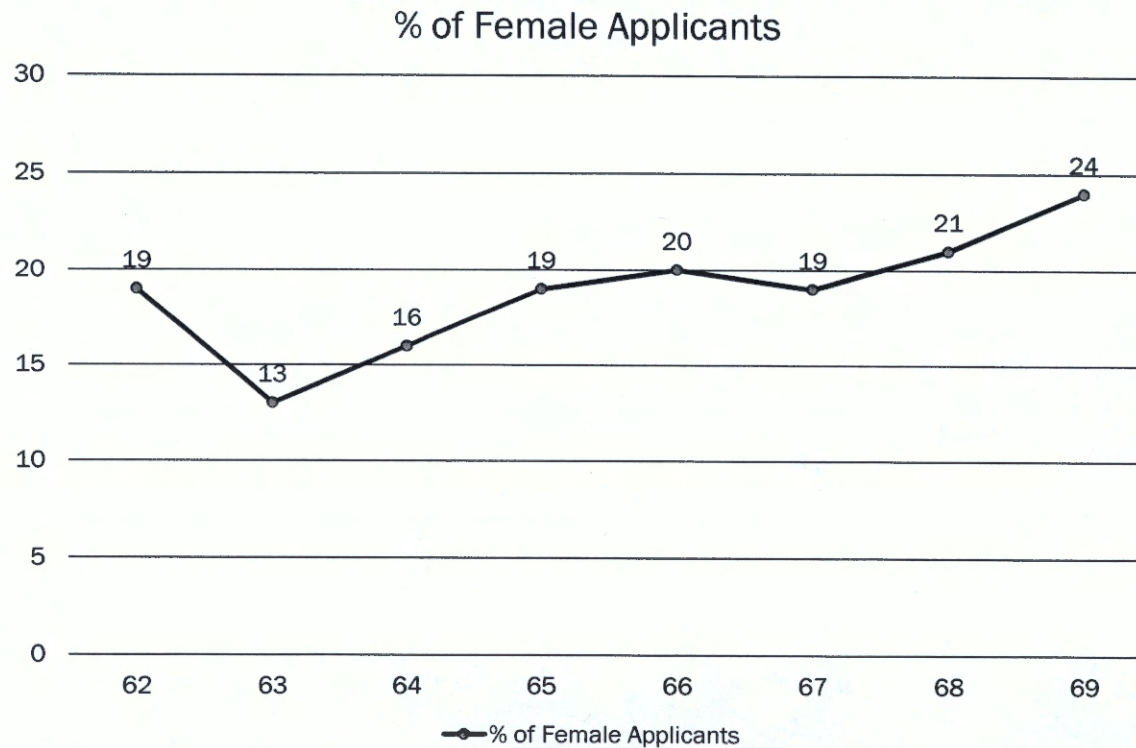


Demographics of Applicants

Applied (# Hired)

Session	White	Black	Hispanic	Asian	Other
62	708 (25)	443 (7)	168 (4)	78 (2)	73 (1)
63	295 (19)	137 (4)	107 (5)	37 (5)	34 (1)
64	289 (16)	194 (10)	115 (10)	37 (1)	39 (1)
65	248 (19)	154 (6)	95 (6)	36 (4)	30 (3)
66	287 (19)	228 (3)	107 (5)	32 (3)	52 (5)
67	312 (15)	133 (7)	75 (3)	25 (1)	26 (1)
68	162 (11)	141 (4)	69 (5)	28 (2)	12 (0)
69	261 (20)	160 (4)	103 (3)	28 (2)	30 (0)

Demographics of Applicants



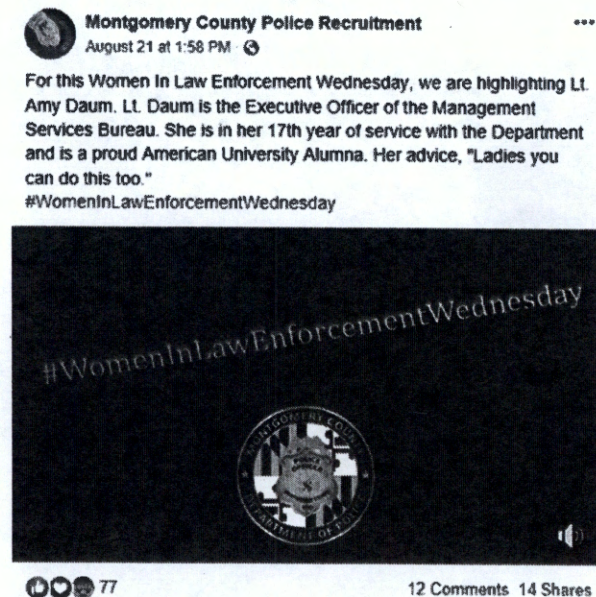
From Session 62 through Session 69, the average percent of female applicants hired is 24.7%.

Where does MCPD lose applicants?

- Written Exam (49.2% of applicants scheduled for the test do not show. Of those that take the exam, 97% pass.)
- QAB (11% of those that passed Written Test do not receive well-qualified in QAB)
- PFAT (12% of those that received well-qualified in QAB did not pass PFAT)
- Background (72% are disqualified in Backgrounds. Downward trend since Session 62)
- Polygraph (21% are BQA but has been as low as 2% recently)
- Medical/Psych (3% do not move forward to final offer)
- Throughout this process, applicants withdraw for various reasons

Innovative Recruitment Methods

- Increased social media presence
- Streamlining application process
 - *Remote Testing*
- Lateral Academy
 - *Feb. 2020 1st class*
- Early hire program
 - *10 conditional/final offers for Session 69 were declined.*
- MCPD Cadet Program
- Law Enforcement & Leadership Program
- Increase career fair presence (So far for first half of FY20, 27 career fairs scheduled)
- Surveying potential applicants



MCPD Cadet Program

50% Hire Rate

- Session 64 – 3
- Session 65 – 2
- Session 67 – 1
- Session 68 - 2
- Session 69 – 5

Since program inception in 2016, 37 cadets have participated in the MCPD Cadet Program. 11 out of the 37 are still enrolled in the 2-year Cadet Program.

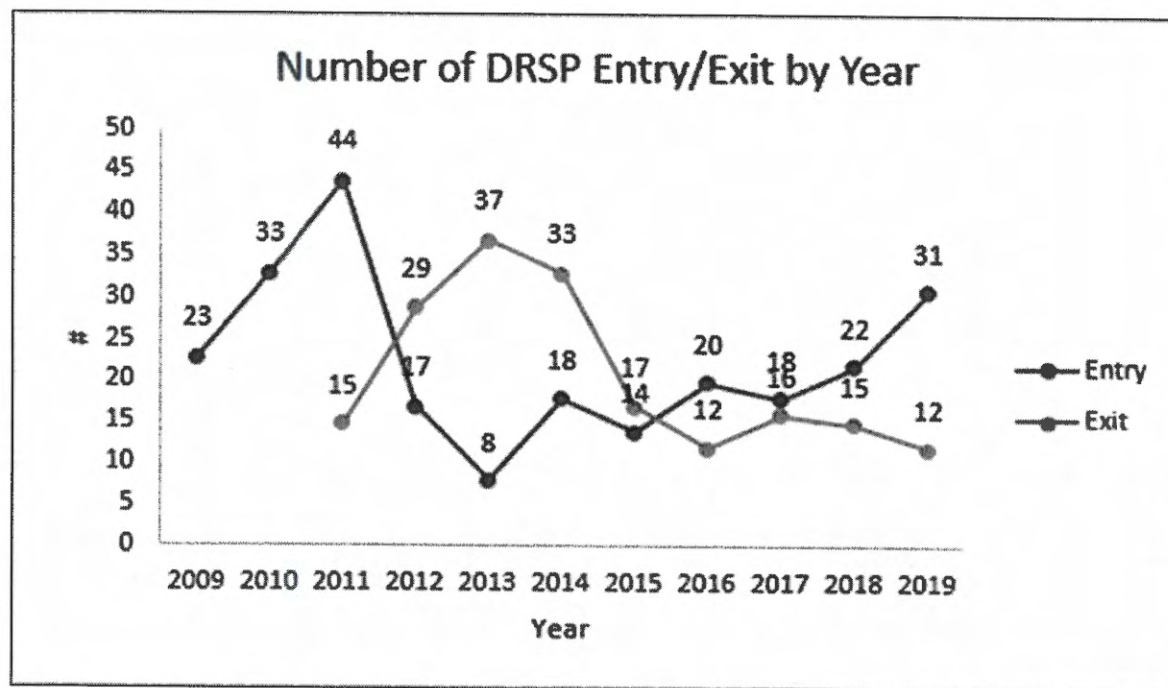


August 2019 Cadet Academy

MCPD Retention and Attrition: Sworn

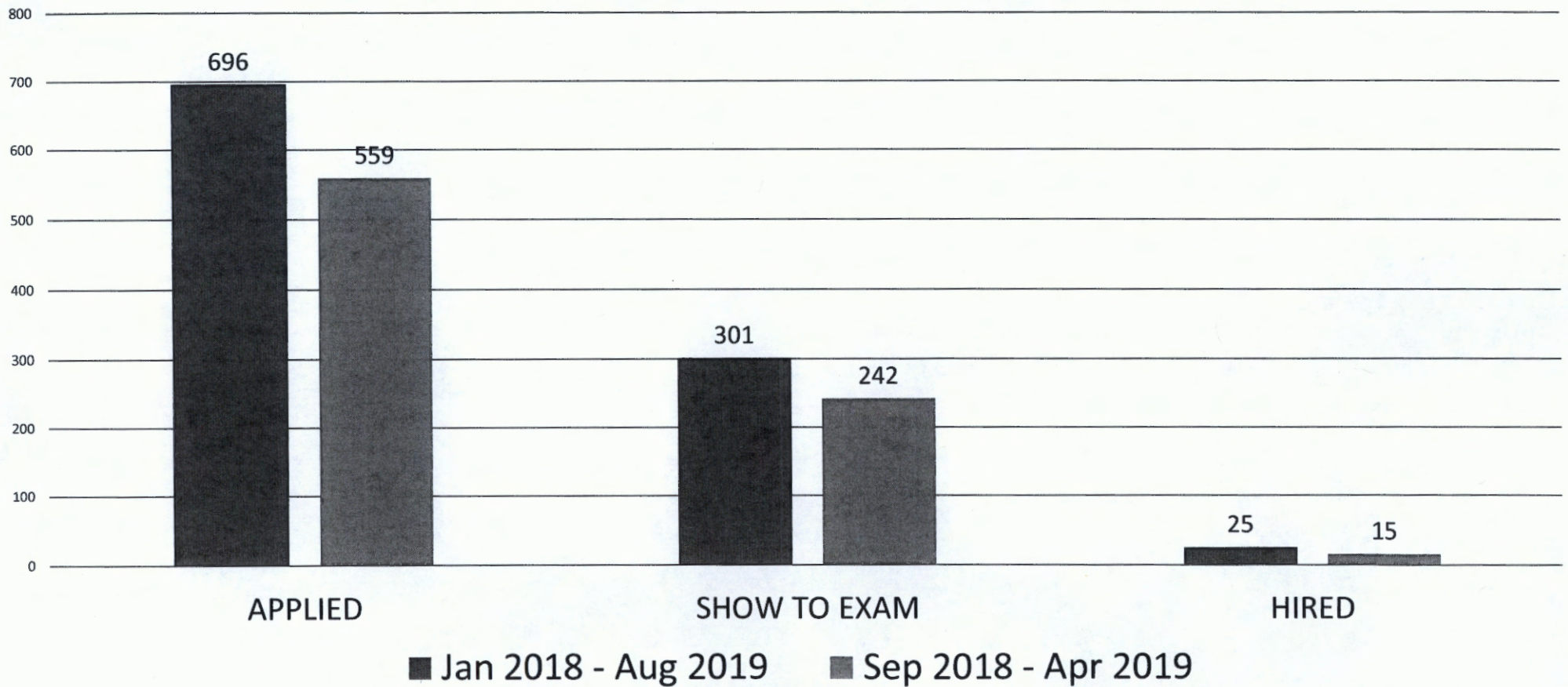


MCPD Retention and Attrition: Sworn





ECC Recruiting Trends



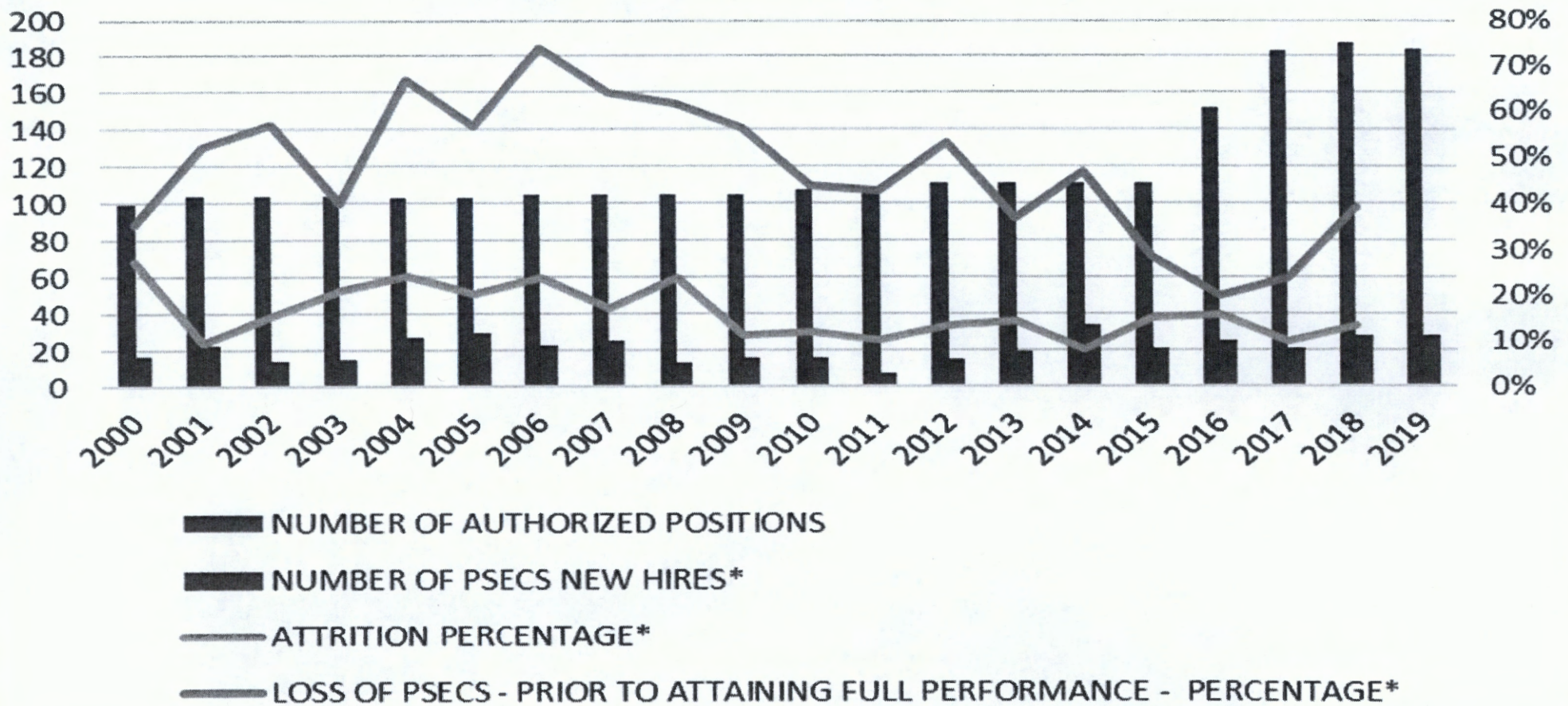


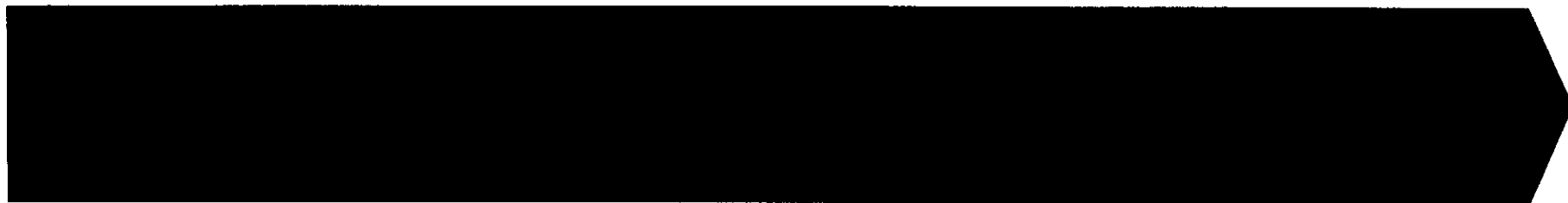
Length of Hiring Process

Low Unemployment

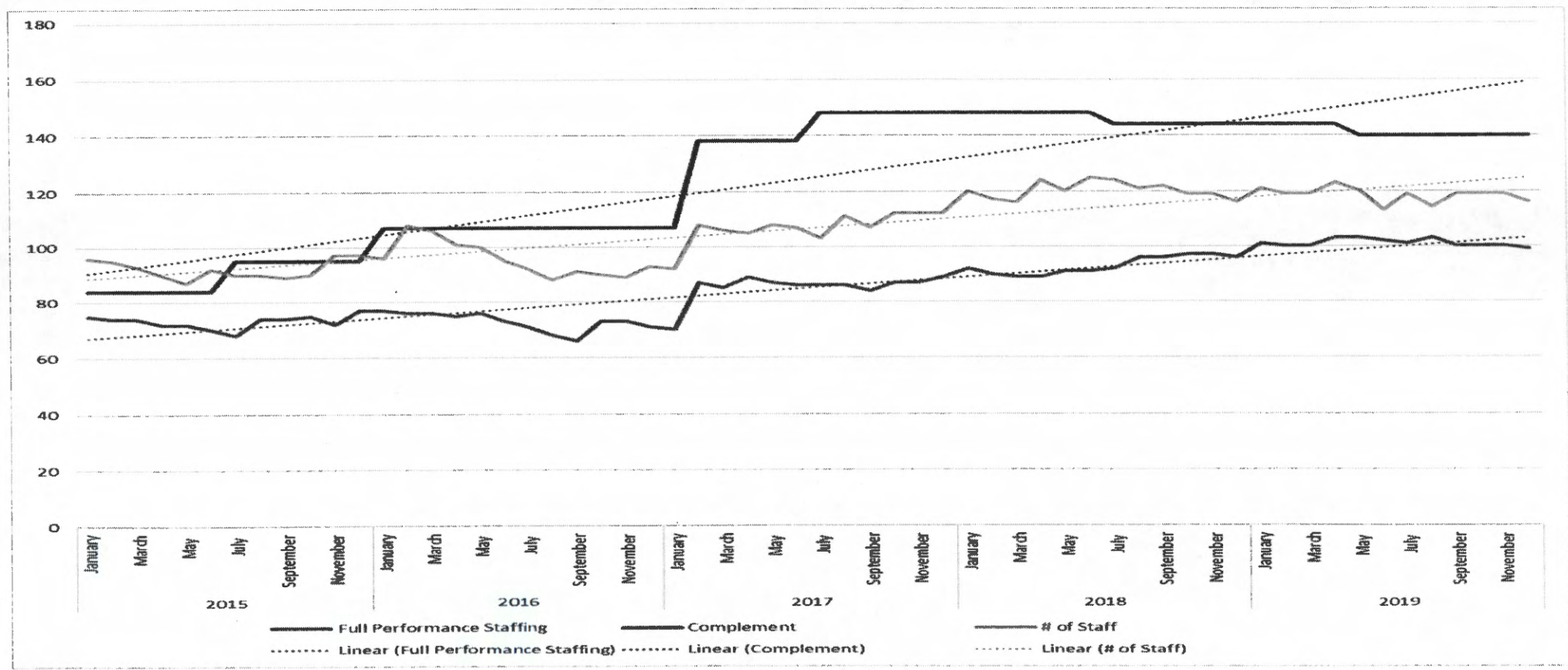
Shadow of national
attitudes toward policing

MCPD ECC Attrition

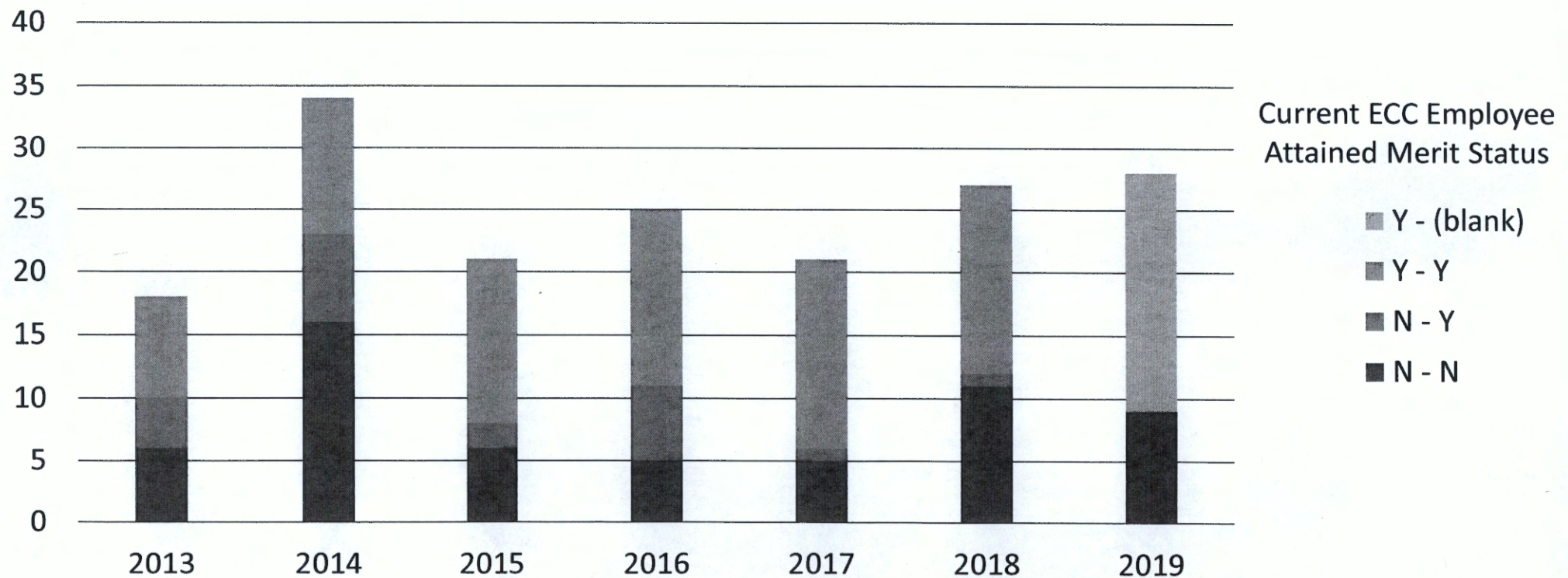




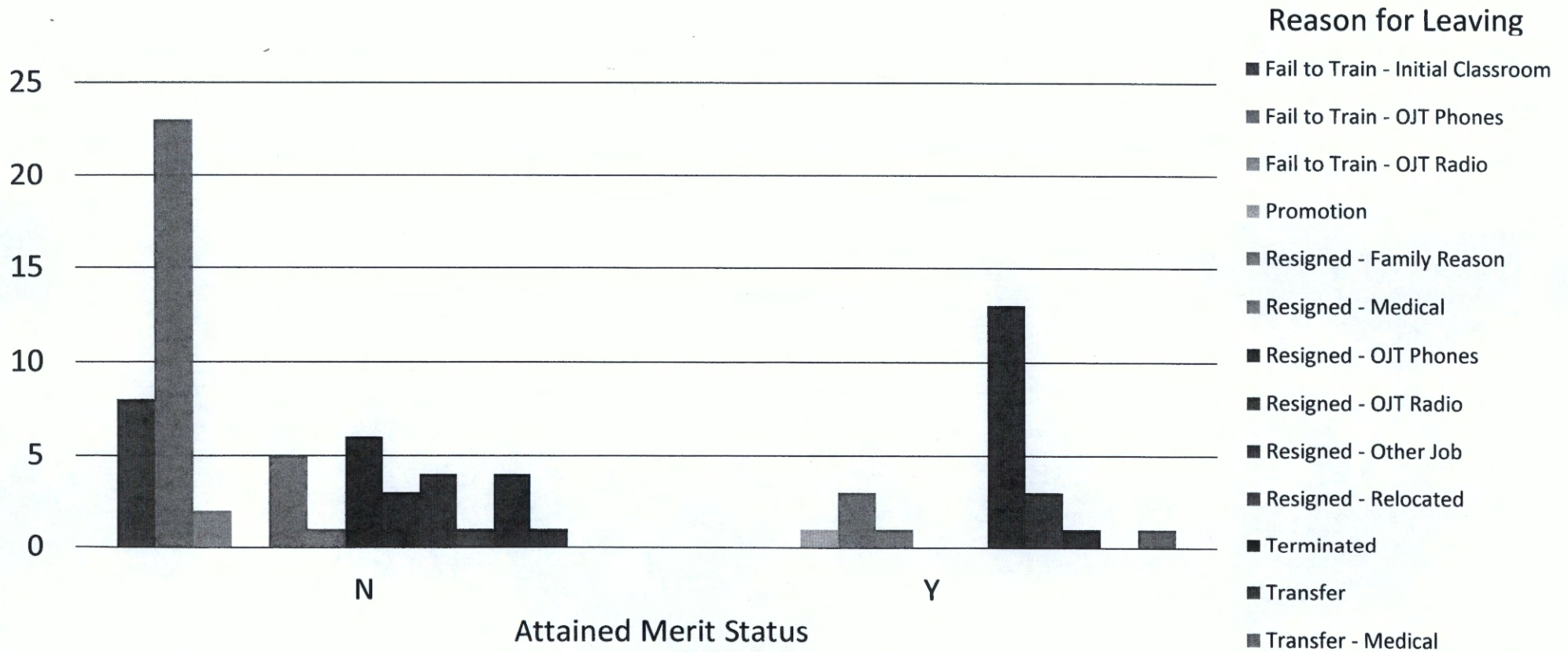
	National APCO Project Retains	Montgomery County
2005	17.0%	20.0%
2009	19.0%	11.0%
2018	29.3%	13.0%



Public Safety Emergency Communication Specialists (Hired Since 2013)



Public Safety Emergency Communication Specialists (Hired Since 2013)

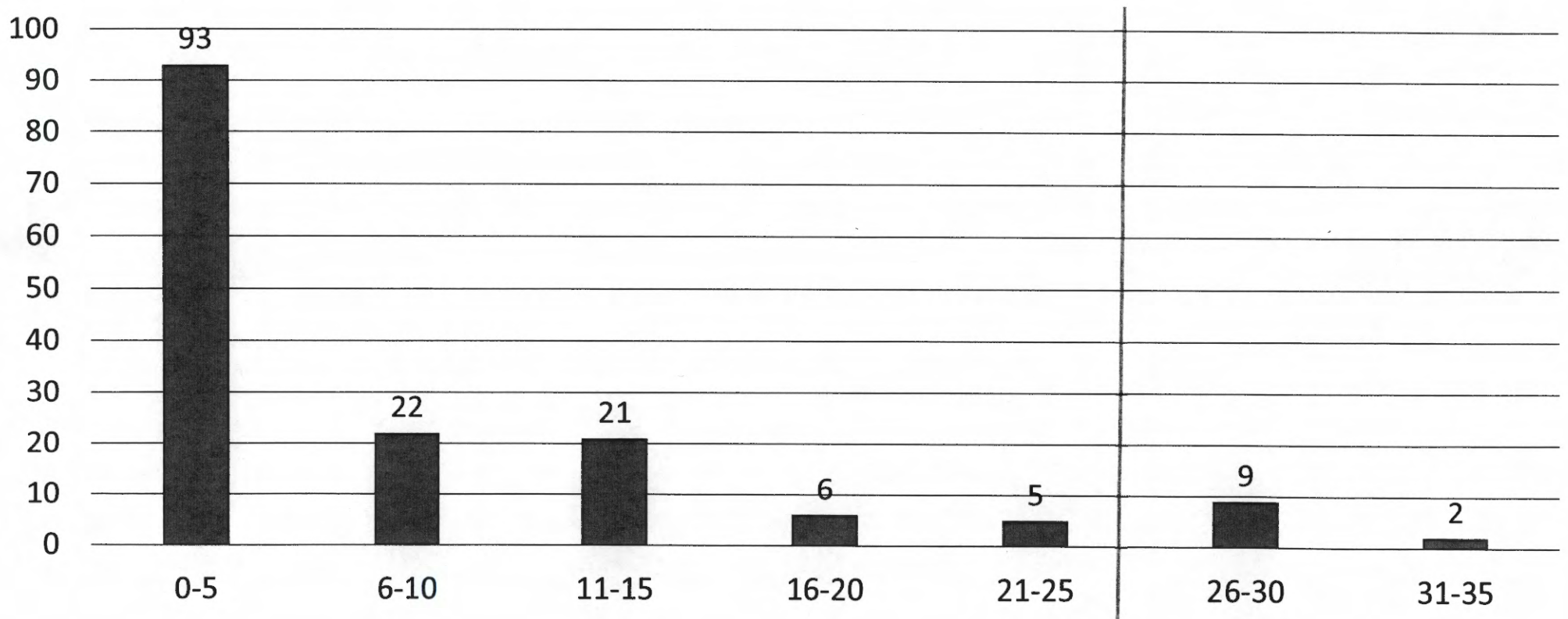


Retention Factors

- Consolidation
- Low Unemployment
- Operations Tempo
- Stress/Change
- Staffing/Shift Hours
- Public Safety without Public Safety Benefits
- Lack of Barriers to Exit

ECC Years of Service

September 2019



Initiatives

- Recruiting Efforts
 - Online - Indeed/Monster/Police Social Media
 - Community Events to include the Citizens Academy
 - College recruitment Fairs in the DMV
 - MCPS Summer RISE Program
- Montgomery College – New “911 Dispatch Academy”
- Opportunities due to recent/pending legislation
 - Tuition reimbursement for recruits for 911 certifications
 - Fully funding 9-1-1 through the 9-1-1 Fee
 - Public Safety Recognition
 - Public Safety Benefits
- Interest Based Bargaining Talks with MCGEO
 - Shifts and Staffing
 - Worklife/Morale
 - Recruiting Incentives