



Washington State Patrol Trooper Recruitment and Retention Study

July 21, 2015 Workgroup Kickoff Meeting



Overview

- Project Team
 - Project Approach
 - Schedule
 - Next Steps
-

PFM Team

Project Team Experience

- **Michael Nadol (Engagement Manager):** National expertise in public sector workforce analysis – including state-level compensation strategies and the evaluation of comparative law enforcement salaries and benefits for large and complex agencies including the Pennsylvania State Police and New York City Police Department
- **Russ Branson (Project Manager):** Over 25 years of experience in government finance, workforce management, and labor relations. Has worked throughout California, and recently with Skagit County and Bellingham in Washington State
- **(Ret.) Chief Rick Braziel (Subject Matter Expert).** Rick, a retired 33 year sworn law enforcement officer will serve as a subject matter expert on police department operation, recruitment, and retention best practices.
- **Karen Coffee (Subject Matter Expert):** Nearly 40 years of State-level Human Resources with the California State Personnel Board and Department of the Youth Authority. Past President nationally of the International Personnel Management Association Assessment Council, and a recognized expert in recruitment and merit selection processes
- **Seth Williams (Senior Project Support) –** Former State of New Jersey Deputy Director of Management and Operations, with a law enforcement focus. Has served as the lead analyst for criminal justice and public safety agencies in numerous engagements
- **Greg Butler (Senior Project Support) –** Experienced analyst of law enforcement agency workforce challenges, including compensation benchmarking and the review of recruitment and retention data and strategies
- **Alyssa Mehalick and RJ Griffin (Analysts) –** Will provide primary support for the project analyses of the WSP workforce, retention practices, and recruitment practices

Team Organization and Expertise



- Direct, high-level law enforcement experience
- Strong workforce analytics and benchmarking experience in areas including compensation, recruitment, and retention
- Human resource strategy implementation in law enforcement at state level

Project Approach

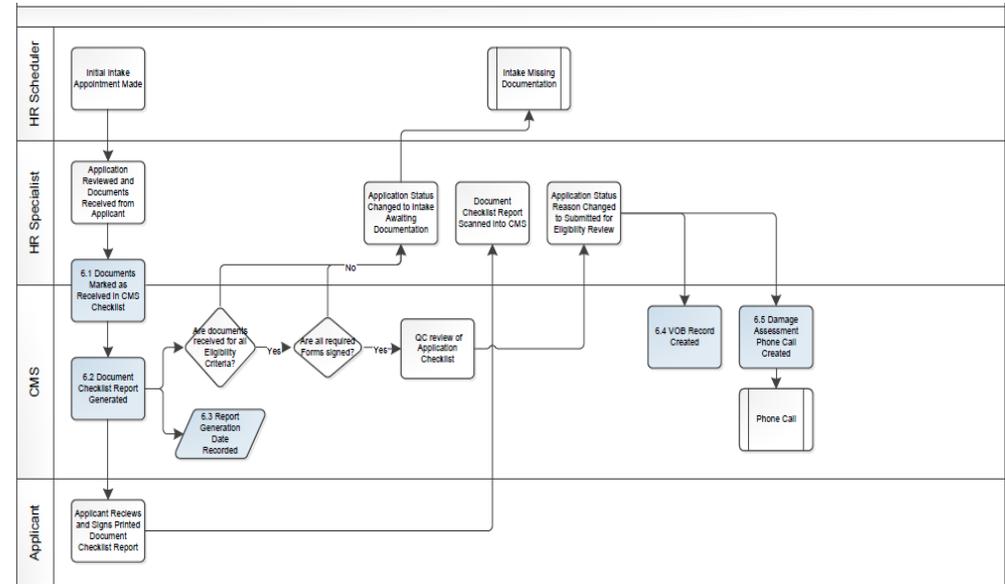
Project Approach

- **Multi-pronged approach:**
 - 1) **Document Review:** Develop a preliminary, working understanding of the current situation and perspectives
 - 2) **Engage Leadership:** Understand key project goals from JTC, WSP management, and union perspectives
 - 3) **Data Analysis and Collection:** Ensure the best data for analysis
 - 4) **Benchmarking and Best Practices:** Evaluate the context within which the WSP is operating relative to directly competitive departments and parallel state-level agencies
 - 5) **Stakeholder Input:** No surprises with the final report and recommendations
 - 6) **Actionable Findings and Recommendations:** Tailored to WSP needs and ability to implement. **No** one-size-fits-all approach
- **Integrated project methodology**
 - Cross-cutting approach to improve recommendations
 - Multi-issue, evidence-based analysis, interviews, and stakeholder engagement

Recruitment

- To determine opportunities and recommendations for the recruitment process, The PFM team will use:

- Data analysis of recruit characteristics
- Analysis of the recruitment and selection process
- Entry requirements
- Focused surveys



Law Enforcement Pay at 20 Years of Service – Select Texas Jurisdictions

- Review of training process (and cost) in recruitment
- Benchmarking against best-practice agencies nationally

Police Officer – 20 YOS	Houston	Corpus Christi	El Paso	Dallas	Fort Worth	San Antonio	Austin
Total Cash Compensation	\$68,306	\$76,671	\$74,728	\$86,826	\$83,882	\$84,918	\$98,948
Regional Labor Market Adjustment	1.076	0.978	1.000	1.065	1.065	1.000	1.022
Total Cash Compensation, Regionally Adjusted	\$63,481	\$78,396	\$74,728	\$81,527	\$78,763	\$84,918	\$96,818
Rank, Cash Comp (Regionally Adjusted)	7	5	6	3	4	2	1
City Pension Contribution	\$14,822	\$8,058	\$13,825	\$20,482	\$17,096	\$20,628	\$19,917
City Healthcare Contribution	\$12,343	\$9,538	\$8,219	\$3,575	\$10,954	\$19,122	\$13,788
Cash Comp (Regionally Adjusted) + Major Benefit Costs	\$90,647	\$95,992	\$96,772	\$105,584	\$106,813	\$124,668	\$130,523
Overall Rank	7	6	5	4	3	2	1

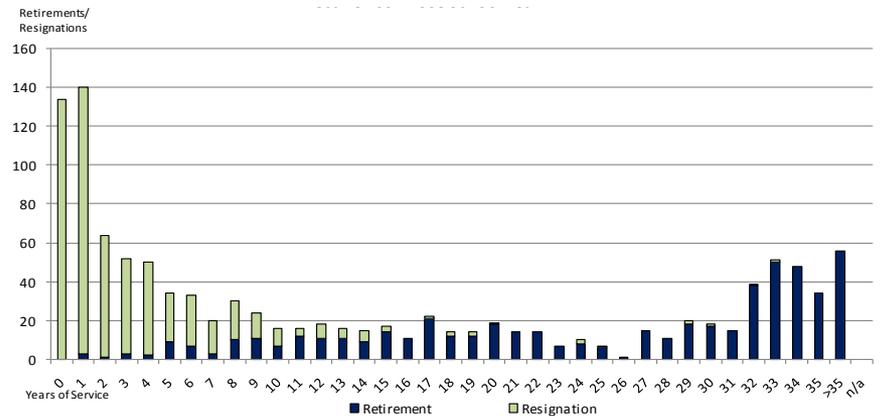
Retention

- PFM team will seek to understand *both* “why troopers leave” and “why troopers stay” by:
 - Analyzing existing data, including what factors correlate most directly with separations by cause (e.g., Tenure? Rank? Geography? Assignment?)
 - Surveying current and separated troopers
 - Reviewing policies and practices in retention
 - Evaluating role of overall compensation structure
- Benchmarking with local comparison agencies and best-practice agencies

Rank-and-File Law Enforcement Turnover Rates –
Select Maryland Counties

	2009	2010	2011	2012	2013
Baltimore County	1.3%	2.3%	0.9%	5.4%	4.2%
Harford County	8.9%	8.5%	6.2%	12.0%	11.8%
Howard County	4.7%	3.4%	4.5%	2.0%	3.3%
Montgomery County	N/A	N/A	3.9%	4.0%	4.6%
Prince George's County	6.4%	7.0%	4.9%	3.2%	5.0%
Minimum	1.3%	2.3%	0.9%	2.0%	3.3%
Maximum	8.9%	8.5%	6.2%	12.0%	11.8%
Median	5.5%	5.2%	4.5%	4.0%	4.6%

Distribution of Resignations and Retirements by Years of Service
(School District of Philadelphia, 2007-2008 School Year)



Stakeholder Engagement

- The PFM team is prepared to **engage directly** with WSP management and employee representatives
- Through **surveys and interviews**, the PFM team will create an understanding of the issues underlying the data in order to create recommendations that will lead to positive change
- The **JTC Workgroup** will be used to ground our analysis and ensure that we are understanding and addressing key issues. There will be no surprises in the final report
- The **JTC staff** will be kept informed through regular communication throughout the project
- Periodic reports to the **JTC** are included in our schedule

Schedule

Key Dates and Summary Schedule

Activities	Timeline
Project Kick-Off and Field Force Workforce Analysis	
<ul style="list-style-type: none"> Development of detailed work plan and scope revisions 	Week after award announcement
<ul style="list-style-type: none"> Project Kick-off Meeting 	July 21st
<ul style="list-style-type: none"> Initial Departmental/Stakeholder Interviews and Data Requests 	August/September
<ul style="list-style-type: none"> Initial Document Review 	Mid-September
<ul style="list-style-type: none"> Identify Best Practice Jurisdictions 	August
<ul style="list-style-type: none"> Preliminary Benchmarking Data Collection 	End of September
<ul style="list-style-type: none"> Preliminary Data Analysis 	End of September
<ul style="list-style-type: none"> Workgroup Meeting on whitepaper findings 	TBD in detailed work plan
Recruitment Retention Analyses	
<ul style="list-style-type: none"> Complete Interviews and Data Collection 	Mid-October
<ul style="list-style-type: none"> Develop Exit and Entry Surveys 	September
<ul style="list-style-type: none"> Implement Exit/Entry Surveys 	Early October
<ul style="list-style-type: none"> Additional Best Practice Review 	October
<ul style="list-style-type: none"> Complete Data Analysis for all tasks 	End of October
<ul style="list-style-type: none"> Preliminary Findings and Recommendation Outline 	Mid-November
Draft and Final Reports	
<ul style="list-style-type: none"> Status Report to JTC 	October 22 nd
<ul style="list-style-type: none"> Draft Report 	November 23 rd
<ul style="list-style-type: none"> Final Report 	December 14 th
<ul style="list-style-type: none"> Presentation to the JTC 	December 17 th
<ul style="list-style-type: none"> Presentation of Findings to House and Senate Transportation Comm. 	As Requested

Next Steps

- **Gather data and begin analysis**
- **Review key documents (e.g., MOUs, personnel rules, minimum qualifications, etc.)**
- **Develop initial findings and questions for stakeholders**
- **Conduct interviews with stakeholders**
 - Targeting week of August 10th
- **Identify in-state and national benchmarking agencies**

Final Questions

