

# Why Recruitment in Law Enforcement Isn't Working!

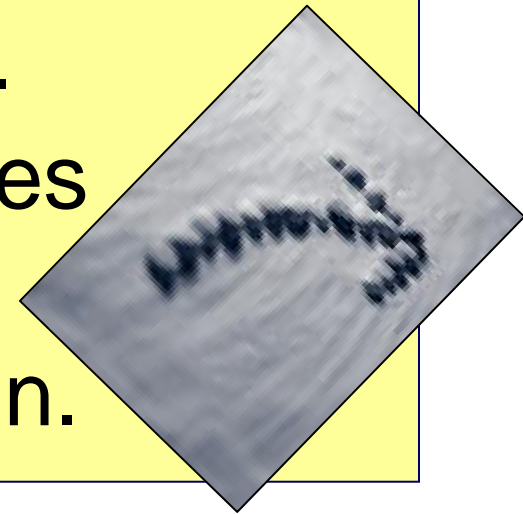


June 17, 2008

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## Overview of Presentation

- It's Not a Priority.
- Lack of Recruitment Strategic Planning.
- Advertising & Marketing Are Out of Touch & Out of Date.
- We Don't Understand the Market.
- The Selection Process Undermines Effective Recruitment.
- Retention – Other Side of the Coin.



# Recruitment Is A Problem

- 2004 – CA Chiefs and Sheriffs - One of top two most pressing issues.
- 2005 – Recruitment & Retention Symposium
  - 59% agreed or strongly agreed recruitment is a problem.
- 2005 – CA Departments
  - 91% recruitment is a problem.
- 2007 – CAPSA & Training Manager Surveys
- 2008 – Recruiter Survey by Alder Group

## **But, It's Not A Priority**

- 2005 – Recruitment & Retention Symposium
  - 14% agreed or strongly their agencies had developed a recruitment strategic plan.
- 2005 - Symposium Attendee Survey
  - 54% - Budget no money for recruitment.
  - 16% - Budget less than \$5,000.
- 2007 – CA Training Managers
  - Only 36% said they had developed a recruitment strategic plan.



## **There's No Plan To Achieve Effective Recruitment**

- “Failure to plan is planning to fail.”
- In general, we fail to develop plans.
- We aren't the only ones!
- Poor recruitment planning and strategies results in poor recruitment outcomes.

# Advertising & Marketing: Out of Date & Out of Touch

- What steps have you taken to strategically think about how you advertise/market openings?
- The internet rocks!
- Engage employees - Ranked #2.
- Creatively engage technology.
- Monitor your results.

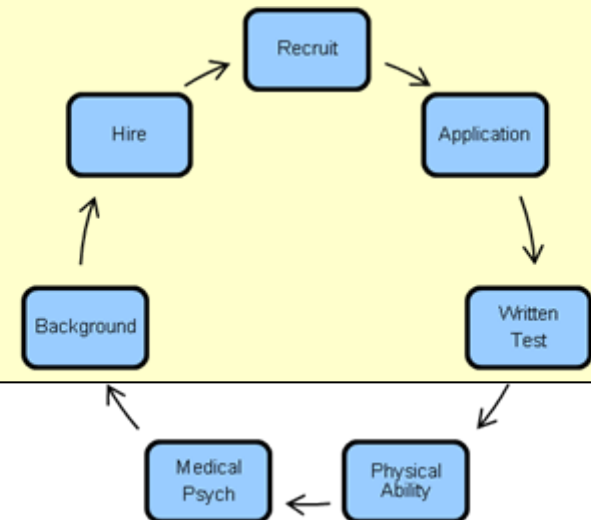


# We Don't Understand the Market

- What do younger workers want?
- Our survey says:
  - Desire to serve.
  - Adventure/excitement.
  - Stable employment.
  - Non-routine work.
- Reputation of agency matters!
- Variety of assignments.
- Personalize the process.
- Right message + right marketing method = Success!

# The Selection Process Undermines Effective Recruitment

- Worker shortages will grow.
- What are some examples of how the selection process undermines recruitment?
- Extreme Hiring Makeover – Case Studies  
[www.ourpublicservice.org](http://www.ourpublicservice.org)
- California AB2028





## **Retention – The Other Side of the Coin**

- 22.4% of CA officers have switched agencies.
- 3-4.3% of officers switch agencies annually.
- 23K+ officers left CA law enforcement (1979-2005).
- Direct & Indirect costs.
- Few CA chiefs & sheriffs have written retention plans.
- Illinois: 12.3% - Workforce Development Plan  
0% - Written Retention Plans.

# Recruitment Isn't Working...But It Can!

- Make recruitment a priority.
- Develop a plan.
- Update marketing methods.
- Do market research.
- Improve your selection processes.
- Determine to keep them.



# Thank You and Best Wishes!

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Recruitment &  
Retention – Best  
Practices Update

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