

Executive Blueprint Series: Developing the Framework for Hiring and Recruiting Law Enforcement



U.S. Department of Justice
Office of Community Oriented Policing Services



Blueprint Overview

Executive *Blueprint* Symposiums

Criminal Intelligence Policy and Safeguards

Patrol and Investigations

Partnership and Community Outreach

Organization and Management

Personnel Administration & Training

Internal Inspections and Investigations

Civil Rights

Objectives of the Executive Blueprint

- *Define the KEY ISSUES involved in community policing specific to recruitment and hiring*
- *Identify INNOVATIVE PRACTICES that are specific to recruitment and hiring*
- *Describe the BLUEPRINT required to achieve innovations*
- *Draft the BLUEPRINT ACTION STEPS that are required to implement change*

Innovations for Recruitment and Hiring

Community Participation in Recruiting and Selecting New Police Officers

Create a recruitment and selection process in which the community is part of setting entry-level standards for police officers, is involved in actively recruiting potential police officers, and is an integral part of selecting those new police officers.

Recruiting and Selecting Police Officers Based on Particular Qualifications Rather than General Disqualifiers

Create a recruitment and selection process for new police officers that focuses on specific qualities that will enhance the individual's potential to succeed in a community-policing environment. General disqualifiers will continue to be a base line for police selection – having eliminated those disqualified for police service, expand recruiting efforts so that the focus can be on individuals uniquely qualified for police service.

Blueprint Framework

Assessment	an analysis of the problem to be addressed or the need to be met
Political Support	developing support among political and community leaders for the initiative
Community Outreach	what should be done to begin to educate the community and to solicit input and feedback from the public
Agency Directives	the changes or additions needed in the internal directive system – these might include modifications in city policies or municipal regulations
Resource Considerations	resources needed, among them staffing and money
Training Needs	the new skills and additional training required for agency staff and other key persons
Employee & Labor Relations	developing internal agency support among employees and employee unions for the initiative – internal labor issues can be key to an initiative's success or failure

B L U E P R I N T M A T R I X

Planning and Implementation	Step 1	Step 2	Step 3	Step 4
Functional Area 1 Assessment				
Functional Area 2 Political Support				
Functional Area 3 Community Outreach				
Functional Area 4 Agency Directives				
Functional Area 5 Resource Considerations				
Functional Area 6 Training Needs				
Functional Area 7 Employee and Labor Relations				

Blueprint Action Plan

helps the chief executive think realistically about each of the four “must have” elements of the plan:

1. **Resources Required** - the staff and/or money required to accomplish each step
2. **Time Required** - the length of time required for each step
3. **Responsible Party** - who specifically will be responsible for implementing each step
4. **Evaluation** - how can the policing chief executive determine that the step has been accomplished

This model is taken from the U.S. Agency for International Development's web site: www.USAID.gov