

RECRUITMENT, RETIREMENT, AND RETENTION FOR PUBLIC SAFETY

Planning and Public Safety Committee

May 4th, 2021



LEXINGTON



Questions from Council

- **Are the recruitment efforts meeting our overall needs?**
 - Solid recruitment plans are in place going forward
 - Social media (nationwide effort)
 - Long term and short term recruitment (Cadets, Frederick Douglass HS)
 - New and traditional methods as well (Radio, TV, Job Fairs, etc.)
 - Minority and female recruitment (seeing progress)
 - Fire Class 68: 22 recruits, 2MBs, 1MH, 3FW, 1FB (31%)
 - However, still takes time to address overall numbers
 - Office of Diversity
 - Recruitment and retention in public service jobs is an issue all over the nation, but is especially true in Law Enforcement
 - Our Detention Center isn't seeing an issue with recruitment necessarily, but its with retention of quality candidates



Questions from Council

- **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)
- **What is budgetary impact of this?**
 - Overtime and new equipment costs
- **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



Current Staffing Levels As of 3/16/2021

Division	Authorized Strength	Vacancies	Actual	Sworn Available
Fire	597	31	566	544
Corrections	278	57 (11)	221	210
Police	633	41 (35)	592	531

1. Fire is scheduled to have a class of 32+ in June with an additional class in early spring of 2022.
2. Corrections has a class in training now that began on March 22, with 13 new employees. They plan to have a class every two months.
3. Police have a class of 44 scheduled to begin on April 12th, a class set for the fall and one in spring of 2022.



Attrition Rates

Division	2021	2020	2019	2018	2017	4 Year Average
Fire	17	42	22	36	39	34.75
Corrections	35	78	87	106	86	89.25
Police	25	64	39	41	44	47

Snap Shot of Terms Regarding Departure in Service

Fire: In 2020, of the 42 employees: 37 retired and 5 resigned

Corrections: In 2020, of the 78 employees: 8 retired, 16 were terminated, 20 resigned and 34 resigned while on probation.

Police: In 2020, of the 64 employees: 31 retired, 16 resigned, 16 resigned while in training, and 1 was terminated.



Approximate Hiring Timeline

Fire/Police 8-10 months

- Advertising (30 day required posting prior to testing—delayed posting)
- Recruiting (approximately an additional month to increase the applicant pool)
- Written Tests
- Fitness Tests
- Oral Boards
- Background investigation
- Polygraph examination
- Suitability Screening
- Chief's Selection of class
- Conditional offer
- Medical exam and drug screen
- Academy start date**

Corrections 4-5 months

- Advertising and Recruiting (Year Round testing based on need)
- Written Tests
- Oral Boards
- Background investigation
- Polygraph examination
- Director's Selection of class
- Conditional offer
- Medical exam and drug screen
- Academy start date**

Covid has had an effect on face-to-face interactions, college visits, job fairs and even the internal process (i.e. polygraphs, academy class operations, background process, etc.). Delayed last years classes: Police posted April class



Academy and Field Training

Division	Hiring Process	Training Academy	F.T.O.	Total Time (“Replace”)
Fire	8-10 Months	22 Weeks 10% Fail/Withdraw	N/A	14-15 Months 9 Months BCS
Corrections	4-5 Months	5 Weeks 20% Fail/Withdraw (No Shows)	5 Weeks	5-6 Months 3-4 BCS
Police	8-10 Months	32-35 Weeks 15-20% Fail/Withdraw	15 Weeks	20-22 Months 14 Months BCS

Corrections has a smaller candidate pool, smaller academy classes, and continuous testing and hiring processes, reduces their overall hiring time frame. (2019: 8/99, 2020: 5/49.)

To make academies efficient and cost affective, the class needs to contain a minimum of 12-15 employees in Fire and Police and 5-6 in Corrections.



Seniority

Division	Current Strength	20+ Years of Service	3 Or Less Years of Service
Fire	566	70	111
Corrections	221	19	118
Police	592	64	60

Questions?



LEXINGTON