

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large glass-walled building in the foreground. The image is partially obscured by a dark blue diagonal overlay on the left side.

ICMA
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BALTIMORE
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Police Officer Recruitment: Getting Results

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#ICMA2018



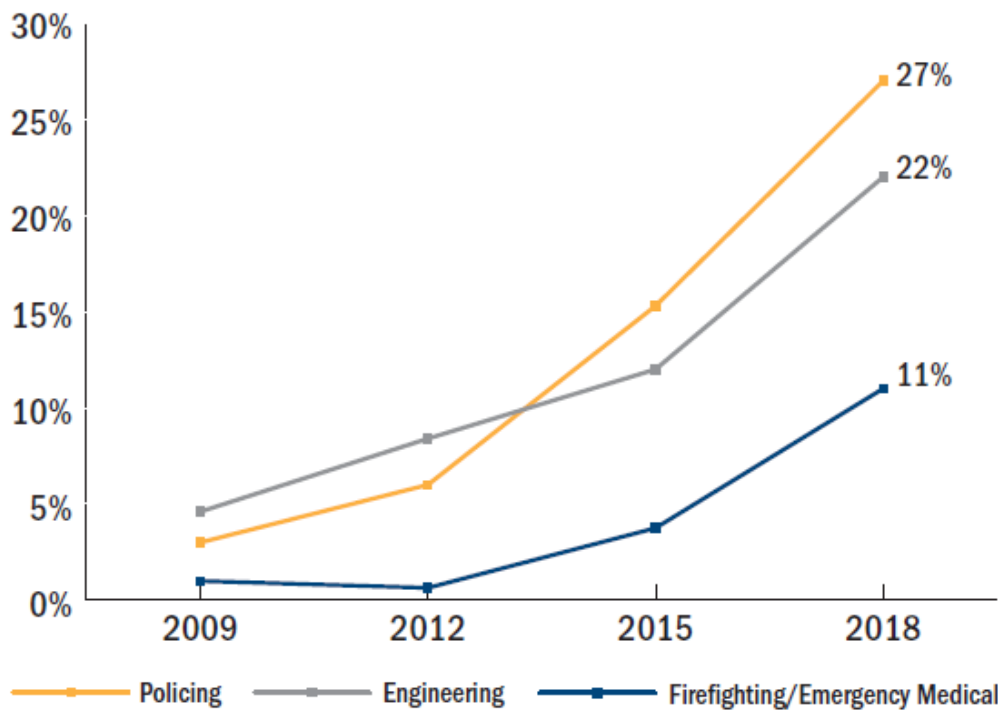
Model Police Officer

- What skills are sought?
- What background?
- How are jurisdictions recruiting?
- What works?

Model Police Officer

- What skills are sought?
- What background?
- How are jurisdictions recruiting?
- What works?
 - And is “successful recruitment” perceived the same way by staff and the community?

Why police recruitment?



Hard to fill positions:

- Those reporting that police positions are hard to fill have risen since 2009 from 3% to 27%.



Survey

- ICMA and the Vera Institute of Justice
- Varying demographics for nationwide and internal analysis
 - Staff:
 - City/county managers, police chiefs, HR staff, police officers, and other mid-level staff
 - Community:
 - Chamber of commerce, neighborhood associations, faith communities, education sector, diverse racial/ethnic groups

Respondents

West Coast	Mountain Plains	Midwest	Northeast	Southeast
Sacramento, CA	Austin, TX	Columbus, OH	Philadelphia, PA	Nashville/ Davidson Co., TN
Gresham, OR	Choctaw, OK	North Liberty, IA	Brattleboro, VT	Alexandria, VA
Hermiston, OR	Lindon, UT	Ottawa County, MI	Genesee County, NY	Fayetteville, NC
Maui County, HI	McKinney, TX	Peoria, IL	Takoma Park, MD	Sanford, FL
Morgan Hill, CA	San Juan County, NM	Rolla, MO	Worcester, MA	White House, TN
Reno, NV	Surprise, AZ	Springfield, MO		



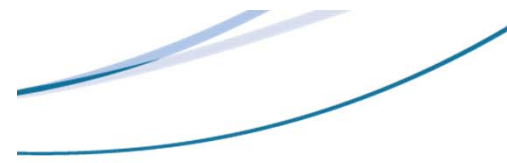
Key statistics

- 193 respondents; an average of 6.9 per jurisdiction
- 44% of respondents were community members
- Women: 16% of CAOs and 12% of police chiefs
- 66% from a jurisdiction \geq 10% Hispanic
- 68% from a jurisdiction \geq 15% non-Caucasian



Format

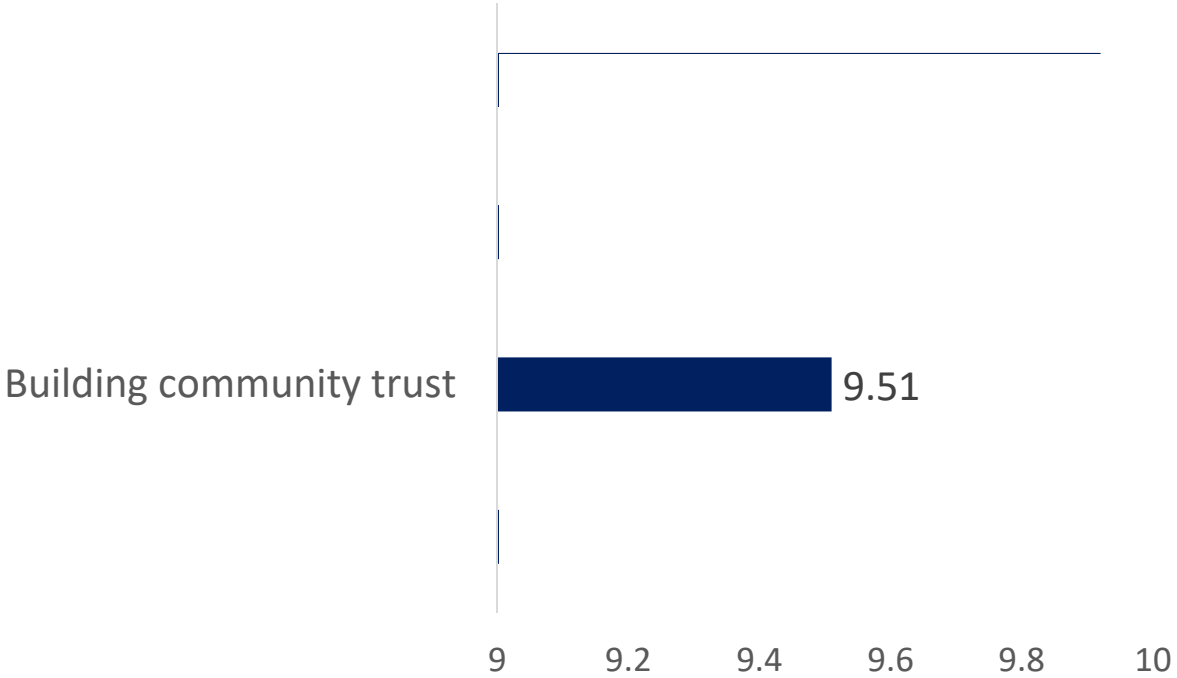
- General questions of all respondents
- Specific questions for:
 - Police Chief/Sheriff
 - City/County Manager
 - Human Resources Director



Priorities

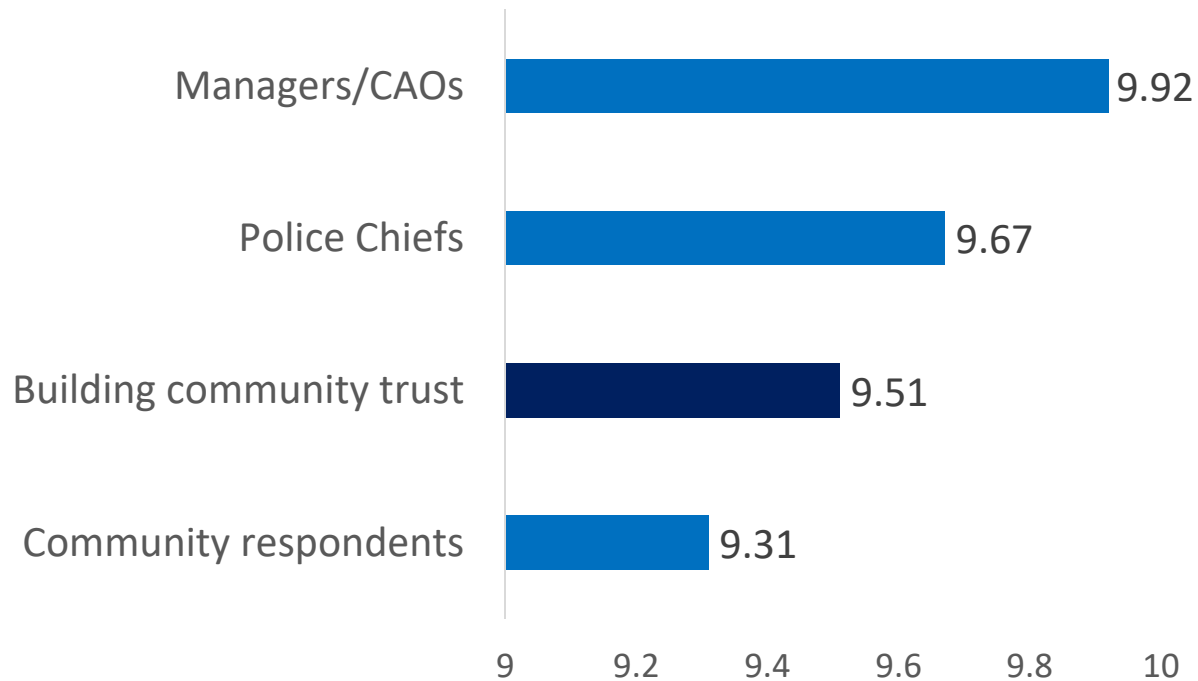


Building trust



**The top priority
for...**

Building trust



**The top priority
for...**

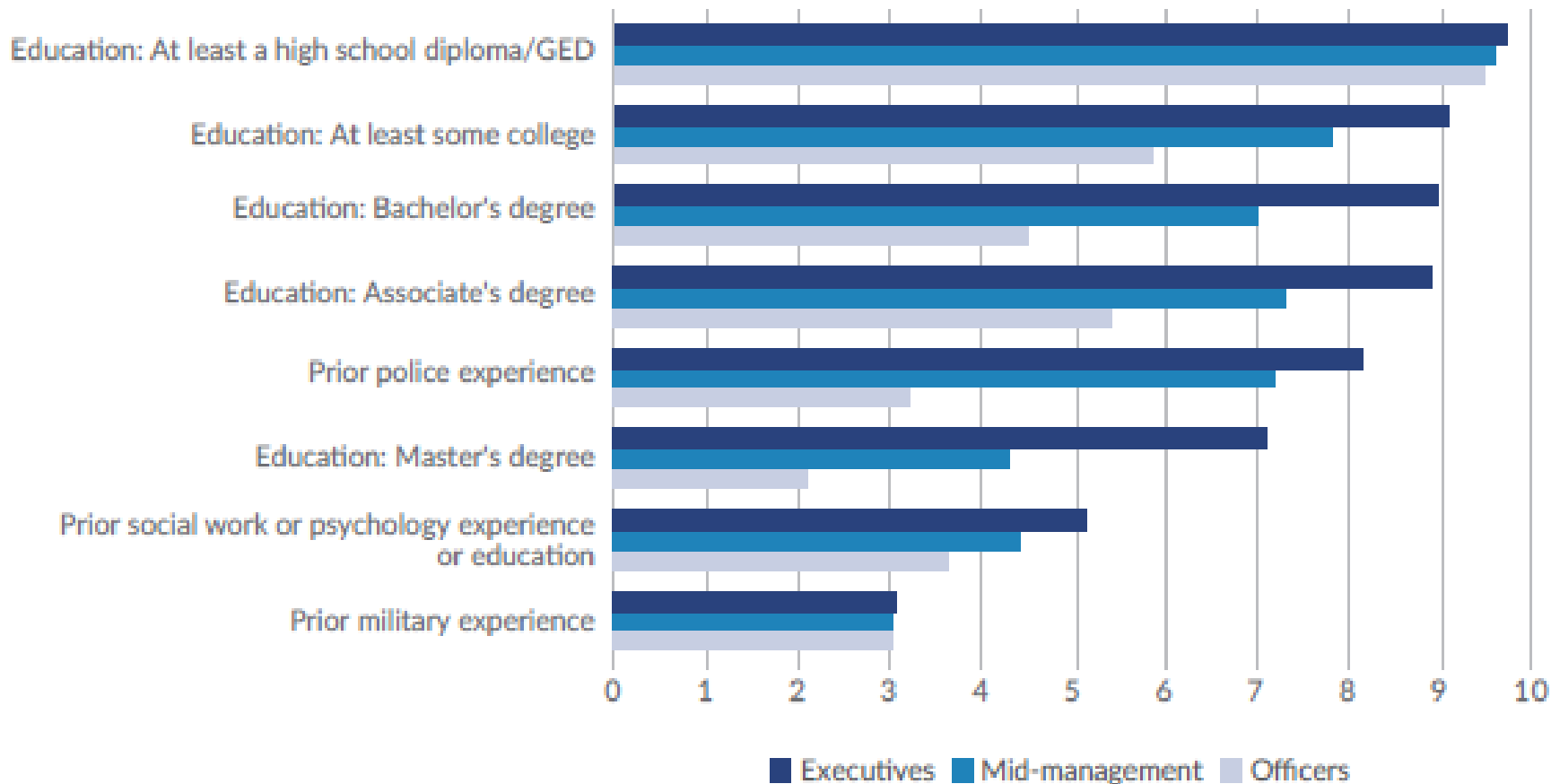
**Managers and
police chiefs**

Population density

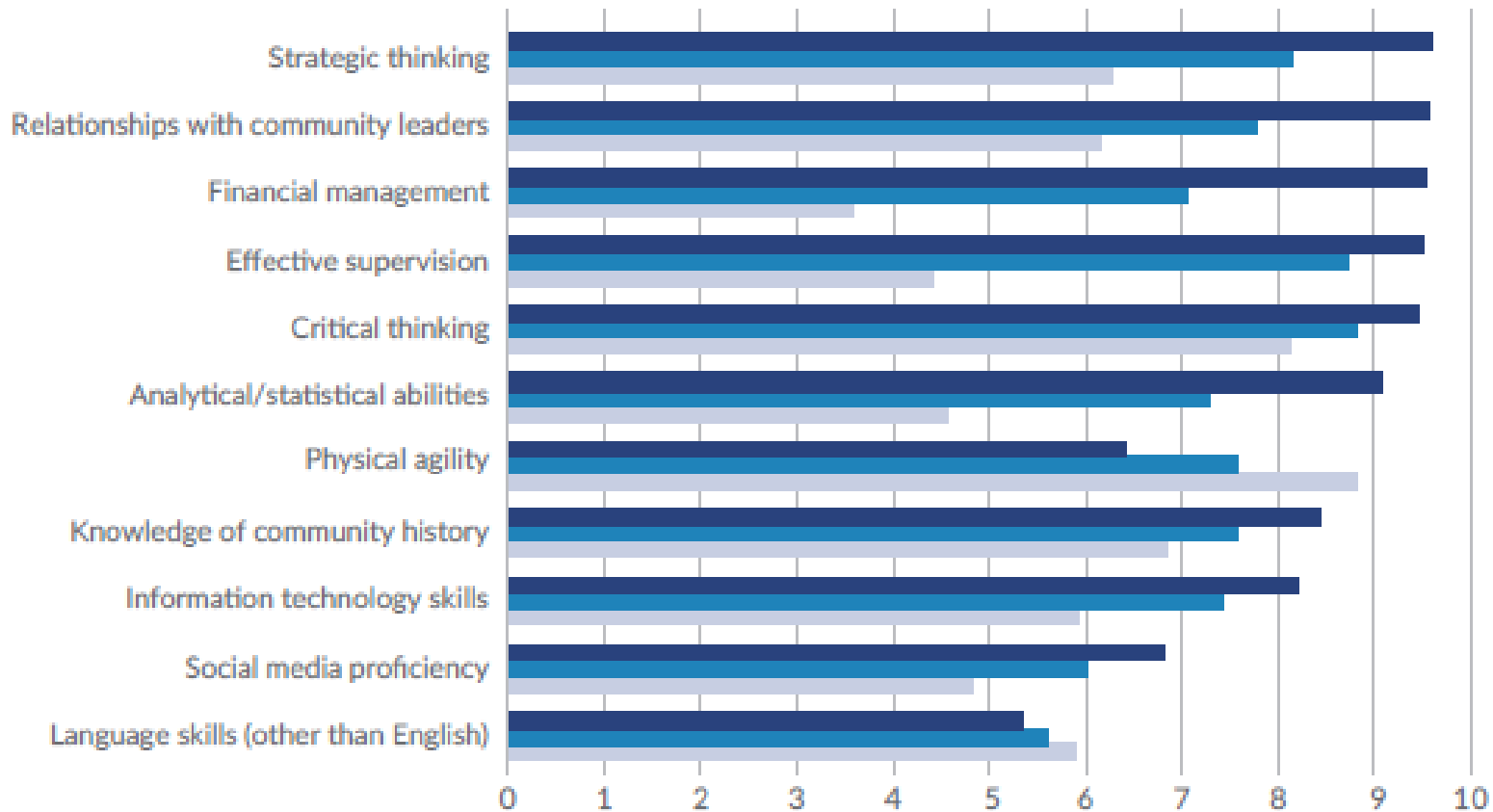
- Reducing crime, responding to accidents, foot patrol

Population density (population per square mile)	Reducing crime	Responding to accidents
Over 4,000	9.23	7.85
2,000-4,000	9.02	7.53
1,000-2,000	9.04	8.04
Under 1,000	8.56	8.63

Preferred education/experience

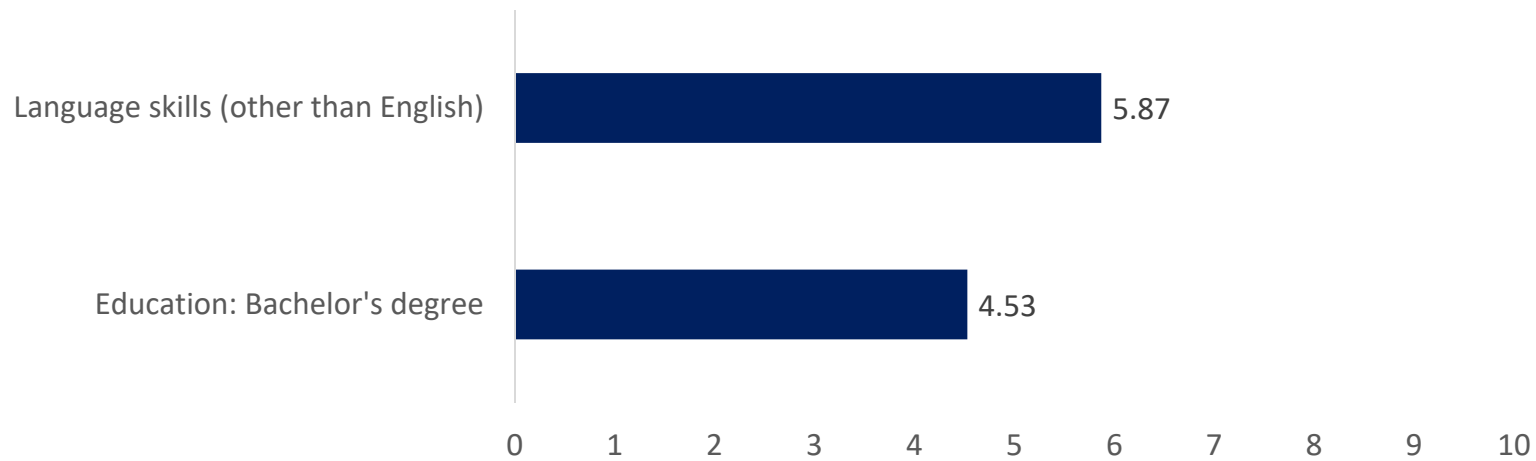


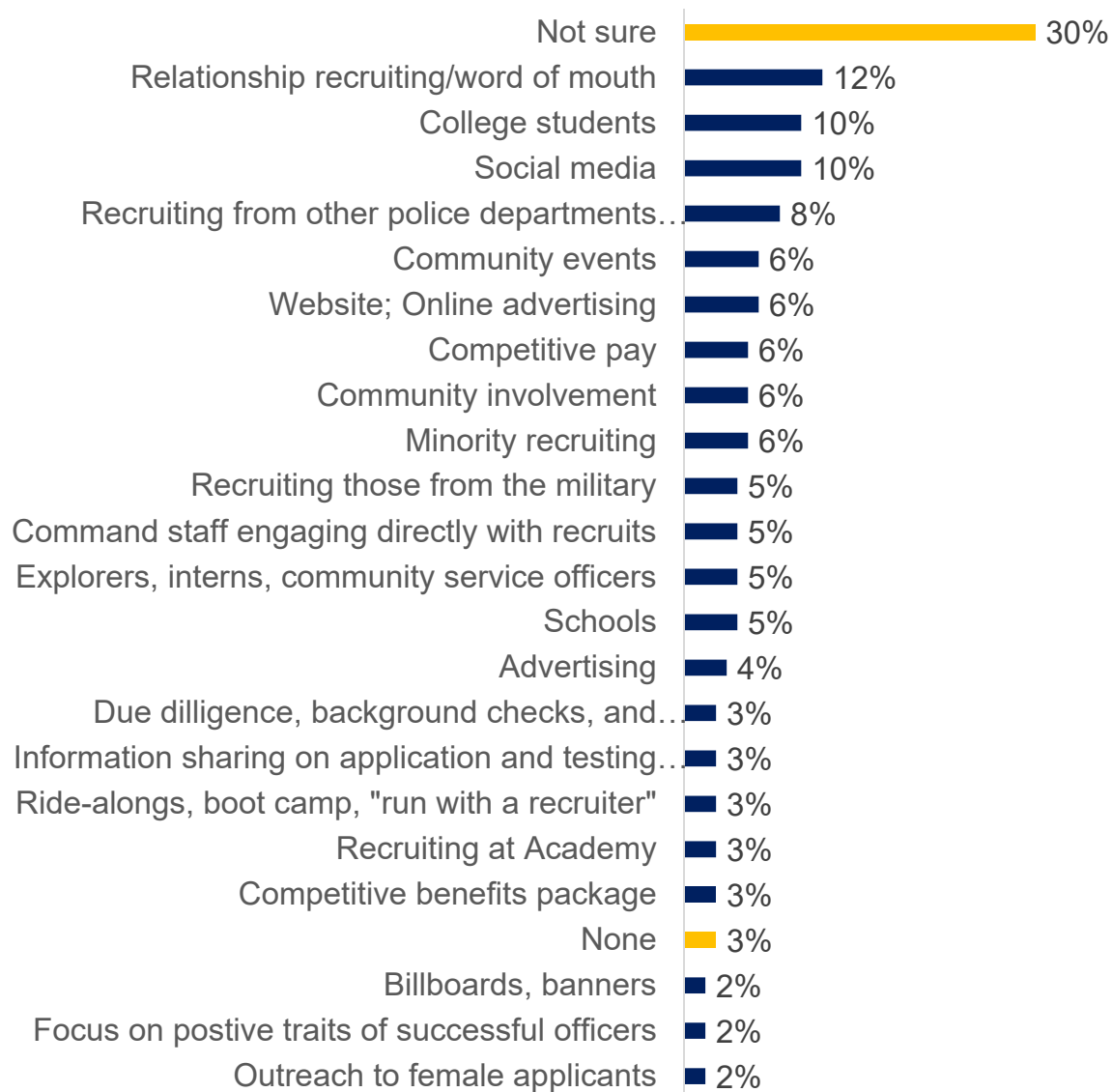
Preferred personal/technical skills



For police officers:

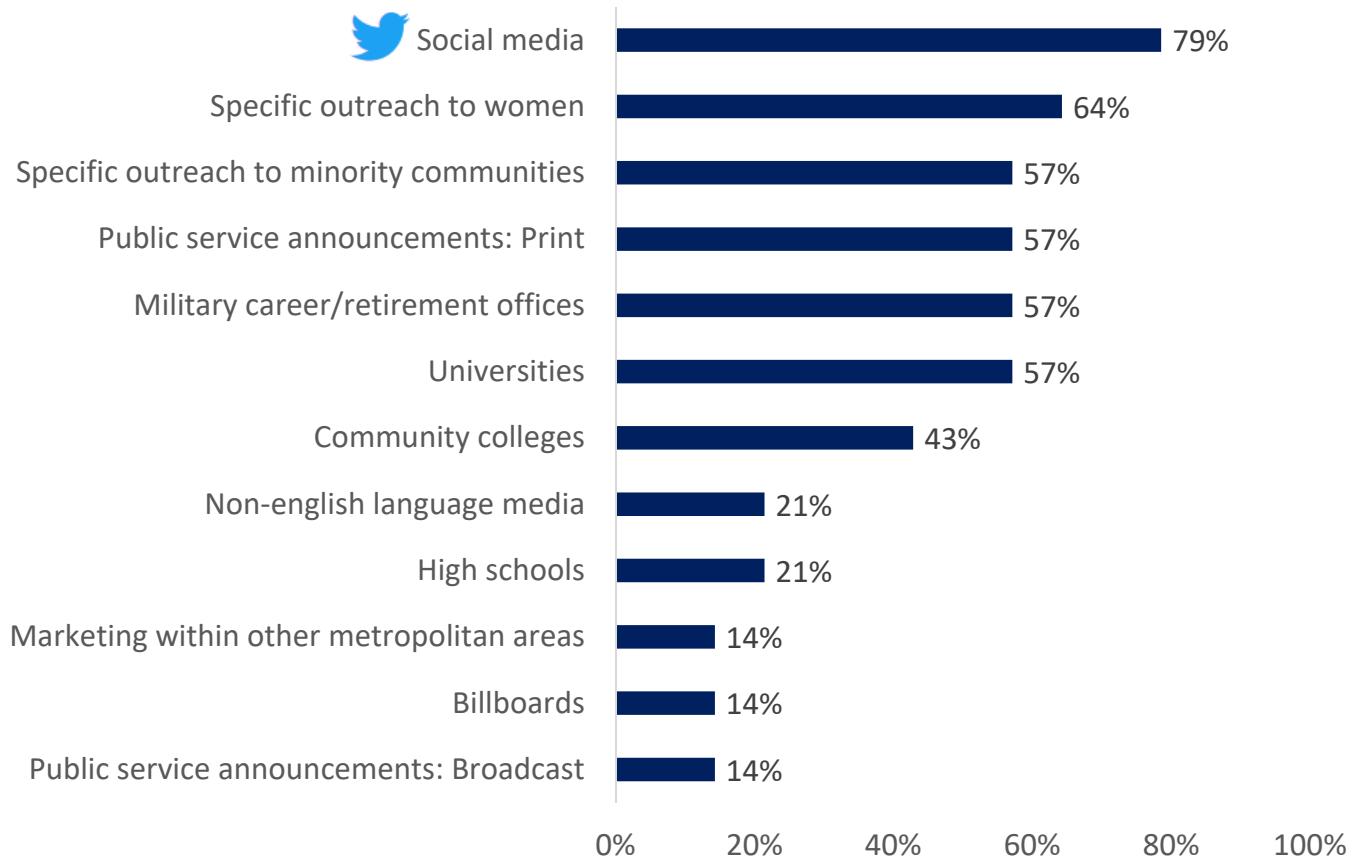
Bilingual skills are rated higher than completing a bachelor's degree





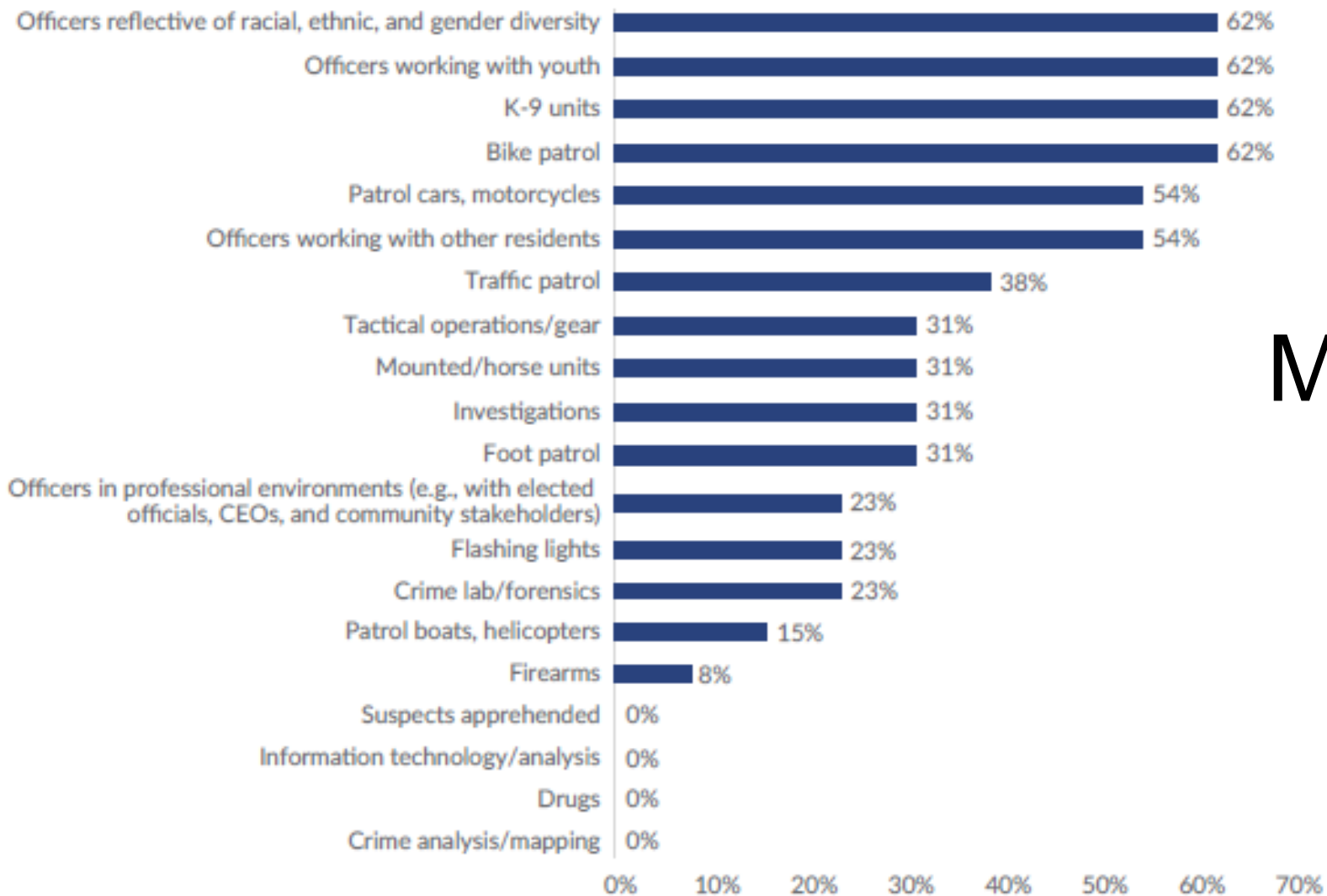
Recruitment methods

- **What recruitment strategies did staff perceive as most effective?**



Recruitment methods

- **Human resources responses only**



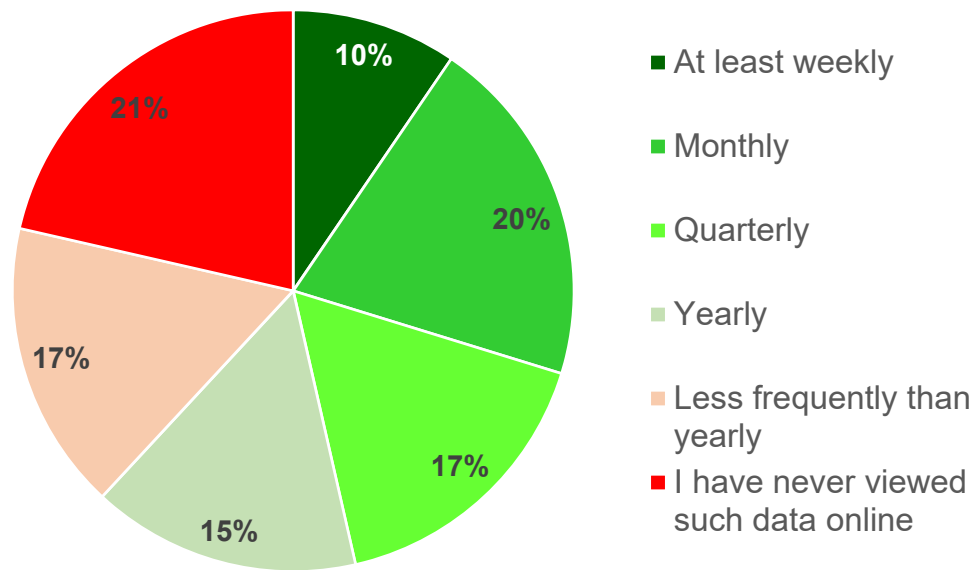
Messaging



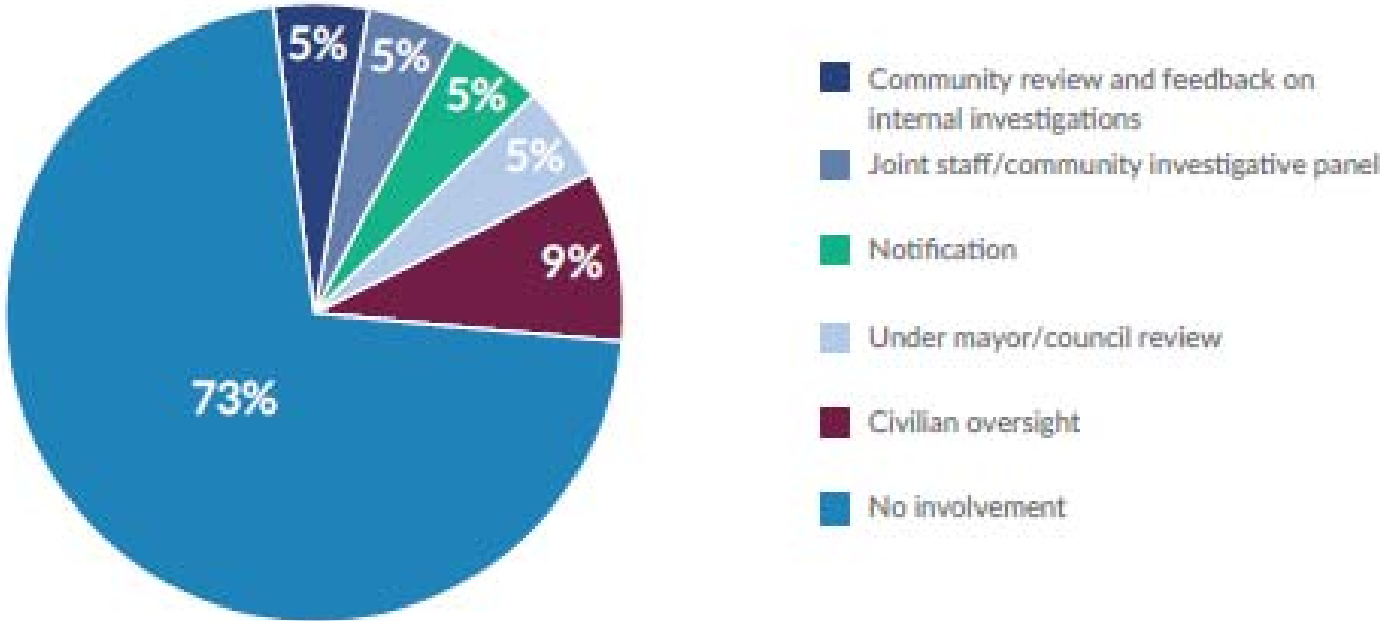


How does recruitment interact with community?

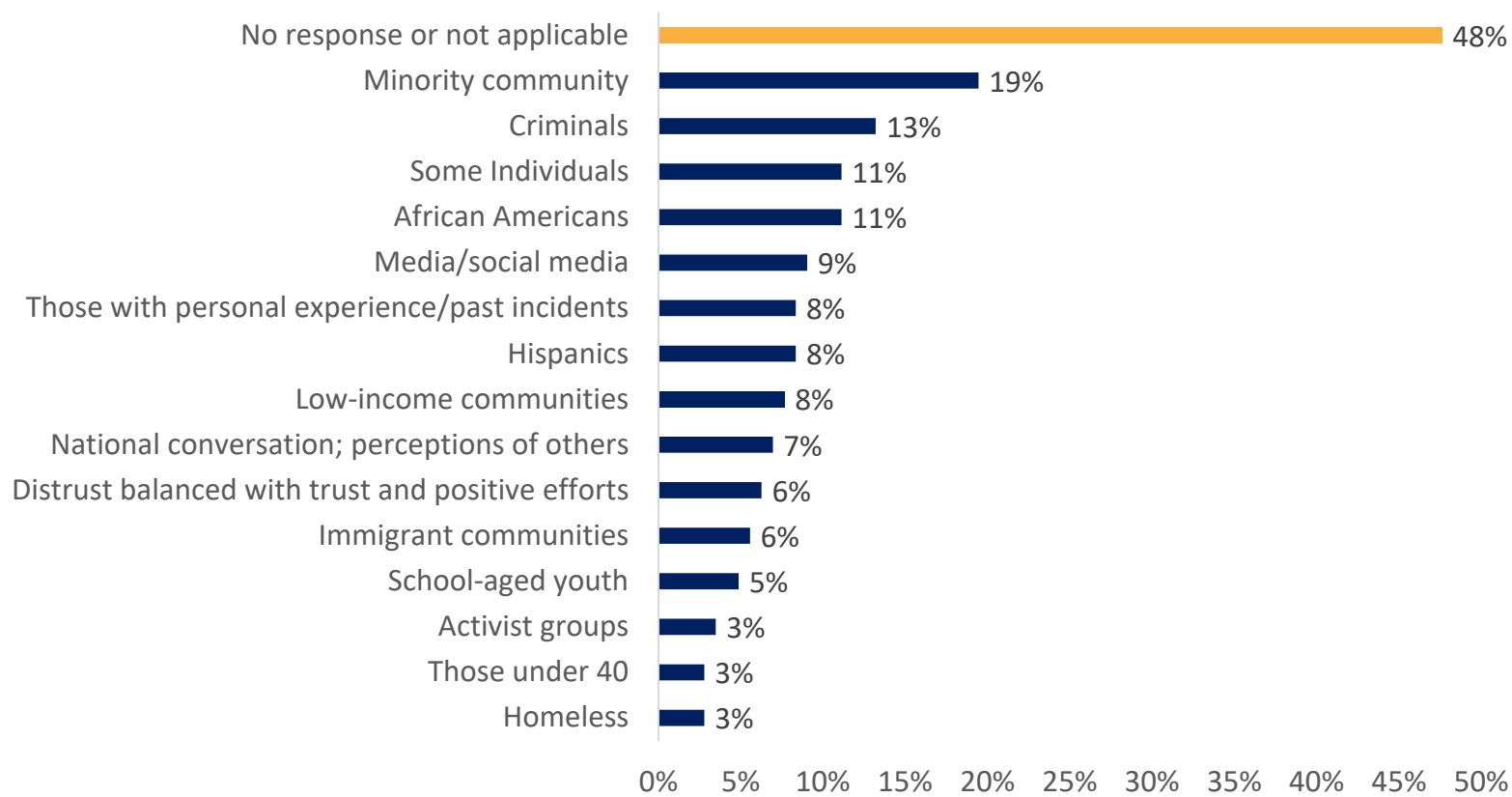
Community: Frequency of viewing policing data online

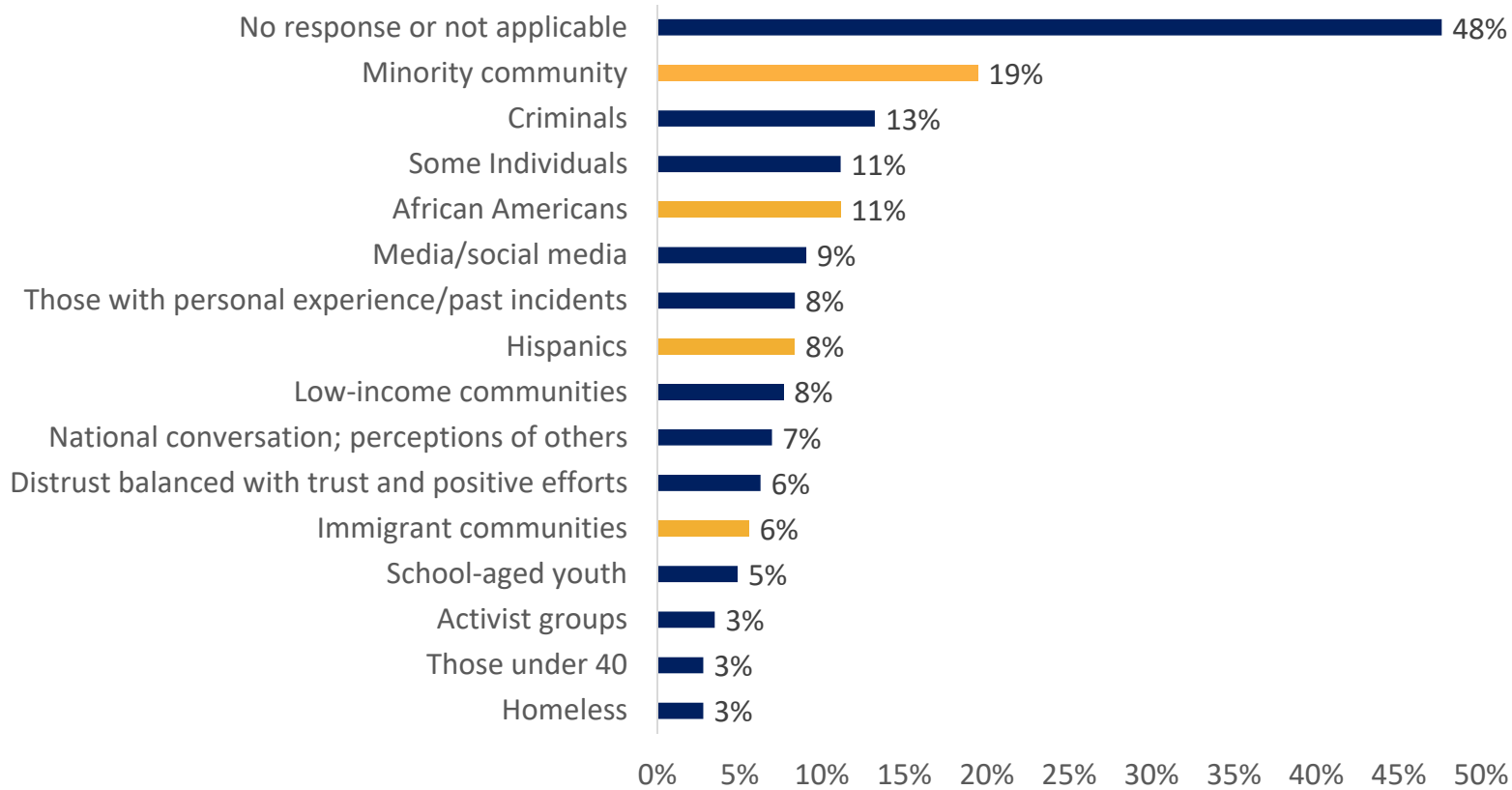


Community involvement



Distrust

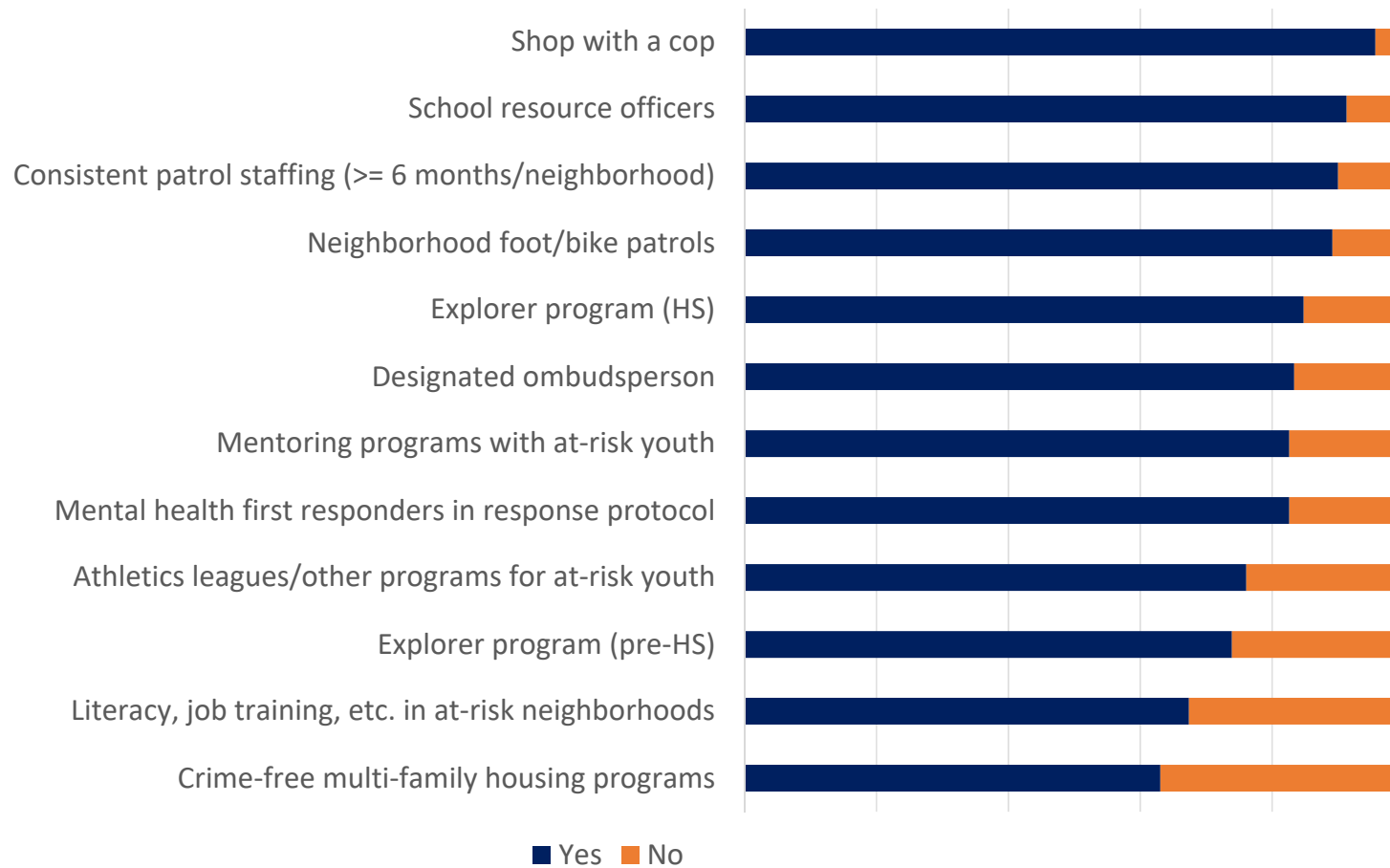


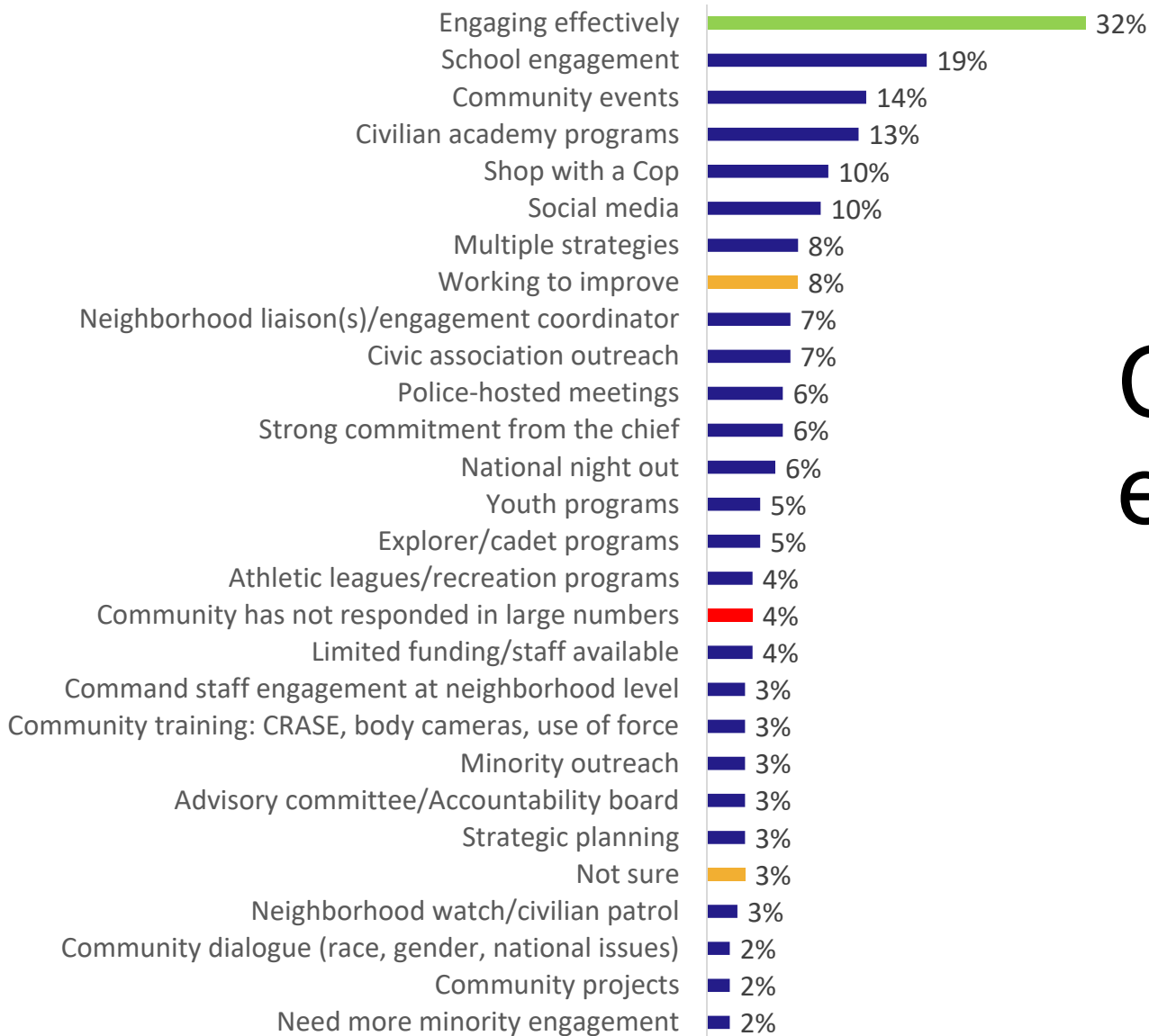


Distrust

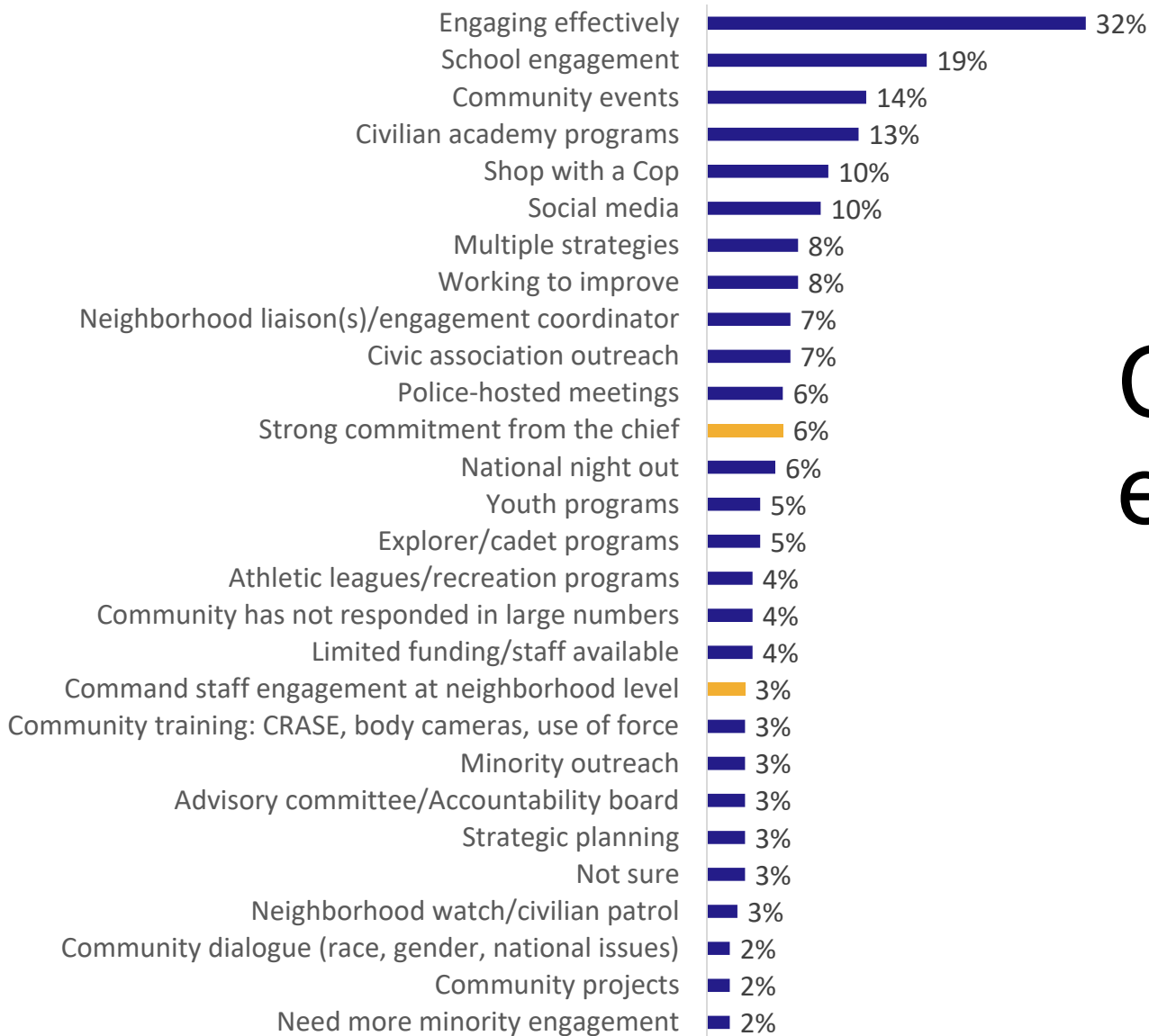
May be split among many groups

Community-oriented policing

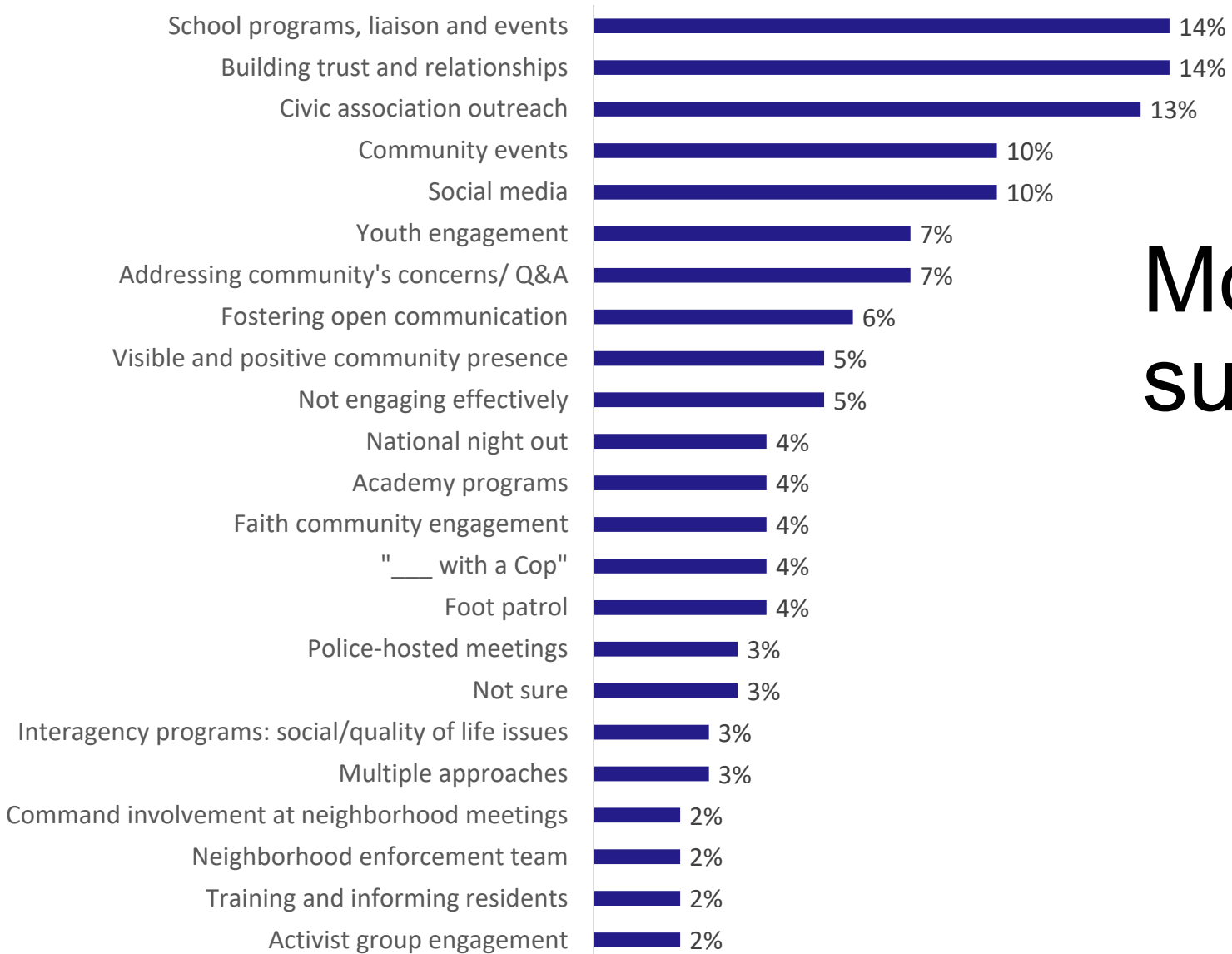




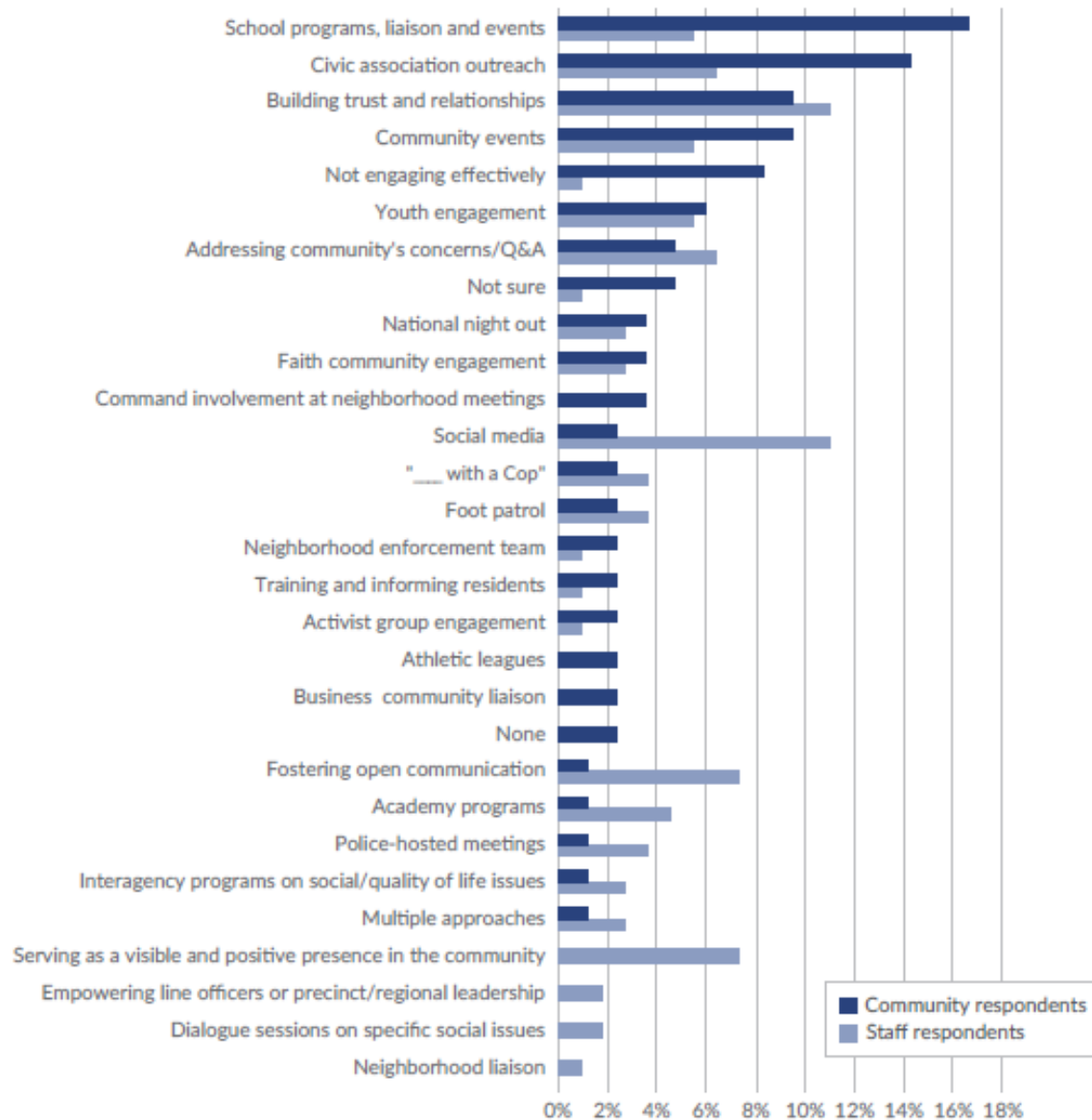
Community engagement



Community engagement

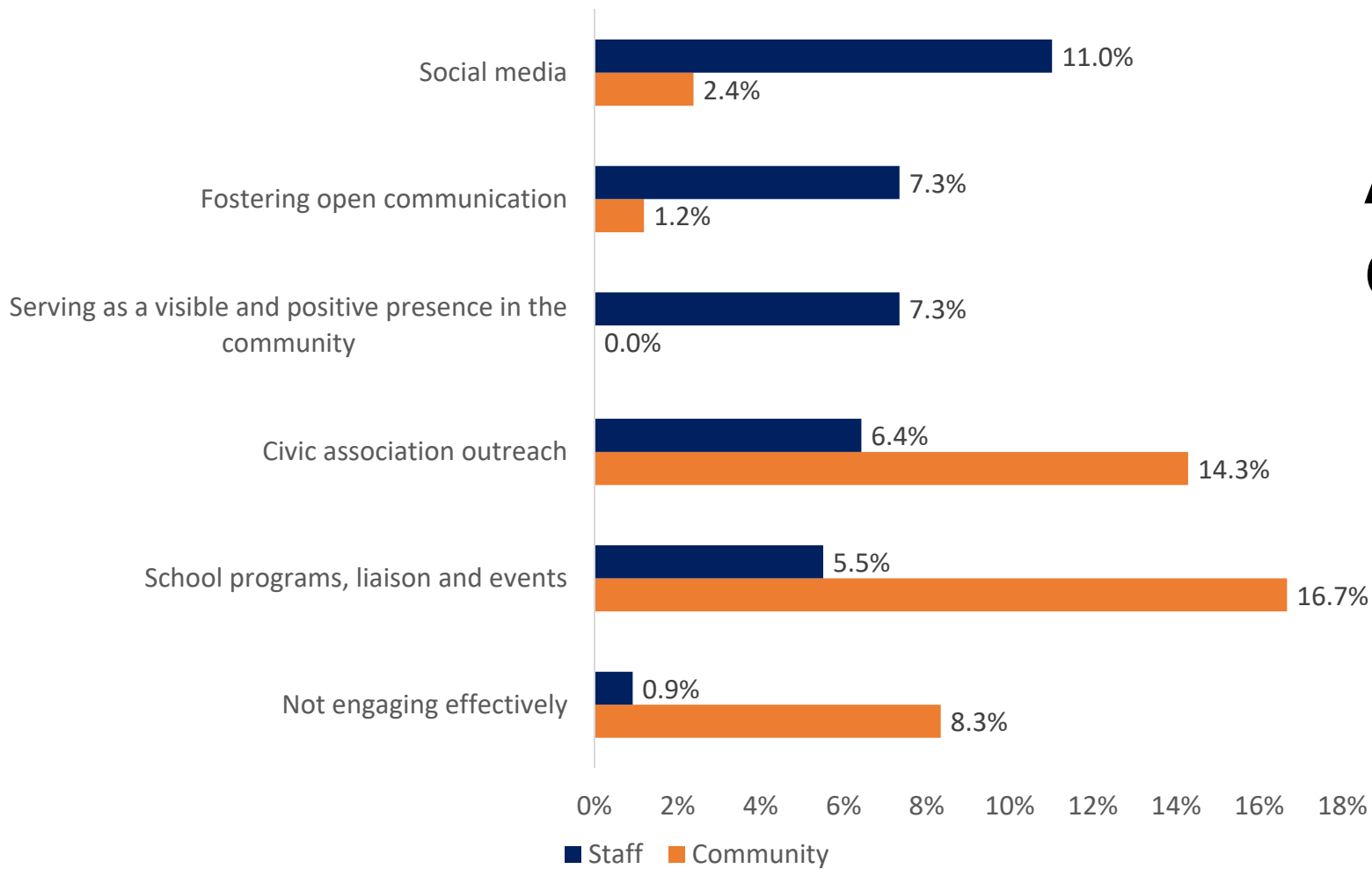


Most
successful

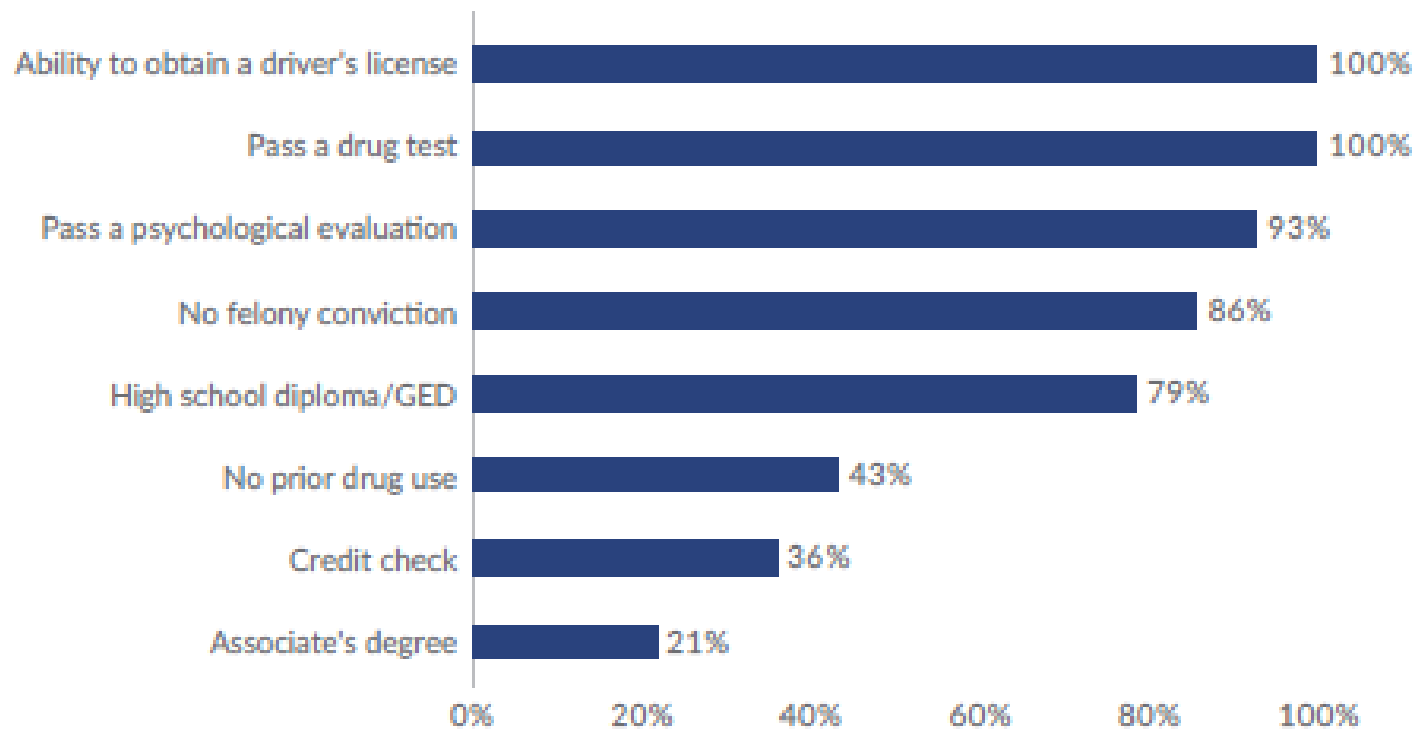


Staff vs. community responses

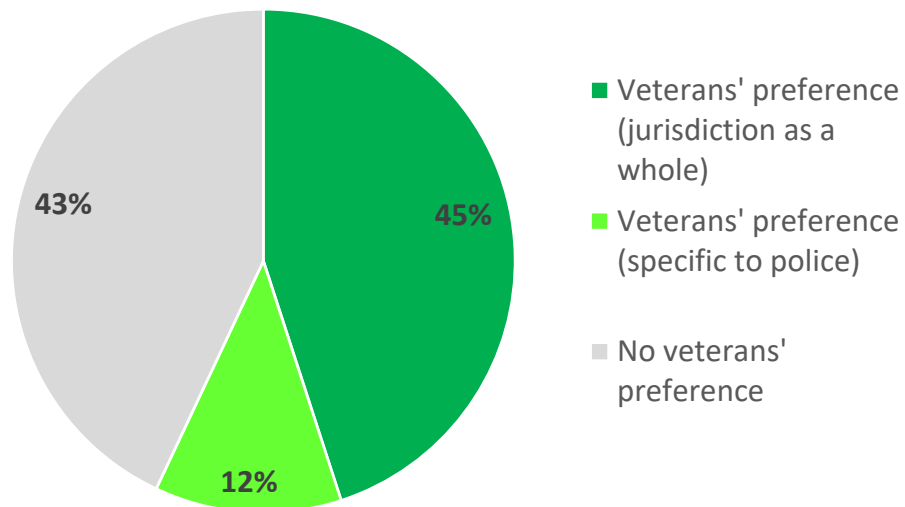
Areas of divergence



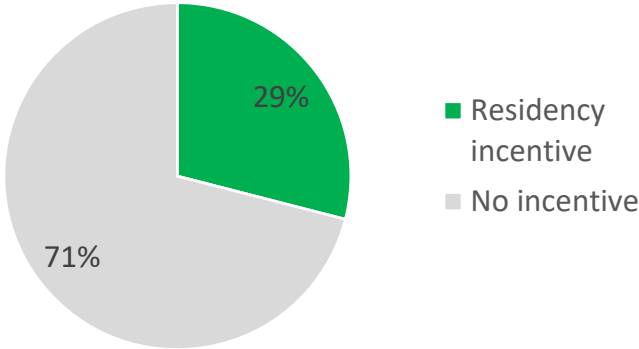
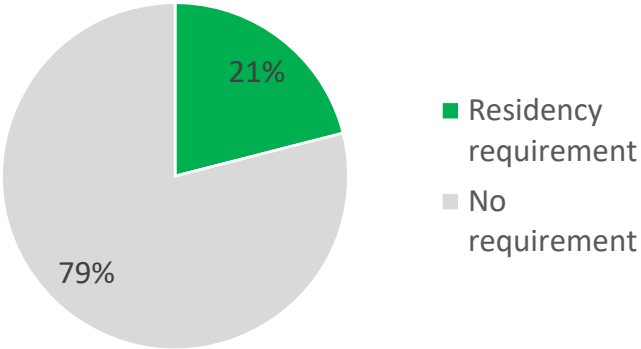
Minimum qualifications



Veterans' preference



Residency requirements & incentives

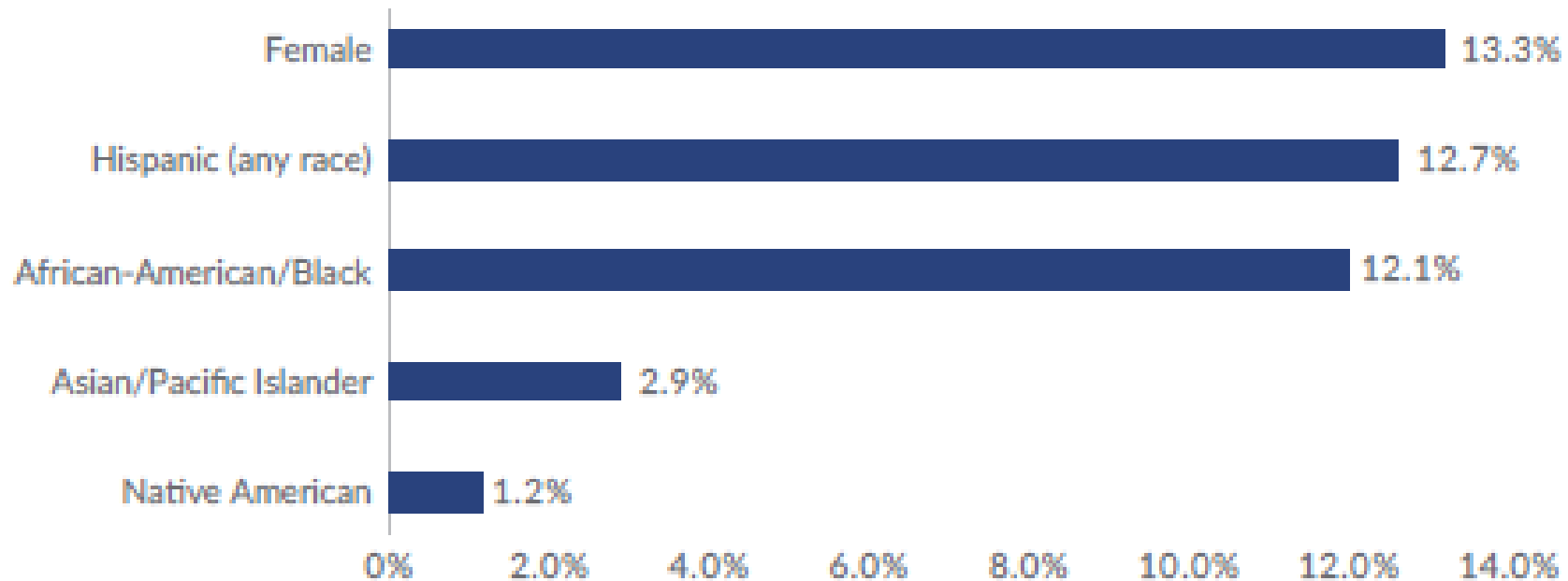


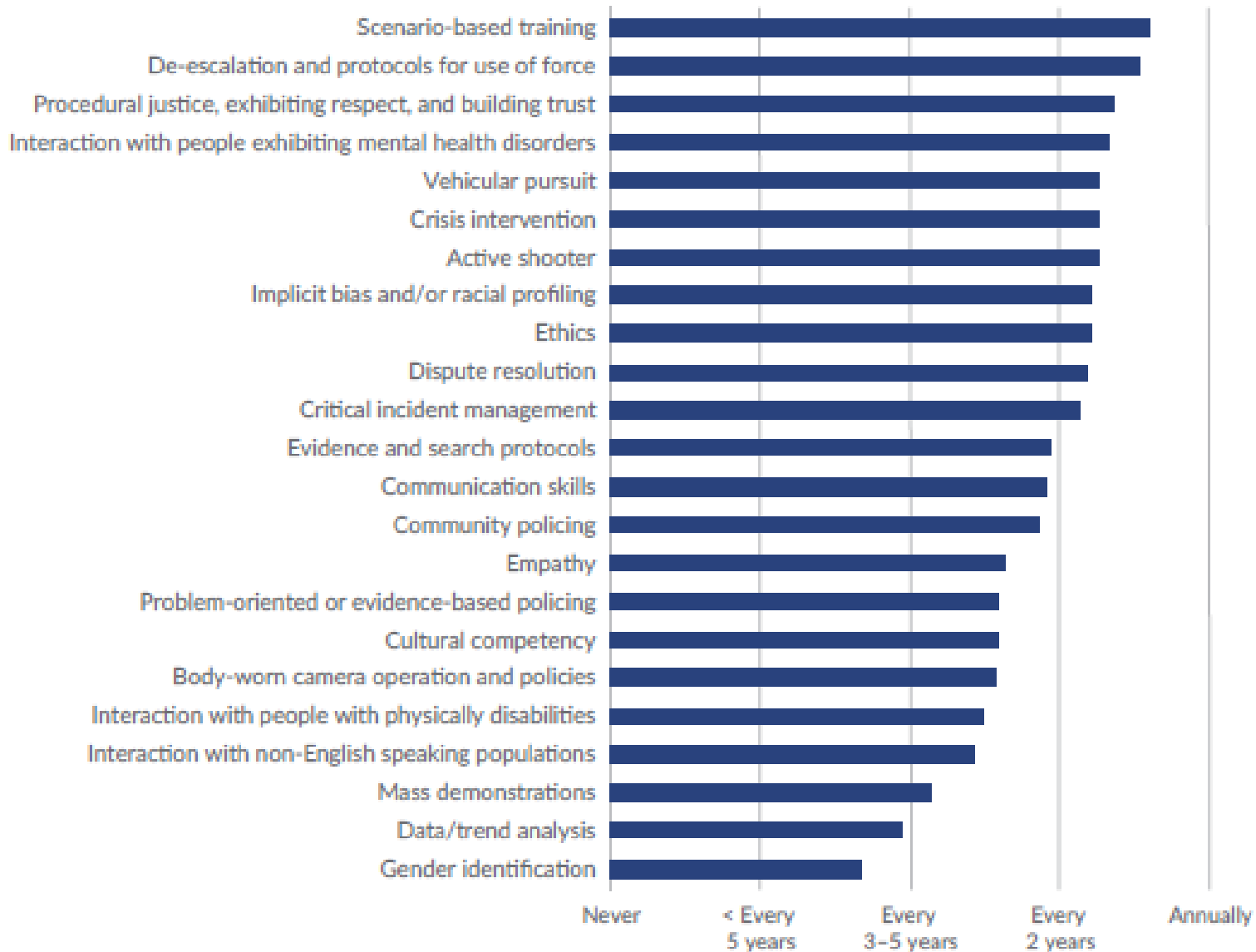
Experience/education of those hired

- From HR respondents



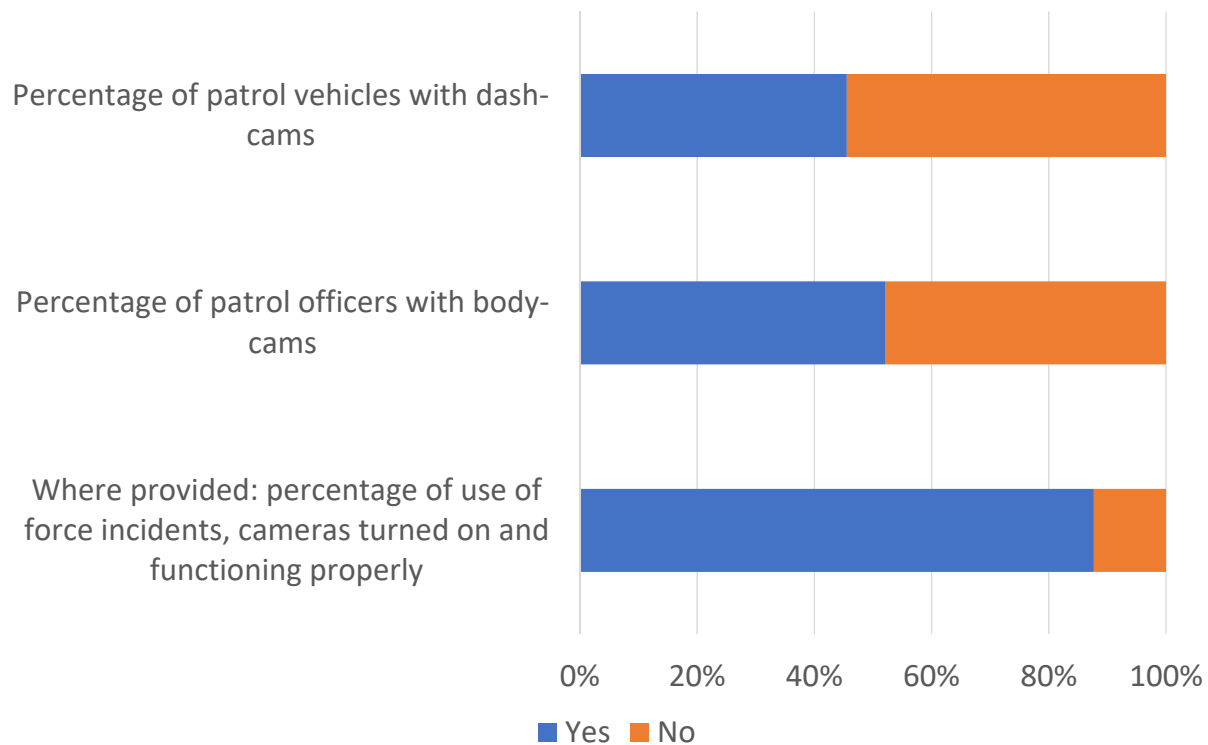
Diversity of officers hired (last 3 years)



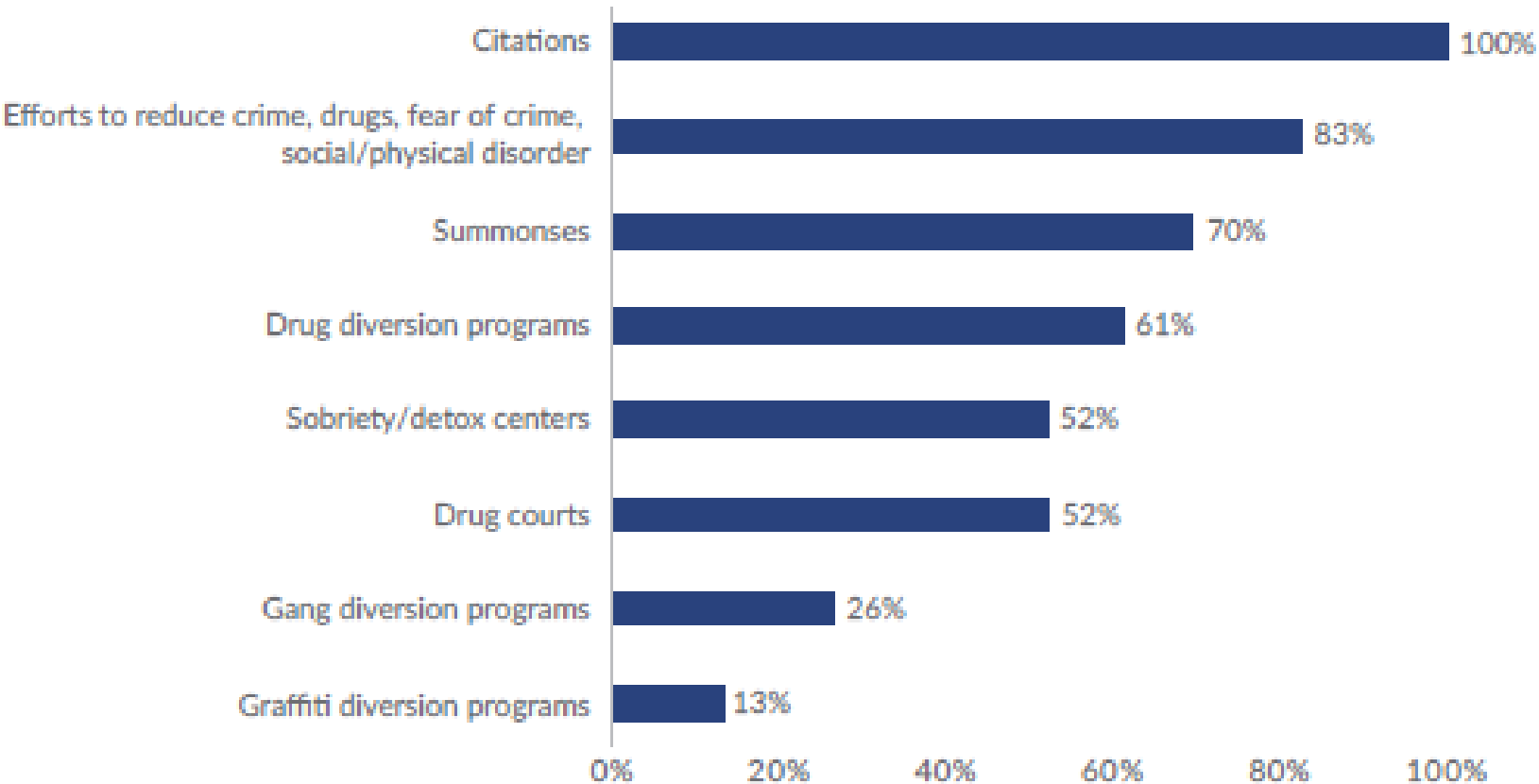


Training

Dash-cams and body-cams

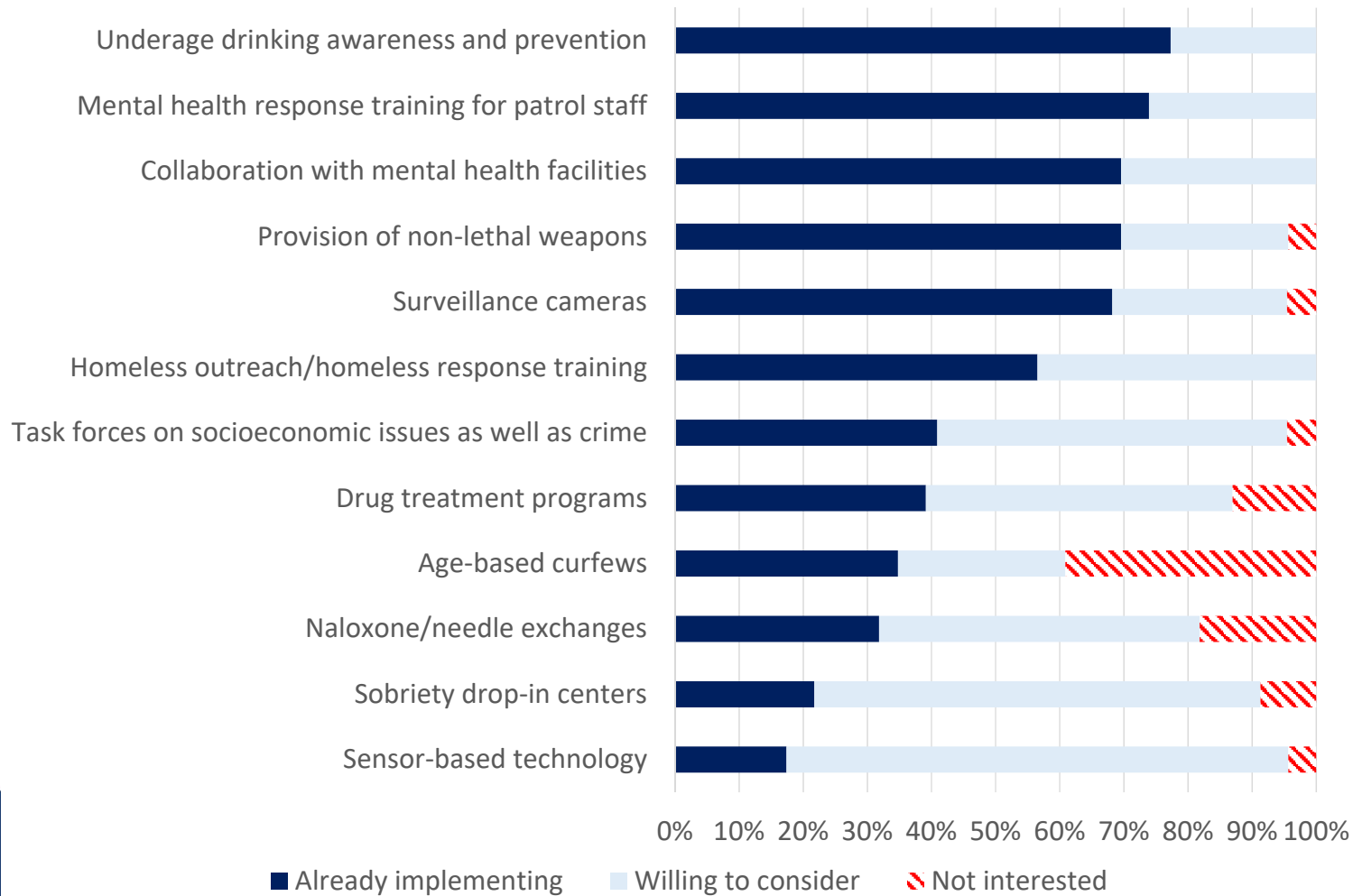


Alternatives to enforcement



- Responses from Police Chiefs

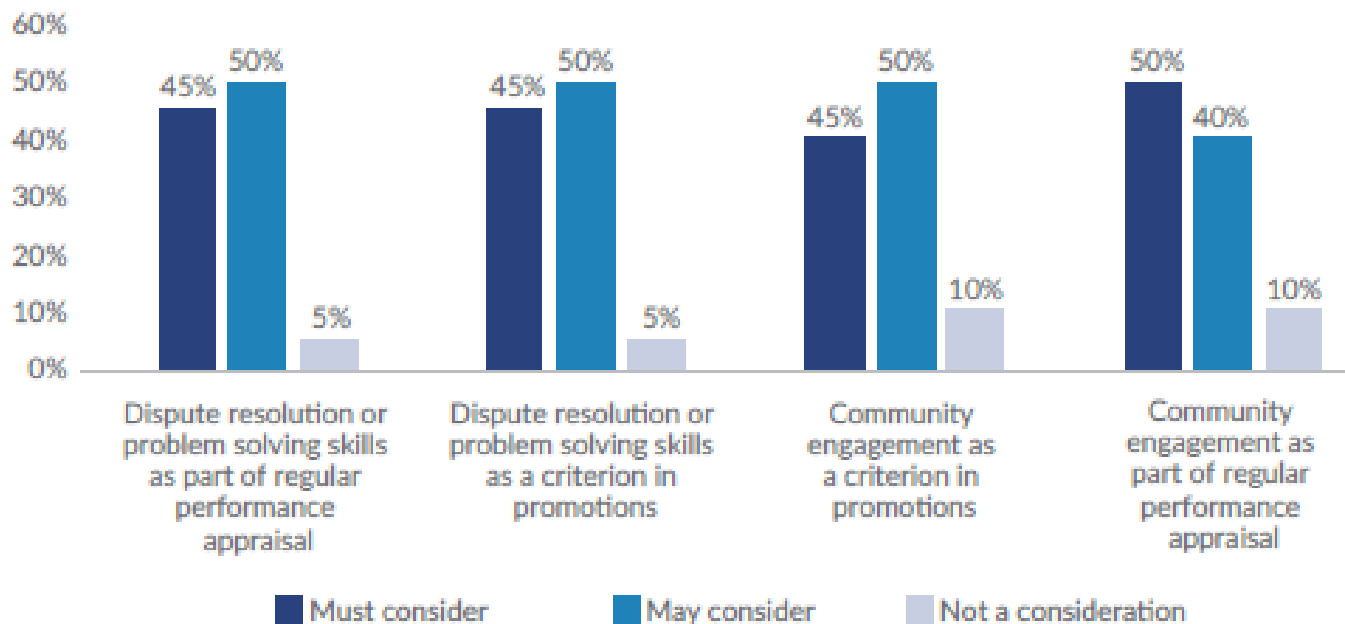
Alternatives to enforcement



- Responses from Managers/CAOs

Appraisal and promotion

- What





Key takeaways

- **Top priority: Building trust**
- **Key strategies: Relationship recruiting and social media**
- **Community engagement: Shop with a cop, school involvement**
- **Agreement and divergence among staff and community members**

Differentials in each jurisdiction: Staff vs. community



More agreement

Less agreement



Within a
single
jurisdiction

Disqualifying criteria

- Whether or not candidates are disqualified does not appear to affect quality ratings

	Candidate is disqualified for:	Not disqualified for:
Past drug use	2.8	2.9
Bad credit history	2.9	2.9

Quality ratings were assessed on a scale of 1-4: Consistently high (4), Improving (3), Declining (2) and Consistently Low (1). Averages shown are for all respondents in jurisdictions responding to questions on disqualifying criteria, as compared to the disqualifying criteria shared by Human Resources staff.



Recommendations

- **Focus on the skills being sought**
- **Look at how those skills may change**
- **Consider the role of community engagement**
- **Revisit selection criteria**



Recommendations

- **Align the messaging**
- **Track your recruitment performance**
- **Pursue accreditation**
- **Develop an accountability plan**

An aerial photograph of Baltimore, Maryland, showing the harbor, city buildings, and a large marina with many sailboats. The sky is blue with some light clouds. A decorative banner with red, white, and blue curved stripes is at the bottom of the image.

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