



INFRASTRUCTURE, SAFETY,  
AND ENVIRONMENT

# ***Police Personnel Challenges After September 11***

## ***Anticipating Expanding Duties and a Changing Labor Pool***

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# ***Police Departments Face Ongoing Personnel Challenges***

- **The nature of policing is changing, thus the skills needed are changing**
- **The range of qualified, interested candidates appears to be changing**
- **There is no coordinated, long term approach to prepare for these challenges**
  - **Policing is basically local in nature**

# ***RAND Looked for a Logical Way to Help Police Agencies Meet These Challenges***

- **Police and military face similar demand- and supply-side personnel management issues**
- **RAND staff have extensive experience in dealing with military personnel management issues**

# ***Today's Briefing Is Organized Around the Answers to Three Questions***

- **What personnel issues do police departments face?**
- **What are police departments currently doing to address these issues?**
- **Can the military's experience help police departments in addressing these issues?**

# ***Police Have to Provide Core Services***

- **Police serve traditional crime-fighting roles**
- **Police also serve traditional crime prevention roles**
- **Police also serve other non-crime-related roles in the community**

***Population growth increases need for all police services***

# *The Nature of Policing Is Changing*

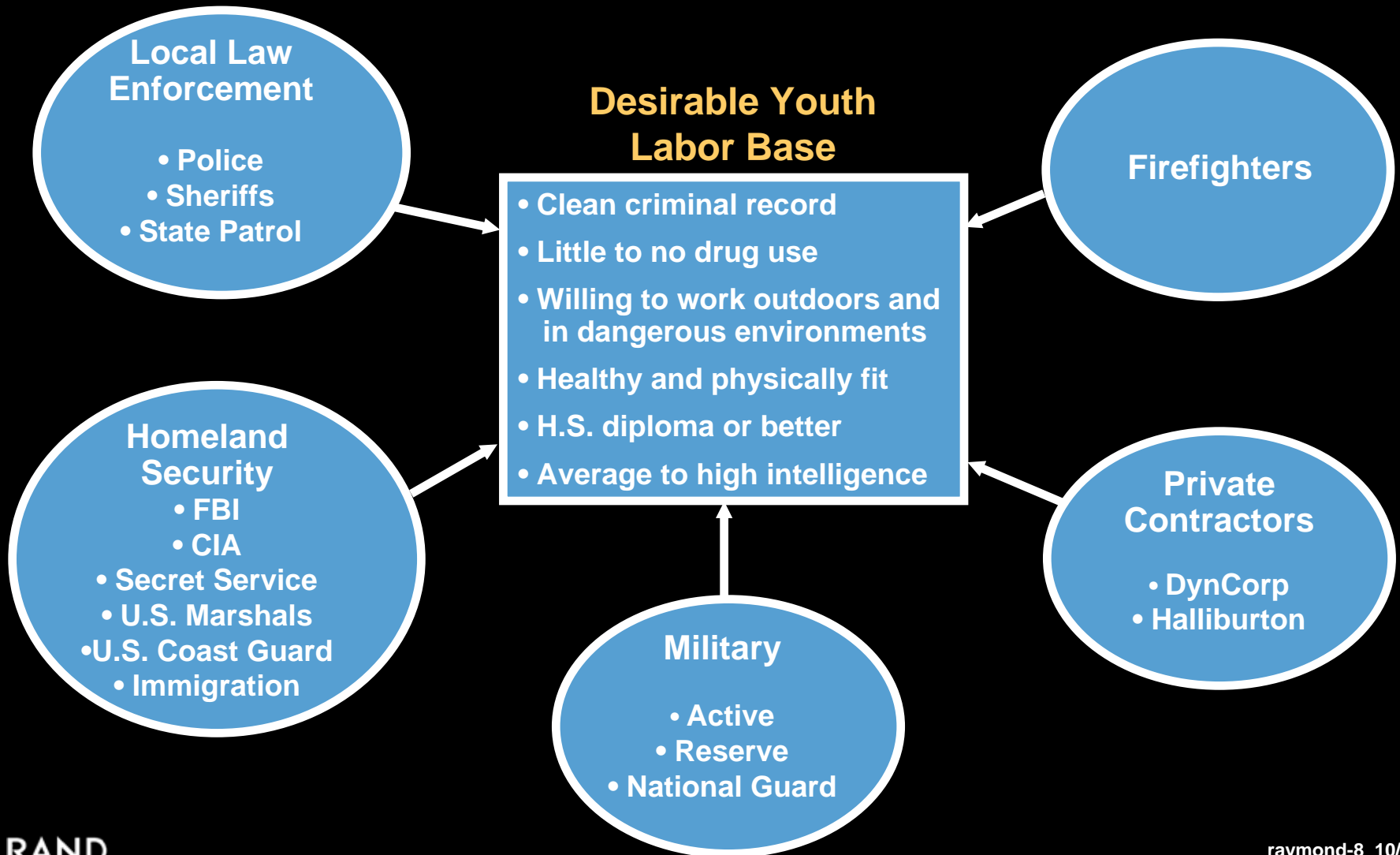
- **Community policing is now the central role for the majority of police departments**
- **Community policing requires a different kind of officer**
  - **More focus on problem-solving skills**
  - **More need for interpersonal communication skills**

# 9/11 Has Led to Expanding Role in Homeland Security



- Support federal authorities in protecting critical infrastructure
  - Ports, airports, dams, nuclear facilities, pipelines
- Conduct community threat assessments
- Provide intelligence
- Enforce immigration laws
- Train more within and across agencies

# *There May Be Growing Competition for the Supply of Suitable Youth*

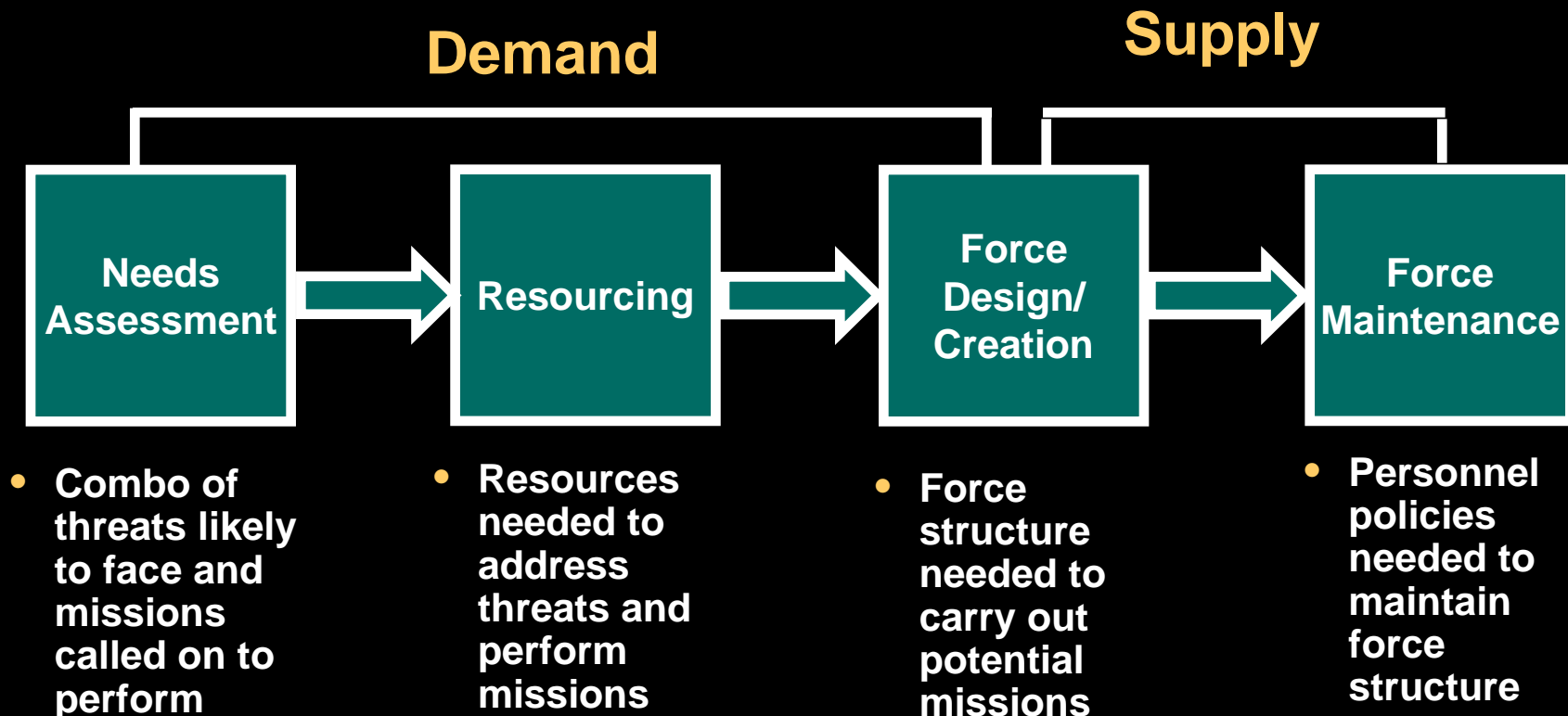




# ***Specific Police Initiatives to Increase Supply of Personnel***

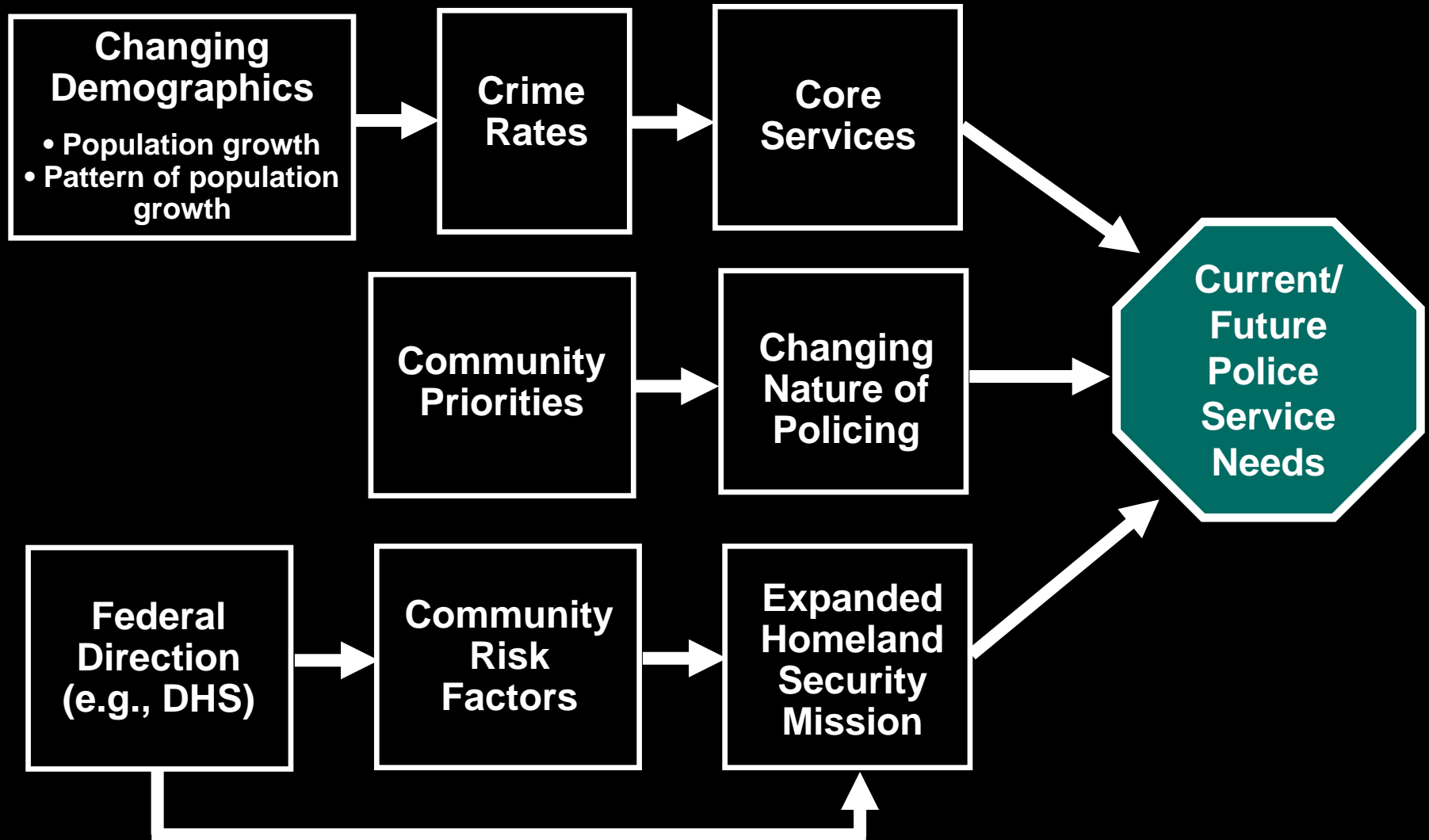
- **Adapt standards that are no longer relevant/discriminatory**
- **Offer preparation courses for under-qualified yet desirable candidates**
- **Civilianize some positions**
- **Use retired officers**
- **Use volunteers**

# ***Military Takes a Big-Picture, Strategic Approach to Dealing with Demand/Supply Issues***



***This approach may have application at a local level***

# Conducting a Policing Needs Assessment



# ***Police Can Benefit from Military Experience in Recruiting***

- **Police could benefit from examining youth demographic data and trends that DoD collects**
- **Youth Attitude Tracking Survey (YATS) gauged youth interest in military -- police could tap into current surveys on youth interests**
- **Police departments could fund surveys of local (state level) youth interest in local/state government service**
- **Partnering with the Departments of Homeland Security and Defense for recruits could be fruitful**

# ***Many Military Retention Initiatives May Be Applicable to the Police***

- **Reenlistment bonuses for those with critical skills or in understaffed fields/locations**
- **Increase pay/special pays**
- **Offer education benefits in exchange for commitment**
- **Promote faster those you want to retain**
- **Offer choice of assignments in return for commitments**
- **Lateral movement programs to address overstaffing/understaffing**

# ***There Is a Need for National Leadership to Deal with Police Personnel Issues***

- **Establish long term requirements for the role of police in Homeland Security**
- **Provide long term resource commitments to support that role**
- **Provide standardized training for national role**
- **Institute coordination mechanism for police departments to facilitate communication with Homeland Security agencies, among police departments**
- **Gather national level data on youth interest and qualification for a range of Homeland Security, Defense, and First Responder occupations**



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