

Recruitment and Retention of Law Enforcement Personnel in the 21st Century

Captain Jeremy Harrison, Oklahoma City Police Department

Deputy Chief Kent Ray, University of Oklahoma Police Department

National Command & Staff College

Session #016

May 2022

TOP CAPSTONE AWARD



Abstract

The death of George Floyd and the events in Ferguson, Missouri, have ignited a shockwave of suspicion and volatility across the law enforcement community. Many potential applicants, especially those from minority communities, are reluctant to join the law enforcement ranks. Additionally, the public outcry and rhetoric against law enforcement have pushed many members out of the workforce, creating significant gaps in staffing needs. Law enforcement is not able to maintain staffing to protect the community adequately. This paper provides an overview of recruiting and retention methods utilizing research from professional law enforcement articles, interviews with law enforcement recruiters, and modules from the National Command and Staff College inventory to identify leadership methods for law enforcement recruiting and retention. Focus was given to leveraging law enforcement technology and resiliency support to recruit and retain the 21st Century officer. The authors explored the reasons behind the early resignations of current officers and the lack of applicants attempting to enter the profession of law enforcement. The authors included leadership theory to identify methods to

recruit and retain officers in a volatile political climate which surrounds law enforcement more effectively.

Introduction

Between the 1980's and early 2000's police applicants were nearly knocking down the doors of police departments to get hired. Unfortunately, the days of getting hundreds of applicants for a single position are over. Law enforcement organizations are fortunate to get ten applicants for a single position (K. Polanski, personal communication, May 18, 2022). Quality applicants are more educated with more opportunities than applicants of the past (R. Boxwell, personal communication, May 24, 2022). More opportunities combined with the climate surrounding law enforcement post-George Floyd are driving many applicants and current officers from the profession (R. Boxwell, personal communication, May 24, 2022). Law enforcement is in crisis mode, attempting to fill their vacancies and keep young officers from leaving. Most recruiting and retention efforts come down to effective leadership. Based on proven practices, this paper will identify leadership methods that must be utilized to help curb the law enforcement recruiting and retention crisis (Arcuri, n.d.; Snyder, 2017; Therwanger, n.d.b; Wilson, Wilson, Scheer, & Grammich, 2010).

Purpose

This paper aims to evaluate how leadership theory impacts recruiting and retention in law enforcement. The paper's findings will help to influence how recruiting and retention are utilized within police departments. Generation Y and Generation Z officers are the recruits entering the workforce and law enforcement leaders must identify effective recruiting strategies targeting those younger generations (Snyder, 2017). Through intentional adaptation, such as role and style shifting to create a more inviting environment, law enforcement can be more successful in getting the younger generations into the workforce and keeping them for the long term (Anderson, 2017b).

Literature Review

There was no readily available peer-reviewed research on law enforcement recruiting and retention from traditionally academic institutions such as universities. Most of the available literature on the topic came from law enforcement articles and professionals who work in recruiting and retention. Most of the literature reveal that the newest generations of officers cared about issues such as salary, benefits, and a work-life balance (Arcuri, n.d.; Snyder, 2017; Wilson et al., 2010). Current employees want to work for organizations and supervisors who value their opinions and help them progress in their careers (Snyder, 2017; Therwanger, n.d.b; Wilson et al., 2010). The implementation and use of emerging technologies were essential to some (Sparks, 2021). Unfortunately, there were not merely one or two issues departments could identify to recruit and retain officers. Instead, all law enforcement agencies must adopt a blended and robust recruiting and retention model (Arcuri, n.d.; Wilson et al., 2010).

Significance of Capstone

Most law enforcement organizations cannot adequately staff their departments due to attrition and low application numbers. This paper will help law enforcement identify methods to reverse the attrition trend and hire the next generation of officers. Law enforcement leaders must recognize the recruiting and retention crisis, commit to paradigm shifts to staff their departments, and encourage realistic public expectations.

Leadership Theory

Organizational leaders must implement changes to adapt to internal and external variations to meet operational needs, recover from disequilibrium, and evolve to ensure organizational survival. Several leadership theories and subsystems will be reviewed to demonstrate their usefulness in recruiting and retention. The list of applicable leadership methods could be endless, but the most effective will be highlighted. Organizational leaders must analyze the situation and determine the best course of action to meet the organizational vision, mission, and values. The following are ten leadership tools or methods law enforcement leaders can follow to assist in recruiting and retention.

Leadership for Recruiting and Retention

First, as with anything in law enforcement, successes can rise and fall on the efforts of leaders. Recruiting and retention depends on leaders to be adaptable, versatile, and communicate clearly (Tobia, 2017). Leaders must also be or utilize change agents and take risks to ensure recruiting and retention methods are in line with the desires of the current generation (Tobia, 2017). In previous generations recruiting was merely a term used to suggest people could ask to become a police officer. The tables have turned, and it is now the police department asking recruits to become a police officer. Leaders must move law enforcement organizations away

from old ways of thinking and utilize the leadership strategies and methods in this paper to leave the current staffing crisis in the past.

Versatility Skills

Second, versatility skills are needed to help leaders be nimble in adapting to individual needs, organizational needs, and dynamic environments (Anderson, 2017b). The best leaders demonstrate the ability to shift their styles, skills, and roles, leveraging that ability to generate a transformational leadership approach which is vital in the current age of law enforcement (Anderson, 2017b). For instance, style and role shifting must be used to build a relationship with followers (Anderson, 2017b). Every person is different and interacts differently (Anderson, 2017b). Versatile leaders are cognizant and shift their styles and roles to get the most out of their subordinates and generate strong relationships (Anderson, 2017b).

Vision

Third, leadership communication of the organizational vision is a fundamental element in police recruiting and retention (Therwanger, n.d.a). Police recruits want to work for an organization focused on community involvement and service (Snyder, 2017). Not only do recruits need to understand the organizational vision, but all agency members must live out the vision in their daily work habits and interactions (Therwanger, n.d.a). Without universal understanding throughout the agency, confusion and role ambiguity will degrade employees' commitment and contribution, causing some to lose interest in the profession and contribute to the current staffing crisis (Arcuri, n.d.).

Communication

Fourth, effective leaders can communicate their message competently and deliberately with authenticity and credibility, so others are influenced to work toward achieving common

goals (Therwanger, n.d.a). Effective organizational communication contributes to positive individual and organizational outcomes by successfully accomplishing goals (Therwanger, n.d.a). Leaders must proactively communicate consistently with all organization members if they hope to enhance the organization's ability to recruit and retain the next generation of officers (Therwanger, n.d.a).

Organizational Change

Fifth, leaders must guide employees and organizations through organizational change while compensating for internal and external forces (Harrington, 2017b). For instance, numerous competitors exist for potential recruits, including private industry (Shults, 2019). Internally, law enforcement agencies may struggle to equip newer officers with the technology they so desire (Shults, 2019). In addition to everyday factors, the current law enforcement staffing crisis is a result of several high-profile incidents. Organizational leaders must recognize that public perception has changed regarding law enforcement, and future staffing requires a commitment to new ideas regarding public safety and staffing. Once the leaders know the internal and external forces, they can ask who, what, when, where, why, and how to gather the information required to develop their organizational change battle plan (Harrington, 2017c). Once the change plan is implemented, leadership should execute the plan using the nine leadership principles: maneuver, objective, offense, simplicity, the economy of force, mass, unity of command, and surprise (Harrington, 2017c).

Emotional Intelligence

Sixth, emotional intelligence is an ongoing growth process requiring targeted training to appropriately implement (Robinson, 2017). Unlike many in the past, modern-day officers are seeking the type of personal growth and career development provided by emotional intelligence

training (Arcuri, n.d.). Young officers are highly interested in providing quality service to community members, which requires strong emotional intelligence skills when under stressful or frustrating circumstances (Robinson, 2017; Snyder, 2017). All aspects of a law enforcement career require strong emotional intelligence (Robinson, 2017). Organizational leaders must highlight their commitment to training and development in general and emotional intelligence training specifically (Robinson, 2017).

Legacy Leadership

Seventh, recruiting and retention is the foundation for any organization's legacy. Leaders must exercise a legacy mindset so they can usher it into the next generation through humble service and relationship building (Blankenship, 2017). The leader's acts, omissions, successes, and failures all contribute to the totality of their legacy. Selfless, authentic servant leaders who use their agency mission and values as the guardrails while steering toward organizational vision will build a lasting and positive legacy by finding the needed followers to join the profession's future (Blankenship, 2017).

Team Skill Development

Eighth, law enforcement is experiencing a never-before-seen period of rapidly evolving social and technological changes, requiring leaders and organizations to be highly adaptable (Sparks, 2021). Additionally, relationship and team building are desired outcomes for most Generation Y and Z recruits (Snyder, 2017). Organizational leaders must train their officers to embrace younger generations and operate as a team using assessment skills like problem-management and values alignment (Anderson, 2017a). A strong team environment will usher recruits into the door and help keep those employees in the organization through retirement.

Succession Planning

Ninth, succession planning is a leadership approach that prepares officers for the responsibility of future organizational operations (Scott, 2017). Since humans lead police departments, the current crop of leaders will inevitably expire. The current leaders must invest in the organization's future by developing those set to take their place both in the short and long term. Succession planning includes mentoring officers in successful leadership techniques, helping officers navigate inevitable failure and mistakes, and training them for specific job-related tasks (Scott, 2017). Succession planning is a helpful tool in recruiting and retention. Young officers and recruits want to understand what their future in law enforcement would look like if they were to commit decades to the profession (Snyder, 2017). The current generation of applicants and young officers is more transitory than previous generations (K. Polanski, personal communication, May 18, 2022). Law enforcement leaders must utilize a formalized succession plan to get younger officers onto the track toward career development and promotion (Scott, 2017). This is not to say every young officer wants to be a supervisor, but nearly every officer wants some level of empowerment for the organization's future (Snyder, 2017).

Leadership Subsystem Adaptive Leadership

Tenth, adaptive leadership is one of the best leadership tools organizations can employ for officer retention. The adaptive leader is the type of person nearly everyone wants to work for and emulate. The adaptive leader cares about those who work for them, is tactically and technically proficient in all areas of the job and does not become paralyzed when those under them utilize creative means to solve a situation and work hard to develop those under their command (Spain, 2017). Adaptive leaders are human beings to which subordinates can relate, which will encourage employees to remain with organizations for years. The most significant stress for police officers is always internal and not external (Nash, 2017). Organizational culture

must develop adaptive leaders who will help mentor and lead the next generation of officers through empowerment, action, and risk-taking (Spain, 2017).

Human Factors

Human factors describe the human brain's response to stressful events such as a life-threatening encounter, unexpected stimuli, or extreme circumstances (Bone, Normore, & Javidi, 2015; Harrington, 2017a). Human beings will respond to stressful encounters, leading to good or bad decision-making (Bone et al., 2015; Harrington, 2017a). Human factors play a significant role in law enforcement legitimacy (Harrington, 2017a). Organizational leaders must study and train officers to understand human factors and their impacts on law enforcement decision-making and outcomes (Bone et al., 2015; Harrington, 2017a).

When leaders acknowledge the role human factors play in law enforcement outcomes, intentional training and outreach must occur with all stakeholders. The stakeholders include police officers, law enforcement leaders, and community leaders (Bone et al., 2015; Harrington, 2017a). Law enforcement leaders must remind all stakeholders that human beings are not perfect and will make mistakes (Bone et al., 2015; Harrington, 2017a). There will be incidents where officers do not make the correct decisions during stressful events (Bone et al., 2015; Harrington, 2017a). When leaders acknowledge inevitable mistakes, the organization and community will be better prepared to work toward resolving any adverse outcomes (Bone et al., 2015).

Some of the best methods to improve decision-making under stress are to ensure officers are in excellent physical shape, limit their daily stress load, and are well rested when arriving at work (Bone et al., 2015; Harrington, 2017a). Law enforcement leaders must prioritize healthy living before sending them out to protect the community (Bone et al., 2015; Harrington, 2017a). If the goal is to retain officers, inoculation for adverse outcomes can increase community support

or at least limit the intensity of public outcry when mistakes occur (Bone et al., 2015; Harrington, 2017a). Police officers and applicants have noted that public support is one of the factors which determines their interest in pursuing and maintaining a career in law enforcement.

Resiliency

The higher the level of competency in physical, tactical, and mental skills, the better prepared, confident, and resilient officers will be in performing their duties. Realistic table-top, virtual, and scenario-based training in VUCA events must be part of this program (Dugan, 2017). One specific area that has had a significant emphasis in the past several years is de-escalation techniques. Although the application of de-escalation tactics is now commonplace, we are not accounting for those situations where officers begin the contact emotionally hijacked or become emotionally hijacked (Schumaker, 2020). To combat this possibility, agencies need to train officers on when to intervene in another officer's contact and when to allow an intervening officer to take over a contact.

Active Bystandership for Law Enforcement (ABLE)

One program that addresses this training gap is the Active Bystandership for Law Enforcement (ABLE) program offered through Georgetown Law School (Georgetown Law, n.d.). The program is based on the material developed in response to the 2012 New Orleans Consent Decree, which spawned the country's first law enforcement active bystandership program called Ethical Policing is Courageous (EPIC). Since 2020, ABLE has been adopted by over one hundred law enforcement agencies in North America (Georgetown Law, n.d.).

ABLE program training is provided at no cost. However, agencies must commit to ten ABLE standards, including training all commissioned officers in the basic eight-hour course, annual refresher training, and incorporating ABLE principles in applicable training (Georgetown

Law, n.d.). The basis of the program is a standardized curriculum that trains officers in bystandership. Officers are trained to look for signs and signals that fellow officers are becoming emotionally hijacked and losing control of the situation. Officers are taught how to intervene when communication breaks down and to "tap out" a compromised officer (Georgetown Law, n.d.). Officers are also taught what they should expect if they are "tapped out" by another officer and what they can do to mitigate further damage to the situation and regain self-control and composure (Georgetown Law, n.d.).

The need for agencies to practice preventive maintenance of personnel is becoming a priority. Agencies of all sizes now have wellness programs with various services and resources. Some large agency wellness programs also provide no-cost services and resources to the family members of officers. The inclusion of eligible family members having access to wellness services and resources seems to be gaining traction and positive feedback.

Over time, the daily riggers of police work and the exposure to trauma and multiple micro-trauma events builds up and take a psychological toll on officers. Post-traumatic stress disorder (PTSD) is often caused by the accumulation of multiple traumatic events spanning several years (Lexipol, 2016). Officers who do not practice wellness techniques and sleep hygiene are more vulnerable to stress (Harrington, 2017a). Agencies need to assist officers in building resilience, while also providing or point officers toward resources to help them recover from mental and physical trauma.

The psychological maintenance of the workforce is a critical component that is not quickly addressed (Cipriano, 2022). Employee access to psychological providers through employee assistance programs (EAP), or other health insurance network providers, would be of benefit. Specifically, psychological providers who treat persons with public safety-related issues

would be welcomed. Mental health providers specializing in public safety psychology should be identified, and their names should be provided to those responsible for negotiating health care plans (Coppie, Coppie, Drake, Joyce, Robinson, Smoot, Stephens, & Villasenor, 2019).

Communication between the disciplines will help to ensure that qualified providers can be identified so they are more accessible to employees.

Eye Movement Desensitization and Reprocessing (EMDR)

One of the more interesting services that is being added to the wellness programs of a small number of large agency wellness programs is the addition of eye movement desensitization and reprocessing (EMDR) therapy (Menon & Jayan, 2010). EMDR is an eight-phase process (Menon & Jayan, 2010). Although EMDR had been available through private mental health providers, certain agencies now offer EMDR therapy in-house. Trauma and trauma experiences can produce specific memories that are distressing for individuals. At the time of the traumatic incident(s) leading to the intrusive and distressing memories, the individuals do not entirely mentally process the incident (Menon & Jayan, 2010).

Failure to fully process incidents can lead to negative beliefs, thoughts, and physical sensations, including intrusive thoughts and flashbacks (Lexipol, 2016). These negative thoughts and feelings can surface without warning and may be triggered by some sight, sound, smell, taste, or tactile stimulus (Lexipol, 2016). When triggered, traumatic memories are experienced as if they are occurring real time. The brain causes the memories to surface that it feels are unresolved (Lexipol, 2016). Until those memories are adequately processed, the individual cannot function at their best (Lexipol, 2016). EMDR is used to help resolve and process those problematic memories and equips individuals with skill sets and tools to deal with traumatic incidents and ways to live their lives with a more positive outlook (Menon & Jayan, 2010).

Media Impact on Recruiting and Retention

Law enforcement organizations can instantly communicate with millions of people at little to no cost (Ziegler, 2020). The current social media and online communication platforms allow for any person or organization in the world to tell their story, make requests, or inform on any topic. The current crop of recruits is typically computer savvy, engaged with online communication platforms, and will make decisions according to the online content they consume (Ziegler, 2020). Nearly all law enforcement organizations have some online presence, but many are not leveraging their online presence to increase recruiting and retention efforts (Ziegler, 2020). Online recruiting allows law enforcement agencies to connect with potential recruits by being honest about the difficulties facing law enforcement and the solutions recruits can provide (Benthin, 2017; Ziegler, 2020). For instance, law enforcement organizations could highlight the public outcry against law enforcement in the previous years. The outreach could include the direction leaders wish to take their organizations and how the potential recruits can help support that new direction. The outreach would demonstrate that law enforcement is concerned with the same topics as potential recruits and is willing to embrace and utilize the younger generation to move the police department into the future.

A department's online presence can be used to humanize officers among a population that may not know any officers (Ziegler, 2020). For instance, a video log can be generated that follows officers over the course of several shifts adjoined with personal interviews. The video logs can be raw and dramatic or take a comedic role to demonstrate the law enforcement agency's humor and family environment. Additionally, officers who came from underserved communities can tell their stories of how they worked their way into the police department.

Some in the community may want to be part of the solution as an officer but believe they will not be accepted, cannot do the job, or be rejected because of where they live.

Emerging Technologies

Current technological advancements are rapidly changing the nature of law enforcement (Sparks, 2021). Incoming police recruits are the first truly digital native generation to enter the workforce. Young officers not only thrive off the technology, but they expect to be provided and utilize the advanced technology to assist in their daily work life (Sparks, 2021). When law enforcement agencies use technology to combat crime and assist in service efforts, it must be highlighted as part of recruiting and retention efforts. Additionally, recruiting efforts must focus on technologies projected to be implemented in the years to come (Sparks, 2021). Young officers and recruits will be encouraged by what the future holds and how they play a part in that future (Sparks, 2021). Some of the technologies which could be highlighted include a real-time crime center (RTCC). The RTCC includes the use of artificial intelligence overlaid on surveillance cameras to monitor and track crime in real-time. Artificial intelligence allows for such crime-fighting tools as facial recognition, object tracking, and vehicle identification (French, 2021). Drones are possibly the fastest growing law enforcement tool and have a significant following with potential recruits and current officers (French, 2021). Police departments should work to expand their drone program if for no other reason than to hire and retain officers (French, 2021). Robots have typically been limited to tactical units and bomb squads, but the affordability and versatility of robots have made them more available for general patrol activities (French, 2021). Robots can be used to help de-escalate volatile situations and prevent direct encounters with mental health consumers or armed individuals (French, 2021). Police departments must hire

technologically advanced officers if they hope to keep up with the growing role of technology in law enforcement (French, 2021; Sparks, 2021).

Officer Retention

Much of this paper has discussed recruiting with some retention. However, once officers come through the door of a law enforcement agency, the work does not end. Law enforcement leaders must labor to keep the officers they worked hard to recruit. Retention comes down to good leadership, as most employees leave organizations due to poor management and a lack of opportunity (Therwanger, n.d.b; Wilson et al., 2010). Young employees want to know they can directly benefit the organization and are convinced of their worth through training opportunities, consistent appreciation, and ongoing leadership support (Snyder, 2017; Wilson et al., 2010). Generation Z employees look for benefits baby boomers did not, such as a work-life balance, childcare support, and reasonable work schedules (Arcuri, n.d.; Snyder, 2017; Wilson et al., 2010). Young employees must enjoy and be satisfied in their job if they are to remain (Arcuri, n.d.; Wilson et al., 2010). When employees are not satisfied, they will find a new position and not stick around for decades like their parents and grandparents (Arcuri, n.d.; Wilson et al., 2010). Additionally, the efforts used to recruit officers must be utilized to keep officers. If organizations promise officers will be able to utilize technology, join specialized units, or be trained in specific areas, they must work hard to ensure those promises are fulfilled.

Political Considerations

Political impact on police recruiting and retention is at a critical level following the events surrounding George Floyd in 2020 and Ferguson, Missouri, in 2014. There has been nationwide rhetoric to defund the police and reimagine policing entirely. Most law enforcement organizations have worked with their communities to address the concerns raised following these

events. Police leaders recognize they are beholden to the public they serve, and their authority derives from the community consenting to the role of policing. The efforts taken by law enforcement leaders must be highlighted in both recruiting and retention to demonstrate the efforts taken to partner with the community (Snyder, 2017). When highlighting community outreach and other political considerations, those from underserved communities are more likely to be part of the solution and not completely write off the need for law enforcement in the community. Law enforcement leaders must continually recognize and acknowledge the political climate surrounding policing and ensure they partner with the community to safeguard effective and safe policing in all communities.

Other Considerations

There are numerous other considerations to recruiting and retaining officers. For instance, organizations must simplify the application process and increase the speed at which job offers are given (Arcuri, n.d.; Wilson et al., 2010). Strong referral networks must be implemented to ensure recruiters reach out to potential applicants and not just wait for them to walk through the door (Arcuri, n.d.; Wilson et al., 2010). Police departments must open their doors and allow potential recruits to peek inside (Wilson et al., 2010). The open-door philosophy can occur through media but is beneficial if it is in person. When college football teams recruit a player, they bring that player into the organization to meet the members, look around the locker room, and understand their philosophy. Police departments must move to recruit more toward that of a college football team and recognize that qualified applicants are not breaking down the door to get hired. Additionally, recruits are concerned with health and wellness, which falls under risk management (Sparks, 2021). Law enforcement leaders must utilize emerging technologies to help mitigate risks, such as robots, drones, and artificial intelligence (Sparks, 2021).

Risk Management

Recruiting and retention play a significant role in law enforcement risk management. Low staffing does not allow for the necessary number of officers in given areas of a jurisdiction. When staffing numbers are low, all stakeholders have increased risks. When officers are not provided sufficient backup, there is a risk they get injured attempting to detain a suspect. Citizens may be injured if police officers cannot respond to calls promptly. The organization garners liability if they are not providing the resources necessary to protect the officer and citizen (Harrington, 2017b). Additionally, the staffing crisis increases stress and anxiety in officers, which could lead to negative encounters with citizens, thus increasing the risk for the officers and the organization. Sufficient staffing is required first to provide needed services to the community and mitigate risks to all community stakeholders.

Professional Culture

The current professional culture of recruiting and retention is very traditional and does not readily embrace adaptability (K. Polanski, personal communication, May 18, 2022). Old methods and norms confine many leaders' thinking. Organizational leaders are now faced with the need to implement changes to adapt to the new internal and external norms. Leaders must determine if incremental or deep change is required to meet operational needs and evolve for organizational survival.

Change Agents in the Current Culture

Organizational leaders must utilize change agents within recruiting units to overcome organizational and individual resistance to implement the vision required (Long, 2017). Change agents inspire others to work towards an enhanced future while achieving maximum alignment

with organizational vision, mission, and values. Change agents within a recruiting unit must be empowered and given the latitude to fail forward in developing new ideas and tactics to achieve organizational needs and end the current staffing crisis crippling law enforcement agencies.

Combined Experiences

The authors of this paper are employed with two very different agencies in size and clientele. However, we have also had shared experiences in recruiting and retention. Each agency is experiencing rapid turnover due to retiring baby boomers and diminishing applicants desiring to enter law enforcement. Each agency is attempting to reimagine recruiting to identify qualified applicants and get people excited about serving their communities. The authors have had several discussions about how their unique agencies can overcome the current staffing crisis and leave a legacy of service behind them. Through the collaboration on this paper, we have each identified how to utilize media better to encourage recruits to join our individual agencies.

Implementation Plan

The recommendations provided throughout this paper generally outline the implementation plan. Law enforcement leaders must take the reins in recruiting efforts and implement all identified aspects. There is not one single aspect that will improve recruiting and retention. Essentially, effective leadership modeling is the key which includes building teams, providing desired training, including younger officers in the decision-making process, empowering all employees, and providing diverse equipment and experiences. Law enforcement leaders must ensure employee pay and benefits are competitive, there is a culture of service and family, and constant communication throughout the agency. Leaders must purchase and utilize state-of-the-art equipment and utilize all media platforms and methods to drive brand recognition

among younger generations. When adaptive leaders drive the recruiting efforts, younger officers will be excited about serving and be more committed to longevity within the organization.

Conclusion

Law enforcement is an honorable profession and needs people of character to join the ranks. There are evil people in the world plotting to harm communities everywhere and good police officers are desperately needed to combat the threat. The law enforcement officer stands against evil and protects the community. Law enforcement leaders must make every effort to recruit and retain quality candidates utilizing emerging trends. More importantly, law enforcement leaders must acknowledge the younger generation's desire to be led in new ways. The younger generations care more about their impact on the world than job security. Law enforcement leaders must highlight their commitment to the community and the organization's future leaders.

References

- Anderson, T. (2017a). *Team and organizational development skills*. Area 2, Module 10, Week 3-3-4. National Command and Staff College.
- Anderson, T. (2017b). *Versatility skills*. Area 2, Module 11, Week 3-4. National Command and Staff College.
- Arcuri, R. (n.d.). *Recruitment and retention for 2019 and beyond*. Retrieved May 25, 2022, from <https://www.policechiefmagazine.org/recruitment-and-retention-for-2019-and-beyond/>
- Benthin, G. (2017). *Military leadership*. Area 4, Module 1, Week 7-8. National Command and Staff College.

Blankenship, G. (2017). *Legacy leadership*. Area 3, Module 2, Week 5-6. National Command and Staff College.

Bone, D. H., Normore, A. H., & Javidi, M. (2015, December 9). *Human factors in law enforcement leadership*. Retrieved May 25, 2022, from <https://leb.fbi.gov/articles/featured-articles/human-factors-in-law-enforcement-leadership>

Cipriano, R. (2022). *Preventative behavioral health: A maintenance model of wellness for law enforcement personnel*. Retrieved May 21, 2022, from <https://www.policechiefmagazine.org/preventative-behavioral-health/>

Copple, C., Copple, J., Drake, J., Joyce, N., Robinson, M. J., Smoot, S., Stephens, D., & Villasenor, R. (2019). *Law enforcement mental health and wellness programs: Eleven case studies*. Retrieved May 25, 2022, from <https://cops.usdoj.gov/RIC/Publications/cops-p371-pub.pdf>

Dugan, K. (2017). *Credible leadership*. Area 4, Module 5, Week 7-8. National Command and Staff College.

French, M. (2021, December 13). *2022 trends to watch in law enforcement technology*. Retrieved May 25, 2022, from <https://www.realtimenetworks.com/blog/2022-trends-to-watch-on-law-enforcement-technology>

Georgetown Law. (n.d.). *Active bystandership for law enforcement (ABLE) project*. Retrieved May 25, 2022, from <https://www.law.georgetown.edu/cics/able/>

Harrington, R. (2017a). *Human factors and officer resiliency*. Area 3, Module 1, Week 5-6. National Command and Staff College.

Harrington, R. (2017b). *Progressive law enforcement leader effectively managing departmental risks*. Area 4, Module 1, Week 7-8. National Command and Staff College.

Harrington, R. (2017c). *The organizational change battle plan*. Area 4, Module 8, Week 7-8, National Command and Staff College.

Lexipol (2016), *Trauma on the job: post-traumatic stress disorder in law enforcement officers*. Retrieved May 25, 2022, from <https://www.lexipol.com/resources/blog/post-traumatic-stress-disorder-law-enforcement-officers/>

Long, L. (2017). *Deep change and positive intelligence*. Area 3, Module 7, Week 5-6. National Command and Staff College.

Mello, S. (2018). *More cops, less crime*. Retrieved May 25, 2022, from <https://www.princeton.edu/~smello/papers/cops.pdf>

Menon, S., & Jayan, C. (2010). *Eye movement desensitization and reprocessing: a conceptual framework*. Retrieved May 25, 2022, from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3122545/>

Nash, R. (2017). *Conflict management*. Area 2, Module 6, Week 3-4. National Command and Staff College.

Myers, R. W., & Schafer, J. A. (2020). *What chiefs can do today about impending officer shortages*. Retrieved May 25, 2022, from <https://www.police1.com/police-recruiting/articles/what-chiefs-can-do-today-about-impending-officer-shortages-DsUIUjKMgAjLzh7D/>

Robinson, M. (2017). *Practical emotional intelligence*. Area 1, Module 3, Week 1-2. National Command and Staff College.

Schumaker, E. (2020). *Police reformers push for de-escalation training, but the jury is out on its effectiveness*. Retrieved May 25, 2022, from <https://abcnews.go.com/Health/police-reformers-push-de-escalation-training-jury-effectiveness/story?id=71262003>

Scott, W. (2017). *Succession planning*. Area 4, Module 6, Week 7-8. National Command and Staff College.

Shults, J. F. (2019). *PERF explores the police recruitment and retention crisis*. Retrieved May 25, 2022, from <https://www.police1.com/chiefs-sheriffs/articles/perf-explores-the-police-recruitment-and-retention-crisis-5y33nYI2ICuOPGze/>

Snyder, L. (2017). *Generations*. Area 2, Module 1, Week 3-4. National Command and Staff College.

Spain, T. (2017). *Adaptive leadership*. Area 3, Module 9, Week 5-6. National Command and Staff College.

Sparks, M. (2021, June 7). *How law enforcement is preparing for a tech-savvy generation of officers*. Retrieved May 25, 2022, from <https://www.police1.com/police-recruiting/articles/how-law-enforcement-is-preparing-for-a-tech-savvy-generation-of-officers-w20WZiqXPx4ylnE5/>

Therwanger, E. (n.d.a). *Leadership connection*. Area 2, Module 3, Week 3-4. National Command and Staff College.

Therwanger, E. (n.d.b). *Think great*. Area 1, Module 6, Week 1-2. National Command and Staff College.

Tobia, M. (2017). *Leadership & change*. Area 1, Module 8, Week 1-2. National Command and Staff College.

Wilson, J. M., Wilson, E., Scheer, C., & Grammich, C. A. (2010). *Police recruitment and retention for the new millennium: The state of knowledge*. Retrieved May 25, 2022, from <https://www.rand.org/pubs/monographs/MG959.html>

Ziegler, S. (2020, October 13). *What every pd needs in a social media recruitment plan.*

Retrieved May 25, 2022, from <https://www.police1.com/police-recruiting/articles/what-every-pd-needs-in-a-social-media-recruitment-plan-hSz8NU7u48RvtHYr/>