

# RECRUITMENT, RETIREMENT, AND RETENTION FOR PUBLIC SAFETY

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*Planning and Public Safety Committee*

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**LEXINGTON**



## **Current Questions from Council**

1. Changes in recruitment methods over last 24 months?
2. Single biggest inhibitor to recruitment over last 24 months?
3. What cities are best in class for recruitment and what are they doing compared to us?
4. What has the effect on recruitment been based on pay increases?
5. What could slow people from leaving?
6. Post Covid changes over the last 2 years?
7. Pay changes over the past 5 years?
8. Collective Bargaining Agreement Statuses?
9. Overtime Average?



## Previous Questions from Council

1. Are the recruitment efforts meeting our overall needs?
  - Recruitment and retention in public service jobs is an issue all over the nation, but is especially true in Law Enforcement
  - Traditionally, our Detention Center hasn't seen an issue with recruitment necessarily, but with retention of quality candidates
2. How do vacancies impact our retention rate?
  - Greatest impact is in Corrections. Lower numbers result in increased overtime and duties. (Population levels are down)
  - "Back-Fill Overtime"—Fire and Corrections
  - Vacancies can result in reduction of employees in special assignments, which can result in some employees leaving or retiring. (2008)
3. Are there consequences we need to prepare for moving forward?
  - "Delayed Replacement", could possibly reduce non-first line response services, but public would not necessarily notice
  - Increase in overtime



## Staffing Levels On 10/1/2022

Division	Authorized Strength	Vacancies 10/1/2022	Vacancies 6/5/2023	Difference
E-911	79	22	14	-8
Fire	599 *620	18	28*	+10*
Corrections	323	124	92	-32
Police	639	86	91	+5

\*Authorized strength was increased in January of 2023, based on additional 21 firefighters being added via the SAFER Grant



## Attrition Numbers

Division	2023	2022	2021	2020	2019	4 Year Average/ Previous 4 years
E-911	2	16	13	6	10	11.25 9.25
Fire	25	47	25	42	22	34 35.5
Corrections	29	83	110	78	87	89.5 79
Police	31	77	76	64	39	64 50.5



## Seniority

Division	Current Strength	20+ Years of Service	5 Or Less Years of Service
E-911	65	12	28
Fire	592	61	137
Corrections	229	7	107
Police	548	59	165

\*Affects of Purchase of Service Time AKA “Ghost Time”, 16 Years



## Overtime Statistics (Direct Operations Only)

Division	*2022CY and 2023 OT Costs	**Total OT Hours Worked 2022/2023	***Average Hours OT Per Employee Per Week
Fire	\$5,071,793	95,108	3.3hrs
	\$1,249,069	21,601	2.3hrs
Corrections	\$2,868,607	79,693	7.9hrs
	\$1,225,874	27,451	7.8hrs
Police	\$3,808,073	58,327	2.8hrs
	\$997,680	16,975	1.7hrs

\*Based on calendar year numbers (2023: 01/01/23-05/01/23)

\*\*This applies to operational overtime assignments only (No grants or reimbursed events.)

\*\*\*This applies to the average number of employees who would normally eligible to work overtime



## Pay Considerations Starting and Top Steps

Division	2019	2020	2021	2022	2023 (current)
<b>E-911</b> (Not CBA, Minimum Starting Only)	*C:\$37,232 *D:\$43,106	C:\$37,232 D:\$43,106	C:\$37,232 D:\$43,106	C:\$37,980 D:\$43,967	C:\$45,968 D:\$50,679
<b>Firefighters</b> (56 hour)	*S:\$41,908 *T:\$67,765	S:\$42,536 T:\$68,781	S:\$42,536 T:\$68,781	S:\$45,000 T:\$71,878	S:\$51,624 T:\$79,176
<b>Corrections Officers</b>	*S:\$32,000 *T: \$48,814	S:\$32,000 T: \$48,814	**S:\$34,235 T: \$48,814	S:\$41,600 T:\$56,179	S:\$50,348 T:\$65,364
<b>Police Officers</b>	*S:\$40,252 *T: \$64,791	S:\$41,057 T:\$66,087	**S:\$41,057 T:\$66,087	S:\$47,000 T:\$70,000	S:\$56,410 T:\$80,100

\*C= Call Takers, D=Dispatchers, S= Starting Pay and T= Top Step.

\*\*Police and Fire receive an additional \$4000/\$4,300 annually from the State training incentive. It was increased to \$4,300 in 2022.

\*\*\*Top Steps: Firefighters 14 years, Corrections 15 Years, Police Officers 15 years.



## Other Pay Considerations

### E-911

1. Employees hired between 10/11/22 and 6/30/23 receive a \$3000 recruitment payment within the 1<sup>st</sup> year of employment. \$900 is received 6 months from hire date and \$2,100 is received 1 year from hire date.
2. Covid Payment of \$3,500.
3. Retention Pay for all employees of \$4,000

### Fire

1. \*Employees receive \$4,000/\$4,300 from the State.
2. Covid Payment of \$5,000 for all sworn.
3. Contractual ratification of \$2,000 in 4/22.

### Corrections

1. New employees \$3,000.
2. Retention Pay for all employees of \$4,000.
3. Covid Payment of \$5,000 for all sworn.
4. Various overtime based incentives.

### Police

1. \*Employees receive \$4,000/\$4,300 from the State.
2. There was a \$3,000 lump sum payment for new employees, two classes
3. Retention Pay for all officers and Sergeants, 2022 was \$1,760 and 2023 is \$2,240.
4. Covid Payment of \$5,000 for all sworn.

\*All indicated Pay Considerations are not reoccurring with the exception of yearly allocations from the State to Fire and Police.



## E-911: Current Questions from Council

1. Changes in recruitment methods over the last 24 months?
  - Centered around being a part of a Public Safety Team.
  - Changes to the hiring process, specifically shortening the time frame of the hiring process for current KLEC Certified Telecommunicators.
  - Advertising and showing up at recruitment events as Public Safety Team.
  - Continuous recruitment of the applicant even after they have applied, Keeping them engaged thru the entire process, offering part –time employment.
2. Single biggest inhibitor to recruitment over the last 24 months?
  - Individuals that seek immediate employment often become successful elsewhere due to the mandatory steps in the hiring process.
3. What cities are best in class for recruitment and what are they doing?
  - Telecommunicators are being sought after nationwide. In researching to find a township or city with exceptional success I found the common thread being the difficulty in retaining workers in general.
  - Main reasons cited sacrificing holiday, weekends, shiftwork and stressful calls.



## E-911: Current Questions from Council

4. What has the effect on recruitment been based on pay increases?
  - E911 has seen a jump in qualified applicants since the pay increase. Prior to the increases we were receiving certified lists with one applicant. We are now seeing four to five applicants.
5. What would slow people from leaving?
  - Competitive pay and prioritizing benefits. Highlighting the importance of the role as a First Responder. Good work/family life balance. Continued result based implementations on what matters to our employees
6. Post Covid changes over the last 2 years?
  - Positive – Branding team aspect of Public Safety, reduction time in the hiring process (average prior to 2021 was 6 to 7 mos. our last round of hires were completed in 4 mos.), pay incentives for employees, additional Holidays and extension of time to use leave benefits. Engaging in active recruitment efforts.
  - Negative – Increase in OT usage, Increase in attrition, difficulty in onboarding process.



## Fire: Current Questions from Council

1. Changes in recruitment methods over the last 24 months?
  - Extend in-person events to within a 6-hour driving radius
  - Social media, effort to increase footprint
  - Eastside/Southside Tech School
2. Single biggest inhibitor to recruitment over the last 24 months?
  - Current hiring process is viewed as too long and cumbersome by many
  - Work force changes with declining interest in public safety professions, competition with other more flexible and portable professions
3. What cities are best in class for recruitment and what are they doing?
  - Nationwide fire departments are facing a downturn in applications and suitable candidates
  - Some departments, especially larger ones are casting interstate nets to attract applicants
  - No one department has produced a recruiting program that is wildly successful



## Fire: Current Questions from Council

4. What has the effect on recruitment been based on pay increases?
  - In-State vs Out of State in application process
  - The most recent application process has yielded more responses than the previous, increases in pay certainly have played into this
  - A slightly larger group passed the written entrance test possibly showing an increase in individuals with more education and experience in the fire service
5. What would slow people from leaving?
  - Service and disability
  - Identifying and addressing work force priorities
6. Post Covid changes over the last 2 years?
  - Use of Sick Time (FY20: 953hrs, FY:22 16,755hrs)
  - Increased overtime, some mandatory



## Corrections: Current Questions from Council

1. Changes in recruitment methods over the last 24 months?
  - Expanded social media footprint and traditional media efforts (PIO)
  - Relationships with community and civic groups
  - Full-Time recruitment team
  - *Interview Now* software
2. Single biggest inhibitor to recruitment over the last 24 months?
  - Other market opportunities
  - Negative public perception of law enforcement positions
  - Work Force changes
3. What cities are best in class for recruitment and what are they doing?
  - Conversations and research: There are only (2) Metropolitan Corrections Dept. in Kentucky. Both have been significantly challenged by recruiting. At this point Lexington's City Government involvement and Departmental efforts to recruit are yielding desired results



## Corrections: Current Questions from Council

4. What has the effect on recruitment been based on pay increases?
  - Application and class numbers are up
  - Pay compared to others
5. What would slow people from leaving?
  - Increased esprit de corps
  - Recognition by administration that Retention is where recruiting begins and ends.
  - Dynamic, team orientated leadership by example management
  - Job recognition
  - Retention is bolstered by forging a closer relationship with citizens through a number of community based efforts (i.e. Big Brown Truck Pull, veteran centered events, etc.)
6. Post Covid changes over the last 2 years?
  - Population down, but may not remain that way (FY19:1,550ADP, FY23: 1,175ADP)
  - Increased overtime and affects on staff



## Police: Current Questions from Council

1. Changes in recruitment methods over the last 24 months?
  - Interview Now Software Platform
    - QR Code & Text to Apply
  - Emphasis on social media and online advertising
    - Dedicated recruiting social media pages
  - Investment in professional recruiting video
  - Increased participating in job fairs – not only police related
  - Increased number of academy classes to three per year
  - Eased restriction on tattoos and raised maximum hiring age
  - Prep courses to better prepare applicants – passing rate has gone up
  - Block of instruction on internal recruiting on 2023 In-Service
2. Single biggest inhibitor to recruitment over the last 24 months?
  - One of the most scrutinized professions
  - Salary increases across the economy provide strong competition for employees with significantly lower risk to personal safety
  - Current officers are our best recruiters – Currently short staffed



## Police: Current Questions from Council

3. What cities are best in class for recruitment and what are they doing?
  - Smaller agencies are more fully staffed – many with lateral hires from larger police agencies
  - Almost every larger agency is experiencing severe staffing issues
  - Similar to other agencies we are currently employing most of the modern recruiting methods recommended by IACP, National FOP and Police1
4. What has the effect on recruitment been based on pay increases?
  - Applicants who were unwilling to leave higher paying jobs are now showing more likely to apply
  - This hiring process is the first with the new pay in effect the entire process
3. What would slow people from leaving?
  - Investing in wellness program and fitness facility (in-process)
  - Dedicated Mental Health Provider for all LPD employees (in-process)
  - Police Officer-R Program (in-process)
6. Post Covid changes over the last 2 years?
  - Increased overtime, some mandatory
  - Nationwide push by larger departments



## **Collective Bargaining Agreement Statuses**

<b>Division</b>	<b>Expiration Date</b>
<b>Firefighters, Lieutenants and Captains</b>	<b>6/30/2025</b>
<b>Fire Majors</b>	<b>6/30/2026</b>
<b>Correction Officers and Sergeants</b>	<b>12/31/2023</b>
<b>Correction Lieutenants and Captains</b>	<b>6/30/02024</b>
<b>Police Officers and Sergeants</b>	<b>6/30/2026</b>
<b>Police Lieutenants</b>	<b>6/30/2026</b>

\*Most negotiation processes begin 6-10 months before the contract expires

# Questions?



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