



City of
**Mountain
View**

Presentation on the Mountain View Police
Department Recruitment and Retention Strategy

March 23, 2023



Presentation Overview

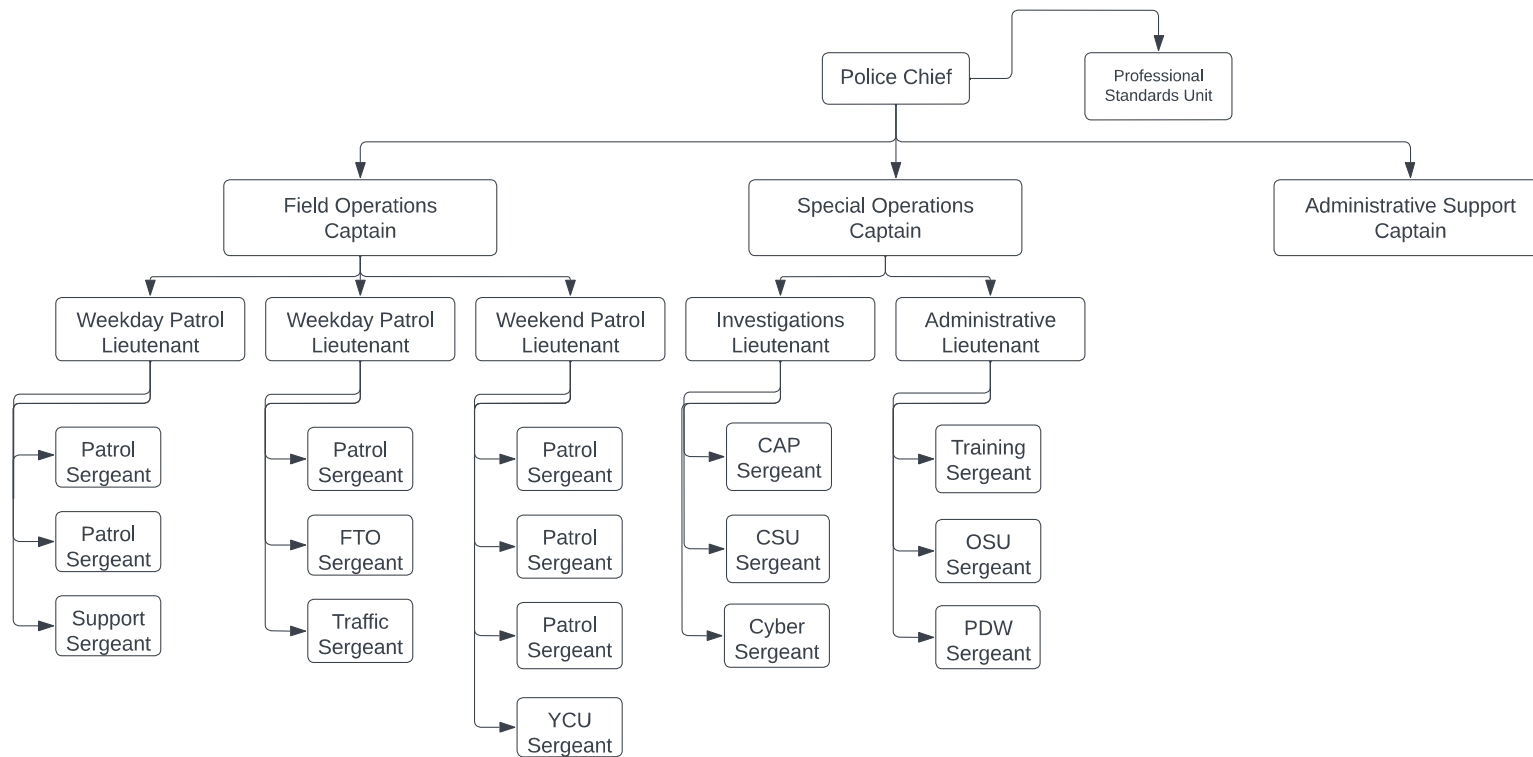
- Background
- Current Staffing Levels and Vacancies
- Hiring Processes and Challenges
- Recruiting Strategy
- Retention Strategy



Background

- Work Plan Item
 - Report on MVPD's Recruitment and Retention Strategy
 - MVPD/HR Partnership

Sworn Staffing Levels & Vacancies

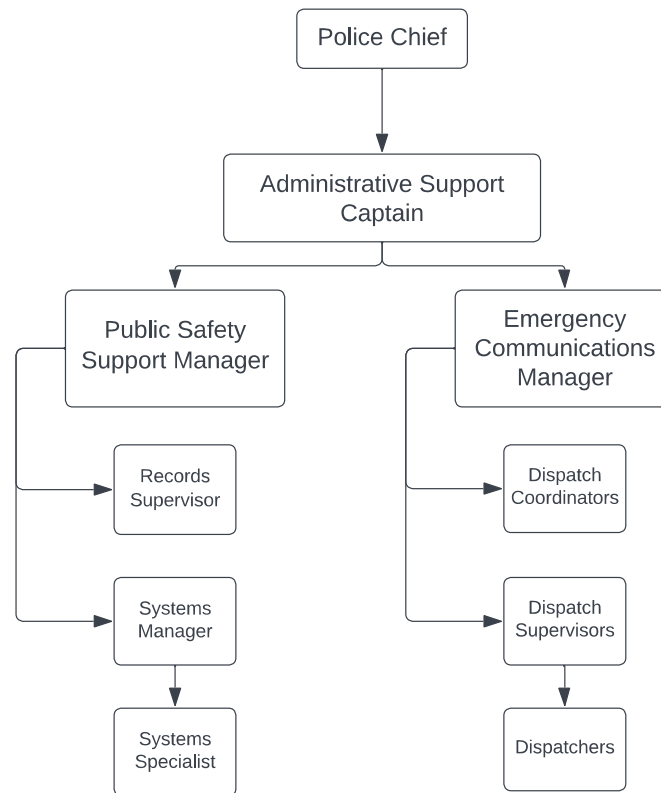




Current Sworn Position Vacancies

- 1 Police Chief
- 1 Police Lieutenant
- 1 Police Sergeant
- 3 Police Officers
- 3 limited-period/overhire Police Officers

ECC Staffing Levels & Vacancies





Current ECC Vacancies

- Three Public Safety Dispatcher I/II
- One Public Safety Dispatch Coordinator



Hiring Processes & Challenges

- Recruitment and Selection Process for Officers
- Onboarding and Training Process for Officers

- Recruitment and Selection Process for Dispatch Staff
- Onboarding and Training Process for Dispatch Staff



Recruitment & Selection Process - Officers

- Recruitments throughout the year
 - Lateral Police Officer candidates
 - Entry Level/Police Officer Trainee
- Tracking and Advertising
- Importance of the Hiring Process



Application & Hiring Process

1. Submission of an application with any required certifications attached
2. Completion of a PHQ
3. Panel interview
4. Executive interview by Police Captain(s) and the Police Chief
5. Background investigation
7. Fingerprinting
8. Conditional job offer
9. Medical examination
10. Psychological examination
11. Final job offer



Onboarding & Training Process - Officers

Position	Academy	In-House Orientation	Field Training	Total Time to Solo Status
Police Officer Trainee	~ 6 Months	4 Weeks	4 Months (approx.)	12 Months (approx.)
Police Officer Lateral	N/A	2-4 Weeks	8 Weeks Minimum	3 Months (approx.)

Slide 11

ARO Could this be formatted as a table?
Audrey Ramberg, 2023-02-22T22:50:25.610

JSO 0 yes, complete
Jaeger, Saul, 2023-02-23T00:51:09.576



Recruitment & Selection Process - Dispatch

- Recruitments as needed throughout the year
 - Lateral Dispatch candidates
 - Entry Level Dispatch candidates
- Tracking and Advertising
- Importance of the Hiring Process



Onboarding & Training Process - Dispatcher

Dispatch Trainee & Lateral Training

- Orientation
- Call-taking and 911
- Fire Services Dispatch
- Police Dispatch

Recruiting Challenges

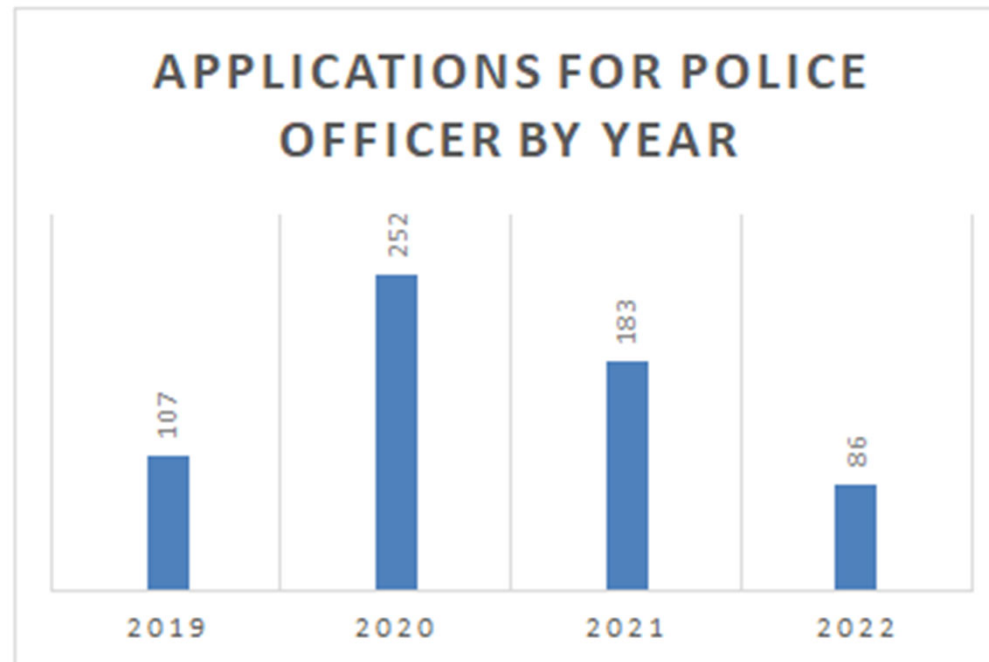


Figure 1: Applications for Police Officer from 2019 to 2022

Recruiting Challenges

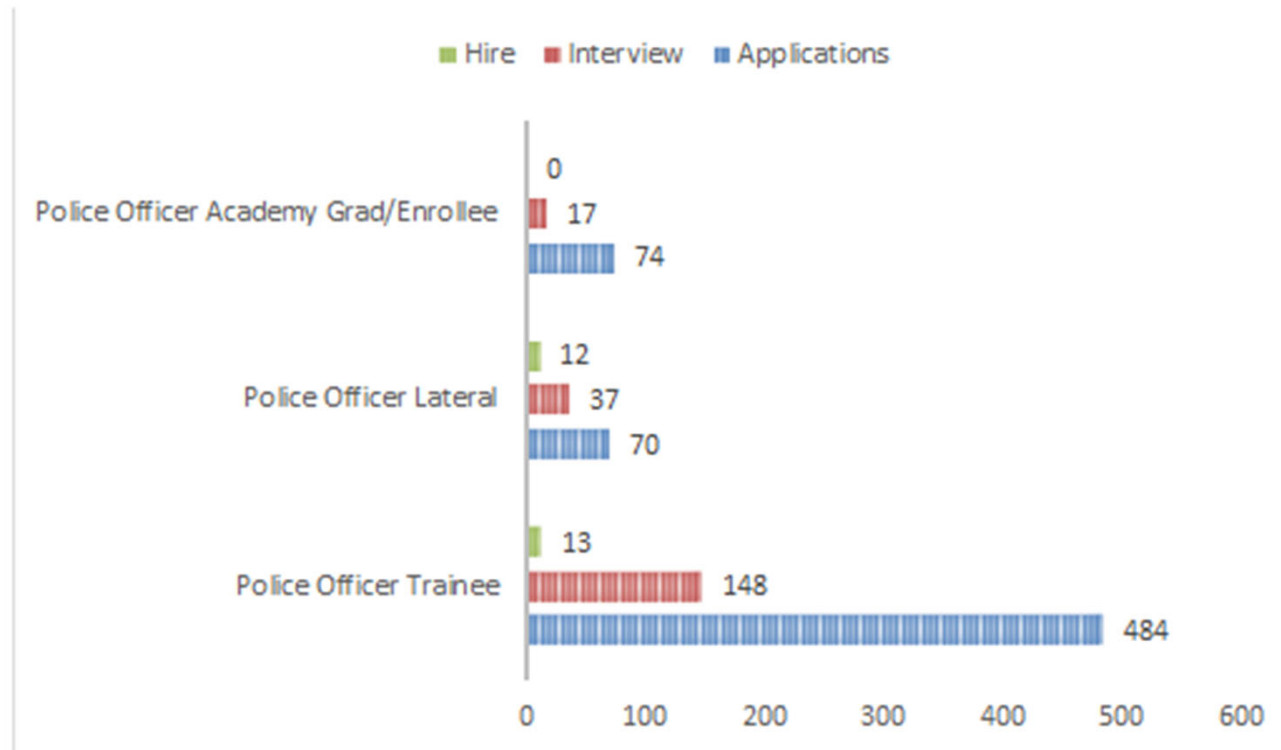


Figure 2: Total Applications Received for Officer Recruitments Posted from 2019 to 2022

Table 1: Recruitment and Onboarding Timeline

Position	Recruitment Timeline (Posting Date to Final Offer)	Onboarding and Training Timeline	Total Timeline from Application to Solo Work
Police Officer Lateral	3 months minimum	2 months	5 to 7 months
Police Officer Trainee	5 months	10 months (6 months academy and 4 months FTO)	14 to 16 months
Public Safety Dispatcher I/II	6 months	12 to 18 months	18 to 24 months

Table 2: Police Department Turnover While on Probation

Division	Total Turnover While on Probation		
	2020	2021	2022
PD	3	0	2
PD/ECC	1	0	2
TOTALS	4	0	4

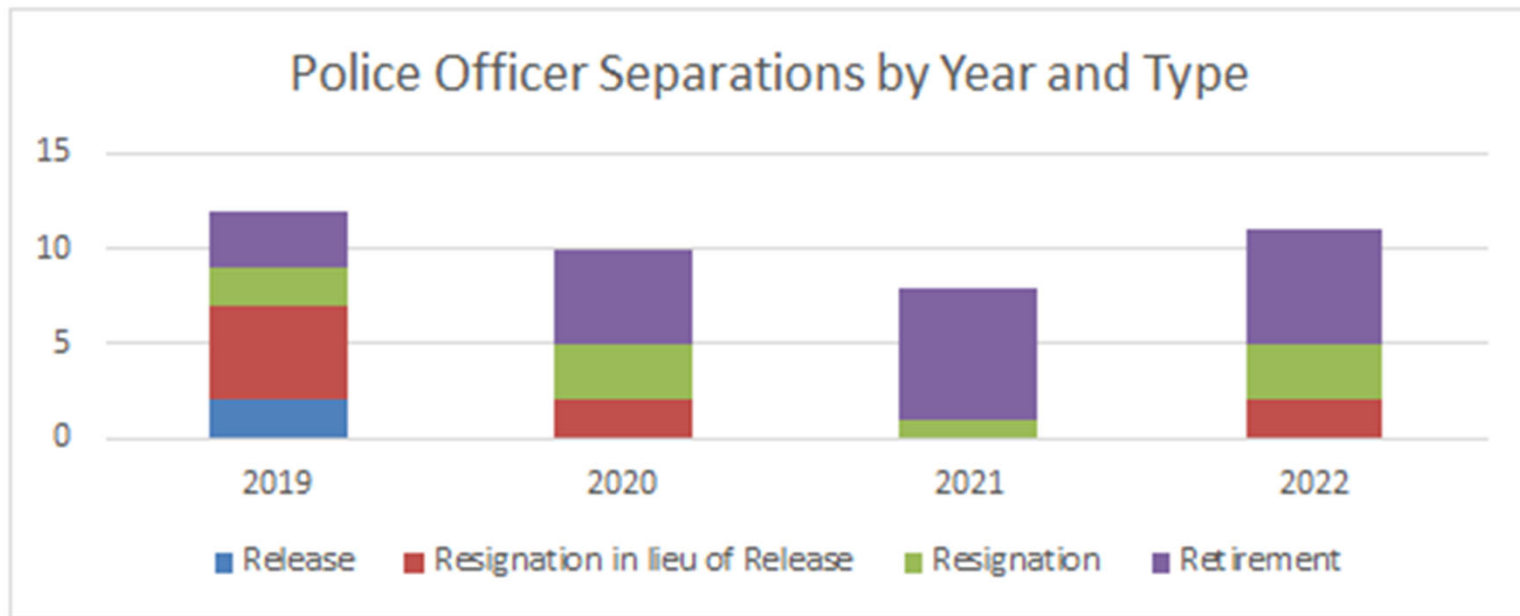


Figure 3: Police Officer Separations by Year and Type



Recruiting Strategy

- Changes in the recruitment environment
- Concierge service model
- Adverstising



Retention Strategy

- Employee focused
- Professional development & wellness
- Learning organizational culture
- Historical and deep community connection
- Opportunity to work a number of specialty positions and promote to supervisory role
- Human Resources Department partnership

Questions ?

