



LITERATURE REVIEW & RESOURCE INVENTORY

Law Enforcement Led Recruitment and Retention Meeting
April 18, 2023



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The following resources highlight the key recommendations from current research pertaining to major focus areas with the problem of recruitment and retention, including eligibility and hiring practices, the role of local officials, work life balance and officer wellness, diversity in hiring, pipeline programs, the role of the private sector and lessons from other professions.

ELIGIBILITY AND HIRING PRACTICES

1. Policing in the 21st century requires that officers are trained in their traditional law enforcement roles but also have the skills necessary to handle a variety of social issues. Law enforcement agencies should examine their eligibility requirements and the skillsets that they are looking for to ensure that they are in line with the work that police officers do every day. Instead of seeking to identify candidates who meet the minimum standards, agencies should seek to identify candidates that possess character traits and values that align with the community. Agencies should consider face-to-face interviews with scenario questions and ride-alongs with officers.

- [The Workforce Crisis, and What Police Agencies Are Doing About It \(PERF, 2019\)](#)
- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)
- [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- Baltimore, Dallas, Kalamazoo (scenario-based interviews)
 - Oregon – empirically designed to the needs of the job: [Oregon - Physical Ability Test Requirements](#)
 - Validated assessments for hiring: [Public Safety Testing Products and Services Catalog \(Stanard & Associates, Inc., 2010\)](#)
 - Outdated entry requirements
2. Law enforcement agencies must ensure that their recruiting messages reflect the reality of police work. Recruitment videos, social media advertising, and

other methods of reaching potential recruits should include the social work aspect of the job in addition to the physical skills needed.

- [The Workforce Crisis, and What Police Agencies Are Doing About It \(PERF, 2019\)](#)
- [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- [Madison Police Department recruitment video](#)

3. Law enforcement agencies should examine their use of technology in the recruitment and hiring process. It is important that the hiring process is efficient, or many younger recruits will drop out for jobs that hire faster. Departments should consider completely automating the process for greatest efficiency. In an effort to connect with younger generations, departments should consider the use of live chats to stay engaged throughout the hiring process.

- [The Workforce Crisis, and What Police Agencies Are Doing About It \(PERF, 2019\)](#)
- [Millennials and Improving Recruitment in Law Enforcement \(IACP, 2017\)](#)
- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)
- [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)

Example: The DC Metropolitan Police Department made their hiring process faster and more efficient through process changes and the addition of technology. Their new methodology has reduced the timeline from 12-18 months to 3-4 months. After conducting a thorough review of the existing processes, MPD streamlined steps, automated the process, and developed ways to support candidates throughout the entire process.

4. Outside of technology, examine ways to accelerate the hiring process. Agencies should consider testing smaller numbers of applicants on a more frequent basis versus a large number of applicants at one time. This allows for a steadier flow of applicants while also making the process more manageable for staff. Because the background investigation process is often a slower point in the hiring process, departments should consider increasing the number of background investigators. One way to do this is by hiring retired officers on a part-time basis. Continuous hiring also accelerates the hiring process by hiring

new recruits as temporary civilian employees while they wait for the current academy class to graduate.

- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)
- [Building a Diverse Workforce in Law Enforcement \(National Policing Institute, 2021\)](#)

Examples:

- The Northern Cheyenne tribe's police department is a BIA direct-service agency; its officers are federal employees dedicated to serving the tribe through an MOU. The tribe and the police department place a priority on hiring Native officers who tend to be hindered by the lengthy application and hiring process. In response to this, the tribal council's vice president personally helped several Native candidates go through the application materials to ensure they understood what was required. He provided ongoing encouragement throughout the process.
[Promising Practices in Tribal Community Policing \(IACP, 2016\)](#)
- Georgetown PD acquired funding to allow for overlaps in the hiring process.

5. Law enforcement agencies should evaluate their policies around educational requirements, tattoos, piercings, and other criteria that may be eliminating excellent candidates. Agencies can look to the community for perceptions of these criteria.

- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)

6. Evaluate hiring practices to consider outsourcing the testing process to a third-party vendor. This may help agencies by reaching a larger candidate pool more efficiently while reducing staffing and budget costs. This practice has also been proven as a way to ensure that departments are using the most updated testing instruments.

- [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)

Examples: The Bellevue Police Department and Washington State Patrol have successfully implemented third-party vendors to conduct their written and physical agility tests. This ensures that they have updated testing instruments, reach a greater applicant pool more efficiently, and reduces personnel and other budget costs.

7. Engage the community in the hiring process. Law enforcement agencies should consider the use of community panels during the interview process. Agencies can also use the connections and knowledge of community leaders to identify candidates outside of the traditional pool. Police departments can also improve community perception of police by being transparent about the hiring process and results of recruitment efforts.

- [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)

8. Agencies should consider their policies around past marijuana use which could be affected by state and local laws. More emphasis should be put on a candidate's recent use as opposed to lifetime as a predictor of future problems with substances.

- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)

9. There should be a national, standardized reporting practice that supports the hiring process for law enforcement agencies. All states should participate in the National Decertification Index.

- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)

Examples:

- VA stood up their decertification process
- [IADLEST is working to expand the NDI](#)

10. Physical fitness standards should be job-related and evidence based. Agencies should examine policies around physical fitness exams to ensure that they are job-related and consider the physical fitness goals that will be achieved at the academy.

- [Hiring for the 21st Century Law Enforcement Officer \(PERF, COPS; 2017\)](#)
- [Fit for Duty: The Women's Leadership Academy \(COPS, 2021\)](#)

ROLE OF LOCAL OFFICIALS

1. It is the role of police executives to engage mayors, city managers, members of the legislative body, and other community leaders in the recruitment and hiring process. In cases where the job of recruiting and hiring government employees is housed outside of the police department, police executives and local officials should consider reorganizing this function to be led by the department itself. Police chiefs should not be removed from this important process.
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
2. It is imperative that communication flows from the police executive to the mayor or city manager to the community. Elected officials play an important role in mediating the relationship between independent civil service commissions and police executives to help streamline communication.
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
3. Relationships with local officials extend beyond those in the highest executive positions. Partnerships with social service leaders, faith leaders, business leaders, school officials, and local government agencies are critical for collaborative communication. These community leaders are uniquely positioned to inform the hiring process for law enforcement by identifying potential recruits outside of the traditional pools, improving public perception of police, and ensuring that potential police recruits are reflective of the community.
 - [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)
4. Local officials play a significant role in the public perception of police. As leaders in the community, they have the ability to uplift or bring down the police department. By accurately representing what police officers do every day and proactively working to portray the department in a positive light, local officials can help foster a more positive culture leading to greater recruitment and retention.
 - [Addressing the Challenges of Recruiting and Retention in Law Enforcement \(AFPL, 2023\)](#)

WORK/LIFE BALANCE AND OFFICER WELLNESS

1. Due to the nature of the job, all agencies should have comprehensive wellness programs that are encouraged and promoted by command staff.
 - [The Workforce Crisis, and What Police Agencies Are Doing About It \(PERF, 2019\)](#)
 - [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)
2. Police officers have been hesitant to participate in wellness programming largely due to fear of reprisal or that participation will be a barrier to promotion. Agencies should consider programs that allow officers to seek help from professionals outside of the department.
 - [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)

Example: The APD Blue Chip program is one successful example where all employees are given a blue poker chip that grants them access to unlimited free services from a variety of mental health providers. Anonymous billing ensures that employee records are never shared with the department.

3. Agencies should consider implementing programs that proactively identify early warning signs and employ early intervention to address officer wellness. Developing and implementing effective early intervention systems (EISs) using specific data points can allow departments to better track officer wellness and intervene.
 - [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)

Example: Baltimore Police Department makes use of EISs by actively engaging new recruits and officers to make them aware of signs of trauma and stress and to provide proactive support. The data system includes information on use of force and disciplinary issues for an officer but also uses roll-call punctuality and court appearance tardiness. Tracking these data points allows supervisors to engage with the officer early on. Support includes peer support teams, access to gyms, and emotional support animals.

4. Agencies should seek funding to develop a robust peer support/wellness mentor program. Peer support programs are effective ways to provide officers with training to identify mental warning signs while offering support to peers. Agencies can also utilize the experience of retired officers by certifying them in peer support.
 - [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)
 - [Mentor Police Department awarded grant to promote officer wellness \(The News-Herald, 2022\)](#)
 - [The impact of mental health on officer retention: What leaders can do to turn the tide \(CentralSquare Technologies, 2021\)](#)

5. Agencies should consider out-of-the-box options for childcare for working parents. Both men and women should feel supported to pursue their careers in law enforcement while managing their roles as parents. Departments need to examine policies and infrastructure to make childcare accessible and affordable for officers and increase pay for childcare employees. San Diego Police Department partnered with KinderCare to create a customized childcare center that is open from 5AM to 10PM and for emergency childcare to accommodate different shifts.
 - [The San Diego Police Department's Childcare Solution \(COPS, 2022\)](#)

6. Agencies should consider alternatives to shift-work and part-time schedules. Some agencies have implemented flexible scheduling options to include more days off, weekends off, alternatives to standard shifts, and part-time options.
 - [The Workforce Crisis, and What Police Agencies Are Doing About It \(PERF, 2019\)](#)
 - [The State of Recruitment: A Crisis for Law Enforcement \(IACP\)](#)

Examples:

- Arlington County has developed a shift schedule that allows officers more control over when they work. The shift schedule is a 28-day cycle in which officers work 10.5 hours a day. Officers work five days on/four days off, five days on/four days off, and finally five days on/five days off. The cycle results in officers not having the same days of the week off permanently, but rather having a rotation.

- Roanoke County VA designed a shift schedule to meet their officers' needs. Day-shift officers work shifts of 8.5 hours, five days a week; those on the evening/midnight shifts work four days for 10 hours. Younger officers tend to be assigned to the evening/midnight shifts, but the department tries to offer individuals the opportunity to change shifts about twice a year. Officers work the same shift for six months at a time, which provides consistency and helps officers get used to their schedules. Additionally, the department allows officers to work as a team to set their own schedules within their assigned shifts for a 20-day period.

7. Agencies should consider ways in which to promote a family-inclusive culture in their department. Examples might include wellness programs available to officers and their families, educating family members about mental health concerns among law enforcement, “Family Day” beginning at the academy level, and encouraging maternity/paternity leave. Officers are more likely to stay in a career that is not only supportive of them as an individual but of their family.

8. Resiliency training should be an element of officer training beginning at the academy and extending throughout the promotional process. First responders are exposed to multiple levels of trauma repeatedly in the course of their job. This exposure results in cumulative effects that if not managed, will build over time and lead to significant mental health concerns and directly impact an officer's ability to continue in the job. Effective resiliency programs equip officers with the necessary tools to better manage the cumulative effects of repeated exposure to trauma.

- [Law Enforcement Agencies \(Center for Council\)](#)
- [An Occupational Risk: What Every Police Agency Should Do To Prevent Suicide Among Its Officers \(PERF, 2019\)](#)

Example: Performance and Recovery Optimization program, an evidence-based wellness program has been successfully implemented by San Antonio PD and Bexar County Sheriff's office. This program uses the Psychological Skills Inventory for LE (PSI-LE) which measures combat breathing, muscle control, attention management, mental practice, self-talk, physical and mental recharge, and winning mindset. This allows the officer and command staff to

measure the officer's psychological skills and ability to manage stress which are key components to resilience.

- [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)

9. Law enforcement agencies should consider partnering with law makers to examine policies pertaining to mental health, workers compensation, and access to care.

- [Reducing police turnover: Recommendations for the law enforcement agency \(International Journal of Police Science & Management, 2020\)](#)

Example: Bill in CA

- [First Responder Claims for PTSD in Workers' Compensation \(RAND Corp., 2021\)](#)

DIVERSITY IN HIRING

1. Agencies should be willing to review and update their current job description(s) and selection criteria. Agencies should adopt a holistic view of what skills and strengths an applicant brings and should think about reconsidering selection criteria and written or physical examinations that do not correspond to job-related duties.

- [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
- [Police Hiring in the #MeToo Era \(IACP, 2019\)](#)
- [Creating a Multicultural Law Enforcement Agency: An Intentional Priority \(IACP, 2017\)](#)
- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Police Leaders Discuss Challenges in Recruiting at PERF Town Hall Meeting in Nashville \(PERF, 2018\)](#)
- [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)

Examples:

- [Madison Police Department](#) has made significant progress in increasing the number of women it hires to be officers. The agency's physical agility test used to require a bench press component, which deterred some candidates from applying and led others to fail - in part because they were not familiar with the specific weightlifting equipment or exercise. Recognizing these challenges, the agency began to give candidates the option to do push-ups, instead of the bench press, to test their upper body strength. Department leadership believes this change resulted in more women competing and passing the physical agility test. Over time, the bench press was completely removed from the exam.
 - [St. Paul Police Department](#) determined, after analyzing the breakdown of pass rates for African American, Latino, and Asian-American applicants, that its testing process was having a disproportionately harmful impact on candidates of color without a commensurate job-related benefit. The department found that candidates of color performed worse on the situational and written tests but significantly better than white candidates during the in-person interview. The department re-evaluated its hiring criteria to ensure that its testing criteria accurately aligned with the qualities that were most important on the job. It changed its written tests to focus more on the candidate's personal history and community engagement and removed the entire situational component. The department reported that it was able to hire more diverse, but equally qualified applicants using this new approach. The agency believes that one of the most important criteria to evaluate when reviewing a prospective officer's application is his or her genuine desire to be out in public to engage in community-policing with all members of the community.
2. Agencies should create and test specific, targeted messaging aimed at attracting underrepresented groups, including people of color, women, and members of the LGBTQ+ community. Underrepresented groups should be able to “see” themselves in the law enforcement career. For example, recruiting materials should include photos of and references to individuals from underrepresented groups in the field.
- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
 - [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
 - [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)

- [Building a Diverse Workforce in Law Enforcement \(National Policing Institute, 2021\)](#)
- [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)
- [Practical Steps to Increase Recruitment of Women in Law Enforcement \(RTI International, 2022\)](#)

Examples:

- [In Washington, DC](#), postcards sent to 30,000 registered voters in primarily black neighborhoods and describing the challenge of the job decreased the likelihood of men in that neighborhood of applying. For women who received a postcard with a female officer on it with the message that policing was their “next step” three times as many women applied.
 - [In Portland, OR](#) postcards to a predominantly black neighborhood with “Your Neighborhood, Your Police” reduced interest in applications while messages about the salary and benefits of the job were more effective. Motivations for joining the police for those from underrepresented groups indicate they are more likely to say they joined to “create change within the policing profession.”
 - [LAPD](#) increased the number of minority applicants with Facebook ads targeting predominantly black communities.
 - [Tacoma, WA](#) had a fourfold increase in applicants after adopting the “You belong here” message in its marketing, using personalized postcards.
3. Agencies should look for ways to level the playing field at each hurdle of the selection process. In practice, this may mean better preparing and priming recruits to take necessary tests with a positive tone or assessing and modifying physical fitness requirements among other strategies.
- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
 - [Police Hiring in the #MeToo Era \(IACP, 2019\)](#)
 - [Creating a Multicultural Law Enforcement Agency: An Intentional Priority \(IACP, 2017\)](#)
 - [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
 - [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)
 - [Building a diverse workforce in law enforcement \(Jane Wiseman, 2021\)](#)

Examples:

- [South Portland Police Department](#) is working to address the barriers that result from various civil service ordinances that create a cumbersome, overly drawn-out process for applicants. Given that the civil service exam is only offered once a year, the agency has begun experimenting with moving away from the once-a-year test to one that is administered more frequently and combining the required oral boards into one. The changes being explored allow for more frequent opportunities to access the hiring process. An ongoing evaluation of the streamlined process is resulting in a marked increase of additional candidates.
- [Yonkers Police Department](#) found that providing free training to city residents before its civil service exam in 2013 led to 60 percent of test takers who were minorities and a 25 percent increase in the number of African American officers.

4. Agencies must ensure that there is leadership support for diversity in recruitment efforts and that the agency's organizational culture is guided by community policing, procedural justice, and cultural inclusivity.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Creating a Multicultural Law Enforcement Agency: An Intentional Priority \(IACP, 2017\)](#)
- [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)
- [Practical Steps to Increase Recruitment of Women in Law Enforcement \(RTI International, 2022\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- Agencies' commitment to diversity should prominently and consistently appear throughout the agency's written documentation, as in the following examples:
 - "We are aware of the diversity of our community, and we will attempt to have our department be reflective of those we serve. We believe in the dignity and worth of all people and are sensitive to those who may be apprehensive of the police. We are committed to protecting the rights of all with a focus on community-oriented policing in our delivery of services. In doing so, we recognize the public is our most important ally

and we encourage them to join us in our crime prevention efforts. We can't be totally effective without their help!" – Monterey Police Department

- "We appreciate our differences and recognize that unique skills, knowledge, and backgrounds bring strength to the community. We aspire to create a police department that reflects our community. We embrace and include our community by seeking their input and responding to their concerns." – Wichita Police Department

- Agencies should set goals from the very top and commit to reaching those goals. For example, in the mid-90s, [Miami-Dade Police Department](#) set the following goals: increase the proportion of African-Americans from 8.5 percent of the force to 25 percent, Hispanic officers from 7.5 percent to 50 percent, and women officers from 7.5 percent to 25 percent. By 2004, the department was 19.5 percent African American, 47.5 percent Hispanic, and 23.6 percent female.

5. Agencies should proactively build community ties with the diverse communities they would like to reach, including communities of color, women, and the LGBTQ+ community. Agencies should engage stakeholders both within and outside of law enforcement, including, for example, Historically Black Colleges and Universities (HBCUs) and other educational institutions and faith-based organizations.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
- [Police Leaders Discuss Challenges in Recruiting at PERF Town Hall Meeting in Nashville \(PERF, 2018\)](#)
- [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- [Chattanooga Police Department](#) uses its Recruiting, Engagement, Selection, Transfer, Assignment, and Retention Team (RESTART) to bring together community members, academics, officers, command staff, union officials, and human resource professionals to "ensure equity and aggressively support diversity" in a range of practices, including those

related to retention, assignment, and transfer practices. Through this effort, the department is currently in the process of reforming its promotion standards.

- [Greenville Police Department](#) started engaging historically black colleges and universities (HBCUs) with more strategic approaches. These approaches put their recruiters and staff in more frequent contact with students, outside of job fairs. They also bring student/faculty groups to Greenville, host them for a day or two, and engage them with different populations in the city.

6. Agencies should determine what kinds of policies would attract more diverse candidates and work to implement those policies. For example, agencies should strive to become more family-friendly and should evaluate policies around past marijuana use and flaws in personal finances.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
- [Police Hiring in the #MeToo Era \(IACP, 2019\)](#)
- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Police Leaders Discuss Challenges in Recruiting at PERF Town Hall Meeting in Nashville \(PERF, 2018\)](#)
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- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- [LAPD](#) has reevaluated the emphasis they place on certain aspects of an applicant's background. They no longer automatically disqualify applicants based on financial setbacks. They also changed the way they administer and debrief from polygraph tests, which has led to a cut in about half of losses during the application process.
- [The Portland, OR, Police Bureau](#) has developed a childcare facility at their headquarters building. The program, called The Day Watch, is operated by a state-certified childcare business under contract with the Police Bureau. It offers full-time, part-time, and drop-in childcare. It is

open from 6 am - 6 pm, Monday through Friday. The program has recently been expanded to include other employees in the Justice Center building such as corrections officers, district attorneys, judges, and state crime lab personnel.

- [San Diego Police Department](#) is in the process of creating an extended-hour, low-cost daycare center for officers with young children. The program, serving children ages 5 and under, will offer extended operations from 5 am to 10 pm and allow for emergency callout services to the employee's home. The additional hours and emergency callout service aims to address the challenges law enforcement personnel face when balancing raising a family with nontraditional schedules.

7. Agencies should make sure their promotional processes are transparent, equitable, and free of biases that may have a negative impact on women, people of color, and other diverse minority groups. Employees should have a clear idea of what career paths are available to them.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)
- [Practical Steps to Increase Recruitment of Women in Law Enforcement \(RTI International, 2022\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Example:

Some departments have [stated](#) that “most [women] are pushed into juvenile services and community outreach, then get locked into it.” To combat this, Boston Police Department is actively recruiting women for canine, drug, gang, truck, and SWAT units.

8. Agencies should provide recruits with mentors and mentorship opportunities that reflect recruits' own diversity, so that they have the support, guidance, and resources they need to succeed on the job. For example, agencies should work with sworn officers who identify as LGBTQ+ to educate and mentor LGBTQ+ recruits.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
- [Creating a Multicultural Law Enforcement Agency: An Intentional Priority \(IACP, 2017\)](#)
- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)
- [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)

Examples:

- [Madison Police Department](#) pairs each new officer with a one-on-one mentor. The mentorship program is intended to provide these officers with someone intentionally selected to meet their needs. Through the mentorship program, the department also holds family-friendly events to create an inclusive environment.
- [Lansing Police Department](#) launched a mentoring program in the 1990s that matches new officers with mentors based on common areas of interest. The agency saw an increase in its retention rate following the implementation of the program. The mentoring program provides new officers with guidance, support, and resources to help them be successful on the job, including professional development.
- New York's [Guardians Association for Black NYPD officers](#) mentors applicants through the process.

9. Agencies should explicitly state their commitment to a zero-tolerance policy for harassment, discrimination, and retaliation. Agencies should screen out candidates who exhibit biases that run counter to this zero-tolerance policy.

- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Women In Police Leadership: 10 Action Items for Advancing Women and Strengthening Policing \(PERF, 2023\)](#)
- [Building a diverse workforce in law enforcement \(Jane Wiseman, 2021\)](#)
- [Building a Diverse Workforce in Law Enforcement \(National Policing Institute, 2021\)](#)

- [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)

Examples:

- The [Los Angeles County Sheriff's Department](#) is in the process of implementing an Office of Independent Review, staffed by civil rights experts who will be responsible for supervising the investigation of allegations of discrimination and for overseeing other types of internal investigations, such as complaints about the use of excessive force.
- The [Portland, Oregon Police Bureau](#) has the following policy clearly listed in their directives manual: "The Portland Police Bureau is also committed to establishing and maintaining a positive and supportive working environment in which all members have the opportunity to perform their duties to their fullest potential; therefore, the Bureau expressly prohibits members from engaging in all forms of discrimination, harassment, or retaliation against other Bureau members or employees of the City, including discouragement, intimidation, coercion, or adverse action, against any person who reports misconduct, makes a misconduct complaint, or cooperates with an investigation of misconduct."

10. Agencies should expand recruiting practices to better reach candidates from diverse walks of life, including looking at non-traditional disciplines such as hospitality, actively recruiting candidates in locations and places that welcome the LGBTQ+ community, and recruiting nationwide.

- [Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement \(National Center for Women & Policing\)](#)
- [Police Leaders Discuss Challenges in Recruiting at PERF Town Hall Meeting in Nashville \(PERF, 2018\)](#)
- [Building a diverse workforce in law enforcement \(Jane Wiseman, 2021\)](#)
- [Building a Diverse Workforce in Law Enforcement \(National Policing Institute, 2021\)](#)
- [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- [The Boise Idaho Police Department](#) puts on an event for women interested in becoming law enforcement officers, along with their families. Spouses and parents of women officers are invited to participate and answer questions. They are given nametags that identify them as a spouse or parent.
- Nassau County Sheriff's Office has developed an [online recruitment video](#) that shows different places within the county highlighting many attributes the area has to offer — from outdoor fun to faith to community. It also features Sheriff Bill Leeper and his deputies and staff highlighting pay and benefits — pointing out that Florida has no state income tax. This video can help recruit candidates from other parts of the country.
- [San Jose Police Department](#) has created a liaison role dedicated to addressing crime and police concerns within the LGBT community. The liaison and the broader department recruit LGBTQ+ candidates in various spaces that welcome the community, including during Pride festivities.

PIPELINE PROGRAMS

1. Many law enforcement agencies are adopting “grow their own” models, by fostering growth into a law enforcement career starting in youth, as a productive long-term solution to recruitment needs. “Grow their own” models are helpful not only for peace officer recruitment, but also for recruitment of many other related positions required by all law enforcement agencies.
 - [A Crisis Facing Law Enforcement: Recruiting in the 21st Century \(IACP, 2016\)](#)
 - [Building a Public Safety Career Pipeline, Updated \(CA Commission on Peace Officer Standards and Training, 2014\)](#)
 - [A profession in crisis: Proactively recruiting in schools and minority communities \(IACP, 2019\)](#)
 - [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)

Example:

[Fairfield-Suisun School District](#) has a Public Safety Academy which opened in August 2012 for students grades 5 – 8. This allows the county to work with young people and foster their growth and development with the goal of creating the next generation of police recruits.

2. Agencies should find ways to engage young people as early as possible, beginning in elementary school. Possible strategies for engaging elementary school students include career day presentations and structured after school programs focusing on various aspects of public safety careers.
 - [A Crisis Facing Law Enforcement: Recruiting in the 21st Century \(IACP, 2016\)](#)
 - [Building a Public Safety Career Pipeline, Updated \(CA Commission on Peace Officer Standards and Training, 2014\)](#)
 - [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Example:

[Anaheim Police Department](#) has a Junior Cadet Program which focuses on elementary school students between the ages of 8 and 13 and is affiliated with the department's Police Activity League (PAL) Cops-4-Kids program. This is an after-school program facilitated by on-duty officers and is hosted on elementary school campuses throughout the Anaheim area. The program runs for 24 weeks, meeting 1 – 2 hours per week, and concludes with a two-day weekend event that brings together all students. The objective of the program is to foster positive relationships between law enforcement and youth.

3. If possible, agencies should work with school boards to implement and support specialized public safety academies using either a magnet school model, charter school model, or an alternative school of choice model.
 - [A profession in crisis: Proactively recruiting in schools and minority communities \(IACP, 2019\)](#)
 - [Building a Public Safety Career Pipeline, Updated \(CA Commission on Peace Officer Standards and Training, 2014\)](#)
 - [Law Enforcement Recruitment Strategies: Reaching Out to Youth \(COPS, 2021\)](#)

Examples:

- [San Bernardino](#) has a Public Safety Academy (PSA), which is an independent charter school that has been in operation for over 14 years.

Approximately 400 students attend the program (60% males and 40% females). The high school graduation rate is 100%. An estimated 70% of students go on to higher education, and 25% enlist in the military.

- Detroit has launched a [Detroit Public Safety Academy](#). The high school follows a charter school model, is chartered through Eastern Michigan University, and has partnerships with the Detroit Police Department and Detroit Fire Department. It offers the ability to earn college credit or graduate with an associate degree through dual enrolment career programs.

4. Agency recruiters should partner with School Resource Officers (SROs) whenever possible to identify students who may be interested in a career in law enforcement and who possess the qualities of the agency's ideal candidate.

- [A profession in crisis: Proactively recruiting in schools and minority communities \(IACP, 2019\)](#)

Example:

SROs in the city of Chula Vista specifically have [stated in their roles](#) that they act as mentors and role models for students. [Various programs](#) have been created to foster the relationship between SROs and students, which can help SROs determine which students may have a passion for law enforcement, such as a School Safety Patrol (SSP) program and a Shop with a Cop program.

5. Recruiters should develop working relationships with school administrators and teachers. Teachers especially have the ability to influence students' perceptions of the police with their words and actions and may include police officers in school activities and classroom events.

- [A profession in crisis: Proactively recruiting in schools and minority communities \(IACP, 2019\)](#)

Example:

Anna Police Department in Texas worked with a local high school's A/V media class to develop a [lip sync video](#) that gives insight into the department's culture and opportunities. This gave them the opportunity to interface with high school students directly while creating a video that has more than 8,000 views.

6. Recruiters should also have a presence in trade schools, junior colleges, and four-year colleges wherever possible to further increase the reach to young adults as they begin to establish their careers.

- [A profession in crisis: Proactively recruiting in schools and minority communities \(IACP, 2019\)](#)

Examples:

- [Detroit Police Department](#) engages in a range of outreach efforts with high school students, specifically focusing on outreach to African American youth to build relationships with them in the classroom and outside of an enforcement context.
- [Metropolitan Police Department](#) runs a Police Cadet Training Program to encourage local 17 – 25-year-old residents to consider a career as an officer in their community.
- Chattanooga Police Department, in partnership with other local first responder agencies, [runs a paid internship program](#) that has targeted individuals from populations underrepresented in the department who may be interested in public safety careers.
- Oakland Police Department [launched a partnership with nearby Merritt College](#) in the fall of 2015, where a 13-week course taught by the department's former chief works to prepare students for careers in law enforcement.

7. There are a variety of programs and models already available that help to build the career pipeline, including the National Police Athletic Leagues/Activities Leagues Inc., police cadet programs, Law Enforcement Explorers, internships, etc.

- [Creating a Multicultural Law Enforcement Agency: An Intentional Priority \(IACP, 2017\)](#)
- [A Crisis Facing Law Enforcement: Recruiting in the 21st Century \(IACP, 2016\)](#)
- [Building a Public Safety Career Pipeline, Updated \(CA Commission on Peace Officer Standards and Training, 2014\)](#)
- [Law Enforcement Recruitment Strategies: Reaching Out to Youth \(COPS, 2021\)](#)
- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)

Examples:

- [Miami-Dade Schools Police Department](#) has a Police Explorers Program. The Police Explorers Program is a volunteer program sponsored by MDSPD and governed by the rules of the [Learning for Life Organization](#). The program is designed to provide high-school age youth, ages 14 to 18, and a minimum of a 2.0 GPA, with the opportunity to learn about a career in law enforcement. Following an extensive training program, held every summer, police explorers gain insight into police work through first-hand experience, assisting police professionals in a variety of departmental and community activities. Police explorers are non-sworn, unarmed civilian volunteers with no arrest or enforcement powers.
- [Public Safety Cadets \(PSC\)](#) is a national non-profit organization founded and managed by active and retired law enforcement officers and business leaders dedicated to preparing young adults, ages 14-20 (until 21st birthday), for careers and leadership in the public safety profession.

8. Agencies should also focus on building a pipeline with transitional workers, including those exiting the military.

- [Vets to Cops \(COPS, 2012\)](#)
- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
- [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)

Example:

[Tennessee](#), which in recent years has seen a significant rise in its immigrant population, enacted a statewide measure that allows noncitizen military veterans who were honorably discharged to apply for officer positions in state and local law enforcement.

ROLE OF PRIVATE SECTOR/LESSONS FROM OTHER PROFESSIONS

1. Agencies should partner with local chambers of commerce wherever possible for support with recruitment efforts.
 - [It's Your Business: Chamber ready to support Bloomington in recruiting new police officers \(The Herald-Times, 2023\)](#)

Example:

The Bloomington Police Department has partnered with the Greater Bloomington Chamber of Commerce to foster awareness of staffing shortages among the business community. The Chamber has [explicitly stated](#) its support for city leaders in any effort that will aid with recruiting more public safety personnel to work for the city of Bloomington.

2. Agencies should engage with the community wherever possible to foster awareness of job openings and career paths, to identify potential candidates who demonstrate the skills needed for policing, and to help combat any negative stigma associated with working for the police. It is important that government agencies, community groups, nonprofits, businesses, and private citizens all embrace public safety as a shared responsibility.
 - [Community Engagement and Recruiting: The Missing Piece for Attracting Candidates \(PM Magazine, 2020\)](#)
 - [Community Partnerships \(COPS\)](#)
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
 - [Recruiting for Diversity in Law Enforcement: Selected Recent Research Insights \(Institute for Excellence in Government, 2021\)](#)
 - [Advancing Diversity in Law Enforcement \(U.S. Equal Employment Opportunity Commission, 2016\)](#)
 - [Recruiting in the LGBTQ Community: Diverse staffing for diverse communities \(COPS, 2021\)](#)
 - [Columbus Police Department's faith-based program to teach policing, more \(Columbus, GA WTVM, 2023\)](#)
 - [How Law Enforcement and the Faith Community Can Work Together for Cities \(NLC, 2017\)](#)

Example:

The [community recruiter program](#) in Sacramento, California, adopts the same core principles and strategies that are part of community policing. It arose from the recognition that community members, including community leaders, understood little about the department and its selection and recruitment processes. When instituted in 2004, the program represented a reinvention of the recruitment process, identifying interested community leaders and training them to be what the department calls community recruiters. Community recruiters undergo a 3-hour orientation about the department and the qualifications and requirements for new recruits. They receive a handbook containing details about the written, oral, and physical agility examinations; job requirements; background checks; and job applications. The department produced a video that addresses each aspect of the testing process and life in the academy.

As the program grew, recruiters became more involved in the process. Instead of just providing names of possible candidates, community members became involved in the process of screening acceptable candidates. Community recruiters now serve on entry-level and promotional oral panels. This involvement has enhanced the process and provided a valuable opportunity for the department to understand cultural differences, particularly as they relate to interviewing and testing. Through involvement in the interview panels, community recruiters learn about the department and become more effective recruiters and screeners.

3. Agencies should consider using private partners in recruitment. For example, using a private company to assist with screening and testing new recruits may help with perceptions of fairness and objectivity, and using research-driven data management programs can enable leaders to make well-informed personnel decisions.
 - [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
 - [New Tactics for Law Enforcement Recruitment \(Benchmark Analytics, 2021\)](#)

Example:

The [King County Sheriff 's Office](#) in Washington uses a private partner for screening and testing new sheriff 's deputy candidates. The company provides similar services to other agencies for the screening and testing of police officers, firefighters, and corrections officers. More than 80 police departments and sheriff 's offices in Washington state have contracted for its services. This addition to the recruitment process takes the front end of any peace officer application process to the next level, while informing the potential applicant

of the requirements and standards that will be applied to her or his application.

[Seattle Police Department Recruitment and Retention Plan](#)

OTHER THEMES & TOPICS

1. Culture

- [Law Enforcement Recruitment Toolkit \(COPS, IACP; 2009\)](#)
- [Blueprint for Law Enforcement Recruitment and Retention in the 21st Century: Principles of a Comprehensive Recruitment, Hiring, Promotion, and Retention Strategy \(Smart Policing Initiative, CNA; 2022\)](#)
- [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)
- [What Works: Retention & Culture \(30x30, 2021\)](#)

Examples:

- Public trust issue – police executives need to take ownership in implementing practical ways of restoring the relationship between community and police
- Public-private partnerships – local nonprofits have the trust of the community
- Social impact stories – tell your “why” – breaks down barriers in the community
- Few recruitment and retention issues in the state of FL because officers largely feel supported in doing their jobs

2. Professional Development

- [Law Enforcement Best Practices: Lessons Learned from the Field \(COPS, 2019\)](#)
- [Addressing the Challenges of Recruiting and Retention in Law Enforcement \(AFPI, 2023\)](#)

3. Officers Near or Post Retirement

- Agencies should consider incentivizing postponement of retirement by offering bonuses, part-time schedule options, increased longevity pay, and other incentives. Keeping already trained and experienced officers in the department may be more cost effective and maintain continuity within the agency.
 - [What Chiefs Can Do Today About Impending Officer Shortages \(National Policing Institute, 2020\)](#)

- Agencies should consider hiring back retired officers in an effort to keep experience in the department and perhaps improve culture. Departments will need to consider policies around pensions, physical fitness requirements, and training. Agencies could consider rehiring retired officers for support positions to free up active-duty officers.
 - [What Chiefs Can Do Today About Impending Officer Shortages \(National Policing Institute, 2020\)](#)

Examples:

- States may need to examine existing policies around penalizing pension plans should retired officers choose to return to work.
- Hiring back retired officers must be done correctly. They are also an excellent source for SROs and background investigators.

4. Mutual Aid Agreements

- [What Chiefs Can Do Today About Impending Officer Shortages - National Policing Institute](#)

ADDITIONAL RESOURCES

- [What Works: Recruitment & Assessment \(30x30, 2021\)](#)
- [Equip. Empower. Hire. Retain. | A Virtual Career Experience hosted by DHS](#)
- [Eastern Michigan University equips students with resources to succeed in today's workforce \(EMU Today, 2023\)](#)
- [School Resource Officer Program Recommendations \(National Association of School Resource Officers, 2021\)](#)
- [To Protect & Educate: The School Resource Officer and the Prevention of Violence in Schools \(NASRO, 2012\)](#)
- [S. 546 – Recruit and Retain Act \(118th Congress, 2023-2024\)](#)
- [A Conversation with the Police – Uncomfortable Conversations with a Black Man \(Video; Emmanuel Acho, 2020\)](#)
- [Community panel to interview new Schenectady police hires \(Times Union, 2020\)](#)
- [Public Safety Testing](#)