

Marketing the New Law Enforcement Organization

Sean D. Jowell

Abstract

Recruitment within the law enforcement community has found itself in a unique position that has not been experienced in the past. Law enforcement organizations using traditional recruitment methods find themselves in a new market. This market involves not only competition with other law enforcement agencies both home and abroad, but also competition from businesses within the private sector. New generational differences must also be understood and capitalized on, if an organization is to be successful. Information was obtained from surveys provided to new employees at the Pinellas County Sheriff's Office and individuals currently enrolled in law enforcement academies within the State of Florida. An analysis of the collected data and a literature review provides direction to understand the new generations of potential employees. This understanding will lead to the development of innovative marketing strategies to attract, hire, and retain the most qualified candidates.

Introduction

The Pinellas County Sheriff's Office has over the past decade experienced a gradual shift in its employee retention and hiring rates. Historically employee retention rates have maintained a high percentage while the number of potential/eligible new hires was proportionally high as well. The ability to meet the needs of positional vacancies within the organization was accomplished as a continuous pool of candidates existed in which to draw from; thus sustaining allocated personnel strength. This shift now finds the organization experiencing the number of potential new hires and the means to meet personnel vacancies diminishing.

The inability to effectively respond to the vacancies within the various areas of an organization has many far-reaching effects. Often deputy sheriffs aspire to transfer to a unit within other divisions after acquiring the necessary experience working in the Patrol Operations Bureau. They then enter into the interview process for a detective or other vacant position. In many cases the position is vacant because a detective/deputy has retired, transferred, received a promotion or has been terminated. The importance of creating and maintaining a strong pool of qualified candidates is even more critical to the employment process, and should be considered vital.

This research paper will attempt to analyze and determine factors in relation to the hiring of potential new members. These factors may then assist in determining new strategies in strengthening organizational marketing protocols,

stratagem, and applications. These factors should assist in developing and understanding how potential employees chose certain organizations over others. Past and current hiring practices will be analyzed to determine the effect of these practices. An assessment of whether new marketing strategies may be needed to bolster the organizations current efforts in drawing the finest qualified candidates will also be conducted. In order for one to truly approach these areas in a fundamentally global manner, one must look at and include within this study the hiring of not only certified law enforcement and correctional candidates, but also those positions within the civilian support staff community. For the purpose of this research paper, the concentrated effort will be upon the recruitment of certified law enforcement officers. However, the results of the research can be utilized to reinforce marketing strategies to any of the certified and/or civilian areas within the organization. The problems that this research paper will attempt to address are as follows:

- Decrease in the amount of qualified candidates to draw from in order to effectively fill anticipated vacancies.
 - Do current hiring practices effectively compete with other law enforcement agencies and businesses within the private sector?
 - What are the qualities, characteristics, and the needs of the present and future generations that exist in today's workplace?
 - Will a new program of innovative marketing strategies in a multitude of media venues strengthen organizational efforts in the hiring of highly qualified candidates?

This research paper will attempt to not only qualify these problems as existing, but also provide realistically applicable strategies to effectively bolster the organizations ability to draw highly qualified candidates.

Literature Review

One of law enforcements greatest challenges today is the successful recruitment and retention of highly qualified candidates. If the vacancies within a department are not filled with properly selected qualified candidates public/community safety could be compromised. The first step for a law enforcement organization in developing a successful recruitment program is an overall honest assessment of the organization as a whole. McKeever and Kranda suggest that the organization should conduct a self-review to determine if the organization provides a healthy work environment that provides incentives where one would want to join the department's ranks (McKeever, & Kranda, 2000).

For some time now agencies within the law enforcement community have experienced growing difficulty in the recruitment of qualified candidates to fill newly created positions or vacancies within the workforce. Agencies that have recognized this trend have begun to develop and implement different marketing strategies and recruitment standards to attract new candidates (Ayres, 2001). Historically law enforcement agencies have experienced a steady surge of applicants attempting to enter a civil service position in the public safety sector. Law enforcement offered security of employment, a discipline structure, and a prestigious position.

In a paper written as the result of a statewide summit in the state of Illinois, it was stated that the police environment has not changed dramatically over the past few decades. Police agencies are viewed as conservative and rational, not proactive in changing the work environment (Jurkanin, Fischer, & Sergevin, 2001). The authors also stated that the law enforcement occupation did not look like a 21st century job. This is due to the fact that the law enforcement working environment has met with dramatic changes over the past few decades, but law enforcement organizations are still viewed as a conservative and traditional workplace. Police agencies are not proactive in changing the work environment. Law enforcement officers work on weekends, holidays, and must contend with shift work. All of these factors are examples provided by the authors supporting that law enforcement as compared to other professions is not viewed as a modern 21st century job.

Past marketing strategies within law enforcement agencies were word of mouth consisting of interested potential candidates observing and/or interacting with law enforcement officers, having family members or friends employed within an agency, or other interactive experiences. Rarely would one find an advertisement for a law enforcement position placed within a local newspaper. The uniform, command presence, esprit décor, and perceived/implied positional power may have drawn many to the ranks of the law enforcement community. Recruitment dilemmas are not only occurring within the law enforcement community in the United States, but globally as well. Such agencies as the Victoria Police Department in Australia, have attempted to use new marketing as a means to attract qualified candidates. The Victoria Police Department uses a video production of law enforcement as a tool to recruit individuals from the multitude of diverse backgrounds located within the demographics of Australia (Australasian Police Multicultural Advisory Bureau, 2001). One of the unique areas within the five language-based video production is its attempt to dispel negative beliefs of law enforcement due to experiences within individuals respective countries and/or cultures.

Generational Considerations

Currently generational issues within the workplace have risen and present a new challenge in organizational recruitment strategies. The four identified generational categories are currently the Veterans (1922-1945), Baby Boomers (1946-1964), Generation X (1965-1980), and the Millennials (1981-2000)

(Hammill, 2005). The author states that for the first time in American history, there are four different generations working next to each other in the workplace. Each generation has distinct attitudes, behaviors, and expectations. Hammill states that people communicate with one another based on their generational backgrounds. If the members of these generations learn how to communicate with each other, many conflicts and/or misunderstandings would be eliminated in the workplace.

Presently law enforcement agencies have members of Generation X and the Millennials as a large portion of their applicant pool. With two very real generations that possess and exhibit very real differences it poses an interesting challenge for human resource personnel. Human Resource departments must establish marketing strategies to again accomplish the organizational goal of drawing the most qualified candidates from what ever generational category they may be from. Hammill differentiated the generational views of the workplace in that Generation X members find work as a difficult challenge, a contract of sorts, while the members of the Millennials find work to be a means to an end and/or fulfillment. (Hammill, 2005). Margaret Heffernan categorized the generational differences as the Boomers being team players, willing to work long hours and move upward in the ranking structure, while Generational X members are skeptical, will work hard, but also will go home at the end of the day. The Millennials have no patience and if they are not happy, they will just leave (Heffernan, 2007).

In order to tap into the applicant's pool that falls within the Generation X, the Phoenix Police Department has implemented marketing strategies that incorporate cafeteria benefits, computer technology, and career advancement opportunities (Ayers, 2001). This was based on a marketing strategy that addressed potential applicant's needs and interests.

Innovative Marketing

It is inherent upon law enforcement agencies to recognize the vast changes in the environments and generations that potential viable candidates exist. Those ideals, concepts, and attributes of law enforcement, may not exhibit the same appeal as they once did. The environment that we live, work, and raise our families in has undergone changes in generational beliefs, cultural diversities and environmental factors. As the environment in which the pool of potential candidates evolves, so should the marketing strategies of the organizations within the law enforcement community. Agencies should explore new innovative strategies in recruitment events and analyze current practices for continued effectiveness (Yearwood & Freeman, 2004).

Some agencies have experienced recruitment difficulties related directly to the agencies recruitment and hiring processes. The New York Police Department had experienced a phenomenon in which there was a continued increase in the amount of applicants that would not attend the testing process, at times almost 70% of those scheduled to attend did not do so (Hodes, 2004). At this time the New York Police Department was processing applicants within a

two-year time-span. Due to the recognized increase in failed attendance of potential applicants, a private firm was contracted to analyze and address this problem/issue. The Bernard Hodes Group addressed the problem by attempting to maintain an applicant's interest in the New York Police Department during the hiring process. The proposal consisted of developing a web-based portal which allowed those applicants that met certain security criteria (based on criminal records) access to various web-based areas within the department with provided passwords as a means of maintaining their interest. Creative marketing through various media venues was developed in order to promote this interest in the NYPD. An innovative poster was created and aggressively marketed throughout the city.



Another alternative to traditional law enforcement recruitment strategies was introduced by the Portland Police Department (Worksystems, 2006). Similar to explorer post programs, Portland Police Department used the creative energies of juveniles between the ages of 16-21. These youth were asked to develop concepts which would generate interest within the same age groups of those considering following careers in law enforcement. These concepts were to be presented to the Portland City Council as a marketing strategy.

Recruitment difficulties also occur outside of the United States. As part of an overall marketing strategy, new incentives were implemented within the United Kingdom to contend with recruitment shortfalls (MPA, 2001). The Metropolitan Police Authority (MPA) initiated a "Free Train Travel" program as a benefit for their officers. Incentives to attract new candidates can be as creative and innovative as the imagination allows, however they must also be budgetary feasible and part of an overall strategic position.

The Los Angeles Sheriff's Office has taken an aggressive marketing approach through various mediums such as the organizational website which

contains numerous motivational messages such as “Be a Deputy”, “ Be a Hero”, and “Real People—Real Leaders” (ERE Media, 2006). The department also invested in marketing strategies that incorporated the use of over 20 large billboards within the community advertising their agency. One of the billboards is even located outside of their community within the state of Nevada.

National Level Recruitment

In November 2001 the 205th session of the FBI National Academy held a symposium on recruitment (Vest, 2001). The symposium was comprised of over 250 command staff personnel from various agencies within the public safety sector. Recruitment was discussed in relation to such areas as agency size, traditional law enforcement recruitment, and technology within agencies. During the conference the participants were assigned to two work groups based on their respective agency size. These workgroups consisted of those participants employed by an agency with more than 150 employees and those employed by an agency with less than 150 employees. Each group was asked to generate a list of the top five foremost items desired by new employees in their workplace. The following are the results of the workgroups efforts to identify the top five items:

Less than 150 Members

Job Satisfaction
Work Hours
City Location
Family Atmosphere
Quality of Life

More than 150 Members

Job Security
Personal Growth Opportunities
Pay
Benefits
Retirement Coverage

Gary Vest brought forward an important and sometimes overlooked factor, “Although responses are likely to differ from one agency to another, every agencies goal remains the same; to match the applicant’s skills and desires with the agency’s needs and culture”.

The Fulton New York Police Department was experiencing a substantial number of applicants failing the physical standards testing after successfully completing the written examination phase. In order to draw the properly qualified and physical sound applicants the department embarked on a new marketing strategy. The department developed and sent recruitment posters to area colleges, various news media, and other venues. A television commercial was produced with a statement at the end of the production asking the question “are you up to the challenge?” The department also ensured the potential applicants were aware of the requirements prior to applying (Spawn, 2003).

Demographical Recruitment

With the expansion of diversity within our communities, barriers become more prevalent based upon language, cultural beliefs, and perceptions of law

enforcement. Law enforcement officers often encounter these barriers while working within culturally diverse communities. In a 2005 demographic study of police and sheriff's departments in Kentucky, it was suggested that diversity and cultural competency were essential in implementing a "successful human relations strategy" between law enforcement agencies and their respective communities (Lafollette, 2005). This study further suggested that it is the responsibility of both the law enforcement agency and the community to develop curriculum and/or policy necessary to meet the challenge of police work as the traditional diversity programs within the private and public sectors does not work well in the law enforcement venue.

Some common themes that appear to be more consistent than others within the literary research are the need to understand the generational differences that exist within the workplace, recognizing and understanding the demographics of our respective service communities, and the need to develop innovative marketing strategies to bolster recruitment efforts.

Methods

The method used to gather data for this research study was through the use of a survey instrument. In order to gather data that may provide some insight as to the factors relative to the reasons potential employees choose one agency over another, surveys were provided to student populations within local certified law enforcement academies. The academies chosen were the Manatee Technical Institute Criminal Justice Academy, St. Petersburg College Southern Public Safety Institute, Florida Highway Patrol Law Enforcement Academy, and the Law Enforcement Academy at the Hillsborough Community College. This population was determined to be appropriate for this research as students within a law enforcement academy have made the choice to pursue a public service career. The sample population consisted of those students that have been hired and sponsored by an agency and those that are attending without agency sponsorship. Both groups should provide valuable insight into the factors involved in the decision-making process to accept employment with an agency. It should also provide data in relation to those that are attending without sponsorship and are in the process of trying to locate an agency. Surveys were also provided to members of the Pinellas County Sheriff's Office that are currently in the Field Training Program. Data from this group should provide information as to the factors involved in the decision to be hired by this agency.

The survey questions were designed to be non-suggestive in nature. The instrument was also designed to have the students participating remain anonymous. The questions were structured as to allow for responses that may assist in determining possible relationships between certain marketing factors and an individual's choice of law enforcement agency. The survey instrument was a 10 question document completed by the student after a brief introduction as to the goal of this research project. Surveys were collected from each group

upon completing the instrument. Answers from the completed surveys were recorded and transferred to a data collection table.

The strengths in this method of data collection are the sample populations of the academy students, which allow for answers from subjects just beginning a law enforcement career. This group may provide a fresh insight into the factors used in their employment decision-making processes. It further allows for a look into the generational breakdown of current academy populations as all students are not just out of high school or college/military. Some are from other public service careers, while others have left careers that absolutely have nothing in common with public service. This may also provide interesting data as to the different variables in the decision making process between generations and between those with no law enforcement experience and those that have past public service careers. A potential weakness with this methodology is that some students may have felt intimidated by a member of rank providing the survey instrument. Students may have felt inclined to provide answers that they believe that a commander may want to hear. Others may have believed that this is somehow not an anonymous survey and that their respective agency may have received it. These issues have been considered and were addressed in the introduction provided to each group. The academies were all provided a copy of the survey instrument for distribution to their current enrollment of recruits. The Florida Highway Patrol Law Enforcement Academy had distributed 25 surveys to their recruit class and the Manatee County Technical Institute Criminal Justice Academy presented the survey to their 20 enrolled recruits. I met with and distributed the survey instrument to the 31 enrolled recruits at the St. Petersburg College Southern Public Safety Institute. All surveys were completed and either forwarded to and/or collected by me. Of the 16 recruits within the Pinellas County Sheriff's Office, 3 surveys were returned. Due to their various responsibilities and areas of instruction throughout the agency, the survey was distributed via an e-mail database, of which some may not have been familiar with at the time of this research project leading towards a reduced response. At this time there are no ethical issues in relation to the data and sources and there are none anticipated in the future completion of this research.

Results

Of the three surrounding law enforcement academies in the tri-county area, two responded and allowed for the surveys to be presented to the recruits during academy training times. The two local academies were the Manatee Technical Institute Criminal Justice Academy and the St. Petersburg College Southern Public Safety Institute. The third academy that responded was the Florida Highway Patrol Law Enforcement Academy. A fourth academy at the Hillsborough Community College did not respond to the requests to have the survey instrument presented to recruits currently in attendance. Current new hires within the Field Training Program at the Pinellas County Sheriff's Office were also provided the survey instrument during the course of this research

project. Seventy-nine surveys out of a possible ninety-two had been completed and were collected for data collation.

Of the seventy-nine (79) completed survey instruments, one (1) identified themselves as a current law enforcement member, seventeen (17) as non-sponsored academy students, and sixty-one (61) as agency sponsored academy students. However, upon reviewing the data, it is apparent that some of the Pinellas County Sheriff's Office members answered as to their status while they had attended an academy prior to their current employment.

Within the survey instrument respondents were asked to identify their age bracket. These brackets were designated in terms of common generational age ranges, but not labeled in generational terminology. The greater percentage of the seventy-nine (79) respondents fell within the Millennials (1981-2000) at forty-seven percent (47%) and Generation X (1965-1980) at thirty-nine percent (39%). Seventy-nine percent (79%) of the respondents had no prior law enforcement experience, whereas the next highest percentage were those respondents, seven percent (7%), that had only 1-5 years experience. In terms of how the respondents learned of their respective chosen law enforcement agencies, thirty percent (30%) responded that they had learned of their chosen agency through a current agency member. Twenty-three percent (23%) of the respondents located their agency through internet research and agency website access. Twenty-one percent (21%) of the respondents located their agency through other advertisement media. Twenty-one percent (21%) of the respondents failed to answer this question.

Two of the survey questions directly pertained to elements of a law enforcement agency that impacted the respondent's decision to enter law enforcement and choose a specific agency. The respondents were asked to prioritize five areas (see table 1) within a law enforcement organization, both tangible and non-tangible, that impacted their selection process. The five areas were to be prioritized one (1) through five (5) with one having the greatest importance.

Table 1. Law Enforcement Agency Selection Criteria

	1	2	3	4	5
SALARY	24	24	15	9	7
BENEFITS	7	21	20	25	6
GROWTH OPPORTUNITIES	19	17	11	22	10
RETIREMENT	6	9	20	19	25
AGENCY REPUTATION	26	8	13	4	28

Of the five criteria presented to the respondents within the survey instrument “Agency Reputation” was chosen by thirty-three percent (33%) of the respondents as having the greater importance in choosing a law enforcement organization. Thirty percent (30%) of the respondents choose “Salary” as having the greatest importance in the decision-making process closely followed by “Growth Opportunities” which was chosen by twenty-four percent (24%) of the seventy-nine respondents as having the highest degree of importance. “Benefits” and “Retirement” were the two least chosen areas as having any significant impact in the respondent’s decision-making process towards choosing an agency.

Respondents were asked to prioritize in the same manner of importance, five additional benefits offered by some agencies. Of these selection criteria fifty-one percent (51%) of the respondents identified a “Take Home Vehicle Program” as having the highest degree of importance as an additional benefit offered by a law enforcement agency. An “Educational Assistance Program” was identified by thirty percent (30%) as having the greater degree of importance as a secondary benefit to be offered by an organization.

Table 2. Additional Organizational Benefits

	1	2	3	4	5
TAKE HOME VEHICLE PROGRAM	40	10	15	7	7
OUT OF COUNTY RESIDENCY PROGRAM	9	15	13	25	17
PRIOR LEO EXPERIENCE SALARY INCREASE	7	5	10	19	38
WELLNESS PROGRAM FOR MEMBERS AND FAMILY	13	16	24	19	7
EDUCATIONAL ASSISTANCE PROGRAM	24	30	14	6	5

However, forty-eight percent (48%) of the respondents reported that a salary increase for prior law enforcement experience was the least important benefit to be offered by a law enforcement agency.

Respondents were asked to identify one benefit that they believe is not offered by a law enforcement agency that would be useful in attracting qualified candidates. Of the seventy-nine respondents, twenty-three percent (23%) did not offer an answer, either they did not wish to complete that particular survey question, had no answer to offer, or simply missed the question entirely.

Although the answers were somewhat wide ranging, some of the more common answers provided are listed below:

- Sign on bonus
 - Signing bonus with ½ upon being hired and ½ due at a successful academy completion.
- Child care provider on campus
- Housing allowance
- Performance pay incentives
- In-house training
- Moving expense reimbursement
- Dry cleaning compensation
- Bilingual incentive
- Child care compensation
- Full medical coverage during retirement
- Salary increase for education
- In-house barber
- Swimming pool within the gym facilities

The first three listed benefits, Sign-on bonus, Child care provisions, and a Housing allowance had the most similar responses within the survey question.

Respondents were surveyed as to their expectations as to how long they anticipated to remain at their chosen law enforcement agency. Seventy-two percent (72%) of the respondents answered that they would attain a full retirement where as ten percent (10%) responded that they intended on remaining at their agency only three (3) to five (5) years. Seven percent of the respondents answered that they would resign their position after six (6) to ten (10) years within their agency. The question reflected that this transition could take place due to employment with a state or federal organization, or other reasons.

Discussion

The greater percentages of the respondents within the sample population were of the Millennial (47%) and X (39%) generations. The attraction of a career in public safety in the past was associated with a different environmental upbringing then what has occurred over the past decade or so. Applicants within

the 70's, 80's, and early to mid-90's were raised in an environment that had few distracters as to what the newer generations have been raised within. The explosive market in electronics, computers, video gaming, instant messaging, and immediate research and informational access has established for the most part a completely different environmental setting for these generations that law enforcement agencies draw from as an applicant base. Expectations for the past "Veterans" and "Baby Boomers" generations were basic; work hard, exhibit honest and ethical behavior, respect authority and you may receive rewards through raises, transfers, promotions, or other forms of recognition. These were expected as well as accepted staples of a career in public safety. Currently generational issues within the workplace have risen and present a new challenge in organizational recruitment strategies. As the data exhibits, law enforcement agencies have a large percentage of members of generations X and Millennials within the applicant pool. In order to tap into this pool of applicants, human resource personnel must first recognize that the members of these generations do exist as do their needs and beliefs and that these needs and beliefs may strongly vary from the generational make up of those employees hired over the past 20-30 years. Innovative marketing strategies should be designed to attract and hire the most qualified candidates within these generations. Such strategies should incorporate pioneering concepts that break away from traditional law enforcement hiring practices and implement techniques and marketing stratagems that mirror successful businesses within the private sector.

Although generational differences exist between the Millennials, Boomers, and Generation X, some needs remain consistent among them. The data suggests that salary is still one of the highest priorities within the decision-making process towards choosing a law enforcement agency. As the ability to economically survive and excel within the communities becomes increasingly difficult, salary ranges should be established to address the economic environment of the surrounding community. Salary alone cannot be expected to reduce or solve the economic pressures placed upon a newly hired member. Organizations themselves have fiscal responsibilities and mandates that they must address and maintain in order to function and provide expected levels of service. However; in combination with other incentives within benefit packages, hiring bonuses, etc. these can reduce the overall negative economic effects and bolster the organizations appeal to potential applicants. When attempting to attract the most qualified candidates for hire, law enforcement agencies first and foremost will be competing against other agencies within the law enforcement community. As such, compensation packages may be similar in size, depth, and design, and if so, the question becomes, "what differentiates one agency from another in incentives offered"? The data further suggested that the greater majority of the respondents felt strongly in reference to such incentives as a take-home car program, educational assistance and wellness programs for members and their families. Although these incentives may exist in many law enforcement agencies, how often are they implemented within an advertisement as part of a law enforcement marketing campaign? As generational concerns are a valid and realistic issue within the workplace and recruitment programs of human resource

offices, public safety organizations should proactively develop and implement innovative marketing ideas to capture the interest of highly qualified candidates within these generations. The marketing strategies developed today to target these generations must be reviewed periodically for effectiveness, for as with this new generation of “Millennials”, another generational group is sure to emerge as a another challenge to human resource personnel charged with recruitment.

Of the seventy-nine respondents that completed the survey document thirty percent (30%), had learned of their chosen agency through a member already employed there. This leads to marketing strategies that break away from traditional methods of marketing externally from the organization. It is as important that organizations develop and implement an internal marketing campaign that focuses on current employees. Internal marketing strategies should focus on developing and bolstering the organizational internal image. What better ambassadors of external marketing and recruitment than that of employees which believe in the agencies overall mission and truly believe for the most part that their organization is the best around and supports them in their professional and personal goals. Internal marketing is not just compiled of recognition and reward programs, salary increases, or benefit packages, but should incorporate methods of marketing the positive organizational attributes to the employee base through intranet, displays, activities that involve members and their families, personal development programs, and other such strategies. The marketing of organizational and employee strengths that are consistently marketed through internal and external means can only improve the ability to draw highly qualified applicants that may eventually strengthen the base of employees within the agency.

Recommendations

Recruitment within the law enforcement community does not just address the certified law enforcement population, but is also inclusive of detention and correction personnel as well as those employed as support staff. Each population is as important as the other in the overall makeup and success of the organization. As the ability to survey all three populations would have been an enormous and difficult task to achieve in the provided time frame, it is recommended that similar research be conducted with the other employee populations in order to gain a more global view of what may be necessary in developing an effective marketing stratagem. As the competition to recruit the most highly qualified candidate's increases, marketing strategies must be developed with new and innovative tactics to first attract and then hire new applicants.

A second recommendation would be to review the current human resource protocols established for hiring processes. Some agencies have experienced recruitment difficulties related directly to the overall length of time involved in the hiring process from the initial pre-application submission to the actual hiring. Due to the length of time between each phase of the process and

the intermittent contact with human resource representatives, applicants can lose interest and seek employment elsewhere. This may be with another law enforcement agency or another business venture within the private sector. As the other job opportunities become available, applicants may believe that due to the length of time within the hiring process and the lack of continued contact with human resources that the benefit of accepting a new position may outweigh the overall risk of waiting on the hiring process to be completed. This may even occur if the compensation packages are different whereas the original employment opportunity provided more in the way of compensation as compared to the new job offer, yet the applicant may accept the second offer in order to begin his/her career in law enforcement more expediently. Law enforcement organizations should review their current policies and practices and review possible methods of streamlining the overall process. However, standards should not be lowered to meet demands. To be an effective hiring process, it should be without shortcuts, haphazard background checks, or the accelerated hiring of a candidate while the overall process lay uncompleted. A procedural review process should be developed to ensure that current processes are as effective, valid, and as efficient as possible.

Exit interviews should be used as an effective method of surveying those employees that have chosen to leave the organization due to new employment opportunities, retirement, etc. This may prove to be a valuable tool in collecting data that may help in determining current employee's beliefs and needs reference the organization and assist in developing a more effective internal/external marketing program.

Failing to develop effective marketing strategies in such a competitive market, may lead to an applicant pool that contains less than qualified candidates and if hired, may further lead to future employee problems within the organization. The overall goal of any organization private or public, and most certainly in law enforcement, should be to hire the most qualified candidate.

Lieutenant Sean Jowell has been with the Pinellas County Sheriff's Office since 1990. He currently supervises the Special Operations Division and is the Commander of the Special Services Section which includes Canine, Flight, Marine, Environmental Lands, Special Incident Management Unite, Dive, SWAT and secondary employment. Sean has a bachelor's degree in Pre-Med Biology from Franklin Pierce College and a Master's degree in Public Administration from Troy State University.

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Appendix A

Pinellas County Sheriff's Office
Recruitment Survey
Senior Leadership Program 2007

Instructions: Please complete the following survey to the best of your ability. This survey is completely confidential and does not require a signature nor agency identifier. Thank you in advance for your participation.

1. Please select the category that best describes your current status.

- | | |
|---|----------|
| Law Enforcement Agency Member | O |
| Academy Student – Agency sponsored | O |
| Academy Student - Non sponsored | O |

2. If currently sponsored, how did you learn of your respective law enforcement agency?

- | | |
|----------------------------|----------|
| Advertisements | O |
| Recruitment Seminar | O |
| Agency member | O |
| Other _____ | |

3. Please prioritize the following areas within a law enforcement agency as what you believe to be the most important to the least important when selecting a law enforcement agency for employment purposes? (Please use 1-5, with “1” being the most important and “5” being the least important)

- | | |
|-----------------------------|-------|
| Salary | _____ |
| Benefits | _____ |
| Growth Opportunities | _____ |
| Retirement Coverage | _____ |
| Agency Reputation | _____ |

4. Please prioritize from 1-5, with (1) having these greatest priority, that which you consider to be the most important element in your overall decision to become employed with a law enforcement organization.

Salary	—
Benefits	—
Growth Opportunities	—
Retirement Coverage	—
Agency Reputation	—

5. When accepting your position with a law enforcement agency, approximately how long do you anticipate that you will be a member of the agency, either due to other employment in the state or federal government, or other reasons?

1-2 years	O
3-5 years	O
6-10 years	O
10-15 years	O
Attain full retirement	O

6. Please prioritize from 1-5, with (1) having the greatest priority, that which you consider to be the most important as additional benefits offered by a law enforcement organization.

Take Home Vehicle Program	O
Out of County Residency Program	O
Prior Law Enforcement Experience Salary Increase	O
Wellness Program offered to member and family	O
Educational Assistance Program	O

7. Name one benefit, which you believe is currently not provided by law enforcement agencies, that you believe would attract qualified candidates?

8. How many years of previous law enforcement experience did you have prior to being employed with your current law enforcement agency or if currently a student, entering the academy?

None

0-1 year

1-5 years

5-10 years

10-15 years

Full Retirement

9. Have you been or are you currently a member of the United States military?

Yes No

10. Please select the year that you were born from one of the categories listed below.

1922-1945

1946-1964

1965-1980

1981-2000