

# Building the Next Generation of Law Enforcement

Designing Evidence-Based Supports for Recruits,  
Officers, and Agencies

October 14, 2023 | 4PM

**SMART  
POLICING** | Data.  
Analysis.  
Impact.

**BJA**  
Bureau of Justice Assistance  
U.S. Department of Justice

**CNA**  
ANALYSIS & SOLUTIONS

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# Introduction



# Today's Panel

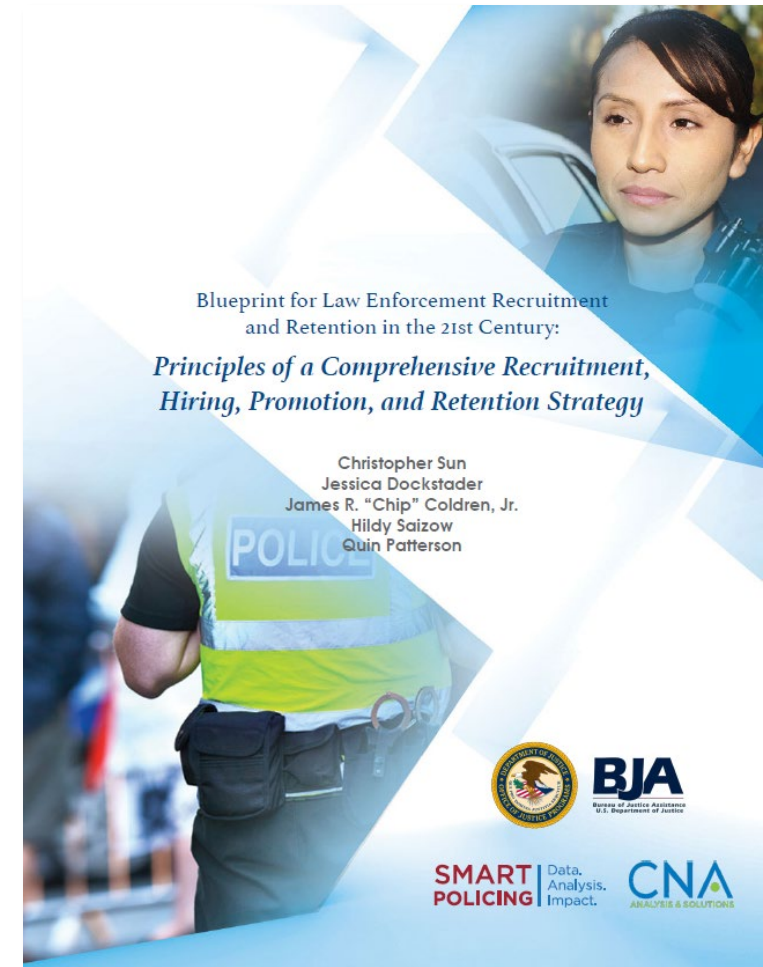


- Learn about the current state of evidence and practice regarding recruitment and retention.
  - Including an evidence-informed, data-driven framework for supporting recruitment and retention of officers and candidates.
- Hear about the efforts of Tulsa, OK and Apache Junction, AZ to address issues in recruitment and retention.
- Discuss how to advance the field using data and outcomes.

# Blueprint for Recruitment and Retention



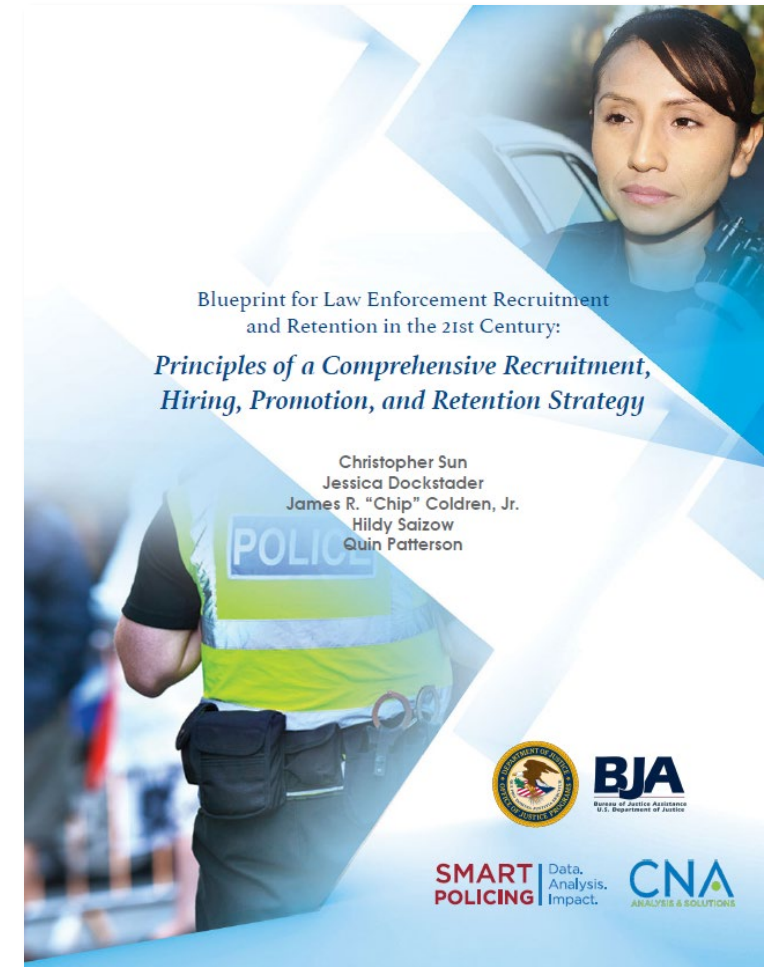
- Released September 2022
- Ongoing staffing shortages facing agencies nationwide.
- Based on:
  - March 2022 BJA convening.
  - Contemporary research.
  - Promising practices in agencies.



# Blueprint for Recruitment and Retention



- Available on the SPI website
  - <https://www.smart-policing.com/tta/spotlight-reports/blueprint-law-enforcement-recruitment-and-retention-21st-century>



# The Context – Law Enforcement Staffing Crisis



- COVID-19
- Social Unrest and Protests
- Changing Roles and Expectations of First Responders

# Comprehensive Recruitment and Retention



# Potential Impact of a Comprehensive Strategy



- Larger, more qualified, more diverse applicant pools
- A reduction in officer attrition and increased officer satisfaction
- Increased transparency, trust, and connections with the community
- Improved public safety outcomes





# Next Generation of Recruitment and Retention Systems



# Principle I – Expanding the Pool of Applicants

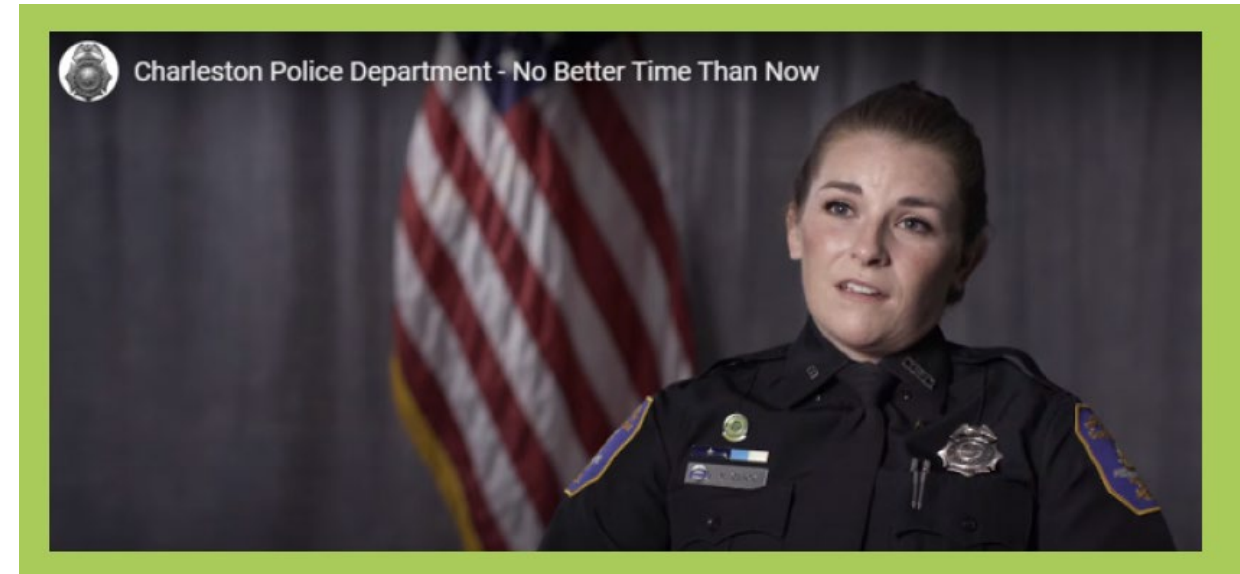


## Insights from the Field:

- Identify gaps in the recruitment process
- Address the lack of women in leadership

## Issues to Consider:

- Use data to inform your strategy
- Portray the job role accurately
- Recruit from a range of backgrounds and professions
- Create a culture that retains diverse applicants



Charleston, SC evidence-based recruiting video

# Principle II – Identifying the Best Candidates



Typical Agency Processes “Screen Out” Applicants with:	Characteristics that Agencies Can Proactively “Screen In” include:
<ul style="list-style-type: none"><li>• Prior criminal history</li><li>• Prior drug use</li><li>• Financial problems</li><li>• Poor prior employment</li><li>• Questionable morality/trustworthiness</li><li>• Evidence of bias/prejudice</li><li>• Mental health problems</li><li>• Physical health issues</li></ul>	<ul style="list-style-type: none"><li>• Integrity</li><li>• Compassion</li><li>• Work ethic</li><li>• Communication skills</li><li>• Honesty</li><li>• Courage</li><li>• Physical fitness</li><li>• Humility</li></ul>

Terpstra, Brice, White, Michael D., & Fradella Henry F. (2022). Finding good cops: The foundations of a screen-in (not out) hiring process for police. *Policing: An International Journal*. 45(4), 676-692.

## Insights from the Field:

- Address deficiencies in the screening and selection processes
- Change hiring standards and screening procedures

## Issues to Consider:

- Prioritize “screening-in” applicants
- Create a culture which retains your best members

# Principle III – Accountability & Promotions



## Insights from the Field:

- Support supervisors and field training officers
- Be transparent and equitable with promotions and evaluations

## Issues to Consider:

- Seek to understand members' views on job satisfaction and recruitment/retention processes
- Provide regular feedback about member performance

### INTEGRATING AGENCY VALUES INTO EVALUATIONS: TUCSON, ARIZONA

The Tucson Police Department in Arizona has identified 12 core competencies that their sergeants are evaluated on every month during their one-year probationary period. The competencies are as follows:

- Communication and responsiveness
- Community engagement
- Crime reduction/mitigation
- Incident command
- Job knowledge
- Leadership
- Management/direction
- Organizational commitment
- Problem solving
- Self-awareness
- Supervision
- Transitioning from officer to supervisor

Police Executive Research Forum, October 2018, Promoting Excellence in First-Line Supervision: New Approaches to Selection, Training, and Leadership Development, Critical Issues in Policing, Washington, DC

# Principle IV – Agency Wellness



## Blue Chip Program

<https://arlingtonpd.org/bluechip/BlueChipProgram.aspx>

### Insights from the Field:

- Understand why members may be hesitant to engage in wellness programming
- Identify appropriate supervisors

### Issues to Consider:

- Provide wellness programming
- Implement an early intervention system to flag members who may be struggling
- Assess what your members desire from a wellness program



# Closing & Resources



# Resources



**Office of Community Oriented Policing Services  
(COPS Office)**

[https://cops.usdoj.gov/recruitment\\_hiring\\_and\\_retention](https://cops.usdoj.gov/recruitment_hiring_and_retention)



**Michigan State University Police Staffing Observatory**

<https://cj.msu.edu/research-excellence/psso/psso-home.html>



A large, detailed image of the Tulsa Police Department badge. The badge is a five-pointed star with a central circular seal. The seal features a smaller five-pointed star with a central figure, surrounded by a wreath and a banner. The words "TULSA POLICE DEPARTMENT" are inscribed around the inner circle, and "JUSTICE FOR ALL" is on a banner at the bottom. The badge is set against a dark, semi-transparent background.

# OFFERING A PATHWAY TO A DEGREE

HOW TULSA, OK POLICE  
DEPARTMENT HELPS APPLICANTS  
RISE TO OUR STANDARDS

Maj. Mark Wollmershauser and Capt.  
Mark Ohnesorge, Tulsa Police Department



# TPD REQUIRES A 4-YEAR DEGREE

Helps reduce citizen complaints

Increases case closure rates

Increased professionalism among  
the workforce

Reduces the use of force



## RISING TO THE CHALLENGE

We are looking for ways to help raise applicants to our standards with a bachelor's degree. This benefits both the department and the community as a whole.

# HOW DOES THE PATHWAY WORK?

- In its simplest form, this is the pathway for a degree program.

Enter	Apply	Finish
<p>Enter College</p> <ul style="list-style-type: none"><li>• Students are accepted into the university and begin their specific program (usually Criminal Justice)</li><li>• TCC/OSU Connection</li></ul>	<p>Apply for the Academy</p> <ul style="list-style-type: none"><li>• Students still must apply for the police academy and work through the hiring process. They will apply during their Junior year of college.</li></ul>	<p>Finish School and earn your Badge</p> <ul style="list-style-type: none"><li>• Once accepted, the student will finish their degree program with the accredited academy.</li></ul>



OKLAHOMA STATE UNIVERSITY  
TULSA



**ROGERS STATE**  
UNIVERSITY

## UNIVERSITY PARTNERS

- We have agreements with five current universities
- We are in discussions with several more



# Chief Michael Pooley

Apache Junction, AZ  
Police Department



The logo features the numbers '30' in white, followed by a yellow chevron pointing right, and another '30' in white. The background is a blue-tinted photograph of police officers in uniform, with a yellow triangle in the top right corner.

30X30

ADVANCING WOMEN IN POLICING

Dr. Tanya Meisenholder, 30X30 Initiative

# WHAT WE'RE ABOUT



Northampton MA Police Department's first all-female midnight patrol shift, June 2021

1. **INCLUSION.** Increase the number of women police recruits nationally to 30% by 2030.
2. **POLICY.** Remove inherent bias from policing agency assessments and policies, and ensure women's specific needs are met.
3. **CULTURE.** Transform agency culture to support and celebrate the value of diverse and under-represented officers.

# WHY 30X30

Women currently comprise <13% of sworn officers. Among leadership ranks, women are 3%.

Yet, decades of research show **women often produce better public safety outcomes** — in many of the areas we care about most.



Research indicates

# WOMEN OFFICERS

- use force less often, and less excessive force
- use their discretion to make fewer arrests for non-violent, low-level offenses
- see better outcomes for crime victims, especially of sexual assault
- conduct fewer searches during traffic stops but are more likely to find contraband when they do
- are perceived as being more honest and compassionate
- are named less often in complaints and lawsuits, with some research suggesting they cost between 2.5x – 5.5x less than male officers
- fire their service weapon less often in the line of duty

If there was a training that produced these results, every department in the country would be clamoring for that training.

But this isn't about training.  
It's about thinking differently around who we hire and what we value in the police profession.

Why is  
representation of  
women so low...

1. RECRUITMENT CONTENT & STRATEGIES.

- a. Who is represented
- b. What they're represented doing
- c. Who is targeted

2. HIRING ASSESSMENTS & PROCESSES.

- a. Lack of validation and disparate outcomes
- b. Subjectivity in the hiring and promotional process
- c. Unnecessary microbarriers to entry

3. STATUS QUO IS MALE-ORIENTED.

- a. Women's specific needs are not met – e.g., uniforms, PPE, nursing policies

4. CULTURE.

# HOW IT WORKS

## THEY PLEDGE

A series of no- and low-cost, evidence-informed actions to improve the representation and experiences of women in the department

Signed by agency head

Addresses:

- Improved data collection and analysis to identify disparate impacts
- Improved policies to remove bias and meet the unique needs of women
- Improved recruitment, hiring, promotion, and retention strategies for all officers

## WE SUPPORT

Connect with research and subject matter experts

Access technical assistance through the Crime and Justice Institute

Receive summaries of the latest research about what works and matters

Access model policies, promising practices, and case studies of successful strategies

Participate in monthly webinars with peers and experts

Receive monthly newsletters with resources and fellowship opportunities

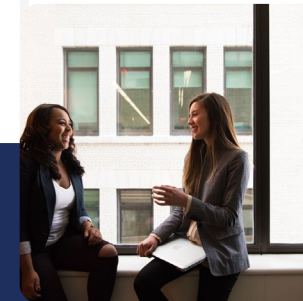
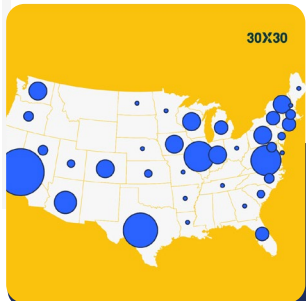
## ALL ARE ACCOUNTABLE

Agencies report on Pledge progress to 30x30 in 6-month increments

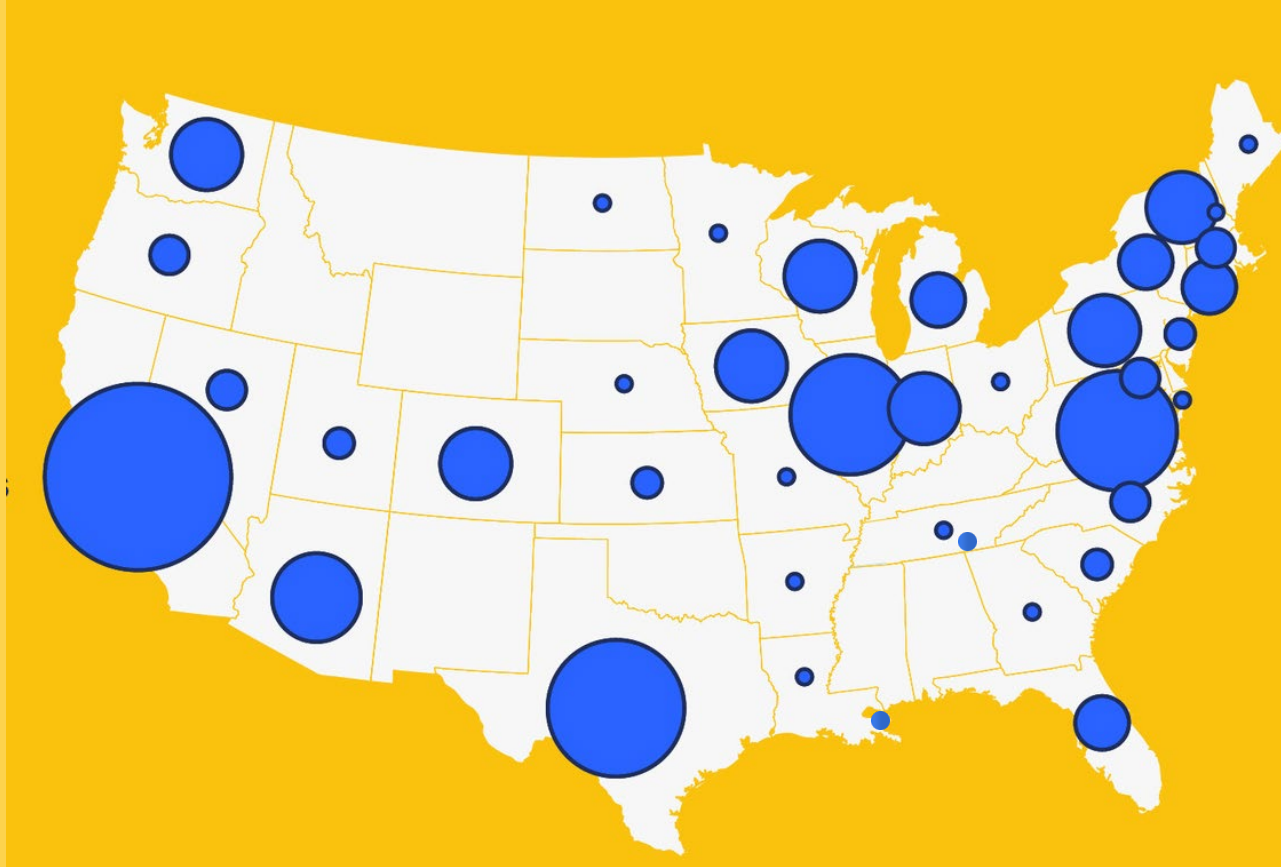
Mandatory data reporting, including demographic data of officers across ranks

Researchers analyze reports for trends to identify critical needs

All agencies connect via community of practice to motivate each other and inspire continued progress



# 30X30 HAS THE VISION, THE PLAN AND THE MOMENTUM



- Over [300](#) participating state and local law enforcement agencies, and several federal agencies.
- Departments range from small and rural to major metropolises serving over 8 million
- Partnerships with police professional organizations, private industry, and the US Department of Justice

TO ADVANCE WOMEN IN POLICING

# CONNECT



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[30x30initiative.org](http://30x30initiative.org)



[30x30initiative](https://twitter.com/30x30initiative)



[30x30-initiative](https://www.linkedin.com/company/30x30-initiative)

**THANK  
YOU!**

# QUESTIONS AND DISCUSSION