Big Ideas for smaller police departments

A quarterly publication of the International Association of Chiefs of Police focusing on concerns of smaller agencies

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Editor's Welcome

Welcome to Big Ideas for Smaller Police Departments, the second edition of a quarterly newsletter designed to respond to the needs of smaller police departments—those serving populations under 25,000 with fewer than 25 officers.

Recruitment and retention of qualified law enforcement personnel is of great concern to communities around the country. In many states, applicant response to open positions at local agencies and regional academies is low. Recruitment concerns have surfaced in Charlotte, Philadelphia, Springfield, Portland, and Chicago. When a low response to open positions occurs in major metropolitan areas, it is often more pronounced in smaller communities that traditionally have been less successful attracting and retaining qualified candidates.

Smaller departments are challenged by limited resources to advertise and compete against larger departments often for the same applicants. Our goal in writing this feature article has been to:

- Find the smaller departments around the country that are successful recruiting and retaining staff
- Identify their strengths and
- Compile those strengths in a best practices guide for others to follow.

This feature article, Recruitment and Retention of Qualified Police Personnel, A Best Practices Guide, we compile successful strategies from these departments and those of our writers. Our thanks to the many smaller department chiefs who have attended our regional symposiums and provided input for this guide. Together, we have developed inexpensive and practical ways to enhance the success of recruitment and retention of qualified police staff.

Symposium Schedule 2000:
- August 10-11 Durham, New Hampshire
- September 25-26 Northern Virginia
- October 26-27 Olympia, Washington

For further information on regional symposiums or any services for smaller departments, contact the project at 800-THE-IACP, extension 262. If you have comments on this edition of the newsletter, or have suggestions for future issues, please contact the editor, Elaine Deck at decke@theiacp.org

This project is supported by a grant award #97-DD-BX-0043 from the Bureau of Justice Assistance, U.S. Department of Justice, to the International Association of Chiefs of Police. The views expressed here do not necessarily reflect those of the Department of Justice.

Advisory Group Members

Chief James E. Ariagno, Crest Hill, Illinois, Police Department
Chief Mark A. Chaney, New Albany, Ohio, Police Department
Chief William Harrison, Capitol Heights, Maryland, Police Department
Chief Larry M. Hesser, Georgetown, Texas, Police Department
Chief Neal Kurlander, Maryland Heights, Missouri, Police Department
Chief David L. Kurz, Durham, New Hampshire, Police Department
Chief Bryan J. Kunze, Fayette, Missouri, Police Department
Chief Carolyn M. Kusler, Broken Arrow, Oklahoma, Police Department
Chief Jack Mckeever, Lindenhurst, Illinois, Police Department
Chief W. Dwayne Orrick, Cordele, Georgia, Police Department
Chief Beau Thurnauer, Coventry, Connecticut, Police Department
Recruitment & Retention of Qualified Police Personnel

A Best Practices Guide

Authors:
Chief Jack McKeever, Lindenhurst, Illinois Police Department
Lt. April Kranda (Ret.), Fairfax County Police Department

The IACP is working with the Department of Justice, Bureau of Justice Assistance, to provide services, support and technical assistance to smaller police departments. The project advisory group, comprised of chiefs from smaller police departments around the country, identified recruitment and retention of qualified police personnel as one of the most challenging issues facing smaller police departments. This document contains suggested best practices provided by our authors and by the many chiefs form smaller departments who have attended our symposiums.

Introduction

One of the greatest challenges facing law enforcement organizations today is the successful recruitment and retention of highly qualified employees. Community safety can be compromised when substantial experience and training is lost through staff turnover and vacancy. It is imperative then, to recruit, select and retain the kind of personnel who will bring to the department and to the community a strong commitment to and talent for the job. Over 12,000 of the 17,173 IACP members represent communities of less than 25,000 that are served by less than 25 sworn police officers.

Smaller police departments require innovative strategies to distinguish themselves from larger departments that may seek qualified individuals from the same applicant pool. Smaller police departments have unique and valuable characteristics and they are often excellent models of community policing. Quality police work is more clearly defined by the quality of public safety and the satisfaction of the community, not by the size of the police force. For this reason, the IACP has developed a Best Practices Guide on Recruitment and Retention of Police Personnel specifically for smaller police departments – those serving less than 25,000 or fewer residents with 25 or fewer sworn officers.

Beyond the realities of resources, location and political agendas, how can you determine if your department provides a healthy work environment to attract and retain skilled and eager employees?

As these personnel issues are explored, the writers are asking readers to:

Think outside the box!
The work environment within an agency can also have a dramatic effect upon the successful recruitment and retention of qualified police personnel. This section includes recommendations for building work environments that provide employee growth and satisfaction. When implemented, these recommendations can give smaller departments a distinct advantage over larger departments in the hiring and retaining of qualified police personnel. Examples of assessments are found at the end of the section.

**Agency Assessment**

**GOAL:** Determine the Department’s Hiring Strengths and Weaknesses

The first essential step in designing an effective recruitment and selection process is an honest self-appraisal that determines whether your department provides a healthy working environment for employees and whether incentives to join your department exist. The result of this assessment is information from which a strategy can be developed that incorporates short-and long-term department hiring goals and which clarifies department values. You will see how recruitment and retention are interdependent as new hiring strategies are linked to retention strategies. As you succeed in developing recruitment strategies, they will link directly to successful retention strategies. Recruitment strategies incorporate the values and goals of the department and the community. Once you determine the department’s values and goals, you can develop effective recruitment and retention strategies that support those goals.

**Step One:** Explore what you think are the advantages of working in your department.

**Exploratory Questions for the Chief:**

What Are the Advantages of Smaller Department Policing?

1. Why would I want to work for this department?
2. What does my department have to offer?
3. How do I seek the most qualified individuals?
4. What can I do to keep quality employees?

Make a list of the things that come to mind. Compare them to the answers that we have received from smaller department chiefs who attended our nation-wide symposiums. (see IACP Symposium Responses on the next page)

**Step Two:** Explore staff responses to the value of working in the department.

Having looked at your perceptions of the hiring strengths of your agency, poll your staff and see if there is agreement. Even disagreement will be informative. Use the previous four Exploratory Questions listed above. Once the answers to the four questions have been answered by the chief and the staff, hold a focus group meeting with employee representation, civilian and sworn, to discuss the findings and to set new hiring goals based on those results.
Step Three: Hold a focus group with staff to develop your department’s hiring priorities.

Develop Department Hiring Priorities with Staff

1. How can we sell the department to qualified applicants?
2. What are the unique qualities of the department and community that will appeal to potential applicants?
3. What are the qualities we want to see in applicants?
4. Does the department reflect the diversity in the community?
5. Is the department prepared to successfully integrate women and other minorities into the force?
6. How can I make my department a place that appeals to new applicants and retains experienced officers?

Summary: Review of feedback from the questionnaire and focus group should provide some clear ideas about prioritizing and targeting hiring goals.

In order to be competitive with the general workforce and other police agencies, successful smaller departments must place significant emphasis on creating a work environment that stresses employee value and provides prospective applicants with a clear understanding of the benefits of employment with the department.

ACP Symposium Responses from Smaller Department Chiefs:

The Advantages of Smaller Department Policing

- Skilled employees are valued as the department’s most important asset.
- Career opportunities for personal growth include specialized duties and promotions.
- It is important to promote a family atmosphere in the department and the community.
- Employees are encouraged to provide input on department policies such as shift configurations, uniform design, and community policing strategies.
- There is a spirit of organizational teamwork between the chief and the department which encourages employee opinions and input at staff meetings.
- All employees, sworn and civilian, are treated with dignity and respect.
- The chief knows everyone by name and supports all employees to reach their personal and professional goals.
- All employees have access to the chief.
We call community assessment a “community mirror aspect” of the overall department’s assessment. This mirror provides the department with information about the values, needs and desires of the community. Smaller departments can benefit by making sure police and community values are consistently articulated to new employees. The community is an important selling point to new employees and their families. Knowing that the police department is appreciated and supported by the community is a positive factor in recruiting and retention of police staff. Police programs and services like Police Activity Leagues or Community Watch Programs are enhanced when supported by community partnerships. Such partnerships with community-based organizations or the faith community have developed successful volunteer and other community programs for police departments. (See Trends News From the Field Section for a review of Lexington, Massachusetts PD’s community-supported programs).

Community partnerships are opportunities for police to listen to public concerns, to work together with community groups to solve those concerns and to develop meaningful ways to exchange information with community-based organizations so that the public sees how integral police are to the health of community life.

Tell your story. Have a reporter go on a ride-along with a police veteran. Provide community groups of all kinds with information concerning department outreach and service programs.

Establish an “Officer of the Year” program. Have the winner speak to community service organizations and schools, get a newspaper article published about their community service.

Begin a Police Activity League (PAL): Youth after school education and sports programs.

Encourage development and provide training for neighborhood watch programs.

Encourage police officers to teach at local community colleges.
There are several methods for determining the community perception of your department that are inexpensive and informative. Consider the following examples:

- **Informal Survey:** Design a survey that asks important questions and solicits community suggestions for departmental improvement. See if the newspaper will print it or copy the survey and circulate it through community groups and churches. Perhaps a police survey booth in front of the local grocery store might get responses. *See next page for suggested survey design from Lexington, Massachusetts Police Department.*

- **Opinion Poll:** Call a random sample of people and ask them their opinion of the department. The number called will depend on the size of the community and the number of staff available to you. Ask 3-5 direct questions that offer a range of responses. Use a scale of 1-5, that will give a spectrum of choices. *Example:* 1. Is doing a fine job. 2. Is doing an adequate job. 3. Needs improvement. 4. Is doing a poor job. 5. Don’t know. *Note: Survey or opinion poll results showing community support for police can be an effective recruitment statement. Example, 75% say the department is doing a good job.*

- **Grants:** Investigate the availability of Foundation or other grant funding for police initiatives, community partnership programs, equipment or technology acquisition. Money may be available from a variety of sources for community policing initiatives which include community partnership programs, or technology information-sharing between law enforcement agencies. *(TPO Grants provide technology grants, Foundation grants are listed at the Library in the Federal Register. A Resource Librarian will help you locate law enforcement grants.)*

**Summary:** Be prepared to respond to and/or publish survey results (include the positive and negative responses) and then suggest ways the department will respond to those needs and suggestions. There are many creative ways that police and their communities can and do work together. The important point is that you, as a law enforcement executive, know successful ways to partner with your community. Departments that enjoy community support often have greater success recruiting because new police officers see this community as a positive place to live and work. Families are drawn to where officers and their families are appreciated as valuable members of the community.

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**Tip:** Even if only one suggestion from the community is implemented, the department can benefit from being seen as a department that cares and responds to its citizens.
SAMPLE OF A PUBLIC SAFETY SURVEY

Recommendations: Develop a questionnaire in Excel or some similar format that will allow you to easily store and retrieve the information for the department easily. Surveys vary according to need, but consider including these 3 categories: Demographics, Public Safety, and Community Perception Questions. A Comments Section can provide ideas for new police projects and programs. If designed wisely, you will be able to gather helpful information about your citizens as well as about your department. The following examples are questions taken from a Lexington Police Department citizen survey in 1999. Thanks to Chief Christopher Casey of Lexington, Massachusetts Police Department for his assistance. Chief Casey can be reached at (781) 862-1212 for more information about the entire Public Safety Survey.

DEMOGRAPHICS QUESTIONS:
1. How long have you lived in (city) { } less than a year { } 1-3 years { } 4-10 years { } +10 years
2. What is your age? { } 18-24, { } 25-34 { } 35-44 { } 45-54 { } 55-64 { } +65
3. What is your gender? { } Female { } Male
4. What is your race or ethnic background? { } Asian/Pacific Islander { } Black { } Hispanic { } White { } other, specify.
5. Have you ever been the victim of a crime in this town? { } yes { } no

PUBLIC SAFETY QUESTIONS:
Please check the response that most accurately reflects your opinion for each statement.

1. I feel safe in my home. { } Strongly Agree, { } Agree { } Don't feel strong either way, { } Disagree { } Strongly Disagree. (use the same response categories for each question.)
2. I feel safe walking alone in my neighborhood.
3. I feel safe walking with others in my neighborhood.
4. I feel safe in the shopping district after dark.
5. I feel safe in public recreation areas and playgrounds after dark.
6. I think the following suggestions would enhance my feelings of safety:_________________
   __________________________________________________________________________

COMMUNITY PERCEPTION QUESTIONS: (Use the same 5 response categories as above).

1. The police presence in my neighborhood is appropriate for the need.
2. Traffic enforcement in (Lexington) meets the need of the community.
3. The (Lexington) Police Department is providing appropriate community education and outreach programs.
4. (Lexington) Police Officers perform an appropriate amount of patrolling on foot.
5. (Lexington) Police Officers treat people with respect.
6. (Lexington) Police Officers respond to emergency calls in a timely manner.
7. (Lexington) Police Dept. does its job well.
8. I think the following suggestions could improve citizen views of (Lexington) Police Department.
   __________________________________________________________________________

COMMENTS SECTION: (Provide ample room for suggestions).
What I like best about the Police Department._____________________________________

What I'd like most to see improved about Police Department._______________________

Other comments, ideas:________________________________________________________________

These are just a few suggestions to get your agency started should you want to develop a community interest survey. Contact Chief Christopher Casey at (781) 862-1212 or Elaine Deck at 1-800-843-4227 extension 262 for more information.
Inexpensive Strategies for Effective Recruitment.

As technology advances and the value of problem-solving or community-oriented policing increases, the demand for specialized police services also increases. Qualified applicants must be educated, effective communicators who understand the value of linkage to government and community resources. Recruitment of qualified, diverse applicants who can meet the standards of modern policing is a significant challenge. In order to meet this challenge, smaller departments must enhance or revise their recruiting and selection strategies. The task of recruiting should be identified as one of the most critical functions within the organization.

1. Appoint A Recruiter
   - The recruiter can be a pivotal position in the department. A recruiter represents the department in the community and to prospective applicants. A successful recruiter is a highly talented and motivated person with a passionate conviction that police work, especially in this department, is the best job in the world.
   - Due to limited resources, most smaller agencies do not have the luxury of appointing a full-time recruiter. Still, the effectiveness of this individual, even on a part-time basis, can have striking results when the right person has this job. **Consider the use of auxiliary officers or volunteer personnel to supplement recruiting function at no cost.**
   - Recruiters should be held to a high performance standard that emphasizes the ability to identify qualified and diverse applicants and to bring them into the selection process.
   - Any effective recruitment strategy will include ways to optimize the skills and talents of current personnel. All employees should be considered recruiters on the lookout for talented individuals for their department.
   - The recruiter’s most effective tool is personal relationship. Smaller departments can successfully differentiate themselves from larger departments by focusing on people, not objects or equipment. Stress the benefits of your department and community by emphasizing comradery within the department and cohesion of the community.

2. Launch Auxiliary Officer, Cadet and/or Explorer Programs
   Because this is a resource-intensive strategy, especially for the super small department, we recommend you develop this regionally, or at least with one or two other near-by departments. These programs not only provide additional resources to the department for police services and community outreach, but they also provide an additional pool of potential applicants. These programs promote good will and give citizens an opportunity to invest in their community through public service. Programs like these allow the community to meet its police officers. No one can sell the department as effectively as incumbent officers. Consider asking new officers why/how they chose the department.

3. Poll Your Staff for Strategies
   Focus groups or brief employee surveys can be informative. You may be surprised by new recruitment ideas that are generated. Input from new hires can provide valuable insight into ways to streamline the hiring process. (A sample survey is listed on page 5.)

4. Add Employee Incentives for Successful Recruitment
   Incentives such as monetary bonuses, leave time, recruitment recognition awards (uniform pins), or additional training opportunities can motivate current staff to prioritize recruitment.

5. Form Citizen Police Academies
   This is also a resource-intensive strategy for the super small agency, so partner with other agencies when possible. Regional academies can share resources among several departments. Citizen police academies have proven highly beneficial in creating public awareness and appreciation for police work. These academies vary in structure and content and can be formal or informal depending upon the community. They can be developed by several smaller agencies and serve a region as well as an individual community. Academy graduates often become community advocates for police and can serve a valuable role in any recruiting effort.

6. Hold Career Fairs
   This is a resource-intensive strategy. Partner with other public services like Fire, Public Health, Sheriff, or others. The career fair is a way to introduce police work to schools, businesses and the community. Typically, this opportunity to advertise police work is extremely effective in educating the public and potential applicants. As you plan, consider teaming up with local businesses or community organizations for additional visibility and shared costs.
How to Choose a Recruiter

1. Look in your department for officers who are mission-driven, possess strong communication skills and demonstrates an ability to sell the department.

2. Look for a non-judgmental person who is free from bias. (Recruiters who are unsuccessful in recruiting qualified women and minority applicants may be hampered by personal bias). If diversity is valued by the department, select someone who enthusiastically shares that value.

3. Assign a high status to this position. By spotlighting the recruiting function as prestigious, officers will feel honored to serve in this position and will strive to bring the best qualified applicants into the department.

4. A two-year tour of duty is recommended for this position because the challenges of this position are considerable. However, this arbitrary timeframe may vary given individual differences and job demands.

5. Performance measures should be based on the number of qualified applicants recruited, not on the number of applicants eliminated. Help the recruiter succeed.

7. Develop a Connection to Local Colleges and Universities
   Campus recruiting efforts are an excellent adjunct to the occasional career fair. Formal liaisons can be built with campus career counselors, educators and internship coordinators. Graduate students are excellent resources for additional support for department research, surveys and grant writing. Officers can co-facilitate classroom studies in criminal justice. (An officer in uniform can be an effective advertisement.)

8. Community Speaking Engagements
   Chiefs can build community awareness and support for recruiting by speaking at community groups, schools, churches and service organizations. These organizations can be excellent resources for demonstrating the department’s service commitment to the community and can be an effective avenue for reaching minority groups in the community.

9. Develop Military Linkages
   Some innovative departments have linked with military recruiters to learn successful marketing and recruiting techniques. Military recruiters receive extensive training, some of which is applicable to police work and can be a source of information for agency recruiters.

10. Develop a Media Partnership
    Print and broadcast media can be a strong ally to the police department. Media representatives are usually interested in developing a relationship with the local department because they need police information. The media savvy chief knows that a strong alliance with media is needed to provide accurate reporting about police work. An effective media strategy is to take a proactive stance by providing positive, inspirational features about the department, its officers and programs. Cooperation with the media is a two-way street and must be cultivated with attention toward development of personal relationships based on trust and honesty. A cooperative media is a tremendous asset to any department and can also be an asset to recruitment. Sell the benefits of your department through the media.

11. Use the Internet
    Some small departments have been able to compete in the technology arena by developing partnerships with businesses that share their computer technology and provide web sites for small departments. The University of Arkansas’ Center For Rural Law Enforcement offers free Internet access for qualifying departments. Contact Harold Stuart at (501) 570-8000.

12. Open House
    Many communities have festivals or holidays when town businesses have an open house. During these festivals and holidays provide facility tours and educate citizens about policing as an exciting career.

13. Build Recruiting Skills
    The IACP offers a class called, “Building Skills for Effective Recruiting.” Take advantage of this and similar law enforcement-focused recruiting classes available to you. These skills must be built and sustained by continued education and collaboration with other chiefs.
After addressing recruitment challenges, employee retention can be a major problem as well for smaller departments. Some smaller departments cannot offer the high salaries that larger municipalities do, but they have an edge in several key areas of staff retention. The table below outlines keys to staff retention and outlines what smaller departments have to offer.

**Key To Retention** | **Description** | **Smaller Departments Offer:**
--- | --- | ---
**Quality Relationships** | Performance is enhanced by positive coworker relationships | Direct access to the chief; chief is aware of individual work performance and personal concerns of staff

**Meaning & Purpose** | Workers are happier and healthier when they derive purpose and satisfaction from their work | Police are often recognized and valued in smaller communities where people work together, live close by

**Recognition** | Workers place higher priority on recognition and appreciation than salary in most surveys | The smaller city chief has a unique opportunity to know his/her staff well and provide the kind of recognition needed to promote loyalty and retention of staff

**Promotion & Personal Growth** | Officers need to be challenged and given opportunities for promotion and personal growth | Smaller departments offer innovative career pathing by creating specialized positions such as school liaison; fleet manager; information technology officer, firearms instructor, recruiter, evidence technician, business & community liaison, public information officer

**Safe, Friendly Communities** | People like to live where they work, where schools are good & the community is safe | Smaller department are often appealing because their community offers a positive quality of life for individuals and for families.
Employee Satisfaction
A Key to Retention

The most effective way to build departmental commitment and loyalty is to demonstrate how the department values employees by providing them with the support and tools to effectively do their jobs. Job satisfaction surveys consistently name appreciation and recognition as what workers want more than a salary increase.

Any effort by management to transition employees into the department effectively and stress appreciation of their work will increase satisfaction and reduce turnover.

The New Officer
Strategies for a Successful First Day

No agency can guarantee employee retention, however, the manner in which an officer is transitioned into the department can have a significant impact on their opinion of the department, their job performance, and their decision to stay. Critical to a successful transition of the new officer is the experience of the first day.

- Select officers to meet and welcome each new employee. Let them be responsible for new hire orientations. In this way, develop a mentor program for all new employees.
- The chief should be available to meet and welcome the new employee personally.
- The mentor officer should make staff introductions, answer questions and be a point of contact for the first week if possible.
- Have this person acquaint the new employee with the department, give them a tour, show them to their locker or work station and be available for questions. The mentor officer can also introduce the new employee to academy staff, their training officer, or supervisor.
- The mentor officer should acquaint all new hires with department policy and procedure.
- The mentor officer should inform new hires about uniforms.

This attention to new employees communicates, “you matter to us” and demonstrates the department’s commitment to provide each employee with the tools necessary to become productive and valued officers.

Mentoring
As An Effective Tool for Recruitment & Retention

Although informal mentoring has been influential in the development of good officers and leaders, the implementation of formal mentoring programs, such as “first day mentors,” has emerged as an effective tool for enhancing recruiting efforts and reducing employee turnover. By implementing a formal mentoring program, a police department distinguishes itself from other departments by conveying the message that the organization values its employees. The practice of formal mentoring has been proven successful in reducing employee turnover by providing consistent and professional attention to new recruits. The additional support to new employees yields valuable rewards.

What is formal mentoring?

Formal mentoring in this context refers to the process of providing a new recruit with an experienced officer as a consistent point of contact and support for a definite period of time. Unlike the field training officer
(FTO), the mentor does not train and evaluate work performance. The mentor provides support and encouragement, is a resource for information and a promotes continued career growth. The FTO and mentor roles are distinct, yet compliment each other.

Some chiefs in small departments have expressed a concern that a formal mentoring program is impractical because of limited staffing. The mentor function can be accomplished with marginal expenditures or staff time, by using existing personnel who are trained in mentoring skills. Resources for skill development include:

- IACP Training Division provides a class in Mentoring for Retention of Public Safety Personnel.
- Police can learn from nonprofit and business organizations that provide training in mentoring because of the success it has demonstrated.

The benefit of this one recruitment and retention strategy, mentoring, far outweighs the marginal cost of staff time. When the right person is in the position of mentor, the quality of employee retention for the agency often improves.

The chief as mentor

Police officers from smaller departments have an advantage over employees from large departments when it comes to developing a mentoring relationship with their chief. Through the role of mentor, the chief has the opportunity to help officers identify their strengths and choose the training and career development to enhance their skills and esteem. The chief who emphasizes career development by providing officers with opportunities to build their skill base will develop loyal employees with high self-esteem. For this reason, it is recommended that the chief assume the primary role of mentor to the department and utilize veteran officers to serve as mentors to new recruits.

Police officers from smaller departments who have the benefit of a mentor chief have a unique opportunity to develop their skills and talents in a way that many officers in larger departments often lack. It is recommended that every chief assume the role of mentor and encourage their officers in every way possible to feel valued and to receive the best training available. This can be accomplished through inexpensive means such as assigning officers to task forces in neighboring agencies, to more expensive means such as formal training. Most of the strategies listed under the Retention section can be implemented without great expense to the department.

A difficult but important task for every chief is to recognize his/her responsibility to identify and develop a successor. Effective police leaders view their positions as temporary and continually prepare subordinates to eventually take their place without causing disruption to the agency. This is the ultimate act of mentoring. The IACP report, Police Leadership in the 21st Century, includes as one of its mandates, “create a network of mentors.” Mentoring can be effective at many different levels of the organization – chief to chief, veteran officer to recruit, or officer to officer. Mentoring is an inexpensive and effective means of transferring information and experience throughout the organization and the mentoring relationship enhances staff retention because it communicates care and concern to staff.
Frequently Asked Questions:

1. **How can I attract and retain quality employees when the salary is not competitive with larger agencies?**

   The budgetary impact of employee turnover must be clearly compared to the cost of recruiting, hiring and training new police officers. Police officers make important decisions every day that affect the lives of individual citizens. The legal implications of decisions concerning arrest and/or use of deadly force are of growing concern to all communities. The decisions police make require specialized training and experience. The role and impact of the police officer in a small community, from patrol officer to school officer, can be even more influential than in a larger community simply due to visibility. It is important for the community to recognize that the cost of hiring and retaining good police officers is less than the cost related to officer turnover. A community with a positive image of its public safety is more likely to provide financial support to police programs and services.

2. **Because of my agency’s size, there are limited opportunities for promotions. How can I overcome this obstacle?**

   The smaller city chief can develop personal relationships with his/her officers that chiefs from larger departments cannot. These relationships often inform the chief of the interests, skills and hobbies of the officers. From this information, consider developing “specialist” categories in the place of actual rank promotions. A list of several specialist categories that are being used currently includes: School Liaison Officer, fleet manager, Firearms instructor, New Hire Mentor, Recruiter, special Programs Coordinator (for youth and community voluntessim).

3. **How do I overcome the image that small town policing is not as professional as larger agency policing?**

   The first issue to consider is that of image. The image of the department is largely influenced by the chief and how he/she presents him/herself to the department and to the community. The chief who models a continued commitment to personal and professional growth will lead a department to do likewise. It is important to build a positive department image by also providing the best equipment and training available to your department. Some suggestions for building and maintaining a positive image within your department and community include:

   - Membership in state and national police organizations will keep you informed of grants and training programs for smaller departments.
   - Whenever possible, attend conferences and membership meetings to take advantage of networking opportunities and information sharing.
   - Read law enforcement publications like *Police Chief* that provide opportunity for professional information and personal support.
   - Involve yourself in national service organizations with local chapters. Very often, these organizations provide opportunities to network and occasionally provide specialty grants for equipment or program development.
   - Investigate continuing education for yourself and your officers in local community colleges, state training academies, and through national grant projects that may become available.
   - Look for opportunities to sit on advisory boards for organizations or projects that may provide educational opportunities.
   - Involve yourself with regional departments that may include your officers in training or on task forces at little or no cost.

   Usually the chief in a small community has a multitude of tasks to manage with a limited staff. Be realistic and choose development strategies wisely.
**Upcoming Issues**

**FALL 2000 – Grant Writing for Smaller Police Departments**  
A Best Practices Guide

Our third Best Practice Guide features Grant Writing. Subjects covered in this guide are: How to decide what grant opportunities are worth pursuing - What is the function and purpose of a grant proposal? - What is the usual content and structure of a grant proposal? - How do I begin and what kind of writing style should I use? - How do I format the grant and where can I find assistance? This document, written by IACP consultant, Bridget Newell, Ph.D. and Chief Mark Chaney of the New Albany, Ohio Police Department, demystifies the process of grant writing. Journeyman and first time grant writers will find this guide extremely helpful. Included are nine on-line and other information sources for specific grant writing help. Successful grant writers are typically those with much experience. This guide will give you the benefit of the writers experience and knowledge so that you too can be a successful grant writer.

**WINTER 2000 – Transitioning Women and Minorities Into Policing** - This issue will be part two of the Recruitment and Retention of Qualified Police Personnel Best Practices Guide. This issue will include strategies and recommendations to help law enforcement develop their skills to successfully recruit women and minorities. Included in this issue will be interviews with some leading women law enforcement executives and will also feature several smaller departments around the country that are successfully recruiting women and minorities.

**Trends/News from the Field**

**Community Survey Success**

Chief Christopher Casey of the Lexington, Massachusetts Police Department (52 sworn) has developed a highly successful community survey. The example we have used for our feature article is actually taken from the Lexington survey of 1993. The more recent Public Safety Survey (1999) has provided community input and cooperation which has culminated in the following successes:

- School Response Officers are now in middle schools as well as high schools
- A Citizen Academy has been started
- A Skateboard Park has been designed by combining community funding and a COPS grant
- Recruitment of women and minorities has improved. Since 1993 six of thirteen positions were filled by women and minority applicants

These changes to the Lexington Police Department and the community are the result of valuable information from the Public Safety Survey which the police department utilized in a creative and collaborative way. Our thanks to the Chief Casey, who can be reached at casey@ci.lexington.ma.us for the fine example of successful implementation of programs through the use of community surveys.

**Law Enforcement Jobs Web Site – Coming Soon!**

The Training Division of the IACP, under the direction of Larry Haynes, has designed an online employment information center. This on-line service will soon provide law enforcement agencies with a National Employment Job Posting Service and access to qualified military applicants. At a reasonable cost, law enforcement executives will be able to access:

- Tools for managing candidate recruiting from initial contact to hire
- Screening functions to ensure only pre-qualified candidates are forwarded
- Ability to customize an email that can be automatically sent to qualified candidates
- Over 200,000 professional men and women leaving the military
- Detailed candidate information, e.g. address, phone number, resume, education and military training and job history
- Ability to post a job 6 months in advance

**How to access the service:**

Log onto www.IACPPoliceJobsUSA.com and follow employer instructions. (Service availability is expected by July 1, 2000). For More Information: contact Larry Haynes at 800-THE-IACP or haynesl@theiacp.org
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IACP MEMBERSHIP PRIVILEGES

for Smaller Departments

- **Services, Support and Technical Assistance for Smaller Police Departments**, a program that provides training, education, and communication with other chiefs.

- **Big Ideas for Smaller Police Departments**, a quarterly newsletter available through www.theiacp.org or send us your address.

- **Technical Assistance** - No-cost regional symposium training, linkage to other IACP resources with a membership of over 18,000:
  - *Best Practice Guides – IACP Web – IACP Net – Police Chief Magazine*
  - Technology Clearinghouse – Training keys – Model Policies

- **Regional Resources** – Links to State Associations, Mentors

- **National Resources** – Links to Grants and Programs for smaller departments

These services are designed specifically for IACP member agencies with 25 or fewer sworn staff serving 25,000 or fewer residents.

You matter to us!

Call the membership department, 800-THE-IACP or visit us at www.theiacp.org