

Can Your Police Department Handle The Future Face of Crime?

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Imagine a long line of people at your door interested in becoming an officer with your department. These potential employees are diverse, intelligent, ethical and physically fit. They are technologically savvy, and not only capable of utilizing the vast amount of computer equipment necessary in the daily life of an officer, but also have the skills necessary to investigate the ever increasing number of technology-based crime. There are several questions we must ask ourselves. Is technology-based crime, such as identity theft, sexual crimes, and other financial related crime, on the rise? Does a rise in this sort of crime necessitate looking for different skills and abilities than what we currently assess in our new employees? If a change is necessary, what might that change look like?

The environment that a new police officer operates in today is completely different than that of a police officer twenty years ago. Not only is the physical environment (i.e. computers, communication systems and squad cars) different, but so is the face of crime with which officers must contend. Law enforcement has been gradually moving to a technology-dominated environment, but most agencies have not changed their recruitment efforts to reflect this change. This, coupled with the ever-growing increase in technology-based crime, necessitates that law enforcement modify what they view as an ideal employee. If this is the case, should departments research what type of work with which their future workforce will be tasked? And if their research reveals the work has

changed, should they change the way they attract employees with additional skills necessary to handle their changing environment. I suggest to you the face of crime is changing, and to properly protect the community in which we serve, we must change along with it.

The Emerging Face of Crime

In addition to an environment increasingly dependent on technology, the face of crime is also changing. For decades, officers were charged with handling domestic disputes, gang violence and other more traditional types of crime. They would walk foot beats, drive patrol cars, and receive information over their car or hand held radios. Within the last two decades, the officer's patrol vehicle is emblematic of the dramatic increase in tech-dependence of modern society. Present-day police cars often include an in-car camera, mobile data terminal, mapping and tracking systems, and, of course, a cell phone among other pieces of technology.

Although officers are still responsible for handling the traditional types of crime, policing should continually assess what type of knowledge, skills and abilities are needed to be an effective officer in their community. According to Dave Sens, the Background and Recruiting sergeant for the Sacramento Police Department, the profession would be well served to anticipate and respond to the needed skills of their future workforce, and focus their recruitment efforts in those areas. The Achilles Heel of law enforcement, according to Sens, is a deficiency in forecasting the skills our workforce will need in the future. As an example, he stated his department doesn't test for typing skills, even though all

officers must type their reports and all other official correspondence. This is only one area where the hiring practices and in-service training needs require attention today to avoid problems in the future.

Law enforcement will not only have to add technology-based curriculum to their entry level and ongoing training, but also expand their recruiting pool by attracting groups with technology expertise. Agencies must consider ways to modify their recruiting methods and incentives, in addition to adjusting some of their policies in order to retain technology-savvy employees. Policies such as job sharing, bonus programs, expanded recognition programs, and childcare services are attractive to technology-savvy employees and others entering our applicant pool. By recruiting technology savvy employees, and providing technology-based training, an organization can go a long way to prepare for the future face of crime.

Crime Types and their Impact

Although crimes such as theft, shootings, and assaults still persist, the crime picture now includes a vast array of technology-based crime. In his article “Cyber Crime Threat Rapidly Increasing”, Jim Kouri, of the National Association of Chiefs of Police says, “The cyber threat confronting the United States is rapidly increasing as the number of actors with the tools and abilities to use computers against the United States or its interests is rising¹.” Sergeant Allan Abney, Bakersfield Police Department’s Financial Crimes Supervisor, says “Crooks are getting smarter. They are committing crimes via

¹ Kouri, Jim CPP, “Cyber Crime Threat Rapidly Increasing”, viewed at <http://www.phxnews.com/fullstory.php?article=23752>.

technology at alarming rates as opposed to using a gun, because there is more money in it and they don't assume as much risk." Data from national crime statistics supports that assertion.

The Federal Trade Commission tracks identity theft and consumer fraud. They reported that in 2004, consumers' age 50 and older reported \$152,000,000 in fraud losses. They also reported that, in addition to identity theft, older consumers were victims of Internet auction and prize/sweepstakes fraud². "It's a hard hitting crime. It's huge," says Betsy Broder, who oversees the FTC's identity theft program³. Lois Greisman, Associate Director of the Division of Planning and Information in the FTC's Bureau of Consumer Protection, also concluded that fraud against older consumers is similar to that of the general population. Approximately 50 million identities were compromised or stolen in the first six months of 2005 alone⁴. California has one of the highest rates of identity theft; approximately 43, 839 incidents were reported in 2004⁵. According to Detective Durwin Wesgate, a Financial Crimes Detective with the Sacramento Police Department, this number is actually much lower than the actual number of such crimes committed because people don't know how to report fraud and are not compelled to report it in most instances.

² Federal Trade Commission, "FTC Testimony: Identifying And Fighting Consumer Fraud Against Older Americans", located at <http://www.ftc.gov/opa/2005/07/seniorrest.htm>.

³ Kollars, D., Sacramento Bee (A1), "Identity crisis: Theft of private data grows", June 12, 2005.

⁴ Costello, T., "Is identity theft unstoppable" (June 30, 2005), viewed at <http://www.msnbc.msn.com/id/8422940/print/1/displaymode/1098>.

⁵ Federal Trade Commission, "Identity Theft Victim Complaint Data", (February 1, 2005), located at <http://www.consumer.gov/idtheft/pdf/cy2004/california%20cy2004.pdf>.

Furthermore, the increase in technology-based crime is exacerbated by our society's increased reliance and use of technology. In the U.S. from 2004 to 2005, the number of households with broadband technology rose from 31.9 million to 42.8 million. The Internet Fraud Complaint Center (IFCC), a joint project of the Federal Bureau of Investigations (FBI) and the National White Collar Crime Center, tracks Internet fraud. The U.S. leads the world in using the Internet for commerce and communication and in spending on electronic commerce. In 2000, the IFCC reported \$93 million lost in financial fraud due to computer use; second only to theft of proprietary information in the frequency and amount of loss due to white collar crime⁶. There are as many as 277 million debit cards utilized in the United States alone. A recent study by the Gartner Group revealed as many as three million Americans were victimized by ATM/debit card fraud between July 2004 and July 2005, with an average loss of \$900⁷. With our economy's dependence on technology growing everyday, it is imperative that we ensure consumers and businesses alike are protected from criminal attacks.

FBI Director Louis J. Freeh addressed this concern about technology, on behalf of law enforcement, in a speech to the Senate Judiciary Committee on March 28, 2000. He expressed the following concerns regarding the use of computers and the internet⁸:

- The FBI has seen an increase in a range of computer crimes ranging from defacement of websites by juveniles to sophisticated intrusions that are suspected of being sponsored by foreign powers.

⁶ Rusch, J., US Attorney's Bulletin, "The Rising Tide Of Internet Fraud", viewed on November 26, 2005 at http://www.usdoj.gov/criminal/cybercrime/usamay2001_1.htm.

⁷ Sweet, S., Sacramento Bee (A1), "Risk of Debit -Card Fraud Rises", November 12, 2005.

⁸ Statement of Louis Freeh on March 28, 2000, viewed on November 20, 2005 at <http://www.usdoj.gov/criminal/cybercrime/freeh328.htm>.

- Concern over theft of national security information from a government agency.
- Potential for interruption of electrical power to a major metropolitan area that has consequences for national security, public safety, and the economy.
- Cyber attacks that ultimately undermine confidence in e-commerce and violate privacy or property rights.
- Importance of programs and resources to investigate and ultimately deter these sorts of crimes.

Several U.S. corporations, government agencies, financial institutions, medical institutions and universities are surveyed each year by the Computer Security Institute (CSI) regarding computer security trends. The 2005 survey revealed the following⁹:

- Virus attacks continue as the source of the greatest financial losses.
- 57 percent of respondents reported an unauthorized use of their computer system (up from 53 percent the previous year)
- Top three types of losses: viruses, unauthorized access and theft of proprietary information.

In March of 2000, Freeh told the Senate Judiciary Committee that some “hackers” break into networks simply for the thrill, but the FBI has begun to encounter “hackers” breaking into networks for financial gain and other malicious purposes. He stated breaking into a system used to require a fair amount of skill, but now hackers can download attack scripts and protocols from the World Wide Web and launch them

⁹ Gordon, L.A., Loeb, M.P., Lucyshyn, W., Richardson, R., “2005 CSI/FBI Computer Crime And Security Survey”.

against victim sites. He also spoke of a case involving the Internet where \$8.4 million was illegally obtained from secrets traded in cyberspace chat rooms. This case involved a disgruntled part-time computer graphics worker allegedly finding other disgruntled investors on line¹⁰.

Current Response to Technology-Based Crime

With identity theft, credit card fraud and Internet fraud rising rapidly, Detective Wesgate believes part of the problem is that many cases go uninvestigated by local law enforcement agencies and are not prosecuted as felonies by District Attorney's Offices. This is due to the sheer volume of cases and a lack of experienced personnel working specifically with this sort of fraud. Wesgate also says most of the people he arrests are repeat offenders and feels if there was intervention earlier in their criminal career, the number of crimes would be reduced. Sacramento Regional Identity Theft Task Force Detective Chris Bowman has seen technology-based crime grow and believes it is because it's easier than robbery, takes less time, and is available to millions of people. He also feels the amount of money that is stolen in each incident is also on the rise.

The implications of not properly policing technology-based criminal activity are endless. Not only will the public face the possibility of fixing their name, credit, or business, but our communities will lose faith in using the Internet for commerce. Consumers will spend \$80 billion online this year with 42.8 million households utilizing broadband technology, up from 31.9 million households in 2004. The holidays (November and

¹⁰ Statement of Louis Freeh on March 28, 2000, viewed on November 20, 2005 at <http://www.usdoj.gov/criminal/cybercrime/freeh328.htm>.

December) will see \$26 billion in Internet shopping alone, up 18% from last year¹¹.

About 70 percent of small businesses plan an online presence by 2005, double the number online from just three years prior according to a Harris interactive poll¹².

Technology-Savvy Employees

In response to the ever increasing technology driven environment, law enforcement can find its solution in the Millennium Generation. The Millennium Generation (or Generation Y) will be a major resource pool from which law enforcement can pull their future employees. From 1990 to 2004, the number of teens (12 to 19 years of age) soared to 32 million. This generation is projected to be larger than the baby boomer generation. The Millennium Generation (born between 1980 and 2000), and to some degree Generation X (born between 1960 and 1980), is currently the primary age groups law enforcement is recruiting. Both generations, in general, are extremely technology literate because they grew up using computer technology. Stephanie Armour, in her USA Today article, Generation Y said, "They've arrived at work with a new attitude¹³."

Recruiting and retaining our technology astute future employees will require adjustments to the way law enforcement conducts business. Unlike boomers who put a high priority on career, today's youngest workers are more interested in making their jobs accommodate their family and personal lives." They want flexibility, and the ability to

¹¹ Wasserman, J., Sacramento Bee, (November 28, 2005), "Cyber Monday".

¹² Swartz, J., USA Today (July 8, 2004), "Spam Can Hurt In More Ways Than One".

¹³ Armour, S., USA Today, "Generation Y: They've arrived at work with a new attitude", November 11, 2005

work part time or take a leave of absence when their children are born¹⁴. They value family and are not as dedicated to a specific organization as previous generations¹⁵.

Richard M. Ayres, Director of the Center for Labor-Management Studies, a management-consulting firm in Fredericksburg, Virginia, believes both Generation X and Y want jobs that provide meaning in their lives, where they can make a difference, rather than those that just mean a big paycheck¹⁶.

According to Claire Raines, in her book “Generations at Work”, Generation Y will be our best educated generation ever, and will probably continue their education well into adulthood to keep up with technology. Add to this formula, their ability to use technology in unforeseen ways, and they seem uniquely poised to become the workforce for which everyone is looking¹⁷. Law enforcement agencies will have to modify their recruiting and incentive policies, and other organizational practices, to attract new recruits from this generation as they compete with the private industry for a qualified work force.

New incentives to attract technology-savvy employees, coupled with policies that will retain those employees, will be needed in the future. Today, agencies are aggressively competing for a limited pool of highly qualified applicants. According to Richard M. Ayres, former special agent with the FBI and current director of the Center for Labor

¹⁴ Armour, S., USA Today, “Generation Y: They’ve arrived at work with a new attitude”, November 11, 2005.

¹⁵ Carter, S., Clear Landing, “Marketing To The Millenium Generation”, viewed on November 27, 2005 at <http://www.clearlanding.com/articles/6/1/Marketing-to-the-Millenium-Generation>.

¹⁶ Ayers, R.M., “Recruiting And Retaining Qualified Officers: Can Your Agency Compete?”, (February 2001), viewed on November 27, 2005 at <http://www.neiassociates.org/newgen.htm>.

¹⁷ Zemke, R., Raines, C., Filipczak, B., Generations at work (American Management Association, 2000), p. 144.

Management Studies in Fredericksburg, VA, “Never in our nation’s history have the pressures on our law enforcement agencies been greater than they are today. Not only are these agencies facing increasingly sophisticated criminal populations as well as complex demands and expectations from citizens and local governments, many of them are also confronting a crisis involving their inability to recruit and retain qualified employees¹⁸.”

Law enforcement will undoubtedly be at the forefront of the fight against technology-based crime as more and different technologies are developed and utilized by the public. Detective Wesgate has seen positive results after providing technology-based crime training during his department’s in-service training. “The twenty-first-century crime is going to require new approaches to prevention and control. Street crime dominated the attention of the justice system in the twentieth century, but recent excesses of corporations, costing stockholders and retirees billions of dollars, do not fit into the street crime paradigm¹⁹.” With the new attention on information technology, bio terrorism, and white-collar crime, law enforcement must recruit and train their personnel to handle this new face of crime. Jeremy Wilson, an associate director of the Center on Quality Policing at the RAND Corporation, says police departments will need to develop long-term plans to recruit enough new officers with the right skills²⁰.

According to a 2001 California Commission on Police Officer Standards and Training report, “law enforcement personnel must develop the capabilities of research scientists

¹⁸ Ayers, R.M., “Recruiting And Retaining Qualified Officers: Can Your Agency Compete?”, (February 2001), viewed on November 27, 2005 at <http://www.neiassociates.org/newgen.htm>.

¹⁹ Stephens, G, *The Futurist* (May-June 2003), “Global Trends In Crime”.

²⁰ Wilson, J., *Washington Post*, “Police Personnel Crisis Needs Federal Leadership”, May 23, 2006.

and sociologists in anticipating trends as opposed to reacting to them²¹.” Dan Koenig, a former Commander with the Los Angeles Police Department, says that officers are currently at a disadvantage in the detection, investigation, and prosecution of this type of crime and the disadvantage is caused by a lack of training. He believes the training also depends on an agencies level of “computer literacy”,²².

Unfortunately, this need for technology savvy employees comes at a time when policing is already experiencing difficulties in recruiting personnel. According to Bob Stresak of the CA Commission on Peace Officer Standards and Training, California law enforcement agencies are collectively facing more than 8,500 vacancies²³. The New York Police Department is struggling to hire 3,300 officers this year, and the City of Los Angeles is trying to add 1,000 officers in five years²⁴. Over the last decade, military applicants to police agencies have decreased while recruits with college educations have increased. In a July 2, 2006 Los Angeles Time article, P. McGreevy noted that “Thirty percent of Los Angeles Police Department’s recruits used to be from the military, but they have dwindled to ten percent. The days when thousands of people took law enforcement entrance exams have disappeared. Law enforcement agencies are trying unique approaches to recruit such as; The Oakland Police Department is buying a mobile home to travel to out-of-state military bases to administer the entry test; Los Angeles County Sheriff’s Department has their deputies wearing baseball jerseys that say “Join

²¹ California Commission of Police Officer Standards and Training, “Peace Officer Recruitment and Retention: Best Practices, July 2001.

²² Koenig, Dan, “Investigation of Cybercrime and Technology-related Crime”, (March 2002), viewed at <http://www.neiassociates.org/cybercrime.htm>.

²³ McGreevy, P., Los Angeles Times, “Los Angeles Police Under the Gun to Recruit”, July 2, 2006.

²⁴ McGreevy, P., Los Angeles Times, “Los Angeles Police Under the Gun to Recruit”, July 2, 2006.

Our Team”²⁵. Some departments offer their current employees a paid day off if they recruit a candidate that makes it out of their probationary status²⁶.

The lack of staffing in law enforcement agencies is brought on by the retirement of baby boomers, competition from higher paying private sector jobs and federal law enforcement²⁷. There are endless stories of agencies losing highly qualified personnel to the federal government and private employers due to higher pay and benefits. According to Jason Abend, executive director of the National Law Enforcement Recruiters Association, “the FBI is vacuuming up people.” Many veteran officers are taking private-sector jobs or snapping up better-paying jobs at other police departments, touching off recruiting wars.²⁸ Ayer believes, “never in our nation's history have the pressures on our law enforcement agencies been greater than they are today. Not only are these agencies facing increasingly sophisticated criminal populations as well as complex demands and expectations from citizens and local governments, many of them are also confronting a crisis involving their inability to recruit and retain qualified employees²⁹.”

To fill law enforcement ranks with technology-savvy skills, along with the more traditional skills, modifications will need to be made to training, recruiting, and various policies within law enforcement agencies. Agencies need to take a hard look at their

²⁵ Hannah, James, “Police Recruiting Wars Give Rise To Movie Ads, Coffee Mugs, Jerseys”, viewed on February 2, 2006 at <http://www.ohio.com/mld/beaconjournal/news/state/13093821.htm>.

²⁶ Hannah, James, “Police Recruiting Wars Give Rise To Movie Ads, Coffee Mugs, Jerseys”, viewed on February 2, 2006 at <http://www.ohio.com/mld/beaconjournal/news/state/13093821.htm>.

²⁷ Hannah, James, “Police Recruiting Wars Give Rise To Movie Ads, Coffee Mugs, Jerseys”, viewed on February 2, 2006 at <http://www.ohio.com/mld/beaconjournal/news/state/13093821.htm>.

²⁸ Hannah, James, “Police Recruiting Wars Give Rise To Movie Ads, Coffee Mugs, Jerseys”, viewed on February 2, 2006 at <http://www.ohio.com/mld/beaconjournal/news/state/13093821.htm>.

²⁹ Ayers, R.M., “Recruiting And Retaining Qualified Officers: Can Your Agency Compete?”, (February 2001), viewed on November 27, 2005 at <http://www.neiassociates.org/newgen.htm>.

incentive packages and the recruitment message they send to the community. Xerox uses the slogan “Express Yourself” as a way to recruit the Millennium Generation. Aflac, an insurer based in Columbus, Ga., highlights such perks as time off given as rewards, flexible work schedules and recognition³⁰. According to Joe Hammill, Xerox’s director of talent acquisition, the Millennium Generation is very important. Xerox and other Fortune 500 companies view this emerging workforce as the future of our organization³¹. Donna Lurz, Xerox’s human resources manager, says work and life flexibility are key components in Xerox’s employee retention plan³². In addition to a flexible work environment, adopting a coaching style of management and developing and training people is attractive to the Millennium Generation³³. Some employers are also offering bonus and incentive schemes and childcare services³⁴.

To support the new recruitment message, agencies will have to modify existing policies to provide a more flexible environment. Some changes might include; a broader job sharing policy, day care centers within the police department, more flexible dress policies, and broader recognition programs to name a few. In fact, some law enforcement agencies are already moving in this direction. The Sacramento Police Department currently has a Performance Appraisal System that is linked to a “Pay For Performance”

³⁰ Armour, S., USA Today, “Generation Y: They’ve arrived at work with a new attitude”, November 11, 2005.

³¹ Armour, S., USA Today, “Generation Y: They’ve arrived at work with a new attitude”, November 11, 2005.

³² Battey, J., InfoWorld, “Retaining your most valuable assets, July 21, 2000, viewed at <http://www.infoworld.com/articles/ca/xml/00/07/24/000724caretain.html>.

³³ Sujansky, J., “The critical care and feeding of Generation Y – Coach, Don’t Manage, May 2002, viewed at http://www.findarticles.com/p/articles/mi_m0fxs/is_5_81/ai_86705169.

³⁴ “Generation Y wants more perks, please”, April 10, 2006, viewed at http://www.selectappointments.com.au/page/media_release?id=49.

program for exempt managers, and they have also recently developed a job-sharing program for line officers.

An agency that is serious about recruiting the Millennium Generation needs to form a Recruitment Council, similar to Las Vegas's ethnically based recruitment councils, which focus on recruiting the technology savvy Millennium Generation. Las Vegas's Recruitment Councils have primarily been focused on getting the word out to the various communities in order to bring in more applicants. They are not geared toward changing policy, or designing a specific recruiting message. Forming a new Recruitment Council would include not only the actual recruiting, but also the internal policies that back up that recruitment and allow for higher retention of employees once they become part of the law enforcement family.

Conclusion

When I began my career in the mid 80's, we wrote reports by hand, didn't have computers in our squad cars, and didn't have access to cell phones. The commonly investigated crimes were assaults, robberies, homicides and general theft. Police departments recruited heavily from the military with an emphasis on recruits that were able to physically control any situation on the street. It is evident that technology-based crime, in addition an officer's technology laden environment, is on the rise. Police detectives, district attorneys and others experts are reporting a disturbing upswing in existing criminals turning to identity theft³⁵. Officer Theresa Garza, a background

³⁵ Kollars, D., Sacramento Bee (A1), "Identity crisis: Theft of private data grows", June 12, 2005.

investigator with the Las Vegas Metropolitan Police Department, says her agency has recruiting councils for different ethnic groups, but doesn't know of any agency that has a council based on a skill type. The current technology-savvy generation is not attracted to organizations by the same incentives as past generations. With technology-based crime clearly on the rise, it is important for agencies to look at their entire recruitment strategy. This will not only include who, when, and where they recruit, but also policies within their agency that serve as a deterrent to technology-savvy candidates.

For law enforcement to recruit technology-savvy officers, they will have to adapt as did private industry. Due to the high number of vacancies, policing has the unique opportunity to develop a workforce with the skills to handle the workload of the future. The situation requires a closer examination in what attracts technology-savvy recruits to an organization and adapting the organization's policies to fit their needs.