

Salt Lake County Sheriff's Office

RECRUITMENT, RETENTION, & ADDITIONAL CHALLENGES

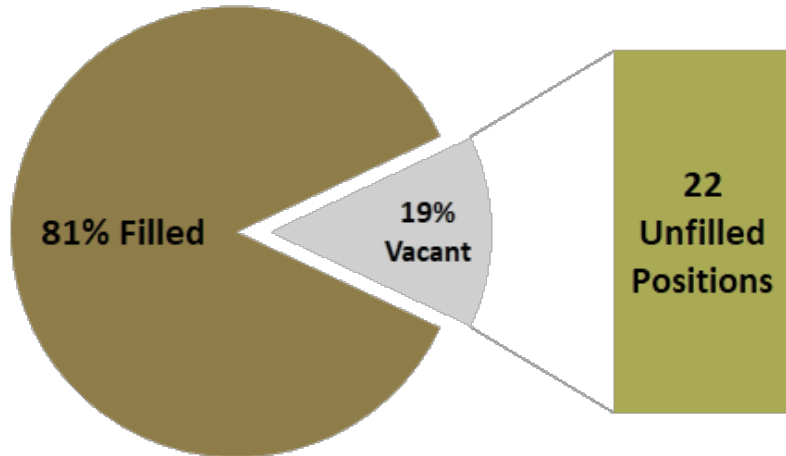


Recruitment & Retention Challenges

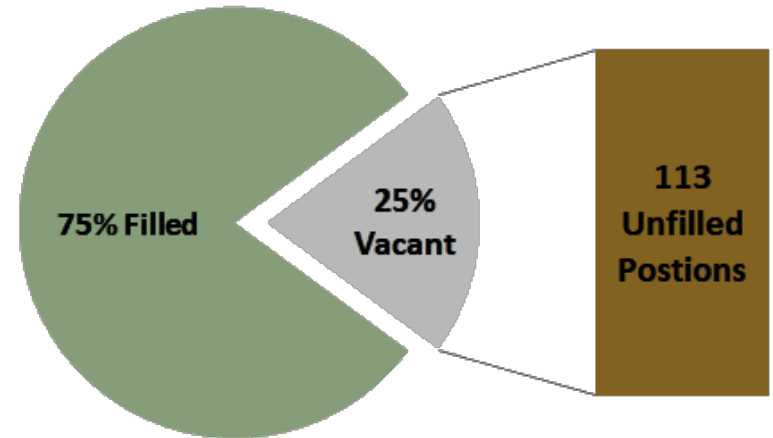
Current Vacancies

*Percentages as of 9/3/2019

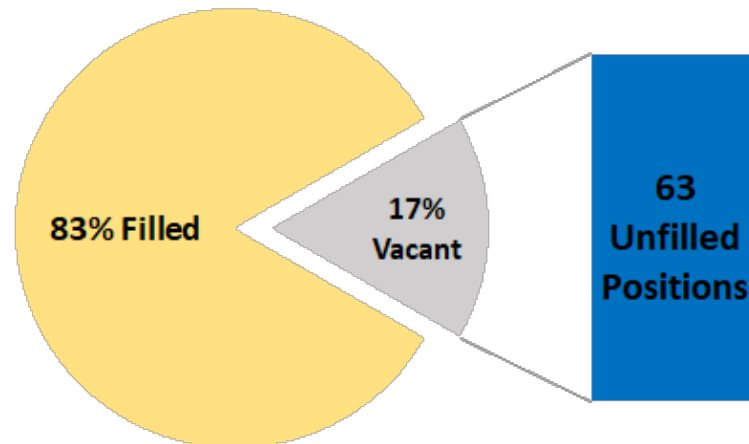
Public Safety Bureau



Corrections Bureau Sworn



Civilian Personnel



Deputy Recruitment & Retention Challenges

Retirements

- Trending higher this year
 - 2018 - 28%
 - 2019 - 33%
- As of 9/3/19*

Resignations

- Majority going to other agencies
 - 2018 - 61%
 - 2019 - 56%
- As of 9/3/19*

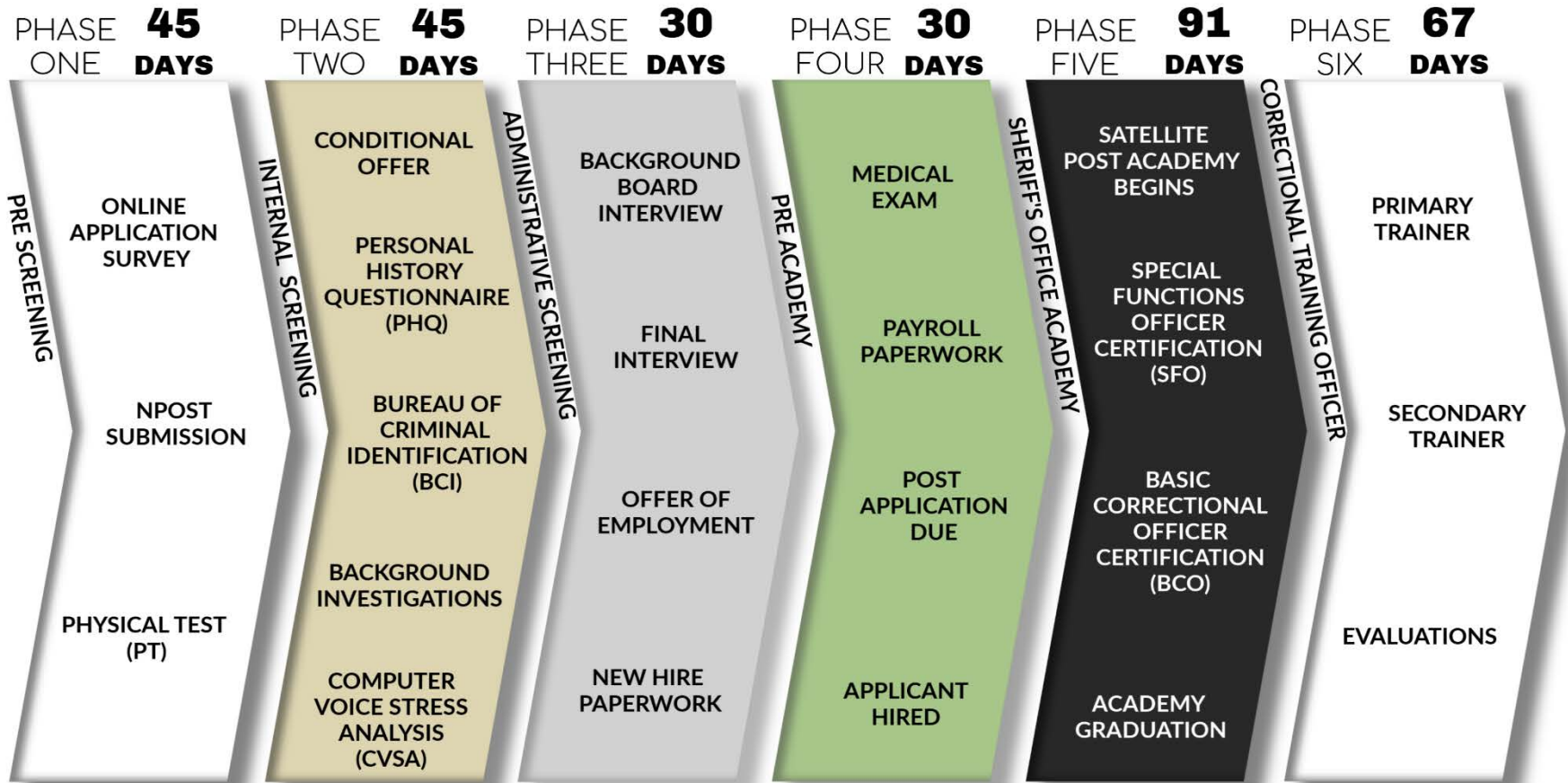
Terminations

- Probationary
 - Merit (for cause)
 - 2018 - 15%
 - 2019 - 11%
- As of 9/3/19*



SWORN HIRING/TRAINING PROCESS

APPROXIMATELY 308 DAYS (10 MONTHS)



Sheriff's Office Retention Challenges

- **Compensation**
 - ✓ **Majority of resignations are going to other agencies**
- **Mandatory overtime**
 - ✓ Corrections Bureau - Past four years
 - ✓ Public Safety Bureau - First time in history
- **Difficult Working Conditions**
 - ✓ A more challenging population
 - ✓ Shift work
 - ✓ Lack of family work life balance
 - ✓ Limited time off (due to short staffing & mandatory overtime)

Sheriff's Office

Additional Challenges

Corrections Bureau

- **Facility Condition**
 - ✓ The ADC is 20 and Oxbow is 30 years old
 - ✓ Ongoing deferred maintenance is increasing
 - ✓ Risk of infrastructure or systems failures
- **Jail Bed Capacity**
 - ✓ Jail has been at capacity for more than a decade
 - ✓ Continued overcrowding releases
 - ✓ Need for continued Jail Contracting

Public Safety Bureau

- **Enhance Bureau Capabilities**
 - ✓ K-9/Bomb Dog
 - ✓ Secondary vs. Primary
- **Span of Control**
 - ✓ 1:14 Supervisory to Staff Ratio
- **Diverse Law Enforcement Challenges**



SHERIFF'S OFFICE RECRUITMENT & RETENTION SOLUTIONS

Corrections Recruitment Solutions

Legislative Change

Statutorily changed the minimum age for a SL County Correctional Deputy from 21 to 19



NOW HIRING
AGES 19 & OLDER
\$21.46/HR

APPLY AT [JOBS.SLCO.ORG](https://jobs.slco.org)
"UNDER 21 CORRECTIONS DEPUTY"

The image features a gold and blue Salt Lake County Deputy Sheriff badge on the left. The badge is a five-pointed star with a central seal. The seal contains the text "DEPUTY SHERIFF" at the top, "THE GREAT SEAL OF THE STATE OF UTAH" around the perimeter, and "SALT LAKE COUNTY" at the bottom. Inside the seal, there is a central emblem with the word "INDUSTRY" and the year "1896". The word "UTAH" is written at the bottom of the badge. To the right of the badge, the text "NOW HIRING" is written in large white letters. Below it, "AGES 19 & OLDER" and "\$21.46/HR" are written in even larger white letters. At the bottom right, the text "APPLY AT JOBS.SLCO.ORG" and "UNDER 21 CORRECTIONS DEPUTY" is written in smaller white letters.

Public Safety Recruitment Solutions

- New Initiatives
 - ✓ *Proposed conversion of Control Room Operator positions from sworn to civilian*
 - ✓ *Converting 3 full time sworn FTE's to 6 part time*

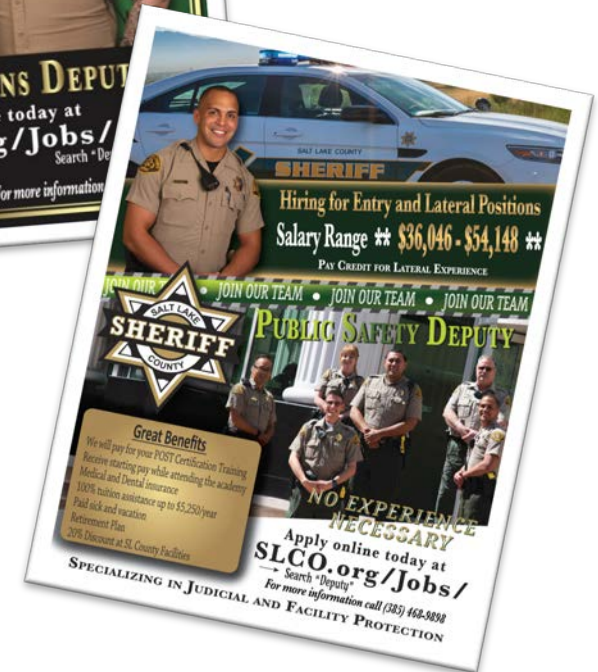


Current Recruitment Advertising

- Facebook, Instagram, & Twitter

- ✓ Sheriff's Office accounts
- ✓ Paid Sponsored Advertising
- ✓ Post "Boosting"

- UTA buses and Trax trains
- \$100 Recruitment Referral Incentive to employees
- Sheriff's Office & County HR website
- External job posting sites
- Decals on Sheriff's Office vehicles
- Recruitment banner
- Text messaging services
- Employee distribution of recruitment business cards and flyers
- Community recruitment posters



Recruitment Advertising

 Salt Lake County Sheriff's Office ...
Sponsored · 🌐

Public Safety Bureau - Now Hiring!



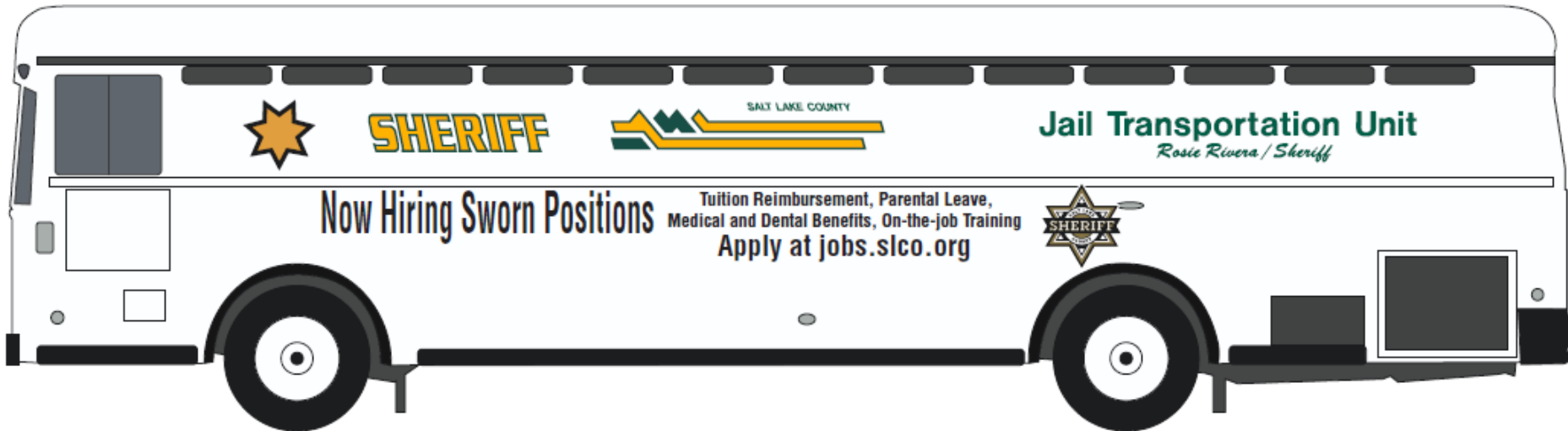
RECRUITING.ADP.COM
JOIN OUR TEAM
Change Lives - Shape Futures



**ONE COMMUNITY
ONE TEAM
ONE FAMILY**




APPLY TODAY

SLCO.ORG/JOBS/



 **SHERIFF**  SALT LAKE COUNTY

Jail Transportation Unit
Rosie Rivera / Sheriff

Now Hiring Sworn Positions Tuition Reimbursement, Parental Leave,
Medical and Dental Benefits, On-the-job Training
Apply at jobs.slco.org 

UTA/Trax Advertising



Recruitment Initiatives

- **Partnerships with High School Resource Officers and Youth Programs**
- **Job/Career Fairs** (including colleges and universities)
- **Community Events**
 - ✓ Festivals & Parades (Pride, Hispanic Heritage, Pacific Islander, etc.)
 - ✓ FanX Convention
 - ✓ Hiring Utah Heroes (Military)
- **Movie Theatres**
 - ✓ Recruitment video shown prior to show
- **Electronic and Poster Billboards**
 - ✓ I-15 and Major Arteries
- **Radio Advertising**
 - ✓ ESPN, K-Bull, Legrand, Latino, ZHT, KSL

Sheriff's Office

Retention Solutions

- ***Retention Compensation***
- POST Repayment Agreement (two-year commitment)
- Leadership philosophy/culture change
- Employee recognition/morale boosting events
 - ✓ Awards Banquet
 - ✓ Monthly Incentive Awards Presentation
 - ✓ Four Hour Coins
 - ✓ Grooming Policy Charity Event
- Pay credit for lateral experience
- Annual merit pay increases
- Promotional Opportunities

In Conclusion

Most Critical Challenges:



- ✓ Recruitment
- ✓ Retention
- ✓ Compensation
- ✓ Aging Facility