



# Strategic Recruitment and Sustainable Human Resources in the New York City Police Department

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*First Deputy Commissioner*

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*Police Commissioner*

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*Deputy Commissioner, Personnel*



## The NYPD Mission Statement

"To enhance the quality of life in our city by working in partnership with the community and in accordance with constitutional rights to enforce the laws, preserve the peace, reduce fear, and provide for a safe environment."



## The Strategic Retention Model

- In order to better understand our target market audience we need to first understand who they are
- Then appeal to them through strategic recruiting
- Then Inspire them in a “call to action” campaign
- Have them commit to the institution.
- Retain members of the service through sustainable human resources
- “If it does not get measured, it does not get done.”



## Generation “Y”

### *The Millenials*

- Born between early 1980's – mid 1990's
- Generation “Y” (a.k.a. Millenials) have been surrounded by technology (laptops, smartphones, video games) for most of their lives
- Millenials are highly confident, ambitious, and achievement-oriented and seeking immediate gratification.
- They seek new challenges and have high expectations of employers
- Gen-Y values teamwork and want to be an integral part of an organization



## In The Beginning ...

To Be a New York City  
Police Officer...



## Exam & Hiring Requirements

### TO TAKE THE WRITTEN EXAM:

- Must be between the ages of 17½ and 34 years
- May add up to 6 years to age for active U.S. military service

### AFTER PASSING WRITTEN EXAM, YOU MUST PASS A:

- Background & character investigation
- Drug screening
- Medical exam
- Psychological exam (written and oral)
- Physical exam

### THE DAY YOU ARE HIRED, YOU MUST:

- Be a U.S. Citizen
- Be at least 21 years old
- Have 60 college credits **OR** 2 years of active-duty military time
- Have a valid NYS Driver's License
- Not have been convicted of a felony
- Be a resident of NYC or surrounding resident counties



## Average Salary

- Starting base-pay of \$44,744 plus benefits from first day of recruit training.
- Top base-pay of \$76,488 at 5½ years of service.
- When including longevity, holiday pay, night-shift differential and uniform allowance, a Police Officer at top pay will earn over \$90,829 before overtime.



## Great Benefits

- 10 paid vacation days 1<sup>st</sup> & 2<sup>nd</sup> years
- 13 paid vacation days during 3<sup>rd</sup>, 4<sup>th</sup> & 5<sup>th</sup> years of service
- 27 paid vacation days after 5 years of service
- Unlimited sick leave with full pay
- A choice of paid medical programs
- Prescription, dental, and eye glass coverage
- Annuity fund
- Deferred Compensation Plan
- Optional retirement at one half salary after 22 years of service
- Annual \$12,000 Variable Supplement Fund (upon retirement)
- Annual banking of \$12,000 Variable Supplement Fund after 22 years of service (if not retiring)



## What It Means at the End of Your Career

- Newly hired NYPD officers can expect to receive nearly \$2.2 million in pension payments and City paid health benefits over 32 years of retirement, based on the current average salary including overtime pay and other compensation.
- This is an average for newly hired Police Officers age 26 and factoring retirement at age 48 after 22 years of service, and assuming the average life expectancy of 80 years age.
- Persons retiring above the rank of Police Officer will earn higher retirement payments based on their respective ranks.



## INTRINSIC VALUE AND FUTURE INVESTMENT



There are many reasons why people join the NYPD, including:

- Competitive Salary
- Outstanding benefits
- Promotional opportunities
- Generous pension
- Career variety
- Vast training and educational opportunities
- Keep NYC safe from crime and terrorism



## A Chance to Advance

- Every police executive started as a Police Officer.
- Many acquired law and other advanced degrees along the way.
- Police Officers develop expertise in everything from computers to community organization.
- There are no glass ceilings or dead ends.



## Over 300 Specialized Units

- Joint Terrorism Task Force
- Management and Budget
- Audits and Accounts
- Crime Scene Unit
- Hostage Negotiations
- Computer Crimes Squad
- Intelligence Division
- Computer Crimes Squad
- Medical Division
- Organized Crime Control
- Bomb Squad
- Detective Bureau
- Facilities Management





## Educational Opportunities

Receive up to 29 college credits after Police Academy training

*-Can be used towards a College Degree and is equivalent to 2 full semesters of cost savings*

### UNDERGRADUATE STUDIES:

- 71 scholarships to schools in New York City
- 16 Colleges offer tuition reduction programs

### GRADUATE STUDIES:

- 6 Scholarships (including Harvard, NYU, Columbia)
- 9 Colleges offer tuition reduction programs
- May apply to receive 9 paid "Educational Leave" days each semester while in graduate school

### FELLOWSHIPS offered to the NYPD:

- The Fulbright Fellowship
- The Harvard Public Service Fellowship
- The White House Fellowship



## TRAINING & STAFF DEVELOPMENT

- Cultural Diversity Training
- Managing Diversity and EEO Issues
- Performance Enhancement Issues
- Professional Conduct in the Workplace
- Public Interaction
- Community Affairs Quality Training
- New Immigrant Outreach Presentation
- Air Sea Rescue Operations
- Emergency Medical Technician
- Crime Scene Investigators Course
- Evidence Collection Course
- Homicide Investigators Course
- Kidnapping Course
- F.B.I. Surveillance Course
- Surveillance Photography Course
- CT - Critical Infrastructure Course
- CT - Vehicle Borne IED / Check Point Operations
- CT - Advanced LE Rapid Response Training
- CT - Response to Biological Incidents Course
- Leadership Development Unit Training (20 courses)
- Instructor Development Unit Training – FOI / MOI



## FRATERNAL ORGANIZATIONS

American Legion	Policewoman's Endowment Assoc.
Anchor Club	Regina Coeli
Asian Jade Society	Saint George Association
Desi Society	Saint Paul's Society
Columbia Assoc.	Shomrim Society
Emerald Society	Steuben Association
Gay Officers Action Leag.	Traffic Squad
Guardians Association	Viking Association
Hispanic Society	Police Square Club Inc
Holy Name Society	Pulaski Association
Honor Legion	Muslim Officers Society
International Police Assoc.	Korean American Officers Assoc.



## NYPD Social Environment

- **Pulaski Association**- Ny Ranger Vs Ny Islanders Hockey Game
- **Hispanic Society**- Nypd Boxing And Hispanic Society Boxing
- **Asian Jade Society**- Dinner/Dance Emerald Society- Winter Weekend,
- **Emerald Society**- Annual Dinner Dance
- **Guardians Association**-dinner Dance
- **Shomrim Society**-installation Dinner
- **Holy Name Society** Annual Communion Breakfast
- **Holy Name Society** Easter Visit To Children Of Ronald Mcdonald House
- **Columbia Association**-college Scholarship Exam
- **St Paul's Society**- Greek Independence Day Parade
- **Desi Society**- Annual Dinner/Dance
- **Sergeants Benevolent Association**- Heroism Award Dinner
- **Holy Name Society** Annual Communion Breakfast- St Patrick's Cathedral
- **Gay Officers Action League**- Awards Banquet
- **Policewoman's Endowment Association**-scholarship Fundraiser
- **Police Self Support Group**- Dinner And Dance Russo's On The Bay
- **Honor Legion**- Cemetary Remembrance At Memorial Garden
- **Policewoman's Endowment Association**- Theatre Night On Broadway
- **Muslim Officers Society**-annual Scholarship Dinner



# NYPD Sports Teams

- Basketball
- Softball
- Roller Hockey
- Baseball
- Women's Basketball
- Boxing Team
- Cricket
- Dragon Boat
- Firearms
- Football Team
- Gaelic Football
- Golf
- Nypd Ice Hockey
- Martial Arts Mixed
- Nypd Rugby
- Women's Rugby
- Nypd-running Club
- Softball
- Nypd Soccer



## Sergeants

Time to Eligibility	Base Pay	Total Compensation
5 years as Police Officer	\$98,072	\$108,541

➤ *There are over 4,500 Sergeants in the NYPD*

**NYPD**



## Lieutenants

Time to Eligibility	Base Pay	Total Compensation
2 years as Sergeant	\$112,574	\$126,647

➤ *There are over 1,700 Lieutenants in the NYPD*

**NYPD**



## Captains

Time to Eligibility	Base Pay	Total Compensation
2 years as Lieutenant	\$146,583	\$162,464

➤ *There are over 450 Captains in the NYPD*

**NYPD**



## Recruitment Statistics

JAN. 2002 to 2013

Over 239,000 candidates tested  
- Over 195,000 passed (82 % passing rate)

25,860 Police Officers hired (July 2002 – July 2013)

Over 710,000 phone calls to 212-RECRUIT  
- 11 yrs: avg. of 64,000 per yr

Over 580,000 applications submitted  
- 440,000 were submitted on-line (2002-2010)



## RECRUITMENT GOAL-NEXT 5 FYs

- To achieve a Recruitment goal of 6,531 viable candidates:
- Approximately 75,070 persons need to be tested over the next 5 fiscal years (15,015 per year)
- With an 87% passing rate, this will yield 65,310 test passers available for processing.
- Using the "1-10" rule, 65,310 test passers will yield 6,531 viable candidates for hire.
- Testing 15,015 per year over 5 years is a minimal number. This does not take into consideration:
  - Diminished candidate pool due to a better economy
  - More UMOS retiring/leaving due to better economy
  - A need to increase the Departments headcount of beyond anticipated attrition



## OVERVIEW OF RECRUITMENT PROGRAM

- Employment Branding
- Diversity
- Recruitment Plan of Action & Advertisements
- Civilian Opportunities
- Recruitment Statistics
- Future Goals, challenges and concerns

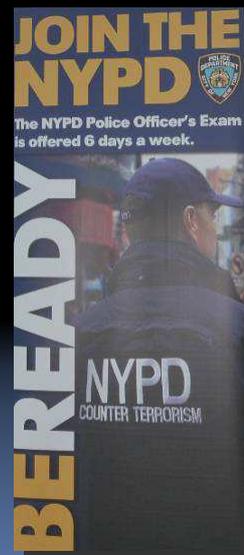


## We Find the ***FINEST***

RECRUITING FOR A SAFER NY

Today's NYPD recruitment program does a lot more than promote job openings.

It's about selling and branding the NYPD's image, informing applicants that this is a "PREMIER EMPLOYER"





## Recruitment Plan of Action

Police Officers

Our recruitment strategy consists of the following:

- Internet (digital ads)
- NYPDRecruit.com
- Mobile Website
- Social Media (Facebook/Twitter)
- Radio ads
- Traditional Ads
- Print ads
- College Posters
- Tabletop displays at:
  - Colleges
  - Career Fairs
  - Military Events
  - Public Transportation Facilities
  - Shopping Malls
  - Community Events



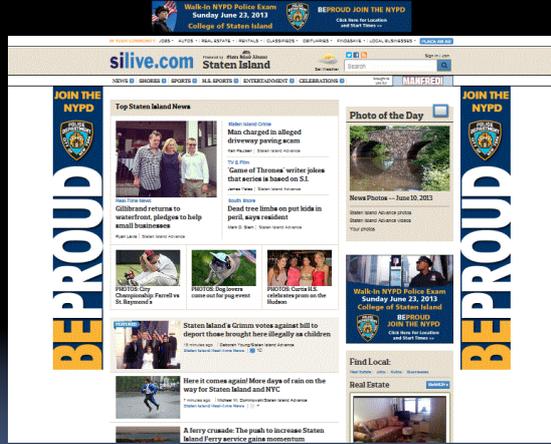
## Strategic Recruiting Program





# Digital Recruiting

## WEB MARKETING



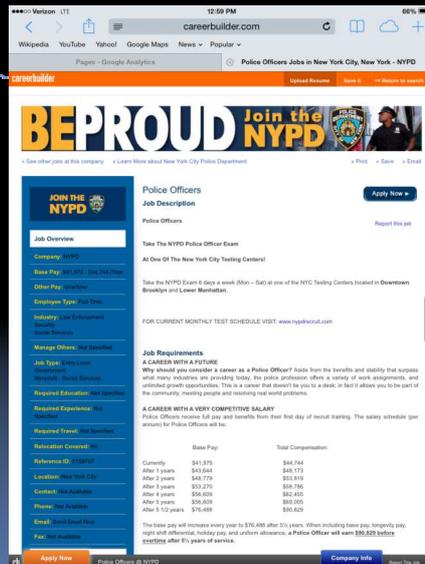
- Banner ads (below) and site takeovers (left) are utilized to promote the police exam.
- Ads are targeted toward our target (18-34 yrs old) audience in the NY area.



# Digital Recruiting

## CareerBuilder Screenshot

- Careers are posted on employment sites including:
  - Monster.com
  - Indeed
  - Simply Hired
  - Career Builder
  - The Chief-Leader
  - Recruit Military
  - Military.com
  - 911HotJobs.com
  - Jobs.com
  - NYJobs.com
  - Vetjobs.com
  - American Job Exchange
  - Securityjobs.net





## Digital Recruiting

- **Keyword Sites**
  - Google
  - Yahoo Network
  - COX Network
  - Smart Media
- **Radio Stations**
  - WHTZ (Z-100)
  - WKTU (103.5 FM)
  - WWPR (Power 105.1)
  - WBAB (102.3 FM)
  - WAXQ (104.3 FM)
  - ESPN (98.7 FM)
  - NASH (94.7 FM)
  - WCBS 880 AM (Yankees)
  - WFAN 660-AM (Mets)
- **News Sites**
  - The Chief-Leader
  - Staten Island Live
  - ESPN
- **Misc. Sites**
  - Craigslist
  - Saludos Hispanos
  - Black Planet
  - Migente
  - NewYorkDiversity.com
  - WBL5.com
  - Policelink.com
  - Policeone.com
  - Officer.com

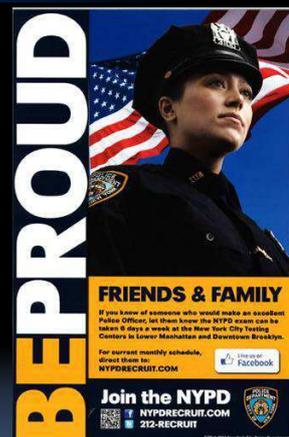


## Traditional Advertisements

- "In-service " ads
  - Through "Friends & Family" are a leading source of referrals according to exit surveys
- Transit ads
- College ads
- Promotional items



Subway ad

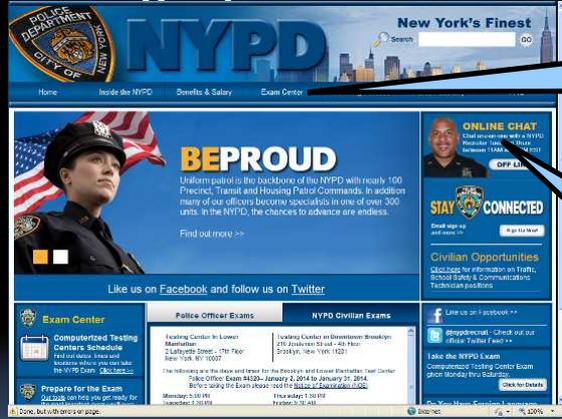


Friends & Family posters are posted at Department facilities



# Recruitment Website

Desktop



Tabs allow user to choose from popular topics

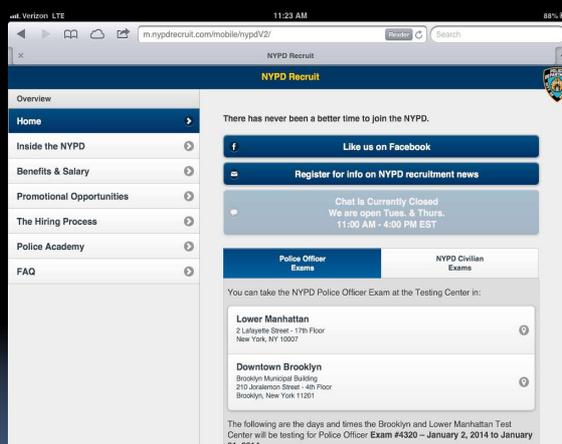
Chat info is displayed prominently

Website Hits	2014	2013	Percent Change
(Desktop + Mobile) YTD 6/30/14	684,914	275,081	+148.99%

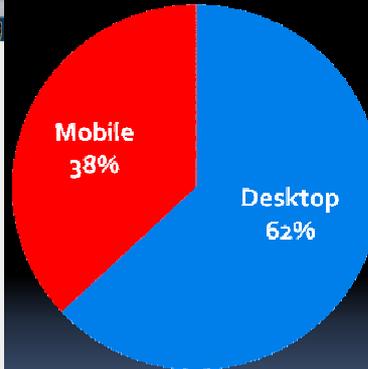


# Recruitment Website

Mobile Version



Website Traffic YTD 6/30/14



Mobile Traffic	2014	2013	Percent Change
(YTD 6/30/14)	183,412	47,707	+284%



## Enhanced Web Site Utilization

**NYPDRECRUIT.com**

- The NYPD Recruitment web site is fact-driven
- Over 8.2 million visits to the RS home page since it was created in 2002.
  - Nearly 100,000 additional visits have been made to the mobile recruiting website in 2013
- The interactive environment of the Internet enables the Recruitment Section to stay “connected” with police applicants
- The recruitment URL appears in all of our ads: **NYPDRECRUIT.com**



## College Advertisements

### College Poster

**BEPROUD**

**NYPD POLICE EXAM**

You can take the NYPD Police Officer Exam at the New York City Computerized Testing Centers in Lower Manhattan or in Downtown Brooklyn.

**Testing Center in Lower Manhattan**  
21 Lafayette Street - 17th Floor  
New York, NY 10007

**Testing Center in Downtown Brooklyn**  
Brooklyn Municipal Building  
240 Jerusalem Street - 4th Floor  
Brooklyn, New York 11201

(No Pre-Registration Required)

Application fee is \$40, paid by credit card, debit card, or money order payable to SCAD (Exam). Cash or personal checks cannot be accepted.

Daily testing sessions are available 6 days a week, Monday-Saturday and are closed Sundays and Holidays. The start time of the daily sessions may change on a monthly basis so check our Web site for the most current schedule.

Testing is limited to ID required.

**Join the NYPD**

**NYPDRECRUIT.COM**

**212-RECRUIT**

© 2013 New York City Police Department

**Over 5,000 posters / 89 four-yr colleges**

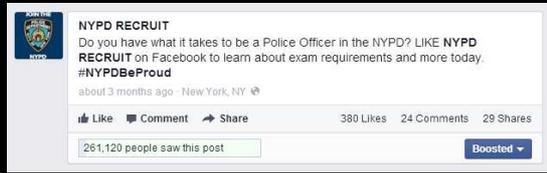
### Poster Distribution

College	Enrollment
Hunter College	20,397
Baruch College	15,773
Queens College	15,391
Brooklyn College	15,137
John Jay College of Criminal Justice	11,469
College of Staten Island	11,325
CUNY City College	10,378
CUNY Lehman College	8,889
CUNY York College	5,208
CUNY Medgar Evers	4,715



## Facebook and Social Media

- July-December 2013 we reached over 2.6 Million people
- Facebook post “Do you have what it takes to be a Police Officer in the NYPD.” Had 261,120 people view this post
- Facebook post on Civilian Opportunities 32,336 people saw the post and 231 people shared this post



## Social Media

### Facebook



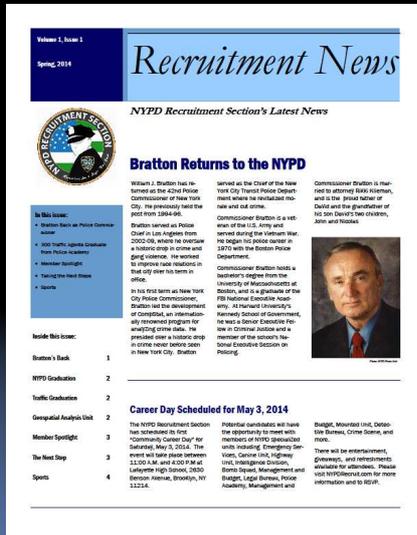
- NYPD RECRUIT Facebook page covers both uniformed and civilian titles

- Over 50,000 “likes”
- Daily postings give locations for recruiting events
- Facts and trivia regarding NYPD are posted regularly
- Candidates may post questions and receive prompt responses.
- June test schedule reached over 39,000 users with 2,400 engaged



# RECRUITMENT NEWS

*Relationship Marketing*



•At this time, candidates who take the test have to wait approximately 33 months to enter Police Academy

•We must keep candidates excited and interested, as well as, engaged about the NYPD as a career choice.

•The Recruitment Newsletter, with interesting and engaging articles, will keep candidate's interest while they await initial processing.



# Recruiting Events

## Tabletop

- Colleges & Universities
- Transportation hubs
- Shopping malls
- Career fairs
- College career fairs
- Community events
- DMV and Dept of Labor offices
- Military Events
- Online career fairs

## E-mail and phone contact

- Community councils
- Community Boards
- Local elected officials





## NYPD & Military Partnership

- Army = 671
- Marines = 531
- Navy = 274
- Air Force = 128
- Coast Guard = 54



The Recruitment Section has administered P.O. exams at military bases including Camp Lejeune and Fort Bragg.

Filing Fee is waived for military veterans.

We attend nearly 20 Military Job Fairs each year. Since 2005, the NYPD hired 1,658 recruits with a military background

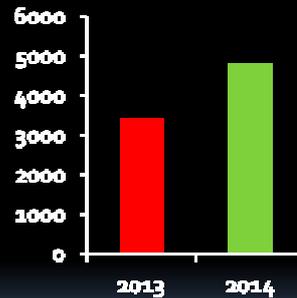


## Chat Line

2014 Chat Statistics

	Days Offered	Desktop	Mobile	Total
January	9	709	182	891
February	8	589	212	801
March	8	578	241	819
April	9	611	227	838
May	9	508	227	735
June	8	544	193	737
<b>YTD TOTAL</b>	<b>51</b>	<b>3539</b>	<b>1282</b>	<b>4821</b>

Chats YTD 6/30



2013 Chat Statistics

	Days Offered	Desktop	Mobile	Total
<b>YTD TOTAL</b>	<b>50</b>	<b>3008</b>	<b>411</b>	<b>3419</b>





## Candidate Services

### Online chats

- Live chats with recruiters are available 2 days per week. (Tuesday & Thursday)
  - Opened in 2008, since its inception recruiters have handled over 35,000 chats
  - Mobile Chat- Opened in 2013 since its inception recruiters have handled over 1,300 mobile chats

### Tutorial Program:

- Downloadable Test Preparation Booklet
- New interactive tutorial on RS web site

### NYPDTRINEES.com:

- Promotes communication with other recruits to find a roommate via a "Community Bulletin Board"



## 212-RECRUIT Hotline

- Staffed by a recruiter 5 days a week (0700x1800)
- Menu Driven System
- Important resource for candidates
- **212-RECRUIT** appears on all of our ads along with our URL: **NYPDRECRUIT.COM**
- Over 28,537 calls to the hotline in 2013



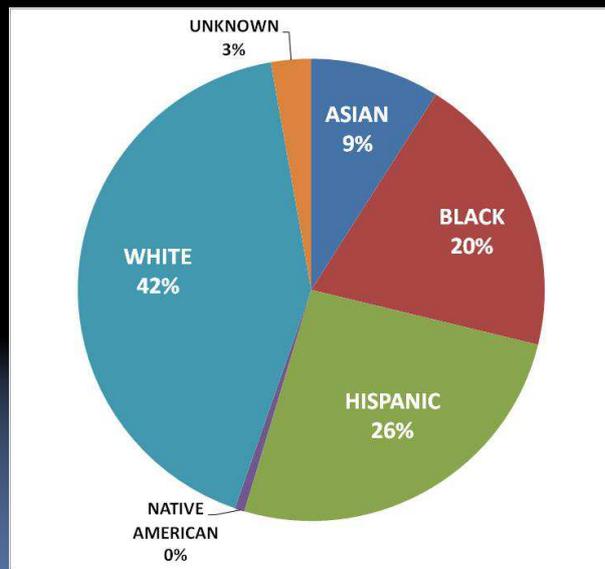
## Diversity Recruitment Efforts

- Recruiters attended numerous diversity job fairs and parades throughout the year
- Internet presence on the following websites :
  - NewYorkDiversity.com
  - Blackplanet.com
  - Saludos Hispanos.com
  - WBLS.com
  - Migente.com
- Radio ads have run on WWPR-FM (Power 105.1), WKTU (103.5), WHTZ (Z-100) and WNOW (92.3 NOW FM)
- Language program focuses on diversified language skills. We use social media to enhance our search for language qualified candidates.



## Diversity Recruitment Efforts

2013 P.O. Exam Test Takers

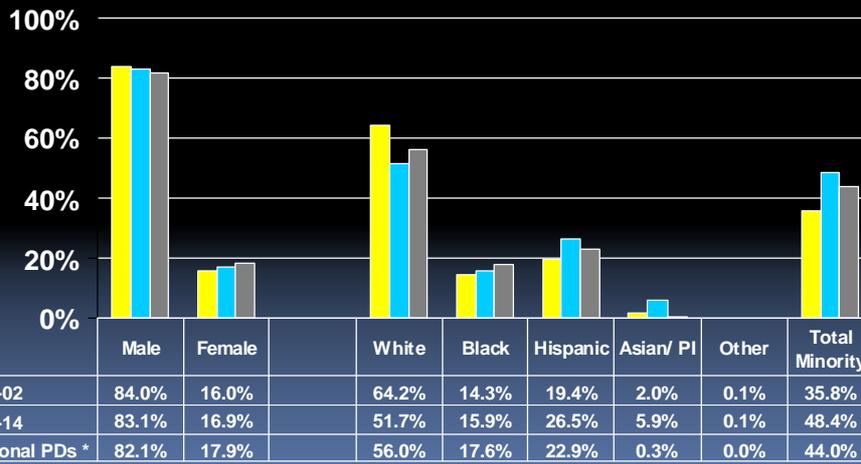


Race	Total
WHITE	6779
UNKNOWN	498
NATIVE AMERICAN	84
HISPANIC	4482
BLACK	3011
ASIAN	1421
<b>Total</b>	<b>16275</b>



## Minority Sworn UMOs

12.6% Increase in 12 Years

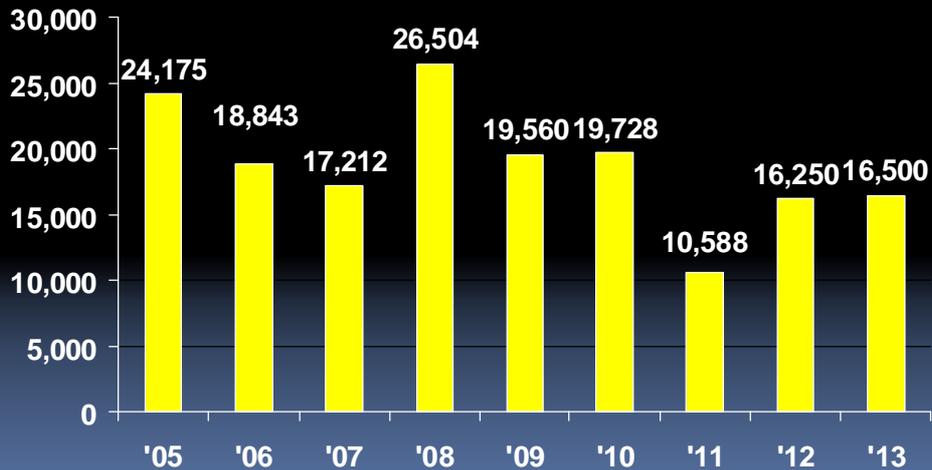


## The Testing Center - Making it Convenient

- At the end of 2009 New York City opened its first centralized testing center that offers the NYPD exam 6 days a week, sometimes twice a day, all year round.
- Since its inception, we have tested more than 66,633 potential candidates.



## P.O. Candidates Tested by Calendar Year

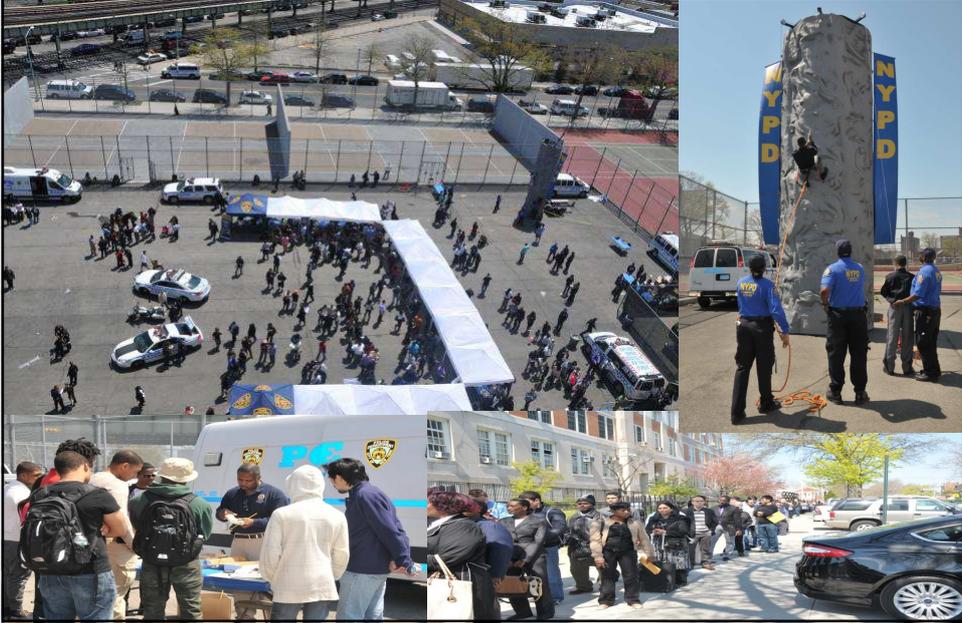


## NYPD CAREER DAY

- The 1<sup>st</sup> NYPD Community Career day took place on May 3, 2014 at Lafayette High School, Brooklyn NY.
- Goals of NYPD Career Day
  - Reach local community residents of different age groups and skill levels
  - Promote uniform and civilian titles
  - Showcase specialty units which do not receive public exposure (MISD, DCMB, OMAP, DCLM, etc)
  - Demonstrate specialty vehicles and equipment (Bomb Squad, Highway, ESU)
  - Match skill sets and career aspirations with opportunities in the Department



## NYPD CAREER DAY MAY 2014



## NYPD CAREER DAY SEPTEMBER 2014





## FUTURE GOALS AND OBJECTIVES

### Police Officers

- Additional Career Days Events
  - Queens and Staten Island NY are slated for Career Days in 2015

#### Partnership with John Jay College

- An NYPD Career day at John Jay is scheduled for December 3, 2014
- Presentations to Juvenile Justice Academy students
- Working with Business Improvement Districts
- Paperless recruiting
- Recruitment News

### Civilian

- Partnering with Immigrant Outreach Groups
- Recruiting for additional civilian titles



## Challenges

### Remote Testing and Increased Diversity

- Remote exams have historically provided thousands of test-takers for the NYPD
- 4 remote exams yielded 1547 test takers in 2013
- Remote exams can help us find potential candidates that could represent various kinds of diversity; such as geographical, educational, cultural, as well as, other socio-economic backgrounds and fundamental values aside from race and ethnicity.
- Remote testing helps achieve our mission through diverse representation that fosters optimal innovation and creativity in our problem solving processes.



## Closing Thoughts ...

Though much is taken, much abides; and though  
We are not now that strength which in old days  
Moved Heaven and Earth  
That which we are, we are.  
One equal temper of heroic hearts,  
Made weak by time and fate, but strong in will  
To strive to seek, to find, and not to yield.

Lord Alfred Tennyson



## Thank You!





This is a promotional collage for the NYPD. At the top left is the NYPD logo. To its right, the text 'THE NYPD' is written in large, bold, yellow letters. The collage consists of several images: a large crowd of officers at night, a street view at night with many lights, a police car with 'NYPD' on the side, a helicopter flying over the city skyline, a group of officers in uniform, a control room with multiple computer monitors, a police officer standing in front of an American flag, and a large crowd of people at night. In the bottom right corner, there is a blue banner with white text that reads: 'Call or apply online for new officers by August 13, 2004. The world's greatest city needs more of the world's greatest police officers. 212-RECRUIT nyc.gov/nypd'. The NYPD logo is also present in the bottom right corner of the banner.

Reaching a captive audience

Become one of  
NEW YORK'S FINEST

Join the **NYPD**

APPLY NOW FOR THE NEXT  
**POLICE EXAM!**

 **212-RECRUIT**  
NYPDRECRUIT.com

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## The Pride. The Purpose.

The 2005 DANSKER AWARD



**“It’s not even 20 years yet, but I could retire by just a few years. I didn’t think I could be an officer, but the respect, the pride, the camaraderie, the benefits, and the camaraderie—it’s everything I wanted in a career.”**

Apply now for the next NYPD Police Officer’s exam.  
**212-RECRUIT | NYPDRECRUIT.COM**



**“The promotional opportunities, the benefits, the camaraderie—it’s everything I wanted in a career.”**

Apply now for the next NYPD Police Officer’s exam.  
**212-RECRUIT | NYPDRECRUIT.COM**

**“Only in New York.”**

**Only In The NYPD.”**

**Honored with 8 Creative Excellence Awards**



Apply now for the next NYPD Police Officer’s exam.  
**212-RECRUIT | NYPDRECRUIT.COM**



**“It’s not just the Vice or CSI you know from TV. There are over 200 other units to advance to.”**

Apply now for our October 2005 Officer’s Exam.  
**212-RECRUIT | NYPDRECRUIT.COM**



Apply now for our February 2006 Police Exam.  
**212-RECRUIT | NYPDRECRUIT.COM**

Real people.  
Real stories.



“This will be my 16th year with the NYPD. I’ve been an Sergeant, I remember graduating from college, and working as an air traffic controller. Right then, my girlfriend told me to sign up. And my instinct was right. The professional development, the benefits, the camaraderie—it’s everything I needed to get on.”

There’s only one career where you’ll find all this. Only in NY. Only in the NYPD.  
**212-RECRUIT | NYDPRECRUIT.COM**  
Apply now for the October 2005 Exam.



“I love everything. Crime Prevention, Van, Narcotics, Technicians, Forensics, Photography, Training, Police Highway Patrol, Public Safety. There are over 200 specialized units in the NYPD. We do almost everything you can imagine in the same job opportunity.”

There’s only one career where you’ll find all this. Only in NY. Only in the NYPD.  
**212-RECRUIT | NYDPRECRUIT.COM**  
Apply now for the October 2005 Exam.



“Delivering a baby. It’s a great job. Not just going into people’s homes and trying to solve a crime. It’s a job where you can make a difference. Some people think police officers only have to deal with crime, but we make arrests for a living. Not in this way. We make a difference in every day. And my job is different. This is James’ job. And I’m proud to be in the world.”

There’s only one career where you’ll find all this. Only in NY. Only in the NYPD.  
**212-RECRUIT | NYDPRECRUIT.COM**  
Apply now for the October 2005 Exam.



“I have 13 years on the job, and one of the best experiences I’ve had was as a Training Officer. I can’t think of another profession that would make me prouder—being in uniform for others. There’s no one else like me. I’m proud to be a part of the NYPD. I’ll never get the book on my back... it’s the only job that’s like this.”

There’s only one career where you’ll find all this. Only in NY. Only in the NYPD.  
**212-RECRUIT | NYDPRECRUIT.COM**  
Apply now for our February 2006 Police Exam.



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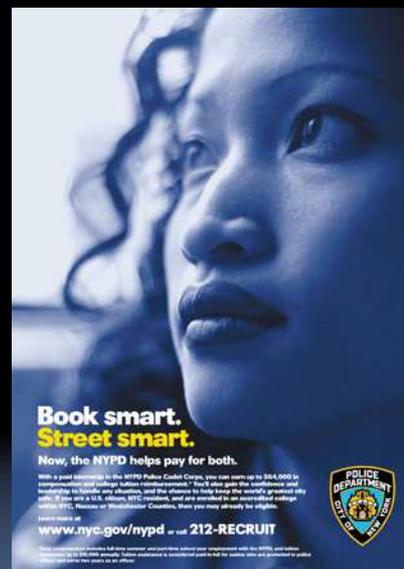
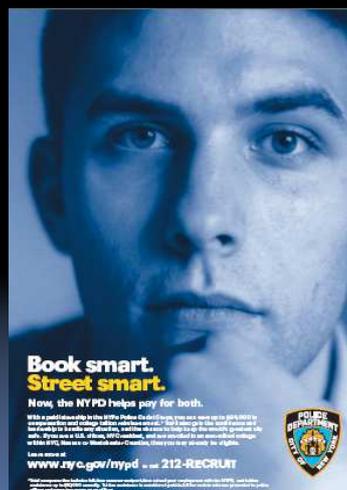
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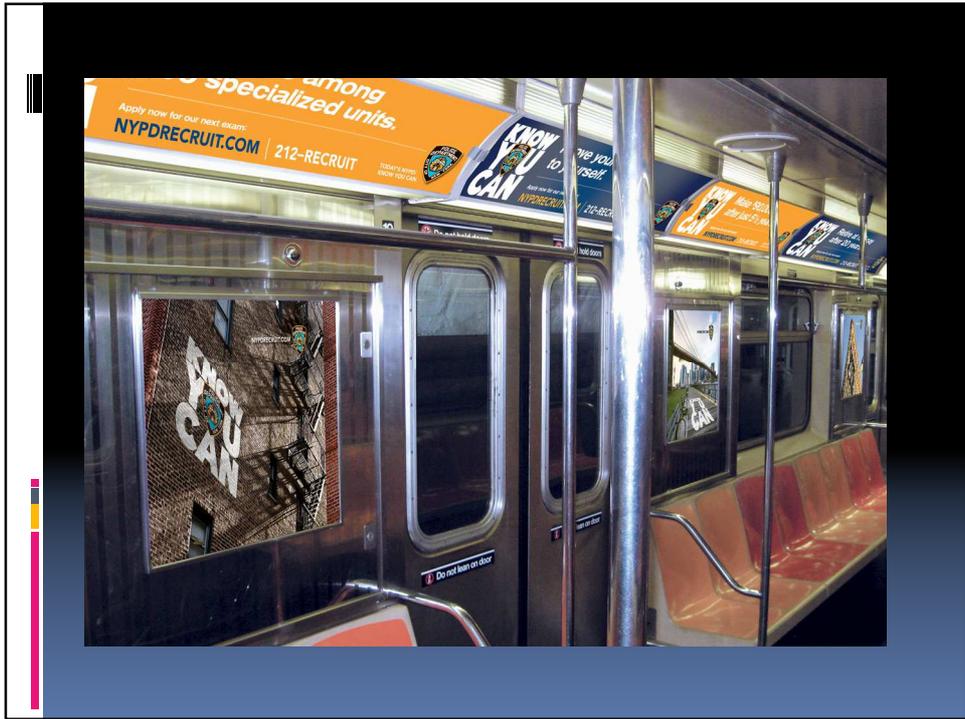
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