



Center on Quality Policing

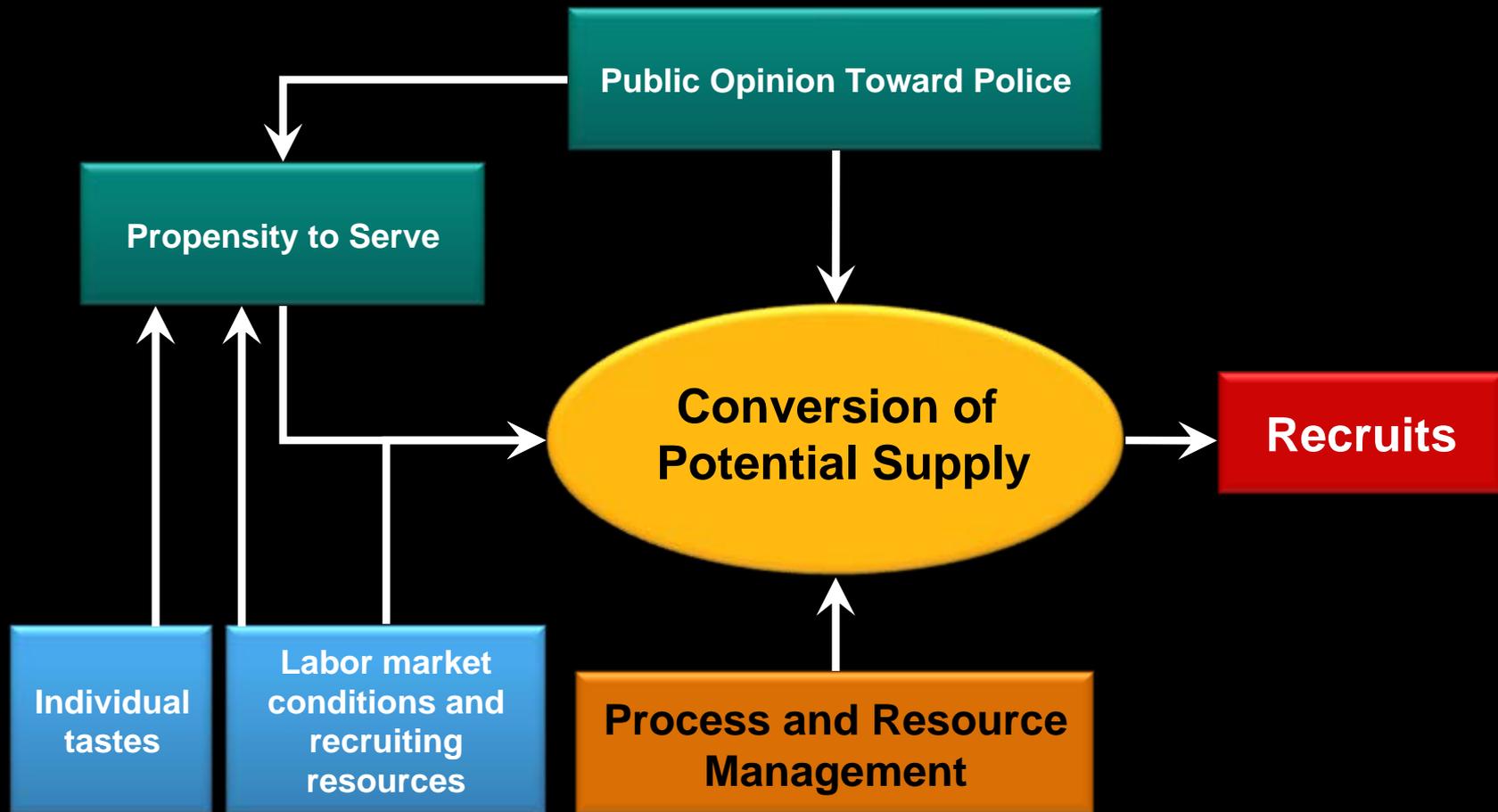
A RAND INFRASTRUCTURE, SAFETY, AND ENVIRONMENT PROGRAM

# ***Five Ways to Improve Police Recruiting Without Raising Taxes***

**Nelson Lim**

**RAND  
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# *Efficient Process and Effective Resource Management Can Stretch Your Recruiting Budget*



# *Put One Leader In Charge of the Entire Recruiting Process*



- **All elements of recruiting must work seamlessly in a lean and difficult recruiting environment**
- **The Czar must have direct support and a clear mandate from the Chief of Police and Civic leaders**

# ***Let Everyone Knows That You Are Hiring***

- **Engage the whole department in the effort**
  - Put recruiting information on business cards
  - Ask officers to get the word out
  - Use department vehicles as billboards
- **Develop An Effective Website**
  - Emphasize positive reasons to join your department
  - Demystify the recruiting process
    - Provide sample test online
  - Provide clear and up-to-date instructions for applicants

# *Identify Untapped Local Markets*

- **Blind out-of-town recruiting trips are not cost effective**
- **Implement Evidence Based Resource Management (EBRM)**
  - Use **CrimeStat III**, a free software, to identify top recruit-producing neighborhoods and communities
  - Target your recruiting effort on similar neighborhoods and communities

# ***Not All Applicants Are Equally Viable; Process Them According to Their Viability***



**Highly Viable Applicants : Top Recruiting Priority**

**Triage applicants based on their  
viability to unclog your system**

**Low Viable Applicants : Lowest Recruiting Priority**

# ***Not All Recruiters and Background Investigators Are Equally Productive; Reward High Performers***

- **Use viability score to ensure equality in recruiting and BI assignments**
- **Develop performance measures**
- **Recognize high performers**
  - **Recruiter of the month, the quarter, and the year**
  - **Lunch with the chief**
  - **Dinner with the mayor**

# *The Fabulous Five*

- **Put One Leader In Charge of the Entire Recruiting Process**
- **Let Everyone Knows That You Are Hiring**
- **Identify Untapped Local Markets**
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- **Not All Recruiters and Background Investigators Are Equally Productive; Reward High Performers**



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