POLICE RECRUITING IN THE 21\textsuperscript{ST} CENTURY

E.M.U. SCHOOL OF POLICE STAFF AND COMMAND

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Abstract

Recruiting the best candidates toward a law enforcement career has generally been an easy task for most agencies. In the past, television, ideals, good salaries, upward mobility, and a predictable retirement program has lured many people into the human resource departments of many cities. Receiving more applications than vacant positions has become the expected norm in most police hiring efforts. However, if business futurists and the United State Bureau of Labor are correct, the law enforcement world, as well as many others, may be in for a labor pool shortage.

“Demographers are predicting the perfect storm, a generation of young immigrants meeting a gigantic geriatric generation, with nothing in between.” (Ryan, 2003) Over the next three decades, nearly 76 million baby boomers will be walking out the door of their organizations and heading toward their long awaited retirement years. It is predicted, however, that only 46 million generation Xers are waiting to take their place. (Ryan, 2003). This translates into a severe labor shortage that will impact not only the law enforcement community, but the U.S. economy as a whole.

These statistics become somewhat overwhelming when a law enforcement administrator begins researching new recruitment strategies to attract a limited number of applicants. How will we attract applicants? How will we retain personnel? Can we change our current recruiting strategies to compete with non-police organizations? These are only a few questions that need to be addressed.

To date, most police agencies have not experienced a need to use creative or innovative recruitment strategies. As the labor pool shrinks, police departments will find themselves competing with other organizations for skilled, qualified applicants. If
recruiting strategies are not changed within the law enforcement community, filling future vacancies will become a difficult task.
Introduction

For many years, recruiting the best candidates toward a law enforcement career has generally been an easy task for most agencies. In the past, television, ideals, good salaries, upward mobility, and a predictable retirement program has lured many people into the human resource departments of many cities. Receiving more applications than vacant positions has become the expected norm in most police hiring efforts. However, if business futurists and the United State Bureau of Labor are correct, the law enforcement world, as well as many others, may be in for a labor pool shortage. In fact, large cities such as New York, Houston, Atlanta and Los Angeles have already experienced the need to drastically change their recruiting approach to fill current departmental vacancies. These cities are beginning to experience what experts say will become the norm for almost all vocations in the next decade; a scarce labor shortage in the U.S. work force.

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change our current recruiting strategies to compete with non-police organizations?
These are only a few questions that need to be addressed. It is quite evident that the law enforcement community is going to experience a severely reduced applicant pool in the coming years if they resist changing current recruiting strategies. When asked about future recruitment strategies, most police administrators seem to lack an understanding of the situation or recognize the recruiting challenge that lies ahead. (Jones, 2004)

The purpose of this research project is to offer possible suggestions for future law enforcement recruitment efforts. To date, most police agencies have not experienced a need to use creative or innovative recruitment strategies. As the labor pool shrinks, police departments will find themselves competing with other organizations for skilled, qualified applicants. If recruiting strategies are not changed within the law enforcement community, filling future vacancies will become a difficult task.

**Background and Significance**

The problem with the law enforcement community as it applies to future recruitment strategies is the fact that we simply are not used to competing for human resources. It is easy to get lulled into complacency when applicants are plentiful. Municipal human resource departments have used the same recruitment strategies for decades. An ad is simply run in the newspaper, the benefits and salary are listed, an address is given where to apply, and applicants are often eliminated from further consideration for minor imperfections in their application packets. As the boomer generation leaves the workforce and huge gaps in the U.S. labor market are created, law enforcement agencies are going to be forced to change their recruitment process if
they hope to fill future vacancies. Currently, the law enforcement community is ill-prepared to deal with recruitment strategies needed to attract young skilled workers. (Parkel, 2002).

As stated earlier, some larger communities have already been forced to change recruitment strategies. Even with unemployment rates fairly high, the Los Angeles police department is having a difficult time finding qualified employees. Currently, the LAPD has hundreds of job vacancies. The department is looking to fill 700 to 1,000 positions this year. (Belgum, 2004) Additionally, the department is trying to attract more women and minorities making recruitment strategies somewhat more challenging. To address the issue of recruitment, the City of Los Angeles solicited the services of an advertising agency. City officials felt that the image of the police department had to be softened if they hoped to attract the skilled resources they needed. “The goal was to make the Los Angeles Police Department look warm and fuzzy to entice more people to become cops.” (Belgum, 2004) A series of 30-second commercials were run in the Los Angeles area showing various police officers chatting about their professions. They were trying to spotlight women and minorities and emphasize the fact that they were enjoying their careers and others would also if they gave police work a chance.

This is only one limited example of what the Los Angeles Police Department has done to change a recruitment strategy. Officials there have begun to experience what every police agency in this nation will soon face. All law enforcement administrators must begin to think about human resource shortages that will soon be upon all of us. Taking no action will soon cost departments dearly as they compete for limited skilled workers. The law enforcement community as a whole needs to begin considering future
vacancies and which recruitment strategies will best attract the talent they will soon be struggling to attract.

**Literature Review**

Economic ups and downs are difficult to predict yet have an impact on police recruitment strategies. The U.S. economy in the late 1990’s was generally excellent and the labor market was very tight. For the first time in decades, police departments observed their best candidates take positions in other vocations because of the multitude of options available to the applicant. (McClenahen, 2003) Then, in 2001, many areas of the country suffered an economic recession. Many business organizations began to layoff employees causing an increased supply of skilled workers to attract as potential applicants. Just as police agencies began to rethink their recruitment strategies, the labor market suffered causing most cities to return to their “old recruitment ways”. In contrast however, demographic trends are much more predictable. The law enforcement profession will soon face the tightest labor shortage in U.S. history. (Anonymous, 2004) Not only will the number of applicants be limited, but the time frame for the labor shortage will also extend for years.

The coming U.S. labor shortage is a function of two factors, birth rates and labor participation rates. From the late 1960’s through the late 1980’s, American organizations benefited from the large number of Baby Boomers that were available in the workforce. “Specifically, there are currently 76 million Baby Boomers in the workforce today.” (Robbins, 2003) These numbers provide adequate applicant pools and police departments attract large numbers of people with minimal recruitment efforts. However, there are 10 million fewer Gen-Xers to replace the Boomers when they retire.
Some Boomers have already retired early. The shortage becomes even more severe around 2006, when Boomers begin to leave the workplace in larger numbers. Recent statistics indicate that in spite of increases in immigration, the new entrants into the workforce from other countries will do little to correct the supply shortage. (Robbins, 2003)

The labor shortage problem becomes worse by the fact that the latter part of the 20th century benefited from a huge increase in the number of women entering the workforce. That provided a new supply of talented and skilled workers. This source has now been tapped causing fewer options available for police recruiters. Additionally, there is a declining interest by older workers to stay in the labor force. “In 1950, nearly 80 percent of all 62-year old men were still working. Today, only slightly more than half continue to work.” (Anonymous, 2004) Attractive pension plans, expanded Social Security benefits, and a booming stock market has led many workers to retire early, especially those who spent 25-30 years with one organization. The combination of the smaller Generation X population, the already high participation rate of women in the workforce, and early retirements will lead to a significantly smaller future labor pool from which law enforcement agencies can hire. (McClenahen, 2003)

I would now like to focus on a few examples of recruiting difficulties that are currently being experienced by larger police agencies. Like many problems, reduced applicant pools will first be felt in areas with greater population densities where human resources are in higher demand. Various authors have already begun to publish articles warning of a reduced applicant pool.
The state of California has a number of large cities. Police officials in Sacramento have always enjoyed a large applicant pool when they needed to fill departmental vacancies. That was until recently. With unemployment rates near 5%, the Sacramento Police Department, along with other local police, and county sheriff departments were shocked to learn that they were facing a recruitment crisis. Police agencies are finding it hard to compete with the private sector, despite offering high pay and full benefits. (Lifsher, 1999) According to California state recruiters, the number of applications received each month from prospective officer candidates dropped by 58% in 1999. Entry level applications for the California Highway Patrol fell by 40% during the same time frame. (Lifsher, 1999)

Many personnel managers in a number of other major police and sheriff’s departments around the state report similar difficulties with police recruitment. The Los Angeles Police Department has watched its applications decline by nearly half in the past three years. Filling academy classes has become increasingly difficult and they have been forced to run some classes with less than half of the usual recruits. Currently, the Sacramento Police Department is having difficulty filling 20 newly budgeted positions while the Santa Anna Police Department is currently operating at about 12% under its authorized staffing. (Anonymous, 2000)

Mike Borges, a sergeant in the pre-employment unit of the Los Angeles County Sheriff’s Department admits that every agency in Southern California is hiring. Because of the reduced applicant pool, every agency is competing against each other to recruit the best candidates. Recruitment efforts have been increased, however, “overall quality of candidates is dropping along with their raw numbers.” (Anonymous, 2000) California
State Corrections officials say that they generally need 10 applicants to successfully graduate one new correctional officer from their academy. They simply are not attracting these types of numbers currently. (Anonymous, 2000)

According to recruiters at the California Highway Patrol, recruiting and hiring today has become more difficult than at any other time. Even with unemployment rates fairly high, people are pursuing other lines of work according to Sgt. Lori Harmon. She remembers sending an officer out in a clean pressed uniform with a patrol car to recruitment days. Applications were sure to follow and creating a significant pool was rather easy. Today, Harmon admits that recruiting efforts need to change if her department is going to pursue the highest skilled people to fill vacancies. (Lifsher, 1999)

Law enforcement officials in California agree that a reduced labor market is not the only negative impact on the number of qualified applicants. Recruiters state that many applicants are discouraged by long screening processes which include written exams, oral interviews, background checks, physical skills evaluation, and psychological tests just to enter the academy. Additionally, recruits are paid a reduced wage for the 27 week academy and graduate making less than their friends or acquaintances who obtain entry level positions outside of law enforcement. The bottom line is, current recruiting efforts are falling short. (Mills, 2000)

Declining applicant numbers in law enforcement are a problem everywhere according to one author. Deputy Director Stephen Kessler from the Sacramento Police Department states, “A massive cohort of veteran officers, who joined the department during and just after the Vietnam War, is reaching retirement age.” (Lifster, 1999) In addition, recent negative publicity about prisoner abuse has had a negative influence on
some would-be applicants. These circumstances, along with a future reduced labor pool, spells trouble in the area of police recruitment. Many officials agree that a more aggressive recruitment strategy needs to be implemented.

The states of California, Texas, Florida and major cities around the country are all beginning to report the same recruitment difficulties. However, they are not the only agencies experiencing hard times when it comes to hiring. The Federal Bureau of Investigation (FBI) has stepped forward recently and admitted that they too are having personnel problems. The number of women and minorities is very low and efforts to recruit these individuals have failed miserably. FBI officials realize they need new blood which complicates recruitment efforts. Almost half of the current 4,500 agents are due to retire during the next nine years. A crucial element of hiring for the FBI is to hire people who have special skills to deal with more complicated crimes. (Witkin, 1999)

Administrators within the Bureau realize they have their hands full as they target computer scientists, accountants and engineers. Douglas Rhoads, Director of FBI Recruiting, admits that future recruitment will be somewhat of a struggle as they try to recruit these professionals in a society where competition for skilled workers is likely to increase. (Witkin, 1999)

Now that we have discussed the impact of the coming labor shortage, we must make a plan to address what all agencies will ultimately face. Since there will be literally millions of vacant positions within the United States, how do we attract people to the law enforcement profession. To create an adequate plan, we must first look at the available labor pool and discuss what it is these people are looking for in a career. In times of labor shortages, good wages and benefits aren’t enough to attract and keep
skilled employees. Departments that fail to change current recruiting strategies will soon find numerous vacancies within their department and a greatly reduced applicant pool from which to choose replacement personnel. So who will be in this applicant pool and what benefits are they looking for?

Generation Xers were born between 1961 and 1980 and are beginning take control of many organizations. As Baby Boomers are learning, Gen Xers are not willing to adapt to the status quo and generally will not share the same philosophies that are currently in place. (Kogan, 2001) Gen-X is a complex generation presenting interesting recruitment dilemmas. Boomers think little about extending the workweek from 40 hours to 60 hours. Xers, however, want to go home at the end of their shift and are not interested in overtime. They learned from their parents that playing the corporate game doesn’t guarantee you a job. Xers are looking for flexible schedules, independence, professional growth, mentors, interesting work and considerable time off. (Jennings, 2000) Many Xers enter an organization and demand the same salary as 15-year veterans. If an organization isn’t willing to meet the desired salary, Xers have no hesitation in changing jobs. In the past, employees tolerated some undesirable employment circumstances. Loyalty and tenure amongst Boomers were rewarded and changing jobs frequently raised caution flags. Today’s recruits will have more choices and therefore more opportunity to change jobs. (Kogan, 2001) In law enforcement, this attitude can create significant hardships for agencies as the hands of most human resource departments are tied by union contracts and therefore have limited starting salaries. Additionally, training new recruits is extremely expensive, especially if the department loses a new recruit within the first year. Twenty years ago, the opportunity
to move up in rank was desirable. Xers expect to move up in rank and have difficulty playing the seniority game. Longevity with an organization may become the exception as job hopping becomes an accepted method for career advancements. (Jennings, 2000)

Another concern that police agencies may be forced to deal with is scheduling. Xers rarely see the advantage to working in a high-pressure organization. Other priorities in life are more important to this generation and spending time with family is much higher on their priority list. Shift work may be viewed as “non-family friendly” and many skilled people may disregard the law enforcement profession as a whole. (Jankiewicz, 2000) Business organizations report that telecommuting and schedule flexibility is more important to many Xers than money. This provides a huge challenge for police agencies as telecommuting can never be an option for police departments.

Perhaps the greatest challenge to the law enforcement community is the expectation from Xers that organizations can change their management style. Generally, Xers have received instant gratification throughout their lives and expect employers to accommodate them. This generation wants immediate performance feedback and not just during their initial training. (Jurkiewicz, 2000) They rely on instant communication through email or other electronic means and think nothing of bypassing management levels to get information. Generation X will have a major impact on tomorrow’s police recruiting strategies which could result in a long lasting negative impact on departmental operations. However, as this workforce matures, another generation is growing and will present additional complexities as they enter the workforce.
The generation following the Xers have a variety of names. Nexters, Millennials, Generation Y, and Internet Gen have all been used to describe individuals born after 1980. Society in general is beginning to see these individuals enter the work force with additional complexities. Many businesses report that Nexters are basically good kids with unrealistic job expectations. Like Xers, the Nexter generation places priority on free-time and reduced stress levels. “They see an article in the paper about a company that has a basketball court, one with a pool table and beer in the refrigerator and another one that gives you any day of the week off you want.” (Zemke, 2001) They build their expectations based on false information and become disillusioned after they accept a position. Many of them are very “me” oriented and like Xers, have little loyalty to an organization.

One administrator in a large police agency in Texas describes the Nexter generation as simply “young and clueless.” (Johnson, 2003) Starting salaries in many police departments are dictated by union contracts. Younger employees are demanding higher starting salaries and can’t seem to understand how the union mandates work. In addition, some experts feel that Nexters could have difficulty adapting to ambiguous situations. Many of these individuals are used to a lot of structure in their lives. They grew up in daycare centers with chaperones and organizers. They were enrolled in after school latchkey programs rather than going home and creating play time. Their parents and teachers planned out every detail of their lives which has resulted in reduced productivity when faced with idle time. This can be a challenge to the modern police agency when officers are expected to be productive during slow times. Close supervision may be required on the part of
administration when these individuals are released from FTO programs to ensure they can adjust to a self-created work pace. (Zemke, 2001)

As stated earlier, Nexters have very little loyalty to their employers. If they become bored with a job, they simply find other things to occupy their mind. This means missing work at a moment’s notice is fine if something more meaningful becomes an option. Several police agencies report increased absenteeism with younger employees who give very little consideration to organizational needs. (Zemke, 2001) Field Training officers are finding themselves in a parental role as well as a mentoring role as they struggle to introduce reality to the Nexter employee.

On the positive side, Nexters respond to recognition in the same manner as Xers. They seek mentoring relationships with older employees and respect the experience of older employees. Many Nexters refuse to follow established procedures until they receive an explanation as to why things are done in a certain manner. All these factors generally lead to a fairly positive Field Training Experience.

Another area of concern for police administration may be related to officer treatment. Nexters generally have high emotions toward fair play. The idea of fairness or fair play in the workplace is a top priority. Seeing peers treated better or worse than themselves can create reduced morale levels quickly. “They become very uncomfortable when expectations vary from person to person.” (Simonsis, 2000)

Additionally, in the interest of fairness, Nexters feel that all employees should be paid the same rate for the same job. Many labor agreements drive officer salaries and a new Nexter officer could be looking at a five year period before making a veteran officer’s wage. Law enforcement administrators may be dealing with a divided officer pool within
their own organization as Nexters begin to fill more and more vacancies caused by retirements. (Zemke, 2001)

Finally, Nexters require constant performance feedback. Nexters have grown up with pagers, email, cell phones, instant text messaging, etc… They are rarely out of touch with each other and many of them feel that instant communication is the norm in our society. They expect constant, often daily, constructive feedback and become frustrated when they “don’t know how they are doing.” (Zemke, 2001) Police agencies that utilize a regular performance appraisal system may already meet the needs of the Nexter generation. However, the departments that do not evaluate performance regularly may find their new employees digging for answers and become frustrated if they do not receive instant feedback.

The three generations that will fill future law enforcement vacancies are unique and each one comes with its own set of needs. Below is a brief summary of each generation, defining events and trends that help shape their era, core values, and perhaps some basic personality traits. If police administrators can understand the important aspects of each generation, it will become easier to change recruitment strategies to meet the needs of this potential applicant pool.

**BOOMERS:**

These individuals are part of the post World War II generation and come from an era of 73 million people. They currently hold many of the best jobs in the country and are rapidly approaching retirement age.
Core Values:
Many of the core values possessed by these individuals include: loyalty, optimism, teamwork, personal growth, and involvement.

Personality:
Boomers tend to be very driven individuals who are willing to go the extra mile. They think little of working 50 – 60 hour work weeks. They often find themselves in a love-hate relationship with authority.

XERS:
Xers were born between 1960 and 1980 and seem to have a shared goal. They focus on themselves with very little regard for organizational goals. They often experience conflict with Boomers.

Core Values:
Core values of the Xer generation include: diversity, global thinking, technology, informality and self-reliance.

Personality:
Xers have a greater tendency towards risk taking than Boomers. They are somewhat skeptical about “Corporate America” and tend to focus on family rather than work hours or career.

NEXTERS:
Born in 1980 or later, Nexters are often referred to as the Internet Generation. Their parents generally sheltered them against the world and they are just now defining themselves in the workplace.
Core Values:

Nexters are confident and feel a responsibility toward civic duty. They are sociable and accept diversity in all aspects of their lives.

Personality:

Nexters are optimistic about their future. They have a solid grasp on technology and expect the latest electronic tools in their workplace. They tend to be tenacious and form tight friendships in the workplace.

(Zemke, 2001)

Methodology

Research for this paper was taken from a variety of sources. Professional journals, newspaper articles, and the World Wide Web were used to search for related work that has been completed on this topic. Search engines included Google, Infotech and Proquest.

There were two primary objectives to this research. The first was to show that current recruiting strategies used by police agencies are inadequate if they are to compete in a world with a shrinking labor force. Law enforcement communities have only experienced the “tip of the iceberg” with regard to limited applicant pools. The second objective was to identify the wants and needs of individuals that will fill future vacancies. Police administrators should have an understanding of generational expectations so that recruiting changes can meet these desirable expectations.

Results

The results of this research seem to be consistent across the nation. Law enforcement agencies that serve large metropolitan areas are beginning to see what all
U.S. police departments will soon experience. A tight labor market will become the norm and recruiting efforts in the public and private sector will change. Change has always been difficult within police agencies and this is why some discussion must begin if we are to continue to attract and hire the most qualified individuals as police officers.

The continuing growth of the national economy, an aging workforce, and a limited number of replacement workers will all contribute to reduced human resources in the law enforcement community. To fill vacancies, organizations in the United States will need to use new and innovative approaches to employee recruitment. This author feels this research shows that those organizations who fail to adopt new recruitment strategies will fail to attract an applicant pool large enough or qualified enough to meet their organizational needs. Recruitment of the right people is important to the success of any business and law enforcement is no different. Making the wrong decision with regard to recruiting employees can prove to be a costly mistake. For this reason, it is important for all police administrators to understand what future generations expect in a career. It is impossible to attract replacement workers if human resource departments fail to change their recruitment approaches. If they do not change, police agencies risk attracting a lower skilled applicant pool which could have a severe negative impact on their organizations as a whole.

**Discussion**

It is the opinion of this author that the law enforcement profession is currently ill prepared to handle the coming labor shortage. In fact, most recruitment efforts put forth by police agencies are minimal at best. Many departments have taken a somewhat arrogant attitude toward recruitment because applicants have always been plentiful.
Meeting the future needs of their organizations is going to require a complete turn around from current recruitment thinking if they hope to continue filling vacancies with qualified applicants. The fact that the future will be challenging for all organizations has been clearly summarized by multiple authors cited in this research project. Ryan, (2003) and Jones, (2004) clearly described the availability of labor numbers beginning in 2006. With nearly 30 million fewer people to fill positions, recruitment of personnel may become a full-time job. All information found by this author continually pointed to the same result. The findings of numerous authors presented in this project consistently concluded the labor shortage will be severe. Even increasing immigrant numbers will not be adequate to maintain current numbers in the workforce. For the reasons listed in this project, law enforcement personnel directors need to stay abreast of effective recruitment strategies and be willing to go the extra mile for recruiting purposes.

**Recommendations**

Traditionally, police administrations have not been concerned about private sector recruiting strategies when they have tried to create an applicant pool. However, this author feels that since many organizations will soon compete for the same human resources, law enforcement personnel need to research what the competition, will be using to attract skilled employees. If Ryan (2003) is correct, there are 30 million vacancies waiting to occur in the United States labor force. Using some of the same strategies as other vocations will help to ensure that law enforcement does not suffer with unfilled positions.

Research has indicated that both Gen Xers and Nexters are seeking jobs with plenty of time off. Jennings (2000) found that time away from work was listed as a
higher priority than money on recent job importance surveys. Many law enforcement personnel enjoy a great deal of vacation time but only after years of service. To meet this generational desire, departments should consider increasing their shifts to 12 hours. Working 12 hour shifts increases the amount of time away from work. Many departments have adopted this approach and most have been successful in its implementation. Creating a 12 hour day only requires departmental personnel to report to work 14 days a month. Some administrators have expressed concern over the increased work day, however, recent research has shown that many employees are willing to trade longer days for more time off. (Simonsis, 2000) Law enforcement has an advantage over most organizations in that they have to provide 24-hour service. Changes in scheduling is one area that can be used as an effective recruiting tool and should be seriously considered.

Gen Xers and Nexters have both expressed the desire to work in a low pressure environment. The management style of some agencies creates high pressure and stress purposefully. There is a belief on the part of some administrators that stress causes employees to perform better. Police work itself can create enough stress on employees. Officers themselves tend to agree that additional pressure at the station is unwarranted and unnecessary. This type of management style may have to change if departments hope to retain employees after they have successfully recruited them. Additionally, Nexters feel little loyalty to their organizations. Jennings (2000) found that many Nexters look forward to changing jobs and think this approach can be used to climb the ladder of success. Creating stress in the station by using pressure tactics as a tool will cause many members of this generation to seek employment elsewhere.
Often, the little things in a job can create a desirable set of circumstances. This research indicated that instant feedback and constant communication have become the norm with these two generations. Continual performance feedback can keep the lines of communication open between departments and the new generational employee. Management experts have always spoken positively about the benefits of timely performance reviews. When done properly, appraisals can increase morale and provide recognition/feedback that this new generation demands. When combined with other efforts, performance feedback can create the type of communication levels that Xers and Nexters are looking for.

Signing bonuses have often been looked at as a recruitment tool for executives or athletes. However, the new recruit pool will literally have many options available to them and money is a motivator to almost all people on some level. Most labor agreements do not have signing bonus options. Police administrators may want to negotiate some type of labor language allowing this option if it becomes necessary. Xers and Nexters are demanding higher wages and will “go where the money is”. Signing bonuses are definitely out of the norm for law enforcement at this time but could be a viable option for future recruitment efforts.

Finally, police work has traditionally been viewed as a young person’s job. Some larger departments have begun to abandon this thinking and start focusing on mid-career recruitment. The average hiring age for police agencies in the past has been 22 – 30. (Sherman, 1999) By adjusting recruitment ages to 25 – 45, larger agencies have enjoyed a much broader recruitment pool. Minorities retiring from 20 years of military service are seen as another qualified pool. Many of these individuals are highly
qualified and often overlooked. Women returning to the workforce after raising children have been another overlooked area. Those non-traditional areas may be a source of qualified personnel if law enforcement agencies widen their recruitment objectives.

(Sherman, 1999)
References


