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

PRESENTED BY
BOOKER HODGES, MATT BOSTROM, BLAIR ANDERSON, AND JACK SERIER
<table>
<thead>
<tr>
<th>Blair Anderson</th>
<th>Matt Bostrom</th>
<th>Booker Hodges</th>
<th>Jack Serier</th>
</tr>
</thead>
</table>

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

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

*Excludes persons of Hispanic or Latino origin.

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

<table>
<thead>
<tr>
<th>Class</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>0%</td>
</tr>
<tr>
<td>Working class</td>
<td>37.5%</td>
</tr>
<tr>
<td>Middle class</td>
<td>25%</td>
</tr>
<tr>
<td>Upper class</td>
<td>0%</td>
</tr>
</tbody>
</table>
RECRUITING
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.
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

- Loyal
- Respectful
- Responsible
- Self-confident
- Self-motivated
- Tenacious
- Understanding
CHARACTER BASED SELECTION

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

- **Education**
- **Competence**
- **Skills**
We believe that we are generally able to \textit{train} people to be \textit{competent}. We believe that we are able to \textit{reinforce} character.
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?
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.
And no we don’t need you to stay!
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 reason to keep them. We ask is there enough evidence to convict them of being a highly skilled person of good character?
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
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)
“Law enforcement is a stressful occupation and social factors such as race exacerbate occupational stress on minorities in the profession (Brandl and Hassell).”
## RETENTION

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

Hodges, 2015
**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
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

MANAGER vs LEADER - BY WHATEDSAID

AVOIDS CONFLICT
MAINTAINS
REACTIVE
BEING RIGHT
MONEY
ACCEPTS
DICTATES

CONTROLS
MAKES RULES
BLENAMES
INSTRUCTS
AVOIDS RISKS
DELEGATES
RESULTS
PLANS

ASKS WHEN?
ORGANIZES
ENFORCES

BREAKS RULES
EXCITES
PROACTIVE
PASSIONATE
MOTIVATES
INFLUENCES
INSPIRES
FACILITATES
DISRUPTS

SHAPES CULTURE
DEVELOPS
VISION
ASKS WHY?
INNOVATES
RISKTAKER
USES CONFLICT
EMPowers
CHALLENGES
CHARACTER AND RETENTION
Dr. Serier Supervisor  Multiple Constituency Model

- Other Supervisors-Agency Peers
- Idealized Supervisor
- Senior Management
- Police Sub-Culture Self as Cop
- Community
- Subordinates
- Policy & Procedure

First-Line Supervisor
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)