



# REPORT TO COUNCIL

## City of Sacramento

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STAFF  
February 28, 2006

Honorable Mayor and  
Members of the City Council

**Subject:** Informational Report: Update on Public Safety Academy

**Location/Council District:** Citywide

**Recommendation:**

This is an informational report regarding:

- The Sacramento Police Department's commitment to recruiting, hiring, and training a diverse work force.
- The status of the Sacramento Police Department's Academy.

**Contact:** Albert Nájera, Chief of Police, 433-0800  
Rick Braziel, Deputy Chief of Police, 433-0800

**Presenters:** Dan Schiele, Captain

**Department:** Police

**Division:** Personnel

**Organization No:** 2156

**Summary:**

The Sacramento Police Department (SPD) is committed to recruiting, hiring, and training a highly qualified and diverse work force. The Department's hiring focus is to ensure personnel are representative and inclusive of the City's celebrated diversity. This report outlines SPD's recruitment, hiring, and academy training philosophies and activities.

**Committee/Commission Action:** None.

**Background Information:**

In 2004, the SPD Executive Management Team requested the Personnel Services Division review Departmental recruiting, testing, and hiring procedures to ensure SPD was utilizing industry best practices as well as delivering outstanding customer service to applicants. The results of this project were presented to the City Council on May 3, 2005.



The following is an update on these efforts as well as an update on the status of the Department's Public Safety Academy.

### **A. Recruitment**

The philosophy of community-oriented policing continues to be a focal point of the Department's recruiting efforts. The customer service/problem solving philosophies of community-oriented policing allow the Department to market its identity and brand. The Department's brand markets it as a policing agency that offers customer service and flexibility in the hiring process. The result is greater flexibility needed to create a developmental track for qualified candidates regardless of the applicant's age or education level. Highlights of the recruiting effort include:

- **The Community Recruiter Program:** The Community Recruiter Program partners SPD and the community to identify individuals with an aptitude towards public service. The Community Recruiter Program consists of community leaders from neighborhoods, associations, clubs, churches, and businesses who assist SPD in seeking out and recruiting police candidates.
- **The Female Fitness Challenge:** The Female Fitness Challenge is a 12-week sponsored workout program designed to prepare female police cadet applicants for the challenges associated with SPD's entry-level physical agility test. This event has gained national attention and has been very successful in branding the Department as an agency that is aware of and sensitive to women's issues in law enforcement.
- **Web-based recruiting efforts:** The Department has partnered with the *Sacramento Observer* newspaper to run printed ads regarding job opportunities, as well as advertisements on the *Sacramento Observer's* web page in addition to SPD's web site.
- The Department is currently evaluating several college and military "return to civilian life" employment web sites to promote and highlight the Department.
- SPD continues to advertise and attend job fairs with organizations representing diverse populations.

### **B. Testing**

The Department has moved from quarterly testing of Police Cadet/Recruit applicants to monthly testing. Monthly testing provides quicker access to the candidates and expedites the testing and background processes. Hopefully, monthly testing will reduce the number of applicants that are "no shows" for the written test.

**Written** - Prospective Police Cadets/Recruits must pass the written entry-level test prepared by the California Commission on Peace Officer Standards and Training (POST). The standardized POST test allows scores to be valid statewide.

**Physical Agility Test (PAT)** - Police Cadets/Recruits successful in passing the written exam are invited to participate in the physical agility test. The physical agility is a pass/fail test. Applicants unsuccessful in their first attempt are offered instruction and invited back to re-test while continuing in the application process. A successful score must be achieved prior to completion of the background process.

**Oral Interview** - During the interview candidates are asked to address issues such as:

- Integrity, Ethics and Character
- Community/Customer Service
- Experience and Education
- Problem Solving and Judgment
- Communication and Interpersonal Skills

Oral interview panel members consist of police personnel as well as business and community members.

### **C. Backgrounds**

POST mandates every police applicant undergo a comprehensive background check, including a physiological fitness assessment and medical clearance. Information collected throughout the background is measured against the job dimensions specified by POST. If at any time during the process an applicant fails to meet the required dimensions, the background is suspended. The required job dimensions are:

- Moral Character - Impulse Control, Substance Abuse, Integrity
- Handling Stress & Adversity - Dealing With Unpleasant or Angry People, Self Control, Stress Tolerance, Making Decisions and Solving Problems
- Work Habits - Dependability, Attention to Detail, Concern for Others, Initiative
- Interactions With Others - Assisting and Caring, Working Directly with the Public, Establishing and Maintaining Interpersonal Relationships, Problem Sensitivity
- Intellectually-Based Abilities - Critical Thinking, Judgment and Decision Making, Oral Comprehension, Speaking, Face-to-Face Discussions

### **D. Academy**

The Sacramento Police Academy is highly regarded by partner agencies and is one of the premier law enforcement training centers in the State. The fundamental philosophy of the Academy is to provide the recruit with a strong foundation prior to entering their agency's field-training program. The Academy goes beyond the POST minimum of 664 hours of instruction. The Sacramento Police Department Academy instruction consists of 950 hours during 24 weeks of instruction. The Department feels strongly these additional hours are needed to properly prepare the recruit for situations they will encounter in the field.

The Academy is staffed with a Lieutenant, Sergeant, and six Training Officers. The Academy staff is responsible for teaching academics, role-playing scenarios, physical

training, arrest control, and firearms instruction. In addition to these duties, each staff member functions as a counselor/mentor for the Recruits. Average academy class size is 34 Recruits. Between 1996 and 2003, the average academy graduation rate was 66%. Since mid 2004, the Sacramento Police Department has placed 145 Cadets/Recruits in the academy with a success rate of 89%. The increased success rate is a result of the change to an adult learning environment and better preparation of Recruits/Cadets prior to attending the academy.

2005 Police Cadet/Recruit Testing Cycle

	Participated	Successful
Written	670	529
Physical Agility	543	534
Oral Interview	530	519
Background	222	65
Job Offers	65	65
Academy	65	63

#### E. Staffing Levels

During 2004 and 2005, the City Council added a net of 79 new sworn positions to the Police Department. With this increase, the total number of sworn Full Time Employees (FTE) increased to 793 with 701 filled positions. The Department anticipates hiring 70-80 Police Recruit/Cadets in 2006 and plans to continue this hiring pattern for each subsequent year. Actual vacancy projections are difficult to predict; however, the Department anticipates reaching full strength in 2008.


**Financial Considerations:** Not applicable.

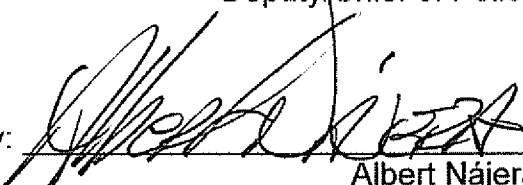
**Environmental Considerations:** Not applicable

**Policy Considerations:**

This report meets one of the objectives identified by the Mayor and City Council in their strategic plan.

**Emerging Small Business Development (ESBD):** Not applicable.

Respectfully Submitted by:   
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Deputy Chief of Police

Approved by:   
Albert Najera  
Chief of Police

RECOMMENDATION APPROVED:

  
Ray Kerridge  
Interim City Manager

Ref: COP 2-17

Table of Contents:  
Pg 1-5 Report