

North Carolina State University Police Department



2021

Annual Analysis
of the Recruitment Plan

The required annual analysis of the NC State University Police Department's Recruitment Program required by the Commission on Accreditation for Law Enforcement Agencies (CALEA) Standard 31.2.2 and The Agency's General Order 200-18.

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February 02, 2022

ABSTRACT

The following is the North Carolina State University Police Department's Annual Recruitment Analysis Report for 2021 as required by CALEA Standard 31.2.2 and North Carolina State University Police Department General Order 200-18.

SWORN OFFICER SELECTION ACTIVITY FOR CALENDAR-YEAR 2020

Race / Gender	Applications Received	Applicants Hired	Percent Hired	Percent of Workforce Population
Caucasian / Male	16	3	18.75	72.34%
Caucasian / Female	6	2	33.3%	17.02%
Black African American / Male	13	0	0%	0%
Black African American / Female	0	0	0%	4.26%
Asian / Male or Female	3	1	33.3%	2.13%
Hispanic / Male	12	0	0%	2.13%
Hispanic / Female	0	0	0%	2.13%
Other / Male or Female	39	0	0%	0
Total	89	6	6.74%	

The Agency's Recruitment Plan, as required by CALEA Standard 31.2.1, are conducted on an annual basis and submitted in July of each year, following the fiscal year.

Comments:

During calendar year 2021, the North Carolina State University Police Department has invested a significant amount of time, effort, and training for recruitment.

VACANCIES AND TURNOVER

Not only were the statistics of turnover within the agency examined, but also the reasons employees left the agency. The following chart lists vacancies and reasons for the vacancies during 2021.

Employee	Job Title	Separation Date	Reason for Separation
Burnette, John Trenton	Police Officer	8/3/2021	Other Agency
Smith Jr, James Franklin	Police Officer	8/3/2021	Other Agency
Roberts, Dana Renee	Police Officer	9/15/2021	Got out of Law enforcement
Kitcher, Keith Lawrence	Police Officer	9/15/2021	Got out of Law enforcement
Carroll, Sarah Elizabeth	Police Officer	11/12/2021	Got out of Law enforcement
Kelly, David R	Major	12/12/2021	Other Agency

During 2020, the agency had fifty-six (58) sworn positions. The agency's turnover was 10.34%, based on 58 sworn positions. The vacancies show the following:

- Six (6) officers left the agency this year, for a number of reasons from

accepting other positions to getting out of Law Enforcement all together.

2021 AGENCY DEMOGRAPHICS

As of 2/2/2022	Males				Females			
	Caucasian	Black African American	Hispanic	Other	Caucasian	Black African American	Hispanic	Other
Sworn Personnel								
Entry Level (Police Officer Band)	18	0	1	1	7	2	1	0
Supervisory (Sergeant)	8	0	0	0	1	0	0	0
Command (Lieutenant / Captain)	6	0	0	0	0	0	0	0
Executives (Major and above)	2	0	0	0	0	0	0	0
Total	34	0	1	0	8	2	1	0

	2021 Male Sworn Officers (as of 2/2/2022)		2021 Female Sworn Officers (as of 2/2/2022)		2020 Male Sworn Officers (as of 2/9/2021)		2020 Female Sworn Officers (as of 2/9/2021)	
	#	%	#	%	#	%	#	%
Caucasian	34	73.91%	7	15.22%	40	68.97%	6	9.61%
Black African American	0	0%	2	4.35%	0	0%	2	5.76%
Hispanic	1	2.17%	1		1	1.72	1	1.72%
Other	1	2.17%	0	0%	0	0%	0	0
Total	36	78.26%	10	21.71%	41	70.69%	9	16.07%

In the above charts, note the current percentages of demographics is computed with a sworn staff of fifty eight (46) full-time sworn officers.

PROGRESS TOWARDS STATED GOALS, OBJECTIVES, AND STRATEGIES

GOAL:

The NC State University Police Department, in conjunction with the NC State University Department of Human Resources, will recruit qualified applicants with the goal of achieving an ethnic, racial, and gender workforce composition in approximate proportion to the makeup of the University Community.

2021 Progress: Comparing the demographical data shown in the charts under *2020 AGENCY DEMOGRAPHICS*, with the demographical data shown in the 2021 Annual Review, the agency gained 1 White Female, and 1 Asian Male.

OBJECTIVES:

OBJECTIVE 1: Recruitment of minority groups.

2021 Progress: Several steps were taken to target minority groups.

- Recruitment emails were sent to all BLET Directors in the North Carolina Community College System to advertise the agency's vacancies. Many of these programs are in areas rich in minority populations.
- Recruitment information was posted to the North Carolina Justice Academy for inclusion in their Criminal Justice Job Bank

OBJECTIVE 2: Increased retention of minority groups.

2021 Progress: During 2021 the agency gained 1 White Female and 1 Asian Male. The minorities that left the agency left law enforcement all together.

OBJECTIVE 3: Incorporating minority representation in the supervisory ranks.

2021 Progress: During 2021 the agency conducted several promotional processes but no minorities applied.

STRATEGIES

- Work with Basic Law Enforcement Training (BLET) program directors and instructors to identify employment candidates.

2021 Progress: Emails were sent to all BLET directors advertising the open positions. Officers also spoke at several BLET programs around the area. Nash Community College, Wake Tech Community College, Johnston County Community College, Wayne Community College, Carteret Community College.

- Develop an advertising campaign that focuses on women and minorities.

The department is still working on different types of advertising for open positions.

- Better utilize social media and other electronic-based forms of communications.

Working with talent acquisitions to assist with posting open positions on social media.

- Cultivate working relationships with community organizations.

2021 Progress: Sgt. Barham worked with the Crime Prevention unit to help disseminate information out to community Partners.

- Recruiting activities outside of the agencies jurisdiction.

2021 Progress: BLET recruitment was held at Nash Community College, Carteret Community College Edgecombe Community College and Cape Fear Community College.

ANALYSIS OF CONCLUSIONS

The department has been much more effective in recruiting females; however, turnover has been unusually high. The Hiring and Recruiting Unit will need help from members of the Department to assist with the active recruitment of good applicants. The unit will also work on formulating innovative strategies to attract more qualified minority applicants in an attempt to better mirror the community.

Recruiting individuals identifying as Hispanic is beneficial as the population of people identifying themselves as being of Hispanic ethnicity has continued to increase locally according to US Census comparisons. According to the same census data, more than one-half of those are not US citizens. US

citizenship is a requirement of the North Carolina Criminal Justice Education and Training Standards Commission for law enforcement certification in North Carolina. This continues to negatively affect our ability to recruit from the local Hispanic population.

The diversity of the agency is stressed in photographs appearing on recruitment literature and the agency's website. This information, along with information regarding our vacancies, has been distributed to a number of organizations representing minority populations. Organizations representing military veterans have also been utilized to increase both veteran and minority representation in our workforce. Numerous potential candidates have learned about the diversity the agency has through a number of avenues.

RECOMMENDED REVISIONS TO RECRUITMENT PLAN

Several points were identified to improve recruitment strategies.

- Recruitment should be targeted towards minority groups, particularly bilingual individuals. Some effort should be made to develop incentives for officers who are bilingual, mirroring similar incentives offered by other law enforcement agencies.
- Relationships should continue to be developed and fostered with community partners who represent targeted groups of the population.
- The agency should continue to use outside websites to advertise vacancies as allowed by the University. Continued use of these avenues of reaching potential candidates would allow the agency to expand its indirect recruitment ability to a nationwide level.
- The agency should seek to utilize social media and other electronic-based forms of communications for advertisement of vacancies. As society, particularly those who are seeking entry-level positions, look to the internet for employment opportunities, the likelihood of obtaining qualified candidates through internet sources will continue to increase.
- Hiring and Recruiting should work with members of the department to recruit highly qualified individuals as applicants.