



The RAND Recruitment and Retention Clearinghouse

is a groundbreaking Web site created for the law enforcement community.

This “one-stop shop” for proven, practical resources related to police recruitment and retention is designed to improve the efficiency and effectiveness of your police personnel planning.

The RAND Recruitment and Retention Clearinghouse compiles free and useful information, including promising practices, research and reports, briefings, tools, news, links, and more. Its searchable database contains information that can inform and guide your efforts to build, maintain, and enhance an effective police workforce. Clearinghouse resources are annotated and sortable so that you can immediately find and come back to the information you need.

The RAND Recruitment and Retention Clearinghouse is compiled and operated by the RAND Corporation, a nonprofit, nonpartisan research institution that helps improve policy and decisionmaking through research and analysis.

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Free resources for effective police recruitment and retention

- **Promising Practices:** Evidence-based guides that present ways to improve recruitment and retention. Includes resources developed for police in the U.S. and in other countries, similar guides created for other professions (military, health, education), and expert commentary from police practitioners.
- **“From the Field” Experiences:** Featured interviews with notable police practitioners, highlighting their experiences with recruitment and retention, along with commentaries from practitioners that have been published in professional magazines and other outlets.
- **Research and Assessment Reports:** Studies that analyze issues pertaining to recruitment and retention.
- **Briefings:** Presentations, given at conferences, seminars, and other events, that succinctly summarize key personnel issues and strategies.
- **Tools and Models:** Helpful tools that assist practitioners, such as those that target recruiting efforts, assess personnel needs, gauge goal accomplishment, and provide step-by-step guidance.
- **Data:** Information that assists all forms of personnel planning, such as data on benchmarking employment, community characteristics, and policies of police agencies.
- **Web Sites:** Useful links to other Web sites with information on police staffing issues, such as those of funding agencies, research organizations, professional associations, government offices, and data repositories.
- **In the News:** Notable stories and media commentary about issues affecting police personnel.
- **Current Opportunities:** Valuable information regarding programs for police agencies and officers, conferences, training sessions, funding opportunities, and important activities and events.

A user-friendly, one-stop source

Many police agencies are overwhelmed by day-to-day operations and don't have the time, resources, or expertise to find, collect, develop, or assess resources to help improve their recruitment and retention efforts. Quality improvement efforts may be reactive, unsystematic, and guided largely by local experiences and the judgment of senior officers. The RAND Recruitment and Retention Clearinghouse offers proactive resources, driven by empirical evidence, to provide the basis for your efforts.

For police agencies throughout the country, recruiting the best new officers and retaining those already on the force present serious challenges. Staff shortages are often exacerbated by baby-boom retirements, military and reserve call-ups, local budget crises, competition for qualified applicants, and changing generational preferences. Many police agencies report particular difficulty recruiting minority and female officers.

Meanwhile, the duties of police forces have expanded and evolved and now commonly include tasks involving homeland security, immigration, response to catastrophic events and natural disasters, interagency coordination and information sharing, human trafficking, cyber-crime, and other emerging issues. These demands require an expanded officer skill set, in an era of decreasing resources for law enforcement.

The difficulties in attracting and retaining officers, combined with greater staff demands and reduced resources, have strained many agencies that are attempting to implement community policing and foster collaborative partnerships for community problem-solving. Since community and problem-oriented policing can reduce community problems and fear, enhance police-community relationships strained by debates about racial profiling and the use of force, and improve intelligence gathering and homeland security response, the RAND Recruitment and Retention Clearinghouse focuses especially on these areas.

Support for the RAND Center on Quality Policing

“With over 30 years of experience as a law enforcement officer, I know the value of research, evaluation, and analysis for improving police practice. As Chief, I desire to make organizational policy based on objective analysis but find it difficult to do so because my agency, like so many others, lacks the resources and expertise to conduct analyses that can shape our long-term planning and decisionmaking. In particular, my department strives to maintain a diverse workforce, but this has proved to be a great challenge. Through its Center on Quality Policing, RAND provides practical lessons from critical examinations of fundamental police issues, such as recruitment and retention of minority and female officers, that agencies like mine simply cannot do.”

—CHIEF NATHAN HARPER,
PITTSBURGH BUREAU OF POLICE

“With city budgets stretched and other funding severely limited, it is imperative that police forces use what resources they have to their best advantage. But, to date, the federal government has not made any systematic effort to establish cost-effective practices for law enforcement agencies and evaluate the quality of policing. Sound, data-driven research is an important part of a rigorous endeavor to improve quality in a cost-effective way. The RAND Center on Quality Policing’s Recruitment and Retention Clearinghouse will be instrumental in providing lessons on force planning issues, such as best practices for recruiting and retaining officers with an ever-changing labor pool of qualified candidates.”

—ASSISTANT SHERIFF MICHAEL MCCLARY,
LAS VEGAS METROPOLITAN POLICE DEPARTMENT

The RAND Recruitment and Retention Clearinghouse—operated by the RAND Corporation’s Center on Quality Policing, a leader in research on police issues.

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For additional information about the RAND Recruitment and Retention Clearinghouse or to make comments or suggestions, please contact the director of the clearinghouse:

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The RAND Center on Quality Policing

This clearinghouse forms part of the RAND Center on Quality Policing, which provides research and analysis on contemporary police practice and policy. By determining what practices are most cost-effective and results-oriented, the Center’s work helps law enforcement agencies across the United States make better operational decisions and consistently perform at their best. For more information, visit the Center’s Web site:

<http://cqp.rand.org>

The RAND Corporation is a nonprofit institution that helps improve policy and decisionmaking through research and analysis. For 60 years, the RAND Corporation has pursued its nonprofit mission by conducting research on important and complicated problems. For more information, visit the RAND Web site: <http://www.rand.org/>.



A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT PROGRAM

COPS

COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE



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Recruiting and retaining America’s finest has never been more challenging.

For help, visit the RAND Recruitment and Retention Clearinghouse at <http://cqp.rand.org>

