

Law Enforcement Recruitment, Hiring, and Retention

Administration and Oversight Committee

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Policy and Research Division

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Background

At the March 25, 2024, Minneapolis City Council Public Health & Safety Committee meeting, the Minneapolis City Council approved the following [staff direction](#):

Pursuant to Code of Ordinances Section 8.130(c)(4), the Minneapolis City Council hereby directs the City Auditor's Policy and Research Division to:

1. *Conduct a landscape review of law enforcement recruitment, hiring, and retention practices in comparable jurisdictions (i.e., population, demographics, law enforcement agency size/scope, current/prior consent decrees or settlement agreements, etc.).*

This analysis may include:

- a. Recruitment policies, incentives, outcomes*
 - b. Hiring processes, models, standards*
 - c. Retention incentives, initiatives, effectiveness*
2. *Additionally, in collaboration with the appropriate City department(s), provide an overview of current, or future, recruitment, hiring, and retention practices the City uses for the MPD.*
 3. *Based on these analyses, identify any trends, standards, or areas of focus across comparable jurisdictions and, as able, provide any similarities or contrasts to City policies that may merit consideration or continued discussion.*

The requested analyses, data, and findings shall be reported to City Council, through the Administration & Enterprise Oversight Committee, no later than May 13, 2024, and any supporting materials will be made available through the City's website.

Landscape and Overview of Recruitment Practices

In a 2022 [report](#) on the police staffing crisis, the Police Executive Research Forum found that 78% of the law enforcement agencies surveyed reported having a hard time filling positions¹. The response to the growing challenges stemming from the law enforcement staffing shortages nationally has been an increased demand for research and guidance that can be implemented to reverse this trend and return to sustainable growth. This demand has resulted in a range of subject matter including academic studies, trade and professional group materials, and the case-by-case success stories from departments that have been required to reassess their own recruitment process.

A review of materials and reporting on recruitment highlights a continued call for “new and innovative” recruitment strategies, but it is important to note that simple change or innovation are not guarantees of success. To better understand what approaches are seeing success nationally, a number of trends can be observed from the research and success stories across the country.

¹ [Responding to the Staffing Crisis – Innovations in Recruitment and Retention](#)

Innovative Recruiting Strategies

Relationship Recruitment

While not explicit to law enforcement, there has been a clear shift in the frequency of interaction and communication during the recruitment processes. Going beyond the traditional applicant-job posting-automated response processes that have been common for years, this new approach is referred to as “relationship recruiting”². Relationship recruiting stresses both increased human interaction and a more personalized approach based on each individual recruit.

Especially when challenged with shortages and a competitive market, it is critical to minimize “down time” where potential recruits may choose to pursue other opportunities. Examples may include direct outreach from department recruitment staff to candidates that have recently applied for a role, as opposed to the traditional automated response while they wait for their application to be processed.

Further, there is a continuous conversation that includes check-ins at critical stages and providing a familiar contact that is available to answer any questions or provide updates. This approach is intended to reinforce the candidates value and begins building a relationship with the department at the earliest possible point in the recruitment process.

Attracting a Diverse Candidate Pool

In addition to general staffing challenges, many law enforcement agencies have also struggled to attract and retain applicants of color and female recruits. While data showed that people of color may be no less likely to have interest for a career in law enforcement, there is often a perception of there being more barriers to entry³. Departments nationally are implementing strategies to help increase candidates of color including revisions to the application process that have sought to remove unnecessary requirements that may have created roadblocks for otherwise qualified applicants⁴.

Advertising, Marketing, and Social Media

A 2020 survey of police applicants found that 93.8% used social media, with 28% viewing it as the most useful platform to advertise positions⁵. Social media campaigns or recurring features, such as highlighted a specific officer, can often be an effective way to build relationships. There is also an opportunity to increase the accessibility of information through interactive videos such as “Virtual Ride-Alongs”⁶. While many departments operate social media accounts, there is a push to create unique accounts that used exclusively by recruitment and hiring teams.

Additionally, building on the increased pursuit of bilingual candidates, many departments have launched bilingual advertising campaigns to reach communities where English may be spoken but is not the primary language⁷.

² [19-009 Model Police Officer Survey Report \(icma.org\)](#)

³ https://scholar.harvard.edu/files/janewiseman/files/police_recruiting_research_summary_august_2021.pdf

⁴ [Executive Summary of Advancing Diversity in Law Enforcement Report \(justice.gov\)](#)

⁵ [What every PD needs in a social media recruitment plan \(police1.com\)](#)

⁶ [Take a Virtual Ride-Along – Discover Policing](#)

⁷ [Building Community Trust through Language Justice - Police Chief Magazine](#)

Branding and Image

Establishing a reputable brand is a critical step for departments hoping to attract new recruits. This can be accomplished in a number of ways, including advertising campaigns. However, another opportunity to establish a reputable brand is through partnerships or certifications that are shared across a wider range of departments.

One example of partnership branding is the [30x30 Campaign](#) from the group Advancing Women in Policing. With a stated goal of increasing representation of female police recruits to 30% by 2030, the 30x30 campaign provides resources to participating agencies including recruitment strategies for female candidates and strategies for changing workforce culture. The Minneapolis Police Department is one of ten participating agencies from the state of Minnesota⁸.

Another opportunity is for a department to pursue accreditation. Law enforcement accreditation is generally a voluntary process but can be a useful tool that establishes an organization meets a uniform set of standards⁹. While there have been a small number of states pushing for mandatory accreditation polices, such as Oregon's passage of [ORS 181A.657 Accreditation of law enforcement agencies](#), there has also been an increase in state's establishing their own voluntary accreditation programs such as:

- 1) Texas: [Texas Police Chiefs Association Accreditation Program](#)
- 2) New York: [Law Enforcement Accreditation Program](#)
- 3) Florida: [Florida Accreditation Office](#)
- 4) Illinois: [Illinois Law Enforcement Accreditation Program](#)

There are also private accreditation companies that operate nationally, such as the Commission on Accreditation for Law Enforcement Agencies, Inc. ([CALEA](#)). These companies allow applicants to search membership databases to learn what departments have received a specific accreditation. While Minnesota does not require department accreditation, the Minnesota State Patrol and Department of Public Safety are currently pursuing accreditation through CALEA¹⁰.

Targeted Incentive Programs

As law enforcement departments continue competition for new, or lateral, recruits, the use of incentives has received a significant degree of attention. In certain regions of the country, departments are in a continuous battle to offer larger and larger hiring or retention bonuses in order to attract more candidates while also ensuring they keep existing officers. While the incentive examples of hiring and retention bonuses are likely the most frequently discussed, the efficacy of these practices reinforces the importance of recognizing the unique factors impacting any specific agency and identification of additional programs.

⁸ [About 30x30 \(30x30initiative.org\)](#)

⁹ [The Model Police Officer](#)

¹⁰ [Blog - DPS divisions setting a new standard for excellence with national accreditation \(mn.gov\)](#)

Recruitment Bonuses

The usage of recruiting or hiring bonuses has in use across a range of industries far outdating the current law enforcement staffing situation. However, dueling incentives across competing agencies has brought a significant amount of attention to the practice and departments across the country have begun using this tool to bolster their numbers or attract talent from other departments as lateral transfers¹¹.

In relation to the current police staffing challenges, there is limited information on how effective this practice has been at recruiting candidates, as well as available data on the retention of those same candidates. However, a review of law enforcement agencies nationwide does highlight a potential challenge stemming from the reliance on hiring bonuses as a primary recruitment tool.

There is a clear regional component to hiring bonuses. While bonuses exist nationally, there are distinct regions where departments are in competition to beat out competing agencies and bonus amounts increase accordingly. However, considering that the percentage of candidates interested in law enforcement that are willing to move great distances based on a hiring bonus is likely limited, it seems that these incentives may serve more as “tipping point” factors amongst agencies that a candidate is considering within a defined geographical region¹².

This potential regional effect does not mean that the incentive will not see success since there are many factors at play in each location and some agencies operate in areas that could be less impacted by geographical boundaries. The primary takeaway was that if we assume there are a finite number of qualified, or lateral transfer, candidates in a geographically defined region, then incentive bonuses may serve primarily as a final-stage decision factor. In this case, supply could continue to be limited causing increased competition for lateral hires and escalating creating a perpetual cycle or revolving door effect¹³.

Housing Incentives

Another targeted incentive being rolled out across departments focuses on the issue of housing. Beyond a one-time hiring bonus, Baltimore provides new recruits with an additional \$1,000 per month to help with housing expenses during their first year¹⁴. Similarly, the Los Angeles Police Department is offering up to \$24,000 in additional funds to help recruits combat the areas elevated housing costs¹⁵. By specifically targeting housing, these incentives can reduce a potential barrier for recruitment by simplifying a primary expense area for new recruits.

Childcare Incentives

The demands and non-conventional schedules often associated with work in law enforcement creates a series of unique challenges relating to childcare. Balancing work schedules and children can become a

¹¹ [Mixed Results as Some Departments Lure New Cops With Big Bonuses – NBC4 Washington \(nbcwashington.com\)](https://www.nbc4.com/news/local/mixed-results-as-some-departments-lure-new-cops-with-big-bonuses)

¹² [15,000 Signing Bonuses and \\$130,000 Salaries for Police Recruits - Route Fifty \(route-fifty.com\)](https://www.route-fifty.com/news/15000-signing-bonuses-and-130000-salaries-for-police-recruits)

¹³ [3 Reasons Why Sign-on Bonuses Aren't Solving the Labor Shortage - Business Insider](https://www.businessinsider.com/3-reasons-why-sign-on-bonuses-aren-t-solving-the-labor-shortage)

¹⁴ [Baltimore Police Department offering incentives to attract new recruits \(wmar2news.com\)](https://www.wmar2news.com/news/baltimore-police-department-offering-incentives-to-attract-new-recruits)

¹⁵ [LAPD offering new hires a \\$24,000 rent subsidy to boost recruitment - CBS Los Angeles \(cbsnews.com\)](https://www.cbsnews.com/news/lapd-offering-new-hires-a-24000-rent-subsidy-to-boost-recruitment)

source of stress and has also served as one of the primary challenges identified by female officers or recruit candidates¹⁶.

Childcare itself has become the topic of conversation across areas of employment and government entities. In the Spring of 2024, Policy and Research completed its own [Early Care and Education Report](#) for the Minneapolis City Council and highlighted challenges relating to availability, regulation, and cost. The report also identified potential avenues that a city could explore and noted multiple examples of cities making an initial effort at making childcare more accessible.

Building on local efforts to increase the availability of childcare, but with a specific focus on law enforcement, the City of San Diego recently began its own [childcare center program](#) designed specifically for members of its law enforcement agencies. Multiple current efforts have referenced San Diego's program as the inspiration for their attempts at providing similar resources, including a bill currently in committee with the United States Senate: [U.S. Senate Bill S.3884 - Providing Child Care for Police Officers Act of 2024](#).

Upstream Recruiting and Pathway Programs

Increasing research and program recommendations related to law enforcement staffing have stressed a focus on the long-term, as opposed to immediate short-term hiring needs¹⁷. One aspect of this long-term approach is creating pipeline programs that provide opportunities for younger groups to gain exposure to the field and develop candidate opportunities through those experiences.

A report from the Rand Corporation classified these programs into 3 categories and advised a six-step approach to launching a program, diagrams from the report have been provided below¹⁸:

¹⁶ [A Powerful Recruiting Incentive: Child Care Support for Law Enforcement Parents \(usdoj.gov\)](#)

¹⁷ [Playing the Long Game: Law Enforcement Recruitment — LEB \(fbi.gov\)](#)

¹⁸ [Youth Law Enforcement Experience Programs as a Police Recruiting Tool](#)

FIGURE 1
Program Categories

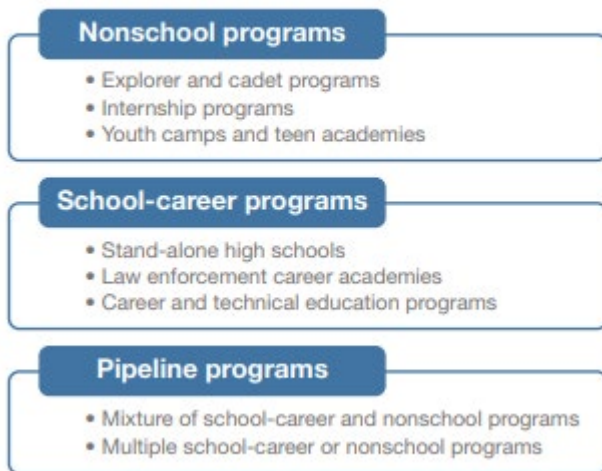


FIGURE 2
Steps for Launching a Youth Law Enforcement Experience Program



Based on groups surveyed, the report found that school career programs represented approximately 60% of programs surveyed, while youth cadet programs accounted for almost 30% of the total. As with any recruitment tool or opportunity, the usage of these types of programs will depend largely on the specific landscape of a department and the available resources/desire to implement a similar program.

Rethinking the Hiring Process

The importance of the hiring process itself in the overall recruitment experience cannot be overstated. Often, this is the primary exposure that a candidate has to a potential employer, so it is important to take steps that ensure the experience is a positive one. Across departments nationally there are a range of strategies being implemented, some of the identified best practices are outlined below:

1) Acceleration of Hiring Programs

- a. Automation can play a critical role in expediting the hiring process. Often the process involves a high volume of paperwork and forms that must be completed and processed by candidates and recruitment staff. At each of these points there can be a delay from processing time and ensuring all forms are attached to a candidate’s application file. The automation of these types of processes removes the delay and ensures documents are immediately “pushed” to candidates and then back to recruitment teams once completed¹⁹.

2) Continuous Recruitment

- a. Traditional job postings have always used a posting and closing date. This “open period” means that when an applicant is interested in a position, the timing will need to line up with when an organization is hiring. Police Departments around the country have begun

¹⁹ [Hiring for the 21st Century Law Enforcement Officer](#)

shifting to a “continuous recruitment” approach to ensure that they don’t miss out on possible applicants due to a hiring window being closed²⁰.

3) Simplifying Accessibility

- a. By leveraging technology, departments can make the information gathering and application process more accessible to a wider range of candidates. This can include identifying which steps of the hiring process itself require an in-person commitment vs a virtual option for candidates.

Retention

Despite being a critical part of the staffing and workforce lifecycles, the subject of police retention has received far less attention than adjacent topics such as recruitment, operational policies, and training. In their report, [Police Retention: A Systematic Review of the Research](#), authors Wilson, Grammich, Cherry, and Gibson conducted an assessment of the landscape on police retention research.

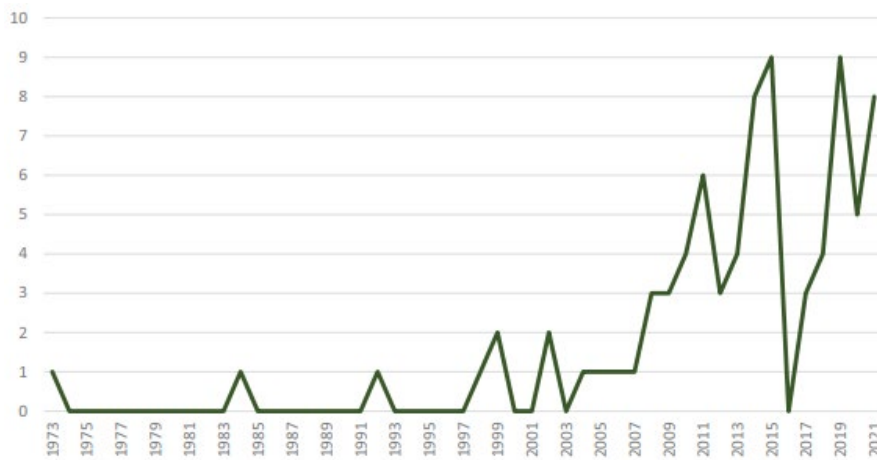


Figure 1. Publication frequency, 1973–2021

What the report found was that scholarly research on police retention has seen a marked increase in recent years but this shift has occurred primarily over the last decade. As the available research increases, there will be new opportunities to explore the data and identify additional retention strategies.

In the current landscape, departments have focused efforts around employee programs that operate in support of employee wellness. This can include access to a workout facility, quiet rooms that can be used before/after shifts, and onsite or virtual counseling/mental wellness program availability.

In their article [“Why do police consider leaving the profession?: The interplay between job demand stress, burnout, psychological distress, and commitment”](#), authors Drew, Sargeant, and Martin identified that different forms of stress related unequally to an officers intention to leave a department. The study

²⁰ [A Way Forward for Police Recruiting | RAND](#)

also emphasized the importance of organizational commitment, defined “as an emotional attachment, identification, and involvement in the organization”, in an officers decision to remain with a department.

There has also been an increase in the implementation and exploration of job sharing or part-time opportunities²¹. These programs can range in scope and function to include:

- 1) Part-time employment that provides increased flexibility and more manageable schedules for candidates who may struggle with the demand of full-time. The trade off to the increased flexibility is the need to resource multiple officers as opposed to a single full-time employee, but having additional part-time officers provides a larger base for emergency call-ups when or if necessary.
- 2) Workforce sharing or alliance programs allow for departments to transfer officers across agencies for set intervals of time. This provides officers an opportunity for a refreshed role and ability to gain or use a new skillset with a partnering agency²². This arrangement also allows for a department to request temporary additional resources when or if the need arises.

Minnesota Law Enforcement Agency Examples

The national landscape of law enforcement recruitment and retention practices reflects a broad range of approaches. However, it also reflects some regional similarities that are driven by impacting factors including overlapping applicant pools, cost of living, and the immediacy of recruiting efforts. These regional trends mean that what may be the best practice for one specific area may not be the most effective, or logical, approach for a department in a different part of the country. To better understand the regional landscape, the following examples represent departments that experience similar impacting factors when compared to Minneapolis.

Duluth, MN

DPD Hiring Plan: [2023-2026 Duluth Police Department Recruitment Plan](#)

Duluth Police Department Hiring Pathways

Police Officer Recruit²³²⁴

1. Eligibility:
 - a. Completed 2-4 Year Law Enforcement or Criminal Justice Degree
 - b. Receive Minnesota Board of Peace Officer Standards and Training (POST) Certification within 2 months of Academy
2. Compensation: \$31.22/Hour
3. Education and Training Duration:
 - a. Academy Training: 380 Hours

²¹ [Recruitment and Retention in US Policing: Rethinking "Business as Usual"](#)

²² [Workforce sharing could solve the police officer shortage \(police1.com\)](#)

²³ [new-recruits-info.png \(1545x2000\) \(duluthmn.gov\)](#)

²⁴ [New Recruits | Home \(duluthmn.gov\)](#)

- b. Field Training: 4 Months

Lateral Transfer²⁵²⁶

1. Eligibility:
 - a. Applicants must meet one of the following requirements and have a minimum of three (3) additional years of experience as a licensed police officer working in a law enforcement capacity:
 - b. Possess a valid license for Peace Officer in the State of Minnesota; or
 - c. Have the status of "eligible to be licensed" as defined by the Minnesota P.O.S.T. Board; or
 - d. Have completed basic requirements in another state and be considered eligible by the Minnesota P.O.S.T. Board; or
 - e. Be considered an exception to all of the above options and eligible by the Minnesota P.O.S.T. Board. Receive
2. Compensation: \$38.38/Hour
3. Education and Training Duration: 380 Hours
4. Field Academy: Based on experience

Community Service Officer Intern²⁷

1. Eligibility:
 - a. 30 hours per week for up to four years while enrolled as a full-time student in a two or four-year law enforcement program and working towards completion of Minnesota Peace Officers Standards and Training (POST) licensing for tuition assistance of \$250.00 for every 500 hours of work; tuition assistance is paid directly to your higher education institution for program expenses.
2. Compensation: \$19.00 to \$22.00/Hour
3. Education and Training Duration:
 - a. This is a paid student internship that is eligible for tuition assistance of \$250.00 for every 500 hours of work; tuition assistance is paid directly to your higher education institution for program expenses.
 - b. CSO-I's work up to 30 hours/week and must be enrolled as a full-time student in a two or four-year law enforcement program, working towards completion of Minnesota Peace Officers Standards and Training (POST) licensing requirements.

²⁵ [recruitment-info-21.png \(1545x2000\) \(duluthmn.gov\)](#)

²⁶ [Lateral Officers | Home \(duluthmn.gov\)](#)

²⁷ [Class Specifications | City of Duluth Career Pages \(governmentjobs.com\)](#)

Duluth Police Department Hiring Process

New Recruits: 5+ Month Process²⁸ | Laterals: < 5 Months²⁹

1. Application Period
2. First Oral Exams (at least 3 interview teams)
3. Eligible List, Background Packet Request
4. Chief's Interview- Candidate Provides Completed Background Packet
5. Conditional Offer | Background Check Assigned
6. Background Returned | Certify Candidates
7. Background Process
 - a. Psych Evaluations
 - b. Medical/Physical/Photos/Fingerprints

Saint Paul, MN

SPPD Recruitment Website: [Police Recruitment | Saint Paul Minnesota \(stpaul.gov\)](#)

Saint Paul Police Department Hiring Pathways

Community Engagement Cadet (LECPA – Law Enforcement Career Path Academy)^{30,31}

1. Eligibility:
 - a. 18+, enrolled in MN POST Program within 120 Days
 - b. POST eligible applicants do not qualify for ICPOET.
2. Compensation: \$17.99 to \$24.49/Hour (Up to 25 hours per week)
3. Education and Training Duration:
 - a. Education: 2 Year associate degree – Can Allow 4 Years to Complete

Community Liaison Officer/Law Enforcement Trainee -- ICPOET Program³²

1. Eligibility:
 - a. Must hold an associates or bachelors degree from accredited institution
 - b. POST eligible applicants do not qualify for ICPOET.
2. Compensation: \$25.45/Hour
3. Education and Training Duration:
 - a. Education: 22 Weeks - Law Enforcement Certification

²⁸ [New Recruits | Home \(duluthmn.gov\)](#)

²⁹ [Lateral Officers | Home \(duluthmn.gov\)](#)

³⁰ [Law Enforcement Career Path Academy | Saint Paul Minnesota \(stpaul.gov\)](#)

³¹ [Community Engagement Cadet | City of Saint Paul \(governmentjobs.com\)](#)

³² [ICPOET Cadet-program | Job Details tab | Career Pages](#)

Community Liaison Officer³³³⁴

1. Eligibility:
 - a. Bilingual and fluent in a secondary language.
 - b. Enrolled in a law enforcement degree program from a POST recognized institution.
2. Compensation: \$21.72 to \$29.53/Hour
3. Education and Training Duration:
 - a. Education: Two Year Law Enforcement Degree (Up to 4 Years to Complete)

Parking Enforcement Officer³⁵

1. Eligibility:
 - a. Enrolled in a law enforcement degree program from a POST recognized institution.
2. Compensation: \$18.37 to \$25.10/Hour
3. Education and Training Duration:
 - a. Two Year Law Enforcement Degree (Up to 4 Years to Complete)

Police Officer³⁶

1. Eligibility:
 - a. 21 years of age or older
 - b. Licensed by Peace Officer Standards and Training (POST) prior to receiving a conditional offer for employment.
2. Compensation: \$40.56 to \$53.02/Hour
3. Education and Training Duration:
 - a. Academy Training: 4 Months
 - b. Field Training: 4 Months

Lateral Transfer³⁷³⁸

1. Eligibility:
 - a. Current employed as a law enforcement officer with one year of prior experience.
 - b. Licensed in Minnesota as a Peace Officer or eligible for reciprocity exam.
2. Compensation: \$80,308.80 - \$104,977.60 / Annually. Determined based on prior experience.
3. Education and Training Duration:
 - a. Academy Training: Up to 4 Months
 - b. Field Training: Up to 4 Months

³³ [Community Liaison Officer | Saint Paul Minnesota \(stpaul.gov\)](https://stpaul.gov)

³⁴ [Community Liaison Officer | City of Saint Paul \(governmentjobs.com\)](https://governmentjobs.com)

³⁵ [Parking Enforcement Officer | Saint Paul Minnesota \(stpaul.gov\)](https://stpaul.gov)

³⁶ [Police Recruitment | Saint Paul Minnesota \(stpaul.gov\)](https://stpaul.gov)

³⁷ [Lateral Flyer 01.11.2023.pdf \(stpaul.gov\)](#)

³⁸ [Police Officer \(Lateral Transfers\) | Job Details tab | Career Pages \(governmentjobs.com\)](#)

Saint Paul Police Department Hiring Process

ICPOET Program Recruitment Timeline

1. June 2024: SPPD Interviews
2. June/July 2024: SPPD Background investigations for top candidates
3. August 2024: SPPD Physical, drug screen, and psychological exams
4. September/October 2024: Candidates hired by SPPD at the end of September and classes begin at Alexandria Tech (10/1/24) or Hennepin Tech (10/14/24)

2025-1 Academy Class³⁹: 4 to 5 Months from Application Close Date to Academy Start Date

1. Application Window: June 25, 2024 through December 20, 2024
2. Officer Testing: January 13, 2025
3. Psychological and Medical Exams: April 14 – 25, 2025
4. Recruit Orientation: May 6, 2025
5. 2025-1 Academy Start Date: May 19th, 2025

Nationwide Law Enforcement Agency Examples

Cleveland, OH

CPD Recruitment Site: [Public Safety Careers | City of Cleveland Ohio](#)

Cleveland Police Department Hiring Pathways

Police Cadet/Patrol Officer Examination⁴⁰⁴¹

1. Eligibility:
 - a. Over 21 and under years of age / High School Diploma – or equivalent
 - b. POST eligible applicants do not qualify for ICPOET.
2. Compensation: \$25.00/Hour – In Academy | \$62,651.29 to \$84,387.21/annually as Patrol Officer
 - a. \$1,000 Starting
 - b. \$1,000 Graduated
 - c. \$3,000 Complete Field Training
3. Education and Training Duration:
 - a. Academy Training: 7.5 Months | Abbreviated for Lateral Hires
 - b. Field Training: 25 Weeks⁴²

³⁹ [2024 Hiring Timeline.jpg.webp \(371x480\) \(stpaul.gov\)](#)

⁴⁰ [Police Recruitment Process | City of Cleveland Ohio](#)

⁴¹ [Patrol Officer - Cleveland Jobs](#)

⁴² [1.1.24 Field Training Program.pdf \(clevelandohio.gov\)](#)

Cleveland Police Department Hiring Process

Application Review to Academy Start: 4 to 6 Months⁴³

1. Complete the City of Cleveland online application
2. Complete a City of Cleveland Civil Service Written examination
3. Take a Physical Agility Test (Test is taken twice, beginning and end of process)
4. Complete Personal History questionnaires
5. PHS Review & interview, photographed and fingerprinted
6. Complete waivers authorizing extensive background investigations
7. Comprehensive Background Check (resident, employment, social media, traffic, etc.)
8. Behavioral Based Interview (BBI)
9. Selection Process conducted by The Director of Public Safety & Chief of Police
10. Pass a medical examination
11. Undergo a psychological/psychiatric evaluation, including taking the Psychological Dimensions assessment.
12. Police Academy training.

Additional Information and Materials

- Tuition Reimbursement up to \$6,000 a year
- Longevity up to \$800.00 per year.
- Clothing and maintenance of \$1,200.00 per year.
- 12 weeks of paid parental leave and 20 hours of prenatal leave.
- [Police Recruitment Process | City of Cleveland Ohio](#)
- [THE CITY OF CLEVELAND invites applications for the following opportunities: | City of Cleveland Jobs \(governmentjobs.com\)](#)
- [Mayor Bibb RISE Initiative \(clevelandohio.gov\)](#)
- [PublicSafety23AnnualReport.pdf \(clevelandohio.gov\)](#)
- [2022 Cleveland Department Public Safety Recruitment Report](#)
- [2021 Cleveland Department of Public Safety Recruitment Report](#)
- [2020 Cleveland Department Public Safety Recruitment Report](#)
- [PublicSafety23AnnualReport.pdf \(clevelandohio.gov\)](#)

⁴³ [Police Recruitment Process | City of Cleveland Ohio](#)

Seattle, WA

SPD Recruitment Site: [Police Jobs - Police | seattle.gov](#)

Police Department Hiring Pathways

Police Recruit⁴⁴⁴⁵⁴⁶

1. Eligibility:
 - a. High School Degree / 20.5 Years of Age
 - b. Entry Level Police Officer⁴⁷ : No prior law enforcement experience and those who have and have not worked as a commissioned officer/deputy for a law enforcement agency.
 - c. Exceptional Entry Police Officer⁴⁸: Successfully completed a basic law enforcement academy and FTO, but hasn't accumulated 24 months of full-time service to qualify as a lateral applicant.
 - d. Compensation:
 - i. Entry Level Police Officer "Recruit": \$6,384.06 / Month
 - ii. Exceptional Entry Police Officer: \$8,662 / Month
 - iii. \$7,500 Hiring Incentive
 - e. Education and Training Duration:
 - i. Basic Law Enforcement Academy Training: 4.5 Months (720 Hours)
 - ii. Advanced Training Unit: 4 Weeks
 - iii. Field Training Program: Length is Performance Dependent

Patrol Officer Lateral⁴⁹⁵⁰

1. Eligibility:
 - a. Full-time law enforcement for 2 or more years
2. Compensation:
 - a. Lateral (Step 3) = 24-41 Months: \$9,712/Monthly \$116,544/Annually
 - b. Lateral (Step 4) = 42-53 Months: \$10,084 \$121,008
 - c. Lateral (Step 5) = 54+ Months: \$10,591 \$127,092
 - d. 30,000 Hiring Incentive
3. Education and Training Duration:
 - a. Police Officer Equivalency Academy: 2 Weeks
 - b. Field Training for Lateral Officers: Length is Performance Dependent

⁴⁴ [Job Opportunities | City of Seattle \(governmentjobs.com\)](#)

⁴⁵ [Salary and Benefits - Police | seattle.gov](#)

⁴⁶ [Police Officer Candidates' Frequently Asked Questions - Police | seattle.gov](#)

⁴⁷ [Qualifications - Police | seattle.gov](#)

⁴⁸ [Qualifications - Police | seattle.gov](#)

⁴⁹ [Salary and Benefits - Police | seattle.gov](#)

⁵⁰ [Police Officer Candidates' Frequently Asked Questions - Police | seattle.gov](#)

Seattle Police Department Hiring Process

Recruitment and Hiring Process⁵¹⁵²: 4-5 Months from Review to Conditional Offer Letter

1. Register and Complete 2 Exam Components: Frontline National (Law Enforcement) Exam and Public Safety Self-Assessment (Parts 1 & 2) Exam Costs: The City of Seattle will pay the fee for exam administration.
2. Submit Application: submit a formal application to the City of Seattle as soon as possible
3. *RECRUIT ONLY: Physical Agility Test: Candidates must also successfully complete the Washington Physical Agility Test (WAPAT) via the National Testing Network (NTN).*
4. *LATERAL ONLY: Lateral Entry Oral Board*
5. Backgrounding: Seattle Police Background unit to fill out their personal history information. SPD will then conduct a thorough investigation into the candidate's history.
6. Medical Evaluation, Psychological Exam, and Polygraph Exam: Candidate will need to complete a medical evaluation that includes drug screening, medical history, vision & hearing test, and a stress EKG test.
 - a. A psychological exam will be completed via ZOOM. The medical tests can only be completed in-person at specific Seattle locations currently.
7. Final Offer of Employment: official offer of employment with the Seattle Police Department.

Additional Information and Materials

- Seattle Police Department: [March 12, 2024 SPD Recruitment Project Presentation](#)
- Seattle Police Department: [September 16, 2024 SPD Officer Hiring Incentives Presentation](#)
- Uniform Allowance: Yearly uniform allowance of \$550.
- [Sept 2024 SPD Officer Hiring Incentives Presentation](#)
- [March 2023 SPD Recruitment and Retention Project Update](#)
- [March 2024 SPD Recruitment Project Update](#)
- [Seattle PD Recruitment Site](#)
- [Seattle Police Recruitment and Retention Plan 2022](#)

⁵¹ [Job Opportunities | City of Seattle \(governmentjobs.com\)](#)

⁵² [How Seattle police hiring bonuses are working so far - Axios Seattle](#)

Baltimore, MD

BPD Recruitment Site: [Hiring a Proud New Generation of City Officers - Baltimore Police](#)

Baltimore Police Department Hiring Pathways

Police Cadet⁵³⁵⁴⁵⁵

1. Eligibility:
 - a. 18 years of age by start of Cadet Program | High School Diploma or G.E.D.
2. Compensation: \$37,845/annually
3. Education and Training Duration:
 - a. Cadet Program: 2.5 Years

Police Officer Trainee⁵⁶

4. Eligibility:
 - a. 20 years and 9 months of age by start of Police Academy | High School Diploma or G.E.D.
5. Compensation: \$61,349/annually
 - a. \$1,000 Starting
 - b. \$10,000 Academy Graduation
6. Education and Training Duration⁵⁷:
 - a. Academy Training: 6 Months
 - b. Field Training: 10 weeks / 400 hours

Baltimore Police Department Hiring Process

Recruitment and Hiring Process⁵⁸

1. Complete an online application.
 - a. You can visit bpdrecruit.org to start the process.
2. Take the National Testing Network Police Exam (FREE for all applicants).
3. Take the Fitness Test.
4. Attend a preliminary interview and complete and pass a comprehensive background investigation.
5. The background investigator will continue to work with you during the investigation. You will also undergo a polygraph test.
6. Complete and pass the required Physical Examination and Psychological Evaluation.

⁵³ [Cadet Careers | Baltimore Police Department](#)

⁵⁴ [The City of Baltimore Job Opportunities \(myworkdayjobs.com\)](#)

⁵⁵ [BPD Cadet Flyer.pdf \(baltimorepolice.org\)](#)

⁵⁶ [The City of Baltimore Job Opportunities \(myworkdayjobs.com\)](#)

⁵⁷ [BPD Field Training Plan](#)

⁵⁸ [BPD FY24 HiringPacket June 2024.pdf \(bpdrecruit.org\)](#)

Additional Information and Materials

- Recruit Packet: [BPD FY24 HiringPacket June 2024.pdf \(bpdrecruit.org\)](#)
- Referral Bonus of \$2,500-\$7,500 per employee per hire
- Feb 26, 2020 Baltimore Police Department Staffing Plan: [652754 \(powerdms.com\)](#)
- Pay incentives for associate's, bachelor's and master's degrees.
- A property tax credit of up to \$2,500 per year for officers who live in the city.
- \$12,000 Relocation Incentive (\$1,000 per month for one year).
- \$5,000 Student Loan Assistance or Reimbursement
- [Baltimore Police Department of Staffing Plan Update - 2023.pdf](#)

Austin, TX

APD Recruiting Site: [APD Recruiting | AustinTexas.gov](#)

Austin Police Department Hiring Pathways

Cadet/Probationary Police Officer⁵⁹

1. Eligibility:
 - a. At Least 20.5 Years of Age / High School Degree or G.E.D.
2. Compensation: \$50,000/year while enrolled | \$65,411/year at graduation
 - a. \$1,000 Starting
 - b. \$1,000 Graduated
 - c. \$3,000 Complete Field Training
3. Education and Training Duration:
 - a. Academy Training: 8 months
 - b. Field Training: 12-16 Weeks

Austin Police Department Hiring Process

Recruitment and Hiring Process⁶⁰: 6 to 12 months

1. Intake Review
2. Civil Service Exam /Background History Statement
3. Background Investigation
4. Phase II Testing
5. Online: Minnesota Multiphasic Personality Inventory (MMPI) and the Inwald Personality Inventory (IPI)
6. In-Person: Psych Interview, Oral Board Interview, Medical Assessment, Physical Fitness Test

⁵⁹ [APD Recruiting - Hiring Process | AustinTexas.gov](#)

⁶⁰ [APD Recruiting | AustinTexas.gov](#)

7. Job Offer
8. Attend Training Academy Orientation

Additional Information and Materials

- Recruiting Team: 5 Officers⁶¹
- Incentive Pay Examples⁶²
 - Bilingual Pay: \$2,100
 - Education Incentive: \$2,640-Bachelors degree / \$3,600-Masters degree
- \$15,000 Hiring Bonus
- Tuition Reimbursement: Up to \$3,000 per year
- Rotating shifts – Patrol officers typically work four 10-hour days with 3 days off. Days off rotate every 28 days
- Graduates of the police academy will receive 18 hours of college credit through Austin Community College
- Uniforms and associated equipment provided (including a firearm)
- Tentative New Agreement: [2024_0925_COA_APA_Tentative_Agreement.pdf \(austintexas.gov\)](#)
- Compensation Analysis: [Austin police pay comparison study - DocumentCloud](#)

⁶¹ [APD Recruiting - Team | AustinTexas.gov](#)

⁶² [APD Recruiting - Pay-Benefits | AustinTexas.gov](#)

Minneapolis Police Department

Police Jobs Site: [Police Jobs - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

Minneapolis “Imagine Yourself” Campaign: [Featured Jobs - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

Recruitment Team(s): 2 Sworn, 5 Civilian

Minneapolis Police Department Hiring Pathways

1. **Police Officer Lateral Transfer**⁶³⁶⁴
 - a. Eligibility:
 - i. Previous Law Enforcement Experience (1-year Preferred)
 - ii. Meet MN Post [Out of State](#) or [Military](#) Reciprocity Standards for Licensing or Obtain Current Certification through POST Licensing Exam.
 - b. Compensation: \$40.00 to \$50.83/Hour (Based on Prior Experience)
 - c. Education and Training Duration:
 - i. Academy Training: Up to 14-16 Weeks
 - ii. Field Training: 6 Months
2. **Police Officer Recruit**⁶⁵⁶⁶
 - a. Eligibility:
 - i. Completed 2-4 Year Law Enforcement or Criminal Justice Degree
 - ii. Receive Minnesota Board of Peace Officer Standards and Training (POST) Certification within 2 months of Academy
 - b. Compensation: \$39.241/Hour (while in Academy)
 - c. Education and Training Duration:
 - i. Academy Training: 14-16 Weeks
 - ii. Field Training: 6 Months
3. **Police Academy Cadets**⁶⁷
 - a. Eligibility: Completed Bachelor’s Degree
 - b. Compensation: \$24.05/Hourly
 - c. Education and Training Duration:
 - i. Law Enforcement Certification: 23-24 Weeks
 - ii. Academy Training: 14-16 Weeks
 - iii. Field Training: 6 Months
4. **Community Service Officer**⁶⁸
 - a. Eligibility: Completed High School Diploma or Equivalent
 - b. Compensation: \$22.45 to \$25.99/Hour
 - c. Education and Training Duration:

⁶³ [Become Recruits & Laterals - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

⁶⁴ [Job Opportunities | City of Minneapolis \(governmentjobs.com\)](https://governmentjobs.com/city-of-minneapolis)

⁶⁵ [Become Recruits & Laterals - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

⁶⁶ [Job Opportunities | City of Minneapolis \(governmentjobs.com\)](https://governmentjobs.com/city-of-minneapolis)

⁶⁷ [Become a Cadet - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

⁶⁸ [Become a Community Service Officer - City of Minneapolis \(minneapolispolice.com\)](https://minneapolispolice.com/jobs)

- i. Community Service Officer Academy: 4 Weeks
- ii. Two-Year Law Enforcement Degree: 2-3 Years
- iii. Academy Training: 14-16 Weeks
- iv. Field Training: 6 Months

Minneapolis Police Department Hiring Process

Recruitment and Hiring Process Timeline: 6 Months from Review to Academy

1. Application
 - a. CADETS AND RECRUITS ONLY - Civil Service Exam
2. Interview Process
3. Conditional Offer and Background Investigation
 - a. 11 Weeks for Recruits, Cadets, and Community Service Officers
 - b. 7 Weeks for Laterals
4. Pre-Employment Testing⁶⁹: 4 Weeks (12-21 Days for Drug/Alcohol Screening Included)
 - a. Medical (ex. Vision, Hearing, and Fitness), Psychological exam
 - b. Drug/Alcohol Screening
 - c. Psychological Exam
5. Complete Required Education and Training
 - a. CSO ONLY - Community Service Officer Academy: 4 Weeks
 - b. CSO ONLY - Earn Law Enforcement Degree: 2-3 Years
 - c. CADET ONLY - Earn Law Enforcement Certificate: 23-24 Weeks
6. Receive POST Certification
7. Complete Police Academy Training: 14-16 Weeks
 - a. LATERAL TRANSFER ONLY – Duration may be shortened based on existing skillset
8. Complete Field Training: 6 Months

Recruitment and Hiring Demographic Data

Pathway Programs by State of Applicant

- Lateral Transfers: 86% from MN, 6% WI
- Community Service Officer: 88% from MN, 3% WI, 2% CA, 1% IA
- Police Recruits: 73% MN, 5% WI

Application Demographic Data

- 2023 Applications 693
- 2024 Applications 1,125
- 41 % of Applicants Black/African descent
 - 49.17% increase of Black/African American applications compared to 2023
- 11% of Applicants Hispanic/Latino

⁶⁹ [Pre-employment Tests - City of Minneapolis \(minneapolismn.gov\)](https://www.minneapolis.gov/minneapolis-employment-services/pre-employment-tests)

- 93.75% increase of Hispanic/Latino applications compared to 2023
- 2 % of Applicants American Indian/ Alaskan Native
 - 28.75 % increase of American Indian/ Alaskan Native applications compared to 2023
- 10% of Applicants Asian/ Pacific Islander
 - 93.1% increase of Asian/ Pacific Islander applications compared to 2023
- 36% of Applicants White
 - 62% increase of White applications compared to 2023
- 85% of Applicants are Male
 - 70.81% increase of applicants who identify as male compared to 2023.
- 15% of Applicants are Female
 - 25.95% increase of applicants who identify as female compared to 2023.

Conclusion and Areas for Consideration

While the landscape of law enforcement recruitment reflects a massive range of programs and policies, departments must tailor their approach to best fit that specific environment. This means being adaptable to the demands of potential recruits and modeling programs to best address identified needs. Based on the review of academic and programmatic data related to police recruitment, the following items have been identified as examples for possible further consideration.

- 1) Consider additional partnerships in support of recruitment opportunities
 - a. Example – St. Paul Police has partnered with the Minnesota National Guard through the [Partnership for Your Success \(PaYS\) Program](#)
- 2) Explore the potential demand for additional incentive programs (including grant funding)
 - a. Example – Education incentive pay, housing support, childcare, referral, etc.
- 3) Determine the need and potential utilization for any additional community pathway programs
 - a. Example – Youth cadet program(s), partnership with community entities
- 4) Continued assessment of hiring timelines
 - a. Example – Departments have begun hiring recruits into civilian roles while they wait for the next available academy.
- 5) Utilization of surveys as a data point for process improvement
 - a. Example – Departments have stated that surveying applicants, including those who chose to go elsewhere, was an invaluable tool for their own improvements.

The Minneapolis Police Department’s recruitment and hiring programs reflect many of the current industry trends. The use of virtual options for large parts of the hiring process helps expand accessibility and covering the cost of tuition for candidates receiving their law enforcement certification is an extremely valuable recruitment tool. Additionally, the available data for 2024 indicates a positive trend of increased applications and the diversity of applicants overall. It will be important to continue monitoring this data and assessing the process to identify areas of success and focus resources where they will be most impactful.

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