

**REPORT OF THE  
DEPARTMENT OF STATE POLICE**

**Minority Recruitment and  
Hiring Trends  
Strategies and Recommendations**

**TO THE GOVERNOR AND  
THE GENERAL ASSEMBLY OF VIRGINIA**



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*DEPARTMENT OF STATE POLICE*  
*MINORITY RECRUITMENT AND HIRING TRENDS*  
*STRATEGIES AND RECOMMENDATIONS*

**A Report to the Governor and General Assembly**



**October 2007**

**Colonel W. Steven Flaherty**  
**Superintendent**



# COMMONWEALTH OF VIRGINIA

Colonel W. S. (Steve) Flaherty

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## **DEPARTMENT OF STATE POLICE**

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October 1, 2007

TO: The Honorable Timothy M. Kaine, Governor of Virginia

The Honorable John H. Chichester  
Chairman of the Senate Finance Committee

The Honorable Vincent F. Callahan, Jr.  
Chairman of the House Appropriations Committee

Pursuant to Item 414 (J) of Chapter 847 of the 2007 Virginia Acts of Assembly, I am respectfully submitting herewith, a *Report on Minority Recruitment and Hiring Trends: Strategies and Recommendations*. The report includes: (i) trends over time based on available data, and (ii) an assessment to determine those strategies which have proven most successful in the past.

Respectfully,

A handwritten signature in black ink that reads "W. S. Flaherty".

Superintendent

WSF/CAV

Enclosure

## **Minority Recruitment and Hiring Trends: Strategies and Recommendations**

### **Preface**

Pursuant to Item 414 (J) of Chapter 847 of the 2007 Virginia Acts of Assembly, the Department of State Police is pleased to provide this report on the department's efforts to increase minority recruitment, hiring, and promotion including: (i) trends over time based on available data, and (ii) an assessment to determine those strategies which have proven most successful in the past.

## **Executive Summary**

The department is faced with the challenge of recruiting qualified applicants from a diverse population. The Recruitment Unit was established within the department in 2002. Its mission is to identify and recruit the most qualified candidates for employment, with a strong emphasis on maintaining diversity within the workforce of the Virginia State Police. To accomplish this mission, the unit has developed strategies to meet the needs of the department.

In order to recruit and hire qualified minorities, the department and the Recruitment Unit must remain committed to the strategies that are presently in place. The strategies that have proven to be most effective are those that focus on direct contact with minority candidates. The majority of these contacts are made during recruitment programs at colleges/universities, military bases and community outreach programs. It is vitally important that we continue to seek out those venues which are the most beneficial to our recruitment strategy. It is equally important to recognize that our success depends upon how we market our department. The Recruitment Unit will continue focusing on recruiting the most qualified and diverse applicants available with emphasis on the minority and female population.

## **Trends**

Within the last three years, the following trends have impacted recruitment efforts:

- Since the implementation of a full-time Recruitment Unit, a significant increase in the number of minority candidates contacted and approved for hire as sworn employees has been noticed.
- Local, state, and federal law enforcement agencies have adopted the philosophy of diversifying their workforce by focusing on minority and female recruitment. Therefore, we have seen a significant increase in the number of other police agencies at the recruiting venues we attend. This is particularly evident at career fairs and colleges with high numbers of females and minorities.
- Other local, state and federal agencies have been increasingly willing to expend funds to promote themselves through advertising in newspapers, radio, television, the Internet, and magazines targeted at specific demographics. A consistent advertising campaign throughout the year utilizing these outlets will greatly increase the department's ability to attract minority candidates and effectively compete with other agencies for these candidates. Targeting of colleges, programs and organizations that promote women and minorities must be included in these efforts.
- Local, state and federal agencies are using a very high percentage of minority recruiters to attend job fairs, colleges and other recruitment venues across the east coast.
- There is a recent shift in standards by other local, state and federal law enforcement agencies in order to attract potentially qualified minority applicants.
- Starting salaries in law enforcement are often not competitive with those in other professions.
- The conflict in the Middle East is drawing potential police recruits into the military.

## **Current Strategies**

The following strategies have been implemented to improve minority recruitment:

- The department implemented a full-time Recruitment Unit that is representative of the demographics that we are seeking to employ with our

agency. A profile of each recruiter is visible on our website. The unit consists of one first sergeant, one sergeant, six full-time recruiters and one part-time office services specialist.

- Recruitment training focusing on females and minorities is provided to department recruiters annually by the staff of The Performance Institute in Arlington, Virginia.
- A video depicting diversity within the department was completed and is disseminated to prospective minority candidates weekly by recruiters. The video is also on our department website at [www.virginiatrooper.org](http://www.virginiatrooper.org).
- Demographics for each field division have been used to target specific areas with the application of specific recruitment initiatives focusing on women and minorities.
- Recruiters have focused efforts at women's college and university athletic events in an attempt to contact female applicants. Recruiters visit campus work-out centers and culturally diverse organizations such as fraternities, sororities and other gender/minority specific events on campus.
- Recruiters identified historically black colleges and universities (HBCU) in neighboring states to undertake recruitment efforts at these institutions. Recruiters have visited institutions such as Fayetteville State University, Spellman College, Clark University, Morehouse College, Bluefield College, University of Maryland, and West Virginia State University.
- Recruiters visit elementary, middle and high schools in their respective divisions to prepare the students for future employment opportunities.
- Recruiters have been actively recruiting at local civic, women's and minority group venues in an effort to facilitate recruiting minority and female candidates.
- The following organizations have been very helpful in assisting the department with our recruiting efforts: NAACP, NOBLE, Virginia Hispanic Chamber of Commerce, Radio Richmond Multi-Cultural Community, Saint Paul's Baptist Church, and the National Organization of Women (NOW). All recruiters have made contact with the NAACP chapters in their divisions.
- Recruiters continue to attend minority and female colleges and universities to locate perspective applicants. Recruiting "Lunchbox" formats are continuing to be used on university and college campuses within each recruiter's division. Each recruiter conducts a minimum of three programs per month.



- Recruiters continue to identify and visit health and athletic clubs to further our minority and female recruitment. At least two programs per month were held by each recruiter in 2006.
- Career Sessions/Public Safety Day events are held quarterly in several divisions.
- The department's home page now has a direct link to VSP Recruitment.
- Newspaper, public transit, television/cable network, and radio advertisements were used in 2006.
- Recruiters are calling minority and female candidates two weeks prior to scheduled testing to ensure participation by these targeted groups.
- A survey is presently being conducted by the Recruitment Unit to determine why fifty percent of minorities invited to testing do not appear.
- The Recruitment Unit actively participates in ongoing discussions with the governor, the department's executive staff, the NAACP and other minority groups to identify better ways to recruit minorities.
- At the direction of the superintendent, the Recruitment Unit established a statewide Recruitment Action Plan to specifically address minority recruitment.
- The first Minority Law Cadet Program was completed in July 2007.
- Recruiters have begun wearing a soft uniform (slacks and a polo shirt) at job fairs and other recruitment venues. This promotes a more relaxed atmosphere, encouraging minority candidates to approach recruiters and engage in conversation.

### **Results of Recruitment Efforts**

In 2006, recruiters made contact with 2,789 candidates for employment. Of these candidates, 52 percent were non-minorities and 48 percent were minorities. The gender and racial breakdown of these candidates is as follows:

#### Gender

- 74% male
- 26% female

Race

- 52% Caucasian
- 34% African American
- 7% Hispanic
- 3% Asian
- 4% Other

The following employment data reflects recruitment efforts since 2005:

109<sup>th</sup> Basic School - hired 2/10/05

Nine (10%) female/minority applicants were hired. The gender and racial breakdown of these trooper trainees is as follows:

White male	90%
White female	2%
Black male	6%
Black female	1%
Hispanic male	1%

110<sup>th</sup> Basic School - hired 8/25/05

Eighteen (19%) female/minority applicants were hired. The gender and racial breakdown of these trooper trainees is as follows:

White male	81%
White female	2%
Black male	14%
Black female	2%
Hispanic female	1%

111<sup>th</sup> Basic School hired - 7/10/06

Twenty-one (24%) female/minority applicants were hired. The gender and racial breakdown of these trooper trainees is as follows:

White male	76%
White female	5%
Black male	11%
Black female	6%
Hispanic male	1%
Hispanic female	1%

112<sup>th</sup> Basic School - hired 8/25/06

Thirteen (23%) female/minority applicants were hired. The gender and racial breakdown of these trooper trainees is as follows:

White male	77%
White female	7%
Black male	10%
Asian male	2%
Hispanic male	2%
Native American male	2%

113<sup>th</sup> Basic School - hired 2/25/07

Seventeen (22%) female/minority applicants were hired. The gender and racial breakdown of these trooper trainees is as follows:

White male	78%
White female	12%
Black male	8%
Asian male	1%
Native American male	1%

**Recommendation/Conclusion**

In order to recruit and hire qualified minorities, the department and the Recruitment Unit must remain committed to our current strategies. The strategies that have proven to be most effective are those that focus on direct contact (telephone calls, career/job fairs, conferences, organization contacts) with the minority candidate. The majority of these contacts are made during recruitment programs at colleges/universities, military bases and community outreach programs. It is vitally important that we continue to seek out those venues which are the most beneficial to our recruitment goals. It is equally important to recognize that our success depends upon how we market our department.

**The Recruitment Unit will continue focusing on recruiting the most qualified and diverse applicants available with emphasis on the minority and female population.**