CITY OF LOS ANGELES
INTER-DEPARTMENTAL CORRESPONDENCE

Date: September 16, 2026

To: The Honorable Members of the Personnel, Audits, and Hiring Committee

From: Malaika Billups, General Manager
Personnel Department

Sharon M. Tso
Chief Legislative Analyst

Subject: Los Angeles Police Department Hiring Process (C.F. 25-0601)

RECOMMENDATION

Note and file, inasmuch as this report is for informational purposes.

BACKGROUND

On July 30, 2025, the City Council approved a motion (Attachment A) instructing the Personnel Department, with the assistance of the Los Angeles Police Department (LAPD), to report on the number of candidates who were disqualified for entry into the LAPD Police Officer hiring process over the past five years. Specifically, the Departments were instructed to provide the following data:

- The total number of applicants and the number of applicants denied or held at each major hiring stage;
- The total amount of attrition by Police Academy Recruits;
- A breakdown of denied or held candidates and Police Academy attrition by:
  - Educational background;
  - Geographical origin (e.g., within Los Angeles City, LA County, out-of-county);
  - Demographics (age, race/ethnicity, gender);
  - Reason(s) for denial, including whether the decision was due to automated disqualifiers or discretionary assessments; and
  - Any appeal outcomes or reversals.
- A summary of the criteria used during the candidate review and background process.

Furthermore, the City Council instructed the Chief Legislative Analyst, with the assistance of the Personnel Department and the LAPD, to report with recommendations on improvements to the screening and hiring process that ensure LAPD can maintain high hiring standards while broadening the pool of qualified candidates, and to include a detailed breakdown of each stage in the hiring process, specifying the department responsible for determining whether candidates advance at each step.

This joint report responds to these instructions.

DISCUSSION

Hiring Process Design Challenges

This report examines the legacy LAPD entry-level Police Officer hiring process in effect prior to June 26, 2026. Under that previous framework, the selection process consisted of eight steps designed to be candidate-friendly, prioritizing flexibility to keep potential recruits engaged. Unlike a traditional linear model where a single hurdle might end the process for an applicant, the City's non-linear approach allowed individuals to pause, delay, and re-enter the process at their discretion, provided they have not been found to have a permanent disqualifier. For example, if a candidate encountered an issue that was correctable, such as paying off a debt or creating necessary temporal "distance" from a past adverse life event, the candidate was encouraged to take the necessary action and return to the hiring process at a later date. This structure was designed to be a deliberate effort to retain candidates by allowing them the flexibility to manage their personal timelines and remain in the hiring process.

Prior to June 26,2026, the initial application only solicited basic personal information (name, address, contact information) from those individuals who show interest in the Police Officer position with the City. While this approach lowered the barrier to entry, it did not identify those who were truly interested in becoming Police Officers. Although staff members did not need to dedicate a significant amount of time to processing candidates until the multiple-choice test has been completed, this situation led to an artificially inflated number of total applicants, as the figure combines dedicated candidates with those who submitted an initial application without any serious intent of completing the rigorous hiring process.

Effective July 2025, candidates were given a deadline of 30 days from the date of their application to pass the multiple-choice test and submit a Personal History Statement to avoid being removed from the process. Job applications submitted prior to July 2025, however, were not subject to the new 30-day deadline. As some individuals have voluntarily remained stagnant in the hiring process for years, an accurate numerical comparison between these candidates and more recent candidates subject to the new, deadline-centric requirements cannot be readily developed.

Recognizing the lack of application deadlines and the structural inability to focus on serious candidates, the Personnel Department, in collaboration with the LAPD, has pivoted to a new, more linear hiring process. This transition was designed to ensure that only the most motivated and best-qualified candidates remain in the hiring pipeline. By returning to a structured, sequential timeline, the Departments can more effectively identify individuals with the discipline and commitment required for a career in law enforcement, ultimately ensuring a higher caliber of recruit for the Academy. A detailed summary of key changes is outlined in this report.

Personnel Department Historical Data

In response to the City Council's instructions, the Personnel Department gathered and analyzed available reliable data stored in its tracking software system regarding the candidates within each major hiring stage between July 1, 2022 and December 31, 2025. While the motion requested five years of data, the Personnel Department has focused this analysis on the period beginning July 1, 2022. Records prior to this date may lack the necessary reliability for a consistent comparison due to a transition between application processing systems. Additionally, it should be noted that while this data does not include candidates for entry-level Police Officer for Los Angeles World Airports (LAWA) and/or the Port of Los Angeles (Port), it does include candidates who applied to LAPD in addition to LAWA and/or the Port. Detailed information about each stage in the LAPD hiring process is provided in the analysis below and summarized in Attachment B, including the number of total records at each major

hiring stage and the number of records that were removed at each stage categorized by specific demographic groups.

A comparative stage analysis of the data was performed, wherein the percentage of applications received were compared with the percentage of failures at each stage for demographic groups. This cursory data analysis revealed notable differences for certain demographic groups.

The most significant disproportionality is observed among Hispanic applicants, who make up 56.0% of the total applicant pool. This group is disproportionately represented in failures at the Psychological Evaluation (71.1% of fails, a +15.1% difference), the Department Interview (66.7% of fails, a +10.7% difference), and the Multiple-Choice Test (64.9% of fails, a +8.9% difference).

In terms of gender, male candidates (77.00% of applications) are significantly overrepresented in failures at the Medical Evaluation (90.61% of fails, a +13.61% difference) and the Polygraph Examination (+7.18% difference). Conversely, female candidates (22.50% of applications) represent a significantly lower percentage of failures at the Medical Evaluation (-13.11% difference).

Finally, candidates aged 30 and under (66.80% of applications) are notably overrepresented in failures at the Department Interview stage (75.7% of fails, a +8.9% difference).

Before definitive conclusions can be drawn regarding disproportionate representation, more robust statistical analyses should be performed. Furthermore, such analyses may not be recommended for some groups due to the small sample size and the inherent volatility of low-count data point.

Step 1: Application – The initial hiring stage is the completion of the online Application on myPD.joinlapd.com. An applicant must create a profile and submit an application, which is tracked by the Personnel Department. In addition, LAPD offers complementary resources designed to prepare and guide applicants through the hiring process, which includes a dedicated group of sworn Police Officer mentors. Between July 1, 2022 and December 31, 2025, there were 40,132 applications received. The tables below provide a breakdown of all applications received between July 1, 2022 and December 31, 2025. These figures are organized into four key demographic categories: Gender, Age Range, Ethnicity, and Education Level.

Gender	Number of Applications	Percentage of Applications
Female	9,025	22.5%
Male	30,892	77.0%
Non-Binary	86	0.2%
Undisclosed	129	0.3%
Grand total	**40,132**	**100.0%**

Age Range	Number of Applications	Percentage of Applications
30 and under	26,793	66.8%
31 to 40	10,111	25.2%
41 to 50	2,511	6.3%
51 to 60	628	1.6%
61 and over	87	0.2%
Unknown	2	0.0%
Grand total	**40,132**	**100.0%**

Ethnicity	Number of Applications	Percentage of Applications
African American	4,906	12.2%
American Indian	170	0.4%
Asian	2,356	5.9%
Caucasian	5,425	13.5%
Filipino	407	1.0%
Hispanic	22,485	56.0%
Pacific Islander	182	0.5%
Two or more races	3,168	7.9%
Undisclosed	1,033	2.6%
Grand total	**40,132**	**100.0%**

Educational Level	Number of Applications	Percentage of Applications
Less than High School	253	0.6%
High School	23,966	59.7%
GED	2,475	6.2%
California High School Proficiency Exam (CHSPE)	210	0.5%
Associate's (2-year) Degree	4,855	12.1%
Bachelor's (4-year) Degree	6,807	17.0%
Graduate Degree	1,566	3.9%
Grand total	**40,132**	**100.0%**

In addition to the demographic data above, records show that the geographic distribution of applications is heavily weighted toward major coastal metropolitan areas and the eastern half of the United States with the single largest concentration of applications being found in Southern California. The eastern half of the country shows a highly robust and continuous spread of applications, anchoring heavily along the dense Northeast Corridor from Washington, D.C. up to Boston.

Step 2: Multiple-Choice Test – The second step in the hiring process is part of the civil service examination for the Police Officer position and consists of an 80-item, online multiple-choice test (given by the Personnel Department), which evaluates the candidate's ability to read and write. There are four sections on the test: clarity, spelling, reading comprehension, and vocabulary. If a candidate passes

the test, their score does not expire. The Personnel Department scores the test based on a previously determined acceptable score. Records show that a total of 22,433 multiple-choice tests were administered between July 1, 2022 and December 31, 2025, and of those, 18,209 (81.2%) were a passing score and 4,224 (18.8%) were a failing score.

The tables below provide a demographic breakdown of the 4,224 failed test records. Please note that these figures represent total test instances rather than unique individuals; a single candidate may be counted multiple times if they attempted the multiple-choice test more than once. Before July 11, 2025, candidates who failed the multiple-choice test could retest after 60 days from their test date. For those applying on or after that date, the mandatory waiting period has been extended to 12 months.

Gender	# of Fails	% of Fails
Female	1,028	24.3%
Male	3,183	75.4%
Non-Binary	7	0.2%
Undisclosed	6	0.1%
Grand Total	**4,224**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	2,875	68.1%
31 to 40	1,023	24.2%
41 to 50	263	6.2%
51 to 60	58	1.4%
61 and over	5	0.1%
Grand Total	**4,224**	**100.0%**

Ethnicity	# of Fails	% of Fails
African American	429	10.2%
American Indian	10	0.2%
Asian	338	8.0%
Caucasian	339	8.0%
Filipino	35	0.8%
Hispanic	2,742	64.9%
Pacific Islander	14	0.3%
Two or more races	201	4.8%
Undisclosed	116	2.7%
Grand Total	**4,224**	**100.0%**

Educational Level	# of Fails	% of Fails
Less than High School	21	0.5%
High School	2,748	65.1%
GED	287	6.8%
California High School Proficiency Exam (CHSPE)	17	0.4%
Associate's (2-year) Degree	494	11.7%
Bachelor's (4-year) Degree	494	11.7%
Graduate Degree	163	3.9%
Grand Total	**4,224**	**100.0%**

Step 3: Personal History Statement – The completion and submission of a Personal History Statement, or PHS, is the first step of the field investigation process. This step requires compilation and reporting of extensive biographical information. The initial PHS review is conducted by an LAPD staff member who subsequently submits their recommendation to the Personnel Department Review Team. The Personnel Department maintains the final decision on whether a candidate should continue in or be disqualified from the hiring process.

Currently, the Personnel Department and the LAPD use the Background Investigation Manual: Guidelines for the Investigator provided by CA POST as the comprehensive guide for conducting field investigations of entry level Police Officer candidates. The Manual ensures that the pre-employment field investigation being conducted satisfies two goals: 1) assuring compliance with all applicable minimum standards for appointment and 2) screening out candidates who, based on their past history or other relevant information, are found unsuitable for the Police Officer position. A PDF copy of the Manual can be found using the following link: https://post.ca.gov/portals/0/post_docs/publications/background-investigation-manual/Background_Investigation.pdf.

The most significant drop in candidates occurs at the PHS step of the hiring process. The Personal History Statement represents the first substantial hurdle for candidates as it requires the completion of an extensive document detailing highly sensitive and personal information. Given the level of transparency and significant effort required to navigate this step, it is not unexpected to find that a large number of candidates are either disqualified or simply become unresponsive. This stage serves as a critical filter, separating casual applicants from those who possess the readiness and resolve to undergo the rigorous field investigation necessary for a career in law enforcement. Furthermore, a candidate's PHS serves as the foundational roadmap for the field investigation, providing the specific details an investigator needs to perform an exhaustive review of a candidate's life and character.
Between July 1, 2022 and December 31, 2025, there were a total of 16,892 PHS submissions received and subsequently reviewed. Of those, 11,496 (68.1%) continued in the hiring process (Pass) and 5,396 (31.9%) were ultimately disqualified at this step (Fail). The tables below provide a demographic breakdown of the 5,396 PHS submissions that failed at the PHS step.

Gender	# of Fails	% of Fails
Female	951	17.6%
Male	4,422	81.9%
Non-Binary	10	0.2%
Undisclosed	13	0.2%
Grand Total	**5,396**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	3,357	62.2%
31 to 40	1,560	28.9%
41 to 50	390	7.2%
51 to 60	78	1.4%
61 and over	11	0.2%
Grand Total	**5,396**	**100.0%**

Ethnicity	# of Fails	% of Fails
African American	716	13.3%
American Indian	24	0.4%
Asian	292	5.4%
Caucasian	658	12.2%
Filipino	61	1.1%
Hispanic	3,078	57.0%
Pacific Islander	27	0.5%
Two or more races	423	7.8%
Undisclosed	117	2.2%
Grand Total	**5,396**	**100.0%**

Educational Level	# of Fails	% of Fails
Less than High School	11	0.2%
High School	3,023	56.0%
GED	344	6.4%
California High School Proficiency Exam (CHSPE)	36	0.7%
Associate's (2-year) Degree	750	13.9%
Bachelor's (4-year) Degree	1,021	18.9%
Graduate Degree	211	3.9%
Grand Total	**5,396**	**100.0%**

Step 4: The next step is a three-part process, including the Department Interview, Physical Fitness Qualifier, and Polygraph Examination. These parts can be completed in any order; however, all three parts must be completed before moving to the next step. Scores for the interview expire after two years has elapsed and scores for the PFQ expire after one year has elapsed; however, a candidate who remains actively involved in the hiring process can update their expired scores without the need to reapply and begin the entire process anew. The following is a more detailed description of this multi-part step:

Step 4a: Department Interview – The Personnel Department with assistance from the LAPD conducts an interview to assess a candidate's personal accomplishments, job motivation, community involvement/awareness, problem solving skills, interpersonal skills, and communication skills. Between July 1, 2022 and December 31, 2025, a total of 11,468 interview appointments were scheduled and of those, 9,446 (82.4%) were a passing score and 2,022 (17.6%) were a failing score. The tables below provide a demographic breakdown of the 2,022 failed interview records. Please note that these figures represent total interview appointments scheduled rather than unique individuals; a single candidate may be counted multiple times if

they attempted the interview more than once. This typically occurs if a previous interview result has expired or if a candidate who previously failed the interview has reapplied.

Gender	# of Fails	% of Fails
Female	392	19.4%
Male	1,624	80.3%
Non-Binary	2	0.1%
Undisclosed	4	0.2%
Grand Total	**2,022**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	1,530	75.7%
31 to 40	388	19.2%
41 to 50	85	4.2%
51 to 60	18	0.9%
61 and over	1	0.0%
Grand Total	**2,022**	**100.0%**

Ethnicity	# of Fails	% of Fails
African American	164	8.1%
American Indian	4	0.2%
Asian	150	7.4%
Caucasian	171	8.5%
Filipino	26	1.3%
Hispanic	1,349	66.7%
Pacific Islander	4	0.2%
Two or more races	122	6.0%
Undisclosed	32	1.6%
Grand Total	**2,022**	**100.0%**

Educational Level	# of Fails	% of Fails
Less than High School	1	0.0%
High School	1,262	62.4%
GED	116	5.7%
California High School Proficiency Exam (CHSPE)	7	0.3%
Associate's (2-year) Degree	256	12.7%
Bachelor's (4-year) Degree	318	15.7%
Graduate Degree	62	3.1%
Grand Total	**2,022**	**100.0%**

Step 4b: Polygraph Examination – This examination is conducted by LAPD as a screening tool to verify background information, assess candidate truthfulness, and identify potential risks regarding past drug use or criminal activity. It serves as a questioning tool that encourages disclosures, helping to ensure only the most suitable, honest candidates are hired. A total of 5,118 polygraph appointments were scheduled and of those, 3,506 (68.5%) passed and 1,612 (31.5%) failed. Some candidates may be asked to complete subsequent polygraphs based on the results received at their initial appointment. A candidate's polygraph test results do not expire. The tables below provide a demographic breakdown of the 1,612 failed polygraph examinations.

Gender	# of Fails	% of Fails
Female	251	15.6%
Male	1,357	84.2%
Non-Binary	2	0.1%
Undisclosed	2	0.1%
Grand Total	**1,612**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	1,149	71.3%
31 to 40	374	23.2%
41 to 50	73	4.5%
51 to 60	16	1.0%
Grand Total	**1,612**	**100.00%**

Ethnicity	# of Fails	% of Fails
African American	160	9.9%
American Indian	7	0.4%
Asian	103	6.4%
Caucasian	197	12.2%
Filipino	7	0.4%
Hispanic	982	60.9%
Pacific Islander	4	0.2%
Two or more races	130	8.1%
Undisclosed	22	1.4%
Grand Total	**1,612**	**100.0%**

Education Level	# of Fails	% of Fails
High School	845	52.4%
GED	89	5.5%
California High School Proficiency Exam (CHSPE)	2	0.1%
Associate's (2-year) Degree	244	15.1%
Bachelor's (4-year) Degree	380	23.6%
Graduate Degree	52	3.2%
Grand Total	**1,612**	**100.0%**

Step 4c: Physical Fitness Qualifier (PFQ) – In order to better prepare for the examination and the physical demands of the Academy, candidates are required to complete the Physical Fitness Qualifier (PFQ). Candidates must complete the PFQ at least once prior to their medical evaluation. Candidates are welcome to retake the PFQ as many times as they would like and the score is valid for 12 months. The score on the PFQ is advisory. Candidates are strongly encouraged to attend the LAPD's Candidate Advancement Program (CAP), which is designed to assist candidates in preparing for and scoring well on the PFQ, as well as to familiarize the candidate with the protocols and self-discipline expected of a Recruit Officer in the Police Academy.

The PFQ is administered by LAPD and consists of the following four events: maximum sit-ups in one minute; 300-meter sprint; maximum push-ups in one minute; and a 1.5-mile run. This is similar to the physical fitness test that Academy Recruits take on the third day of the Police Academy. The data shows that between July 1, 2022 and December 31, 2025, there were 20,783 PFQ appointments scheduled. It should be noted that a candidate who remains active in any portion of the hiring process can retake the PFQ as many times as they would like.

Step 5: Medical Evaluation – Personnel Department Medical Services Division staff conduct this evaluation to ensure that candidates are in excellent health with no conditions that would restrict their ability to safely perform the essential functions of a Police Officer. Each candidate's body fat content is measured to ensure it is appropriate for their height and build; uncorrected and corrected vision is examined to ensure candidates are free from various visual impairments that would restrict the ability to perform law enforcement duties; and all candidates must undergo specialized testing to determine hearing capability. A total of 8,229 medical evaluation appointments were scheduled. Of those, 8,016 (97.4%) passed the medical evaluation and 213 (2.6%) failed. The tables below provide a demographic breakdown of the 213 failed medical evaluations. Please note that these figures represent total medical appointments scheduled rather than unique individuals; a single candidate may be counted multiple times if they attend a medical evaluation more than once.

Gender	# of Fails	% of Fails
Female	20	9.4%
Male	193	90.6%
Grand Total	**213**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	131	61.5%
31 to 40	55	25.8%
41 to 50	15	7.0%
51 to 60	11	5.2%
61 and over	1	0.5%
Grand Total	**213**	**100.00%**

Ethnicity	# of Fails	% of Fails
African American	17	7.9%
Asian	19	8.9%
Caucasian	23	10.8%
Filipino	5	2.4%
Hispanic	125	58.7%
Two or more races	20	9.4%
Undisclosed	4	1.9%
Grand Total	**213**	**100.0%**

Education Level	# of Fails	% of Fails
High School	100	47.0%
GED	17	8.0%
California High School Proficiency Exam (CHSPE)	3	1.4%
Associate's (2-year) Degree	32	15.0%
Bachelor's (4-year) Degree	49	23.0%
Graduate Degree	12	5.6%
Grand Total	**213**	**100.0%**

Step 6: Field Investigations – This step in the hiring process is conducted by either an LAPD or a Personnel Department Background Investigator, and includes checks of employment, police, financial, education, and military records and interviews with family members, neighbors, supervisors, co-workers, and friends. Candidates are evaluated on past behavior and the extent to which their behavior demonstrates positive traits that support candidacy for Police Officer. The findings of the field investigation are valid for 12 months. Between July 1, 2022 and December 31, 2025, a total of 3,581 field investigation cases were assigned to a Background Investigator and, of those, 2,822 (78.8%) passed and moved forward in the hiring process and 759 (21.2%) failed and were removed from the hiring process. The tables below provide a demographic breakdown of the 759 field investigation cases that failed at this step.

Gender	# of Fails	% of Fails
Female	144	19.0%
Male	613	80.8%
Non-Binary	1	0.1%
Undisclosed	1	0.1%
Grand Total	**759**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	490	64.6%
31 to 40	213	28.1%
41 to 50	49	6.5%
51 to 60	6	0.8%
61 and over	1	0.1%
Grand Total	**759**	**100.0%**

Ethnicity	# of Fails	% of Fails
African American	91	12.0%
American Indian	4	0.5%
Asian	43	5.7%
Caucasian	80	10.5%
Filipino	8	1.1%
Hispanic	462	60.9%
Pacific Islander	3	0.4%
Two or more races	57	7.5%
Undisclosed	11	1.4%
Grand Total	**759**	**100.0%**

Educational Level	# of Fails	% of Fails
High School	381	50.2%
GED	42	5.5%
California High School Proficiency Exam (CHSPE)	5	0.7%
Associate's (2-year) Degree	117	15.4%
Bachelor's (4-year) Degree	192	25.3%
Graduate Degree	22	2.9%
Grand Total	**759**	**100.0%**

All entry level LAPD Police Officer candidates are evaluated against the POST Background Investigation Dimensions listed below, which serve as the foundational professional standards for peace officers in California. These elements are critical because they define the specific character traits and abilities essential for successful public service.

- Moral Character: Candidates must demonstrate high levels of integrity, which includes honesty, impartiality, and moral/ethical behavior. This also encompasses impulse control and attention to safety, such as safe driving practices and anger control, as well as an absence of substance abuse and other risk-taking behavior.
- Handling Stress and Adversity: Candidates must display high stress tolerance, characterized by a positive attitude, an even temper, and the ability to accept responsibility for mistakes. Candidates must prove they can effectively confront and overcome problems, obstacles, and adversity.
- Work Habits: A strong sense of conscientiousness is required, including dependability, personal accountability, and thorough attention to detail in all professional tasks.
- Interactions with Others: Successful candidates must possess refined interpersonal skills, demonstrating social sensitivity, tolerance, teamwork, and social interest.
- Intellectually-Based Abilities: This includes sound decision-making and judgment, the learning ability to master complex laws and procedures, and effective communication skills in both oral and written forms.

These characteristics represent the "whole person" evaluation, ensuring that those who move forward in the process are not only qualified on paper but also possess the critical competencies and temperament required for the Police Academy.

Step 7: Psychological Evaluation – This evaluation consists of written tests and an individual oral interview by a City Psychologist. Candidates are evaluated on the psychological characteristics related to successful job performance as identified by California POST, including mental fitness, personality traits, and stability with a focus on the attributes identified by POST to determine if they are suited for the difficult and stressful job of a Police Officer: emotional regulation/stress tolerance, decision making/judgment, integrity/ethics, teamwork, social competence, adaptability/flexibility, assertiveness/persuasiveness, impulse control/attention to safety, avoiding substance abuse and other risk taking behavior, and conscientiousness/dependability. The information evaluated includes written psychological tests along with information obtained in the field investigation process. The Department notes that each candidate receives an individualized assessment of their unique circumstances and no condition or diagnosis is automatically disqualifying. A total of 2,094 psychological evaluation appointments were scheduled between July 1, 2022 and December 31, 2025. Of those, 1,617 (77.2%) passed and 477 (22.8%) failed because it was identified that their psychological characteristics as listed above do not match those required to be a Police Officer with the City. The tables below provide a demographic breakdown of the 477 failed psychological evaluations.

Gender	# of Fails	% of Fails
Female	127	26.6%
Male	349	73.2%
Undisclosed	1	0.2%
Grand Total	**477**	**100.0%**

Age Range	# of Fails	% of Fails
30 and under	344	72.1%
31 to 40	110	23.1%
41 to 50	21	4.4%
51 to 60	2	0.4%
Grand Total	**477**	**100.0%**

Ethnicity	# of Fails	% of Fails
African American	27	5.7%
American Indian	1	0.2%
Asian	28	5.9%
Caucasian	44	9.2%
Filipino	3	0.6%
Hispanic	339	71.1%
Pacific Islander	3	0.6%
Two or more races	29	6.1%
Undisclosed	3	0.6%
Grand Total	**477**	**100.0%**

Educational Level	# of Fails	% of Fails
High School	255	53.5%
GED	18	3.8%
California High School Proficiency Exam (CHSPE)	1	0.2%
Associate's (2-year) Degree	62	13.0%
Bachelor's (4-year) Degree	123	25.8%
Graduate Degree	18	3.8%
Grand Total	**477**	**100.0%**

Step 8: Certification – After all the evaluations are conducted and a list of eligible candidates is prepared, LAPD reviews each name on the final list. Consistent with established City-wide personnel practices, the final selection and hiring authority rests entirely within the discretion of the hiring department. While an eligible list provides a qualified pool of candidates, the department retains the explicit authority to appoint or decline to appoint any candidate from that list based on its specific departmental standards, operational needs, and specialized criteria.

Over the time period noted, a total of 1,644 candidates were placed on the certification list. Of those, 1,314 (79.9%) candidates were appointed and 330 (20.1%) were ultimately not appointed. These 330 candidates were not hired due to reasons such as subsequently falling short of the minimum qualifications or California POST standards, failing the final medical exam, declining the job offer or withdrawing from consideration, or were determined to be a poor fit for a career in law enforcement. The tables below provide a demographic breakdown of the 330 candidates who were not appointed at this step.

Gender	# of Non-appointed	% of Non-appointed
Female	79	23.9%
Male	251	76.1%
Grand Total	**330**	**100.0%**

Age Range	# of Non-appointed	% of Non-appointed
30 and under	199	60.3%
31 to 40	110	33.3%
41 to 50	19	5.8%
51 and 60	1	0.3%
61 and over	1	0.3%
Grand Total	**330**	**100.0%**

Ethnicity	# of Non-appointed	% of Non-appointed
African American	30	9.1%
American Indian	3	0.9%
Asian	24	7.3%
Caucasian	46	13.9%
Filipino	3	0.9%
Hispanic	203	61.5%
Pacific Islander	1	0.3%
Two or more races	12	3.6%
Undisclosed	8	2.4%
Grand Total	**330**	**100.0%**

Educational Level	# of Non-appointed	% of Non-appointed
High School	161	48.8%
GED	10	3.0%
California High School Proficiency Exam (CHSPE)	1	0.3%
Associate's (2-year) Degree	46	13.9%
Bachelor's (4-year) Degree	102	30.9%
Graduate Degree	10	3.0%
Grand Total	**330**	**100.0%**

Criteria for Disqualification

There are also reasons a candidate may be completely disqualified from the LAPD hiring process. The following criteria include potential reasons for disqualification, and are established to ensure that every potential LAPD Officer meets the high ethical, legal, and professional standards required to serve the community:

- Legal and Criminal History: Any felony convictions or certain misdemeanor offenses that legally prohibit an individual from possessing a firearm or serving as a peace officer under state or federal law.
- Issues of Integrity and Honesty: Evidence of deception, material omissions, or providing false information during any stage of the application or field investigation, particularly within the PHS.
- Recent or Patterned Drug Use: Involvement with illegal substances that falls within prohibited timeframes or reflects a pattern of behavior inconsistent with departmental policy and public safety standards.
- Poor Employment History: A documented track record of workplace instability, significant disciplinary actions, or terminations that suggest a lack of reliability or professional conduct.
- Financial Irresponsibility: Evidence of severe financial mismanagement, such as unresolved defaults or patterns of failing to meet financial obligations, which may indicate a susceptibility to external pressures or a lack of personal accountability.
- Driving Record Concerns: A history of multiple serious traffic violations, major moving violations (such as driving under the influence), or a pattern of reckless driving that demonstrates a disregard for public safety and the law.
- Incompatibility with Department Standards: Conduct or associations that are inconsistent with the core values of the Department or that would undermine public trust in the agency.

- Emotional and Mental Health Instability: Psychological evaluations may uncover instability or an inability to handle the high-stress environment of policing.
- Medically Unfit: Failure to meet the physical and medical requirements necessary for the rigors of the job.

It is important to note that to begin the hiring process, prospective candidates sign legal authorizations that allow the City to access an applicant's confidential past employment files and personal history. This information, as well as new information that may arise after an individual is certified, is not shared with a candidate and is exempt from public records to protect the integrity of the process, confidential sources, and privacy laws.

In accordance with Personnel Department Policies and the Rules of the Board of Civil Service Commissioners, candidates for entry-level Police Officer who are disqualified during a background investigation phase of the hiring process have the right to appeal the disqualification to the Background Appeal Review Panel (Review Panel). The Review Panel is a joint committee composed of leadership from the Personnel Department, a Deputy Chief from the LAPD, and often a Civil Service Commissioner. Its primary role is to provide a final adjudication for candidates who appeal a disqualification issued during the background investigation phase of the hiring process. For the period of July 1, 2022 and December 31, 2025, a total of 705 appeals were considered by the Review Panel. In early 2025, the Personnel Department launched a public-facing LAPD Hiring Dashboard website that is updated nightly. The dashboard is interactive, designed to provide detailed information of each step of Police Officer hiring, and allows users to explore in detail each of those steps. For additional information and a detailed look at recruitment and hiring trends for entry-level Peace Officer classifications in the City, the public can access the LAPD Hiring Dashboard using the following link: https://sites.google.com/lacity.org/personneldepartment-lapdhiring/home. This platform offers a comprehensive look at available candidate demographics and success rates across various stages of the hiring process. It should be noted that the information only contains data from July 2022, as any data collected prior to that date may be less reliable due to a transition between application processing systems.

Police Academy Attrition

It should be noted that because the LAPD and the Personnel Department used different reporting timeframes for this report due to data availability and reliability, figures in this section were provided by LAPD, which should be viewed as a distinct dataset and may not directly correlate with the metrics provided by the Personnel Department.

Once the Personnel Department places a candidate on the certification list and that candidate is appointed by LAPD, the candidates enter the Department as "Recruit Officers." Once assigned to an LAPD Academy class, Recruit Officers are required to complete a drug test using a hair sample approximately three weeks prior to the Academy start date. The Training Division of the LAPD reports that there were a total of 53 Academy classes between Fiscal Year 2020 to 2025. Of the 1,849 Recruit Officers that began Academy training over the past five years, 1,583 (86%) graduated and 266 (14%) Recruit Officers left before completing training. Of the 266 Recruit Officers who did not complete training, 180 were male (68%) and 86 (32%) were female. Attachment C: Table No. 1 - Attrition by Personnel Department Ethnicity Hiring Code provides specificity on these statistics, which is further divided into fiscal years and Personnel Department-established hiring ethnicity codes.

During the same time period, 272 Recruit Officers separated from Academy training. It is important to note that this number differs from Table No. 1, which indicated 266 Recruit Officer attritions. The attrition

figure refers specifically to Recruit Officers who were hired, started, and either graduated or left the Academy during the examined five-year time period. In contrast, separations are recorded based on the actual date a Recruit separates from training. As a result, the separation figure includes Recruit Officers from other Academy classes with separation dates that fell within this time period who may have been hired prior to 2020 as part of an Academy class that started in 2019

Of the 272 Recruit Officers who separated from the Academy, a total of 179 (66%) were classified as Recruit Generated (RG) separations, where the Recruit Officer initiated the decision to leave training. Of those, 127 (71%) Recruit Officers were male and 52 (29%) Recruit Officers were female. The remaining 93 (34%) were Performance Generated (PG) separations, resulting from the Recruit Officer's performance not meeting the standards set by the Department or the State of California Commission on Peace Officer Standards and Training (CA POST). Of those, 59 (63%) Recruit Officers were male and 34 (37%) Recruit Officers were female. Attachment D: Table No. 2 - Summary of Separations for FY 2020-2025 by Gender, Ethnicity, and Type of Generated Resignation delineates the summary of separations and is further divided into fiscal years and Personnel Department-established hiring ethnicity codes.

LAPD does not compile data specific to the age, educational background, and geographic origin of individuals who separate from the Academy. Obtaining this data would require significant manual review of individual recruit files from Records Retention. It should be noted that the LAPD conducts exit interviews for Recruit Officers who resign from the Academy to help better understand the reason(s) behind their departure.

Mayor Bass' Executive Directive No. 14

On September 11, 2025, Mayor Bass issued Executive Directive No. 14 that directs the Personnel and Police Departments to:

1. Develop and implement written protocols and a case management agreement to effectively expedite the Police Officer selection process to increase the number of qualified candidates selected for the LAPD Academy;
2. Establish benchmarks for the duration of each stage in the City's Police Officer selection process, such as field investigation, medical, polygraph, and psychiatric exams and implement measures to shorten the time required for each stage, aiming for candidates to complete the entire selection process within 180 days; and
3. Ensure that the expedited process maximizes class sizes with a goal of achieving consistently full LAPD Academy classes with highly qualified candidates that are likely to become Police Officers.

Executive Directive No. 14 also directs:

- The Personnel Department to create and staff a dedicated LAPD Hiring Division within the Personnel Department that has appropriate staffing to work in partnership with the LAPD to ensure that Police Academy candidates move through the selection process swiftly and efficiently and meet the LAPD's standards for graduation;
- The Office of the City Administrative Officer to work with the Personnel Department to ensure that the new LAPD Hiring Division has appropriate supervision and staff support to succeed; and
- The Police Department to examine Academy graduation rates and the sentiment of recruits to determine whether there are refinements or improvements to the training and drill programs to increase the likelihood of graduating qualified recruits to become Police Officers.

In alignment with the goals and objectives outlined above in Executive Directive 14, the Personnel Department and the LAPD are implementing the following actions:

- The Personnel Department established a new LAPD Hiring Division that has been working in direct partnership with the LAPD. This partnership's mission is to expedite the process for entry-level Police Officer candidates, allowing top talent to move through the selection process efficiently and seamlessly, without compromising the integrity and high standards required for successful LAPD Academy graduation.
- Weekly meetings between the LAPD Hiring and Employment Section (HES) and the Personnel Department LAPD Hiring Division to discuss various recommendations on improvements to the hiring process in order to incorporate them into the new procedures, which include developing and establishing protocols for the PHS review process and field investigation process.
- Establish benchmarks for the duration of each stage in the City's Police Officer selection process, such as field investigation, medical, polygraph, and psychiatric exams and implement measures to shorten the time required for each stage, aiming for candidates to complete the entire selection process within 180 days. The following benchmarks have been developed and will be applied to the new Police Officer job bulletin:

  The 180-Day Benchmark Timeline - The new six-month process has been strictly benchmarked into two distinct phases:

  Civil Service Portion - Total Time One (1) Month

  1. *Application with Supplemental Questionnaire - *PHS introduced**
  2. *Multiple-Choice Test - 1 week*
  3. *Physical Abilities Test (PAT) - 2 weeks*
  4. *Interview - 1 week*

  Background Portion - Total Time Five (5) Months

  5. *PHS Review - 2 weeks*
  6. *Polygraph Examination - 1 week*
     Conditional Job Offer issued
  7. *Medical Evaluation - 1 week*
  8. *Field Investigation - 3 months*
  9. *Psychological Evaluation - 2 weeks*

- The Personnel Department, with assistance from the LAPD, implemented a new Police Officer bulletin on June 26, 2026. Under the new bulletin, the hiring process for entry-level Police Officers is completed in a linear fashion that will keep the candidates moving more seamlessly while holding them accountable. A Supplemental Questionnaire was also launched in order to screen out non-viable candidates at the application step and the advisory PFQ score will be replaced with a new pass/fail PAT. Furthermore, the PHS process has been moved after the Department Interview for efficiency as this stage aligns with the field investigation portion of the hiring process.
- On March 25, 2025, the Council instructed the Personnel Department and LAPD to report on a quarterly basis on the status of the LAPD Hiring Dashboard (C.F. 24-0981). Reports were provided on September 29, 2025 and February 20, 2026 and will continue to be submitted to Council on an ongoing basis. These reports will include metrics, updates, and details relative to the continued impact of structural and operational efficiencies on police hiring.
- The Personnel Department transitioned to a new data management system designed to enhance the tracking of pertinent recruitment and candidate information. This upgraded infrastructure will provide more robust oversight of candidate metrics, including detailed

demographic data throughout the various stages of the hiring process, specifically the civil service stages. By implementing this system, the Department aims to produce more insightful and useful reports, allowing for a data-driven approach to refining recruitment strategies, and ensuring the hiring pipeline remains both effective and equitable.

- The Personnel Department and the LAPD has been hosting expedited one-day testing events for the Police Officer position. At this single session, candidates who have passed the supplemental questionnaire are invited to complete the Multiple-Choice Test, Physical Abilities Test, and Interview.
- The Personnel Department, in partnership with LAPD, Harbor, and LAWA, will discontinue the Police Officer cross-filing option. This option previously allowed candidates to use a single application to apply for all three agencies. The change is being made to create separate selection processes and thereby improve targeted recruitment and selection for all three agencies.

CONCLUSION

The Personnel Department's Police Officer hiring process is continuously reviewed for improvement and adjustments are made where possible. While the entry-level Police Officer hiring process prior to June 26, 2026 effectively identified qualified recruits, its overall efficiency was significantly hindered by the candidate-driven nature of several key stages. In phases such as the Personal History Statement (PHS), medical evaluation, and field investigation, the timeline was determined primarily by the candidate's own responsiveness and speed in completing required actions, which often led to substantial delays.

While the current analysis indicates the screening process remains a defensible mechanism, the observed variations in failure rates merit further review. Ongoing monitoring and routine statistical analyses are recommended to ensure the continued integrity and fairness of these hiring pipeline components.

Attachments:

A: Motion (Rodriguez – Park)

B: Candidate Hiring Step Summary Table

C: Attrition by Personnel Department Ethnicity Hiring Code

D: Summary of Separations for FY 2020-2025 by Gender, Ethnicity, and Type of Generated

ATTACHMENT A

PERSONNEL AND HIRING

MOTION

The City of Los Angeles continues to face pressing public safety challenges and staffing shortages within the Los Angeles Police Department (LAPD). As the City works to build a modern and effective police force, it is critical to evaluate and understand the existing barriers within the hiring pipeline that may be impacting recruitment, particularly of qualified and diverse candidates.

In recent years, concerns have been raised regarding the LAPD's candidate review and background investigation processes, including whether overly stringent or outdated criteria may be preventing otherwise qualified individuals from moving forward in the hiring process. A clearer understanding of who is being denied, and why, is essential to ensuring the department's hiring practices are equitable, reflective of City values, and aligned with broader recruitment goals.

I THEREFORE MOVE that the City Council instruct the Personnel Department, with the assistance of the Los Angeles Police Department (LAPD), and any other relevant departments, to report back on the number of candidates who were disqualified for entry into the LAPD officer hiring process over the past five years. This report should include the following data:

- The total number of applicants and the number of applicants denied or held at each major hiring stage (e.g., reading and writing assessment, personal history statement, interview, medical, polygraph, physical fitness qualification, field investigations, psychological, certification); and
- The total number of attrition through the Police Academy Recruits;
- A breakdown of denied or held candidates and Police Academy attrition hires by:
  - Educational background
  - Geographical origin (e.g., within Los Angeles City, LA County, out-of-county)
  - Demographics (age, race/ethnicity, gender)
  - Reason(s) for denial, including whether the decision was due to automated disqualifiers or discretionary assessments
  - Any appeal outcomes or reversals
- A summary of the criteria used during the candidate review and background process.

I FURTHER MOVE that the City Council instruct the Chief Legislative Analyst, with the assistance of the Personnel Department and the Los Angeles Police Department (LAPD), to report back with recommendations on improvements to the screening and hiring process that ensure LAPD can maintain high hiring standards while broadening the pool of qualified candidates, and to include a detailed breakdown of each stage in the hiring process, specifying the department responsible for determining whether candidates advance at each step.

PRESENTED BY:

MONICA RODRIGUEZ
Councilwoman, 7th District

JUN 03 2025

SECONDED BY:

ORIGINAL

ATTACHMENT B

CANDIDATE HIRING STEP SUMMARY TABLE

(Date Range: July 1, 2022 - December 31, 2025)

Hiring Step	Total # of Records in Hiring Step [A]	Pass	% Pass	Fail	% Fail
Applications Received [B]	40,132				
Multiple-Choice Tests Administered	22,433	18,209	81.2%	4,224	18.8%
Personal History Statement (PHS) Submissions	16,892	11,496	68.1%	5,396	31.9%
Department Interview (DI) Appointments	11,468	9,446	82.4%	2,022	17.6%
Polygraph Appointments	5,118	3,506	68.5%	1,612	31.5%
Physical Fitness Qualifier (PFQ) Appointments [C]	20,783				
Medical Evaluation Appointments	8,229	8,016	97.4%	213	2.6%
Field Investigation Cases	3,581	2,822	78.8%	759	21.2%
Psychological Evaluation Appointments	2,094	1,617	77.2%	477	22.8%
Candidates added to Certification List	1,644	1,314	79.9%	330	20.1%

A. *Because of the existing process' flexible design, there isn't a consistent reduction in the number of records at each step of the hiring process. Candidates are able to come in and out of the process at their discretion, causing multiple records for the same candidate in the system.*

B. *The initial application only solicits basic personal information (name, address, contact information) from those individuals who show interest in the Police Officer position and does not screen for minimum qualifications.*

C. *PFQ is advisory and not Pass/Fail. For purposes of this table, the total number of PFQ appointments between July 1, 2022 and December 31, 2025 have been included.*

ATTACHMENT C

Attrition by Personnel Department Ethnicity Hiring Code

Table No. 1: Attrition by Personnel Department Ethnicity Hiring Code (LAPD ONLY)

Ethnicity Hiring Code	Ethnicity Hiring Description	Start/Grad	FY 2020-2021* (2 Classes)		FY 2021-2022 (12 Classes)		FY 2022-2023 (13 Classes)		FY 2023-2024 (13 Classes)		FY2024-2025** (13 Classes)		Total Attrition by Gender		Total By Ethnicity			Total Attrition Rate by Ethnicity
			Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males	Females	Total	
1	African American	Start	22	6	54	13	45	10	26	9	22	3	13%	20%	169	41	210	14%
		Grad	21	6	50	10	34	8	22	7	20	2			147	33	180	
2	Hispanic	Start	6	26	263	114	219	82	195	72	213	77	12%	18%	896	371	1267	13%
		Grad	6	22	247	104	195	66	169	60	173	54			790	306	1096	
3	Asian	Start	3	2	29	7	30	2	27	4	27	1	13%	13%	116	16	132	13%
		Grad	3	1	29	7	28	2	22	3	19	1			101	14	115	
4	Caucasian	Start	4	8	45	17	29	11	49	10	34	8	21%	20%	161	54	215	21%
		Grad	4	6	41	15	26	10	36	7	20	5			127	43	170	
5	Native American	Start	0	0	0	0	0	0	0	0	1	0	100%	0%	1	0	1	100%
		Grad	0	0	0	0	0	0	0	0	0	0			0	0	0	
7	Filipino	Start	0	1	10	1	5	0	4	0	1	2	10%	0%	20	4	24	8%
		Grad	0	1	10	1	4	0	3	0	1	2			18	4	22	
			FY 2020-2021		FY 2021-2022		FY 2022-2023		FY 2023-2024		FY2024-2025		Total Males		Total Females		Total	
Total Starting by FY			78		553		433		396		389		1363		486		1849	
Total Graduating by FY			70		514		373		329		297		1183		400		1583	
Total Attrition Rate by FY			10%		7%		14%		17%		24%		13%		18%		14%	

Due to Covid-19 Pandemic there were only 2 classes this FY

***FY 2024-2025 is an on-going FY and graduating numbers may change*

ATTACHMENT D

Summary of Separations for FY 2020-2025 by Gender, Ethnicity, and Type of Generated Resignation

Table No. 2: Summary of Separations for FY 2020 - 2025 By Gender, Ethnicity, and Type of Generated Resignation (LAPD ONLY)

Ethnicity Hiring Code	Hiring Ethnicity Description	Hired Gender	FY 2020-2021		FY 2021-2022		FY 2022-2023		FY 2023-2024		FY 2024-2025		Total By Type of Generated				Total Separations	
													RG		PG			
			RG	PG	RG	PG	RG	PG	RG	PG	RG	PG	Total	% of RG Total	Total	% of PG Total	Total	% of Total
1	African American	Male	0	2	1	2	5	5	3	4	4	1	13	7%	14	15%	27	10%
		Female	0	2	0	2	1	0	1	3	1	0	3	2%	7	8%	10	4%
2	Hispanic	Male	0	4	9	5	11	7	25	7	31	10	76	42%	33	35%	109	40%
		Female	2	4	6	4	8	3	8	7	17	5	41	23%	23	25%	64	24%
3	Asian	Male	0	0	0	0	0	1	3	1	7	2	10	6%	4	4%	14	5%
		Female	0	0	0	0	0	0	1	0	0	0	1	0.6%	0	0%	1	0.4%
4	Caucasian	Male	1	0	3	1	3	0	8	4	10	3	25	14%	8	9%	33	12%
		Female	2	0	0	1	1	1	1	1	3	1	7	4%	4	4%	11	4%
5	Native American	Male	0	0	0	0	0	0	0	0	1	0	1	0.6%	0	0%	1	0.4%
		Female	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%	0	0%
7	Filipino	Male	0	0	0	0	1	0	1	0	0	0	2	1%	0	0%	2	1%
		Female	0	0	0	0	0	0	0	0	0	0	0	0%	0	0%	0	0%
			FY 2020-2021		FY 2021-2022		FY 2022-2023		FY 2023-2024		FY 2024-2025		Total RG		Total PG		Totals	
Total Separations by Male			1	6	13	8	20	13	40	16	53	16	127	71%	59	63%	186	68%
Total Separations by Female			4	6	6	7	10	4	11	11	21	6	52	29%	34	37%	86	32%
Total by Type of Generated (RG or PG)			5	12	19	15	30	17	51	27	74	22	179		93		272	100%
Total Percentage by Type of Generated (RG or PG)			29%	71%	56%	44%	64%	36%	65%	35%	77%	23%	66%		34%			

Notes:

RG are Recruit Generated separations, where the Recruit Officer initiated the decision to leave training

PG are Performance Generated separations, resulting from the Recruit Officer's performance not meeting the standards set by the Department or the State of California Commission on Peace Officer Standards and Training (CA POST)