



APD Recruiting and Hiring Audit

OFFICE OF THE CITY AUDITOR

APRIL 16, 2025

To join APD, applicants must pass:



A WRITTEN
EXAMINATION

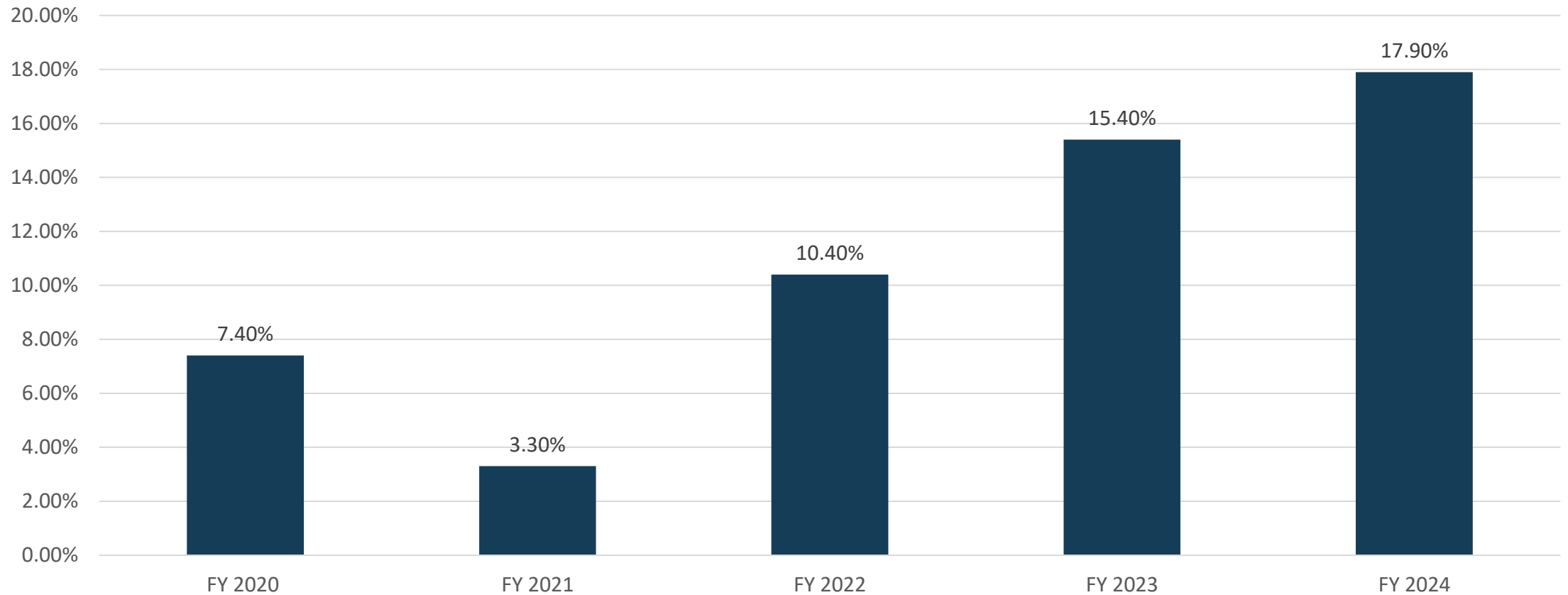


BACKGROUND CHECK



PHYSICAL AND MENTAL
EXAMINATION

Vacancy Rates



APD's Recruitment Goals

APD's 2024-2029 Strategic Plan

- Recruit a diverse and skilled workforce.

30x30 Initiative

- Increase the percentage of women to 30% by 2030.

FINDING 1



Measurable Objectives



Recruitment Plan



Relevant Recruitment
Activities



Process to Evaluate Efforts



Measurable Objectives

APD's recruitment objective:

Recruit a diverse and skilled workforce



Best practice example of a measurable objective:

Increase the number of qualified female applicants for the position of police officer each year.

Recruitment Plan



Broaden the reach of the recruitment program through innovative outreach



Enhance the recruitment pipeline through applicant support and career pathways



Identify additional resources to further enhance the recruitment program



Relevant Recruitment Activities



Military institutions



Historically Black Colleges and Universities



Local high schools

Process to Evaluate Efforts



NO METRICS



DATA RELIABILITY
ISSUES

FINDING 2

APD does not have a recruitment pipeline

APD has programs but lacks a coordinated recruitment pipeline

Police Activities
League (PAL)
Program

Ages 8-15
years old

Criminal Justice
(CJ) Pathways
Program

High school
and college

Reserve Officer's
Unit

Retired APD
police officers

APD does not have an internship or apprenticeship program

APD's programs
engage with youth
up to college age

Interested
applicants can join
at 20.5 years old

Recommendations



Craft recruitment strategy with measurable goals



Update standard operating procedures and train staff



Coordinate recruitment posts on social media



Create recruitment pipeline



APD Recruiting and Hiring Audit

OFFICE OF THE CITY AUDITOR

APRIL 16, 2025

Exhibit: APD's department-wide's and recruitment unit's social media show different types of information

APD's Department-wide Facebook



APD's Department - wide's recent Facebook posts show general information and initiatives, like DWI Enforcement.

APD's Recruiting Unit's Facebook



APD's Recruiting Unit's recent Facebook posts show information about recruiting.

Exhibit: APD's Recruiting Unit's social media pages have less followers than the department-wide pages

Platform	APD's Department Pages' Followers	APD's Recruiting Unit's Pages' Followers	Difference in Followers
Facebook	104,000	10,000	94,000
X	213,800	1,915	211,885
YouTube	4,190	666	3,524
Instagram	26,000	3,843	22,157

Exhibit: APD's vacancy rates have increased

Citywide Turnover Rates by Year

Fiscal Year	Total Budgeted FTE	# of Vacancies	Vacancy Rate
2020	1,959	145	7.4%
2021	1,809	59	3.3%
2022	1,809	188	10.4%
2023	1,812	279	15.4%
2024	1,812	325	17.9%
2025	1,816	306	16.9%