



North Carolina Association of Chiefs of Police

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Chief's Leadership Institute- Session 2

Recruitment Panel Forum Questions

Opening moderator comments:

(NOTE) Introduce yourself, role with the Association, and other comments you wish to add. We have a series of questions to pose to our panel of Chiefs and Managers that we anticipate will generate meaningful discussion around the current challenges and, more importantly, the role between the police chief and manager. As the moderator for today's panel, there may be times where I will ask unscripted follow up questions or add additional comments from my experience and role as an Executive Board member of the Chiefs Association and tenured chief of police.

I will rotate questions among the panelist; each panelist will have an opportunity to respond but don't feel you have to respond if your peers have already shared your thoughts or ideas. Panelist may have up to 5 minutes to respond to each question. After all today's questions are presented, we will have time to take questions from the audience.

1. (Everyone) Opening question for the law enforcement officer on the panel:

Over the past couple of years, have you seen a change in staffing levels? If so, what has changed and why? (ex., officers leaving the profession, reduced applications, applicant quality, etc.)

2. (Chief Zack)
What operational changes has vacancies forced you to make because in your agency? What services, if any, have you had to reduce?

3. (Everyone) The International Association of Chiefs of Police published a recruitment initiative called 30x30, to have 30% of the profession comprised of women by 2030. What, if anything, are you doing to specifically attract minority and/or female applicants?
4. (Captain Adams) Two part question
 - a. Have you implemented any new and innovative recruitment initiatives?
 - b. Have you implemented any new initiatives specifically focused on retention of staff?
5. (Lieutenant Hipps) Two part question
 - a. What marketing strategies have you utilized to attract applicants (social media, advertisements, open houses, career days, etc.)?
 - b. Have any of you explored the possibility of starting an apprenticeship program?
6. (Director Hosmer)

BLET Programs typically begin in the Spring and Fall each year which increases the candidate pool following those classes. Can agencies work with their local community college to host additional BLET sessions in the Summer for example?
7. (Director Hosmer)

Is there anything that Community Colleges can do to help increase our candidate pools? Are you seeing any challenges, for example, lack of specialized instructors?

8. (Everyone)

The CJ Fellows program offers applicants a free two year degree if they obtain criminal justice employment in one of the 87 counties approved by the legislature.

What can agencies do to market this program to hopefully increase the pool of qualified applicants in our profession? And second, has your agency hired a graduate of this program.

(Moderator note: after panelist answer, inform the class: that current criminal justice employees are eligible to apply for this program. The classes must be taught at a community college and the candidate must maintain a 2.0 GPA. More information and application are located on the NCDOJ Training and Standards website under CJ Fellows Program)

9. (Everyone)

The Governor's Task Force on Racial Equity in Criminal Justice (TREC) report published in June 2020. Recommendation 77 suggests lowering drug use standards to include allowing some felony drug convictions for law enforcement applicants. Do you think such a change will benefit the profession and improve community relations for recruitment.

10. (Chief Zack)

The Police Executive Research Forum (PERF) published a report indicating an attrition rate of 44% for officers with 0>5 years of service. In your experience, is this rate accurate? If so, what do you think is leading to this turn over rate?

11. (Captain Adams)

The Military utilizes a model of recruitment using a mindset to replace every recruit within three years. Based on the PERF report and your own

experience, do you think adopting a similar recruitment model in law enforcement could help agencies maintain staffing?

12. (Lieutenant Hipps)

Mental health and wellness is becoming an important strategy for officers. There seems to be a support gap between officers with 15 or more years of service and officers entering the profession now. In your assessment, what factors do you think create the support gap of veteran officers being skeptical of this new approach and younger officers being more accepting?

13. (Everyone)

The Summer of 2020 was exhausting for law enforcement across the nation. Referred to as the Post George Floyd era, what impacts did the events of 2020 have on your agency with recruitment and retention?

14. (Everyone)

Before we close our panel, any final thoughts from our panelist?

That concludes our panel questions. At this time, we will open up questions from the audience .

Concluding statement

We want to thank all our panelists for sharing their experiences and thoughts. We hope you gained useful, timely, and appropriate information from today's panel. A special thanks to our partners with Justice Academy for hosting us today. John Maxwell said, "a leader is one who knows the way, goes the way, and shows the way." In today's environment of policing, we hope that today's panel forum equipped you to be successful. On behalf of the North Carolina Association of Chiefs of Police, this concludes our panel forum for today. I will turn this back over to Justice Academy staff for administrative announcements before we adjourn for lunch.