

RECRUITING FOR TOMORROW: INVESTING IN HUMAN CAPITAL
OCT. 31 – NOV. 1, 2005
ARLINGTON, VA

Day 1 – October 31, 2005

7:00 a.m. – Registration (*Assembly Foyer*)
8:30 a.m.

7:30 a.m. – Continental Breakfast (*South Ballroom*)
8:30 a.m.

8:30 a.m. – Welcome/Opening
9:00 a.m. *South Ballroom*

Director Carl Peed
COPS Office

Chief M. Douglas Scott
Arlington (VA) Police Department

9:00 a.m. – **Cutting Edge Recruitment and Selection:**
10:30 a.m. **Current Perspectives and Future Challenges**
South Ballroom

This roundtable plenary session will address some of the key issues in recruiting, selecting, and retaining the best possible officers who are equipped to deal with 21st century law enforcement challenges. Key findings of national initiatives including the “*Hiring in the Spirit of Service*” project funded by the COPS office and administered by the Community Policing Consortium will be reviewed. Various perspectives and current issues impacting upon recruitment and screening methods, as well as psychological testing procedures will be examined. The role of collaboration with the community, civil service, human resources staff, and other key stakeholders will be addressed. Diverse perspectives include human resources and law enforcement leaders as well as police and organizational psychologists.

Facilitator:
Dr. Karen Amendola, Community Policing Consortium

Panelists:
Colonel Carl Hawkins, Hillsborough County (FL) Sheriffs Dept.
Dr. John Nicoletti, Police Psychologist, Lakewood (CO) Police Dept.
Deputy Superintendent Ellen Scrivner, Chicago (IL) Police Dept.
Commissioner Leonard Matarese, Department of Human
Resources, City of Buffalo, NY

Day 1 – October 31, 2005 (continued)

10:30 a.m. – Break
10:45 a.m.

10:45 a.m. – **Concurrent Workshops**
12:45 p.m.

Workshop #1 – Recruitment: Getting Who We Want and Need *North Ballroom 1*

This workshop will highlight how some agencies are applying innovative strategies to increase their applicant pool and attract quality candidates. Panelists will present information on the types of programs they have developed or adopted to enhance the agency's customer service. Discussion points will address finding candidates, looking at who handles the agency's recruitment, pre-academy hiring, and the testing and screening processes. Additionally, the panelists will discuss how they have established and sustained partnerships with the community. They will also discuss identifying candidates who meet the customer service expectations of the community.

Facilitator:
Rebecca Feaster, Feaster & Associates

Presenters:
Lt. Dan Schiele, Sacramento (CA) Police Department
Lt. Julie Edwards, Hillsborough County (FL) Sheriff's Department
Deputy Chief Brenda Smith, Omaha (NE) Police Department

Workshop #2 – Marketing: What's so Special About Your Agency? *North Ballroom 2*

This session will discuss how to strengthen the department's image through branding, advertising, and the media—all of which are proven tools for hiring service-oriented officers. Representatives from three different agencies will discuss how their outreach efforts attracted not only qualified candidates, but candidates that better reflect the composition of the community. Presenters will share their marketing strategies and innovative approaches used to attract potential police recruits.

Facilitator:
Chief Theron Bowman, Ph.D., Arlington (TX) Police Department

Presenters:
Liz Allison, Grant Manager, Indianapolis (IN) Police Department
Chief David Kurz, Durham (NH) Police Department
Colonel Carl Hawkins, Hillsborough County (FL) Sheriff's Dept.

Day 1 – October 31, 2005 (continued)

10:45 a.m. –
12:45 p.m.

Concurrent Workshops (continued)

Workshop #3 – Changing Times, Changing Faces *North Ballroom 3*

As the national demographics continue to change, law enforcement agencies need to make sure that their departments continue to represent the communities they serve including the under-represented populations (race, religion, gender). Diversity has as much to do with whether the community views the agency as legitimate or not. As Sir Robert Peel said “the police are the public, and the public are the police.” If there is under representation of specific minority groups, there is a perception amongst the community that the police lack legitimacy because the police are not “of the people.” Participants will learn strategies that law enforcement agencies should consider to attract a more diverse work force that best meets the needs of their community.

Facilitator:

Retired Chief Arturo Venegas, Sacramento (CA) Police Department, and
President and CEO of Venco Inc.

Presenters:

Chief Ron Davis, East Palo Alto (CA) Police Department
Deputy Chief Steve Wark, Burlington (VT) Police Department
Deputy Chief Ronnie Bastin, Lexington (KY) Police Department

1:00 p.m. -
2:30 p.m.

Plenary Luncheon
Galaxy Ballroom

Bending Granite Or Curving Wood: Changing Police Culture By Recruiting And Hiring For Service

Police officers and those who study police work often say that changing police culture represents one of the most difficult challenges in law enforcement today. Changing the culture of a police organization may be an impossible task; as tough, they say, as bending granite. Drawing on his research for his new book “good cops: the case for preventive policing” (the new press, 2005), Professor David Harris shows that while changes in police culture will never come easily, change becomes possible through new methods of recruitment and hiring. By bringing in recruits oriented toward service, rooted in the communities they serve, and dedicated to police work that stresses ethics, police departments can move into a future in which crime can be both effectively addressed when it happens, and prevented as often as possible.

Luncheon Speaker:

David Harris
Balk Professor of Law and Values
University of Toledo College of Law, Ohio

Day 1 – October 31, 2005 (continued)

2:30 p.m. -
4:30 p.m.

Concurrent Workshops

Workshop #4 – Selecting In, Screening Out

North Ballroom 1

This session will encompass everything from oral exams and psychological tests to more effectively using the field training program within the overall selection process. Presentations will focus on redesigning the testing, oral interview, pre-employment psychological examination protocol, and performance evaluations based on an updated job analysis foundation that emphasizes the importance of service over adventure. Participants will also learn how one agency integrated a series of essential best officer character traits into the psychological evaluation phase, the selection process, training curricula, and field training program. Finally, a psychologist who works with many law enforcement agencies will introduce some broader issues related to selecting in and screening out in order to ensure that successful candidates will reflect the values of the agency and possess both the capability and character to be an effective officer.

Facilitator:

Rebecca Feaster, Feaster & Associates

Presenters:

Dr. Dennis Conroy, Retired Sergeant, St. Paul (MN) Police Department

Dr. William Donnoe, Donnoe & Associates

Dr. Mark Zelig, Salt Lake City (UT) Police Department

Workshop #5 – What the Community Can Do for You

North Ballroom 2

This workshop will explore the benefits of partnerships between law enforcement agencies and the community in enhancing recruitment and selection efforts. The challenges and successes of one local effort will be presented and strategies for engaging the community to improve law enforcement agency candidate pools and recruitment and selection processes will be discussed. This session will be an excellent opportunity to share information on how an often overlooked resource – the community – can be creatively used to strengthen law enforcement recruitment and hiring initiatives.

Facilitator:

Retired Chief Arturo Venegas, Sacramento (CA) Police Department, and
President and CEO of Venco Inc.

Presenters:

Reverend C.B. Akins, Community Leader, Lexington, KY

Ronda Latterell, Head of Human Resources, Nashville (TN) Police Department

Phillip Osborne, Preston-Osborne, Lexington, KY

Day 1 – October 31, 2005 (continued)

2:30 p.m. – **Workshop #6 – The High Cost of Turnover**
4:30 p.m. *North Ballroom 3*

Police departments across the country are reporting increased rates of staff turnover. Many agencies are spending enormous amounts of resources on recruiting, selecting, and training new employees. At the same time, they are unable to make progress because they are losing experienced officers to other employers. Numerous factors have been cited as contributing to high turnover, including poor pay and a tight labor market. Regardless of the causes, these retention issues have led to growing concerns about the financial costs of turnover. For police executives, high turnover rates have threatened agencies' ability to maintain a sufficient number of well-trained, experienced officers. This workshop will explore the real costs of losing a police officer and identify retention strategies relevant for the policing profession.

Facilitator:

Chief Theron Bowman, Ph.D., Arlington (TX) Police Department

Presenters:

Chief W. Dwayne Orrick, Cordele (GA) Police Department

Chief Beau Thurnauer, Coventry (CT) Police Department

Lawana Ducker, Director of Police Personnel, Detroit (MI) Police Dept.

Day 2 – November 1, 2005

7:30 a.m. – Continental Breakfast
8:30 a.m. *South Ballroom*

8:30 a.m. Workshop Report-Out
South Ballroom

8:45 a.m. – Workshop Group #1
9:00 a.m.

9:00 a.m. – Workshop Group #2
9:15 a.m.

9:15 a.m. – Workshop Group #3
9:30 a.m.

Day 2 – November 1, 2005 (continued)

9:30 a.m. Workshop Group #4
9:45 a.m.

9:45 a.m. Workshop Group #5
10:00 a.m.

10:00 a.m. Workshop Group #6
10:15 a.m.

10:15 a.m. - Workshop Report Out:
10:45 a.m. Open Forum

10:45 a.m. Break
11:00 a.m.

11:00 a.m. **Recruiting for Tomorrow, Retaining for Today**
11:45 a.m.

This plenary session will highlight some of the global recruitment, selection, and retention challenges law enforcement agencies face today and those they are likely to encounter in the foreseeable future. Chief Viverette will discuss the importance of diversity within the law enforcement profession, the challenges of a changing workforce, and the importance of investing in law enforcement's principal asset, its human capital.

Speaker:
Chief Mary Ann Viverette
Gaithersburg (MD) Police Department; and
President of the International Association of Chiefs of Police

11:45 a.m. - Closing
12:00 p.m.