California POST

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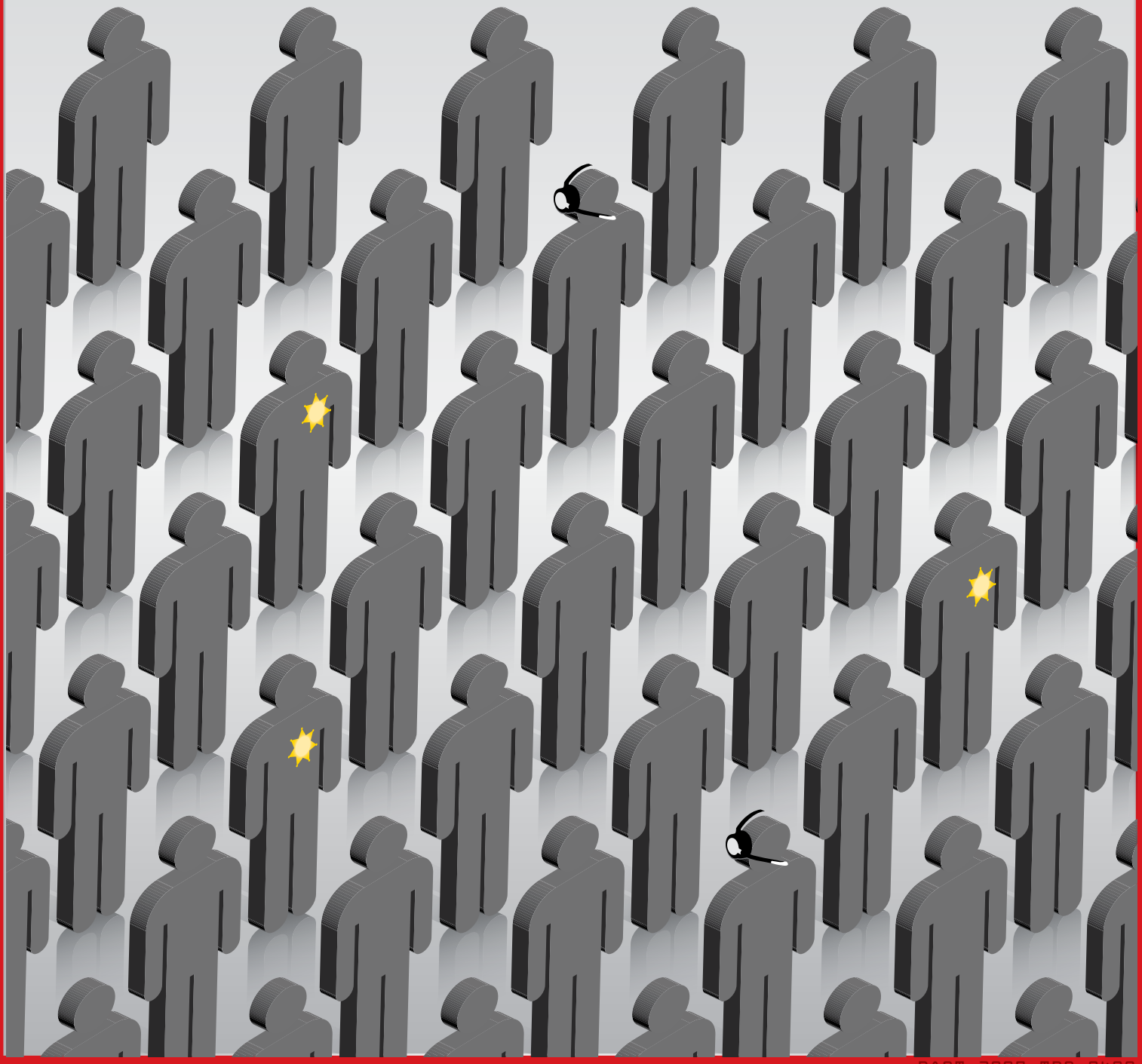
POST Recruitment Strategic Planning Guide

Finding and Keeping the Right People



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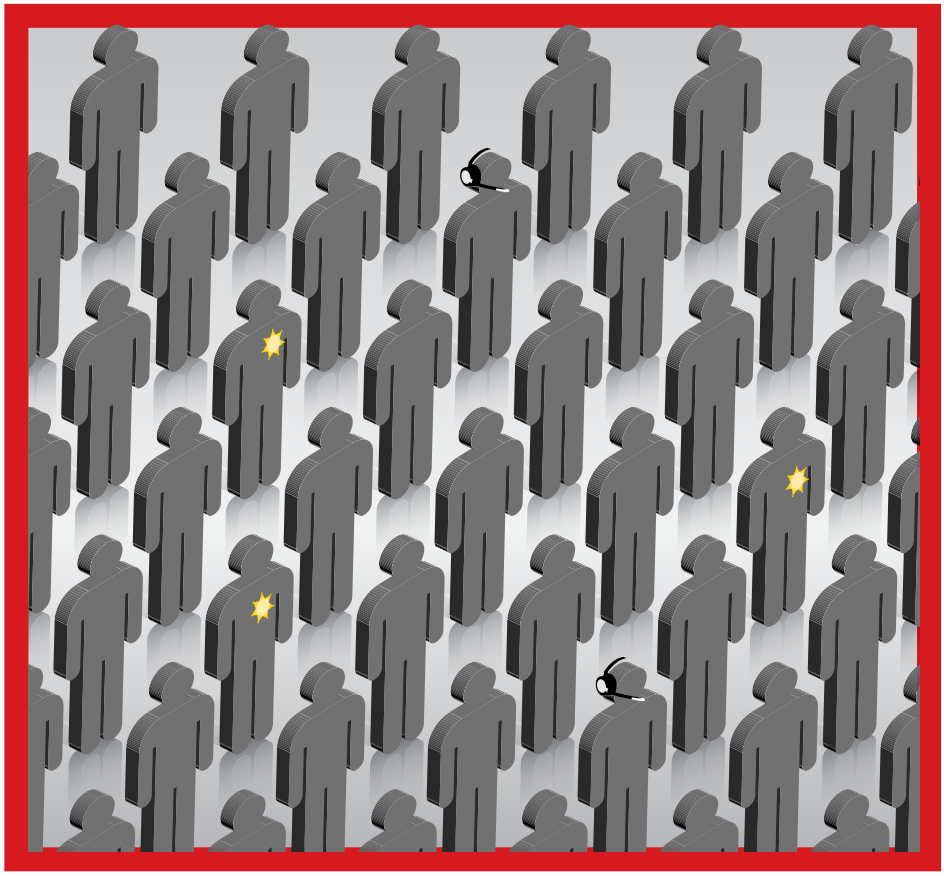

POST Recruitment Strategic Planning Guide

2009 California Commission on Peace Officer
Standards and Training

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POST *mission statement*

The mission of the California Commission on Peace Officer Standards and Training (POST) is to continually enhance the professionalism of California law enforcement in serving its communities.

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commissioners

The POST Commission forms a balanced group of city and county administrators, law enforcement professionals, educators, and public members. The Governor appoints 15 of the commissioners, with the advice and consent of the Senate, for three-year overlapping terms. The Attorney General is an ex-officio member and serves as the 16th POST Commissioner.

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forward

This Recruitment Strategic Planning Guide is designed to help law enforcement professionals develop plans to meet their hiring goals. The guide will identify many of the factors one would want to consider. Examples include:

- Actions to consider to get the planning process off to a good start
- Identifying the ideal candidate
- Internal and external factors that could impact the recruitment planning process
- Identifying stakeholders who can help or hinder the plan
- Strategies that will be employed to recruit qualified candidates

The Recruitment Strategic Planning Guide is cross-referenced with the Recruitment & Retention Best Practices Update published in 2006 (available on the POST website). This feature will enable an individual to quickly find additional information to consider in the planning process.

Included in this guide is a Recruitment Strategic Planning Checklist (Appendix 1). The checklist summarizes key aspects in the recruitment strategic planning process. The Staffing Worksheets (Appendix 2) and the Anytown Police Department Recruitment Strategic Plan (Attachment) are illustrative of what a strategic plan would look like.

This document, coupled with the Recruitment & Retention Best Practices Update, provides a solid foundation for any law enforcement agency to develop a recruitment strategic plan.

Paul A. Cappitelli
Executive Director

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recruitment strategic planning guide[1]

introduction

Keeping the ranks full of qualified peace officers and dispatchers has been a challenge for many of California's police and sheriff's departments. A December 2008 survey of police and sheriff's departments found that 71.3 percent agreed or strongly agreed that recruiting qualified officers was a current priority, and 86.3 percent agreed or strongly agreed it would be a priority over the next five years. In terms of dispatchers, 55.3 percent agreed or strongly agreed that hiring dispatchers is a current priority, and 67.1 percent agreed or strongly agreed that it would be a priority over the next five years. A total of 178 police/sheriff's department representatives responded to this survey, including two communication centers.

As part of the Commission's efforts to assist local agencies with recruitment and retention over the past decade, the Commission funded the Peace Officer Recruitment and Retention Best Practices Booklet in 2001, a Recruitment Symposium in 2001, the Recruitment and Retention Symposium in 2005, the Recruitment and Retention Best Practices Update (BPU) in 2006, and two Recruiter Workshops in 2006.

The goal of this project is to provide local law enforcement with another tool to help recruit and hire qualified peace officers and dispatchers.

This recruitment strategic planning guide is intended to provide a road map that local agencies can use to develop a recruitment strategic plan. In general, a strategic plan can be defined as follows:

> Strategic planning is managing for results. It is defined as a long-term, future-oriented process of assessment, goal setting, and strategy building that maps an explicit path between the present and a vision of the future; it relies on careful consideration of an organization's capabilities and environment, and leads to priority-based resource allocation and other decisions. It is a disciplined effort to produce fundamental decisions and actions that shape and guide what an agency is, what it does, and why it does it. It includes the process of developing a strategic plan.
>
> A strategic plan is an agency's comprehensive plan to address its business needs; i.e., to successfully carry out its programmatic mission[2].

[1] Cross reference with the Recruitment & Retention Best Practices Update document. A copy of this document can be downloaded from the POST website at: http://www.post.ca.gov/training/bestpractices/bestpractices-recruitment.asp

[2] California State Department of Finance, Strategic Planning Guidelines, http://www.cdpr.ca.gov/docs/dept/planning/strg_pln/spguide.pdf, (Last viewed: 23 December 2008), 3.

> Because strategic planning is a team effort that builds consensus on a future direction for an agency, the process itself is as important as the resulting document.

Elements of any strategic plan are goals, objectives, and strategies. Goals are defined as "the desired end result."[3] They are what the strategic plan intends to accomplish over the life of the plan, generally three to five years. For each goal, there are one or more objectives. Objectives are "specific and measurable targets for accomplishment of a goal."[4] Each objective is comprised of one or more strategies. Strategies can be thought of as the action plans to accomplish an objective.

The purpose of this document is to help state and local agencies apply strategic planning principles to developing a recruitment strategic plan. This is something that few police departments do. The December 2008 survey found that only 12.5 percent of responding agencies have a written recruitment strategic plan. On the other hand, 56.2 percent agreed or strongly agreed that a recruitment strategic planning guide would be useful.

While many planning considerations are addressed in this document, it is intended to be a companion document to the Recruitment & Retention Best Practices Update. As such, this document is cross-referenced to help local agency representatives find more information on various topics that should be considered in the recruitment strategic planning process. Additionally, the Recruitment Strategic Planning Guide Checklist, the Anytown Police Department Recruitment Strategic Plan, and Staffing Worksheets have been provided to augment this document.

Since California police and sheriff's departments vary widely in size and complexity, some aspects may be more critical for agencies than others. Further, many local agencies already have strategic planning cycles that range from one to five years. Longer planning cycles require more careful consideration of trends and projections. Hence, more complex agencies with longer planning cycles would do well to incorporate more of the planning components. The main point is to incorporate the components that will add the most value to the recruitment planning process.

[3] Ibid, 13.

[4] Ibid, 14.

getting started

Successful planning starts with laying a solid foundation. These four steps will help get the planning process off to a good start.

First, identify an executive sponsor. This is an individual at the executive level who will champion the process, assist with resources, and remove barriers that arise during the process.

Second, select a project coordinator who, ideally, understands the recruitment and planning processes. This individual will find this planning guide, the Recruitment Strategic Planning Guide Checklist, and the Anytown Recruitment Strategic Plan helpful. Additionally, assembling a planning team can be helpful to assist with the work and involve diverse perspectives by engaging personnel from various assignments within the department.

Third, develop a partnership with Human Resources (HR). HR is typically involved in the planning process and, as such, is an important stakeholder. Involving HR early on can often enhance the planning process, as well as help avoid potential issues later on. In some cases, HR may be able to assist in identifying ways to improve the recruitment and selection process and/or help with fact-finding.

Fourth and finally, determine the time frame for the plan. While most strategic planning processes are three to five years, a recruitment strategic plan could be shorter due to imminent hiring needs.

With this foundation in place, the following planning considerations will help focus the direction of the plan.

planning considerations

There are several planning considerations. Most agencies will likely find these to be the most critical:

- Identifying the ideal candidate
- Reviewing internal factors
- Reviewing external factors
- Reviewing and identifying important stakeholders

Each of these is briefly addressed. An assessment of these considerations will help an agency identify current and future needs, trends, and internal and external factors important in the planning process, as well as stakeholders who can help or hinder the recruiting process.

A. Ideal Candidate

Who is the ideal candidate? For some agencies, it may simply be a qualified candidate. However, consider delving deeper. Who has been most successful in your agency in the past several years? Identify the top performers and develop a profile. Such a profile may include a review of their background investigation report to determine education and age at the time of hire, prior military experience, or length of tenure with previous employers. (Refer to agency policy prior to conducting such a review.)

One agency that did this found that the most successful candidates had an average of two years of college, were 27 years old, and had several years of stable employment prior to being hired.

Additionally, survey these top performers. Ask questions like: how did they learn about employment opportunities with the agency, what do they like most about the agency, how do they spend their free time, can they recommend family and/or friends who are similar to them, and related questions. The same agency that reviewed the backgrounds of top performers found that the overwhelming majority of top performers were recruited by current employees, they were actively involved in intramural sports, and they frequently attended professional sporting events.

This process can help identify who has been most successful in the organization, as well as identify recruitment strategies and potential recruitment venues. This process may take time, depending on the size of the pool, but may yield rich information.

Additional helpful information can be gained by surveying current employees to identify what they like best about the agency and what keeps them there. The survey process could be used to identify potential recruitment strategies and venues for good candidates. If an agency found that employees were very unhappy, then relying heavily on employees to help recruit candidates may be ill-advised. On the other hand, things that employees find attractive can provide information useful in developing a recruitment message.

B. Internal Factors

It is important to review a variety of internal factors. Consider the following:

1. What is the current authorized number of positions? How has that number changed over the past several years? Is it anticipated that this number will increase or decrease over the planning period? For example, have new positions been approved? Does the jurisdiction anticipate losing positions due to a bad economy or higher than normal attrition?

2. What is the current number of peace officer and/or dispatcher vacancies?

3. Has the department conducted a workload study to determine the appropriate staffing now and in the future, taking into consideration department and community goals and priorities? If so, can some of the work load be handled through alternative options, such as civilianization or technology?

4. What has been the attrition rate of peace officers and/or dispatchers for each of the past three to five years? Break down the attrition rate to identify those who left due to service retirements, medical retirements, voluntary turnover, or other separations.

5. How many retirements may occur in the next three to five years? While Internal Factor #4 will provide a historical perspective, consider surveying existing employees to determine the number who are eligible to retire in the next three to five years.

6. To what degree do employee demographics reflect that of the community? What segments of the community are underrepresented?

7. Has a collaborative partnership with HR been developed (whether internal or external to the department)? Has the respective role of each partner been defined?

C. *External Factors*

There are a variety of external factors to be considered in the planning process. In the short-term, they include:

1. What is the projected growth of the resident population in the next three to five years? Do city planners anticipate 1,000, 5,000, or more people moving into the jurisdiction over the next three years? It may be helpful to look backwards at how many people have moved into the city in the past three to five years.

2. What is happening in the jurisdiction that can impact service demands? For example, is the city due to annex an area that will necessitate adding positions? Will the agency be entering into a contract to provide services to another jurisdiction?

3. What kind of development or redevelopment has been approved or is currently in the planning process? What are the potential impacts for the law enforcement agency? For projects that have been approved, were there recommendations in the staffing report(s) to augment police services and, if so, did the staffing augmentation occur?

4. What is happening in the business community and/or other sectors locally? Are businesses laying-off employees, which represent a hiring opportunity, or are they in an aggressive hiring mode to support expansion, making them a competitor? Can the agency benefit from layoffs that are occurring in a particular sector? Is a nearby military base being closed or expanded?

5. How will the demographics of the jurisdiction change? For example, are older, retired people moving into the jurisdiction, versus families with children? Is the ethnic and/or cultural composition of the jurisdiction changing? For example, in 2006, the California Department of Finance estimated that 34.9 percent of the population was Hispanic[5] , which reflects an increase of 3.4 percent since 2001.[6] It is projected that between 2000 and 2050, the number of Hispanics in the U.S. will double.[7]

6. How will the focus of city council or board of supervisors policy decisions impact hiring? For example, if the city council has a strong focus on tourism, how will this impact hiring?

7. What are the regional/local pay/benefit trends among surrounding law enforcement agencies? How does your jurisdiction compare to those trends? How many years out do the agency's current bargaining agreements extend?

8. What other external factors may impact the recruitment process?

In the long-term, changes in the operational environment - the environment in which an agency operates locally and in the broader context - typically occur in one or more of five categories: sociologically, technologically, environmentally, economically, and politically.

- ***Sociologically*** – What are emerging issues that are sociological in nature? One example would be the introduction of the Millennials into the workforce. Millennials are those people born between 1980 and 1995 or 2002 (depending on the source). This generation is the largest yet, and it brings perspectives that may be very different from other generations in the workforce. Unfortunately, the majority of them are not old enough to reduce staffing shortages arising from the rapid departure of Baby Boomers.

- ***Technologically*** – What are emerging issues that are technological in nature? One example is the drop in price of various technologies, as well as the rapid improvement of technology that is being used in policing agencies.

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[5] California Department of Finance, California Current Population Survey Report March 2006, September 2007, http://www.dof.ca.gov/HTML/DEMOGRAP/ReportsPapers/documents/California%20Current%20Population%20Survey%20Extended%20Report,%20March%202006.pdf, (Last viewed: 23 December 2008), 1.

[6] California Department of Finance, California Current Population Survey Report March 2001, February 2002, http://www.dof.ca.gov/HTML/DEMOGRAP/ReportsPapers/documents/CPS-2001.pdf, (Last viewed: 23 December 2008), 1.

[7] Marvin J. Cetron and Owen Davies, "Trends Now Shaping the Future", The Futurist, March-April 2005, 31.

- ***Environmentally*** – What are emerging issues that are environmental in nature? One example is a greater sensitivity to environmental issues among younger workers.

- ***Economically*** – What are emerging issues that are economic in nature? One example involves economic downturns. Home values, for example, may drop several years before steep declines occur. Reduced state and local revenue can have a profound impact on hiring.

- ***Politically*** – What are emerging issues that are political in nature? One example would be a greater acceptance of, and demand for, scrutiny of public agencies. Independent review boards are one form of scrutiny. Another is increasing pressure to move away from enhanced retirements, such as 3% @ 50.

While scanning the horizon for developments in these five areas, it is often possible to identify emerging issues that will impact one's profession and/or jurisdiction. The sooner an issue is identified, the more time there is to adjust recruitment strategies.

D. Stakeholders

Stakeholders are people who can impact the department or who are impacted by what the department does. They are both internal and external to the agency. Examples of internal stakeholders include chief executives, public information officer(s), training staff, HR, union stewards, and operational staff. Examples of external stakeholders include city council/board of supervisors, city/county HR, and community groups. The main consideration is how stakeholder support can be leveraged to strengthen the strategic plan. Conversely, in what ways can these stakeholders adversely impact the development and implementation of the strategic plan?

organizational strengths/ weaknesses for recruitment

Taking time to assess the organization's strengths and weaknesses will help capitalize on strengths and create an awareness of weaknesses, some of which may be able to be mitigated. The following is a list of potential organizational strengths and weaknesses.

Given the assessment of recruitment planning considerations identified in the section above, what are the organization's strengths and weaknesses?

A. Agency Reputation

A survey of peace officer recruits in 15 academies around the state revealed that more than 80 percent of respondents considered the following factors in accepting employment with a police or sheriff's department: agency reputation, variety of assignments, agency location, and willingness to send the recruit to the academy (see BPU, 31). Other factors also received high marks in terms of desirability among these respondents. While the reputation of an agency received the highest response as a reason for

accepting employment, an agency should review each of the attractors and assess the degree to which they represent strengths or weaknesses to potential candidates.

For example, what is your agency's reputation in the community? Will potential candidates be attracted to the agency because it has a positive reputation in their community, or will the agency's reputation serve as a detractor, dissuading qualified candidates from pursuing employment with an agency?

This is particularly important for hiring from diverse segments of the community (see BPU, 55). How will those who have influence over potential candidates view the agency, such as parents and friends?

Part of an agency's reputation, especially for candidates who may not be from the local community, is embodied in the vision, mission, and values of an agency. Do the vision, mission, and values send a strong message of equality, fairness, inclusiveness, and respect both in terms of the service provided to the community and in the treatment of employees? An agency's website is a window into an agency and can communicate a powerful message to potential candidates. If these exist (mission, vision, and values), are they posted on the agency's website? Is there other information on the agency's website that demonstrates that these are real, not just empty words? According to a survey of peace officer recruits, self-referral and agency website were the top two ways recruits were attracted to agencies (see BPU, 32). In fact, a survey of recruiters across the U.S. found that the Internet was the best source of qualified candidates (see BPU, 48). As potential recruits view the various web pages, will he/she conclude that your agency has a positive reputation in the community? What was the experience of the candidates in the selection process, i.e., did the candidates feel like they were treated fairly? Were their requests for information handled in a timely manner?

B. Locale

California offers a wide spectrum of law enforcement settings, ranging from very remote to metropolitan. The recruit survey revealed that an agency's location was an important factor for many recruits in accepting employment with an agency (see BPU, 31). What is it about your locale that is a hiring asset or challenge? For many California agencies, the cost of housing represents a significant challenge in recruitment (see BPU, 42). However, many agencies are located in coastal, rural, and/or mountain areas where there are beautiful surroundings and affordable housing. Within this range, where does the agency fall? To what degree is the housing affordable? What locale and/or community assets attract potential candidates?

Exit interviews, as part of assessing attrition, can provide important feedback as to whether factors in this category are strengths or weaknesses. For example, if officers or dispatchers are leaving for employment with agencies

closer to where they live, this could be an example of a locale weakness due to lack of affordable housing. A survey of the employee database to determine where employees live could also provide an indication as to whether employees are finding affordable housing nearby.

C. *Agency Attributes*

What is it about the agency that is especially unique or attractive to potential candidates? For example, the recruit survey revealed that variation in assignments, retirement plan, salary and benefits, and work hours (compact work weeks) were important to recruits (see BPU, 31). Are these strengths or weaknesses for the agency?

Does the agency provide educational incentives or professional growth opportunities? Does the agency embrace a coaching philosophy toward employee development? Does the agency have a succession plan to develop employees to assume greater levels of responsibility?

What is the culture of the agency? Is it small and family oriented? Is it large and impersonal? Is the leadership progressive? Do employees have opportunities to provide input? If so, do they get feedback as to what action was taken? Is there a sense of camaraderie?

An employee survey can reveal which agency attributes are strengths or weaknesses. Strengths can be used to help recruit new employees. What steps can be taken to mitigate or remove weaknesses? Improvement plans are a positive way to demonstrate the agency is working to overcome challenges.

D. *Stakeholder Relationships*

What is the agency's relationship with stakeholders? These may be internal as with bargaining units and/or external as with city council, city or county HR, community groups, local colleges, and regional academies. Strong relationships can be used as a foundation to build a stronger recruitment strategic plan. Poor relationships with key stakeholders can undermine the effectiveness of a recruitment strategic plan in a variety of ways. Chapter 8 of the Best Practices Update provides many practical steps for developing external partnerships (see BPU, 125).

If poor relationships exist, what steps can be taken to improve or mitigate the relationship? Are there alternative approaches that can be used to work around a particular relationship?

selection/training of staff

Who will be assigned to implement the recruitment strategic plan?

Selecting and training the right staff as recruiters is crucial. There are a variety of skills and/or characteristics that are important for recruiters (see BPU, 139). Will the recruitment staff be full-time or part-time? Regardless of who is selected, they will need to have clear recruitment goals and objectives. Involving them in the development of the recruitment strategic plan is strongly recommended.

Training recruitment staff is important. The capabilities necessary to be an effective recruiter involve skill sets they may not have acquired in other assignments. Additionally, they will need a working knowledge of the hiring process, such as written and oral testing, background investigation, medical and psychological screening, related labor laws, and time frames, as well as information about pay and benefits. Building a strong relationship with HR is recommended.

Training can be provided in various ways. On the job training with more experienced recruiters, reviewing the Best Practices Updates, and attending recruitment courses and conferences are all helpful.

end to end review

Repeatedly, police and sheriff's department staff and executives complain about the amount of time it takes to complete the hiring process. The best way to deal with this issue is to clearly understand the process.

What does POST require? What does labor law require? What does HR require? Knowing the answers to these three questions is important.

A good place to start is by developing a flow chart that reflects every step in the current recruitment, selection, and hiring process. Include time frames for each step in the process. When the flow chart is complete, review each step with these questions in mind: Is this step required? Can it be combined with another step? Can it be done faster? Is it redundant? Chapter 7 of the Best Practices Update provides tips for improving the selection process (see BPU, 117). Additionally, take time to review the POST Administrative Manual, Section 9050-9055 - Minimum Standards for Police Officer Employment, Peace Officer Selection Standards, Public Safety Dispatcher Selection Standards, and the POST Background Investigation Manual - Guidelines for the Investigator. All of these documents, including selection standards FAQs, are available on the POST website, www.post.ca.gov.

Some departments conduct the process in a linear, sequential fashion. Others have been able to combine steps to reduce the time required. One large department, for example, brings the hiring decision-makers together at one time and place. A background investigation officer presents the candidate. A decision is made on the spot to hire or reject the candidate. In other agencies, the background investigation package may move from one reviewer's desk to another until the final reviewer's approval, sometimes taking several days or weeks. Another approach some departments employ is scheduling the written exam, oral interview, and physical abilities assessment on the same day.

Partnering with HR and securing executive commitment to speed up the process can be very helpful. Additionally, some agencies are using technology to facilitate the process by employing on-line applications. One creative agency

routes a copy of peace officer applications directly to the recruitment unit for an early review. Promising candidates may be contacted and "fast-tracked" through the process, improving recruitment efforts.

personalize the process

Candidates want the personal touch. A long recruitment process with little or no contact by the agency will undermine results.

Good candidates may be hired by other agencies or give up on a law enforcement career and seek employment elsewhere. How will the department personalize the process? A part of the strategic planning process includes addressing how the agency will make regular contact with candidates to keep them informed and interested in the agency. Will someone in recruiting call candidates? Will the agency communicate with them via email? Will someone send them an agency newsletter? A customer-focused hiring philosophy is one that seeks to personalize the hiring process.

Personalizing the process includes looking for ways to connect with those who can influence a candidate's decision. Some agencies conduct an open house event where parents, spouses, and other family members get a tour of the agency and have the opportunity to hear more about the agency, as well as get answers to their questions. What steps will be taken to connect with potential influencers? Personalizing the recruitment process is covered in Chapter 9 of the Best Practices Update (see BPU, 129).

strategies

What strategies will be used to attract qualified candidates? What strategies have worked in the past? Which did not?

Apart from self-referral, the survey of academy recruits identified the Internet and agency employees as the most effective recruitment strategies (see BPU, 33).

A. *Internet*

Do you have a recruitment website that is up-to-date, uses good graphics and/or animation, provides the information that potential candidates want, is simple to navigate, and is linked to other key department information? Is there an email link or phone number for those who want additional information? If so, are those inquiries promptly answered? Has the agency considered a recruitment blog on its website or social networks to facilitate internet recruitment? Are employment flyers, applications, and other pertinent materials downloadable? Can applications be submitted online?

B. *Employees*

In what ways can all department employees be engaged in recruitment? Where should recruitment information be placed so that employees can easily access it and who will keep the supplies stocked? Should an employee recruitment incentive be created? Should a recruitment media kit be developed for agency staff to use when making a presentation in the community on other topics? More information is provided in Chapter 9, "Developing an Employee Referral Program," of the Best Practices

Update (see BPU, 145), including ideas on how to engage employees in the recruitment process.

C. Agency Portals

Should the recruitment strategy identify other "portals of entry" as a means to attract potential candidates into the agency? Volunteer and paid internships, clerical positions, and other civil service positions are just three potential portals to bring people into the agency who may later be prime candidates for peace officer or dispatcher positions.

D. Community Partnerships

Who are potential partners in the community who can help to reach qualified candidates? Which potential partners may have access to targeted groups? Once potential partnerships have been identified, the following should be considered: how to approach these groups, how to explain the benefits of a partnership, and how to educate them on ways they can assist the department. After community partnerships have been established, what logistics are necessary to provide them with materials needed to assist the department and to maintain contact with them for feedback on candidate referrals?

Numerous strategies are referenced in the Best Practices Update. Start with Chapter 2, "Recruitment." Look at a variety of strategies for diversity recruitment in Chapter 3, "Diversity Recruitment."

advertising

Advertising is a strategy, which is also related to some of the topics addressed in the section above. In this section, it is narrowly focused on external media outlets, such as radio and television, and Internet job boards, whether done as a public service announcement or paid advertisement.

The basic steps for developing an advertising plan involve determining the target audience, identifying the advertising strategies needed to reach that audience, prioritizing advertising strategies, and implementing the advertising plan. While all of this does not have to be done as a part of the recruitment strategic plan, the recruitment strategic plan will impact how robust the advertising plan will need to be to attract the numbers and types of people desired. The more robust the advertising plan, the bigger the advertising budget will need to be.

At this point in the process, identify what was budgeted for advertising in each of the past three to five years. If the hiring needs are projected to be the same, then previous budgeted amounts may be sufficient if those amounts were adequate and the hiring landscape has not changed. If the labor market is tight, more money may be needed. On the other hand, if the economy is doing poorly and businesses are laying off employees, then less money may be needed.

A previous survey of California law enforcement agencies found that about 53 percent of the respondents budgeted no money for advertising, and another 28 percent budgeted less than $5,000. Less than 4 percent budgeted more than $20,000 (see BPU, 43).

Advertising costs for radio, television, or newspapers may be approximated by identifying media that best reach the primary targeted audience(s). Work with an account manager to estimate the number of ads to be run during the appropriate time frame and the corresponding cost. This can provide an approximate cost for advertising in potential sources.

There are a variety of ways to keep advertising costs down, such as sharing advertising costs with other city or county departments. More information about advertising can be found in Chapter 6, "Developing an Advertising Plan" (see BPU, 107).

evaluate the results

No strategic plan would be complete without including an evaluative component. How will the effectiveness of the recruitment strategic plan be evaluated?

It is important to determine how results will be measured at the beginning of the recruitment strategic planning process; appropriate measures can be put in place that will provide the data that is necessary for a comprehensive evaluation of both the plan and strategies employed.

For example, track how candidates heard about job opportunities. How will this be done? Some agencies, for example, have candidates complete a short survey that provides this type of feedback prior to starting the written examination. This can also be done for those who are ultimately hired. One benefit of doing this is that it allows you to identify which strategies attracted the most applicants and/or which strategies resulted in the most candidates qualifying for hiring. This information also allows for the calculation of an advertising cost per applicant, so a determination can be made as to which form of advertising was most effective.

Ongoing evaluation provides the information necessary to make adjustments to the recruitment strategic plan, as well as the strategies employed. More information is available in Chapter 5, "Developing a Recruitment Strategic Plan," and Chapter 6, "Developing an Advertising Plan" (see BPU, pages 97 and 107).

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appendix 1

recruitment strategic planning guide checklist

getting started

- ☐ Select a project coordinator who is knowledgeable about planning and recruitment.
- ☐ Select an executive sponsor.
- ☐ Develop a partnership with HR.
- ☐ What is the time frame associated with this plan?

planning considerations

- ☐ Identify the ideal candidate.
- ☐ Are there particular segments of the community that should be targeted for recruitment?

internal factors

- ☐ What is the current number of officer and dispatcher vacancies?
- ☐ What is the annual attrition rate by type (retirement, voluntary termination, etc.)?
- ☐ How many positions need to be filled annually over the life of the plan? Has a workload study been conducted?
- ☐ To what extent do employee demographics reflect that of the community? What priorities should be established to focus recruitment efforts?

external factors

- ☐ How much will the residential or business communities grow annually over the next three to five years?
- ☐ What external factors may increase staffing levels in the next three to five years, such as an annexation or contract to provide service to another jurisdiction or customer?
- ☐ How will community demographics change in the next three to five years?
- ☐ What kind of development or redevelopment has been approved or is in the planning process and how will this impact staffing?
- ☐ Are service priorities expected to change that could result in staffing increases or decreases?
- ☐ What is the cumulative impact of these external factors annually?
- ☐ What is happening with other employers in the region that represent hiring opportunities and/or make them a competitor for qualified candidates?

- ❑ What are the regional/local pay and benefit trends among other law enforcement employers and how do those compare with the pay and benefits of your agency?
- ❑ How will sociological, technological, environmental, economic, or political trends impact the city/county?
- ❑ Who are stakeholders that may impact the selection and hiring process?

organizational strengths and weaknesses

- ❑ What is the reputation of the agency in the community and how can that reputation benefit or hinder the recruitment process?
- ❑ Does the agency have a good Internet recruitment site?
- ❑ What aspects about the community and region can be used to attract potential candidates and what drawbacks may exist that adversely impact recruitment?
- ❑ What aspects about the agency, including culture, may be attractive to potential candidates?
- ❑ What kind of relationship does the agency have with internal and external stakeholders?
- ❑ Did candidates have a positive experience in the selection process?

selection and training of recruitment staff

- ❑ Who will implement the recruitment strategic plan? How can they be involved in the development and implementation of this plan?
- ❑ What training will they need to be effective recruiters?
- ❑ Do they clearly understand the selection process?

end to end review

- ❑ Review POST, labor law, and HR requirements.
- ❑ Develop a flowchart depicting the selection process.
- ❑ In light of the requirements, review the selection process flowchart to determine what steps can be eliminated, combined, or modified to expedite the selection process.
- ❑ How can technology be employed to make the process faster and/or more effective?

personalize the process

- ❑ How will contact be maintained with candidates during the selection process (e.g., e-mail or telephone)?
- ❑ Designate a point of contact that candidates can call with questions.
- ❑ How will you market to those who can influence candidates?

strategies

- ☐ Review the Recruitment & Retention Best Practices Update (Chapters 2 & 3) for more strategy ideas.

employees

- ☐ How will employees be advised and reminded, as "recruitment associates," about job opportunities prior to and during the selection process?
- ☐ Where will recruitment information for employees be placed and who will restock the supplies?
- ☐ Has an employee recruitment incentive been considered?

agency portals

- ☐ Are current employees being encouraged to apply for dispatcher and police officer positions?
- ☐ Has there been consideration given to offering entry level positions (e.g., clerical or property room assignments) to candidates who could promote to dispatcher or police officer positions?
- ☐ Are high school and college internships encouraged?

community partnerships

- ☐ What community organizations can help to connect with qualified candidates?
- ☐ How can a partnership with high priority community organizations be developed?
- ☐ How will contact with community organizations be maintained?

advertising

- ☐ What advertising strategies will reach the targeted audience?
- ☐ What advertising strategies have successfully worked in the past? What monies have been approved for advertising in the past?
- ☐ What strategies are most cost effective to use, considering the number of positions to fill and available resources to pay for advertising?
- ☐ How much money will be needed to budget for advertising?

evaluation

- ☐ How will the effectiveness of the recruitment plan be evaluated?
- ☐ Based on evaluation feedback, what changes will be made to improve results?

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appendix 2

staffing worksheets

The following tables reflect worksheets used to project the annual staffing needs for the next five years. [12]

table 1

Police Officer & Dispatcher – New Staffing Worksheets

Classification	Year 1	Year 2 - New Staff		New Totals	
	Current	Existing	Annex.	Total	New Req.
Officer	131	2	20	153	2[13]
Dispatcher	18	0	3	21	3

Classification	Year 2	Year 3 - New Staff		New Totals	
	Current	Existing	Annex.	Total	New Req.
Officer	153	3	2	158	3[14]
Dispatcher	21	0	0	21	0

Classification	Year 3	Year 4 - New Staff		New Totals	
	Current	Existing	Annex.	Total	New Req.
Officer	158	3	2	163	1
Dispatcher	21	1	22	1	1

Classification	Year 4	Year 5 - New Staff		New Totals	
	Current	Existing	Annex.	Total	New Req.
Officer	163	2	2	167	2
Dispatcher	22	0	0	22	0

[12] The city commissioned a workload study to determine the current and projected workload of officers and dispatchers. POST recommends conducting a workload study taking into consideration community goals and priorities, which may vary significantly between jurisdictions. These tables reflect the current and projected additional staff needed.

[13] Twenty positions with the annexation have already been approved and so were not reflected here.

[14] Two positions were pre-approved with the annex for years 3-5, so will not be listed as new positions to be requested here and in years 4 and 5, as well.

table 2

Estimated Annual Attrition[15]

Classification	Year 1	Year 2	Year 3	Year 4	Year 5
Officer	13.5	14.9	15.3	15.75	16.2
Dispatcher	2.88	3.4	3.4	3.5	3.5

table 3

Annual Hiring Goals[16]

Year 1				
Classification	Vac	Att	New	Total
Officer	26	14	0	40
Dispatcher	6	3	0	9
Year 2				
Officer	0	15	22	37
Dispatcher	0	3	3	6
Year 3				
Officer	0	15	5	20
Dispatcher	0	3	0	3
Year 4				
Officer	0	16	5	21
Dispatcher	0	4	1	5
Year 5				
Officer	0	16	4	20
Dispatcher	0	4	0	4

[15] All authorized sworn classifications are used in calculating the sworn attrition rate. With the increased projected retirements for sworn classifications, a 9 percent annual attrition rate will be used (historical attrition rate of 5 percent plus 4 percent for a greater number of retirements). The annual attrition rate for dispatchers is 16 percent. Attrition includes retirements, voluntary separations, and terminations.

[16] Numbers are rounded to the nearest whole number. While unlikely, this example assumes that all vacancies are filled by the end of each year. In this table, the following abbreviations were used: Vacation (Vac), Attrition (Att).

Attachment

Anytown Police Department

This recruitment strategic plan is designed to provide law enforcement agencies a model to consider when addressing recruitment needs and is meant to be used in conjunction with the POST Recruitment Strategic Planning Guide and POST Recruitment & Retention Best Practices Update. It is based on a medium sized, municipal police department; your department's plan may be more or less extensive depending on hiring needs, available resources, and candidate pool.

You may use the text of this model as a starting point to make developing your plan faster and easier. Download text

Recruitment Strategic Plan

2010-2015

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From: Chief Ben American

To: All Department

Subject: Recruitment Strategic Plan

Attracting qualified staff, especially police officers and dispatchers, has been a challenge. If we fail to take the initiative, the challenges we face in the next five years will be unreasonably difficult.

As we look toward the future, several priorities are clear. First, the annexation of Black Stone in a year will necessitate the hiring of 20 police officers, 2 sergeants, and 3 dispatchers. This is a sizable number of people to hire and train. Second, our police force does not reflect the demographics of our growing community. I believe our police department should mirror our community. Third, retirement projections show a significant increase in the number of people who will retire over the next five years. These realities, coupled with normal attrition, reveal the need to hire approximately 138 police officers and 27 dispatchers.

In order to meet our hiring needs, we need every member of our department helping us find the most qualified staff. This plan represents a significant step forward. However, those who participated in drafting this plan, and those assigned to the Recruitment Unit, cannot alone attain our hiring goals. We need everyone's help! Our goals are:

- Achieve annual hiring goals to meet anticipated staffing needs
- Increase the number of Hispanic employees (by approximately 15 percent) to achieve parity with the community
- Double the number of female officers by year 2015
- Reduce dispatcher turnover by 50 percent within two years

I want to thank the Recruitment Strategic Planning Team for the excellent work this plan represents. The members of the Recruitment Strategic Planning Team are:

Sergeant Rod Blazing	Officer Sam Fong
Officer Angela Mendez	CSO Brenda Johns
Officer Jim Smith	

I also want to thank Captain Jim Rolo who was the executive sponsor for the development of the Recruitment Strategic Plan. He will continue in this role as we implement the plan. Please give your utmost support to the Recruitment Unit as we begin to implement strategies for each of the goals. We must plan! We must find the right staff!

Chief Ben American

Introduction

The purpose of this Recruitment Strategic Plan is to guide the recruitment efforts of this department over the next five years, 2010-2015. The annexation of Black Stone, a projected increase in retirements, and normal attrition will make recruitment in the next several years the most challenging the department has experienced in at least 20 years.

Department personnel and key stakeholders, like members of Anytown City Council and Human Resources (HR), have provided invaluable information that has helped in the development of this strategic plan. The Recruitment Strategic Planning Team says "Thank you" to each of you!

Though this strategic plan is nicely bound, it is intended to be a living document that will change as our environment changes and as we evaluate what works and what does not. Therefore, we fully expect that there may be adjustments to our goals and strategies over the course of the next five years.

Questions about any part of this plan may be directed to any member of the Recruitment Strategic Planning Team. Their names are listed in the Chief's Letter on the previous page.

As the plan is implemented, feedback is encouraged. There is a role for every department member in the recruitment process. After all, you will be working with the police officers, dispatchers, and others that are hired over the next five years.

The first section provides an overview of the department. This is followed by an assessment of internal and external factors that affect hiring. These three sections, combined, provided the information that was needed to develop the department's projected staffing needs - and ultimately the goals and strategies. Each of these will be addressed on succeeding pages.

Department Overview

Anytown Police Department serves a population of 100,000. The department has 150 authorized sworn officers and 50 professional staff, for a total staff of 200. Table One provides a summary of the current staffing.

Table 1 Staffing Chart

Classification	Authorized	Filled	Vacant
Sworn			
Chief	1	1	0
Captain	2	2	0
Lieutenant	6	4	2
Sergeant	10	8	2
Officer	131	105	26
Professional			
Manager	2	2	0
Supervisor	4	4	0
Dispatcher	18	12	6
Records Officer	16	14	2
Clerical	5	4	1
CSO	6	6	0

An analysis of the past four years indicated in Table 1 – Staffing Chart shows that the positions of Police Officer and Dispatcher have been the most problematic in filling, which accounts for why they have the greatest number of vacancies.

Table Two – Department & Community Demographics provides a snapshot of the ethnic/cultural composition of the department and the community. As one can see, females and Hispanics are underrepresented as compared to the community.

A review of the current department roster reveals that only 15 percent of the department is Hispanic, as compared to 30 percent of the community. The difference is particularly evident when looking only at sworn staff, where 10 percent are Hispanic.

Further, 26 percent of the department is female, as compared to 49 percent of the local workforce. Female officers, however, represent only 11 percent of the sworn staff. While this seems low, statewide in California, female officers only account for 12.7 percent of all sheriff, police, and community college peace officers.[8]

Table 2 Department & Community Demographics

Classification	No.	Gender M/F	Caucasian	Hispanic	African Amer	Asian	Native Amer
Chief	1	1/0	1				
Captain	2	2/0	1	1			
Lieutenant	4	4/0	4				
Sergeant	8	6/2	5	1	1	1	
Officer	105	94/11	84	10	6	3	2
Sub-Total	120	107/13	95	12	7	4	2
Manager	2	0/2	2				
Supervisor	4	0/4	2	1	1		
Dispatcher	12	0/12	8	2	1	1	
Records Officer	14	8/6	4	4	4	1	1
Clerical	4	0/4	1	2		1	
CSO	6	4/2	2	3		1	
Sub-Total	42	12/30	19	12	6	4	1
Total	162	119/43	114	24	13	8	3
Percent		74%/26%	70%	15%	8%	5%	2%
Community		51%/49%	50%	30%	10%	8%	2%

[8] California Commission on Peace Officer Standards and Training, Recruitment & Retention – Best Practices Update, (Sacramento: Commission on POST, 2006), 14.

Internal Factors

A review of factors internal to the department has identified the following potential impacts:

- The anticipated growth due to the annexation has been received positively by staff.
- The police labor contract is due to expire later this year. The last negotiation process was very contentious. The union has begun to circulate data indicating officers and other staff are ranked among the 5 lowest paid, as compared to 20 other agencies in the region.
- Exit interviews have shown an increasing percentage of officers and dispatchers leaving to go to work in other agencies in the region.
- Over the past four years, the average annual attrition rates for sworn staff are 5 percent and 16 percent for Dispatchers.
- In a survey of staff, 20 percent of the sworn staff anticipates retiring over the next five years. This represents a 4 percent annual increase over previous years.
- A workload study of police officers and dispatchers shows a trend of growing demand for police services and the need for additional staffing.
- Historically, the City of Anytown Human Resources Department has handled the selection process. However, the projected hiring needs had not been this large in the past.
- In the past four years, no money was budgeted for recruitment. One sergeant is responsible for overseeing recruitment efforts. There has been a cadre of three part-time recruiters, all of whom are Caucasian male officers.
- The department tested only three times in each of the past several years.
- A page on the department's website is dedicated to recruitment, but the information appears minimal.

External Factors

A review of external factors has revealed the following changes that will impact future staffing:

- Local Area Formation Commission (LAFCO) has approved the City's request to annex the Black Stone Community in one year. The area has a resident population of 15,000, plus commercial and light industrial properties. The request included adding 20 police officers, 2 sergeants, 2 dispatchers, and 1 CSO the first year and 2 more officers in each of the following three years.
- Based on population projections for the City's existing boundaries, the resident population is expected to grow at two percent per year for the next five years. This growth is largely the result of new development taking place in the city.
- According to census data, the city is following the statewide trend of a growing Hispanic population. The Hispanic population currently represents 30 percent of the

community, but 40 percent of the Blackstone community to be annexed. The other ethnic segments of the community will remain the same or slightly decline.

- The current economy is stable. However, there are indications that the high tech industry is slowing down and there may be plant closures in the future. If the closures do occur, several thousand employees could be out of work.
- The City is financially solvent. There does not appear to be any significant funding issues on the horizon, due to past fiscal prudence, which allowed for building a sizable reserve.
- A survey of surrounding police departments shows that the percentage of female police officers ranges from 15 to 18 percent, which is above the statewide average.
- All of the city council members were interviewed, as well as the city manager. They strongly voiced their desire to see more female and Hispanic officers on the street. In fact, they would like to see the department double the percentage of female officers. The city manager said he would be willing to supplement the police department recruitment budget if he were convinced that the department had a plan that would achieve this goal.
- The new HR director indicated a willingness to work with the police department to improve the recruitment process. She had some ideas based on her experience in another city.
- A telephone survey of a few community-based organizations, including two faith-based Hispanic churches, revealed they had been unaware that the police department might be interested in recruiting more Hispanic officers. There was an interest in partnering with the police department to address recruitment and other issues.

Projected Staffing Needs

Table Three – Projected Hiring Goals reflects staffing needs anticipated over the next five years, based on projected hiring needs as a result of a work load study, annexation, and attrition. Attachment One - Staffing Worksheets depicts tables used to develop these estimates. Forty police officers and 9 dispatcher positions will need to be filled in the first year and another 37 police officers and 3 dispatcher positions will be needed in year two. Over the five-year period, a total of 132 police officers and 42 dispatchers will need to be hired.

Table 3 Projected Hiring Goals[9]

Classification	Year 1				Year 2				Year 3			
	Vac	Att	New	Total	Vac	Att	New	Total	Vac	Att	New	Total
Officer	26	14	0	40	0	15	22	37	0	15	5	20
Dispatcher	6	3	0	9	0	3	3	6	0	3	0	3

[9] In these tables, the following abbreviations were used: vacant (Vac.) and attrition (Att.).

Classification	Year 4				Year 5			
	Vac	Att	New	Total	Vac	Att	New	Total
Officer	0	16	5	21	0	16	4	20
Dispatcher	0	4	1	5	0	4	0	4

The first two years will be the most challenging because of the high number of vacancies carried over in the first year, and the annexation in the second year. This five-year projection will need to be modified if additional new positions are approved for other purposes, such as an expansion of the Motor Unit or development of a Gang Unit.

The city council voiced a strong desire to see an increase in the number of Hispanic officers and professional staff, as well as female officers. In fact, they felt the number of Hispanic employees should be at parity with the community. Additionally, they expressed an interest in seeing the number of female officers doubled.

As noted above, the current department roster reveals that only 15 percent of the department is Hispanic, as compared to 30 percent of the current community and 40 percent in the Black Stone Community. Hence, hiring qualified Hispanic employees should be a priority over the next five years. Table Four – Hispanic Hiring Goal reflects the number of Hispanics that would need to be hired annually over the next five years to achieve parity with the community. This model is built on hiring 30 percent of the total positions each year.

Table 4 Hispanic Hiring Goal

Classification	Year 1	Year 2	Year 3	Year 4	Year 5
Sworn	12	11	6	7	6
Professional	3	2	1	2	1

Considering that 3 Hispanics are due to retire in the next five years (2 sworn and 1 professional staff), coupled with hiring an estimated 42 Hispanic police officers and 9 Hispanic professional staff, the total numbers of Hispanic staff would be 52 and 20, respectively. At the end of the five-year period, the total department staffing will be 202 (162 total positions plus the additional staffing consisting of 36 police officers and 4 dispatchers). This raises the total number of Hispanic staff to 72, or 35.6 percent.

If the number of female officers were to be doubled, 18 new officers would need to be added over the five-year time frame. Table Five – Female Officer Hiring Goal represents the proportionate number of female officers that would minimally need to be hired to bring the number of female officers up to 20 percent, factoring in the attrition of 1 female officer each year over the next five years.

Table 5 Female Officer Hiring Goal

Classification	Year 1	Year 2	Year 3	Year 4	Year 5
Police Officer	6	6	4	4	3

Recruiting, hiring, and retaining qualified dispatchers are important. Of utmost concern is the high level of turnover among dispatchers. According to a study of public safety communication centers, the national turnover rate is 17 percent.[10] However, some dispatch centers have very low turnover rates. One such example is the Santa Cruz Consolidated Emergency Communications Center, which has had a 1 percent turnover.[11]

A brief study of dispatcher turnover statistics revealed that a number of dispatcher trainees fail to pass probation and an equal number leave within two years after completing probation. A focus on dispatchers should focus on recruitment and retention. Table Six – Dispatcher Hiring Goal summarizes the number of dispatcher hires anticipated in each of the following five years.

Table 6 Dispatcher Hiring Goal

Classification	Year 1	Year 2	Year 3	Year 4	Year 5
Police Officer	9	6	3	5	4

This number may not be needed if turnover can be reduced. In the case of dispatchers, turnover should be reduced. Reducing turnover by 50 percent in the next two years should be a reasonable goal.

Recruitment Strategic Plan Follow-Up

Sergeant Blazing is responsible for implementation of this Recruitment Strategic Plan. He is to report directly to Captain Rolo on this project. Sergeant Blazing will attend the Chief's Staff Meeting on the first Monday of each month to report on Recruitment Strategic Plan progress. Individuals responsible for aspects of the plan, regardless of assignment, will provide monthly progress reports to Sergeant Blazing.

Recruitment Goals

The following recruitment goals have been established. Each goal is accompanied by supporting objectives, strategies, and evaluation criteria.

[10]Mary Jean Taylor, Veronica Gardner, Phil Clark and Barbara McCombs, Staffing and Retention in Public Safety Communication Center – Effective Practices Guide and Staffing Workbook, (University of Denver Research Institute, August 2005), http://www.911trainer.com/docs/APCO%20Project%20Retains.pdf, 21.

[11] California Commission on Peace Officer Standards and Training, Recruitment & Retention – Best Practices Update, 156.

Goal #1 – Achieve annual hiring goals to meet anticipated staffing needs.

Objective #1.1 – Develop a Recruitment Team that reflects the department's hiring goals.

Strategy #1.1.1 – Select a full-time Hispanic officer, a female officer, and a dispatcher to be assigned full-time to the Recruitment Team.

Strategy #1.1.2 – Identify a diverse cadre of ancillary staff, including dispatchers, who can attend recruitment events, be a point of contact for candidates (see Strategy #1.5.3), and assist with various recruitment goals/strategies.

Evaluation Criteria – Does the recruitment team reflect the department's annual hiring goals?

Assigned to: Sgt. Blazing

Objective #1.2 – Reduce the time required for the Hiring Process by 20 percent.

Strategy #1.2.1 – Flow chart the hiring process for police officers and dispatchers, accurately depicting in detail each step in the process from filing an application to final offer of employment, including the estimated time needed for each step.

Strategy #1.2.2 – Review the POST selection and background requirements for police officers and dispatchers.

Strategy #1.2.3 – Meet with HR to discuss labor law and personnel rules pertinent to employee selection; technology that can be employed, including online applications; and brainstorm ways to speed the recruitment and hiring process.

Strategy #1.2.4 – Prioritize options to speed the hiring process and implement as appropriate to achieve at least a 20 percent reduction in the time required for the selection process.

Evaluation Criteria – After implementing changes, compare the time required to complete a hiring process with that prior to making changes.

Assigned to: Sgt. Blazing

Objective #1.3 – Actively solicit the assistance of department employees in helping to identify and refer qualified candidates in each hiring cycle.

Strategy #1.3.1 – Conduct employee focus groups primarily comprised of officers and/or dispatchers to determine what ideas they have to improve the recruitment process, and gather information about what they like best about working for the department.

Strategy #1.3.2 – Develop a recruitment memo explaining how employees can assist with the recruitment process, including Frequently Asked Questions.

Strategy #1.3.3 – Determine the best locations to place recruitment information to facilitate employee access.

Strategy #1.3.4 – Identify a person to regularly stock employee recruitment materials.

Evaluation Criteria – Track the number of employees who participate and the number of

candidates who were referred by a department employee.

Assigned to: Sgt. Blazing

Objective #1.4 – Update recruitment materials.

Strategy #1.4.1 – Collect copies of current recruitment flyers for police officers and dispatchers. Review these materials to ensure the information is current and accurate. Update as needed.

Strategy #1.4.2 – Determine the number and type of recruitment materials, including exhibit promotional "give-aways," and amount of money needed to have the necessary materials printed.

Evaluations Criteria – Obtain employee and candidate feedback on revised recruitment materials.

Assigned to: TBD

Objective #1.5 – Personalize the recruitment process.

Strategy #1.5.1 – Develop a police officer and dispatcher candidate email database.

Strategy #1.5.2 – Send out brief monthly emails to candidates providing them with information about current events in the department and general information about the recruitment and selection processes.

Strategy #1.5.3 – Develop a list of recruitment coordinators who will serve as a point of contact for candidates who have questions. Provide training to these coordinators on the kinds of information they can provide to candidates. Encourage coordinators to make personal contact with the candidates, especially from targeted groups, on a monthly basis.

Strategy #1.5.4 – Schedule a quarterly open house for candidates and their friends and families to attend a recruitment presentation, Q & A time, and tour the facilities.

Evaluation Criteria – Obtain feedback from candidates about how well the emails, personal contact, and open houses meet their needs.

Assigned to: TBD

Objective #1.6 – Determine feasibility of increasing the frequency of the hiring cycle.

Strategy #1.6.1 – Meet with HR to discuss conducting a testing process quarterly or more often to meet hiring demand, particularly in the first two years of this plan. Include the possibility of allowing continuous filling of applications for targeted positions.

Strategy #1.6.2 – Review past records to determine how many people applied for police officer and dispatcher positions, and the number who advanced to the next step of the process, up to, and including, the background process and number actually deemed qualified to be hired.

Strategy #1.6.3 – Modify the hiring process to provide a flow of candidates to meet hiring needs.

Evaluation Criteria – Track each hiring cycle to determine the number of applicants, how many move forward in the testing cycle, and how many are ultimately hired. Monitor the results against hiring goals and adjust the frequency of testing accordingly.

Assigned to: Sgt. Blazing

Objective #1.7 – Enhance the recruitment webpage.

Strategy #1.7.1 – Identify resources that describe effective websites (See POST Recruitment and Retention, Best Practices Update).

Strategy #1.7.2 – Contact other law enforcement agencies to determine what contributes to website recruitment success.

Strategy #1.7.3 – Conduct focus groups with job applicants to determine what they would like to see posted on the website.

Strategy #1.7.4 – Update the website based on information gained in 1.7.1-1.7.3.

Evaluation Criteria – Survey job candidates to determine if the website provided the information they needed. Include a section for candidates to provide ideas to improve the website.

Assigned to: Webmaster

Objective #1.8 – Develop a recruitment budget.

Strategy #1.8.1 – Review goals 1-3 and prepare a "Proposed Recruitment Strategic Planning Budget" accompanied by a cover letter for Chief American's signature directed to the city manager with a request for additional funding.

Strategy #1.8.2 – Dispatch is to prepare a proposed budget based on the retention strategies identified.

Evaluation Criteria – Approval of a recruitment budget.

Assigned to: Sgt. Blazing

Goal #2 – Increase the number of Hispanic employees (by approximately 15 percent) to achieve parity with the community.

Objective #2.1– Identify specific approaches and organizations with whom to partner in order to target candidates from the Hispanic community.

Strategy #2.1.1 – Conduct a focus group with current Hispanic staff to identify recruitment ideas and organizations within the Hispanic community.

Strategy #2.1.2 – Compile a list of Hispanic community groups, including faith-based organizations, and invite them to informational meetings.

Strategy #2.1.3 – Determine whether or not recruitment materials should be translated into Spanish and the costs to do so.

Strategy #2.1.4 – Identify specific strategies to create awareness of career opportunities within the Hispanic community, including paid advertisements in at least two Hispanic publications targeting young-adult Hispanics.

Evaluation Criteria – Track the number of Hispanics who apply for department positions and are subsequently hired.

Assigned to: TBD

Objective #2.2 – Engage Hispanic employees in the recruitment process.

Strategy #2.2.1 – Involve Hispanic employees who would be willing to videotape a "My Story" or testimonial as to why they chose a career with Anytown Police Department and what they have enjoyed about working for the organization. Use employee quotes in recruitment materials specifically targeting Hispanic candidates and/or place the interviews on the department's website.

Strategy #2.2.2 – Identify Hispanic employees who would be willing to attend job fairs, speak to Hispanic community groups, and answer questions from candidates and/or their families.

Strategy #2.2.3 – Identify Hispanic employees who would be willing to coach Hispanic candidates through the hiring process.

Evaluation Criteria – Solicit feedback from selected employees on how effective they were in coaching candidates. Solicit feedback from candidates on the coaching process.

Assigned to: Sgt. Blazing

Goal #3 – Double the number of female officers by 2015.

Objective #3.1– Identify specific approaches and organizations with whom to partner in order to attract female candidates.

Strategy #3.1.1 – Conduct a focus group with female officers to identify recruitment ideas to attract female candidates and organizations/groups within the community where prospective female candidates may be found.

Strategy #3.1.2 – Compile a list of community groups frequented by women, including faith-based organizations, and invite them to informational meetings.

Strategy #3.1.3 – Determine whether or not recruitment materials should be modified or developed specifically to recruit women.

Strategy #3.1.4 – Identify specific strategies to create awareness of career opportunities for women, including paid advertisements in one or more publications targeting women.

Evaluation Criteria – Track the number of women who apply for department positions and are subsequently hired.

Assigned to: TBD

Objective #3.2 – Involve female officers in the recruitment process.

Strategy #3.2.1 – Identify female officers who would be willing to videotape a "My Story" or testimonial as to why they chose a career with Anytown Police Department and what they have enjoyed about working for the organization. Use employee quotes in recruitment materials specifically targeting female candidates and/or place the interviews on the department's website.

Strategy #3.2.2 – Identify female officers who would be willing to attend job fairs, speak to community groups, and answer questions from candidates and/or their families.

Strategy #3.2.3 – Identify female employees who would be willing to coach female candidates through the hiring process.

Evaluation Criteria – Solicit feedback from selected employees on how effective they were in coaching candidates. Solicit feedback from candidates on the coaching process.

Assigned to: TBD

Goal #4 – Reduce dispatcher turnover by 50 percent within two years.

Objective #4.1 – Identify factors contributing to turnover.

Strategy #4.1.1 – Review the Staffing and Retention in Public Safety Communication Centers Report to identify factors contributing to dispatcher turnover.

Strategy #4.1.2 – Survey communications staff to determine which issues may be contributing to turnover.

Strategy #4.1.3 – Contact former communications staff to determine what factors contributed to their decision to leave.

Strategy #4.1.4 – Assemble a team of dispatchers to review the survey results and develop a list of recommendations to reduce turnover.

Strategy #4.1.5 – Implement high priority strategies to reduce dispatcher turnover.

Evaluation Criteria – Survey dispatchers to determine if the changes are improving the work environment. Conduct exit interviews with dispatchers who voluntarily resign. Track dispatcher turnover and compare statistics with prior years and the goal of a 50 percent reduction.

Assigned to: Dispatch Center Manager