



**RECRUITING, SELECTING, & RETAINING A 21ST CENTURY  
POLICE FORCE.**

**PRESENTED BY**

**BOOKER HODGES, MATT BOSTROM, BLAIR ANDERSON, AND JACK SERIER**



# **PRESENTER INTRODUCTIONS**

**Blair Anderson**

**Matt Bostrom**

**Booker Hodges**

**Jack Serier**

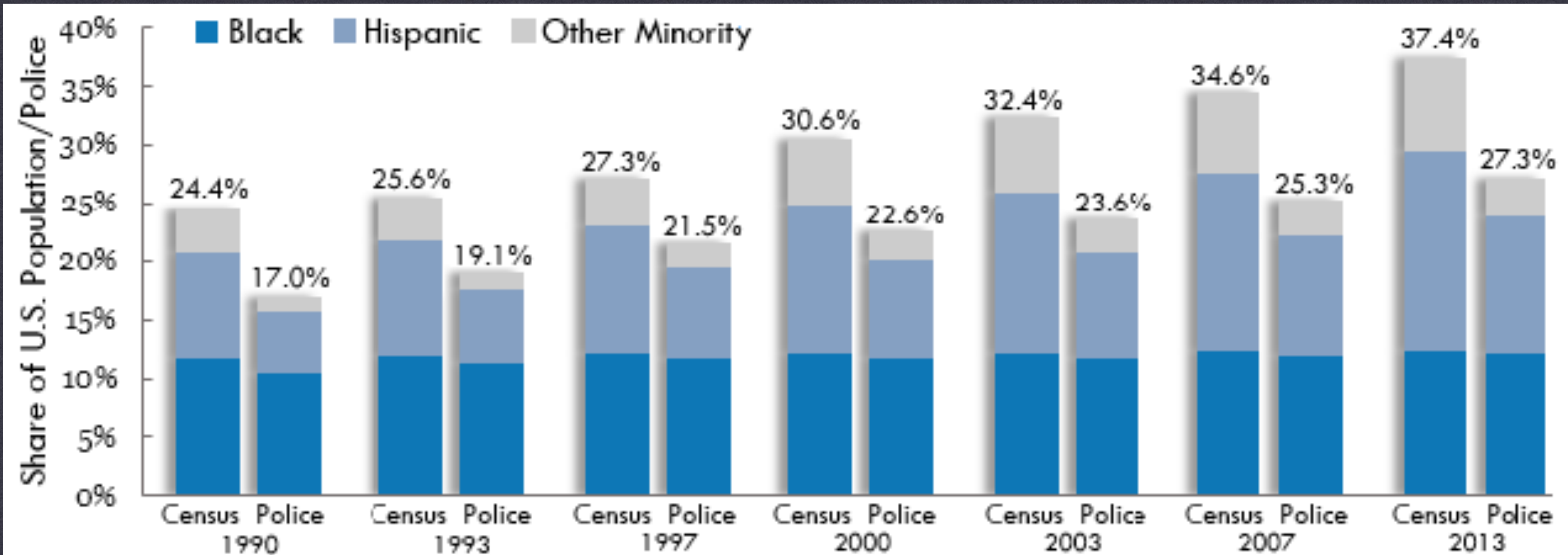


# AMERICAN DEMOGRAPHICS





# RECRUITING



FIGURES REPRESENT NATIONAL TOTALS FOR MORE THAN 12,000 LOCAL POLICE DEPARTMENTS IN THE BJS SURVEY

SOURCES: BJS LEMAS SURVEY, U.S. CENSUS BUREAU POPULATION ESTIMATES PROGRAM



# RECRUITING

**TABLE 5**

**Race and Hispanic origin of full-time sworn personnel in local police departments, by size of population served, 2013**

Population served	Total	White*	Black/African American*	Hispanic/Latino	Asian/Native Hawaiian/other Pacific Islander*	American Indian/Alaska Native*	Two or more races*
All sizes	100%	72.8%	12.2%	11.6%	2.4%	0.6%	0.5%
1,000,000 or more	100%	53.4	17.0	24.7	4.4	0.2	0.3
500,000–999,999	100%	59.8	23.2	9.9	4.5	0.4	2.2
250,000–499,999	100%	67.4	18.6	11.0	2.1	0.6	0.3
100,000–249,999	100%	73.9	12.3	10.7	2.5	0.3	0.3
50,000–99,999	100%	80.4	8.0	9.3	1.6	0.3	0.4
25,000–49,999	100%	86.3	5.9	5.7	0.9	0.9	0.4
10,000–24,999	100%	87.8	5.1	5.7	0.7	0.4	0.3
2,500–9,999	100%	89.0	4.4	4.4	0.4	1.4	0.3
2,499 or fewer	100%	84.4	6.0	5.0	0.7	3.3	0.5

Note: Detail may not sum to total because of rounding. See appendix table 19 for standard errors.

\*Excludes persons of Hispanic or Latino origin.

Source: Bureau of Justice Statistics, Law Enforcement Management and Administrative Statistics (LEMAS) Survey, 2013.



# RECRUITING

**Minority police officers believe that their role as police officers is to protect “good people”; white officers believe their role is to arrest people (Moskos, 2008).**



# RECRUITING

Officers of color





# RECRUITING





# RECRUITING





# CHARACTER BASED SELECTION

## BACKGROUND

- \* In the late 1990's racial profiling started to be a national concern for law enforcement.
- \* Deputies and officers have been consistently trained to use behavior-based policing tactics.
- \* Unfortunately, the community perceived that we were racially profiling.



# CHARACTER BASED SELECTION

In 2001, we conducted a study in which community groups were asked to articulate the character attributes they value in the police officers who serve their community.



# CHARACTER BASED SELECTION

Fifteen character traits determined by Saint Paul citizens:

- \* Acts independently
- \* Compassionate
- \* Courageous
- \* Creative
- \* Enthusiastic
- \* Good judgment
- \* Honest
- \* Interactive

- \* Loyal
- \* Respectful
- \* Responsible
- \* Self-confident
- \* Self-motivated
- \* Tenacious
- \* Understanding



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Honor  
Truth  
Responsibility  
Respect

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- \* Understanding



# CHARACTER BASED SELECTION

Traditionally, hiring and recruitment of deputies and police officers has focused on:

Education  
Competence  
Skills



NYC Transit P.O. Qiang Shi performs CPR to save the life of Rio Ferrer.



# CHARACTER BASED SELECTION

We believe that we are generally able to *train* people to be *competent*.  
We believe that we are able to *reinforce character*.



# CHARACTER BASED SELECTION

How do we keep these four traits at the top of everything we do?

- \* Honor
- \* Truth
- \* Responsibility
- \* Respect





# CHARACTER BASED SELECTION

## IT STARTS WITH YOU

- What you do
- What you say
- What you reward





# CHARACTER BASED SELECTION

How do you demonstrate character and integrity when you communicate with your employees?





# CHARACTER BASED SELECTION

What words do people use when imitating you?





# CHARACTER BASED SELECTION

How we continually evaluate character.

**Academy:** Cadet character traits are measured and evaluated throughout the academy.

**Field Training Program:** Field training officers are carefully selected and they must possess superior technical skills and the 15 character traits. FTO's and trainees skills, competencies, and character traits should be demonstrated and evaluated everyday.

**Probationary Period:** Character and competence should be demonstrated and evaluated throughout the first year.



# CHARACTER BASED SELECTION



And no we don't need you to stay!





# CHARACTER BASED SELECTION

**We believe that character cannot be taught.**

**Therefore, we select individuals based on character, and use the academy, field training, and the probation period for skills training and development**



# CHARACTER BASED SELECTION

**We communicate to our recruit academy that is not good enough to simply pass. Rather, we must have a reasons to keep them. We ask is there enough evidence to convict them of being a highly skilled person of good character?**



# CHARACTER BASED SELECTION



Finally, just as during the probation period, character traits should be evaluated and demonstrated throughout each year of employment. It is vital that positive character is reinforced throughout the employee's career.



# CHARACTER BASED SELECTION

**Truth**

**Honor**

**Respect**

**Responsibility**



# RETENTION

**As of Jan 1, 2013 there are over 20,500 law enforcement agencies in America.**

**724,690 sworn officers in America.**

**48% of local agencies have less than 10 officers.**

**54% of police officers work in jurisdictions with more than 100,000 residents.**

**1 in 8 police officers are female, 1 in 10 front line supervisors are female.**

**27% of police officers are people of color.**

**15% of departments require at least some college.**

(BJS, 2013, Local police departments, 2013:Personnel, policies, and practices)



# RETENTION



“Law enforcement is a stressful occupation and social factors such as race exacerbate occupational stress on minorities in the profession (Brandl and Hassell)”.



# RETENTION

Police Stress	All respondents	African Americans	Whites	Asians	Others	Latinos
Cooperation between the units	66%	45%	67%	86%	67%	64%
Trust my partner	91%	78%	92%	93%	83%	79%
Look for another job	13%	22%	12%	14%	33%	21%
Mistakes	15%	28%	13%	21%	0%	36%
Less likely to get chosen for assignments	24%	28%	21%	57%	33%	36%
Lenient in enforcing rules for minority officers.	7%	11%	30%	7%	20%	0%
Minority officers are held to a higher standard	7%	44%	0.8%	36%	0%	21%

Hodges, 2015

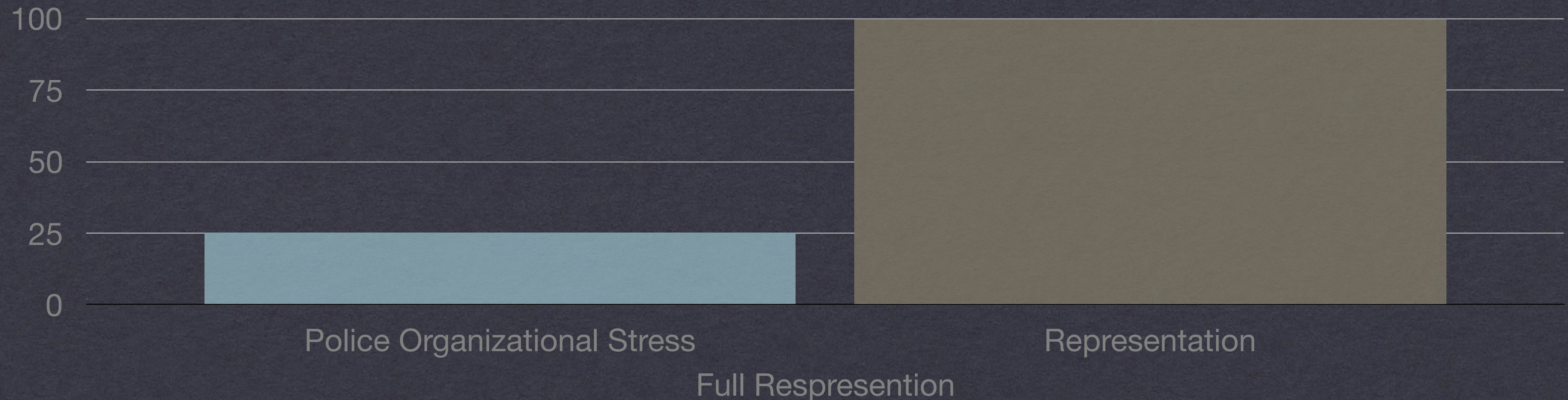


# RETENTION

## *Racial Composition of Command Staff Theory (RCCST)*

***“Members of racial groups who are not represented in the command structure of a law enforcement organization will have higher levels of police organizational stress than those who are represented.”***

***-Hodges (2015)***





# Miami Police Department Command Staff



Chief Rodolfo Lianes



Deputy Chief L. Cabrera



Mjr. D. Magnusson



Mjr. K. Cunningham



Mjr. J. Perez



Mjr. D. Jackson II



Mjr. C. McQueen



Mjr. D. Sanchez



Mjr. L. Melancon



Mjr. D. Moss



Assistant Chief A. Najiy



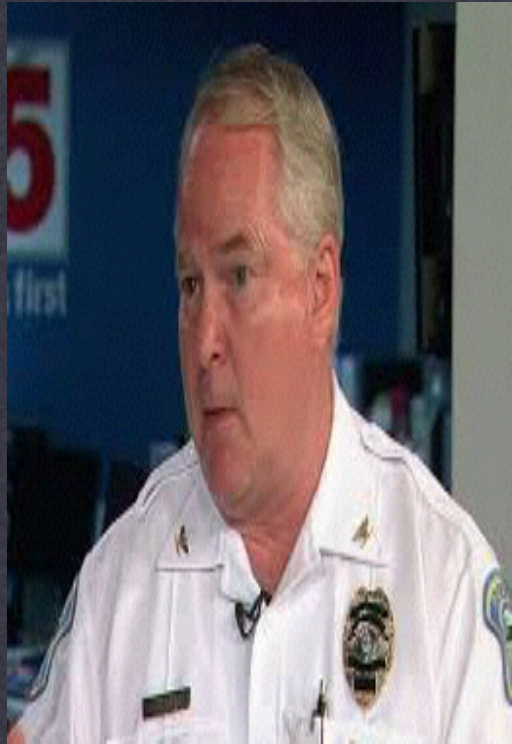
Mjr. J. Martin



Mjr. R. Martinez



# Ferguson Police Department Command Staff



Chief T. Jackson



Lt. R. Nabzdyk



Cpt. R. Henke



Cpt. D. McBride



Cpt. D. DeCarli



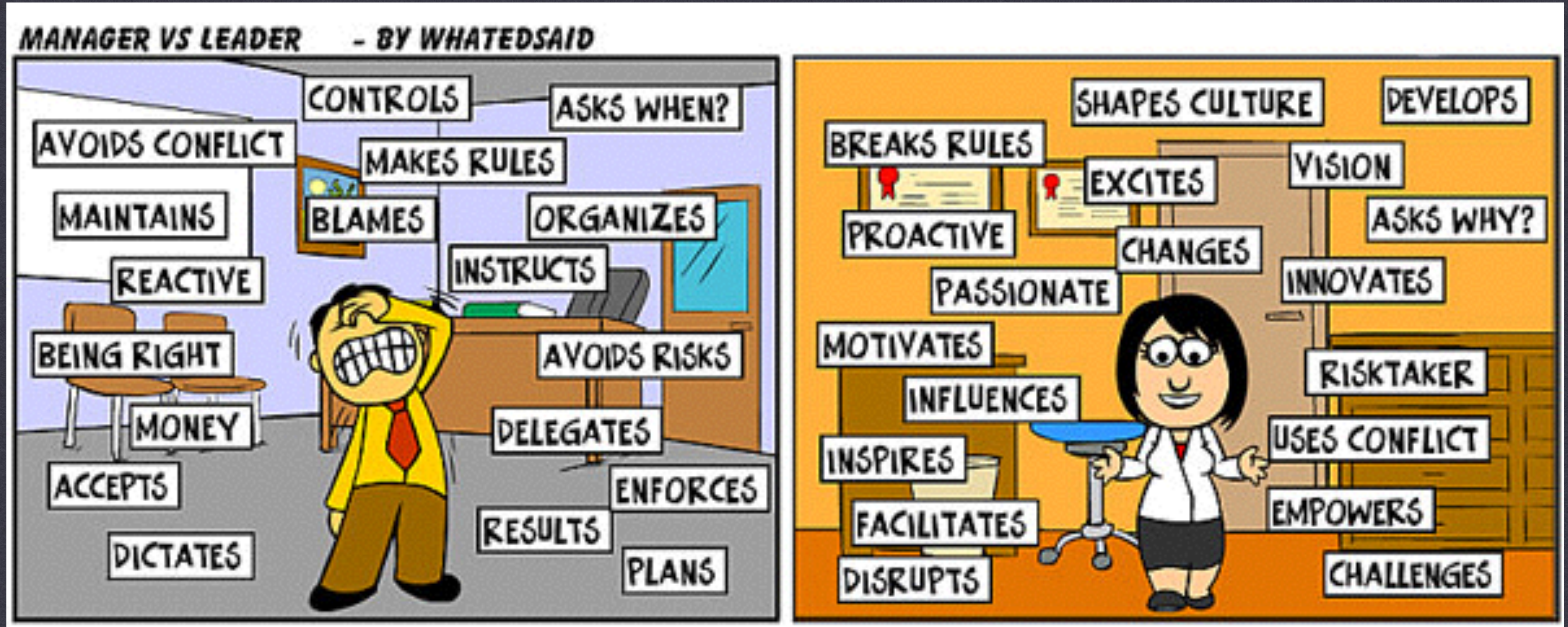
# RETENTION

- ✿ Unfairness costs U.S. employers over **64 billion dollars** a year.
- ✿ People of color are three times more likely to cite workplace unfairness as the **only** reason for leaving their employers than white men and twice as likely as white women.
- ✿ Gay and lesbian workers were **twice** as likely to cite workplace unfairness as the **only** reason for leaving an employer in comparison to heterosexual employees.
- ✿ 85% of workers who leave an employer after experiencing unfairness **discourage** others from seeking a job with their **former employer**.
- ✿ **Fair salary** is the most important concern for white men and women, **benefits** are the most important concern for gay and lesbians, and managers who **recognized** their abilities was the chief concern for employees of color.

-Level Playing Field Institute 2007



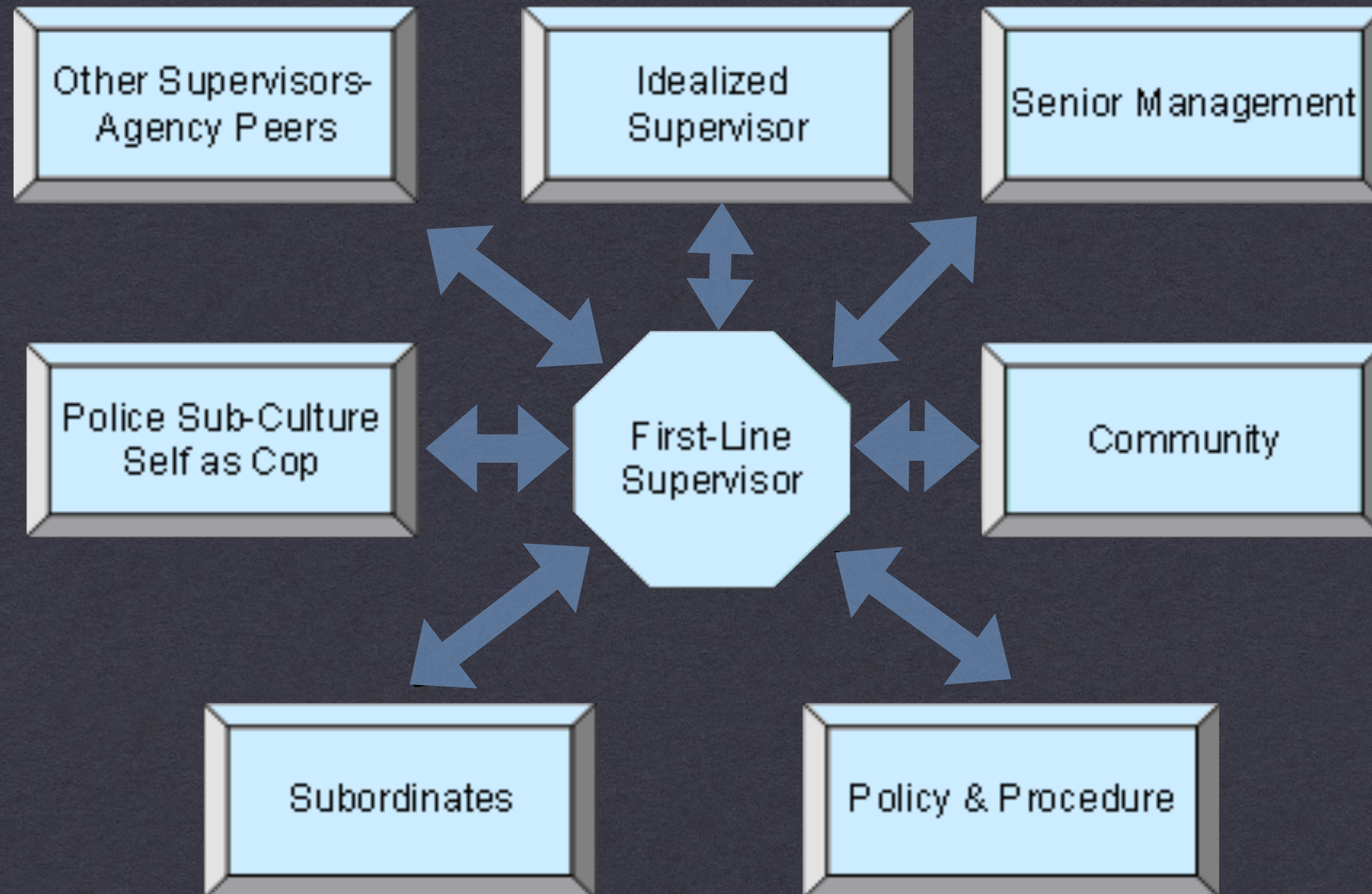
# CHARACTER AND RETENTION





# CHARACTER AND RETENTION

## Dr. Serier Supervisor Multiple Constituency Model





# DISCUSSION/EXERCISE

**What could you change about your recruitment plan to attract a workforce that is reflective of the 21st century?**

**What will you do to ensure that you protect your character?**

**What will you do to attract and retain employees of color?**



# CONCLUSION

- \* **Recruitment:** Demographics, economics, and message.
- \* **Character based selection:** 4 character traits, it starts with you, reinforcement.
- \* **Retention:** Bias in the workplace, RCCST, cost \$\$\$.



# THE END

## Praestantia Per Servo

(Exceptional excellence in looking after and watching over others)