



Washington State Patrol
**Recruitment and Retention
Activities Annual Report**

January 1, 2024 - October 31, 2024





Executive Summary

Engrossed Substitute House Bill 2134 required Washington State Patrol (WSP) to submit an annual report to the Transportation Committees of the legislature on the status of recruitment and retention activities as follows:

- A summary of recruitment and retention strategies;
- The number of transportation funded staff vacancies by major category;
- The number of applicants for each of the positions by these categories;
- The composition of workforce;
- Other relevant outcome measures with comparative information with recent comparable months in prior years; and
- Activities related to the implementation of the agency's workforce diversity plan, including short-term and long-term, specific comprehensive outreach, and recruitment strategies to increase populations underrepresented within both commissioned and noncommissioned employee groups.

Summary of recruitment and retention strategies

The WSP recruiting strategy aims to attract quality candidates from all communities, with a particular focus on underrepresented gender and ethnic groups. In previous years, our efforts included media campaigns, community outreach, participation in a variety of job fairs, and college recruitment initiatives. We will continue to implement these strategies while also emphasizing recruiting and marketing at college and high school athletic championship events, where a diverse range of potential applicants congregate. To enhance civilian recruitment, we have established a temporary Talent Acquisition Unit to provide short-term support in building a larger candidate pool. This team will work alongside the Trooper Recruiting Team.

The WSP is building long-term relationships with minority community-based organizations that provide career placement and counseling services. This initiative aims to enhance the targeted recruitment of highly qualified candidates. Additionally, the WSP is collaborating with the U.S. Military Department to recruit military veterans and their dependents through weekly events at local military installations, as well as at larger events that attract many attendees.

The WSP Employee Value Proposition emphasizes opportunities to make a positive impact in the community, along with fostering a culture of respect, commitment, and trust. It also offers work/life balance options, which include programs like Infants at Work, telecommuting, and flexible work schedules. Additionally, the agency employs the Office of Financial Management's Classification Compensation Proposal process to tackle issues related to salary inequities and the recruitment and retention of critically hard-to-fill positions. WSP also provides tuition reimbursement for employees who wish to pursue further education.



Number of transportation funded staff vacancies by major category

Major Category	October 2019	January 2020	April 2020	July 2020	October 2020	January 2021	April 2021	July 2021	October 2021	October 2022	October 2023	October 2024
FIELD FORCE												
Troopers*	76.4	85.2	50.0	59.0	25.6	41.3	56.0	84.5	91.4	188.0	146.6	149.5
Other Commissioned Officers	2.0	1.0	1.0	1.0	0.0	0.0	7.7	3.9	2.9	0.0	2.0	1.0
NON FIELD FORCE**												
Commissioned Officers												
Aviation	2.0	2.0	2.0	2.0	2.0	3.0	2.0	1.5	1.0	3.0	3.0	2.9
Breath Test	0.0	0.0	1.0	2.0	0.0	1.0	1.0	1.0	2.0	3.0	2.0	2.0
Commercial Vehicle	7.2	4.7	5.1	4.1	4.3	6.3	6.3	12.6	7.6	18.0	20.0	19.0
Homeland Security	3.0	4.0	2.9	3.0	3.0	6.0	4.0	4.0	3.9	14.7	17.8	12.7
Investigation	6.7	4.2	4.9	5.1	5.1	6.8	4.2	6.8	7.1	9.7	11.0	10.8
Other	0.8	0.8	0.8	1.8	1.8	2.5	0.8	3.5	1.3	3.3	1.7	2.7
Office/Administrative Support ^A	8.7	11.4	10.2	11.3	13.4	17.5	20.4	17.3	16.7	15.3	13.0	14.1
Communications Officer	16.5	18.4	13.6	16.5	19.4	16.5	25.2	24.2	18.4	44.6	29.1	25.8
Information Technology / Electronic Services	11.9	11.1	14.2	14.3	13.5	9.6	12.3	10.5	11.7	13.8	11.8	5.6
Property Management ^{AA}	4.4	2.0	7.0	11.7	9.3	8.4	8.0	14.7	13.2	14.9	7.9	8.6
Commercial Vehicle Enforcement Officers	17.4	16.3	18.2	15.2	17.2	20.3	18.0	25.8	19.4	23.4	25.3	14.9
Forensics Scientists	0.3	0.6	0.0	0.0	0.3	1.5	1.4	1.0	1.0	3.1	3.2	1.1
Fire	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other ^{AAA}	2.2	4.1	5.0	6.8	5.9	4.9	1.0	10.1	7.8	12.1	13.3	11.8

Number of applicants for each of the positions by these categories

Major Category	Number of Applicants Current Reporting Period
FIELD FORCE	
Troopers*	1,590
Other Commissioned Officers	N/A
NON FIELD FORCE**	
Commissioned Officers	N/A
Aviation	N/A
Breath Test	N/A
Commercial Vehicle	N/A
Homeland Security	N/A
Investigation	N/A
Other	N/A
Office/Administrative Support ^A	3,167
Communications Officer	2,436
Information Technology / Electronic Services	2,193
Property Management ^{AA}	351
Commercial Vehicle Enforcement Officers	473
Forensics Scientists	696
Fire	166
Other ^{AAA}	3,342

NOTES:

*Field Force includes: 683 authorized troopers and 123 other commissioned officers assigned to the Field Operations Bureau (FOB).

**Non Field Force includes: Agency-wide commissioned officers, exempt, and all civil service positions (including FOB).

^AJob class examples include: Office Assistant, Secretary Senior and Lead, Administrative Assistant, Human Resource, Fiscal Tech and Analyst, Forms & Records Analyst.

^{AA}Job Class examples include: Maintenance Mechanic, Law Enforcement Equipment Technician.

^{AAA}Job class examples include: Data Consultants, Security Guards, Transportation Planning Techs, Criminal ID Coordination Specialists.

Composition of workforce

- October 1, 2019 serves as the base-level for historical data. Future quarterly data will be compared to 2019 base data.
- Vacant positions pro-rated per percent of transportation funding for the budgets that support them.
- Vacant positions paid for by sources outside WSP only show ratio of WSP support (e.g., 5% state match for federal Motor Carrier Safety-funded positions).



Other relevant outcome measures with comparative information

Transportation funded positions of three largest categories of vacancies:

Major Category	October 2019	January 2020	April 2020	July 2020	October 2020	January 2021	April 2021	July 2021	October 2021	October 2022	October 2023	October 2024
Communications Officer	146.6	146.3	146.7	146.3	146.3	145.4	145.4	145.4	140.3	140.3	140.0	138.1
Vacancy Percentage	11.2%	12.6%	9.3%	11.3%	13.2%	11.3%	17.3%	16.7%	13.1%	31.8%	20.8%	18.7%
Information Technology / Electronic Services	101.7	100.1	99.1	98.9	98.9	98.9	98.9	98.9	98.9	98.9	101.7	99.9
Vacancy Percentage	11.7%	11.1%	14.3%	14.4%	13.6%	9.7%	12.4%	10.6%	11.9%	14.0%	11.6%	5.6%
Commercial Vehicle Enforcement Officers	125.3	125.2	125.6	125.7	125.7	125.7	125.7	125.7	125.7	122.0	122.0	121.9
Vacancy Percentage	13.9%	13.0%	14.5%	12.1%	13.7%	16.2%	14.3%	20.5%	15.4%	19.2%	20.8%	12.2%

Recruiting Plan and Strategy

This summary outlines the activities for implementing the agency's workforce diversity plan, focusing on short- and long-term outreach and recruitment strategies to boost diversity among commissioned and noncommissioned employee groups.

LONG-TERM INVESTMENTS

Build and maintain recruitment website and brand to build a dedicated audience and promote WSP as an employer of choice, to do this, we will:

- Maintain products that have current branding in social media posts, at recruitment events, and other relevant activities.
- Request analytics related to activities from website, social media, and digital hiring platform currently being built by EPIC Recruiting. This is intended to inform WSP leadership about engagement from the public with postings on website, social media and digital hiring platforms.
- Support content of WSP Recruitment Website (designed and managed by EPIC through 2027).

The above activities will:

- Build public recognition of WSP by consistently using current visual branding
- Entice the public to become dedicated audience engaging with WSP brand
- Be malleable in how WSP develops messaging on website, social media and digital hiring platforms in response to analytics
- Maintain engagement with job-seekers on WSP Recruitment Website.

Progress in building and maintaining WSP branding will be measured by:

- Increasing traffic and engagement on website, social media, digital platforms, and at in-person events.
- Increase in applications for both sworn and civilian personnel.

If funded, integrate the currently temporary talent acquisition team into agency-wide hiring processes, which will support all divisions in civilian hiring by:

- Sourcing applicants from hiring platforms.
- Acting as members of interview panels for hiring managers as requested.
- Reviewing SkillSurvey references for civilian positions.
- Managing civilian Interview Now interest forms from potential applicants.



- Attending recruitment events to represent civilian jobs and support Trooper Recruiters who are recruiting Trooper Cadets.

The above activities will achieve:

- Higher numbers of applicants for civilian recruitment postings.
- Support for hiring managers during the interview process.
- Shortened timeline for background checks.
- Ongoing communication with civilian applicants which will retain them through the application process.
- Trooper Recruiters will have civilian job subject matter experts on site during events.

Benefits of integrating Talent Acquisition Team into division hiring will be measured by:

- Percentage increase of applicants as measured by previous recruitment posting for similar jobs.
- Decrease in the number of days to completed civilian background check.
- Retention of applicants in the application process.

RECRUITMENT EFFORTS FOR CIVILIAN AND SWORN RECRUITMENT

Invest in recruitment efforts that increase applications from under-represented communities and identities, veterans, and military spouses.

- Recruiters and Talent Acquisition staff will attend public events on military bases where public, military members, military spouses, and veterans gather.
- Job recruitments will be posted to military and veteran publications.
- Civilian specialty positions (such as forensic science) will be posted to association websites and job boards specializing in those professions.
- WSP leadership and recruiting staff will build relationships with national recruiting events that gather diverse communities. An example is military airshows, which bring together individuals of various genders, races/ethnicities, veteran statuses, and skills/abilities in one place.
- Recruiters and Talent Acquisition Staff will attend female-focused recruitment and public education events to inform potential cadets about careers in law enforcement in support of 30x30 initiative.
- Recruiters and Talent Acquisition will build relationships with historically underrepresented populations in the WSP workforce by partnering with state commissions, the EI Protector program, K-12 schools, community colleges, universities, and community organizations. They will participate in events, speak in classrooms and programs in colleges to guide students in applying to WSP, leveraging the diverse student population in Washington state community colleges.
- Recruiters will continue to attend Public Safety Testing (PST) events conducted across the state.
- Recruitment & Retention Officer will develop and deploy a broad range of marketing campaigns including, but not limited to:
 - Geofenced email broadcast campaigns with application information
 - Marketing campaigns of electronic and static displays at a variety of airports across the US
 - Advertising and on-site recruitment at major High School and College Sports Championships to reach athletes and their families which Recruiters and Talent Acquisition staff will attend.



- Recruiters and Talent Acquisition teams will use Interview Now, a texting platform, to engage directly with job seekers who want to "chat with a recruiter." This platform helps reach candidates with only mobile devices and limited internet access, supporting ongoing outreach and relationship building.
- Interview Now will be utilized at larger events to create contacts/conversations with potential applicants. Recruiters and Talent Acquisition staff will then use these conversations to develop secondary contacts:
 - Contacts will be maintained on the Interview Now dashboard.
 - Periodic review of contacts against the HRD-maintained list of hires to determine if Interview Now was utilized for recruitment.

The above activities will achieve:

- Expanding our outreach to under-represented communities, diverse populations, and people of differing genders, race/ethnicity, veteran status, and skills/abilities
- Establish WSP as an employer of choice on professional job boards to attract qualified applicants
- Building of national audience and reputation with national recruiting event personnel.

Targeted recruitment efforts will be measured by:

- Increase in applications from under-represented communities, and people of differing genders, race/ethnicity, veteran status, and skills/abilities.
- Increase in candidates hired.

RECRUITMENT EFFORTS FOR CIVILIAN AND SWORN RECRUITMENT

Recruitment activities will continue to be tracked with Geographical Information System GIS Map that shows current recruitment activities. This will allow recruiters, Recruiting Sergeant, and Recruitment & Retention Officer to strategically plan where to broaden efforts. GIS Map will have the ability to demonstrate recruiters' efforts in the following areas:

- Date of Event
- Duration of Event
- Primary Recruiter
- Additional Recruiter
- Number of attendees
- Number of potential trooper cadet applicants
- Number of potential civilian applicants
- Event type

At periodic intervals, an after-action review will occur to determine the success and areas of improvement for incorporation in future recruitment plans. The assessment shall consider and report at a minimum:

- Applicant Sources
- Applicant Demographic (when reported)
- Marketing Effectiveness
- Number of qualified applicants



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