



Amendment 30 Response: Staffing System Overview, Constraints, and Considerations

Purpose and Framing

- ▶ This response is exploratory in nature
- ▶ Focused on:
 - ▶ Understanding current system dynamics
 - ▶ Key constraints and bottlenecks
 - ▶ Potential areas for consideration
- ▶ Represents a commitment to collaborative problem solving

Amendment Language

- ▶ Amendment 30 requests analysis of:
 - ▶ Recruitment and hiring pipeline
 - ▶ Certification and training requirements
 - ▶ Operational and policy considerations related to staffing stability and overtime

Key Findings

- ▶ Applicant volume remains strong, with attrition occurring at multiple stages
- ▶ Hiring timelines are sequential and time-intensive, particularly for sworn roles
- ▶ Training capacity impacts how quickly new hires become operational

Key Findings

- ▶ Staffing levels are influenced by multiple structural factors, contributing to overtime reliance
- ▶ Recruitment, training, and retention operate as an interconnected system
- ▶ Some workforce strategies may require policy or resource considerations

Recruitment & Hiring Process: Areas for Consideration

- ▶ Enhancing applicant understanding of requirements
- ▶ Evaluating background investigation capacity
- ▶ Identifying opportunities to streamline process steps
- ▶ Strengthening recruitment infrastructure and tracking metrics
- ▶ Evaluate use of sworn officers for administrative functions
- ▶ Evaluate the success of the new agency-wide recruitment team

Applicant Experience and Transparency

- ▶ Improve clarity of job requirements and expectations
- ▶ Providing realistic job previews
- ▶ Expand outreach and recruitment partnerships
- ▶ Monitor recruitment performance metrics

Hiring and Training Capacity Considerations

- ▶ Background investigation capacity influences hiring timelines
- ▶ Recruitment cycles are generally aligned with training schedules
- ▶ Certification and training requirements limit onboarding speed
- ▶ More effective structured pipeline processes may support candidate readiness

Workforce Stability and Scheduling Considerations

- ▶ The ability to retain employees is a significant contributing factor in workforce stability
- ▶ Scheduling predictability
- ▶ Work-life balance considerations
- ▶ Overtime distribution approaches
- ▶ Potential supportive services (e.g., childcare)

Longer-Term Workforce Considerations

- ▶ Alternative staffing models (e.g., part-time roles)
- ▶ Controlled over-hiring concepts
- ▶ Training capacity expansion
- ▶ Retention incentives

Policy and Resource Considerations

- ▶ Some strategies may require:
 - ▶ Additional staffing resources
 - ▶ Policy or ordinance review
 - ▶ Further operational analysis

Key Takeaways

- ▶ Staffing challenges are multi-factor and system-driven
- ▶ Opportunities exist for incremental improvement
- ▶ Some constraints require longer-term investment or policy decisions
- ▶ Departments are aligned and collaborating on next steps