Critical Issues in Recruitment and Retention

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Reasons for Employees Leaving

- Compensation
- Respect/Trust/Micromanagement
- Bad bosses/Poor leadership
- Lack of recognition
- Career advancement
- Less Risk/Opportunity
- Stress
- Family life/Shift work

Improving Employee Retention

- Retirement
- Working smarter not harder
  - Reports needed
  - Comfort/Uniforms
  - Technology acceptance
- Hire/Promote the right people
- Develop/Train your employees
  - Combine with other agencies
  - Outsourcing
- Act on exit surveys
- Perks
- Compensation/Prop P
- Flexibility
- Performance appraisals/Goals

Community Support

- Citizens police academy
- Fundraisers
  - Golf tournament
  - Car show/bbq
  - Goldstar 24/7
  - Backstoppers
- PR Events
  - K/9
  - SWAT
- Interaction with citizens
  - Enforcement situations
  - Non enforcement situations
- Volunteer
- Open line of communication
- Transparency
- Social media posts
- Press releases
- Approachability/Accountability
- Crime mapping

Avoid Hiring Mistakes

- Taking too long to hire
  - People apply at more than one agency
- Rushing to hire
- Not hiring internally
- Realistic job duties
  - Skills needed
  - Compensation
  - Certifications required
- Trusting first impressions
  - Don't
- Being overly influenced by degrees
- Psychological Evaluations
  - Understand how to interpret them
  - Follow up questions

Background Investigations

- Check references
- Home visits
- Previous employer contacts
- Military
- Modern technology
  - Social media
- Criminal history
- Casenet
- Credit check
- Previous landlords

Grow Your Own

- Frequent visits to schools/SRO's
- Explorer program
- Internships
- Sponsoring through an academy
- Non commissioned personnel in detention
  - Schedule adjustment for attending academy
  - Maintain pay and benefits

Finding Quality Candidates

- Long term potential/Job hoppers
- Ask the tough questions
- Quit rejecting the overqualified candidate
- Problem solving capabilities/Examples

- BREAKOUT SESSION/DISCUSSION