



# SHERIFF RETENTION AND RECRUITMENT

Study Findings

# Working Group and Charge

Convened by County Administrator

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Identify issues with recruitment and retention of deputy sheriffs:

- How many deputies are leaving, at what stage, and for what reason(s)?
- What is the recruitment timeline?
- Other considerations?

# Sources of Information

- County Personnel System: Peoplesoft
- Contra Costa County Human Resources Department
- Sheriff's Department Administration
- CalPERS Website
- Contra Costa County Employees Retirement Association
- Survey of Contra Costa Cities and Bay Area Counties and websites of those agencies
- FBI Database 2013

# Key Findings

## Recruitment

- Recruitments require, on average, nearly 10 months to complete.
- Application acceptance rate is approximately 20%.
- Applications have decreased 40% since the peak in 2012/13.
- Nearly half of the applicants fail to appear for the written exam. Of those who submit T-scores in lieu of exam, nearly half fail to appear for the physical agility test. Within 90 days, nearly 60% withdraw from the process.
- Recruitment success rate is estimated at 2.2%. In other words, for every 1,000 Deputy Sheriff Recruit applicants, 22 are hired.

# Recruitment Summary

Recruitment Step	Processing Time in Days	2014 Step Level Failure Rate	2014 Cumulative Failure Rate	Example Using 1000 Applicants		
				Step Level		Cumulative
				Pass	Fail/DQ/Withdraw	Fail/DQ/Withdraw
Application Review	30	19.0%	19.0%	810	190	190
Appeal Period	7					
Testing Notification	14					
Appeared for Testing:		55.4%	63.9%	361	449	639
Written	30	34.7%	76.4%	236	126	764
Physical Agility		13.8%	79.7%	203	32	797
Oral Examination		35.7%	86.9%	131	73	869
<b>Scoring, Ranking, Develop Band A List</b>				<b>131</b>		
Personal History Statement	30	31.7%	91.1%	89	42	869
Pre Background Interview	21					
Polygraph	30	30.5%	93.8%	62	27	938
Background investigation	90	29.2%	95.6%	44	18	956
Captain/Asst. Sheriff Prelim Interview	10		95.6%	44	0	956
Withdrew		39.7%	97.3%	27	17	973
Psch/Medical Evaluation	21	15.8%	97.8%	22	4	978
Captain/Asst. Sheriff Final Interview	10		<u>97.8%</u>	22	<u>0</u>	978
			100.0%		978	
<b>Total Processing Days:</b>	293					
<b>Expressed in months:</b>	9.8					
Academy	182					

# Key Findings

## Retention

- About 1/3 of new recruits hired since 5/1/10 have already separated, most within 1-2 years of graduation from the academy.
- About 1/4 of deputies hired from other agencies (laterals) since 5/1/10 have already separated.
- In the five year period from 5/1/10, 342 recruits/deputies were hired. During the same period, 300 left County service (168 separated plus 132 sworn personnel retired).

# Key Findings

## Retention (continued...)

- Nearly 50% of the 168 who separated since 5/1/10 left within two years of hire.
- Nearly 80% of the 168 who separated since 5/1/10 left from the Detention assignment.
- Since we began the study in May, another 29 deputies have voluntarily separated from County service.

# Key Findings

## Retention (continued...)

Agency Who Most Often Hire from CCC	Number of CCC Deputies Hired
BART	22
Richmond	11
Antioch	10
Concord	9
San Ramon	8
Brentwood	7
Pittsburg	6



# Key Findings

## Compensation

- In comparison to Contra Costa cities, Bay Area counties and BART, the County is 14%-15% behind the market in net pay\*.
- In comparison to just those Contra Costa agencies that hire most of the County's deputies, the County is nearly 25% behind them in net pay\*.
- 19 of the 24 competing agencies are members of CalPERS, which has a more advantageous final annual salary computation than CCCERA.

\*Net pay in our study was simplified to base salary minus the employee contribution to retirement.

# Key Findings

## Departmental and Public Safety Impacts Custody Services Bureau

- Security and safety issues to include a reduction in facility searches for all types of contraband to include weapons and drugs due to limited staffing
- No second perimeter Deputy for West County on all shifts
- Reduced free time out of cells for inmates
- Reduced family visitation hours
- Escort Deputies being used to fill gaps in staffing, which reduces critical incident response capability within the facilities

# Key Findings

## Departmental and Public Safety Impacts Field Operations Bureau

- Possible implementation of mandatory “fair-share” overtime to address deputy fatigue
- Reduced enforcement activity – less patrol beats are filled
- Increased response time for Priority 1 calls for service (avg. increase of  $\approx 2$  minutes in 2014)
- Increased sick leave usage (up 18%)
- Two vacant patrol beats, one in unincorporated Concord and Walnut Creek and one in East County
- No capability to do focused problem area enforcement due to the reassignment of the J- Team back to fill patrol beats.
- Reduced Marine Patrol functions (7 deputies had to be reassigned back to patrol. Now only per diem employees staff the Marine Patrol.)