



Recruitment and Retention of Law Enforcement Personnel

Finding, Training, and Retaining
Effective People



Part One: What are the Training and Skills Which Make Effective People?

It has *always* been about *training* and
transformation



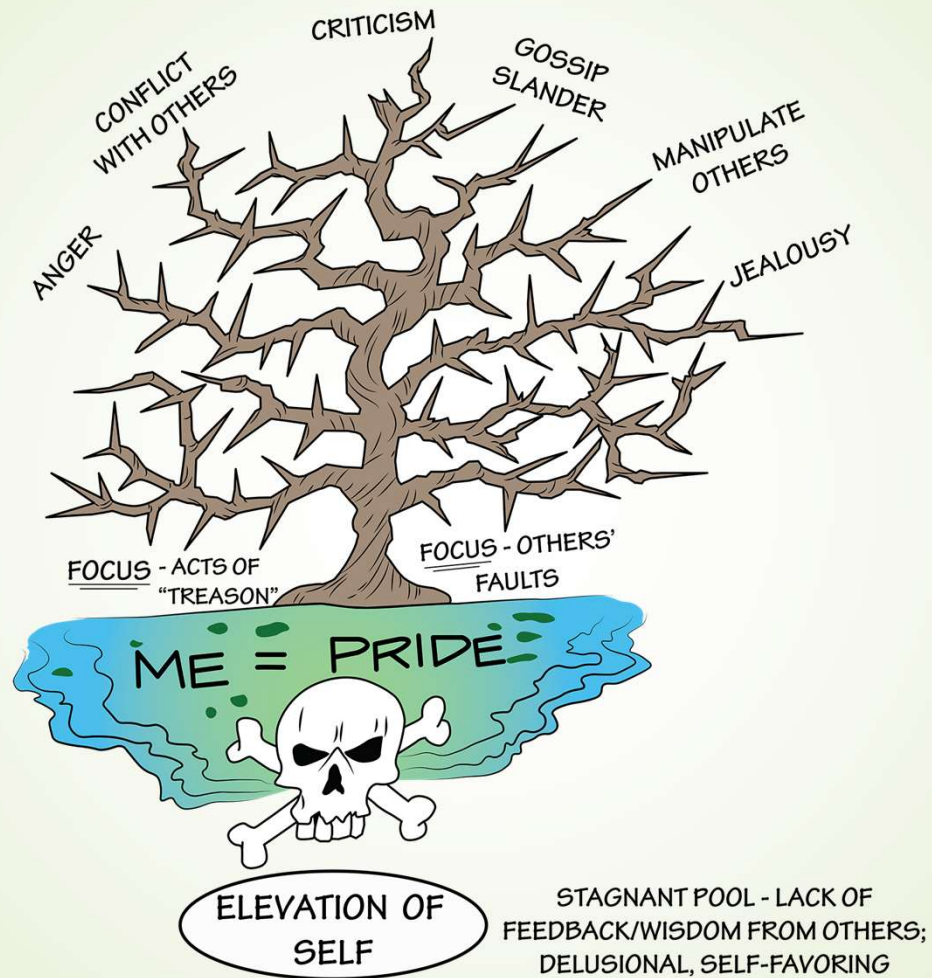
What are the Principles of Training Which Create Effective People and Organizations?

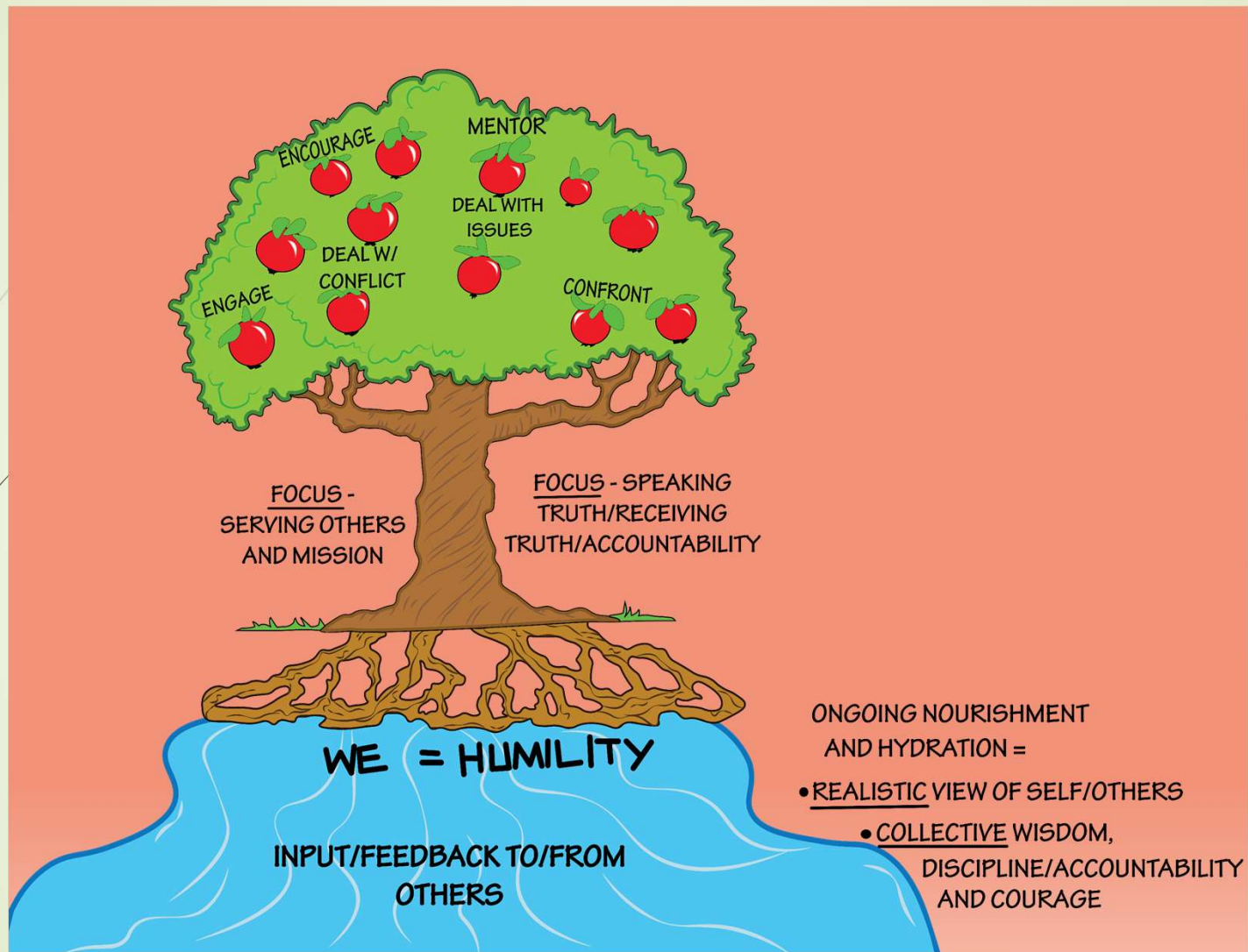
- Training One: Equipping Others With **Skills/Tools**: **Intrapersonal Skills** (Character/Attitudes) and **Interpersonal Skills** (Communication/Engagement).
- Training Two: Acquiring These Skills are Primarily Learned Through **Effective Modeling by Others and Relationships**. *“Show Me Your Friends and I Will Show You Your Future.”*
- Training Three: These Skills/Attitudes must be **Maintained/Reinforced Through Accountability**. *“Speaking Truth”* or Silence or Gossip?



The *Test* for Training – How People Become Transformed in Their **Thinking/Perceptions**

- *From Self(Pride) to Others(Humility): “**Me**” to “**We.**”*
- *From Perceptions to Reality.*
- *The Power of Mission/Group Identity.*
- *The Power of Peers/Relationships - Who/What We Fear.*
- “*The fear of man brings a snare.*” Solomon
- *The Result: From **Failure - Fearful/Emotional** to **Skilled/Transformed - Calm/Principled***





Part Two: The Bad News – Recruiting in a Society Which is Often Ineffective in Training Skills and Attitude.

- “Me” People with Weak Intrapersonal and Interpersonal Skills
- Few “Friends”/Instructors and Effective Modeling
- Little Accountability and Self-Awareness
- Little *Firsthand* Experience in Life – Delusional
- Emotional/Failure to Grow – Fight/Flight Behavior



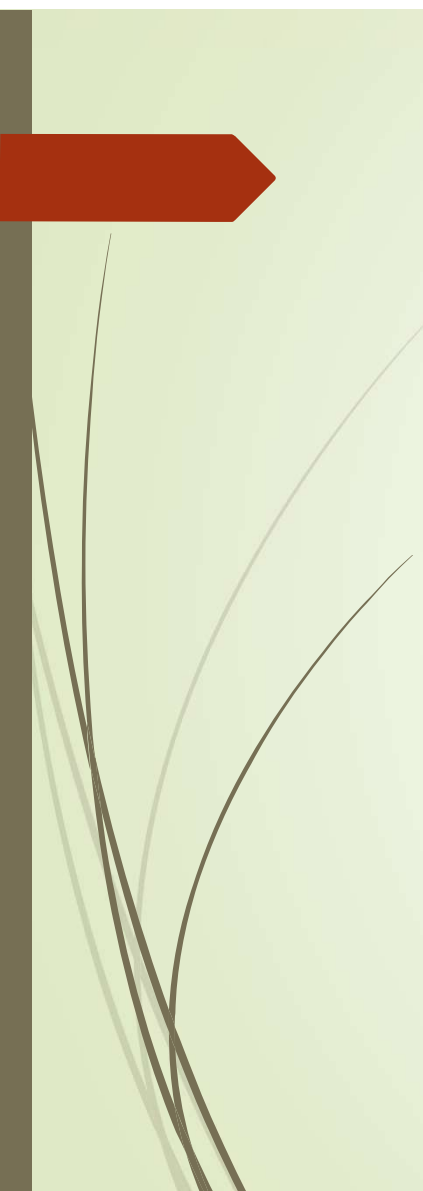
Part Three – *Recruiting*: Why Should Young People Enter Law Enforcement?

We can provide this training and transformation. **How?**



We have **extensive training/mentorship** that **teaches critical skills** which can make them *effective in life*.

- ▶ **Intrapersonal Skills:** Through the Academy, FTOs, and Effective Peers – We help develop people who will mature, develop discipline, and other character dimensions that can transform them from “Me” to “We.”
- ▶ **Interpersonal Skills:** Their law enforcement roles teach them effective communication with a wide variety of individuals in various situations. They learn conflict resolution, the courage to “*speak truth*” and as “*first responders*”, to show compassion.
- ▶ The development of these skills make them effective in relationships and in attitudes/skills that are valued by *all professions*.



We provide a **critical mission/identity** that is one of the most important in the United States.

- This identity reinforces their skills in a unifying manner to provide a collective response to a society that has significant social problems. A majority of the American population supports them in this role.
- This “**we**” identity develops an *abnormal*, unselfish attitude that will create a response of “*running to the sound of trouble*” and risk their lives for each other and the public. This develops the rare quality of *courage* and reduces the fear of speaking up and intervention. This identity goes beyond their individual agencies to other members of the law enforcement community.



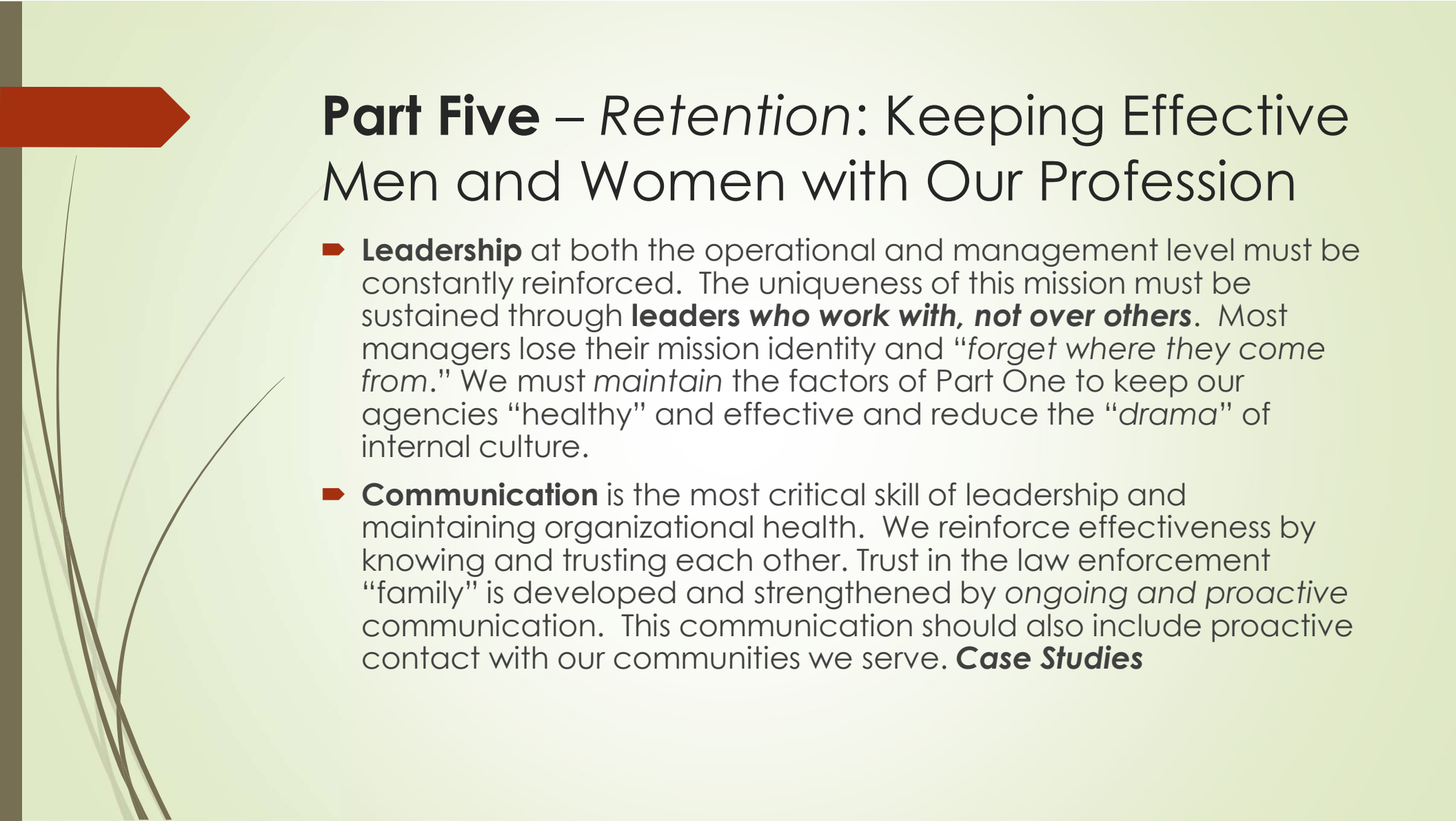
We develop a ***culture of strong positive relationships*** forged by that mission.

- In a society with a decline of firsthand, positive social ties – **law enforcement can have a strong “family” perspective** that is often not present in other professions. With the inherent criticality of the job and the potential of danger, this creates a protective mindset for our “*brothers and sisters*.”
- With this mindset, we also believe we are “*our brothers and sisters’* keeper.” We offer to step up and help each other in difficult situations. This relationship *should* extend to creating a *culture of accountability* when we need correction or encouragement.
- *These relationships extend to the communities we serve as well. As “first responders”, we have a firsthand view of what is going on in our communities, and the opportunity to care for the individuals who reside there. This exposure also gives us a realistic view of human nature and tragedy that is rare in a social media society.*



Part Four: How Do We Locate Those Individuals Most Able To Successfully Go Through This Transformation?

- Locate People Who Have *Already Trained/Transformed to Be Effective*. Example: The Military/College Athletes
- Create/Maintain Programs Which Gives Us *Early Access* to Young Men/Women Where We Develop Relationships and Begin to Observe Their Skills/Attitudes. (DARE, Explorer Programs, Volunteers, Internships).
- Have Current Law Enforcement Look for (“We”) Individuals Who Possess The Character, Attitudes, and Skills for Law Enforcement.



Part Five – *Retention*: Keeping Effective Men and Women with Our Profession

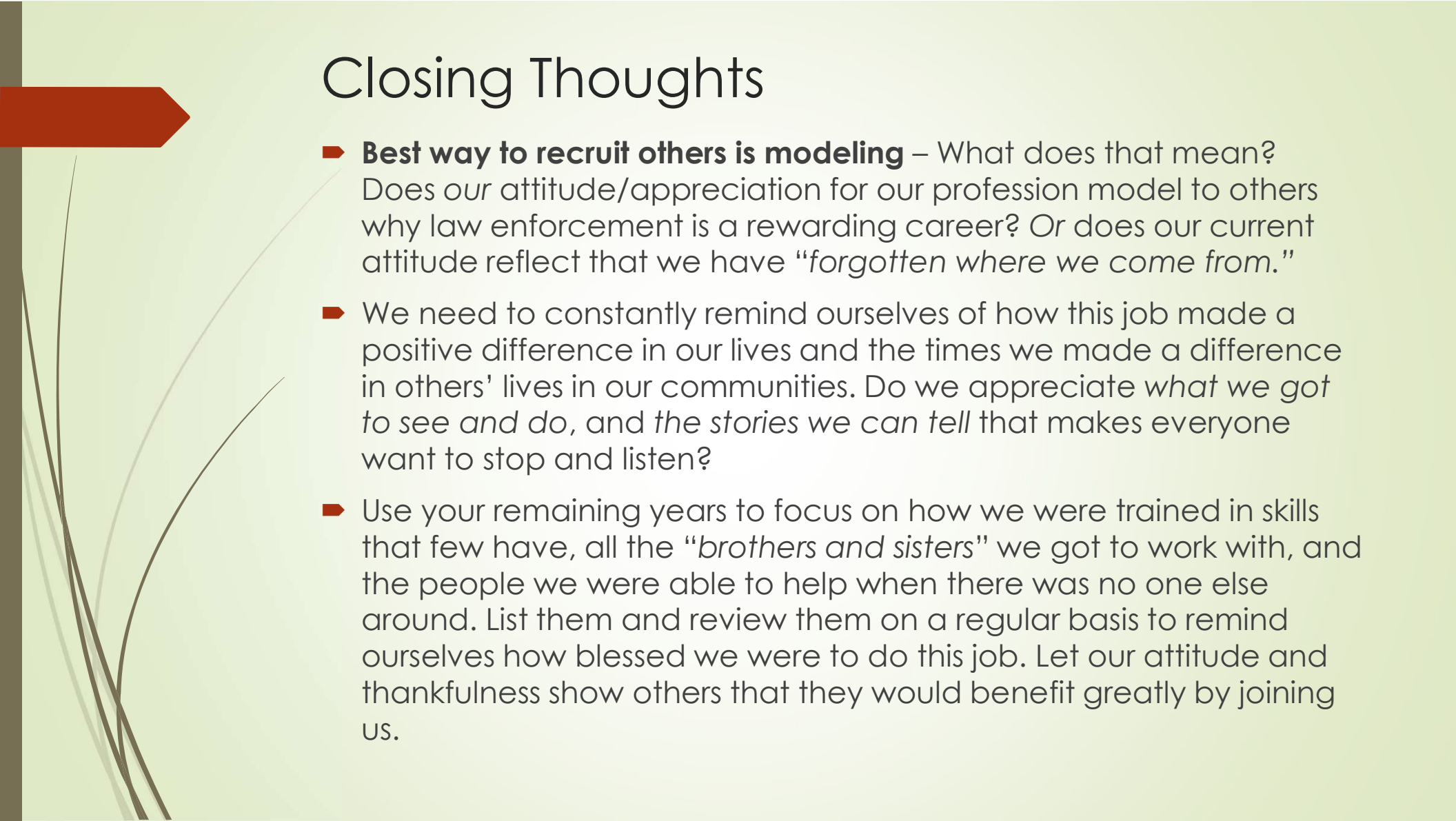
- **Leadership** at both the operational and management level must be constantly reinforced. The uniqueness of this mission must be sustained through **leaders who work with, not over others**. Most managers lose their mission identity and “*forget where they come from.*” We must *maintain* the factors of Part One to keep our agencies “healthy” and effective and reduce the “*drama*” of internal culture.
- **Communication** is the most critical skill of leadership and maintaining organizational health. We reinforce effectiveness by knowing and trusting each other. Trust in the law enforcement “family” is developed and strengthened by *ongoing and proactive* communication. This communication should also include proactive contact with our communities we serve. **Case Studies**

Retention Strategies (Continued)

- **Encouragement** means to “*place courage inside*”. In these difficult times, we must be intentional in “*saying something*” when we see our people be effective and fulfill one of the most demanding missions in the world. *Dualism* says we encourage each other based on the fulfillment of the mission – and do that consistently verbally, in writing, and through tangible ways.
- We should also *encourage others in their personal lives*, during both positive and negative events. We should “*say something*” when they have a new baby or finish their graduate program, and when they are going through chemotherapy or caring for a parent with dementia.

Retention (Continued)

- ▶ We should always help each other ***maintain effectiveness through ongoing training/mentorship***. We need each other to “*stay in the fight*” and keep learning/practicing both positive attitudes and performing our duties. We can all be stupid and make mistakes, and we need each other to “say something” when we become ineffective or complacent.
- ▶ We should also ***confront the small percentage of personnel and managers who are toxic or unethical***. Operationally, we were effective in doing this role with the public, but we also need to *practice that inside the building*. Failure to correct unwanted attitudes/behaviors manifests we are “*heroes on the street, but cowards in the suites*.” This will often result in contaminating other personnel and fostering a toxic environment. Externally, when these bad employees misuse their authority in our communities, it damages our reputation and erodes their support and trust, and their desire to join our ranks.



Closing Thoughts

- **Best way to recruit others is modeling** – What does that mean? Does *our* attitude/appreciation for our profession model to others why law enforcement is a rewarding career? Or does our current attitude reflect that we have “*forgotten where we come from.*”
- We need to constantly remind ourselves of how this job made a positive difference in our lives and the times we made a difference in others' lives in our communities. Do we appreciate *what we got to see and do*, and *the stories we can tell* that makes everyone want to stop and listen?
- Use your remaining years to focus on how we were trained in skills that few have, all the “*brothers and sisters*” we got to work with, and the people we were able to help when there was no one else around. List them and review them on a regular basis to remind ourselves how blessed we were to do this job. Let our attitude and thankfulness show others that they would benefit greatly by joining us.