



Law Enforcement Citizens Advisory Committee

Thursday, February 11, 2021 at 6:00 PM

Electronic Meeting

AGENDA

This meeting can be viewed on the Town of Bluffton's [Facebook page](#)

PUBLIC COMMENT

Public comments will be received via conference line provided by Staff. All requests for public hearing or public comment will be accepted up to two (2) hours prior to the scheduled meeting start time.

- I. CALL TO ORDER – Tabor Vaux
- II. PLEDGE OF ALLEGIANCE
- III. ROLL CALL
- IV. ADOPTION OF AGENDA
- V. ADOPTION OF MINUTES – January 14, 2021
- VI. PUBLIC COMMENT
- VII. OLD BUSINESS
- VIII. NEW BUSINESS
 1. Update on Police Department – Chief Price
 2. Overview of Recruitment and Retention – Bill O’Toole
 3. Discussion of meeting frequency
- IX. DISCUSSION
- X. ADJOURNMENT

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TOWN OF BLUFFTON LAW ENFORCEMENT CITIZENS ADVISORY COMMITTEE MEETING

Thursday, January 14, 2021

Members Present: Tabor Vaux, Bill O'Toole, Ron Davies, Jennifer Morrow, Reggie Howard, Lawrence Ruocco, George Bailey, Mayra Rivera-Vazquez, Michael Frazier

Staff Present: Chief Price, Captain Chandler

I. CALL TO ORDER

Tabor Vaux called the meeting to order at 6:01p.m.

II. BLUFFTON POLICE DEPARTMENT UPDATE

Chief Price presented. Many things happening in the new year like strategic planning the next year, budget process and Pilar 5 (training/education).

Leadership series for all departments but geared at different levels. Gearing towards jobs not and jobs in the future.

Changing and enhancements to recruitment, in-service training, recommending agencies providing more community input.

How do we decide what to train on? The SC Criminal Justice Agency runs the academy and pushes out training.

All officers are on a 3-year cycle and require 40 hours of training.

- 2 credits for legal, 2 credits for domestic violence, 3 credits for EVOC, 1 credit for mental health

Training is available in person, online or books & articles.

- Classroom training, scenario based, and problem based.

Davies commented when he lived in New Hampshire, he worked for the organization Property Liability; ensuring town including police departments and school departments. They had a safety department which gave incredible training to police departments of various towns. Police officers would go through the academy only once and then things get pushed to the back of their mind. Gave specific training to officers.

Are there any other trainings besides what's given by the state?

Chief Price answered that they have instructors or bring in folks in. They are exploring options.

III. CREATION OF SUB COMMITTEES

a. 21st Century Policing / Pilar 5 (Training & Education)

- i. Larry Ruocco
- ii. George Bailey
- iii. Bill O'Toole

b. Bluffton Police Department revamping their Standard Operating Procedures

- i. Bill O'Toole
- ii. Mike Frazier
- iii. Jennifer Morrow

c. Recruitment & Retention

- i. Ron Davies
- ii. Mayra Rivera-Vasquez
- iii. Larry Ruocco
- iv. Bill O'Toole
- v. Mike Frazier

IV. Discussion

Chandler: Try out session for police officers on January 23rd from 9am-2pm at Bluffton Police Department. Everyone can come and see what we do.

Davies asked "How can we as a sub committee help to get the message out?"

Chandler stated what's the right message and how the best way to get the message out there.

Mayra would like a schedule of the meetings.

Chandler will reach out to everyone and figure out a time and place and best way to meet.

Tabor: Are sub committees ruled by same notice requirements?

Chandler to look into this.

Morrow: As a citizen, we have a wonderful police force. She has a son who plays sports, played all four years of high school. She has talked to different residents asking what they think of the police department and what can we do to improve community relations. When at school / sporting events, officers could interact more with students and parents. A simple hello could go a long way.

Bailey would like a copy of committee members.

Frazier: shirts to be recognized. Is it legal?

V. ANNOUNCEMENT OF NEXT MEETING

2ND Thursday of every month

VI. ADJOURNMENT

Frazier made a motion to adjourn. Several seconded the motion. All were in favor and the motion passed.

The meeting adjourned.

An Overview of Police Recruitment and Retention

**Prepared for the Town of Bluffton Law Enforcement Citizens Advisory Committee by
Bill O'Toole, member, Law Enforcement Citizens Advisory Committee**

Introduction

The Town of Bluffton Law Enforcement Citizens Advisory Committee was tasked with reviewing the department's recruitment efforts, including recruitment of minorities and women, and making any recommendations for improvement. In order to be in a better position to make appropriate recommendations, it may be helpful for the committee members to understand the current state of law enforcement recruitment, its challenges and opportunities, and some best practices for meeting these challenges. This document is intended as an overview of the current climate of law enforcement recruitment in the U.S.

Public Confidence in the Police - 2020

The growing public sentiment following the police actions in Ferguson, Missouri in 2014 and the death of George Floyd at the hands of police officers in Minneapolis in May 2020 has influenced the way in which some segments of our society view the desirability of police work. As a result, fewer people are choosing law enforcement as a career and this is especially true of nonwhite applicants.

According to the most recent Gallup poll of 16 major U.S. institutions rated in Gallup's annual *Confidence in Institutions* poll, "Americans' confidence in the police fell to the lowest level recorded by Gallup in the nearly 30 years it has been tracking such data, driven in part by a growing racial divide on the issue. About 48% of Americans said they have a "great deal" or "quite a lot" of confidence in police, down from 53% the previous year and an all-time high of 64% in 2004. The poll was done in the weeks after George Floyd was killed by a white Minneapolis police officer sparking a protest movement against police brutality and systemic racism across the country. Gallup began tracking the question in 1993, the year after the Rodney King riots in Los Angeles. The racial divide on the question, which has been growing for years, reached its largest point in 2020: 56% of white adults say they have "a great deal" or "quite a lot" of confidence in the police, while just 19% of Black adults say the same."¹

Overcoming some of the negative impressions of law enforcement, especially in many minority communities, has been a long-standing challenge for police agencies and has become much more difficult in recent years due to the various anti-police movements, the widespread availability of video depicting police interactions with citizens, and the increased media scrutiny of police use of force. The negative public sentiment has also had a detrimental impact on not only police recruitment of new officers, but also on retention of veteran officers.

¹ Source: <https://news.gallup.com/poll/317114/black-white-adults-confidence-diverges-police.aspx>

Current Challenges for Police Recruitment

In a July 2019 survey² of State and Local governments, policing was ranked as the most difficult occupation in which to fill job vacancies. This survey occurred prior to both the Covid-19 pandemic and the numerous nationwide protests following the killing of George Floyd. To say that police recruitment today is a major challenge is a gross understatement.

The challenges for law enforcement agencies in recruiting, hiring, and retaining qualified individuals have increased while the supply of quality applicants has significantly decreased. There is also strong competition among police departments and other types of organizations for a diminished pool of highly qualified candidates. This environment has had a significant and detrimental impact on police recruitment.

How Law Enforcement Agencies can remain competitive with a Diminished Pool of Applicants

Fortunately, many agencies are beginning to realize that they need to change the way in which all of their employees and their contractors interact with the current generation of applicants if they want to remain competitive with their peer agencies. Today's applicants are primarily Millennials or members of Generation Z. They grew up in an information age where technology allowed them to instantly obtain information or services on any topic. Their expectations are that the hiring processes for police applicants should be as efficient. While agencies must work to create efficiencies in the hiring process they must also use the hiring process to identify candidates that possess the character traits the agency is seeking in its officers and who share the values of the agency.

Recommended actions to consider:

- Significantly speed up the processes with a customer-oriented focus
- Prevent the loss of promising candidates due to process delays
- Fast track the backgrounds, oral boards, and medical processes for top tier candidates
- Better utilize technology to facilitate the hiring process (e.g., candidate access via the internet)
- Maximize the use of social media platforms
- Assure better and ongoing communication between agency personnel and applicants throughout the process
- Establish a mentoring program for candidates
- Combine multiple steps in the process during single events
- Hold more hiring events during the evening and on weekends
- Schedule medical and psychological tests concurrent with the background investigation
- Work with contractors to reduce bottlenecks in the process
- Do not reduce the quality of the vetting process
- Ask applicants how they learned of the position, measure their satisfaction with your process, and make adjustments where needed

² Center for State & Local Government Excellence, State & Local Government Workforce: 2019 Survey (July 2019).

COVID 19 Impact - Additional Recommendations:

- Be tablet and smartphone friendly
- Explore the use of remote interviewing

Bluffton Police Department Hiring Process

From information gleaned from the department's website, the various steps in the hiring process for the BPD are comprehensive and are consistent with best practices for hiring processes of many departments across the country. What sets the BPD's process apart from most other agencies is the very short timeline for completing the hiring process (estimated to be between 5-8 weeks). This puts the BPD at a very positive and competitive advantage compared to many other departments. The BPD's website lists the following information regarding its hiring process:

"The steps in the selection process take approximately five to eight weeks to complete and are as follows:

- Online Application
- Applications reviewed for automatic disqualifiers
- Criminal history, driving record review
- Agility Test
- Written Exam
- Panel Interview
- Placed on Eligibility List
- Background Check
- Polygraph
- Command Staff Interview
- Physical
- Psychological Test
- Drug Screen
- Conditional Officer of Employment"³

The Critical Importance of the Selection Process

A 2017 report titled "Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success", summarized the most important issues impacting police hiring around the following three themes:

1. Hiring candidates who share the values and vision of the community and the department;
2. Making the hiring process more efficient; and,
3. Advancing diversity and inclusiveness in the hiring process.⁴

³ <https://www.townofbluffton.sc.gov/219/Careers>

⁴ Morison, Kevin P. 2017. Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success. Washington, DC: Office of Community Oriented Policing Services.

In addition to improving efficiencies in the hiring process as a means to remain competitive, an even more important consideration for police agencies is in the selection of applicants that possess the character traits that reflect the values of the department and of the community. The overarching goal in the selection process should be to reinforce the qualities of service, fairness, integrity, procedural justice, and compassion in recruitment literature and in selection criteria.

Things to consider:

- Does your agency depict community engagement in recruitment literature, photographs, and videos or does it more heavily emphasize enforcement activities?
- Do you include a realistic job preview in the application phase of the hiring process?
- Are you testing/screening for the skills to meet today's policing environment?
- Do you use the structured interview to measure maturity and readiness for the job?
- Can you evaluate critical thinking and problem-solving skills?
- Do you engage in targeted advertising for minority and female candidates?

Probably the most challenging, but also the most important aspect of the hiring and selection process is in trying to assess the applicants' character traits as they relate to the department's and the community's values. Today's 21st Century police departments emphasize the pillars of procedural justice as an effective strategy for maintaining and enhancing community trust. This is true in the Town of Bluffton, as the Bluffton Police Department's Strategic Planning goal for "Building Trust and Legitimacy" emphasizes that "law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices. This will guide their interactions with rank and file officers and with the citizens they serve. Law Enforcement agencies should also establish a culture of transparency and accountability to build public trust and legitimacy."⁵

Procedural justice in policing is the principle that forms the foundation of the community's willingness, individually and aggregately, to accept the actions of the police, obey laws, participate in the criminal justice system, and partner with law enforcement to reduce crime and disorder, and is dependent on the community's acceptance of policing actions as fair and equitable. Procedural justice consists of four primary pillars:

- Fairness – being fair in the processes
- Voice – providing the opportunity to have a voice
- Transparency – being transparent in actions
- Impartiality – being impartial in decision making⁶

Published 2017.

⁵ <https://www.townofbluffton.sc.gov/DocumentCenter/View/480/2019-to-2022-Strategic-Plan-PDF>

⁶ The President's Task Force on 21st Century Policing, May 2015, Pillar 5, Training and Education.

Internally, procedural justice has been shown to increase adherence to internal rules and processes, increase morale, and decrease grievances by officers over new rules, procedures, and promotions. It has also been shown to contribute to generating new ideas and innovation, as it allows all stakeholders affected by departmental decisions to give insight, opinion, and perspective. From an external perspective, procedural justice improves relationships with the public, and contributes to community trust in the police department. As such, efforts to better measure an applicant's understanding of the role of a 21st Century police officer is more important today than ever before.

In fact, in a recent study that looked at improving African American confidence in law enforcement, participants emphasized that "African Americans merely want local law enforcement officers, regardless of race, that are effective and treat African Americans with equal dignity and procedural justice. Thus, hiring officials should identify and select those new recruits who embrace a procedural justice mindset and should adjust discipline and advancement procedures to ensure those officers who exhibit procedural justice are retained and advanced and those who fail to exhibit procedural justice are disciplined or, without satisfactory improvement, discharged."⁷

Strategies for Recruiting a Diverse Workforce

Targeted recruitment of minorities and women has shown to be an effective recruitment strategy. According to a Bureau of Justice Statistics survey, women represented 12.1% of the officers in agencies that targeted female applicants in 2008, compared to 10.6% of officers in agencies that did not. Likewise, the percentage of minority officers was larger in agencies that targeted such applicants (24.3%) than in agencies that did not (18.9%).⁸

Realizing this, the challenge for police agencies is to more closely engage the very communities that need the police the most, but who likely trust the police the least. These efforts need to be ongoing and occurring in all communities that are served by each police agency. More broadly, with regard to the hiring process, some specific best practices for minority recruitment would include focusing recruitment efforts at colleges and universities, including at Historical Black Colleges, and also utilizing recruiters with military backgrounds to focus recruitment efforts at military installations. Finally, it has been identified that word-of-mouth recruitment is one of the most effective tools available to police agencies, so targeted engagement of department employees, particularly minority and female officers, as well as community leaders and members of the advisory committee to be "good will" ambassadors and recruiters should be a high priority and a continuing practice.

⁷ MacLean, Charles. Improving African American confidence in law enforcement: Recruit to optimize procedural justice, not racial quotas. *International Journal of Police Science & Management*. October 2020.

⁸ Bureau of Justice Statistics: Hiring and Retention of State and Local Law Enforcement Officers, 2008 – Statistical Tables | October 2012.

Retention of Veteran Officers and Employees

Just as it is important to understand the factors that cause new officers to want to join a police department, it is equally important to learn why employees stay with, or why they leave an organization. There are several primary factors that often affect employee attrition or retention, depending on whether they are presented positively or negatively. These may include such issues as work-life balance, family support, officer wellness, organizational functioning, meaningful work, supervision, training, career opportunities, communication, and recognition. Other factors may include pay and benefits, commuting issues, and cost of living.

In order to measure employee satisfaction (or dissatisfaction) for purposes of better understanding the reasons for attrition or retention, police agencies should conduct confidential exit interviews and confidential “why they stay” interviews. In cases of all voluntary resignations, the department should conduct a formal in-person exit interview, with the goal of determining the specific reasons behind the resignation and any factors that contributed to the decision. In order to learn why good employees stay with the department, selected in-person interviews should also be conducted in order to learn what the department is doing well to assist with retention.

Additional Considerations regarding the current state of Officer Morale

This past year has been a defining moment for law enforcement and one of the most challenging times for police officers in our nation’s history. The vast majority of police officers do an exceptional job each and every day, often under difficult circumstances. While many citizens and elected officials are demanding reforms to policing, and some much-needed reforms have occurred or are forthcoming, the women and men who protect and serve our communities are now being pushed into even more challenging roles as front-line riot control officers at protests and as Covid-19 violation enforcers. Many police officers throughout the country, including here in our area, are feeling demoralized, disheartened, demonized, and unappreciated by the very communities that they are protecting.

One irony that perhaps is only understood by those in the police profession is that police officers are just as fallible as all other human beings working in any of the other “helping professions.” The helping professions include police officers, firefighters, EMS workers, doctors, and nurses, all of whom have high entry-level and continuing certification requirements and who serve the public every hour of every day, regardless of conditions. And yet, while all of the other members of the “helping professions” are generally held in high esteem by the public and have much less frequent scrutiny of their work performance, police officers are the only members in that group who frequently are criticized, not just for wrongdoing or for human error, but also for justified uses of force that sometimes lead to injuries or deaths. And, in spite of intense media hype, the reality is that the approximately 800,000 police officers in the U.S. who engage in tens of millions of citizen contacts each year, do so most often without having to resort to the use of force.

An important point to consider is that the police do not own the market on possessing human frailty, implicit bias, being susceptible to making errors of judgement, or even having a small number of bad actors within their ranks. These traits are true of every group of people. As should be the case in all of these professions, those who discredit their oath of office should be held accountable. The broader point is that while a similar make-up of human beings exists in each of the “helping” vocations (as well as in all other professions), the police alone seem to be, in most cases, the only group that is unfairly painted with a broad brush of negative public perception. The broad-brushed and unfair negative portrayal of police officers nationally has clearly had a detrimental impact on police recruitment and, in some departments, has also led to a larger than usual number of resignations and retirements. This is important to keep in mind when educating fellow citizens in our community about the need to also show support and appreciation for, while still expecting fair and impartial treatment from, our dedicated law enforcement officers.

Concluding Remarks:

The purpose of providing this account of the status of law enforcement recruitment in the U.S and a very cursory review of the BPD’s recruitment efforts is to provide the advisory committee members with a better basis of understanding of the current recruitment challenges facing the law enforcement profession and to provide information regarding some of the best practices in the profession. There is no doubt that the Bluffton community has many unique advantages and opportunities that may be different from some other U.S. police agencies, but it is also likely that our community is presently experiencing some of these same challenging conditions.

Chief Stephenie Price has articulated that a primary outcome goal for the committee’s work is to achieve more transparency and accountability in order to improve community trust. This is a laudable commitment, and allowing this committee to provide community input into the hiring and selection processes for future Bluffton police officers can only help our police department maintain and enhance its highly-regarded standing in all of our communities.

Additional References:

Advancing Diversity in Law Enforcement. U.S. Department of Justice, Equal Employment Opportunity Commission. October 2016. (See *highlight of the Beaufort, SC PD – Pages 40-41*)
<https://www.justice.gov/crt/case-document/file/900761/download>

Hiring for the 21st Century Law Enforcement Officer: Challenges, Opportunities, and Strategies for Success. Office of Community Oriented Policing Services. 2017.
<https://cops.usdoj.gov/RIC/Publications/cops-w0831-pub.pdf>

Improving African American confidence in law enforcement: Recruit to optimize procedural justice, not racial quotas. International Journal of Police Science & Management. October 2020.
Link to download full text: https://www.researchgate.net/publication/344633928_Improving_African-American_Confidence_in_Law_Enforcement_Recruit_to_Optimize_Procedural_Justice_not_Racial_Quotas

Recruiting for Diversity in the 21st Century: Lessons Learned from 10 Cities. International Association of Chiefs of Police. 2017.
(PDF attached).

Recruiting for Diversity in the 21st Century:

Lessons Learned from 10 Cities

A Study by the International Association of Chiefs of Police



FEBRUARY 2017

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EXECUTIVE SUMMARY

The following report was compiled by the International Association of Chiefs of Police (IACP) and it analyzes best practices from various police agencies around the country to recruit and hire the most qualified personnel to be sworn police officers. As the law enforcement profession currently faces great challenges, we at the IACP believe that one critical element is garnering and maintaining public trust, which includes, in part, staffing policing agencies with officers that are representative of the communities they serve. Law enforcement departments across the United States have struggled with these issues traditionally, but there is mounting evidence that departments are facing even greater difficulty in their hiring practices today¹. As the President's Task Force on 21st Century Policing noted:

To build a police force capable of dealing with the complexity of the 21st century, it is imperative that agencies place value on both educational achievements and socialization skills when making hiring decisions. Hiring officers who reflect the community they serve is also important not only to external relations but also to increasing understanding within the agency. Agencies should look for character traits that support fairness, compassion, and cultural sensitivity.²

In response to this, the IACP identified agencies nationwide that demonstrated greater success in creating a diverse organization by recruiting and hiring women and minorities. These agencies were contacted and agreed to provide their insights into building law enforcement agencies that are truly representative of the communities they serve.

In analyzing the best practices from the study agencies, the following common core themes emerged as critical to their success in recruiting and hiring the most qualified personnel as sworn police officers, who are both reflective of their communities, and possess the skills and abilities needed for 21st century policing.

- Efficient and effective hiring process
- Significant police department involvement in all phases of hiring process
- Extensive use of social media and electronic recruiting
- Tracking applicant sources of interest

¹<http://www.economist.com/news/united-states/21713898-stronger-economy-partly-blame-police-departments-struggle-recruit-enough> (Posted: January 7, 2017)

² Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services; Published 2015; page 52

Although these concepts may not be new, their importance is affirmed by our findings. We also provide some additional details below, which may contribute to a greater understanding of how agencies can engage these practices.

Recommendations

As generational and population shifts occur, agencies will have to similarly evolve. The increasing competitiveness of the market economy will require leaders to continue placing greater emphasis on hiring and training of staff.

Police organizations should not delegate the process of recruiting and selecting officers to an outside organization. They should seek advice and support, but ultimately the police department will be held accountable for the individuals hired, trained, and sent into the community to serve its citizens. Because of this, it is critical that agencies be intricately involved in the entire process of recruiting, hiring, and training of new officers.

Agencies with a higher representation of minorities throughout their organization are the result of targeted recruiting efforts in the underrepresented communities, and intentional efforts to build trust and legitimacy within these communities. This process takes a long time to occur and must be based upon a foundation of core values of respect, equality, and service.

Agencies should track where applicants learned of hiring opportunities with the department. Using this information enables recruiters to focus their efforts in a more cost-effective manner.

While all of the agencies in the survey departments used a variety of recruiting techniques, the most effective approach was social media and electronic recruiting. Because of this, it is highly recommended agencies emphasize greater use of these approaches.

Traditional police hiring practices tend to disqualify candidates with negative issues discovered through the hiring process. We believe that to hire 21st century officers, departments need to change their orientation and focus hiring on those candidates that model the values and vision of the community and the police department. This new focus and orientation requires police departments to establish and publish their visions and values. More importantly, these visions and values need to become the core of their daily operations, as well as their recruiting and hiring programs.

As competition for talent grows tighter, agencies will be forced to speed the process of identifying, attracting, and on-boarding highly qualified candidates. This will require organizations to streamline cumbersome, process-oriented approaches that unnecessarily slow the hiring of candidates. Agencies are encouraged to critically analyze these processes and initiate steps to mitigate the impact.

Finally, agencies need to identify and continually monitor critical metrics and benchmarks, to ensure that quality candidates are being recruited and retained.

ACKNOWLEDGMENTS

The IACP undertook this project due to the significant needs of our members, who are continuing to face recruiting and hiring issues every day. To accomplish this project, we relied on the voluntary participation of several agencies across the country, who agreed to offer their assistance. We greatly appreciate their thoughtful contributions, participation, and commitment of time and resources. This project would not have been possible without their valuable assistance. Accordingly, we would like to expressly thank the following agencies who agreed to participate and contribute to this very worthwhile project:

- Austin Police Department (Austin, TX)
- Boulder Police Department (Boulder, CO)
- Los Angeles Police Department (Los Angeles, CA)
- Louisville Police Department (Louisville, KY)
- Madison Police Department (Madison, WI)
- New Haven Police Department (New Haven, CT)
- Overland Park Police Department (Overland Park, KS)
- Philadelphia Police Department (Philadelphia, PA)
- Shreveport Police Department (Shreveport, LA)
- Washington Metropolitan Police Department (Washington, DC)

We at the IACP are deeply indebted to these departments for providing the information that formed the basis for this report, and again, we wish to thank them for participating.

To protect the anonymity of the specific data provided by these agencies, we will not use their agency names, but instead, we have randomly assigned agency numbers, which we will reference throughout this report. For our purposes, agencies 1-5 serve a *mid-sized* population, and agencies 6-10 serve an *extra-large* population.

SECTION I: INTRODUCTION AND STATEMENT OF THE PROBLEM

It is no secret that law enforcement agencies across the United States have traditionally struggled with the issues of recruiting and hiring quality police personnel. This is particularly true as it relates to women and minority applicants. Indeed, historically and recently, much work has been done in this area by a variety of organizations. For example, in 2009, under a grant from the COPS office, the IACP published the Law Enforcement Recruitment Toolkit, which sought to provide law enforcement departments with specific information and tools related to recruiting police officers.³ In addition to the Law Enforcement Recruitment Toolkit, the U.S. Department of Justice and the Equal Opportunity Employment Commission also recently (2016) published a report titled *Advancing Diversity in Law Enforcement*.⁴

Following the incident in Ferguson, Missouri in 2014, and a series of subsequent incidents, law enforcement agencies and officers across the U.S. have come under increased scrutiny from the public. Arguably, some of this criticism is warranted. Regardless of the salient points of discussion pertaining to these uses of force by the police, the aftermath of these incidents have challenged police agencies in a multitude of ways. These sentiments are supported by a statement in the opening pages of the *Advancing Diversity in Law Enforcement* Publication.

Tragic events over the past several years – including officer-involved shootings and attacks on law enforcement officers, and the demonstrations and protests these incidents have spawned – have captured the public’s attention and driven a host of policing issues from the periphery to the center of our public dialogue, including a renewed focus on increasing diversity in the nation’s law enforcement agencies.

As these incidents have prompted broad discussions on a national level, the IACP has both monitored and participated in looking at these issues, their causes, and possible solutions. The IACP believes the public wants to trust the police, but we also acknowledge that there is a sense, among some, that there is a need for the police to build or rebuild trust, particularly with those in the minority community. This sentiment is supported by a recent Gallup survey found “a 29-percentage-point gap in the percentage of whites and blacks who have a great deal or quite a lot of confidence in the police.”⁵ At the same time, police still retain the third highest level of confidence as an institution, behind the military and small businesses.

³ <https://cops.usdoj.gov/pdf/vets-to-cops/e080921223-RecruitmentToolkit.pdf>

⁴ <https://www.justice.gov/crt/case-document/file/900761/download>

⁵Newport, Frank (2016). Public Opinion Context: Americans, Race and Police. Aggregated Gallup Polls, 2014 – 2016 <http://www.gallup.com/opinion/polling-matters/193586/public-opinion-context-americans-race-police.aspx>

In our conversations with members, participation in various meetings, and through our Operations and Management Studies efforts of various police departments, the IACP has learned that some police agencies have experienced public trust issues. During these meetings and studies, many have suggested that the perceived reduction in trust has adversely affected the number of applicants received from minority candidates for police officer positions. This is troubling, as the industry needs to increase the hiring of women and minorities, and a decline in applicants in these categories would work against this objective.

One mechanism that many, including the IACP, feel will improve community trust, is to hire a workforce that more closely resembles the community being policed. This is particularly true in communities with a higher population of minority citizens. Based on the myriad issues affecting the ability of agencies to attract and hire quality candidates, particularly women and minorities, it is critical to closely examine recruiting and hiring strategies, to identify more effective and implementable solutions. Integrating procedural justice in the internal and external relationships of the department is also a critical component of this transition for agencies. This report seeks to contribute to this effort.

The prior publications noted, and others, have significant value. This report is not designed to be all-inclusive, or to become the exclusive source for developing solutions to this issue. Instead, the information presented here adds to the existing body of knowledge, and it provides more direct insights into some very specific categories. It is our sincere hope that those who consume it will find it useful.

SECTION II: METHODOLOGY

In order to conduct this study, the IACP first needed to identify partner agencies who were willing to participate. However, the willingness of an agency to be part of the project was secondary to identifying agencies who have had success in hiring minorities; this was our first challenge.

There are a variety of quality databases that provide demographic statistics for officers within police organizations. Despite this, there is no national repository that provides definitive information on officer race within individual agencies.⁶ While detailed information may not be available, aggregate datasets clearly establish a gap in the representation of minorities in many departments. To identify agencies who have had success in hiring minorities, we turned our attention to those agencies who have had success in hiring women applicants. We theorized that those agencies with a higher percentage of women in their departments, likely had an aggressive recruiting and hiring strategy that would translate into higher numbers of minority applicants and hires. We also were aware that gender information of officers, by department, was readily available in the FBI Uniform Crime Report.⁷

We requested the department gender data from the FBI, and used this data to identify possible law enforcement partners. From these data, we identified roughly 20 agencies in which female officers made up an average of approximately 25% of their workforce. We targeted mid-, large-, and extra-large sized police agencies, again, theorizing that these departments likely faced the biggest challenges in developing a workforce that resembles the community. We also felt that larger agencies would likely have more robust recruiting strategies, from which we could garner important data, and examples of successful practices.

After identifying the top 20 agencies, several were contacted to determine which, if any, were willing to participate in this project. In the end, 10 agencies agreed to contribute data, which was our target sample number. Each department was asked to complete a 43 question survey. Many of these questions included extensive data requests. A copy of this survey is included in the Appendix of this report. Some of the data requested was quantitative, and some was qualitative. We have provided the quantitative data below, along with our analysis of the qualitative data.

⁶ Banks, Duren, Joshua Hendrix, Matthew Hickman, Tracey Kyckelhahn, National Sources of Law Enforcement Employment Data, U. S. Department of Justice, Bureau of Justice Statistics, April 2016, (NCJ249681) <http://www.bjs.gov/index.cfm?ty=pbdetail&iid=5600>

⁷ <https://ucr.fbi.gov/>

SECTION III: RESULTS

This section provides the quantitative and qualitative data we collected as a part of this project, without commentary. Discussion on these data is provided in the following section of this report. It is important to note that all of the data collected has not been reported. Rather, we have included the data we feel is pertinent, and we have done so in a format we believe supports analysis and easy examination by readers.

In this section the general question and the reported data are presented without substantive comments. The actual questions and question layouts can be found in the survey document, which is included in the Appendix. In some cases, participating agencies did not include data; we have noted this within the tables and data below.

Questions 1 and 2: Community Population Range and Authorized Sworn Strength

Within the survey, the participating agencies were identified as either small (employing less than 100 officers and serving populations less than 100,000), mid-size (employing 100-250 officers and serving populations from 100,000 to 250,000), large (employing 251-500 officers serving populations from 250,000 to 500,000), and extra-large (employing more than 500 officers and serving a population over 500,000). None of the participating agencies were classified as small; Table 1 below, outlines the sizes of the participating agencies and their authorized sworn officer strength.

Table 1: Participating Departments and Community Size Classifications

Department	Mid-Size Population 100-250k	Officers 101-250	Large Population 251-500k	Officers 251-500	Extra Large Population Over 500k	Officers Over 500
Mid-Size #1	X			X		
Mid-Size #2	X					X
Mid-Size #3	X	X				
Mid-Size #4	X			X		
Mid-Size #5	X			X		
Extra-Large #6					X	X
Extra-Large #7					X	X
Extra-Large #8					X	X
Extra-Large #9					X	X
Extra-Large #10					X	X
Totals	5	1	0	3	5	6

Question 3: Number of Sworn Officers by Race/Ethnicity

The percentages of sworn officers by race for all participating agencies are shown in Table 2 below.

Table 2: Sworn Officer Percentages by Race/Ethnicity

Department	Asian	African American	Hispanic	Native American	White	Other	Total Officers
Mid-Size #1	1.59%	22.68%	22.22%	0.23%	53.29%	0.00%	441
Mid-Size #2	1.12%	37.62%	1.68%	0.74%	58.85%	0.00%	537
Mid-Size #3	1.70%	5.11%	6.25%	0.00%	86.36%	0.57%	176
Mid-Size #4	2.52%	10.06%	5.87%	1.89%	79.66%	0.00%	477
Mid-Size #5	2.05%	5.33%	3.69%	0.41%	88.52%	0.00%	244
Extra-Large #6	1.62%	32.73%	8.38%	0.11%	56.96%	0.19%	6,183
Extra-Large #7	3.41%	52.44%	7.98%	0.08%	36.08%	0.00%	3,722
Extra-Large #8	7.71%	10.67%	47.32%	0.35%	33.67%	0.28%	9,618
Extra-Large #9	2.24%	8.49%	20.08%	0.23%	68.96%	0.00%	1,743
Extra-Large #10	1.84%	11.79%	2.09%	0.32%	83.88%	0.08%	1,247
*Averages	4.36%	23.25%	24.18%	0.27%	47.77%	0.17%	24,388

*Averages shown here are against total officers reported in each category, so the columns shown here will not equal the percentages shown.

Question 4: Number of Officers by Ranks by Race/Ethnicity

Racial demographics, in terms of executive or command level ranks within the departments, are shown in Table 3 below.

Table 3: Executive/Command Level Rank Demographics

Race	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel, or Deputy Chief	Chief or Interim Chief
Asian	0.34%	2.89%	0.00%	0.00%
African American	28.50%	23.99%	23.21%	25.00%
Hispanic	2.90%	8.96%	10.71%	12.50%
Native American	0.17%	0.00%	0.00%	0.00%
White	67.92%	64.16%	66.07%	62.50%
Other	0.17%	0.00%	0.00%	0.00%
TOTAL COUNT	586	346	56	8

Question 5: Number of Officers by Gender

The percentages of male officers compared to female officers for the participating agencies are provided in Table 4 below.

Table 4: Sworn Officers by Gender

Department	Male	Female
Mid-Size #1	85.26%	14.74%
Mid-Size #2	78.77%	21.23%
Mid-Size #3	80.11%	19.89%
Mid-Size #4	70.86%	29.14%
Mid-Size #5	84.43%	15.57%
Extra-Large #6	76.44%	23.56%
Extra-Large #7	78.77%	21.23%
Extra-Large #8	81.51%	18.49%
Extra-Large #9	90.36%	9.64%
Extra-Large #10	85.97%	14.03%
Averages	80.78%	19.22%

Question 6: Number of Command-Level Officers by Ranks by Gender

Table 5 below, provides the breakdown of executive/command level ranks by gender.

Table 5: Executive/Command Level Ranks by Gender

Gender	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel or Deputy Chief	Chief/Interim Chief
Male	86.18%	85.30%	85.19%	100.00%
Female	13.82%	14.70%	14.81%	0.00%
Other	0.00%	0.00%	0.00%	0.00%
TOTAL COUNT	586	347	54	8

Question 7. Number of Annual Separations by Category (excluding the academy)

In Table 6 below, the total number of officer separations for calendar year 2015, are presented, including the average percentage of separations as compared to the total number of sworn officers for each department.

Table 6: 2015 Officer Separations by Reason

Department	Retirement	Medical	Quit	Termination	Total
Mid-Size #1	4.76%	0.45%	3.85%	0.23%	9.29%
Mid-Size #2	2.98%	0.00%	4.84%	1.12%	8.94%
Mid-Size #3	*	*	*	*	*
Mid-Size #4	1.05%	0.00%	1.68%	0.00%	2.73%
Mid-Size #5	2.46%	0.00%	1.64%	0.00%	4.10%
Extra-Large #6	*	*	*	*	*
Extra-Large #7	7.42%	0.56%	2.96%	1.05%	11.99%
Extra-Large #8	2.31%	0.10%	2.02%	0.19%	4.62%
Extra-Large #9	1.55%	0.11%	1.09%	0.29%	3.04%
Extra-Large #10	3.85%	0.24%	1.28%	0.08%	5.45%

*Department did not provide this data.

Question 8 and 9: Officers Hired and Average Academy Class Size 2013-2015

Table 7 below reflects the total number of officers hired, the average number of officers hired annually, and the average academy class sizes for years 2013 – 2015.

Table 7: Officers Hired and Average Academy Class Sizes 2013-2015

Department	Officers Hired 2013	Officers Hired 2014	Officers Hired 2015	Average Academy Class Size	Total Hired	Average Hired
Mid-Size #1	25	95	0	28	120	40.00
Mid-Size #2	38	22	29	15	89	29.67
Mid-Size #3	10	9	12	7	31	10.33
Mid-Size #4	40	15	25	19	80	26.67
Mid-Size #5	22	16	13	5	51	17.00
Extra-Large #6	238	201	176	47	615	205.00
Extra-Large #7	290	260	265	27	815	271.67
Extra-Large #8	247	381	521	32	1149	383.00
Extra-Large #9	113	110	98	32	321	107.00
Extra-Large #10	59	107	73	80	239	79.67
Totals	108	122	121	29	351	117.00

Question 10: Number of Full-Time and Part-Time Academy Staff, Sworn and Non-Sworn

In Table 8 below, lists the number of full-time and part-time staff assigned to the training academy, including both sworn and non-sworn personnel.

Table 8: Academy Staffing Levels

Department	Full-Time Sworn	Part-Time Sworn	Full-Time Non-Sworn	Part-Time Non-Sworn	Total FT	Total PT	*Average FT Personnel/Cadet
Mid-Size #1	7	0	0	0	7	0	0.25
Mid-Size #2	7	0	0	0	7	0	0.47
Mid-Size #3	0	0	0	0	0	0	0.00
Mid-Size #4	8	0	1	0	9	0	0.47
Mid-Size #5	1	3	0	0	1	3	0.20
Extra-Large #6	45	0	2	0	47	0	1.00
Extra-Large #7	15	0	31	0	46	0	1.70
Extra-Large #8	163	4	1	0	164	4	5.13
Extra-Large #9	25	0	4	0	29	0	0.91
Extra-Large #10	12	0	0	0	12	0	0.15

*Average personnel per cadet is based on self-reported average academy size.

Question 11: Maximum Academy Class Size

Table 9 below displays the current capacity, or maximum academy class size of the participating agencies.

Table 9: Maximum Academy Size

Department	Academy Capacity
Mid-Size #1	45
Mid-Size #2	40
Mid-Size #3	N/A
Mid-Size #4	36
Mid-Size #5	24
Extra-Large #6	*
Extra-Large #7	30
Extra-Large #8	50
Extra-Large #9	110
Extra-Large #10	48
Average	47.88

*Department did not provide this data.

Question 12: Academy Dropout and Failure Rates

In Table 10 below, the average number of cadets or new hires that did not pass, or who voluntarily quit the academy from 2013 - 2015 is presented.

Table 10: Academy Failure/Dropout Rates

Department	Academy Dropouts 2013-2015	Average Academy Dropout Rates 2013-2015	Percent of Officers Hired
Mid-Size #1	7	2.33	1.94%
Mid-Size #2	22	7.33	8.24%
Mid-Size #3	2	0.67	2.15%
Mid-Size #4	1	0.33	0.42%
Mid-Size #5	0	0.00	0.00%
Extra-Large #6	28	9.33	1.52%
Extra-Large #7	79	26.33	3.23%
Extra-Large #8	316	105.33	9.17%
Extra-Large #9	46	15.33	4.78%
Extra-Large #10	0	0.00	0.00%

Question 13: Common Reasons for Academy Failure/Dropout

When asked why cadets do not pass or they otherwise leave the academy, the three most common reasons cited were: academics, unpreparedness for the job overall (including motivation), and poor physical condition. Other factors mentioned included injury, family and personal matters, and the demands of the job being too stressful.

Question 14: Number of Officers Who Did Not Complete Field Training

Table 11 below illustrates the average number of officers who did not pass through field training as a percentage of new hires.

Table 11: Field Training Failure/Dropout Rates

Department	Field Training Dropouts 2013-2015	Field Training Dropout Rates 2013-2015	Percent of Officers Hired
Mid-Size #1	1	0.33	0.28%
Mid-Size #2	9	3.00	3.37%
Mid-Size #3	9	3.00	9.68%
Mid-Size #4	5	1.67	2.08%
Mid-Size #5	10	3.33	6.54%
Extra-Large #6	0	0.00	0.00%
Extra-Large #7	0	0.00	0.00%
Extra-Large #8	113	37.67	3.28%
Extra-Large #9	6	2.00	0.62%
Extra-Large #10	19	6.33	2.65%

Question 15: Most Common Reasons for Not Completing Field Training

The primary reasons for candidates not completing field training are noted as: report writing issues, difficulty with shiftwork, and inability to perform at the expected levels.

Question 16: Reported Steps Taken by Agencies to Reduce Attrition

The most frequent steps used to address attrition included: higher starting salaries, wage increases overall, and education reimbursement.

Question 17: Typical Timeline from Application to Entering the Academy

Table 12 below indicates the typical timeline for applicants, from the time they apply, to the time they enter the academy.

Table 12: Application to Hire Timeline

Department	1-6 Months	6-12 Months	Over 12 Months
Mid-Size #1	1		
Mid-Size #2	1		
Mid-Size #3	1		
Mid-Size #4			1
Mid-Size #5	1		
Extra-Large #6			1
Extra-Large #7	1		
Extra-Large #8		1	
Extra-Large #9	1		
Extra-Large #10	1		
Totals	7	1	2

Question 18: Is the Length of Your Process Causing You to Lose Applicants

Agencies were asked if they believed the length of their hiring process was resulting in a loss of applicants; Table 13 reflects these responses.

Table 13: Loss of Applicants Due to Process Length

Department	Yes	No	Length
Mid-Size #1	X		1-6 Mo.
Mid-Size #2		X	1-6 Mo.
Mid-Size #3		X	1-6 Mo.
Mid-Size #4	X		Over 12 Mo.
Mid-Size #5	X		1-6 Mo.
Extra-Large #6	X		Over 12 Mo.
Extra-Large #7		X	1-6 Mo.
Extra-Large #8	X		6-12 Mo.
Extra-Large #9	X		1-6 Mo.
Extra-Large #10		X	1-6 Mo.

Question 19: Does Your Agency Pre-Hire Good Applicants

IACP has learned that some departments pre-hire applicants in order to ensure they are able to hire them before another agency. Table 14 shows the responses to this question, and indicates this practice is not commonplace among the survey agencies.

Table 14: Pre-Hire Program for Good Applicants

Department	Yes	No
Mid-Size #1		X
Mid-Size #2		X
Mid-Size #3		X
Mid-Size #4		X
Mid-Size #5	X	
Extra-Large #6		X
Extra-Large #7		X
Extra-Large #8		X
Extra-Large #9		X
Extra-Large #10		X

Question 20: Other Pre-Hire Retention Practices

Agencies were asked if they engaged in other pre-hire retention practices, and none of the agencies reported using any process of this nature.

Question 21: Academy and Field Training Lengths

Table 15 below lists the length of the training academy and field training programs for each agency.

Table 15: Academy and Field Training Durations

Department	Academy	Field Training	Total
Mid-Size #1	28	16	44
Mid-Size #2	16	52	68
Mid-Size #3	22	19	41
Mid-Size #4	20	12	32
Mid-Size #5	16	12	28
Extra-Large #6	39	6	45
Extra-Large #7	24	12	36
Extra-Large #8	24	52	76
Extra-Large #9	32	12	44
Extra-Large #10	26	26	52
Average	25	22	47

Question 22: Average Number of Police Applicants Per-Year

Table 16 below provides the total number of applications by agency for three years, along with the percentage of change in applications during that period.

Table 16: Number of Applicants and Change from 2013-2015

Department	2013	2014	2015	% Change 2013-2015
Mid-Size #1	1493	0	1412	-5.43%
Mid-Size #2	139	171	229	64.75%
Mid-Size #3	768	379	327	-57.42%
Mid-Size #4	1018	888	681	-33.10%
Mid-Size #5	677	560	489	-27.77%
Extra-Large #6	5117	4545	4280	-16.36%
Extra-Large #7	7422	5490	3615	-51.29%
Extra-Large #8	7377	8288	7624	3.35%
Extra-Large #9	1033	675	960	-7.07%
Extra-Large #10	1944	1770	1396	-28.19%

Question 23: General Decline in Applications in Last 24 Months

Participants were asked whether they had noted a decline in the total number of applicants, and Table 17 below provides these results.

Table 17: Number of Applicants and Change from 2013-2015

Department	Yes	No
Mid-Size #1		X
Mid-Size #2		X
Mid-Size #3	X	
Mid-Size #4		X
Mid-Size #5		X
Extra-Large #6		X
Extra-Large #7	X	
Extra-Large #8		X
Extra-Large #9		X
Extra-Large #10	X	

Question 24: What is the Passing Rate for Your Written Exam?

Table 18 provides the passing percentage rates for all agencies that require a written exam.

Table 18: Passing Rate for Written Exams

Department	Written Exam	Pass Rate
Mid-Size #1	Yes	80%
Mid-Size #2	Yes	87%
Mid-Size #3	Yes	60%
Mid-Size #4	Yes	99%
Mid-Size #5	Yes	78%
Extra-Large #6	No	N/A
Extra-Large #7	Yes	73%
Extra-Large #8	No	N/A
Extra-Large #9	Yes	85%
Extra-Large #10	Yes	97%
Average		82.38%

Question 25: Are Study Materials or Entrance Exam Training Offered

Currently 7 of the 10 agencies utilize a formal written exam. Of these 7, over half (4) offer additional study materials to help candidates prepare. In addition, 2 agencies currently offer entrance exam training.

Table 19: Study Materials or Written Exam Training Provided

Department	Study Materials	Exam Training
Mid-Size #1	No	No
Mid-Size #2	Yes	No
Mid-Size #3	No	No
Mid-Size #4	No	Yes
Mid-Size #5	Yes	No
Extra-Large #6	No	N/A
Extra-Large #7	No	No
Extra-Large #8	Yes	Yes
Extra-Large #9	Yes	No
Extra-Large #10	No	No

Question 26 and 27: Percentage of Applicants Who Pass Oral and Background Process

Table 20 below depicts the passing percentage rate for the oral board process, which allows candidates to continue on to the background investigation stage. The table also shows the percentage rate for those who pass the background investigation.

Table 20: Oral Board and Background Passing Rates

Department	Oral Board	Background
Mid-Size #1	80%	30%
Mid-Size #2	99%	84%
Mid-Size #3	40%	No Data
Mid-Size #4	41%	92%
Mid-Size #5	No Data	75%
Extra-Large #6	No Data	No Data
Extra-Large #7	No Data	No Data
Extra-Large #8	83%	89%
Extra-Large #9	95%	88%
Extra-Large #10	94%	65%
Averages	76.00%	74.71%

Question 28: Common Reasons for Background Failure

When analyzing the primary reasons given for not passing the background investigation, two main factors were present in a majority of the responses: dishonesty, and prior drug/narcotics use.

Question 29 and 30: Percentage of Applicants Excluded Due to Pre- or Polygraph Process

Table 21 depicts the pre-polygraph and polygraph failure rates for those agencies using these processes.

Table 21: Pre-Polygraph Background and Polygraph Failure Rates

Department	Pre-Polygraph	Polygraph Exam
Mid-Size #1	*	*
Mid-Size #2	8%	2%
Mid-Size #3	N/A	1%
Mid-Size #4	N/A	N/A
Mid-Size #5	0%	17%
Extra-Large #6	N/A	*
Extra-Large #7	0%	18%
Extra-Large #8	N/A	N/A
Extra-Large #9	18%	1%
Extra-Large #10	*	*

*Department did not provide this data.

Question 31: Applicant Screening Processes

The chart below illustrates the usage of various methods within the hiring process.

Table 22: Applicant Screening Processes

Department	Application Screening	Cover Letter Screening	Resume Screening	Written Exam	Writing Assignment	Pre-Background Investigation	Oral Interview	Physical Agility Test	Pre-Polygraph Questionnaire	Polygraph Exam	Psychological Exam	Background Investigation
Mid-Size #1	X			X	X	X	X	X	X	X	X	X
Mid-Size #2	X			X			X	X	X	X	X	X
Mid-Size #3	X			X			X	X		X	X	X
Mid-Size #4	X		X	X	X	X	X	X			X	X
Mid-Size #5				X	X	X		X	X	X	X	X
Extra-Large #6								X		X	X	X
Extra-Large #7	X			X	X	X	X	X	X	X	X	X
Extra-Large #8	X				X	X	X	X	X	X	X	X
Extra-Large #9	X			X		X	X	X	X	X	X	X
Extra-Large #10	X			X		X	X	X	X	X	X	X
Totals	8	0	1	8	5	7	8	10	7	9	10	10

Question 32: Review Process for Non-Immediate Disqualifying Factors from Background

When questionable items related to the applicant appear throughout the process, and are not immediate disqualifiers, the majority of departments rely on a review panel comprised mainly of human resources and executive officers, or take it directly to executive level staff, who make the final decision. Most agencies explained that the background investigations eliminated any questionable candidates.

Question 33 and 34: Describe Active and Passive Recruiting Efforts

Agencies were asked to describe their active and passive recruiting efforts. The traditional recruitment methods appear to be very popular with all of the agencies including: attending job fairs, college job fairs, community outreach events, attending veteran events, recruiting and presenting on military bases, and giving class presentations. The one unique idea that surfaced was the idea from Agency 3 of recruiting at athletic events such as mud runs, triathlons, Iron Man competitions, etc. In addition, a search was conducted to determine the social media used and web presence the participating agencies have. Table 23 below shows those results.

Table 23: Social Media/Web Presence Search

Agency	Austin PD	Boulder PD	LAPD
Police/Recruiting Site	austintexas.gov	boudercolorado.gov	joinlapd.com/recruitment
Facebook	@joinAPD	N/A	@joinLAPD
Twitter	@joinAPD	@boulderpolice	@joinLAPD
YouTube	@austintexasgov	N/A	@joinLAPD
Instagram	linked from FB	City police department only	linked from others

Agency	Louisville Metro PD	Madison PD	Metro Washginton DC PD
Police/Recruiting Site	louisvilleky.gov	cityofmadison.com	mpdc.gov/joinmpdc
Facebook	department - no recruiting	department - no recruiting	linked to Twitter
Twitter	N/A	@MadisonWisconsi	@DCPoliceDept
YouTube	8 year old video	news clips only	@OfficialDCPolice
Instagram	N/A	N/A	N/A

Agency	New Haven PD	Overland Park PD	Philadelphia PD
Police/Recruiting Site	cityofnewhaven.com	opkansas.gov	joinphillypd.com
Facebook	@newhavenpoliceacademy	@overlandparkpolicedepartment	@phillypolice
Twitter	N/A	@OverlandPark_PD	@PPDRecruiting
YouTube	N/A	@OPCares	@PhiladelphiaPolice
Instagram	newhavenpoliceacademy	N/A	phillypolice - no recruiting

Agency	Shreveport PD
Police/Recruiting Site	shreveport.gov
Facebook	@shreveportpolicerecruiting
Twitter	@ShreveportPD
YouTube	N/A
Instagram	N/A

*This table was created based on our search efforts, and may not be fully accurate and/or not up to date.

Question 35 and 36: Tracking Applicant Sources of Interest

Currently, 9 of the 10 agencies surveyed, track how an applicant learned of the opening. The primary method of collecting this data appears to be asking it as part of the initial application process (4 of 10 offices). Other methods of collecting this information come from asking as part of a personal history application (3 of 10), as a question at the end of the written exam (1 of 10), and as part of a post survey questionnaire. The most effective recruiting effort appeared to be through social media and Internet postings. A close follow up was through word of mouth.

Question 37 and 38: Full-Time Staff Assignments to Recruiting and Backgrounds

Table 24 below shows the number of full-time staff assigned to recruiting and background investigations.

Table 24: Staffing for Recruiting and Background Investigations

Department	Full-Time Recruiting	Full-Time Backgrounds
Mid-Size #1	5	7
Mid-Size #2	3	0
Mid-Size #3	13	0
Mid-Size #4	2	0
Mid-Size #5	3	2
Extra-Large #6	10	22
Extra-Large #7	0	29
Extra-Large #8	27	22
Extra-Large #9	29	13
Extra-Large #10	6	6

Question 39: Describe the Weights of Final Scores for Applicants

When seeking to determine how agencies weigh the various aspects of their hiring processes, eight indicated they do not use a weighted score system for applicants; instead, they use a pass/fail process. Agency 8 indicated their scoring system is 100% based on the oral interview, and Agency 1 indicated their system is based on 75% for the oral interview, and 25% on the written exam.

Question 40: Perceived Support Levels

Table 25 illustrates the perceived level of support and trust that agencies reported they have with local government officials, the community as a whole, and the minority community, with 1 being the lowest level of support, and 5 being the highest.

Table 25: Perceived Department Support

Department	Local Government	Entire Community	Minority Community
Mid-Size #1	5	4	3
Mid-Size #2	5	4	3
Mid-Size #3	4	4	2
Mid-Size #4	2	4	3
Mid-Size #5	5	5	4
Extra-Large #6	*	*	*
Extra-Large #7	5	5	5
Extra-Large #8	4	5	5
Extra-Large #9	*	5	5
Extra-Large #10	5	4	3
Averages	4.38	4.44	3.67

*Department did not provide this data.

Question 41: Primary Hiring Responsibility

Table 26 below provides the data regarding who has responsibility for the hiring process for officers.

Table 26: Responsibility for Hiring Process

Department	Police Department	Human Resources	Collaborative Effort
Mid-Size #1	No	No	Yes
Mid-Size #2	No	Yes	No
Mid-Size #3	Yes	No	No
Mid-Size #4	Yes	No	No
Mid-Size #5	No	No	Yes
Extra-Large #6	No	No	Yes
Extra-Large #7	Yes	No	No
Extra-Large #8	No	No	Yes
Extra-Large #9	Yes	No	No
Extra-Large #10	No	No	Yes
Totals	4	1	5

Question 42 and 43: Other Recruitment Efforts and Suggestions

Participants of the study were asked what additional methods they used to recruit both women and minorities, and any suggestions they had for other agencies looking to increase their diversity. The majority of the answers focused on women's only groups, collegiate recruiting, and community outreach programs.

SECTION IV: DISCUSSION

The IACP has a long history of involvement in studying, providing information, and making recommendations regarding recruiting, hiring, and retention of law enforcement personnel. IACPs recent efforts include the creation of the Law Enforcement Recruitment Toolkit, produced in 2009, and the Best Practices Guide to Recruitment, Retention, and Turnover of Law Enforcement Personnel, which was written in 2005.^{8, 9} Although these publications are still valuable today, the current climate in law enforcement in America, demands continuing analysis of this subject to help inform the industry of the challenges and solutions facing them in engaging these processes. To that end, the IACP has continued to gather information for analysis, which allows us to provide meaningful, up-to-date information and recommendations to the field.

One of the core services performed by the IACP involves conducting operational and management studies of law enforcement agencies. These studies often vary in size and scope, ranging from studies that are strategically focused on one or a small number of operational areas (e.g., patrol staffing, investigations staffing, community policing), to studies that examine the entire spectrum of services provided by the agency. Over the past two years (2015-2017), the IACP has collected various recruiting, hiring, and retention data from the agencies that we have studied. These data help us to examine and compare the condition of the current agency under study, against the rest of the field. They also help us to build a deeper knowledge of the barriers, constraints, issues, and successes our study agencies encounter. In turn, we are positioned to provide these revelations to those in need.

In this section, we provide our analysis and interpretation of the survey data collected, including a comparison of those data against IACP management study data we have collected, where appropriate. We have separated the survey data into several main discussion themes, or categories, as follows:

- Demographics
- Officer Separations
- Academy Size and Staffing
- Academy and Field Training Durations
- Hiring Processes (including several sub-sections)

⁸ IACP/COPS Office. (2009). Law enforcement recruitment toolkit. Grant Number 2005-HS-WX-K003. <https://cops.usdoj.gov/pdf/vets-to-cops/e080921223-RecruitmentToolkit.pdf>

⁹ Orrick, D. (2005). Best practices guide to recruitment, retention, and turnover of law enforcement personnel. *The Police Chief*, 72(9), 100-103

In analyzing the best practices from the study agencies, the following common core themes emerged as critical to their success in recruiting, hiring, and retaining the most qualified personnel as sworn police officers who are both reflective of their communities and possess the skills and abilities needed for 21st century policing:

- Efficient and effective hiring process
- Significant police department involvement in all phases of hiring process
- Extensive use of social media and electronic recruiting
- Tracking applicant sources of interest

The purpose of this study was to identify police departments who have demonstrated success in recruiting and hiring candidates who were representative of the communities they served. It was hypothesized that police departments with a significantly higher representation of female officers would likely have an organizational culture that valued diversity and employment processes to attract and retain a greater number of candidates who represented the race and ethnicity of the communities they served.

The IACP initially identified twenty agencies with approximately 25% of their sworn positions held by women, and several were contacted and solicited to assist in this project. Ten agencies agreed to participate in the study. In evaluating the size of the communities, five departments serve mid-sized communities, with populations ranging from 100,000 to 250,000 residents, and five departments served extra-large communities, with populations over 500,000. The size of the departments were measured by the authorized sworn strength. One agency was considered a mid-size department with 100 - 250 officers, three were large with 251 - 500 officers, and six were extra-large employing more than 500 officers.

Table 2: Sworn Officer Percentages by Race/Ethnicity (survey totals - repeated)

Department	Asian	African American	Hispanic	Native American	White	Other	Total Officers
Averages	4.36%	23.25%	24.18%	0.27%	47.77%	0.17%	24,388

Table 2 above (repeated) illustrates the demographic representation of the 10 agencies surveyed as part of this study. To provide a frame of reference for how exceptional these agencies are with providing a diverse organization, national Census data and findings from other agencies studied by IACP within the past two years are also presented, see Table 27 below.

Table 27: Officer Race/Ethnicity Profile – IACP Management Study Cities

Position	Asian	African American	Hispanic	Other	Native American	White	Grand Total
Police Officer*	1.46%	13.28%	3.19%	0.23%	0.12%	63.59%	2127
All Officers**	1.81%	16.28%	3.43%	0.23%	0.15%	77.98%	

Source: IACP Management Studies, 2015-2017.

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.

**Percentages shown reflect the percentage of the total workforce, including supervisors and command.

National Population Percentages	4.8%	12.6%	16.3%	N/A	0.9%	63.7%	
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Source: 2010 US Census, www.census.gov

It is important to note the demographics of departments studied by the IACP within the past two years were generally representative of the communities they serve. Based on the data in Table 27, agency percentages for Asian, African American, and Native American races are within 5% of the national averages.¹⁰ Overall, however, these agencies had 15% more officers who are identified as being white, as compared to the national population. Additionally, the number of Hispanic officers is 13% lower than the national average.

Collectively, the 10 surveyed agencies in this study provide a more diverse representation of officers than the nation as a whole or the previous agencies studied. When compared with national population as outlined in Table 27, the surveyed departments have 10.65% greater representation of African Americans, and 7.88% more Hispanic officers than the general population.

When the communities were individually examined, most departments exceeded minority representations or were within 5% of their community’s demographic population. This was particularly true with the two largest minority groups, African Americans and Hispanics.

Table 3 below (repeated) provides the race/ethnicity profile from the survey cities for management and executive staff. African American leaders in the departments exceed the national averages, while whites closely mirror national numbers. At the same time, the numbers of Hispanics were well below national Census numbers. Still, these numbers are more equitably distributed than seen in previous IACP studies, see Table 28 below.

¹⁰ [U.S. Census Bureau](http://www.census.gov)

Table 3: Executive/Command Level Rank Demographics (survey - repeated)

Race	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel, or Deputy Chief	Chief or Interim Chief
Asian	0.34%	2.89%	0.00%	0.00%
African American	28.50%	23.99%	23.21%	25.00%
Hispanic	2.90%	8.96%	10.71%	12.50%
Native American	0.17%	0.00%	0.00%	0.00%
White	67.92%	64.16%	66.07%	62.50%
Other	0.17%	0.00%	0.00%	0.00%
TOTAL COUNT	586	346	56	8

Table 28: Command Race/Ethnicity Profile - IACP Management Study Cities

Race	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel, or Deputy Chief	Chief or Interim Chief
Asian	0.93%	3.85%	0.00%	0.00%
African American	16.82%	21.15%	25.00%	25.00%
Hispanic	1.87%	0.00%	0.00%	0.00%
Native American	0.00%	0.00%	0.00%	0.00%
White	80.37%	75.00%	75.00%	75.00%
Other	0.00%	0.00%	0.00%	0.00%
TOTAL COUNT	107	52	12	4

Females continue to be the most under-represented protected class in law enforcement agencies. Nationally, women make up approximately 51% of the population, but they only occupy 11.6% of sworn police department positions nationwide. The agencies surveyed in this study were selected for having a higher representation of females. On average, the surveyed departments had 8.6% more female officers than found in previous studies, and 7.62% more than the national average, see Table 4 (repeated) and Table 29 below.

Table 4: Sworn Officers by Gender (survey totals - repeated)

Department	Male	Female
*Averages	80.78%	19.22%

Table 29: Gender Profile - IACP Management Study Cities

Position	Male	Female	Grand Total
Police Officer*	72.59%	9.05%	2121
Percentage**	89.22%	10.62%	

Source: IACP Management Studies, 2015-2017.

*Includes all officers below Sergeant, which includes Detectives, Corporals, and Trainees.

**Percentages shown reflect the percentage of the total workforce, including supervisors and command.

Executive and command positions enjoyed a similar difference. Females in mid-level managers, including Lieutenant, Captain, Major, and Commander had a 9.74% greater representation than agencies previously studied, see Table 30 and Table 5 below (repeated). However, at the rank of Assistant or Deputy Chief, the surveyed agencies had less than a one percent difference (-.57%) in comparison to the IACP study cities. This minimal variance may suggest that the process of succession management has not yet had an opportunity to permeate these ranks within the survey agencies.

Table 5: Executive/Command Level Ranks by Gender (survey - repeated)

Gender	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel or Deputy Chief	Chief/Interim Chief
Male	86.18%	85.30%	85.19%	100.00%
Female	13.82%	14.70%	14.81%	0.00%
Other	0.00%	0.00%	0.00%	0.00%
TOTAL COUNT	586	347	54	8

Table 30: Gender Profile - IACP Management Study Cities

Gender	Lieutenant	Captain/Major Commander	Assistant Chief, Colonel or Deputy Chief	Chief/Interim Chief
Male	90.65%	90.57%	84.62%	75.00%
Female	9.35%	9.43%	15.38%	25.00%
Other	0.00%	0.00%	0.00%	0.00%
TOTAL COUNT	107	53	13	4

The findings of this study suggest that agencies with higher percentages of female officers are also more likely to attract increased numbers of highly qualified candidates across the entire spectrum of available recruits. This approach provides greater diversity within the organization, and contributes to staffing an agency that better represents the community they serve. In addition, these practices enable the agencies to better compete for talent in a tight labor market.

Employee Turnover

Officer Attrition

Every employee will eventually leave the agency. This most commonly occurs through resignation, retirement, or termination. Regardless of how officers leave, elevated levels of attrition force the agency to place greater emphasis on recruiting and hiring more officers. Because of this, it is important to identify when and why officers leave, and to initiate steps to minimize the risk of unwanted resignations. A number of selection techniques used by an agency could help mitigate a high attrition rate. The agencies identified in this study have made considerable strides toward addressing this issue.

Based purely on statistics, the average separation rate for officers should be about 3.33%, assuming departments only lose people through retirement. However, as a practical matter, we recognize that the distribution of hiring is often not equal; not everyone stays for 30 years in the profession (or in one place), and some areas are more conducive to lateral transfers among officers. Accordingly, in most agencies, annual retirements usually fall below the 1/30th calculation rate. Of course, we also know that some officers in the department will leave for other reasons, which invariably increases the overall separation rate; the goal is to minimize these types of voluntary separations.

Determining what is a high separation rate is difficult, as there can be myriad factors that affect officers leaving. However, we can compare data from other sources to assess the level of attrition in different agencies. In Table 31 below, we show attrition rates from six recent IACP studies. These rates include all separations combined, including voluntary resignation, retirement, and discharge. The range of attrition for these agencies was between 5.27% and 10.23%; the overall separation rate average is 7.71%

Table 31: Overall Attrition Rates – IACP Management Study Cities

IACP Sample City Studies	Average Annual Attrition	Actual Annual Attrition Rate Pct.	*Expected (3.33%)	Difference per year
Example City #1 (720 officers)	47	6.53%	24	23
Example City #2 (512 officers)	27	5.27%	17	10
Example City #3 (755 officers)	48	6.36%	25	23
Example City #4 (310 officers)	28	9.03%	10	18
Example City #5 (636 officers)	57	8.81%	21	39
Example City #6 (577 officers)	59	10.23%	19	40

Source: IACP Studies.

In Table 32 below, we provide attrition data from six recent management studies conducted by the IACP, separated by category. Based on this table, the average retirement rate for those agencies was 2.66% over a five-year period, and the range is between 2.39% and 3.08%. Total separations for these agencies was 7.13%. In addition, voluntary separations among these agencies was 3.52% on average.

Table 32: Attrition Rates by Category – IACP Management Study Cities

Reason	Year 1	Year 2	Year 3	Year 4	Year 5	Average
Voluntary Resignation	2.30%	3.31%	3.72%	4.19%	4.10%	3.52%
Retirement	2.57%	3.08%	2.39%	2.49%	2.76%	2.66%
Discharged	1.19%	0.92%	0.65%	0.95%	1.03%	0.95%
Grand Total Percentages*	6.06%	7.30%	6.75%	7.64%	7.89%	7.13%

Source: IACP Management Studies, 2015-2017 (Note: not all cities contributed data for all 5 years)

*Total reflects all sworn separations. Discharged includes medical and forced separation.

**Totals here are different from Table 31 above, due to rounding of numbers for that table.

In trying to understand attrition rates more generally, we turned to another source. In a recent study (2013), three researchers examined separation data collected from two different studies, which were conducted in 2003 and 2008. The researchers combined and compared these data, examining various separation categories and breaking down attrition rates in a variety of methods. In Table 33 below, we show a portion of the cumulative data from that analysis.

Table 33: Law Enforcement Turnover Rates – Comparative Studies

LEMAS 2003 Study	% of Officers
Resignations	2.81
Retirements	1.94
All Voluntary Separations (retirements and resignations)	4.76
Total Turnover (all categories)	6.13
CSLLEA 2008 Study	% of Officers
Resignations	2.86
Retirements	1.85
All Voluntary Separations (retirements and resignations)	4.71
Total Turnover (all categories)	6.06

Data from 261 extra-large agencies, 300-1,999 officers.¹¹

Within the data provided in Table 33 above, turnover rates were separated by agency size (we have only provided data related to extra-large agency sizes). All of the agencies studied by the IACP reflected in Tables 31 and 32 above fall into the extra-large agency category. Based on the data reflected in Table 33 above, the retirement range for extra-large departments was between 1.85% - 1.94%.

¹¹ Rates and Patterns of Law Enforcement Turnover: A Research Note, Jennifer Wareham, Brad W. Smith, and Eric G. Lambert. Criminal Justice Policy Review, published online 23 December 2013
DOI: 10.1177/0887403413514439

Table 6 below (repeated) shows that the rate of retirements from the survey agencies ranges from 1.05% to 7.42%. However, the average rate of retirements for these agencies is 3.29%. This average is higher than the data provided in Tables 32 and 33, and we believe this is a positive sign, as it indicates a certain amount of longevity within the departments we surveyed for this project.

Table 6 also provides additional data regarding separations by category (in addition to retirement data). Again, a review of these data shows that most of the agencies we surveyed have a relatively low attrition rate, particularly in those areas that involve terminations or those who voluntarily quit; again, this tends to indicate that these departments have strong recruiting and vetting processes.

Table 6: 2015 Officer Separations by Reason (survey - repeated)

Department	Retirement	Medical	Quit	Termination	Total
Mid-Size #1	4.76%	0.45%	3.85%	0.23%	9.29%
Mid-Size #2	2.98%	0.00%	4.84%	1.12%	8.94%
Mid-Size #3	*	*	*	*	*
Mid-Size #4	1.05%	0.00%	1.68%	0.00%	2.73%
Mid-Size #5	2.46%	0.00%	1.64%	0.00%	4.10%
Extra-Large #6	*	*	*	*	*
Extra-Large #7	7.42%	0.56%	2.96%	1.05%	11.99%
Extra-Large #8	2.31%	0.10%	2.02%	0.19%	4.62%
Extra-Large #9	1.55%	0.11%	1.09%	0.29%	3.04%
Extra-Large #10	3.85%	0.24%	1.28%	0.08%	5.45%

*Department did not provide this data.

Another area to examine with regard to attrition rates is the discharged or termination rate. The average discharge rate among the agencies recently studied by the IACP, as shown in Table 32 above, is .95%. The average discharge rate for the IACP survey agencies is .37%. However, some of the agencies surveyed reported no discharges, and some reported discharge rates below .25%. In any case, we consider these discharge rates to be very low, and indicative of strong recruiting, hiring, and training strategies.

The final area to examine regarding attrition rates, relates to voluntary separations. As with the prior categories, we can examine these data comparatively. The voluntary separation rate among the IACP study cities, as shown in Table 32 above, is 3.52%. Based on the data in Table 33 above, the rate of voluntary resignation for extra-large departments was 2.81% for the 2003 LEMAS study, and 2.86% for the 2008 CSLLEA

study. For the eight agencies who responded to the IACP survey, the average resignation rate was 2.42% (see Table 6 above). Again, the voluntary attrition rate for the survey cities is lower (better) than the rate of the other cities IACP has studied, and it is better than the rates reflected from the prior studies (LEMAS and CSLLEA). This rate is a further indication of *best practices* among the survey cities.

Attrition during Academy and Field Training

A more specific category within voluntary separations that is essential for agencies to track and review is the dropout rate from the training academy and/or Field Training Officer (FTO) program.

The cost associated with training of new officers is a huge initial investment for departments. Successful completion of the police academy and field training is a condition of employment and this is considered to be a continuation of the selection process.

Previous IACP research has shown the dropout rate among academy cadets and officers in the Field Training Officer program can be traced to three major factors:

- Quality of the Candidates Hired
- Vetting Done in the Hiring Process
- Training Environment

As illustrated in Table 15, departments required newly employed officers to complete an overall average of 25 weeks in the academy and 22 weeks in field training, for an average total of 47 weeks. When comparing the mid-size agencies with the larger agencies, the greatest difference occurred in the length of academy training. The average academy training for mid-size agencies was 20.4 weeks as compared with 29 weeks for the extra-large departments. This relates into a 42.6% difference. Once released from the academy, mid-size agencies required officers to complete an average of 22.2 weeks of field training, as compared with 21.6 weeks for larger departments.

A review of the academy training attrition data revealed agencies hired 3,861 officers (Table 7) and 501 cadets dropped out of the academy (Table 10). This represents a 13.98% failure rate. The most commonly cited reasons for dropping from the academy were academics and physical fitness. Several other reasons could be categorized under *hand-eye coordination related* activities including emergency vehicle operations course (EVOC), firearms, and defensive tactics. Other reasons cited included stress and personal reasons.

After graduating from the academy, new officers are required to successfully complete an FTO program. The first months on the job are the most impressionable for an officer. This makes the FTO program the most critical time in their career. The FTO program is designed to teach new officers how to apply the knowledge and skills learned in the

academy in the *real world*. During this process, the values, behaviors, and standards of conduct of the organization are solidified. Those individuals who do not perform to the standards set by the department should be removed. To accomplish this, new officers are under constant supervision of a veteran officer, who evaluates them according to established standards of performance.

Because of the long-term impact of the decisions FTOs make regarding new officers, they perform one of the most important functions within the department. Only the best officers should be provided an opportunity to serve in these positions. In return, serving as a FTO provides an exceptional opportunity to practice and develop many of the skills required of a first line supervisor. These include fully understanding and adhering to policy, modeling an exceptional work behaviors, producing and reviewing written reports, providing on-going performance evaluation, and on-the-spot correction.

As discussed earlier, the completion of the FTO program is often considered a condition of employment. In the end officers, must be held to the strict standards of performance expected of an officer in the 21st Century. This may require some leaders to withstand pressure to retain officers who have graduated from the academy, but who are not performing to these standards.

The dropout rate for the 10 surveyed agencies during the FTO program was 11.22%. Common reasons for quitting were: officers discovering that the job was not what they thought it would be, shiftwork, and work/life balance. It is our assessment that the impact of these issues could have potentially been minimized through a realistic job preview during the selection process. Other reasons for failure were performance-related issues including misconduct, difficulty with confrontation, officer safety issues, inability to multi-task, and report writing.

Considering the time and resources associated with successful completion of the academy and FTO program, agencies should continuously monitor the progress of officers within these programs to identify common trends and problems. These issues can be identified using a variety of approaches such as:

- Interviews with academy instructors and FTOs.
- Reviewing common areas of failure.
- Exit interviews of every officer who drops from the academy or the FTO program.
- Focus groups of officers as they complete the training, to identify areas in which they had problems.
- Focus groups with officers, six months to one year after successfully completing the FTO program, to determine areas where they experienced problems.

Together, this information can help to better identify gaps or shortcomings in the selection process, how to better prepare officers for the academy, areas where new officers may need guidance, mentoring, or tutoring, and standards that need to be improved in the academy or FTO program.

Recruitment Processes

Tracking Applicant Sources

The best way to recruit potential candidates is to go where they are more likely to be found. Tracking sources of where successful candidates learned about opportunities with a department enables recruiters to concentrate their efforts in a more cost-effective manner. Nine of the ten departments surveyed track the sources for their applicants. The primary method of collecting this data occurred during the initial application process (four of ten departments). Other methods include asking as part of a personal history application (three of ten), at the end of the written exam (one of ten), and a post-survey questionnaire. An analysis of this information revealed the most effective source for locating and attracting candidates was through Internet and social media postings. A close follow-up was through word of mouth and employee referrals. These findings parallel other research in this area.

Use of Social Media and Electronic Recruiting

Having identified the Internet and social media as the primary sources for new candidates, it is imperative that police organizations maintain a strong Internet presence that includes websites, social media, and job sites media. All ten of the agencies surveyed maintain a department web page. Some of the agencies; however, better utilized other web-based tools than the others.

Dedicated Recruiting Web Page

Searches were conducted for each agency's name and recruiting site (e.g., Austin Police Department versus Austin Police Recruiting). This produced a variety of results that included the agency website, recruiting page if one existed, news stories, and social media sites.

Three of the ten departments had dedicated recruiting/hiring sites. The remaining seven departments either provided a list or a link to a page with the hiring qualifications. They also included application materials and information regarding selection processes. When maneuvering websites, the best sites prominently presented links to learn about employment opportunities, benefits, and standards.

Facebook/Twitter for Recruiting

Facebook is the most widely used social media site by the agencies surveyed. Only one agency did not have a Facebook account. Three departments had *recruiting-specific* Facebook pages, and the other six had recruiting events, photos, pamphlets, or

paraphernalia displayed on their department profile pages. In many instances, the Facebook page was linked to YouTube, Twitter, or Instagram, displaying the same posts or links to the other social media sites. Twitter was the next most popular site used. Two departments did not have any representation on Twitter. The Austin Police Department, Los Angeles Police Department, and Philadelphia Police Department had Twitter accounts dedicated to recruiting that included a variety of information such as pictures of classes, flyers, graduation announcements, and links to the departments' other accounts or sites. The other agencies used their department Twitter profile to tweet lookouts, blotters, recruiting events, public service announcements, public services performed, and similar events.

YouTube

Seven of the ten agencies use YouTube, with Austin Police having the largest presence. The Austin Police Department has a dedicated YouTube channel (@joinAPD) for recruiting. The Austin Police Department followed a class through its eight-month academy in a series of nine videos, each lasting approximately thirty minutes. The series focused on two recruits, including periodic interviews with them in each video. The series begins just prior to the class starting, and ends with graduation ceremonies. Throughout the series, viewers see all aspects of academy training, including law, Spanish language, physical training, firearms, police tactics, traffic stops, DWI training, and driving, along with scenarios in which recruits practiced the training received. In the final video, several class members are interviewed on the one-year anniversary of their academy date. Although no information could be found regarding the success of this campaign, its portrayal of training and on-the-job expectations is far more realistic and comprehensive than any other recruiting tool reviewed. The remaining agencies with YouTube channels utilized them for recruiting, as well as departmental public service announcements, lookouts, scam alerts, and announcements, to name a few examples.

Traditional Approaches Utilized

All of the departments reported using many traditional recruiting approaches such as: attending public and college job fairs, community outreach events, veteran events, recruiting and presenting on military bases, and giving class presentations. They also discussed outreaching to local college campuses, including contacting Criminal Justice Professors and providing college internships. Community outreach that included youth programs, minority targeted youth programs, cyber safety classes, and citizen concern sessions was a major source for all of the departments.

Other Recommendations

Agency 3 described a unique approach of recruiting at athletic events such as mud runs, triathlons, and Iron Man competitions.

All of the participants were asked about approaches tailored to attract women and minorities as well as any suggestions for departments seeking to increase their diversity.

Most of the responses focused on women-led, women's-only groups, collegiate recruiting, and community outreach programs. Three agencies reported having female officers lead informational sessions, both at the department and on college campuses. These sessions were restricted to only females so questions and concerns could be addressed in a safe environment, and the potential candidates could feel comfortable asking and learning about the job.

Several departments mentioned the need to have incumbent officers involved who are representative of the groups the event is focused on attracting. Similarly, marketing material (i.e. brochures, posters) must prominently feature diversity and representative of the community.

It was also suggested leaders should ensure ample funding is provided for promotional items and attending events. Finally, agency leaders need to visibly and actively support recruiting efforts.

Selection Processes

Effective and Efficient Hiring Process

With the ongoing exodus of Baby Boomers from the workforce and the reduced numbers of Millennials entering it, there are fewer workers available to fill the growing number of vacancies. This is resulting in greater competition among employers for talented individuals. Many of the same traits, skills, and abilities law enforcement agencies are seeking in recruits, such as integrity, strong work record, verbal and written communications, problem solving, and conflict resolution, are the same characteristics most other employers are seeking. The issue is further complicated by the falling numbers of individuals who are expressing an interest in joining police organizations.

When the number of applications received by each agency during the past three years was examined, two departments had experienced increases of 3.35% and 64.75%. The remaining eight departments experienced reductions in the number of applicants ranging from -7.07 to -57.42 percent. Overall, the ten agencies experienced an -22.2 % reduction in applications. Two of the three agencies who reported recognizing a decline, experienced the greatest reductions. Both had reductions of more than 50%. The third, Agency 10, stated they had changed their minimum application requirements and had already observed increases in application submissions.

One issue compounding the hiring problem includes lengthy process-oriented selection processes. Candidates who are forced to wait for extended periods before receiving an offer of employment often drop out of the process to accept a guaranteed opportunity. Because of this, those employers who are able to move through the recruiting and selection process faster, often have an advantage in hiring the best candidates. The time it takes for an applicant to move through the application process varied among surveyed

agencies. Seven reported their selection process required 1 to 6 months, one indicated they needed 6 to 12 months, and two reported their processes last more than a year.

When analyzing whether agencies perceived they were losing good applicants due to the lengthy hiring process, four claimed they were not. All of these had selection periods of less than six months. Of the agencies who felt they were losing good candidates, they indicated the most common method they utilized for retaining applicants was to emphasize communication throughout the application process, thus making them feel wanted and significant assets of the organization. Agency 5, instituted a policy of placing new hires on the payroll (receiving their full 100% patrol salary from day one) prior to beginning the actual academy. Agency 5 claims this policy has been “a very effective and proactive hiring tool.” This claim is supported by a 100% retention rate throughout the academy phase during the past three years. This suggests that the approach used by Agency 5 provides them with the advantage of anchoring cadets with the department, as well as the opportunity to better prepare them for the academy.

Agency/Department with Primary Hiring Responsibility

There were two dominate approaches used for conducting hiring processes. Four departments handled all of the processes in-house, and five shared this responsibility with human resources. It is highly recommended the department not delegate the process of recruiting and selecting officers to an outside organization. The department may seek advice and support, but ultimately they will be held accountable for the individuals hired, trained, and sent into the community to serve its citizens. Because of this, it is critical agencies be intricately involved in the entire process.

Recruiting and Background Investigators

Leaders demonstrate what is important by what they pay attention to and where they dedicate the resources of the organization. If recruiting and retaining highly qualified staff is an organizational priority, it is imperative the agency provide sufficient resources to effectively attract, evaluate, and on-board candidates in an organized and efficient manner. On average, the departments surveyed in this study had ten full-time recruiters and ten full-time background investigators to attract and screen-in viable candidates for employment.

Screening

All of the agencies surveyed used multiple selection processes, each designed to measure different competencies. Coordinated in the traditional *hurdle* approach, as candidates move through the selection processes, those failing to make a passing score were *selected out* of eligibility. All 10 agencies used physical agility tests, psychological exams, and background investigations.

Oral Interviews

Oral interviews are often the most commonly used selection process, even though they often suffer from reliability issues. Eight of the surveyed agencies reported using interviews. The passing rates ranged from 40% to 99%, with an average of 76% of the participants passing this phase. Agency 8 reported their scoring system is 100% based on the interview, and Agency 1 weighted 75% of the hiring decision on the interview.

It is recommended, when conducting interviews, that a diverse panel of law enforcement officers from a variety of divisions and ranks be utilized. Each should be trained in appropriate interview and evaluation techniques. Second, behaviorally-based questions should be used that measure both threshold and differentiating competencies. Threshold competencies are the baseline requirements for the job. On the other hand, differentiating competencies are knowledge, skills, abilities, and experiences that have been identified to separate the mediocre or average candidates, from those who are exceptional. Some of the differential competencies that will distinguish the exceptional officers in the 21st Century include a variety of *soft skills and traits* such as interpersonal communication skills, tolerance, fairness, compassion, and cultural sensitivity.¹² Finally, a structured scoring process should be followed to ensure consistency.

Written Exam

Eight of the surveyed departments use written exams. There was a pass rate of 60% to 90% across the agencies, with an average passing rate of 85.57%. Four departments provide study materials for the test, and two offer candidates the opportunity to attend entrance exam training.

The scope of this study did not explore the type of test utilized or how it was created and administered. There are a large variety of exams designed to measure different competencies, and each agency must identify their needs and determine the best approach to employ this technique.

Pre-Polygraph Screening/Polygraph

Fifty percent of the departments surveyed use pre-polygraph questionnaires as a screening process. The range of failure at the pre-polygraph stage was between 0% and 18% of the candidates, with an overall average of 6.5% who were excluded from progressing in the selection process, because of their responses to these questions.

Nine of the agencies surveyed utilized the polygraph exam. Of the agencies that provided data, the failure rate ranged from 1% to 18%, with an average of 6.83% of the candidates did not pass. It is important to note that Agency 8 reported that polygraph results are no longer a *de-selector*, and they are now only advisory.

¹² President's Task Force on 21st Century Policing. 2015. Final Report of the President's Task Force on 21st Century Policing. Washington, DC: Office of Community Oriented Policing Services. (2015), pp. 51-52.

Writing Assignment

One of the most common reasons cited for officers failing to successfully complete the field training program was report writing. Despite this, only half of the departments utilized writing assignments to gauge the ability of the candidate to perform to an acceptable standard.

Background Investigations

Based upon the concept that past performance is the best indicator of future behavior, background investigations are often viewed as the most critical selection process for determining those individuals whose personal values and behaviors match those of the department. The survey findings suggest that these agencies rely heavily upon background investigations and reports.

Overall, the failure rate for the background investigation ranged from 8% to 70%, with an average of failure rate of 21.71%. The most common reasons cited for failure at the background stage were dishonesty, work history/poor referrals, drug history, and criminal records. The number of full-time background investigators ranged from 0 to 29, with an overall average of 10.

Differential Weighing of Final Scores for Applicants

Eight of the agencies indicated that they do not use a weighted scoring system for applicants; instead, they use a pass/fail process. Agency 8 indicated their scoring system is 100% based on the oral interview, and Agency 1 indicated their system is based on 75% for the oral interview and 25% on the written exam. Although the majority of the agencies we surveyed do not use a differential weighing process, we feel this is a very important element for agencies to consider in recruiting and hiring candidates who are equipped for the challenges of 21st century policing.

The IACP understands that there are myriad ways to assess the suitability of a candidate for employment as an officer, and we recognize that many agencies do not use differential weighing of scores for applicants. Regardless, we believe the above statements are significant and that agencies should seek processes which appropriately weigh and evaluate these elements.

Support Levels

Each of the agencies were asked to gauge their perceived level of support and trust with local government officials, the community, and the minority community, with 1 being the lowest level of support and 5 the highest. Table 25 below (repeated), reflects the averages of those responses.

Table 25: Perceived Department Support (survey totals - repeated)

Department	Local Government	Entire Community	Minority Community
Averages	4.38	4.44	3.67

On average, respondents felt they had fairly high levels of support and trust from their local government officials and the community overall. At the same time, their feelings of support from minority communities were much less, but were still above average. These findings are significantly different than those being experienced by law enforcement agencies in *many* areas of the country. The issue of improved relations with minority communities and the ability of the department to recruit from these communities, is the result of a self-perpetuating interrelationship that can be summed up with the axiom: Good Image, Good Support – Bad Image, Bad Support.

Having a department that is representative of the community it serves provides greater credibility with, and support from its citizens. Agencies with a representative workforce typically enjoy better communications, understanding and identification of needs, and cooperation in developing comprehensive solutions for problems with the community. Having diversity throughout the organization, especially in specialized and leadership positions, is often perceived as *prima facie* evidence for potential applicants that the agency is dedicated to having a diverse organization.

Each of the departments selected for this study possessed a higher representation of minorities throughout their organization. From our observations, this is clearly the result of targeted recruiting efforts in the underrepresented communities, and efforts to build trust and legitimacy within the communities they serve. This process takes a long time to occur and must be based upon a foundation of core values of respect, equality, and service. Any behavior or perception that is in conflict with these values must be quickly and firmly addressed. Failure to do so tarnishes the brand of the agency, and adversely affects its ability to recruit, and ultimately serve these communities.

Summary

As generational and population shifts occur, agencies will have to similarly evolve. The increasing competitiveness of the market economy will require leaders to continue placing greater emphasis on hiring and training staff.

Police organizations should not delegate the process of recruiting and selecting officers to an outside organization. They should seek advice and support, but ultimately the police department will be held accountable for the individuals hired, trained, and sent into the community to serve its citizens. Because of this, it is critical agencies be intricately involved in the entire recruiting, hiring, and training of new officers.

Agencies with a higher representation of minorities throughout their organization are the result of targeted recruiting efforts in the underrepresented communities, and intentional efforts to build trust and legitimacy within these communities. This process takes a long time to occur and must be based upon a foundation of core values of respect, equality, and service.

Agencies should track where applicants learned of opportunities with the department. Using this information enables recruiters to focus their efforts in a more cost effective manner.

While all of the agencies in the survey departments used a variety of recruiting techniques, the most effective approach was social media and electronic recruiting. Because of this, it is highly recommended emphasize greater use of these approaches.

Traditional police hiring practices tend to disqualify candidates with negative issues discovered through the hiring process. We believe that to hire 21st century officers, departments need to change their orientation and focus hiring on those candidates that model the values and vision of the community and the police department. This new focus and orientation requires police departments to establish and publish their visions and values. More importantly, these visions and values need to become the core of their daily operations, as well as their recruiting programs.

As competition for talent grows tighter, agencies will be forced to speed the process of identifying, attracting, and on-boarding highly qualified candidates. This will require organizations to streamline cumbersome, process-oriented approaches that unnecessarily slow the hiring of candidates. Agencies are encouraged to critically analyze these processes and initiate steps to mitigate the impact.

Finally, agencies need to identify and continually monitor critical metrics and benchmarks, to ensure that quality candidates are being recruited and retained.

SECTION V: LIMITATIONS AND FUTURE RESEARCH

Limitations

Like many research projects, this study is limited in terms of drawing conclusions from the data collected. We acknowledge our sample of selected participant agencies is not random, and the number of participants is insufficient to generalize the results. We also acknowledge some of the responses were incomplete, as some agencies did not respond to each question. Despite these limitations, we assert this study accomplished our intended goal of identifying participant agencies who were having success in recruiting and hiring personnel. Based on the data submitted by the participating agencies, we are confident their intentional efforts have produced positive results, and they can be counted among the agencies engaging in the *best practices* in this area. From our perspective, we feel that the data collected from these agencies, provides a brief overview of their efforts and we feel that there is good reason to believe that if other agencies implemented similar processes, they would enjoy positive results.

We also want to point out that the data we have collected in our IACP Management Studies of targeted agencies, has limitations, too. Like the data collected through the survey for this project, we have collected data from only a small number of departments, and again, these agencies cannot be considered *representative* of the field as a whole. Still, as we examine the results from our study agencies, and we compare those results to those from this survey and other sources, we see strong similarities in the data, suggesting our analysis and results have a measure of validity and reliability (limited as it may be). Accordingly, we believe that consumers of this report can feel confident in exploring the processes and ideas presented here as possible solutions for their own organizations.

Future Research

As we stated at the outset of this document, the area of recruiting and hiring police personnel is fluid, and in need of constant monitoring. Law enforcement agency leaders should look closely at their own practices, and those of other agencies, can continually look for opportunities to improve the processes that will lead to more equitable hiring and promotion of personnel.

SECTION VI: REFERENCES AND RESOURCES

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Recruitment, Hiring, and Retention: A Study by the IACP: 2016-2017

The International Association of Chiefs of Police, Inc.
44 Canal Center Plaza, Suite 200
Alexandria, VA 22314
www.theiacp.org



Serving the Leaders of Today, Developing the Leaders of Tomorrow

INTRODUCTION

On behalf of the International Association of Chiefs of Police (IACP), we would like to thank you for agreeing to participate in this survey and this project. The law enforcement industry is currently facing great challenges, and we at the IACP believe that one critical element in garnering and maintaining public trust, rests in staffing an agency with officers that are representative of the community they serve. Agencies across the United States have struggled with this issue traditionally, but there is mounting evidence that departments are facing even greater difficulty in their hiring practices today.

Your agency has been selected to participate in this study, due to our observations of your success in hiring a workforce that is representative of your community. We wish to capitalize on your successes, to learn from your efforts, and to share your approaches and strategies with the field, in order to improve the industry overall.

By voluntarily participating in this survey, you agree that the IACP may use the information you provide for this study and future projects, and that we may publish this information and make it available to the law enforcement field. You also agree that IACP may list your agency as a contributing partner in this study (note that we will not share your individual responses or non-public materials you provide, without your explicit permission).

As you review and move through this survey, you will note that it includes a wide range of information, and a fair amount of depth. We acknowledge that your organization may not have some of this information readily available, but we ask that you collect it and complete each section of the survey to the best of your ability (an educated guess is better than no response at all). We also note that this will require some work on your part, and we wish to again express our appreciation for your participation.

In addition to thanking you for participating in this very important study, and we also want to congratulate you for your success in your officer recruiting, hiring, and retention efforts; they are significant, and an example to all.

If you have any questions about this study, the contents of the survey, or how the information will be used, please feel free to contact me using the information provided above.

Mitchell P. Weinzetl, Ed.D.

SURVEY

AGENCY NAME (click on box to type):

1. What is the resident population of your community? (click for dropdown)

2. What is your agency size (authorized sworn officers)? (click for dropdown)

3. Provide the total number of sworn officers in the following categories:
(click on box to fill in)
 - a. Asian
 - b. African American
 - c. Hispanic
 - d. Native American
 - e. White
 - f. Other

4. List all of the Executive or Command-Level ranks within your agency (above sergeant, and up to the Chief of Police), and identify how many people within each rank are from the following categories: (click the boxes to fill them in)

Rank	Asian	African American	Hispanic	Native American	White	Other

5. Provide the number of sworn officers that are male, female, or other.

	Male	Female	Other
Sworn Officers			

6. List all of the Executive or Command-Level ranks within your agency (above sergeant, and up to the Chief of Police), and identify how many people within each rank are from the following categories:

Rank	Male	Female	Other

7. List the number of officers (excluding those in the academy) who left your agency during the last full calendar year, for the following reasons:

Calendar Year 2015	Retirement	Medical	Quit	Termination
Officer Separations				

8. What is the approximate number of sworn officers that your agency has hired on an annual basis over the past three years?
(Please list totals for each year 2013-2015)

Year	2013	2014	2015
Officers Hired			

9. What is the average number of cadets or new officers that your agency has sent through each academy class over the past three years?
(Please list an average for each year 2013-2015)

Year	2013	2014	2015
Average Class Size			

10. How many full-time and part-time staff are assigned to your academy, who are dedicated to training new officers?

	Full-Time Staff	Part-Time Staff
Sworn		
Non-Sworn		

11. What is the current capacity, or maximum class size of your academy?
(click on box to fill in)

12. How many cadets or new officers did not pass the academy, or voluntarily quit during the academy, over the past three years?
(Please list totals for each year 2013-2015)

Year	2013	2014	2015
Did not complete academy; totals			

13. What are the common reasons why officers do not pass, or leave your academy?
(click on box to fill in)

14. Over the past three years, what is the average number of officers who did not pass through Field Training, or who voluntarily quit during the first calendar year of their employment? (Please list totals for each year 2013-2015)

Year	2013	2014	2015
Did not complete field training or quit; totals			

15. What are the common reasons why officers do not pass, or leave your department during the Field Training process? (click on box to fill in)

16. Has your department taken any specific steps to address attrition, and if so, what have you done to address this (e.g., take-home cars, wage increases, shift differential, education incentives)? (click on box to fill in)

17. How long does it typically take for a new officer to move from the application process, to entering the academy? (click on box to fill in)

18. Has your agency experienced a pattern of losing good applicants, due to the length of your processes?

Yes, we have identified this as a concern.

No, we have not identified this as a concern.

19. Does your agency hire any applicants and put them on the payroll, after application, but prior to the actual academy, in an effort to ensure your agency retains them? If so, please briefly describe this process, the position and responsibilities they have during that period, and what percentage of starting patrol wages they receive. (click on box to fill in)

We do not use this process.

20. Please describe any other process that your agency uses to retain applicants during the hiring process, but prior to their actual start date? (click on box to fill in)

We do not use any such processes.

21. What are the lengths of your Training Academy and Field Training processes? (Please provide answers for each in terms of weeks).

	Weeks
Academy	
Field Training	

22. Traditionally, how many applications do you receive during an open application cycle? (Please list an average for each year 2013-2015)

Year	2013	2014	2015
*Average Applications per Process			

*If you have a continuous hiring process, enter the annual totals above, and check the box below.

Our agency has a continuous open hiring process.

23. In the past 12-24 months, have you noticed a decline in the total number of officer applications, and if so, describe the decline in terms of actual numbers (e.g., we used to get 400 applications, now we average 250).
(click on box to fill in)

We have not noticed a significant decline in applications.

24. If your agency uses a written exam for new officers, what percentage of applicants pass the exam?

We do not use a written exam.

Pass Percentage	
------------------------	--

25. Does your agency offer any study materials or remedial training for your entrance exam? (check all that apply)

- We do not use a written exam.
- We do not provide study materials
- We do not provide entrance exam training
- We do provide study materials
- We do provide entrance exam training

26. On average, what percentage of applicants pass through your oral board process to the background investigation stage?

Pass Percentage	
------------------------	--

27. What is the average number of number of applicants who do not pass the background process?

Fail Percentage	
------------------------	--

28. What are the most common reasons why applicants do not pass the background investigation? (click on box to fill in)

29. If your agency uses a pre-polygraph questionnaire, what percentage of applicants are excluded from the hiring process following a review of those materials?

We do not use a pre-polygraph questionnaire.

Exclusion Percentage	
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30. If your agency uses a polygraph exam for new officers, what percentage of applicants actually fail the polygraph exam?

We do not use a polygraph exam.

Fail Percentage	
------------------------	--

31. Identify the steps your agency uses in the hiring process (check all that apply).

- Application screening
- Cover letter screening
- Resume screening
- Written exam
- Writing assignment
- Pre-background investigation (criminal history screening)
- Oral interview
- Physical agility test
- Pre-polygraph questionnaire/interview
- Polygraph exam
- Psychological exam
- Background investigation

Other (click on box to fill in):

32. Describe the review process your agency uses if an applicant is not immediately disqualified during the background or pre-polygraph review (based on automatic disqualifiers), but when there are questionable items related to the applicant (e.g., prior DWI, disorderly conduct, prior criminal conduct disclosed that was never charged). (click on box to fill in)

33. Describe any passive recruitment efforts that your agency uses. (e.g., website, social media, brochures in lobby, advertising in newspaper, incentives for referrals from existing staff, etc.). For any Internet-based items, please provide a link to the site where the media can be accessed. (click on box to fill in)
34. Describe any active recruitment efforts or programs that your agency has used, or uses on a regular basis (e.g., visiting job fairs, high schools, colleges, community events, or partnerships with other employers, employment agencies, community groups, etc.); please be thorough. (click on box to fill in)
35. Does your hiring process include a mechanism to track how an applicant learned of an opening, or how they became interested in your department? If so, please describe how these data are gathered (e.g., on application, during test-taking). (click on box to fill in)
- We do not track this information.
36. If you track recruiting information, as indicated in the prior question, describe which recruiting efforts are apparently the most successful, and provide numeric examples, if available (e.g., 28% of applicants noted they heard about the opening at a job fair). (click on box to fill in)
- We do not track this information.
37. How many people within your organization are assigned to recruiting on a full-time basis? (click on box to fill in)
38. How many people within your organization are assigned to background investigations on a full-time basis? (click on box to fill in)
39. Describe how the final scores of applicants are calculated in your hiring process (e.g., 50% written test, 50% oral interview, etc.). (click on box to fill in)

40. Describe your understanding of the level of support and trust for your agency from those in the following categories (with 5 being high, and 1 being low):

Local Government Officials	
Community as a Whole	
Minority Community	

41. Describe the responsibilities associated with the hiring process within your agency (check all that apply).

- The police department is primarily responsible for the hiring process
- Human resources is primarily responsible for the hiring process
- Hiring is a collaborative effort between the police department and human resources.

Additional Comments:

42. Are there any other recruitment efforts that your agency engages, which you feel are unique and/or particularly effective, which you have not previously described? If so, please add those comments here. (click on box to fill in)

43. Describe any other suggestions or ideas that you have for increasing the recruitment of women and minorities, either within your community, or within the law enforcement field. (click on box to fill in)

APPENDIX B: DISQUALIFICATION FACTOR EXAMPLES

Based on our follow-up request, several agencies provided information concerning their current disqualification factors. We have provided these responses below.

Agency 10

- Any candidate who violates our Agency 10 Drug Policy. 3 years for marijuana use, 6 years for any harder substance.
- Any candidate who receives a NOT Recommended Psych Report.

Agency 9

Medical Disqualifiers

Medical disqualifiers are reviewed on a case-by-case basis after careful consideration of each applicant's particular medical situation. However, the following is a list of minimum medical requirements to be a police cadet or officer:

- **Smell:** Applicants must possess a sense of smell.
- **Hearing:** At least 25 DB in each ear at the following frequencies: 500, 1K, 2K and 3K. An applicant failing this requirement will be referred for further testing and possible use of a hearing aid.
- **Vision:**
 - Uncorrected visual acuity must be at least 20/100 (both eyes) for those who wear glasses or hard contact lenses.
 - Wearers of soft contact lenses are exempt from uncorrected visual acuity. If you wear contact lenses, you must wear them during the medical exam.
 - Corrected visual acuity should be at least 20/20 (both eyes) and 20/40 (each eye).
 - The horizontal visual field should be at least 120 degrees in each eye.
 - Color vision and night vision must be normal and a deficiency in either may be a disqualifier if the applicant cannot pass our medical testing, or from that of a specialist of their own choice.
 - Applicants who have recently completed refractive surgery need 6 months of recovery. The operating physician must complete a "Corrected Vision Surgical Form". This form will not be needed until later in the hiring process but prior to your final medical evaluation. It can be obtained from your background investigator during the Background Investigation phase.

Criminal History

- Having been convicted, or on court-ordered community supervision or probation, for any criminal offense the grade of a Class A misdemeanor or higher.
- Having been convicted, or on court-ordered community supervision or probation for a Class B misdemeanor within the last ten (10) years.
- Currently under indictment for any criminal offense.
- Having been convicted, or having a history, of any family violence offense.
- Having a conviction for or currently charged with any misdemeanor offense involving moral turpitude.
- Having a conviction for driving under the influence (DWI or DUI) within the last ten (10) years, or during the hiring process.
- Being prohibited by state or federal law from operating a motor vehicle.
- Being prohibited by state or federal law from possessing firearms or ammunition.

Military

Having been discharged from any military service under less than honorable conditions including, specifically:

- Under other than honorable conditions;
- Bad conduct;
- Dishonorable; or
- Any other characterization of service indicating bad character.

Driving

An applicant's entire driving record is reviewed on a case by case basis, with the last five (5) years being the most critical. However, the following will be automatic disqualifiers:

- Driving While Intoxicated (DWI) conviction within the last ten (10) years.
- Suspension of your driver's license for any reason within the last five (5) years.
- Unacceptable driving record or currently classified as a habitual violator.
- History or pattern of unsafe driving including at fault collisions.

Finances

Credit history will be reviewed on a case by case basis to determine continuing eligibility in the hiring process. Unstable credit history can lead to disqualification, including:

- A consistent history of issuance of bad checks.
- History of delinquent payments
- Not meeting financial obligations.

Drug Use

Drug use is not automatically a permanent disqualifier. Disqualification timeframes depend on many factors including the substance used, age at time of use, and frequency of use. For specific questions, please contact the Recruiting Unit. Below are only some of the disqualifiers for drug use:

- Any use of marijuana within 1 year from the date of application.
- Selling of marijuana. Disqualified for a set number of years to be determined by Recruiting Unit.
- Selling any controlled substance or dangerous drugs is a permanent disqualifier.
- Using a controlled substance or dangerous drug illegally within a designated time period from date of application.

Prior Law Enforcement

- Having had a law enforcement commission license denied by final order, revoked, or having voluntarily surrendered your license to avoid suspension.
- Discharged from any commission or recruit position within a law enforcement agency for disciplinary reasons, resigning to avoid suspension or discharge or having resigned during a disciplinary investigation without final judgment being rendered.
- Discharged from any city, county, state, federal or private corrections institution for disciplinary reasons to avoid suspension or discharge, or having resigned during a disciplinary investigation without a final judgment being rendered.
- History of sustained Internal Affairs complaints or behavior that indicates poor conduct.

Other

- Failure to answer every question in the Background History Statement.
- Failure to meet application process deadlines.
- Failure to pass a Polygraph, Medical, Psychological screening, and Drug Test screening.
- Making false statements, being deceptive by statement or omission in the hiring and selection process will be a permanent disqualifier.
- Failure to keep appointment(s) or provide documentation related to the hiring process. At least 24-hour prior notice for rescheduling of appointments is required to avoid disqualification, unless otherwise specified.

Agency 7

[AUTOMATIC DQ's] 873.11 A candidate is ineligible to become a police officer if the candidate has done any of the following:

(a) Engaged in any conduct which would constitute a felony in the [jurisdiction of Agency 7], whether or not the conduct resulted in the arrest of the candidate or the filing of criminal charges;

(b) Been convicted of, pled guilty or nolo contendere to, or been given probation before judgment for any misdemeanor, or any offense in any other state, territory, or country which would be a misdemeanor if committed in the [jurisdiction of Agency 7], when the misdemeanor involves:

(1) Violence, including, but not limited to, an intra-family offense; simple assault; violence toward the aged, a spouse, incompetent persons, or children; or threats of violence;

(2) Perjury or falsification, including the making of false reports of crimes, or falsification of official documents;

(3) Sexual offenses, including, but not limited to, indecent exposure; promoting, procuring, compelling, soliciting or engaging in prostitution; corrupting minors (sexual relations with children); molesting; voyeurism (peeping tom); committing sex acts in public; incest; and sexual battery;

(4) Any offense involving violations of the civil rights of any person under the Constitution or laws of the U.S. or any state or territory;

(5) Any theft committed after reaching the age of 18;

(6) Illegal possession, use, sale, distribution, or manufacture of any controlled substance;

(7) Driving under the influence (DUI) of any controlled substance used illegally;

(8) Any offense involving the possession or use of a firearm; or

(9) Any bias-related crime.

(c) Been convicted of, pled guilty or nolo contendere to, or been given probation before judgment for driving while intoxicated from alcohol on any single occasion within five

(5) years prior to application, or two (2) or more times at any time prior to application;

(d) Been convicted of, pled guilty or nolo contendere to, or been placed on probation before judgment for manslaughter (negligent homicide), hit and run with injury, or fleeing and eluding police;

(e) Exhibited an unacceptable driving record within five (5) years of application, as evidenced by, but not limited to: (1) Two (2) or more negligent collisions; (2) Suspension for moving violations; (3) Revocation; or (4) Operating after suspension or revocation.

(f) Received three (3) or more adjudicated and sustained tickets for moving violations within the twelve-month (12-month) period prior to application;

- (g) Been dishonorably discharged from military service;
- (h) While in the military, engaged in any conduct which would constitute a felony or disqualifying misdemeanor in the [jurisdiction of Agency 7];
- (i) Is on parole or probation for any criminal offense, or is pending final disposition on a criminal charge;
- (j) Been discharged from civilian employment two (2) or more time within five (5) years prior to application due to disciplinary action;
- (k) Been terminated or forced to resign from any commissioned or recruit/probationary position with a law enforcement agency for disciplinary reasons; or resigned from a law enforcement agency to avoid potential or proposed adverse disciplinary action or termination;
- (l) Is receiving a disability retirement allowance from any law enforcement agency;
- (m) Knowingly made any false statement or falsified any document concerning any matter;
- (n) Knowingly made any false statement or been deceptive by statement or omission in the written police application or in any part of the police entry-level selection process;
- (o) Refused to submit to a truth verification test as part of the pre-employment process; or
- (p) Demonstrated a history of personality and/or mental disorders as determined by the MPD Police and Fire Clinic; been a patient in a mental institution for personality or mental disorders; or received treatment as an out-patient for personality or mental disorders.

[POTENTIAL DQ's] 873.12 A candidate may be ineligible to become a police officer if the candidate has done any of the following:

- (a) Been convicted of, pled guilty or nolo contendere to, or given probation before judgment for any misdemeanor charge not listed in § 873.11 above;
- (b) Been given less than an honorable discharge from the military, or an honorable discharge with an unfavorable re-entry code; (c) Been arrested for or charged with a criminal offense that was nolle prossed or dismissed; (d) Exhibited evidence of alcoholism or an alcohol problem that poses an unacceptable threat to the safety of the

individual or others as determined by the MPD Police and Fire Clinic acting in compliance with the Americans with Disabilities Act and the requirements of law enforcement;

(e) Established a verifiable civilian employment record of any of the following:

1) Three (3) or more unexcused absences or eight (8) or more unexcused late occurrences during his/her last twelve (12) months of employment;

(2) Poor performance as documented by an evaluation of less than satisfactory in three (3) of his or her five (5) most recent performance ratings;

(3) Subjected to disciplinary action within three (3) years prior to application based upon insubordination or inability to follow orders;

(4) Three (3) or more civilian employment disciplinary actions filed against the applicant within five (5) years prior to application;

(5) An unstable or sporadic work history within five (5) years prior to application, e.g., has frequently moved from job to job or experienced lengthy periods of unemployment, as demonstrated by jobs lasting one (1) year or less;

(6) Unfavorable recommendations from past employers; or

(f) During an administrative or criminal investigation, resigned from a law enforcement agency or otherwise demonstrated evidence of guilt without a final judgement having been rendered;

(g) Failed, during the police entry-level selection process and without prior notification and approval, to meet mandated deadlines, cooperate fully with and provide necessary documentation to and keep all scheduled appointments with MPD staff personnel;

(h) Failed, during the police entry-level selection process, to provide additional personal information as requested or to submit information updates/changes, particularly changes of address and home and business telephone numbers, within five (5) business days of the change;

(i) Resigned or been terminated from any law enforcement academy due to a lack of proficiency in an academic or skill area;

(j) Established a history of civil law suits in the following areas: as a defendant resulting from several motor vehicle accidents, as a defendant in cases involving civil rights or human rights violations, or as a plaintiff in unresolved workers' compensation cases;

(k) Failed to obey or honor any judgment entered by a court of record, including, but not limited to, failure to make alimony or support payments, failure to pay any fine imposed by any court of record, or has demonstrated a lack of honesty and integrity in disposing of financial obligations;

(l) Engaged in any activity constituting grounds for dismissal under Chapter 16 of the District Personnel Manual.

Agency 1

You have to be at least 21 years of age at time of appointment, no Class A or B misdemeanor convictions, no Felony convictions, no Domestic violence convictions, no perjury convictions, if you left another dept. under investigation or with a conviction for an act of malfeasance. You also need a high school diploma or a GED from a state certified program. These are all state requirements.

We have a drug policy that if you are in violation of we present to our board of police commissioner automatically. Also a failed psychological exam or use of countermeasures during the polygraph get presented to the board automatically.