



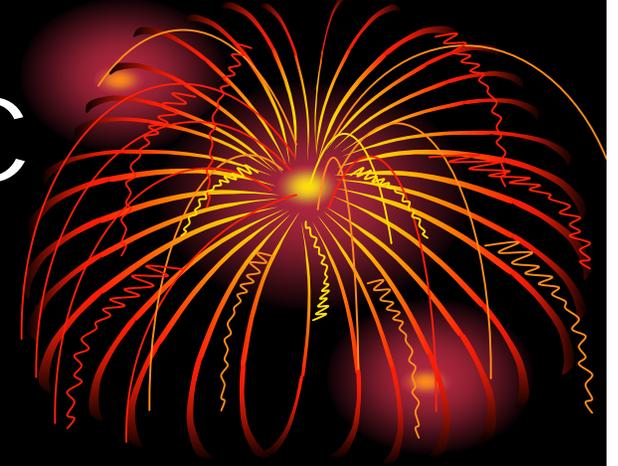
# RECRUITING & HIRING SERVICE-ORIENTED OFFICERS

# INNOVATIONS FROM HSS

COPS OFFICE CONFERENCE  
Community Policing: Leading the Way to a Safer Nation  
July 2006

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# COPS OFFICE-CPC PARTNERSHIP



HSS GOALS---STRATEGIES

SPIRIT OF SERVICE--SPIRIT OF  
ADVENTURE

100,000 "HSS" COPS ON THE BEAT

- Examine Recruitment & Hiring Processes
- Identify Model Programs
- Highlight Innovations
- Documenting Change Management

# BEYOND HSS: NATIONAL CONCERNS



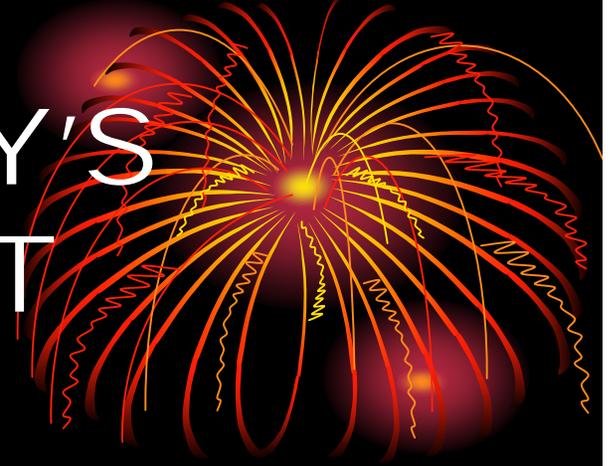
- Recruitment Struggles:  
CRISIS....OR OPPORTUNITY?
- *Crisis*....If Business as Usual or  
Tinkering at the Margins.
- *Opportunity*....If Used to Do  
Things Differently—Change  
Overall Strategy.
- Changing How the Industry  
Does Hiring Business.

# RECRUITMENT CHALLENGES



- INTENSE COMPETITION FOR A SHRINKING POOL OF APPLICANTS
- UNPRECEDENTED INCENTIVES
- AGENCIES CAN'T FILL POSITIONS
- LACK OF INTEREST IN BEING A COP
- WHATEVER HAPPENED TO THE "CREAM OF THE CROP"?
- NEW MODELS NEEDED-- CONSISTENT WITH INDUSTRY CHANGE
- HSS SITES EXEMPLIFY CHANGE AND RESPOND TO CHALLENGES

# CHANGES IN TODAY'S LAW ENFORCEMENT



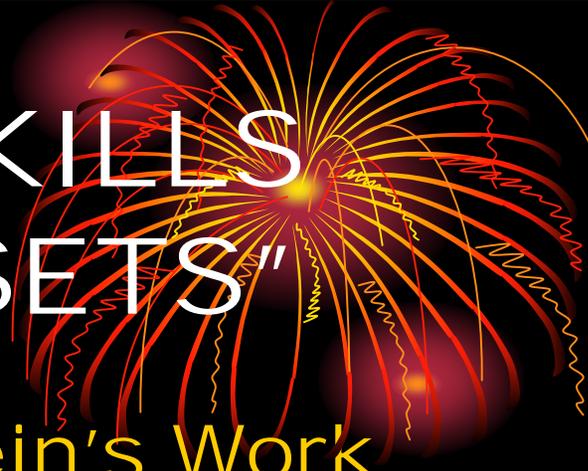
- Homeland Security Responsibilities
- Immigration Issues
- Technology Advances: Intelligence-Led Policing
- Enhanced Accountability—Transparency
- Sharpened Focus on Integrity—Department and Officers—Legitimacy Questioned
- Community Policing Initiatives
- Growth in Management Sophistication

# NEW SKILL SETS



- Stronger focus on strategic thinking
- Ability to collaborate
- Capacity to use technology
- Complex cognitive skills-problem solving and intelligence-based policing
- Analytical thinking-crime patterns
- Use of data and information to shape responses
- Emotional intelligence

# SHIFT IN FOCUS: SKILLS SETS PLUS "MIND SETS"



- Focus on Service—Goldstein's Work (1977)
- Confirmed by Recent Research
- Focus on Values of Policing
- A Call to Serve-Prevention AND Enforcement
- No Longer Just the Number of Arrests You Make
- Outcomes Versus Outputs
- Public Safety Orientation

# HSS: CONFRONTING CHANGE AND CHALLENGE



- Using Old Recruiting Techniques in a New Recruiting Environment.
- Candidates Lack Knowledge about Policing.
- Communicating with Potential Candidates.
- Face Competition from Better Opportunities.
- Need to Create a “brand” –Market as Career.
- Recruitment for Community Policing Had to Address Community Expectations of the Police.
- Recruitment Crisis--Opportunity to Try New Approaches.
- Solving Recruitment Helps Solve Selection.

# CANDIDATES FROM THE 70's & 80's



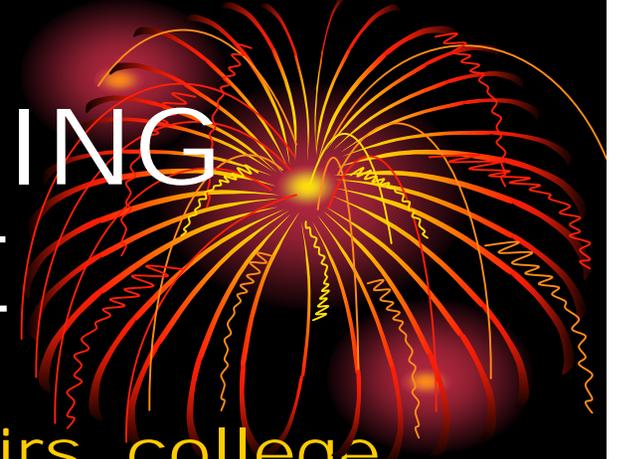
- Responsibility Absorbers
- Prior Military Experience
- Education Through Department
- Reactive-Incident Driven Policing
- Maintaining the Edge
- Respond-Control-Back in Service
- Distance from the Community
- Loss of Experience--Baby Boomers Retire

# HSS IDENTIFIED COMPETENCIES

- Problem Solving and Judgment
- Empathy/Compassion
- Capacity for "Multitasking"
- Courage
- Responsible
- Resourceful and Initiative
- Assertiveness
- Integrity
- Teamwork



# FINDING AND KEEPING THE RIGHT PEOPLE



- Traditional approaches—job fairs, college campuses, newspaper ads
- Advertisements vs. marketing
- Web-based approaches
- Learning from the consumer
- Community-based approaches
- Recruitment Focus Groups
- Recruiting Ambassadors
- Cadet programs
- Mentoring programs

# HSS STUDIED SELECTION MODELS



- Use of Traditional Selection Methods.
- “Multiple Hurdles” Approach vs “Whole Person”.
- Selecting Out--Selecting In: What is Wrong with the Candidate?
- Command and Control Focus.
- Reactive vs. Proactive Enforcement.
- Arrest as Primary Response.
- Homogenized vs. Enhancing Diversity.
- Where Can Change Occur?

# ACHIEVING "CHANGE" THROUGH HSS



## Citizen Involvement: Recruitment and Hiring.

- More than window dressing or cosmetic value.
- Involvement in changing the infrastructure of the selection methodology.
- Defined traits and requisite competencies
- Citizens nominated recruits.
- Served as voting members of Oral Boards.
- Assisted in crafting the message—"brand".

# CHANGES IN SELECTION METHODOLOGY



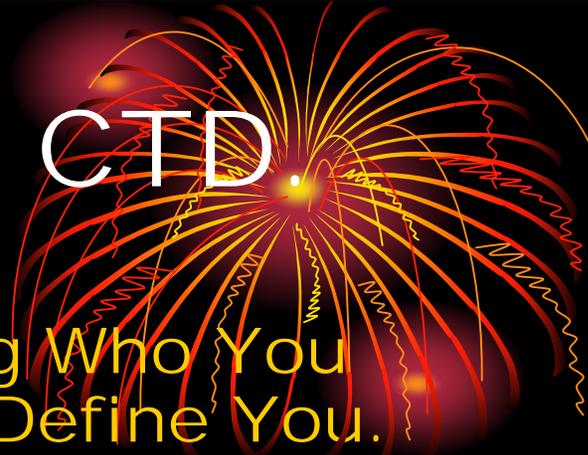
- New Job Analyses
- Identifying "Service" Core Competencies
- Competencies Drive Occupational/Psychological Screening
- Link Test Scales to Competencies
- Community Input into Job Analyses
- Marketing and Department "Brand" Identifies Type of Candidates Sought
- The Message You Present to the World

# HSS LESSONS LEARNED



- Commitment From the Top is Essential.
- Achieving Internal-External Balance: "Buy-in".
- Involving the Community-Not As Easy As It Sounds.
- Use of Focus Groups-Complex Process.
- Issues with Web-based Recruitment and Hiring.
- Enhancing Diversity: More than Identifying Diverse Applicant Pool.
- Marketing Does More Than Attract Applicants--Affects Whole Department.

# LESSONS LEARNED CTD



- Managing the Message—Defining Who You Are Rather Than Letting Others Define You.
- Use of Broad-based Steering Committees.
- Build the Base for Change—Create a Critical Mass of Relevant Constituencies.
- Glossy Brochures Attract Candidates...What Happens When They Walk Through the Door Retains Them.
- Getting Right People on the Bus—Good to Great.

# REFERENCES

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