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National Training and Technical Assistance Center

BJA Criminal Justice Workforce of the Future:

A Summary of Research Findings and Conversations at the BJA Criminal Justice Workforce of the Future Convening in April 2024

Contents

Executive Summary 4

Introduction 6

Chapter 1: Landscape Analysis 8

Data Sources and Methods 8

Law Enforcement 8

Prosecution 9

Corrections 9

Labor Market Overview 9

How Many People Currently Work in the Field? 13

Law Enforcement 13

Prosecution 14

Corrections 14

To What Extent Are Agencies Currently Shorthanded? 15

Law Enforcement 15

Prosecution 15

Corrections 16

How Many More Workers Will Be Needed in the Foreseeable Future? 17

Law Enforcement 17

Prosecution 17

Corrections 18

What Do Existing Career and Training Pipelines Look Like, and How Many Future Workers Will They Likely Produce? 19

Law Enforcement 19

Prosecution 19

Corrections 20

Are There Foreseeable Shortfalls and Gaps? 21

Law Enforcement 21

Prosecution 21

Corrections 22

Chapter 2: BJA Criminal Justice Workforce of the Future Convening 23

Factors that Hinder Recruitment and Retention Within Criminal Justice Fields 24

Societal Perceptions 24

Internal Culture 24

Expectations of the Next Generation 25

Ripple Effect of Vacancies 25

Benefits 25

Internal Competition 27

Strategies to Promote Recruitment and Retention Within Criminal Justice Fields 28

Data-Informed Decision Making 28

Community Partnerships 29

Education Pipelines 29

Civilian Staffing 30

Technology 31

Regionalization and Collaboration 32

Mission-Driven Leadership 32

Conclusion 34

Appendix A: Subject Matter Expert Biographies 35

Appendix B: Convening Attendees 38

Appendix C: Convening Agenda and Session Descriptions 39

References 44

Executive Summary

The criminal justice field, specifically the law enforcement, prosecution, and corrections professions, is currently managing increased expectations while interest in the professions continues to decline.

Law Enforcement

Roughly 800,000 sworn officers currently work in law enforcement. However, there are approximately 56,000 to 64,000 vacancies nationwide, placing the national staffing rate between 92%–93% of ideal staffing levels (Projections Central, 2024).

Prosecution

The most recent comprehensive study of prosecution staffing was conducted in 2007. At that time, 25,000 prosecutors carried an average load of 92 felony cases per attorney on staff (Perry & Banks, 2011). However, a more recent study of prosecutor caseload conducted between 2019 and 2023 found that caseloads per prosecutor soared to 175 cases per attorney in 2023 (Biener, n.d.), which indicates either a decrease in prosecutors, an increase in overall crimes requiring prosecution, or a combination of the two.

Corrections

Approximately 351,420 corrections officers and jailers are employed in the United States (U.S. Bureau of Labor Statistics, 2024-a, retrieved October 2, 2024). Between 2019 and 2022, 43 states saw a decrease in the number of people who worked in state correctional systems; 21 of those states saw decreases of more than 10%, with some greater than 20% (Hefferman & Li, 2024).

Interest in the law enforcement, prosecution, and corrections professions is influenced by several factors, including:

- Societal perceptions
- Culture within agencies and the professions as a whole
- Disconnect between professional culture and the expectations of the next generation entering the workforce
- Ripple effect caused by vacancies in allied professions
- Employee benefits

The law enforcement, prosecution, and corrections fields must use new, innovative strategies to recruit and retain talent in the criminal justice workforce and meet public service needs. At the BJA Criminal Justice Workforce of the Future Convening in April 2024, leaders within select criminal justice fields discussed the strategies being used and promising results across the country, including:

- Using workload-based studies that account for the unique needs of each agency and community and allow for agency and community-specific strategies to guide resource investment.
- Investing in community partnerships to rebuild public trust and outsource tasks to qualified partners with enhanced expertise. Examples include using peer navigators in public defense offices and working with local colleges and universities to develop new onboarding curriculums.
- Enhancing education pipelines to build exposure and increase interest. Examples include developing experiential learning opportunities, such as district attorney academies for students at varying education levels (from high school through law school) and constructing focus groups to hear young people's opinions on the law enforcement profession.
- Increasing civilian staffing opportunities in more traditional roles, such as information technology, data analysis, and administration, while also training civilians to manage less traditional ones, like investigations roles.
- Modernizing technology capabilities using responsible artificial intelligence and other advances. For example, some corrections facilities use facial recognition, weapons recognition, and group assessment software.
- Centralizing certain positions to maximize skill and budget resources.
- Enacting mission-driven leadership principles to better understand and meet the professional and personal needs of the workforce. This includes understanding employee demographics, creating flexible policies and procedures that accommodate all backgrounds, providing for employee wellness, and creating a positive workplace culture.

Public defense, forensic science, telecommunication, and other affiliated fields are crucial in creating an effective and equitable criminal justice system that meets societal needs. The U.S. Department of Justice, Bureau of Justice Assistance, is committed to expanding workforce research and conversations in these areas in the coming years.

Introduction

The criminal justice system in the United States faces significant challenges in recruiting and retaining qualified and diverse personnel for law enforcement, prosecution, and corrections. While the severity and cause of these challenges vary across jurisdictions and agencies, workforce challenges can affect public safety, justice, and equity.

In October 2022, the U.S. Attorney General issued a directive to convene a national dialogue on the state of the criminal justice workforce and strategies to enhance diversity, quality, and well-being within the various criminal justice system fields. On April 18, 2023, more than 30 law enforcement and community leaders met in Washington, D.C., to discuss existing best practices and emerging and transformative solutions to address current staffing challenges.[1]

Since then, the U.S. Department of Justice, Bureau of Justice Assistance (BJA), has initiated and supported various efforts to understand and improve the criminal justice workforce, including:

- Supporting the **Advancing Service-Oriented Policing Through Inclusion, Relationship-Building, & Engagement (ASPIRE) project**: ASPIRE uses a multidisciplinary team from the following organizations to offer police agencies practical recommendations for identifying and recruiting a diverse workforce:
    - RTI International
    - Association of Campus Law Enforcement Administrators
    - National Association of Women Law Enforcement Executives
    - National Organization of Black Law Enforcement Executives
    - Historically Black Colleges and Universities (HBCU) Law Enforcement Executives and Administrators Association
    - Hispanic American Police Command Officers Association

  ASPIRE also provides resources that help individuals considering policing careers prepare for and succeed in the profession.[2]

- Launching the **HBCU Law Enforcement Initiative** through the ASPIRE program: The initiative leverages the incredible talent at our nation's historically Black colleges and universities to build a modern law enforcement workforce representative of the communities served. HBCU students play a central role in crafting national messaging highlighting law enforcement career opportunities, affecting positive change, and strengthening community trust, with their strategies and resources shared broadly with police agencies and communities nationwide.
- Starting the **30x30 Initiative**: The initiative, formed by a coalition of police leaders, researchers, and professional organizations, aims to achieve 30% female representation in policing recruits by 2030. Policing in the United States continues to be a male-dominated profession, and historically, women have encountered many challenges to successful, sustainable, and fulfilling careers within the profession. While the landscape is slowly changing, the profession's culture continues to challenge women in law enforcement. The 30x30 Initiative improves policies and practices that affect the recruitment and experiences of women from all backgrounds in law enforcement.[3]

1 A full summary of the April 18, 2023, convening can be found in BJA and the Office of Community Oriented Policing Services' publication, *Recruitment and Retention for the Modern Law Enforcement Agency*.
2 More information about the ASPIRE project can be found on the *ASPIRE website*.
3 More information about the 30x30 Initiative can be found on the web page, The 30x30 Pledge.

- Providing **additional technical assistance** to 30x30 Initiative participating agencies: Since its launch, the 30x30 Initiative has expanded to over 300 universities and local, state, and federal law enforcement agencies.

  BJA recently awarded a 2-year contract to the National Policing Institute to provide technical assistance to participating agencies. The National Policing Institute helps improve data collection, administration, and examination of promising practices across participating agencies.

- Revamping the **Preventing Violence Against Law Enforcement Officers and Ensuring Officer Resilience and Survivability (VALOR) Initiative**: The VALOR Initiative provides in-person and virtual training and technical assistance to law enforcement entities, focusing on the latest research and evolving issues law enforcement officers face.[4]

Building upon these efforts, BJA hosted a Criminal Justice Workforce of the Future Convening on April 16–17, 2024, at Wichita State University's Innovation Campus. Approximately 60 leading practitioners, academics, and other stakeholders from across the criminal justice system were invited to discuss the current state of the criminal justice workforce, cultural implications on recruiting and retention, talent acquisition, and the public's changing expectations. While the April 2023 convening focused solely on law enforcement, the April 2024 convening considered other areas of the criminal justice system, including courts and corrections.

Before the convening, BJA commissioned a landscape analysis of present-day criminal justice workforces, existing career pipelines, and current and foreseeable shortages and gaps. The landscape analysis was presented at the start of the 2-day April 2024 convening.

This document summarizes the research and discussions from the landscape analysis and the April 2024 convening. The report is organized as follows:

- Chapter 1 presents the findings of the landscape analysis conducted before the April 2024 convening, including an overview of the current and projected state of the criminal justice workforce.
- Chapter 2 provides a detailed summary of the presentations and discussions from the April 2024 convening, highlighting promising practices, innovative solutions, and common challenges within the field.

4 More information about the VALOR Initiative can be found in the BJA publication, *BJA VALOR Initiative*.

Chapter 1: Landscape Analysis

The landscape analysis conducted before the April 2024 convening aimed to answer five key questions for the law enforcement, prosecution, and corrections fields:

1. How many people currently work in the field?
2. To what extent are agencies currently shorthanded?
3. How many more workers will be needed in the foreseeable future?
4. What do existing career and training pipelines look like, and how many future workers will they likely produce?
5. Are there foreseeable shortfalls and gaps?

Data Sources and Methods

The Bureau of Labor Statistics (BLS), an independent statistical agency responsible for measuring labor market activity, working conditions, price changes, and productivity in the U.S. economy, provided much of the quantitative data. BLS gathers data by surveying diverse businesses and households that are locally and nationally representative. BLS aggregates survey data to maintain confidentiality and produce group statistics available to the public at no charge. BLS data was supplemented by data from existing research studies and other peer-reviewed publications.

Data was sourced and analyzed by law enforcement, prosecution, and corrections subject matter experts. Full biographies for all subject matter experts can be found in Appendix A.

Law Enforcement

Fred Fletcher, former police chief of Chattanooga, TN, led the landscape analysis team for law enforcement. Chief Fletcher served for more than 20 years as a police officer and law enforcement leader in Austin, TX, before moving to Chattanooga. Chernoh Wurie, Ph.D. and Amy Clifton-Mills, M.S. supported Chief Fletcher. Dr. Chernoh Wurie is an assistant professor for the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University where he specializes in police recruitment and the history and current practices of policing. Clifton-Mills is a Ph.D. candidate at the
L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University.

The law enforcement landscape analysis included a survey of five police departments in Virginia. Their responses are summarized throughout this report. The departments surveyed for the law enforcement landscape analysis have varying demographics and population sizes and consist of the following:

- One town department serving 7,916 residents
- One university department serving over 20,000 students, faculty, and staff
- Two city departments serving 334,760 to 489,640 residents
- One state agency serving a state population of approximately 8.6 million

Prosecution

The Prosecutors' Center for Excellence (PCE) led the prosecution landscape analysis. PCE works with prosecutors to improve the criminal justice system, addresses emerging issues, and develops and supports best practices committees for prosecutors. These nonpartisan committees provide a process for prosecutors to proactively address issues within and improve the criminal justice system. PCE offers technical assistance, training, materials, expert advice, and research on policy issues relevant to prosecutors' work.

Corrections

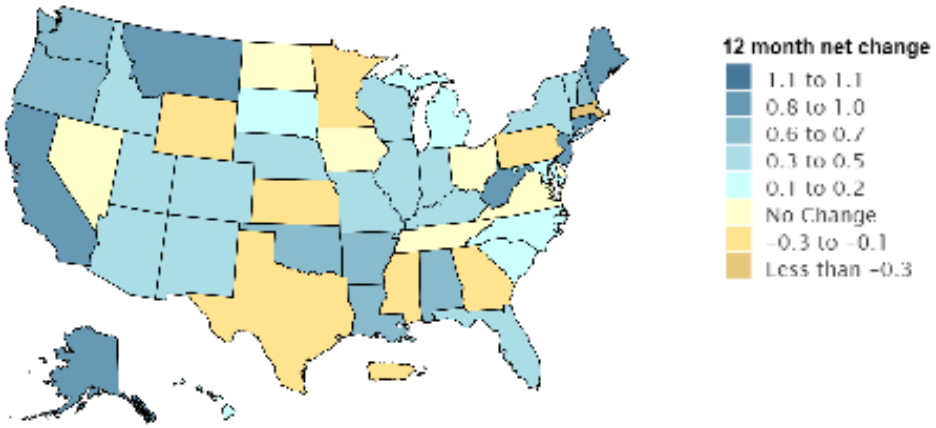
The Moss Group is a criminal justice consulting firm based in Washington, D.C., that helps state, local, federal, and private corrections organizations achieve organizational excellence. The Moss Group led the corrections portion of the landscape analysis. The Moss Group specializes in developing strategic solutions to sensitive issues facing correctional administrators, executives, and leaders; addresses complex and emerging issues through training and technical assistance; and has worked in all 50 states.

Labor Market Overview

While this landscape analysis focuses on the state of the law enforcement, prosecution, and corrections workforces, it is important to view the criminal justice system workforce within the context of the U.S. labor market.

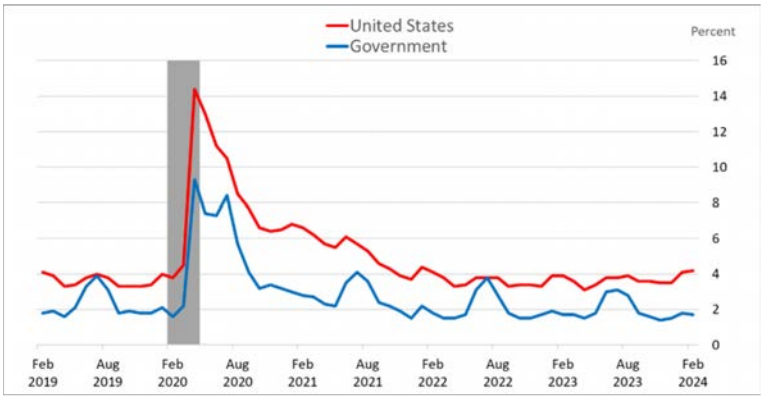
Unemployment rates are among the most referenced markers for the labor market's health. Figure 1 depicts the 12-month net change in unemployment rates between February 2023 and February 2024 (U.S. Bureau of Labor Statistics, n.d.-e, retrieved April 5, 2024). Net change per state is calculated by subtracting the February 2023 rate from its February 2024 rate. For example, California's unemployment rate in February 2023 was 4.5%; in February 2024, it was 5.3%, putting it in the 0.8 net change range. In contrast, Texas had an unemployment rate of 4.0% in February 2023 and 3.9% in February 2024, putting it in the -0.1 category. Overall, unemployment rates increased in most states over the last year, with only nine states and territories seeing a slight decrease in unemployment over the year.

Figure 1. Changes in Unemployment Rates from February 2023 to February 2024.



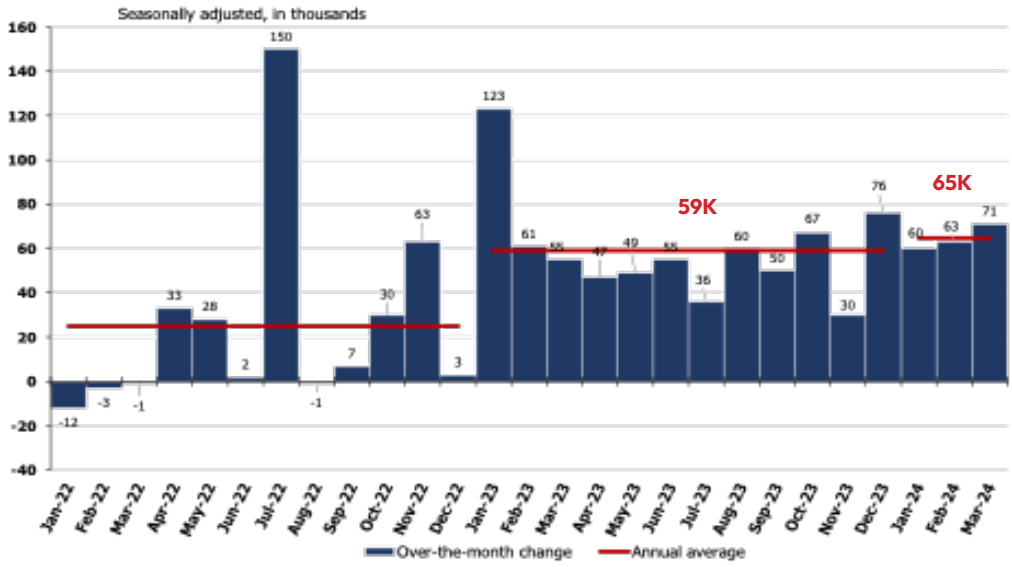
Government unemployment rates are typically around 2% lower than overall U.S. unemployment rates, as shown in Figure 2 (U.S. Bureau of Labor Statistics, n.d.-d, retrieved April 5, 2024). The data in Figure 2 is not seasonally adjusted—meaning typical business cycle changes have not been smoothed out. Local educators, for instance, tend to see an increase in unemployment over the summer months. Because several educators are considered government employees, this predictable unemployment pattern contributes to the compression between overall U.S. and government unemployment rates in June, July, and August shown in Figure 2.

Figure 2. Government Unemployment Rates Compared to Overall U.S. Unemployment Rates.



However, unemployment rates do not wholly represent what happens in the labor market. Among other factors, unemployment rates do not account for people simply exiting the labor force. While unemployment rates appear to be increasing in most states, government employment is trending higher in 2023 and 2024 compared to 2022. Figure 3 shows the monthly changes in government employees (U.S. Bureau of Labor Statistics, n.d.-a, retrieved April 5, 2024). (The most recent 2 months of data are preliminary.) Figure 3 is seasonally adjusted, and positive numbers depict an overall employee increase, while negative numbers depict an overall decrease. So, in March 2024, the number of government employees increased by 71,000 compared to February 2024. The average monthly increase from January 2024 to March 2024 was 65,000 employees, up from 59,000 employees per month in 2023.

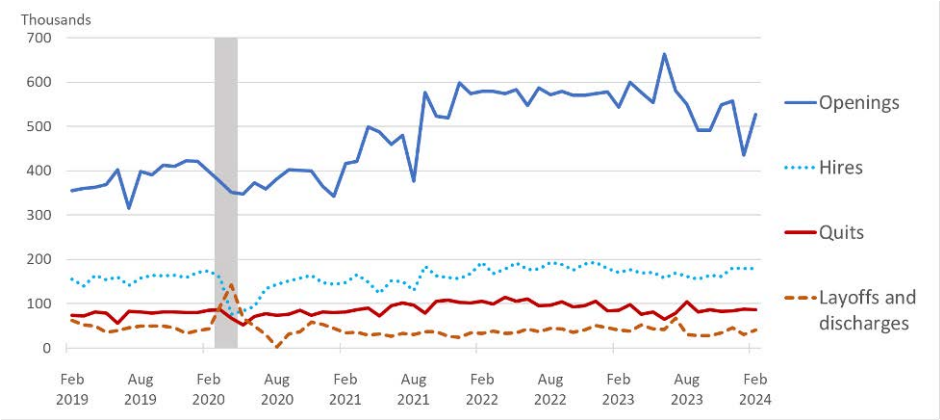
Figure 3. Over-the-Month Change in Government Employment From January 2022 – March 2024.



Nevertheless, the gap between job openings and hires for state and local governments, excluding education, is still wider than before the COVID-19 pandemic, as depicted in Figure 4 (U.S. Bureau of Labor Statistics, n.d.-c, retrieved April 5, 2024). Figure 4 uses the following definitions:

- **Openings:** All positions not filled by the last business day of the month (The position must exist, start within 30 days, and have active recruitment.)
- **Hires:** All additions to the payroll during the month
- **Quits:** Voluntary separations initiated by employees
- **Layoffs and discharges:** Involuntary separations initiated by employers

Figure 4. Labor Turnover for State and Local Government, Excluding Education.



Based on all data described above, some general conclusions can be drawn:

- Unemployment is higher in most states in 2024 compared to 2023. Most states experienced a net change of between 0 and 0.5. Even so, government unemployment rates remain slightly lower than the overall U.S. unemployment rate.
- Since September 2022, the total number of government employees has been on the rise, and the average monthly change of government employees has increased yearly since 2022.
- The hire rate remains above that of quits, layoffs, and discharges individually. However, when quits and layoffs are combined, the separation rate is much closer to the hire rate. In February 2022, the combined separation rate slightly exceeded the hire rate, while in February 2023 and February 2024, the combined separation rate was slightly lower than the hire rate.
- The number of state and local government openings is consistently much higher than the number of hires. This suggests that there are factors that prevent positions from being filled.

With this context in mind, let's examine the state of the law enforcement, prosecution, and corrections workforces using the five key questions on page 8. It is important to note that this document is intended to provide an analysis at the national level. Due to varying responsibilities, community needs, geographic differences, and other factors, the statistics and conclusions in the landscape analysis may not accurately portray employee experiences in all localities.

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What are the Right Numbers: Contemporary Staffing Models and Considerations
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What are the
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Contemporary
Staffing Mode
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1. How Many People Currently Work in the Field?

This section provides an overview of the current workforce size and composition of law enforcement, prosecution, and corrections officers in the United States. Supplemental, field-specific information is provided in addition to general employment numbers, including the distribution of law enforcement officers across states, prosecutors' caseloads, and corrections officers amongst facility types.

Law Enforcement

According to the U.S. Department of Labor, approximately 800,000 sworn law enforcement officers work in the United States. Eight states—California, New York, Texas, Florida, Illinois, Pennsylvania, New Jersey, and Ohio—account for 49% of all sworn police officer positions and 49.3% of annual anticipated position openings. Conversely, the 30 smallest states and the District of Columbia account for less than 21% of total police officer positions and anticipated annual openings (Projections Central, 2024).

According to a report published by the Bureau of Justice Statistics Local Police Departments Personnel, local police departments employed nearly 67% of full-time sworn personnel as of December 31, 2020; however, 46% of local police departments had 10 or fewer full-time sworn officers (Goodison, 2022).

Table 1 (Gardner & Scott, 2022, p. 5) provides data on full-time state and local law enforcement employees by agency type between 2008 and 2018.

Virginia Police Department Survey Results

In addition to publicly available national statistical data, each of the five police departments surveyed by the law enforcement subject matter experts provided their current staffing levels. The town with a population of 7,916 reported 27 police officers, while the university department serving 20,000 people reported 80. The two city departments serving between 334,769 and 489,640 people reported 600 and 700 police officers, while the state agency overseeing a population of 8.6 million reported 1,760 officers.

Table 1. Full-time state and local law enforcement employees, by type of agency, 2018.

	Full-time employees			Full-time sworn personnel			Full-time civilian personnel*		
Type of agency	Total	Change, 2008–2018	Percent change, 2008–2018	Total	Change, 2008–2018	Percent change, 2008–2018	Total	Change, 2008–2018	Percent change, 2008–2018
All types	1,214,260	80,345	7.1%	787,565	22,319	2.9%	426,695	58,026	15.7%
Local police[a]	601,011	12,292	2.1	465,891	7,663	1.7	135,121	4,630	3.5
Sheriff's office	377,682	24,221	6.9	192,380	9,401	5.1	185,302	14,820	8.7
Primary state	92,756	-392	-0.4	60,451	-321	-0.5	32,305	-71	-0.2
Tribal police	5,652	1,358	31.6	3,789	954	33.7	1,863	404	27.7
Special jurisdiction	132,030	41,768	46.3	60,833	3,865	6.8	71,198	37,904	113.8
Constable/marshal	5,128	1,097	27.2	4,221	757	21.9	906	339	59.9

Note: Details may not sum to totals due to rounding. Excludes agencies that did not employ at least one full-time equivalent (FTE) sworn officer. FTE is the number of full-time sworn officers plus half the number of part-time sworn officers. See appendix table 2 for standard errors.

*Includes officers and deputies with limited or no arrest powers and nonsworn employees.

[a]Tribal police departments and personnel counts were grouped with local police departments in previous CSLLEA reports. To make accurate comparisons to the 2018 data, the 2008 counts reported here do not include personnel employed by tribal police departments and thus differ from previously published counts.

Source: Bureau of Justice Statistics, Census of State and Local Law Enforcement Agencies, 2008 and 2018.

Prosecution

BLS conducted the last comprehensive study of prosecution staffing in 2007. This study found that prosecution offices employed approximately 25,000 prosecutors and 78,000 people at the time. In 2007, prosecution offices carried an average of 93 felony cases per prosecuting attorney on staff (Perry & Banks, 2011).

In 2018, PCE conducted a staffing and caseload survey of over 600 prosecution offices. Of the 455 offices that reported felony caseloads, the average number of cases per prosecutor was 95, a slight increase from 2007. However, the most recent prosecutor workplace study conducted by the Association of Prosecuting Attorneys, which surveyed 31 of the 50 largest prosecutor offices in the country, showed a soaring progression of caseload per prosecutor, which can be found in Table 2 (Biener, n.d.).

Table 2. Caseload per prosecutor from 2019-2023.

2019	2020	2021	2022	2024
139	155	184	180	175

PCE's National Best Practices Committee is conducting a caseload and staffing project in 2024, after which more updated staffing data will be available.

Corrections

Several data sources can be used to estimate how many individuals work as correctional officers in the United States. Unfortunately, there is a lack of definitional consistency between sources, which creates a challenge in determining estimates.

For example, BLS statistics count correctional officers and jailers, including all individuals who "guard inmates in penal or rehabilitative institutions in accordance with established regulations and procedures." This includes individuals who "may guard prisoners in transit between jail, courtroom, prison, or other point…deputy sheriffs and police who spend the majority of their time guarding prisoners in correctional institutions". BLS data reported 351,420 corrections officers and jailers employed in 2023. State and local governments employed most corrections officers, with 181,650 officers working for state governments and 140,200 for local governments (U.S. Bureau of Labor Statistics, 2024-a, retrieved October 2, 2024).

However, the U.S. Census Bureau uses a single "corrections" category to encompass all correctional staff, reporting 390,251 corrections officers in 2022 (U.S. Census Bureau, 2024).

At the state level, Texas, which has the largest incarcerated population in the nation, employs 35,570 corrections officers and jailers, the most in the country. Texas is followed by California (33,740 officers), New York (26,080 officers), Florida (18,890 officers), and Pennsylvania (15,250 officers). While Pennsylvania has the fifth largest corrections workforce in the nation, it is less than half the size of the Texas workforce (U.S. Bureau of Labor Statistics, 2024-a, retrieved October 2, 2024).

2. To What Extent Are Agencies Currently Shorthanded?

Law enforcement, prosecution, and corrections are all currently facing staffing shortages.

Law Enforcement

Law enforcement is experiencing a staffing shortage of roughly 8% (Projections Central, 2024). Building on this, the Police Executive Research Forum surveyed workforce trends and found that police departments, on average, are operating at approximately 93% staffing capacity. This 7%–8% shortage means there are roughly 56,000 to 64,000 unfilled policing positions in the United States (Police Executive Research Forum, 2021).

Virginia Police Department Survey Results

Of the five Virginia police departments surveyed by SMEs, only one city department is consistent with nationwide staffing shortages. The remaining departments exceed the national shortage rate. Their reported staffing levels can be found in Table 3.

Table 3. Virginia police department percentage of workforce currently vacant.

Department	Percentage of Workforce Vacant
City	8%
Town	10%
University	16%
State	21%

Prosecution

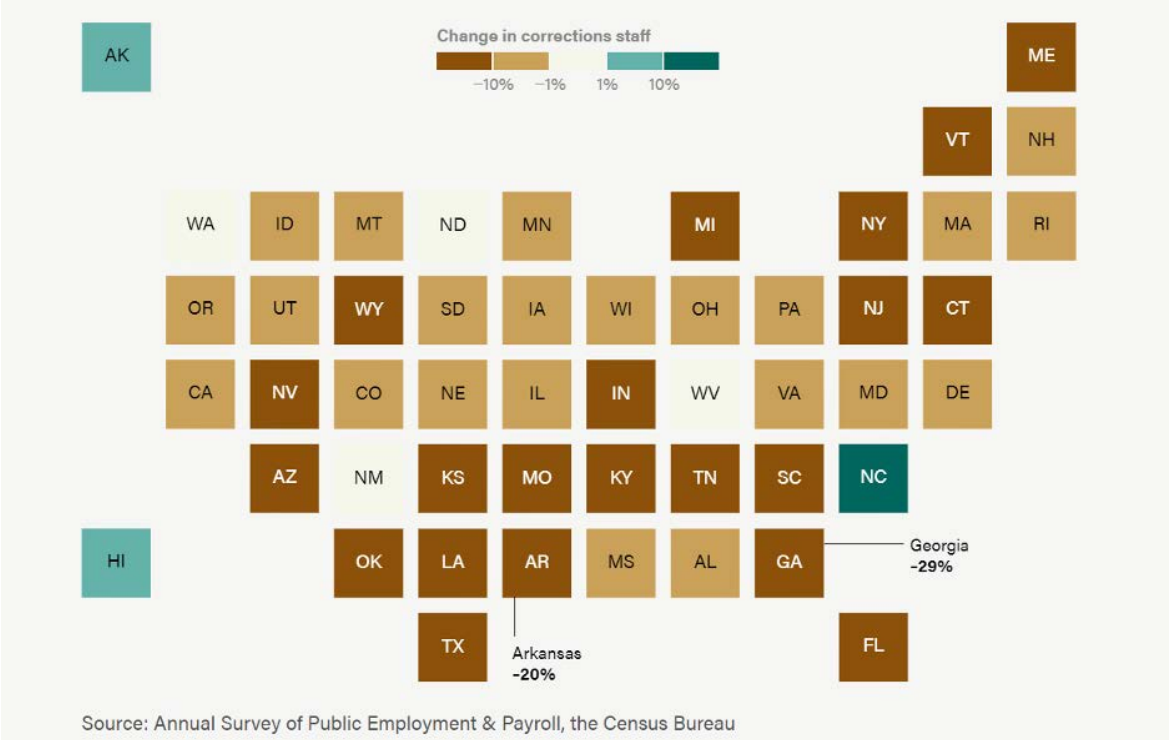
The staffing shortage for prosecutors is chronicled in a recent research article, *The Prosecutor Vacancy Crisis:*

> *There is a prosecutor vacancy crisis in the United States. Prosecutors are quitting in droves, and there are few applicants to replace them. In Houston and Los Angeles, more than 15% of prosecutor positions are open. In Detroit, the vacancy rate exceeds 20%. In Alameda, 25% of prosecutor positions are empty. And in Miami a staggering 33% of prosecutor positions are unfilled. The situation is equally dire in many large and small counties across the nation. (Gershowitz, 2023, p. 1)*

Corrections

The Marshall Project completed a comprehensive corrections staffing data analysis using statistics from the U.S. Census Bureau's *Annual Survey of Public Employment and Payroll*. Across the United States, the average decline in the correctional system workforce between 2019 and 2022 was approximately 10%, but some states, like Georgia and Arkansas, saw much larger drops. A state-by-state breakdown can be found in Figure 5 below (Hefferman & Li, 2024).

Figure 5. Change in Corrections Staff Between 2019-2022 by State.



Source: Annual Survey of Public Employment & Payroll, the Census Bureau

3. How Many More Workers Will Be Needed in the Foreseeable Future?

The number of workers needed depends on many factors, including positions, quits, layoffs, and the political environment. While law enforcement and prosecution anticipate increased staffing needs, decreased staffing needs are anticipated in the corrections field.

Law Enforcement

As noted above, current law enforcement staffing levels indicate a shortage of 56,000 to 64,000 sworn law enforcement officers. According to the U.S. Department of Labor's projections, law enforcement can anticipate an additional 59,000 to 65,000 openings each year, in accordance with a minimum expected attrition rate of 4% (Projections Central, 2024).

This means there will be 115,000–129,000 openings within the next 2 years, 351,000–389,000 openings within the next 5 years, and 646,000–714,000 positions open in the next 10 years. Therefore, considering there are currently approximately 800,000 sworn law enforcement officers in the United States, 80% to 89% of the current workforce will be replaced in the next 10 years to maintain current staffing levels, which are 7%–8% below approved staffing levels.

Virginia Police Department Survey Results

The city agencies estimate that 50 to 100 additional officers will be needed over the next 10 years. However, these are broad estimates as their officer recruitment and retention are affected by other factors.

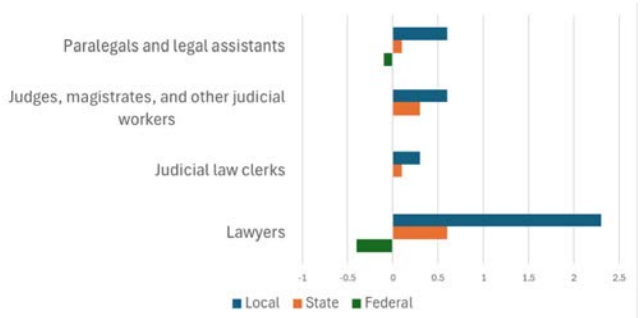
The town police department anticipates needing 28 officers in 5 years and 29 in 10 years. The department did clarify that this projection is based solely on population. Considering the necessary staffing to allow for time off and account for attrition, training, and the department's 12-hour schedule, 30 officers are necessary (even now) to keep all shifts fully staffed while allowing other areas of the agency to function properly.

The university police department noted that police and security staffing requests have increased since the COVID-19 pandemic. It is estimated that at least one additional officer per year will be needed to meet these demands. However, they cannot project 2, 5, and 10 years from now due to continued vacancies.

Prosecution

According to the U.S. Bureau of Labor Statistics (2024-d, retrieved April 8, 2024), employment for all attorneys is anticipated to grow by 8% between 2022 and 2032. As shown in Figure 6 (U.S. Bureau of Labor Statistics, n.d.-b, retrieved April 5, 2024), federal employment for legal occupations is declining, while employment at the state and local level is growing.

Figure 6. Legal Occupations for Local, State, and Federal Government, Excluding Schools and Hospitals.



However, law school admissions remain stagnant after an unusual rise in 2021 (Spivey Consulting, 2023). Thus, demand for lawyers is particularly difficult for prosecutors as their jobs pay substantially less than the average salary of lawyers, and the job is more demanding and emotionally taxing than some other legal positions. According to the U.S. Bureau of Labor Statistics (2024-d, retrieved October 2, 2024), the annual median pay for lawyers is $145,760. In addition, a recent study by the Association of Prosecuting Attorneys found that non-supervisorial prosecutors in its surveyed regions received under $70,000 annually (Biener, n.d.).

Corrections

According to the Bureau of Labor Statistics' Employment Projections Program (n.d.-b, retrieved March 2024) the projected number of correctional officers and jailers needed to work in the nation's correctional systems is expected to decline by approximately 8% between 2022–2032, with a net decrease of 28,600 jobs. Thus, according to BLS, an estimated 2,860 fewer officers are projected to be needed in the correctional officer workforce each year. These projections are based on sentencing reforms pushing for shorter sentences, de-incarceration, and increased use of community corrections. However, rising incarceration rates in most states seem to forecast a different story. Time will determine if these projections align with the realities that states experience.

Due to retirements and vacancy rates, it is expected that roughly 30,900 correctional officers, jailers, and bailiffs will need to be hired nationally each year to sustain the numbers necessary to achieve the BLS projections (U.S. Bureau of Labor Statistics, 2024-e, retrieved March 2024). It is important to note that these figures are solely estimates. Prison populations are influenced by political, legislative, and crime rate changes, so it is difficult to predict the workforce's needs.

State-level incarceration numbers are a caveat in light of BLS' projections for correctional officer staffing. From 2021 to 2022, the U.S. Bureau of Justice Statistics reported that 35 states saw increased incarceration rates. States that saw the largest increases during this time were Texas (an increase of 5,301 incarcerated persons), Florida (4,261 more), Mississippi (2,467 more), and Tennessee (1,740 more). The top four states were Mississippi (14.5%), Connecticut (10.2%), Montana (8.8%), and North Dakota (7.9%). At the national level, state imprisonment rates per 100,000 generally increased by 1.3% between 2021–2022 (Carson & Kluckow, 2023).

Moreover, the Prison Policy Initiative (n.d.) conducted a comprehensive analysis of state-level legislation and concluded that 19 states expect to incarcerate more people in the future. It is important to note that these are estimates and depend on crime rates, changes in legislation that may increase penalties for certain crimes, new legislation that limits alternatives to incarceration, the rollback of sentencing reforms, and the potential reemergence of "get tough" reforms. Currently, prison staff populations have dropped approximately 10%, while incarcerated populations have increased by 2% in the same period (Hefferman & Li, 2024).

4. What Do Existing Career and Training Pipelines Look Like, and How Many Future Workers Will They Likely Produce?

The workforce landscape is constantly evolving, and it is important to understand the current state of career and training pipelines to anticipate and prepare for future needs. This section will explore the current state of career and training pipelines and provide insights into the potential future workforce.

Law Enforcement

In 2020, the U.S. Department of Justice, Office of Community Oriented Policing Services funded the development of a Census of Youth Law Enforcement Experience Programs, which identified thousands of programs for workforce development. These programs can be divided into two main groups: school and non-school. School programs include career programs—standalone high schools, career academics, and career or technical education programs. These are usually administered through a public school system with police involvement and a focus on preparing students for public safety careers. Non-school programs include internship programs, explorer programs, and youth camps or academies, typically managed exclusively by one police agency as a pipeline for recruitment (Coffee et al., 2021).

It is currently estimated that less than 33% of police officers have a college degree. With this in mind, colleges and universities could be an untapped potential pipeline. However, some studies have found that officers with higher education levels are more likely to leave policing than their less educated counterparts (Weirman, 1978).

Virginia Police Department Survey Results

Solicited agencies documented and provided comprehensive details regarding their efforts to target qualified applicants.

The state police agency noted it has the following programs: Pathway to Trooper Program, sworn family days, volunteer programs, and student internship programs. All these programs are carefully designed to attract and retain candidates.

The university police agency noted student internships and safety ambassador programs, which have students manage non-emergency calls while supervised by faculty and staff. They are also partnering with the university's criminal justice department.

Both city agencies have similar initiatives, including student internship programs, patrol support specialist positions, cadet programs, police service tech positions, and other civilian volunteer positions. The city agencies are also exploring new application processes and partnering with military units to support service members transitioning to law enforcement careers after fulfilling service contracts. One city also partnered with universities in the area to solicit information about what opportunities criminal justice and forensic students seek most upon graduation, which resulted in forensic crime scene paid internship programs.

The town police noted they are currently participating in a cadet program for those interested in pursuing a law enforcement career. The town police mentioned that there are two major hurdles when it comes to recruitment: department size and budget. Specifically, the department's small size does not allow for officers' specializations beyond crime prevention and investigations, and they cannot put much money into recruiting.

Overall, all surveyed agencies are actively restructuring and reexamining their recruiting strategies to enhance their career pipelines.

Prosecution

PCE has heard many stories regarding the significant drop in applications to prosecutor offices. For example, one mid-sized office in Michigan reported they only received three applications for a prosecutor position, whereas in the past, they would have 40 applications. Similar situations are happening in large metropolitan and rural offices around the country.

Considering the reduced applications, prosecutors must take a new, multifaceted approach to recruiting new lawyers to prosecutor offices. To attract top talent, prosecutor offices must emphasize the opportunity for meaningful work, professional growth, and commitment to public service. Some useful strategies include:

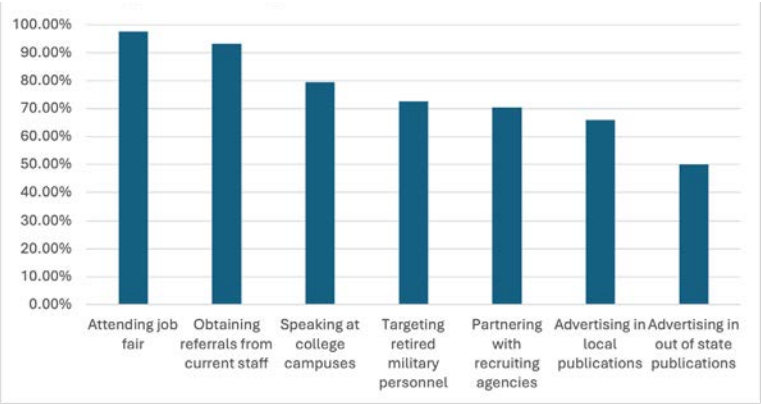
- Internship and fellowship programs
- Pre-law school recruitment
- Diversity and inclusion initiatives
- Improving compensation and benefits

These items will be discussed in more detail later in this document

Corrections

State departments of correction use various methods to recruit officers to the occupation. Figure 7 (Burton et al., 2018) depicts the results of a recent survey of 44 state training academy directors regarding the strategies they use in their recruitment processes.

Figure 7. Strategies Used in Corrections Recruitment.



Other strategies being used to recruit officers and build out career and training pipelines include (Gondles et al., 2023):

- Increasing pay and benefits
- Having flexible schedules for part-time and full-time staff
- Implementing mentorship and wellness programs
- Recruiting on the radio, television, newspaper, and social media
- Creating veteran hiring initiatives
- Holding virtual career fairs
- Streamlining application processes
- Offering retention bonuses
- Allowing personal cell phones in secured parts of assigned facilities
- Improving staff training
- Providing staff and employee gyms

Many of these examples focus on recruitment and retention. Unfortunately, many of these interventions have not been evaluated for systemic efficacy. It is unknown how many officers these strategies have produced in the past or will produce in the future. The relative cost and benefit should also be considered.

5. Are There Foreseeable Shortfalls and Gaps?

Research into overarching employment numbers and pipelines provides a solid snapshot of the workforce landscape. However, to truly understand what is happening, it is important to examine factors that impact individuals' decisions to join, remain in, and leave the workforce.

Law Enforcement

One main concern is that law enforcement agencies compete for the same applicants. It is difficult for law enforcement agencies to distinguish themselves from other agencies through compensation and programmatic efforts, especially when budget constraints exist.

Representation within law enforcement continues to be a concern. Although women make up over 50% of the population in the United States, they represent only about 12.8% of law enforcement officers. Similarly, Black and Hispanic Americans represent 14% and 19% of the population, respectively, but only 12% and 16% of police officers nationwide (Data USA, n.d.). Consequently, any discussion of long-term workplace development should include how to attract and retain women.

Finally, it is important to consider the traditional military-to-law enforcement pipeline. Recent studies have found that while only 6% of the population has served in the military, 20%–30% of police officers have previous military experience (Stanley et al., 2021). Policing generally provides significant advantages to veterans. Not only are accommodations available for military members to simultaneously finish their service and work as police officers, but additional hiring, promotion, pay, and other benefits exist. However, the military is also facing recruitment challenges and may not be a reliable pipeline in the future.

Prosecution

The modern prosecutor's core duty remains the pursuit of justice. Nevertheless, the function has evolved and grown beyond prosecuting criminal offenses. In addition to traditional responsibilities, modern prosecutors are embracing new roles and initiatives to address evolving community needs. These roles include problem solver, innovator, community partner, crime prevention strategist, service and treatment facilitator, conviction and sentence reviewer, and policy advocate. Therefore, a modern prosecutor's office requires more time, expanded capabilities, and skilled staff to meet these new priorities and obligations.

Additionally, while lawyers play a central role in prosecutor offices, non-lawyers and support staff are equally indispensable in ensuring the smooth functioning of operations. From paralegals and information technology (IT) specialists to data analysts and evidence technicians, these professionals provide essential services that enable prosecutors to focus on their core responsibilities. Recruiting and retaining support staff requires a strategic approach, recognizing their unique skills and expertise.

Some jobs and tasks may not have previously existed in prosecution offices. These new types of positions may be added in an individual office, shared by a group of offices through mutual agreement, or be attached to a state prosecution coordinator or association. The roles or tasks might involve the following domains:

- Artificial intelligence (AI), data analysis, and technology
- Community engagement and outreach
- Diversion and treatment

Corrections

Staffing issues have and will continue to plague state departments of correction for the foreseeable future. Although declining prison populations may warrant fewer officers, the current vacancy rates have resulted in dire conditions for correctional staff nationwide. As a result, many states have implemented various recruitment and retention strategies; however, as stated above, the long-term impact of these policies is currently unknown. Thus, more research should be undertaken to evaluate these efforts.

Additionally, two potential issues could hinder employment efforts. First, recruiters' efforts to hire a wide range of individuals may result in hiring people who are ineffective correctional officers or have low commitment to the job. For example, many people may be enticed to the job with recent pay increases, but when they get into the job, they realize the job is different than expected and resign. Evaluations are needed to understand how recruitment efforts impact the filling of vacant positions and how they influence longevity on the job.

Second, the murder of George Floyd and the subsequent mass protests across the nation and calls to defund the police illustrated how negative publicity can significantly hinder recruitment and retention efforts. According to the Police Executive Research Forum (2023), police retirements increased while hirings decreased. As most media reporting on correctional officers and prisons is negative, highlighting serious abuses of power, this portrayal could likely have similar, lingering effects on recruitment and retention efforts. Consequently, concerted efforts to call attention to the positive and transformative work done by correctional staff should be undertaken.

Chapter 2: BJA Criminal Justice Workforce of the Future Convening

The landscape analysis provides a comprehensive and comparative overview of the current and future state of the law enforcement, prosecution, and corrections workforces. The analysis reveals that all three fields face significant staffing challenges and opportunities and that there is a need for strategic approaches to recruitment and retention.

The Workforce of the Future Convening, held on April 16–17, 2024, at Wichita State University, aimed to discuss the findings of the landscape analysis, factors impacting the current landscape, and promising recruitment and retention efforts within the criminal justice fields. In addition to law enforcement, prosecution, and corrections leaders, representatives from the public defense and forensic science fields, elected offices, government agencies, and academia were also present. Students from HBCUs interested in criminal justice careers attended, providing insight into the opinions and priorities of Generation Z (Gen Z) and the newest workforce members. A full list of attending organizations can be found in Appendix B.

The convening featured seven main sessions, each focusing on a different aspect of workforce development and innovation:

1. Criminal Justice Workforce Landscape Analysis Overview Presentation
2. What Are the Right Numbers—Contemporary Staffing Models and Considerations
3. Redefining Criminal Justice Workforces and Roles, With an Emphasis on Culture, Inclusion, and Access to Justice
4. BJA/National Organization of Black Law Enforcement Executives National HBCU Initiative—the Next Generation of Law Enforcement Leaders
5. Corrections Staffing Considerations and Examples of Career/Educational Pipelines
6. Prosecutor Staffing Considerations and Examples of Career/Educational Pipelines
7. Plenary Discussion—Other Criminal Justice Disciplines

The full convening agenda and session descriptions can be found in Appendix C. The highlights from conversations throughout the 2-day event fall into two categories: (1) factors that hinder recruitment and retention and (2) strategies to combat these factors.

Factors that Hinder Recruitment and Retention Within Criminal Justice Fields

Conveners referenced internal and external factors impacting their ability to recruit and retain skilled professionals within their fields. Understanding these factors is essential for developing strategies to address the shortages and ensure stability.

Societal Perceptions

Societal perceptions are increasingly influencing recruitment and retention in the criminal justice field.

For law enforcement in particular, incidents like the murder of George Floyd and the resulting "defund the police" movement have led to a segment of the population growing up with a distrust of law enforcement. Further exacerbated by historical and personal experiences, as well as news of repeated incidents, a fear-filled image of the police has been created. While careers in policing were once considered honorable, they are now less desired in many places.

Continually, while all segments of the justice system work together to deliver justice, the public tends to view community safety and public defense as competing with one another. There is also a backlog of cases in the justice system. For example, some individuals wait months or even years to have a lawyer assigned to them, which not only delays the defense's access to witnesses and evidence but also gives the public a negative perception of the criminal justice system's functionality.

Internal Culture

For those who overcome public perceptions of the criminal justice field, unfortunately, the culture within the field itself is also a deterrent. As one convening panelist wisely pointed out, "People may go to jobs for money, but they do not stay at jobs for money." Convening participants indicated employees' chief stressor was their own agency. For healthy recruitment and retention levels, criminal justice agencies must create a team culture that people want to be a part of.

Culture is the personality of an organization and is defined by how people interact and collaborate. This is highly impacted by how clear and aligned the organization is on vision, values, and expectations. In a positive culture, people feel respected and appreciate what others contribute. It starts with leadership setting an example and creating an environment where people who do the work can share honest feedback and report issues.

That said, some criminal justice agencies continue to utilize militaristic styles of communication within their organizations, particularly at the chief, city council, and manager levels. This may create a toxic, disrespectful environment that is destructive to recruitment and retention efforts. The community, mentorship, and quality daily leadership that employees crave is lacking.

The law enforcement profession is sometimes known for its risk-averse nature, often favoring stability and predictability over change and innovation. The "this is how we've always done it" mentality leaves little room for employees to contribute new ideas and feel part of enacting positive change. At times, law enforcement leaders are entrenched in tradition, but, in other cases, employees themselves halt progress. For example, one convener discussed a new career track model that was abandoned due to resistance from police unions unwilling to try something new.

Corrections suffers from similar unwillingness to implement different ways of doing things. Some of the corrections field's retention challenges also stem from a misalignment between cultural expectations set during pre-service training and the reality encountered once on the job in corrections facilities.

Cultural concerns for the public defense sector stem not from within the defense sector itself, but instead, from other areas within the criminal justice field. Due to billing restrictions and stymied access to evidence, public defenders have limited ability to do the work they are committed to doing. As a result, defense is seen as an afterthought or a box that needs to be checked, which creates recruitment challenges. It is vital to educate leadership on the long-term benefits of robust defense efforts to begin shifting this cultural perspective.

Expectations of the Next Generation

As we examine the culture of various career fields within the criminal justice system, it is also important to compare that culture to the needs and expectations of Gen Z.

Per the HBCU students attending the convening, the next generation is not interested in simply being led—they "want to be part of creating change." They have ideas for improving the experiences of employees and community members within the criminal justice system and feel valued when their sentiments are incorporated into their work. While previous generations consider questions a challenge to authority, Gen Z learns by asking questions.

Gen Z also uses questions to build community, which they crave. Many Gen Z members were in college during the pandemic and were deprived of formative belonging experiences during that time. As a result, they are entering the workforce looking for places to make connections.

Finally, most young people don't expect to stay in the same profession forever. They are looking for temporary places to make positive changes before moving on to the next place or phase of their careers.

With so many employment options available to the next generation, the criminal justice system cannot afford to allow toxicity and the status quo to prevail. The criminal justice system must realize that Gen Z has value to contribute and create an environment beneficial to all generations currently in the workforce.

Ripple Effect of Vacancies

Fields within the criminal justice system are interconnected, and vacancies in one area adversely impact the functionality of other areas. For instance, dispatch is often an entry point to the criminal justice system. They are responsible for obtaining correct information and handing it off quickly and correctly. Deficits in the dispatch workforce, which can be challenging to recruit for due to its pay and sedentary nature, impact law enforcement's ability to prioritize and respond to calls in a productive manner, further impacting community perception of the whole system.

The ripple effect also applies within individual fields as retention challenges exacerbate recruitment challenges, as evidenced by the Texas Department of Corrections. In 2019, the Texas Department of Corrections was almost 4,000 officers short of standard staffing levels and brought in a researcher to try to understand the issue. This individual learned that 11,000 to 12,000 staff members have completely turned over more than six times since 2015. While 72,000 staff were hired during this time, 76,000 vacated their positions, and 63% of the new hire cohort left their positions within the first 6 months of work. The retention challenge made recruitment a crisis. With a 25% vacancy rate, health and safety declined, violence increased, and contraband and resident self-harm were at an all-time high. The lack of staff impacted the department's ability to run safe, secure facilities.

Benefits

Conveners identified compensation as another challenge to recruitment and retention, specifically highlighting public service members' inability to afford to live in the communities they serve. For example, the Idaho Springs Police Department pays $60,000 annually, well below the mean annual wage of $76,550 for police and sheriff's patrol officers nationwide (U.S. Bureau of Labor Statistics, 2024-c, retrieved July 9, 2024). Meanwhile, the cost of living in

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Idaho Springs is at least 20% higher than the national average, and a typical home costs almost 50% more than the national average.

Corrections officers, on average, made $28.27 per hour or $58,810 per year in May 2023 (U.S. Bureau of Labor Statistics, 2024-a, retrieved July 9, 2024). While corrections facilities are often built in remote areas with lower housing costs, staff are usually reluctant to reside in areas with minimal amenities and choose to live elsewhere. Longer commute times and not feeling part of the community can sway potential corrections staff to other professions.

It is also important to note that the pay gap between public defense and private practice lawyers is especially pronounced, as shown in Table 4 (U.S. Bureau of Labor Statistics, 2024-b, retrieved July 9, 2024). Due to the limited income opportunities and inability to compensate public defenders for extended years of service, many lawyers choose private practice

Table 4. Wages for legal occupations by industry as of May 2023.

Industry	Employer	Percent of Industry Employment	Hourly Mean Wage	Annual Mean Wage
Legal Services	753,360	63.45%	$64,34	$133,840
Federal Executive Branch	76,210	3.56%	$63.34	$131,760
Insurance Carriers	32,910	2.69%	$53.79	$111,880
Local Government	98,390	1.79%	$53.06	$110,350
State Government	94,610	4.46%	$49.09	$102,100

Internal Competition

With a limited number of people currently interested in criminal justice careers, agencies often compete for the same staff. Those without something to set them apart from other departments are continually short staffed. One law enforcement agency in attendance at the convening event reported holding an academy every 8 weeks, but they remain understaffed as officers go to other departments.

Strategies to Promote Recruitment and Retention Within Criminal Justice Fields

Data-Informed Decision Making

Data-informed decision-making is not a new concept. Many jurisdictions and agencies collect data and use it to justify various needs and decisions. However, it is important to think critically about what data is being collected, collection methods, and how it is reported.

In law enforcement, for instance, the number of officers per 1,000 inhabitants and time of response are common metrics. However, community needs and crime severity vary across jurisdictions; therefore, officers' workload also varies. Unlike per capita ratio analyses or Federal Bureau of Investigation statistics, workload-based studies consider community-specific demands for service and allow jurisdictions to develop growth strategies and resource investment. Ideally, individual workloads will be balanced, with 60% of the time scheduled for incident response and 40% for proactive efforts.

It is also important to gauge the services each community expects. Organizations must listen, collect data, and establish benchmarks at all staffing levels. Studies can help determine the level of service the community expects from law enforcement, show where demand can be decreased, and help agencies realign priorities.

The Texas Department of Criminal Justice (TDCJ) is an excellent example of effective data collection and use to make positive change. Upon hiring a director of research and development in 2019, TDCJ began evaluating a larger array of data, including attrition rates at the 3- and 6-month marks. They learned that something was happening during this timeframe to drive new staff away and began looking into past recruitment efforts. While efforts had been expanded to hire veterans, TDCJ learned that those veterans were the fastest to leave their posts. Hiring bonuses were also offered, but those who received the bonus had the second-highest attrition rate. Unexpectedly, most staff were found to be leaving a unit in Dallas, Fort Worth, as opposed to a maximum-security unit as anticipated. Lastly, TDCJ used a model of moving staff around for temporary assignments where help was needed. Housing was covered for the temporary assignments, but impacted staff had a high turnover rate. While the numbers provided insight into the recruitment and retention situation, TDCJ took another step to solicit information directly from employees. Using a third-party vendor, TDCJ began anonymously surveying employees. TDCJ is becoming a more learning-centered organization, questioning what in their environment needs to change and what they can do differently to bring those changes about. Based on the feedback, TDCJ has learned that most staff bring a rehabilitative, non-punitive mindset to their work. Still, there is a disconnect between their personal missions and leadership's policies. Creating an environment where speaking up is encouraged allows TDCJ to make changes, be transparent, and encourage feedback on changes being made.

"Stay interviews" are a strategy prosecution field agencies use to gather important data. A complement to exit interviews, stay interviews engage employees throughout their employment. Employers learn how to make improvements to keep employees by asking questions like:

- Why do you work here?
- What do you like about working here?
- What do you look forward to at work?
- What barriers do you experience at work?

As more data is gathered, organizations must maintain transparency about what is being measured, how data will be used, what was learned, and the next steps to show employees that organizations are serious about implementing change, building trust within the organization, and actively including employees in the change process.

Community Partnerships

When looking to build trust with the community and expand the capacity of the criminal justice workforce, working with established, well-respected entities within the community is the prime place to start. Public defenders, corrections, and law enforcement convening attendees provided examples of how their organizations are building connections.

As mentioned, the backlog of cases waiting to be assigned a public defender, among other factors, has created a negative perception of the public defense field. To maximize the time of a limited number of attorneys, public defense offices are looking to use community partnerships in high-impact communities to identify and train peer navigators who can provide general information and be a source of support before an attorney steps in. This strategy improves the staffing crisis, builds community trust, and restores confidence in defense efforts.

The Missouri Department of Corrections (MODOC) is another excellent example of building a community partnership. When MODOC realized that many staff, despite their educational backgrounds, were unprepared to create a case plan or determine rehabilitative needs, MODOC partnered with a community college and university nearby. MODOC and these educational institutions researched the knowledge and skills employees need before working in a corrections facility and updated the training curriculum, embedding crisis intervention and other practical skills. MODOC also developed paid internships for students, providing them with valuable experience to smoothly transition into their field after graduation.

Law enforcement entities are also currently identifying partners in their areas who have the skills to respond to different issues, such as mental health, housing, and transportation. Some communities are even developing systems for alternatives to law enforcement responses for non-criminal concerns. These partnerships redistribute police resources and ensure that community members are connected with individuals trained to respond to their needs.

The criminal justice system is complex, with many moving parts. Involving community partners helps enhance messaging about the community's investment in justice and clarify how justice is delivered.

Education Pipelines

Speaking engagements at education institutions, onsite interviewing, and internship programs are common strategies used across all fields in attendance at the convening. Examples of more intensive education outreach initiatives are highlighted below.

District Attorney Academies

As applications for law schools dropped in 2018, the San Diego District Attorney's (DA) office started the DA Academy. The program is for first year law students who do not know what type of law they want to focus on. During the 2.5–4.5-day academy, students participate in hands-on experiences that expose them to the daily life of a district attorney. To recruit for the academy, the San Diego DA's office shared daily agendas, fliers, and a video. They also went to schools to learn more about students' attitudes toward prosecution and law enforcement. The understanding they gained helped the DA's office convey district attorneys as change agents to better resonate with students.

The Arizona Prosecuting Attorneys' Advisory Council heard about the San Diego program and adapted it for Arizona in partnership with two in-state law schools; 13 prosecuting offices statewide are involved in the program. Each office creates its own curriculum and agenda so students can see what each office offers and rank their preferences accordingly. The academy lasts 3 days, and the hosting agency covers travel expenses, including mileage, parking, per diem, and lodging, to remove barriers to participation. Attendees are provided with branded polos, bags, and water bottles to promote the academy. North Carolina has adopted a similar DA academy model.

Because there are no law schools in Alaska, the Fairbanks DA's office started a junior DA program for high school students. The program clarifies what happens in the DA's office and sparks students' interest in becoming criminal justice practitioners. Students gather for a half day once a week for 6 weeks. The first half is prosecutor led, focusing on the role of a prosecutor and how different processes work. The second half brings in other criminal justice partners, including law enforcement, judges, courthouse staff, public defenders, and private defense attorneys. At the end of the program, there is a graduation ceremony where students receive diplomas.

HBCU Initiative

HBCU students who attended the convening expressed an initial hesitation toward law enforcement based on their own experiences and the incidents they see in the news. A lack of resources about the law enforcement field for populations that have been historically underrepresented and little familiarity with law enforcement officers working toward change made it difficult for the students to see themselves entering the field.

The HBCU initiative aims to change this by listening to the voices of young people and using their opinions to shape the future of law enforcement through messaging, resources, and opportunities to gain positive experiences in the field.

HBCU students highlighted the following priorities:

- Operating from a sense of community and creating opportunities for people, including young people, to be heard
- Understanding challenges, experiences, and expectations stemming from racial differences
- Promoting alternatives to incarceration and involving drug and mental health treatment
- Holding staff accountable
- Preparing staff to have challenging conversations

Civilian Staffing

It is also important to consider how civilian and professional staff can support the mission of criminal justice entities. While these resources are typically found in IT, data analysis, and administrative positions, agencies must consider creative opportunities to use civilian and professional staff.

For example, the Phoenix, AZ, Police Department recently hired 25 civilian investigators and will be increasing to 70 civilian investigators soon. According to the latest position description:

> Civilian investigators supplement and support investigations. The goal is for those who fill these positions to perform administrative tasks, follow up on leads, and interview witnesses. These positions will work closely with detectives to build cases, write warrants, write reports, and assist with submitting cases for prosecution. (City of Phoenix, 2024)

The Phoenix Police Department is seeing large public interest from individuals with various backgrounds and has reduced investigative details by about 40% since the 1990s.

Funding is a primary concern with hiring civilian and professional staff. Historically, when funding decreases, these positions are the first to go. With the end of American Rescue Plan funding, several departments nationwide are discussing layoffs. Communities must plan to retain personnel to distribute workloads better. Additionally, technology and analyst staff in the public sector tend to earn significantly less money than in the private sector, leading to recruitment and retention challenges.

Technology

Modern technology could potentially ease staff burden. For example, the North Carolina Department of Adult Correction (NC DAC) uses facial recognition, weapons recognition, and group assessment software. It also added additional cameras to control centers, so officers have better access to and view of facilities. NC DAC wants to embrace AI technologies and is working with its IT department to develop a request for bids to understand how AI might improve the workload of NC DAC staff.

Rural law enforcement agencies use data analysis and AI to predict crime areas and times of day to adjust how resources are directed.

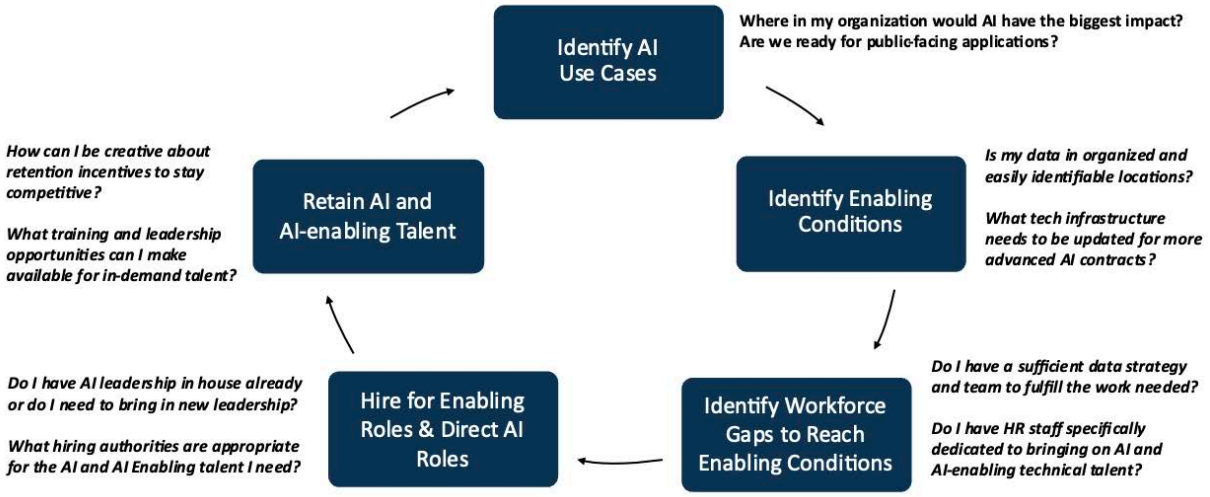
As the use of AI technology to commit and address crime increases, agencies within the criminal justice system need to hire and retain staff with strong technical skills and AI expertise. If deployed safely and effectively, AI can help identify and prevent cybercrimes and help analyze vast amounts of data, ultimately informing decision-making and policy development. However, law enforcement officers must be trained and knowledgeable about the risks and ethical considerations accompanying AI to deploy it effectively and responsibly.

In 2024, the U.S. Office of Personnel Management (OPM) published a series of best practices to help law enforcement agencies recruit, retain, and develop AI talent within the law enforcement community. Best practices include:

1. Take advantage of specific forums designed to recruit AI talent into the federal government, such as the USAJobs web page, *AI Jobs in the Federal Government*.
2. Consider using certificates and pooled hiring when hiring law enforcement professionals with hard-to-find skills, such as machine learning, data science, data privacy, and user experience research.
3. Use incentives, pay, and leave flexibilities.
4. Use hiring authorities provided by OPM.[5]
5. Use OPM's AI Competency Model (Chief Human Capital Officers Council, n.d.) to classify positions across law enforcement disciplines and roles.
6. Incorporate skills-based hiring practices and principles for AI and federal law enforcement agency positions.
7. Use strategic, integrated workforce planning to create a strategy for building AI-savvy law enforcement teams (e.g., Figure 8 on page 32).
8. Take advantage of governmentwide AI training programs.[6]

5 OPM has authorized direct hiring authority to federal agencies so that they can more quickly hire tech talent. This direct hiring authority has been granted for several roles, including data scientist, computer scientist, IT specialist, computer scientist, computer engineer, and management and program analyst.
6 The General Services Administration, in collaboration with the Office of Management and Budget, is developing a three-track training program for Fiscal Year 2025 on AI focused on empowering leadership, acquisition, and technical staff across federal agencies.

Figure 8. Strategic, Integrated Workforce Planning.



Regionalization and Collaboration

Some law enforcement agencies are trending toward sharing civilian and professional staff across agencies, particularly IT and analyst staff, to match demand better. Regionalizing public defense offices is also gaining popularity, allowing for shared staffing resources, including investigators, centralized intake systems, and an assigned counsel program.

Collaboration is also helpful in managing poaching issues. For example, in Prince George's County, MD, police chiefs from all 24 jurisdictions agreed not to take from each other's staff. This agreement was implemented after it became illegal to require officers to sign a contract agreeing to pay back department expenses if they left before two years of service.

Mission-Driven Leadership

Mission-driven leadership within the criminal justice system fosters a culture that aligns with the organization's goals, values, and expectations. When this culture is created, people feel respected and valued for their contributions, which leads to greater job satisfaction and a more productive organization.

Traditionally, the culture within criminal justice organizations has been the responsibility of those who hold positional leadership roles. However, culture should collaboratively develop between those with positional power and those the culture impacts. A good leader will prioritize asking questions and truly listening to the needs and experiences of all their employees. Good leaders reflect, assess how the current culture is helping or hindering a positive workplace experience, identify what voices are missing, and use those voices to make change toward a more desirable culture for all.

For example, NC DAC leaders noticed that while 47% of their employees were female and women accounted for 53% of promotions over the year, 53% of separations were female-identifying employees. Seeking to learn more about the specific needs of women within the corrections workforce and provide additional support, NC DAC created women's coordinator positions. These coordinators are part of orientation, mentor fellow women correctional officers, and advocate for women staff within correctional facilities. This advocacy led to simple changes like uniform adjustments,

the creation of lactation spaces, and more complex efforts like childcare. NC DAC is working with the U.S. Department of Health and Human Services to accommodate a 24-7 daycare option.

Similarly, MODOC learned that employees were struggling with trauma exposure due to the situations they encountered on the job. They have since increased support staff by 100 full-time employees to address staff wellness. In 2023, MODOC's retention rate was 40%. In April 2024, since implementing the new support staff, retention has increased to 50%.

The Idaho Department of Correction (IDOC) learned there was a disconnect between the skills staff learned in training and the skills they needed on the job. Historically, IDOC staff received in-depth tactical training. However, by listening to staff and analyzing staff interactions, IDOC learned that its staff rely mostly on communication skills. IDOC is now recreating an internal, post-academy curriculum to ensure staff receive training better aligned with IDOC's mission and job responsibilities.

IDOC staff learn relational leadership and crucial conversation skills during this updated training. They are also taught there is no one path to becoming a leader and are encouraged to explore passion areas within their work. Good leaders recognize that all members of an organization have the potential to be leaders, whether positionally or through informal leadership, and provide opportunities for staff to lean into their leadership abilities. Similarly, NC DAC implemented a career progression program for frontline supervisors while holding warden forums to discuss NC DAC's mission. Both of these initiatives promoted lifelong learning for attendees and those they supervise.

Additionally, IDOC has implemented "mission-based hiring," where they recruit officers whose values align closely with the organization's mission by tailoring job advertisements and descriptions. These changes appear to have improved their workforce challenges.

Finally, leaders need to create an environment of support and accountability. Staff must have the flexibility to take risks that, if successful, will further the organization's mission. However, if staff's actions do not align with the organization's mission, they must be held accountable for their actions. By embedding the organization's mission in all policies, changes, initiatives, and assessments and explaining the reasons for decisions, organization leaders help employees understand expectations and see how their position impacts the organization. Modeling the organization's mission must also extend to interactions with local leaders.

Conclusion

The criminal justice work environments and workforce are dynamic and rapidly evolving. As such, it is vital that criminal justice organizations remain aware of the changing landscape and that leaders are equipped with the skills and knowledge necessary to address emerging challenges while meeting the intergenerational needs of personnel. BJA understands that investing in workforce development prepares organizations to devise innovative solutions and foster positive change that draws people to fulfilling careers within the criminal justice system, ultimately leading to safer and stronger communities.

While this landscape analysis and subsequent convening focused primarily on law enforcement, prosecution, and corrections, many more sectors of the criminal justice system must be explored. Public defense, forensic science, telecommunication, and other affiliated fields are important in creating an effective and equitable criminal justice system that meets societal needs. BJA is committed to expanding workforce research and conversations in these areas in the coming years.

Criminal justice system leaders must grapple with the following issues to prepare for the coming decades.

Evolving Community and Agency Needs

- What evolving needs are your agency being asked to meet?
- What does service delivery look like?
- Who performs those services?

Employee Workload

- What evaluation strategies must you undertake to determine the cause of staffing issues in your organization?
- Is your agency equipped with the awareness, knowledge, skills, and resources to conduct meaningful and regular workload-based staffing analyses in collaboration with your community?
- What interventions can mitigate and correct workforce challenges identified through evaluation processes?

Resource Needs

- What additional resources does your agency need to conduct evaluation and improve the workforce?
- How can you proactively and strategically acquire those resources?

Many areas across the country have implemented promising practices. We encourage you to contact organizations referenced throughout this report to learn more about their initiatives and brainstorm opportunities to enhance your own efforts. We can collectively increase workforce capacity by sharing information and learning from each other's achievements and challenges. BJA will continue to explore workforce development models being tested nationwide and highlight those demonstrating positive impacts.

BJA remains a resource as the criminal justice system faces challenges in recruiting and retaining qualified and diverse staff. Thank you for supporting our efforts to build safer and stronger communities.

Appendix A: Subject Matter Expert Biographies

Corrections

Alexander Burton, Ph.D.

Dr. Alexander L. Burton is an assistant professor in the Criminology and Criminal Justice Program at the University of Texas at Dallas (UTD). Before UTD, he worked for the Center for Health and Human Services Research at Talbert House on projects to improve the quality of life for people incarcerated in jails, halfway houses, and treatment centers in Cincinnati, OH. Dr. Burton has an active research agenda of more than 40 publications about correctional officers, prison culture, and public policy. His research has been published in various journals, including *Criminology, Criminology & Public Policy,* and *Justice Quarterly*, among others. In the last 5 years, Dr. Burton has published more than a dozen studies examining correctional officer recruitment, attitudes, training, and retention. Dr. Burton has also published some of the only U.S.-based longitudinal evaluations of correctional officer training and was a steering committee member on the Bureau of Justice Assistance grant, *Improving Institutional Corrections Training Academy Training*. The Correctional Leaders Association (CLA) president invited him to attend the "CLA on the Hill" meeting in Washington, D.C., in June 2023 as a roundtable discussant.

Law Enforcement

Fred Fletcher

Fred Fletcher served for more than 20 years as a police officer and law enforcement leader in Austin, TX, before becoming police chief in Chattanooga, TN. In Austin, he implemented victim-centered and trauma-informed efforts in command roles by expanding systems-based advocacy services, robust community advocacy partnerships, and creative initiatives like restorative justice. He brought his experience and values regarding supporting victims to Chattanooga as police chief, where he helped build the city's first family justice center to bring together law enforcement and advocacy to better support victims of trauma. Chief Fletcher built Chattanooga's first victim services unit (VSU) from the ground up, going from no victim advocates or trauma services to six full-time professional who provide contacts, services, training, support, and referrals. He ensured all officers received intensive training in victim-centered and trauma-informed policing while implementing supportive core values. Chattanooga's VSU became a national example for other departments, building trauma-informed approaches to supporting victims.

Chief Fletcher developed this core belief about policing: "We are not going to prevent every crime, [but] we can care about every victim." Wherever he served as a leader, he embodied this philosophy through demonstrable decreases in crime and increases in clearance rate and community satisfaction. Since retiring, Chief Fletcher has remained active in consulting, training, and supporting agencies and their leaders in building victim-centered and trauma-informed organizations. He trains on victim services and trauma-informed practices at events across the country, directly at individual agencies, and at the following conferences: Ending Violence Against Women Conference, National Association of Crime Victim Compensation Boards Conference, Conference on Crimes Against Women, National Center for Victims of Crime Conference, and International Association of Chiefs of Police Conference.

Chernoh Wurie, Ph.D.

Dr. Chernoh Wurie is an assistant professor for the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University, where he specializes in police recruitment and requirements and historical and current policing practices. Dr. Wurie's concentration is policing because he was a sworn police officer for more than 10 years with the Prince William County, VA, Police Department. During his police tenure, he was a patrol officer, crisis intervention team member, police mentor, crime scene technician, and police planner. He also completed various applicable police training courses such as crisis intervention training, criminal investigations training, basic police crime scene photography, police planners training, and crime scene technician training. In addition to his police experience, Dr. Wurie completed his doctoral degree in Public Policy and Administration at Walden University in 2012, where he primarily focused on the Immigration and Nationality Act's Section 287(g) and its impact on Salvadoran families residing in Prince William County. He has co-authored other publications and written one book, *Impact: A Compilation of Positive Police Encounters*, and a textbook, *Introduction to Policing*: *Perceptions Versus Reality* (revised first edition published January 2020). He is currently the chair of and consultant for the Henrico, VA, Police Chief's Advisory Board, instructing on the history and current state of policing practices to academy recruits and in-service members. His educational and professional experiences contribute greatly to his teaching and service endeavors at the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University.

Amy Clifton-Mills, M.S.

Amy Clifton-Mills, M.S., is a Ph.D. candidate at the L. Douglas Wilder School of Government and Public Affairs at Virginia Commonwealth University. After earning her B.S. in Criminal Justice and Sociology at Old Dominion University, Amy joined the Wilder School in 2017. Since joining, she's earned her M.S. in Criminal Justice and interned at the Virginia General Assembly and Richmond, VA, Police Department. Her expertise includes police training and staffing, police and community interactions, juvenile justice, and racial equity.

Prosecution

Kristine Hamann

Kristine Hamann is the executive director and founder of Prosecutors' Center for Excellence (PCE). Ms. Hamann and PCE's team of experts are prosecutor consultants for offices across the country on various topics, including full-office assessments, violent crime investigation, witness intimidation and cooperation, conviction integrity, discovery, body-worn cameras, ethics, and community trust building. Ms. Hamann also regularly presents at national and statewide prosecutor meetings on various criminal justice-related topics.

She is also the chair of the New York State Best Practices Committee for prosecutors and an advisor for the National District Attorneys Association's Best Practices Committee. Ms. Hamann is an adjunct professor at Georgetown Law School, an American Bar Association's (ABA) Criminal Justice Council member, and on the ABA *Criminal Justice* magazine editorial board.

From 2013 to 2016, Ms. Hamann was a visiting fellow for the U.S. Department of Justice, Bureau of Justice Assistance. She was an independent counsel to the Conviction Integrity Unit of the United States Attorney's Office for the District of Columbia. From 2008 to 2013, Ms. Hamann was the executive assistant district attorney for the special narcotics prosecutor for New York City, NY, whose office conducts international, national, and local drug trafficking investigations and prosecutions that impact New York City.

From 2007 to 2008, Ms. Hamann was the inspector general for New York state, investigating and preventing fraud, waste, and abuse in New York's state government. From 1998 to 2007, Ms. Hamann was the executive assistant district attorney to Robert M. Morgenthau in the Manhattan District Attorney's Office in New York City. Before 1998, Ms. Hamann held several other positions in the Manhattan District Attorney's Office, including deputy chief of the trial division in charge of the criminal court, director of training, and deputy bureau chief of the Career Criminal Bureau. After law school, she was an associate at Simpson Thacher & Bartlett.

She has received various awards, including the ABA Curtin-Maleng Minister of Justice Award (for 2023 and 2024), Ethics and Accountability Award (for the city and state of New York, 2018), Outstanding Prosecutor of the Year (New York State Bar Association, 2013), Prosecutor of the Year for Executive Leadership (District Attorneys Association of the State of New York, 2010), Excellence in Government Award (Albany Law School, 2008), Public Service Award (New York County Bar Association, 2005), and New York County District Attorney's Office Prosecutor of the Year (2001).

Sophia Roach

Sophia Roach is a senior attorney with PCE. She earned her B.A. from the University of California San Diego, her J.D. at the University of San Diego School of Law, and her LL.M in Prosecutorial Science at the Dale E. Fowler School of Law.

Ms. Roach began her prosecution career with the San Diego County, CA, District Attorney's Office as a Victim-Witness Unit volunteer in 1995 and as a deputy district attorney from 1998 to 2021. Ms. Roach assisted in managing four divisions, serving as assistant chief of the Juvenile Division and the Appellate and Training Division and team leader in the Gang Prosecution Unit and the Superior Court Division. Ms. Roach was also the director of intern recruitment and training programs between 2009 and 2011. She also served as an office ethics advisor, member of the office training and advisory committee, liaison to the FBI Violent Crime Task Force, the East County Gang Task Force, and the Jurisdictions United for Drug and Gang Enforcement Task Force, and the San Diego Crime Laboratories.

Ms. Roach has handled over 600 vertical cases involving gangs, major narcotics, and family protection. She has prosecuted 77 jury trials to verdict, including 11 murder cases. She was the sole prosecutor in the trial against the murderer of surfer Emery Kauanui, which garnered significant national media attention and resulted in a California Supreme Court opinion validating her use of an implied malice murder theory in the case, now a standard for second-degree murder prosecutions in California. Ms. Roach has also tried numerous other serious felony cases, including attempted murder, torture, kidnapping, rape, serial robbery and burglary, poisoning, witness intimidation, stalking and criminal threats. She also has significant experience in appellate litigation, having filed briefs with the California and United States Supreme Courts.

Ms. Roach is an expert in prosecuting gangs, developing informants, protecting confidential information and vulnerable witnesses, and investigating complex wiretap cases. She has assisted in preparing and drafting wiretap affidavits targeting networks of prison gang operatives on death row, multiple cold case homicides, and gang investigations. She also worked on numerous gang projects aimed at solving homicides and reducing violence through intervention.

Ms. Roach is also a veteran instructor of lawyers, law enforcement, and students at the law and college school levels. She is a frequent lecturer on case preparation, closing arguments, inclusive *voir dire*, the California Racial Justice Act, and eliminating bias in prosecution. She has taught Advanced Appellate Advocacy and California Criminal Trial Process at the collegiate level and instructed law enforcement on various subjects, including expert testimony, Miranda rights, report writing, and procedural justice.

Ms. Roach helped form the Women Prosecutors Section of the National Defense Authorization Act and Power League, a school-based district attorney outreach program. She served on the board of directors for the California District Attorneys Association and the San Diego Deputy District Attorneys Association, which awarded her the 2009 "Outstanding Prosecutor" and 2019 "Prosecutor of the Year" awards and two service awards. Ms. Roach has received three FBI director and numerous other local law enforcement commendations.

Appendix B: Convening Attendees

American Correctional Association

American Society of Crime Laboratory Directors

Arizona Prosecuting Attorneys' Advisory Council

Association of State Criminal Investigative Agencies

Aurora University

Center for Effective Public Policy

Clark Atlanta University

Coconino County Attorney's Office

Connecticut Office of the Chief Medical Examiner

Fairbanks, AK, District Attorney's Office

Garfield Heights, OH

Georgetown University Police Department

Georgia Department of Corrections

Historically Black Colleges and Universities

Hispanic American Police Command Officers Association

Idaho Department of Correction

Indiana State Police

Institute for Intergovernmental Research

International Association of Chiefs of Police

International Association of Directors of Law Enforcement Standards and Training

International City/County Management Association

Justice System Partners

Kansas City, KS, Police Department

Kansas Law Enforcement Training Center

Michigan State University

Missouri Department of Corrections

Moss Group

Nashville, TN, Public Defender's Office

National Association of Counties

National Association of Criminal Defense Lawyers

National Association of Women Law Enforcement Executives

National Conference of State Legislatures

National District Attorneys Association

National Governors Association

National Institute of Corrections

National Organization of Black Law Enforcement Executives

New Blue

Normal, IL, Police Department

North Carolina Conference of District Attorneys

North Carolina Department of Adult Correction

Northeast Ohio Mayors and City Managers Association

Northern Mariana Islands Department of Corrections

Phoenix, AZ, Police Department

Prosecutors' Center for Excellence

RTI International

San Diego, CA, District Attorney's Office

Small & Rural Law Enforcement Executives Association

Texas Department of Criminal Justice

University of Texas at Dallas

U.S. Department of Justice, Bureau of Justice Assistance

U.S. Department of Justice, Bureau of Justice Assistance, National Training and Technical Assistance Center

U.S. Department of Justice, Office for Access to Justice

U.S. Department of Justice, U.S. Attorney's Office, District of Kansas

U.S. Department of Labor, U.S. Bureau of Labor Statistics

Vermont Department of Corrections

Virginia Commonwealth University

Wichita, KS, Police Department

Wichita State University

Appendix C: Convening Agenda and Session Descriptions

Criminal Justice Workforce of the Future Convening

April 16-17, 2024 | Wichita State University (WSU) – Innovation Campus

Welcome

Welcome to the Bureau of Justice Assistance (BJA) Criminal Justice Workforce of the Future Convening. This convening builds on previous BJA efforts and investments to identify and support the next generation of public safety and criminal justice leaders. We have invited a select group of criminal justice practitioners, academics, and other stakeholders to discuss current workforce statistics, future needs and projections, and innovative strategies to promote greater national interest in public service. This convening will focus on policing, corrections, and prosecutors.

BJA will share the results of a recently completed landscape analysis to identify strengths, resources, and needs of current and future criminal justice workforces in response to the following questions:

- How many people currently work in criminal justice fields?
- To what extent are agencies understaffed right now?
- How many more workers will likely be needed in coming years?
- What is the state of existing career and educational pipelines, and how many future workers will they likely produce?
- Are there foreseeable shortfalls/gaps and what can be done to address them?

The results of the analysis will be presented during day one of the 2-day convening and serve as a collective starting point for further sessions and discussions to consider: (1) implications of culture on recruiting and retention, (2) rethinking talent acquisition, (3) alternatives to traditional service delivery models, (4) responsiveness to changing public expectations, and (5) access to justice, etc.

Convening Objective

The landscape analysis and insights from the convening will be used to produce a valuable report for the field depicting existing workforces and career pipelines, along with recommendations on where additional investments are needed to expand recruiting and retention efforts, and to create new, or bolster existing, career pipelines to meet projected workforce needs.

About BJA

BJA strengthens the Nation's criminal justice system and helps America's state, local, and tribal jurisdictions reduce and prevent crime, reduce recidivism, and promote a fair and safe criminal justice system. BJA focuses its programmatic and policy efforts on providing a wide range of resources, including training and technical assistance, to law enforcement, courts, corrections, treatment, reentry, justice information sharing, and community-based partners to address chronic and emerging criminal justice challenges nationwide.

Criminal Justice Workforce of the Future Convening

April 16-17, 2024 | Wichita State University (WSU) – Innovation Campus

Tuesday April 16, 2024

8:30 – 9:00am

Welcome Remarks

Dr. Shirley Lefever, Ph.D., Executive VP and Provost Wichita State University

Karhlton Moore, Director, U.S. DOJ, Bureau of Justice Assistance

Kate Brubacher, United States Attorney, U.S. DOJ, District of Kansas

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9:00 – 10:30am

Criminal Justice Workforce Landscape Analysis Overview Presentation

Presenters will provide a high-level overview of current criminal justice workforce statistics and future projections with an emphasis on policing, corrections, and prosecutors.

Presenters

Julie Percival, Ph.D., Senior Economist, U.S. Department of Labor, Bureau of Labor Statistics

Alexander Burton, Ph.D., Assistant Professor, University of Texas at Dallas, The Moss Group Inc.

Sophia Roach, Prosecutors Center for Excellence

Chief Fred Fletcher (Ret.), Public Safety Consultant

Amy Clifton-Mills, Virginia Commonwealth University

10:30 – 10:45am

Break

10:45 – 12:00pm

What are the Right Numbers – Contemporary Staffing Models and Considerations

This panel will discuss criteria and considerations for developing modern staffing and workload models that consider changing public expectations around service delivery; generational shifts in the workforce; funding limitations, etc.

Panelists

Olivia "Sunny" Schnitzer, Senior Advisor (Facilitator), U.S. DOJ, Bureau of Justice Assistance

Thomas Wieczorek, Director, ICMA Center for Public Safety Management

Jonathan Thompson, National Sheriff's Association

Michael Sullivan, Chief, Phoenix Police Department

Bonnie Hoffman, Director of Public Defense Reform and Training, National Assn. of Criminal Defense Lawyers

BJA nttac National Training and Technical Assistance Center

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12:00 – 1:15pm Lunch

1:15 – 2:30pm **Redefining Criminal Justice Workforces and Roles, with an Emphasis on Culture, Inclusion, and Access to Justice**

This panel will discuss the importance of building organizational cultures throughout the criminal justice system that promote equal access and fair outcomes for all communities. Panelists will also discuss the implications that culture has on recruiting and retaining a modern workforce.

Panelists

Karhlton Moore, Director (Facilitator), U.S. DOJ, Bureau of Justice Assistance

Sonia Quinones, Chief (Ret.), National Association of Women Law Enforcement Executives

Andrew Saunders, Co-Founder and CEO, New Blue

Marcia Thompson, Assistant Professor of Criminal Justice, Aurora University; Former Amazon Global Chief Diversity Equity Inclusion Officer

Christina Smith, Deputy Director, U.S. DOJ, Office for Access to Justice

2:30 – 2:45pm Break

2:45 – 4:00pm **BJA/NOBLE National HBCU Initiative – the Next Generation of Law Enforcement Leaders**

This panel will discuss the partnership between BJA, NOBLE, and other stakeholders to identify, inspire, and support the next generation of police leaders with an emphasis on historically underrepresented groups.

Panelists

Chief David Perry (Ret.), (Facilitator)

Chief Rodney Bryant (Ret.), President, National Organization of Black Law Enforcement Executives

Chief Deborah Williams, President, HBCU Law Enforcement Executives and Administrators

Vince Davenport, Associate Deputy Director, U.S. DOJ, Bureau of Justice Assistance

4:00 – 4:15pm **Day One Wrap-Up**

Thurston Bryant, Senior Policy Advisor, U.S. DOJ, Bureau of Justice Assistance

Wednesday April 17, 2024

8:30 – 8:45am

Recap and Preview of the Day

Thurston Bryant, Senior Policy Advisor, U.S. DOJ, Bureau of Justice Assistance

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8:45 – 10:00am

Corrections Staffing Considerations and Examples of Career/Educational Pipelines

This panel will discuss workforce modernization strategies to help overcome existing staffing challenges and ensure that an adequate level of future workers are in the pipeline and properly trained. Panel members will provide examples of innovative approaches they are taking to meet current/future workforce needs.

Panelists

Ruby Qazilbash, Deputy Director (Facilitator), U.S. DOJ, Bureau of Justice Assistance

Andrew Barbee, Director, Research and Development, Texas Department of Criminal Justice

David Edwards, Director, Office of Research, Planning, and Process Improvement, Missouri Department of Corrections

Bree Derrick, Deputy Director, Idaho Department of Correction

Brandeshawn Harris, Chief Deputy Secretary, North Carolina Division of Adult Corrections

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10:00 – 10:15am

Break

10:15 – 11:30pm

Prosecutor Staffing Considerations and Examples of Career/Educational Pipelines

This panel will discuss modernization strategies that prosecution leaders and policy makers should consider in order to overcome existing staffing challenges and ensure that an adequate level of future prosecutors are in the pipeline. Panel members will provide examples of innovative approaches they are taking to meet current/future workforce needs.

Panelists

Nelson Bunn, Executive Director (Facilitator), National District Attorneys Association

Elizabeth Ortiz, Executive Director, Arizona Prosecuting Attorneys' Advisory Council

Joseph Dallaire, District Attorney, Fairbanks Alaska District Attorney's Office

Shawnalyse Ochoa, Deputy District Attorney, San Diego County District Attorney's Office

Kimberly Spahos, Executive Director, North Carolina Conference of District Attorneys

11:30 – 12:00pm	**Presentation by WSU Leadership about the Innovation Campus** **Dr. John Tomblin,** Senior VP for Industry and Defense Programs, Wichita State University
12:00 – 1:15pm	Lunch
1:15 – 2:30pm	**Plenary Discussion – Other Criminal Justice Disciplines** This plenary group discussion will highlight other criminal justice professions (public defenders, telecommunicators, forensic specialists, etc.) that are impacted by evolving public expectations, limitations on available funding and resources, and changes to criminal justice workforces. **Thurston Bryant,** Senior Policy Advisor, U.S. DOJ, Bureau of Justice Assistance **Vince Davenport,** Associate Deputy Director, U.S. DOJ. Bureau of Justice Assistance
2:30 – 3:00pm	**Closing Remarks** **Karhlton Moore,** Director, U.S. DOJ, Bureau of Justice Assistance

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