

## **Process Improvement Project for Entry Level Police Officer and Police Radio Dispatcher**

### **Background:**

#### *Description of process to be improved:*

The City is regularly needing to fill vacancies for entry level Police Officer and Police Radio Dispatchers. The process varies slightly for the Police Officer and Police Radio Dispatcher position due to the requirements of the jobs. The processes utilized is governed by the City of Gahanna Civil Service Rules and Regulations.

The Civil Service Rules and Regulations specify the process(es) for examination, scoring, creation of an eligibility list and management of those candidates through the process. The application, examination(s), scoring and creation of eligibility list process is overseen by Human Resources. Once candidates have been placed on an eligibility list, the candidates are given to the Police Department Detective Bureau for the screening and background check process. Final candidates are invited to participate in an oral board and offers are made based upon the number of available vacancies.

### **Problem/Opportunity Statement:**

Excessive time is spent on the background screening process for both City employees and candidates, causing the City to lose quality candidates through various stages of the process and wasting time and resources. We experience a loss of diverse candidates.

We need to improve the process to remove areas where we duplicate effort, we need to solidify a strong process which is replicable and consistently results in well-qualified candidates. Communication between the Police Department and Human Resources needs to be strengthened, and roles, reporting and triggers need to be clearly defined.

#### *Examples of issues we are facing:*

- Reduced number of candidates completing online application, attending physical fitness examination, and successfully completing background process
- Candidate demographics not meeting targets as set in EEO plan; need to improve in minority recruitment
- Loss of Productivity due to communication/organization issues between HR/Police Dept
- Lack of defined roles after candidate has been selected/not selected (ex: who follows up on records requests, etc.; who is in charge of files, making phone calls, etc.)
- Vacancies cause staffing to drop to critical levels while trying to bring on new candidates/train; overtime issues
- Appropriate oversight of the process
- Lack of documented process (no SOP, etc.)
- Concerns with the oral board and how the ranking/decision of candidates are chosen
- Concerns that our current examination process not adequately identify candidates who have the necessary skillset to be a Police Radio Dispatcher.

**Roles:**

**Team Champion/Sponsor:** Mark Thomas, Safety Director

**Team Facilitator:** Tracey Owens

**Team Leads:** Chief Spence, Abby Cochran

**Process Owners:** Detective Bureau leadership, Melissa Jackson, HR Administrator

**Team Members:** Other detectives, Nancy Ballenger

**Subject Matter Experts:** None

**Fresh perspective:** Kayla Holbrook, Deputy Clerk of Council

**Process Scope:**

First Step in the Process – Reviewing/Edit of the Hiring Standards

Last Step in the Process – New employee begins training with the Police Department.

**Goals:**

To create a process that is easy to understand for candidates and clear to follow for City employees. Roles and responsibilities would be clearly defined and the process would be consistent and replicable. The steps in the process would be logical and allow those involved to spend appropriate time and resources on that portion of the process.

We would experience a reduction in the number of candidates removed from the process that we would believe to be well-qualified or sought-after candidates. We would see a reduction in the number of candidates hired who are not able to successfully complete the probationary period.

**Project Boundaries:**

Most of the process is set by Civil Service Rules and Regulations. Any changes would need to be presented to the Civil Service Commission for their approval and then recommendation to adopt by City Council.

**Project Process Analysis:**

Occurred through several facilitated process improvement meetings (3/30, 4/5 and 4/13/2018) with the entire team with monthly meetings occurring with a core group each month since. An action register has been created to track progress of the project and metrics established to determine the success of the project.