



# Washington State Patrol

## Recruitment and Retention Study Presentation of Draft Final Report Joint Transportation Committee

Presented by:

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# Project Goal and Milestones

**GOAL:** To identify potential barriers to effective recruitment and retention of state troopers in order to address recent attrition concerns

Milestone	Date	Engagement
Field Force White Paper	October 9 <sup>th</sup>	Workgroup Review
Recruitment White Paper	October 30 <sup>th</sup>	Workgroup Review
Retention White Paper	November 6 <sup>th</sup>	Workgroup Review
Draft Final Report	December 14 <sup>th</sup>	Workgroup Review
Presentation to JTC	December 17 <sup>th</sup>	Public Presentation
Final Report Delivered	After JTC Acceptance	Public Distribution
Presentation to House Transportation Committee	January 18, 2016	Public Presentation



# Study Methodology

## Multiple data sources and perspectives:

- Interviews with WSP and other State staff
- Data provided by the WSP Human Resources Division (HRD)
- On-site visits and interviews at the WSP Basic Trooper Academy and the Criminal Justice Training Commission (CJTC)
- Benchmark surveys of local and state law enforcement
- Surveys of Cadets, Troopers, CJTC recruits, separated Troopers\*, and municipal law enforcement agencies in Washington

• *Separated Troopers surveyed were those who left to take jobs at other law enforcement agencies from 2009-July 31, 2015.*



# Surveys

- Survey data is key component of the Recruitment and Retention Report
- Results were compared between survey groups to inform the overall study results and recommendations

Survey Group	Number Surveyed	Responses Received
WSP Cadets	64	64
WSP Troopers & Sergeants	870	486
WSP Separated Troopers*	49	20
CJTC Recruits	150	19
CJTC law enforcement agencies	285	37

- *Separated Troopers surveyed were those who left to take jobs at other law enforcement agencies from 2009-July 31, 2015.*

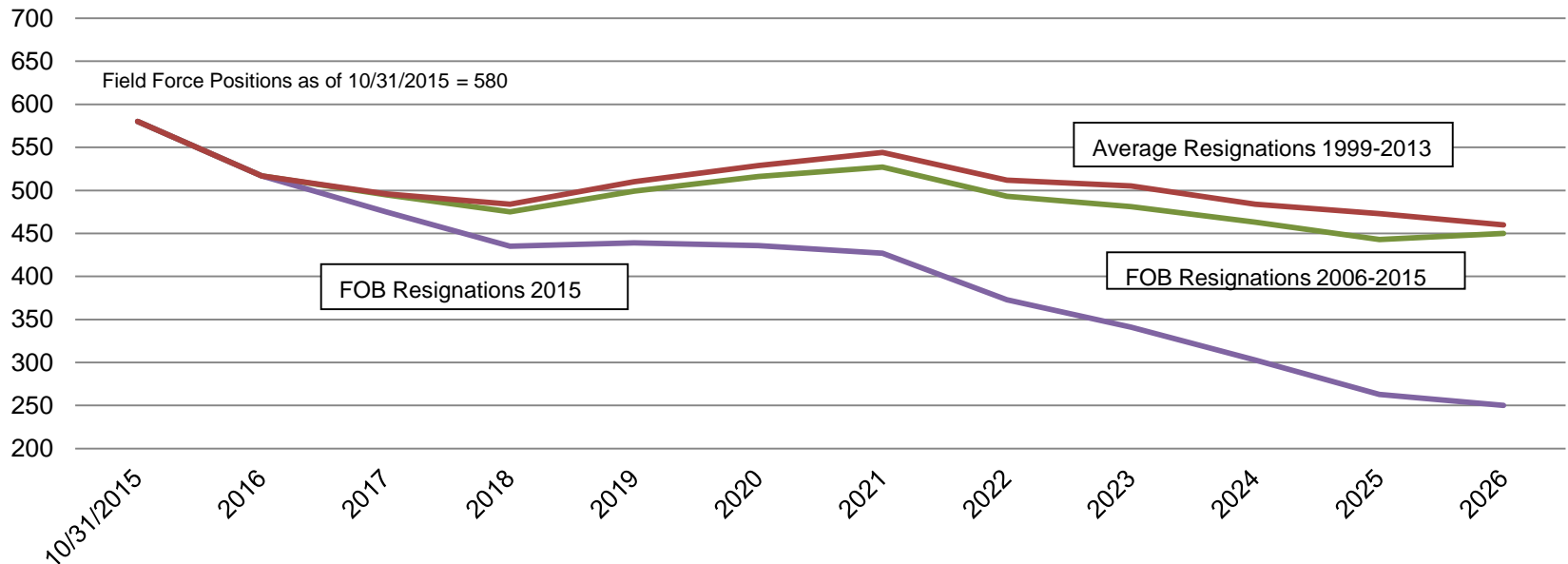


# Projected WSP Trooper Levels

***Without action, retirement bubble along with resignations will push Trooper numbers to unsustainable levels***

- Trooper Basic Academy graduates are the only source of Trooper replacement
- To allow training to catch up with vacancies:
  - Academy graduation rates need to be increased;
  - Resignation levels need to be reduced; and/or
  - Retirements need to be delayed

**Projected Field Force Levels Potential Scenarios  
(Based on Retirements & Resignation Alternatives)**

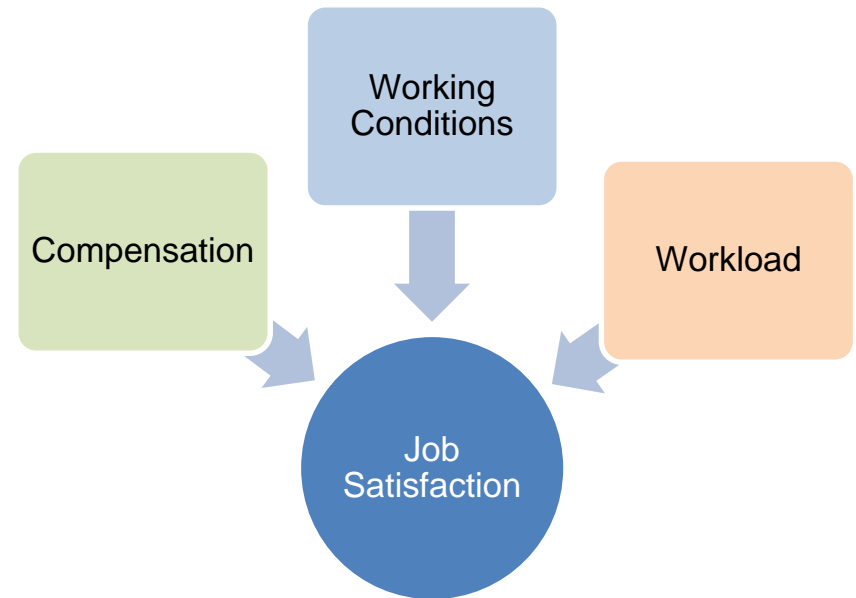




# Factors Affecting Job Satisfaction

- Study takes a comprehensive approach to address all areas of concern
- Compensation increases alone will not solve the problem
- Job satisfaction is critical to reducing resignations and improving recruitment

## Factors Affecting Job Satisfaction





# Study Goals and Outcomes

- **Recruitment Evaluation**

- Evaluate trooper recruitment and selection processes
- Determine why cadets come (or not) and why they stay (or not)
- Review training academy process and training costs
- Compare to benchmark agencies and best practices

- **Recommend improvements in the recruitment, selection and training process**

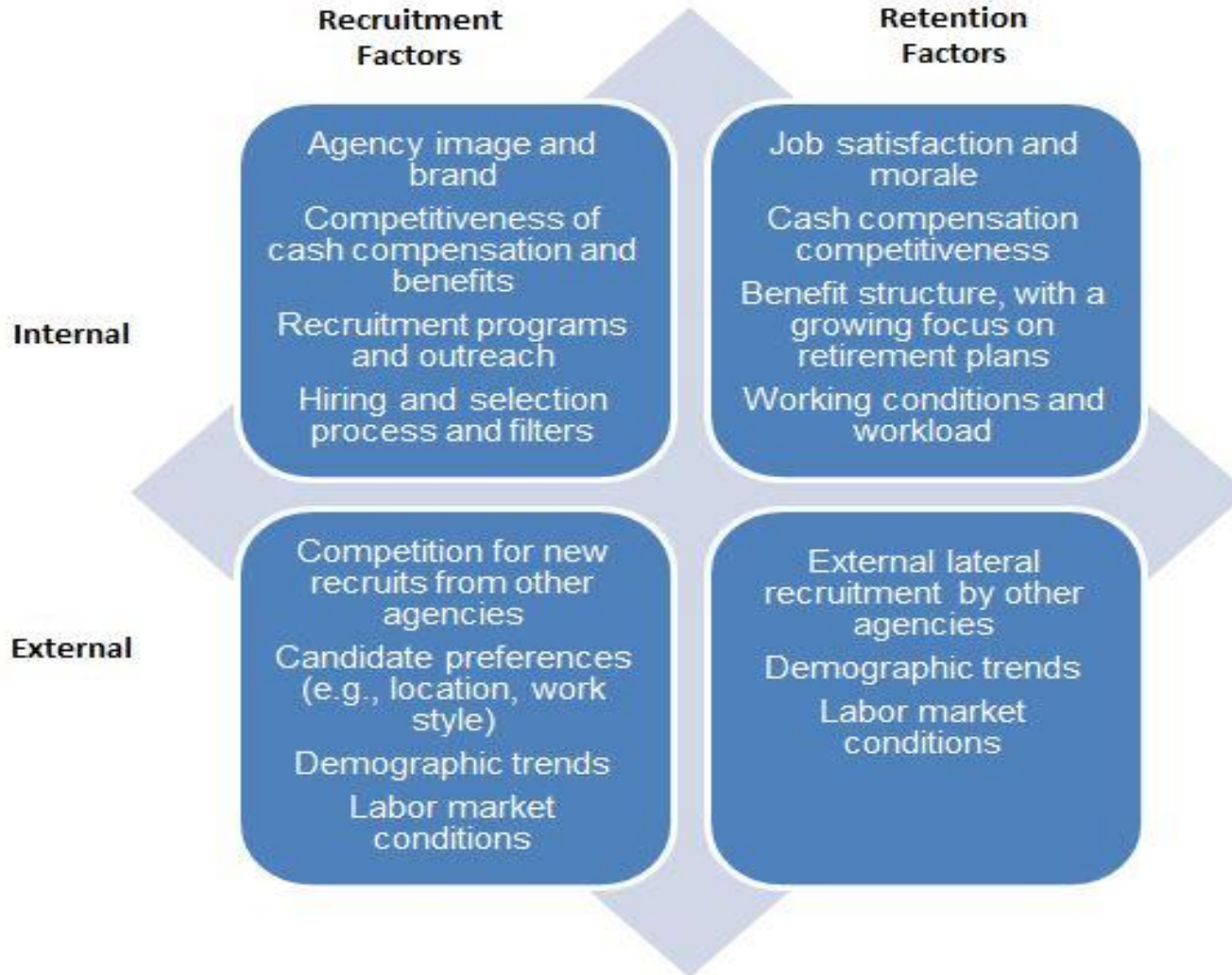
- **Retention Evaluation**

- Understand why troopers stay and why they leave
- Identify critical time(s) in a career path for resignation
- Gain an understanding of why Troopers have resigned from the WSP and the state of mind of current Troopers
- Gather benchmark data to see if WSP's experience is typical or not

- **Recommend strategies to improve retention**



# Factors Affecting Recruitment and Retention







# Recommendations—Overview

Report includes 23 findings and 25 recommendations. Presentation provides summary of key findings and recommendations

- **Job satisfaction:** 5 findings/5 recommendations
- **Compensation:** 3 findings/4 recommendations
- **Retirement:** 1 finding/1 recommendation (with 6 options)
- **Recruitment:** 14 findings/15 recommendations

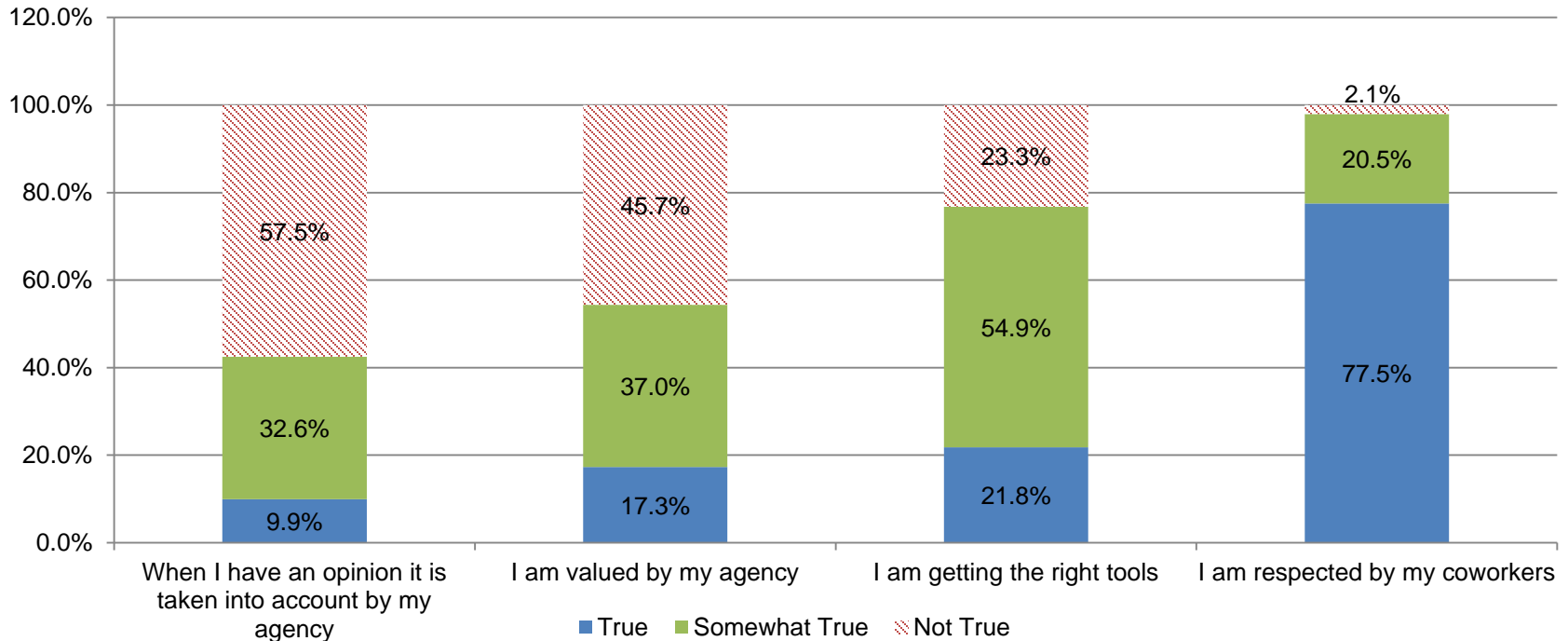


# Major Job Satisfaction Findings

## Job satisfaction levels are low

- High percentages of current Troopers and Sergeants do not feel heard or valued by the agency <sup>[1]</sup>
- This factor shows up frequently in surveys and interviews of current and separated Troopers

"As a Trooper, I feel as though..."



[1] Results included responses from over half of the Troopers and Sergeants surveyed



# Major Job Satisfaction Recommendations

**Immediate action is needed to address issues**

## Summary Recommendations

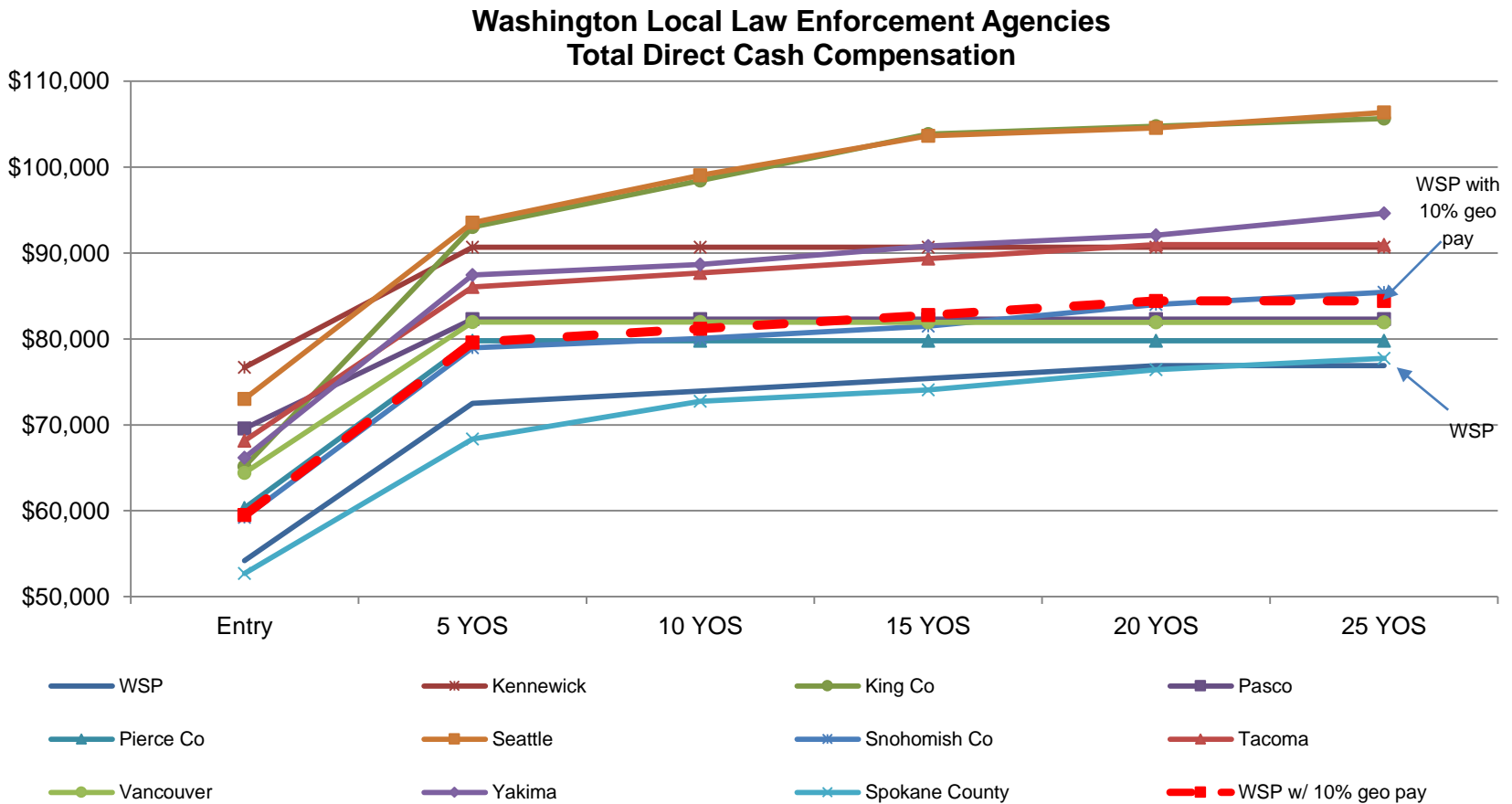
1. Commission an organizational assessment to further pinpoint specific issues and recommend improvements
2. Conduct in-depth performance evaluations of all managers
3. Change the metrics used to evaluate Trooper performance, to reflect outcomes rather than outputs
4. Engage Troopers in selection of new uniforms, addressing current comfort and style concerns
5. Evaluate alternative shift schedules



# Major Compensation Findings

Compensation plays a key role in both recruitment and retention

- Even with recent salary increases, and geographic pay in some counties, WSP compensation lags local law enforcement agencies





# Major Compensation Recommendations

**Review and adjust compensation at all career points**

Address compensation issues in a comprehensive manner that encourages retention and improves recruitment competitiveness

- **All Troopers**
  - Geographic assignment pay
  - Roll selected premium and differential pay into base
  - Provide across-the-board pay increases to increase pay competitiveness
- **Early-Career Troopers**
  - Change retirement plan similar to LEOFF and apply savings to Cadets and early-career Troopers most affected by this change
- **Mid-Career Troopers**
  - Establish Senior and/or Master Trooper level to provide additional advancement opportunities
- **Retirement-Eligible Troopers**
  - Provide retention bonus, increased longevity pay, or targeted pension benefit enhancements to encourage longer tenure



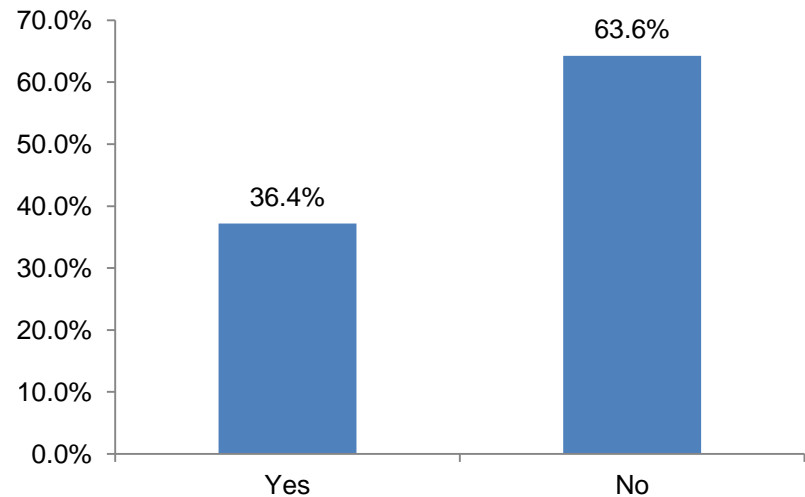
# Major Recruitment Findings

**Recruitment process is critical to future vacancy levels**

- While the recruitment process is being improved, its critical impact on future vacancy rates requires continued improvement in four areas:
  - Understanding ideal candidate
  - Marketing and Outreach
  - Selection
  - Training

**Job Satisfaction issues impact recruitment efforts**

**Current Troopers: I encourage people to consider WSP as a career**





# Major Recruitment Recommendations

## Improvements to the selection and training process

### Summary Recommendations

1. Review the psychological testing process and outcomes to address high failure rate at the psych. testing phase of the selection process. Currently the WSP fail rate is well above statewide and national norms
2. Contract with outside psychologists to increase testing capacity during peak hiring times
3. Currently WSP rejects all candidates who have any misdemeanor convictions or past drug use. Change it to a case-by-case review of an individual's circumstances, in order to determine if the candidate is fit for a law enforcement career



# Major Recruitment Recommendations

## Improvements to the selection and training process

### Summary Recommendations (continued)

4. Run two academies per year to fill current and projected Trooper vacancies in the field
5. Merge the Arming Class and Trooper Basic Academy into a single class to reduce total Academy time
6. Consider repurposing Cadets into District-level positions with duties now performed by Troopers but not requiring commissioning to perform enforcement activity

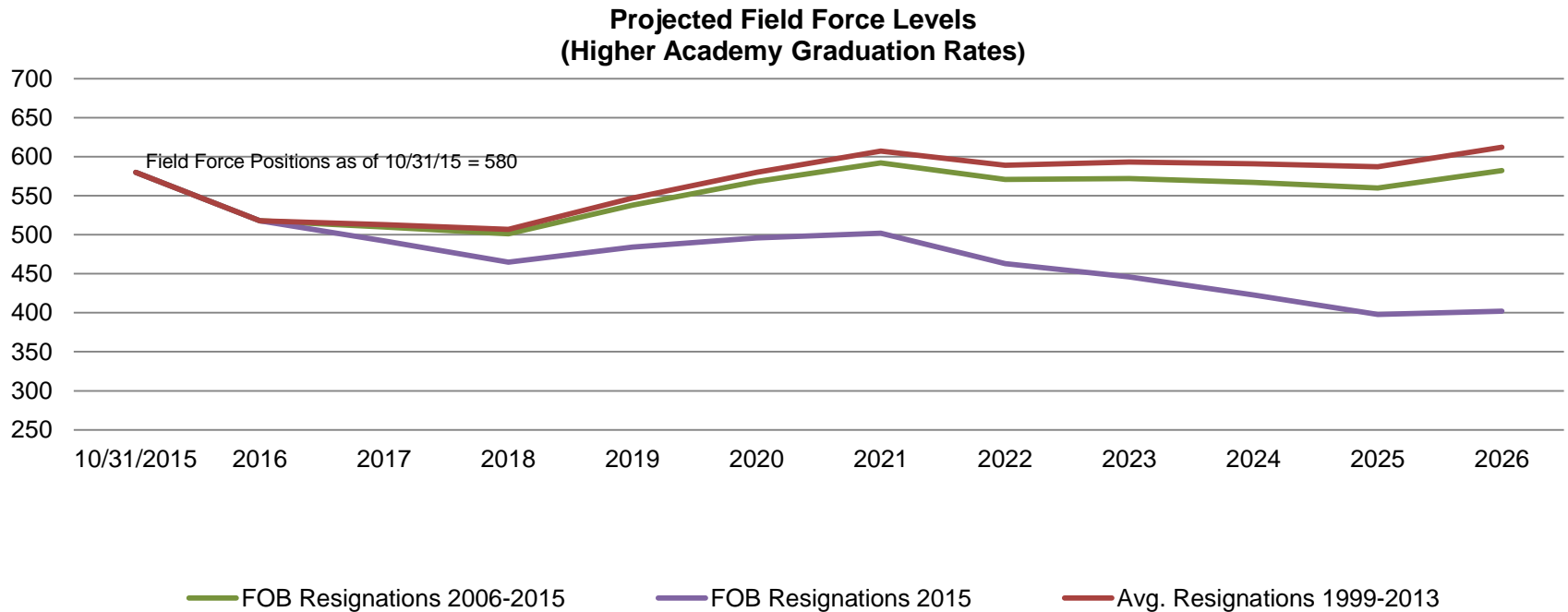




# Improved Number of Academy Graduations

## Critical need to graduate more Troopers from Academy

- Increasing average graduation rates from 37 per academy to 47 per academy every nine months, or running two academies in a year, would dramatically improve Trooper staffing level projections
- However, these gains will be offset by ongoing resignations if current high resignation levels are not addressed.





# Implementing the Recommendations

There are roles for the Legislature and WSP

Recommendation	Legislature/State	WSP
Job Satisfaction	<ul style="list-style-type: none"><li>• Commission organizational assessment</li></ul>	<ul style="list-style-type: none"><li>• Initiate in-depth performance reviews of management staff</li><li>• Engage Troopers in schedule modifications and uniform selection</li></ul>
Trooper Compensation	<ul style="list-style-type: none"><li>• Determine resources available to improve Trooper compensation</li></ul>	<ul style="list-style-type: none"><li>• Work with OFM to craft compensation proposals that address compensation issues through a Trooper's career</li></ul>
Recruitment	<ul style="list-style-type: none"><li>• Appropriate funding for increased training costs for Cadets, as needed to increase Trooper levels</li></ul>	<ul style="list-style-type: none"><li>• Continue improving recruitment process</li><li>• Speed up Academy cycle for at least a couple of years to replenish current and projected Trooper vacancies</li></ul>

# Questions?



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