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Motivations for Pursuing a Career in Law Enforcement: An Analysis of a Local Law Enforcement Agency

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Motivations for Pursuing a Career in Law Enforcement:

An Analysis of a Local Law Enforcement Agency

by

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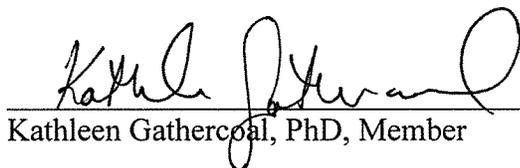Graduate School of Clinical Psychology

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as a Dissertation for the PsyD degree

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Abstract

Current law enforcement agencies are facing increasing pressure to hire more female and minority applicants. In addition to this, many agencies may be struggling to hire sufficient numbers of qualified candidates in general. This has created a need for understanding the individual factors that may motivate specific types of individuals towards a career in law enforcement. The current study assesses these motivations in a sample of currently employed law enforcement officers, current students enrolled in criminal justice programs, and undergraduate students unaffiliated with a law enforcement career. These motivations are then examined by demographic categories to explore the correlation between demographic categories and specific motivations towards or against a career in law enforcement. Results found that all groups generally selected the same top motivations with a few minor differences. The primary barriers to the career were risk of death or injury, and long hours. Most groups agreed on the efficacy of specific incentives indicating higher starting salary, signing bonus, and financial assistance to

purchase a house would be the most effective incentives. Limitations and recommendations for future research are presented.

Keywords: law enforcement, career, motivation, barriers, incentives, criminal justice, race, gender, age

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Chapter 1

Introduction

Over the last several years, law enforcement agencies have experienced increased pressure to hire more minority and female officers. This pressure is coming from community groups, professional organizations, activist groups, and the general populations served by law enforcement officers (Raganella & White, 2004; White, Cooper, Saunders, & Raganella, 2010). A law enforcement agency that reflects the demographics of its community is not only an admirable goal in itself, but also strengthens police legitimacy and increases cooperation between the police and the communities they serve. Variations in gender, race/ethnicity, immigrant status, and educational background improve an agency's ability to engage in community-oriented policing, an approach to law enforcement based on cooperation with the community (Castaneda & Ridgeway, 2010). In addition, a more diverse police force, promotes better police-minority relations and decreases conflict that often stems from under-representation (Gustafson, 2013; White et al., 2010).

However, many law enforcement agencies are experiencing significant difficulty reaching and maintaining full staffing levels. State law enforcement agencies and agencies with over 500 officers have the most difficulty finding an adequate number of qualified recruits, and all agencies have been struggling to attract and hire minority and female applicants (Taylor et Al., 2006).

In building agencies that better reflect the demographics of their communities, it is important to examine patterns of hiring, especially since minority groups are currently under-represented in law enforcement agencies (Gustafson, 2013). In a study conducted by White and colleagues (2010), a restricted pool of applicants was found to impede diversification efforts by law enforcement agencies, particularly in their search for qualified minority and female recruits. Many variables are theorized to contribute to the limited applicant pool such as generational differences in law enforcement employment interest, increased disqualifying behaviors and conditions (i.e., drug use, medical problems, obesity, etc.), and increased competition from private security or military organizations (Wilson, 2014). In order to hire their full staffing quota, police departments and sheriff's offices have increased recruitment efforts and relaxed their selection criteria (Jordan, Fridell, Faggiani, & Kubu, 2009).

As a result, examining the reasons an individual pursues a career in law enforcement, is expected to be beneficial for law enforcement agencies. Understanding motivations for pursuing a career in law enforcement can help target individuals who will prove to be committed and dedicated officers who experience higher levels of job satisfaction later in their careers (White et al., 2010).

Assessing the motivations of those currently in law enforcement and correlating those motivations with various demographic variables could prove helpful in the hiring and retention of women and minorities in agencies seeking to fill their ranks and further diversify their police forces. Understanding the motivations of new recruits and current officers will help agencies target applicants who are more likely to be satisfied by fulfilling their career goals and ultimately lead to law enforcement professionals with stronger dedication to their profession. Therefore, the

purpose of this study is to examine the specific variables that motivate individuals to pursue a

career in law enforcement.

Recruiting Practices

Current information and research on minority recruiting practices is lean, and research on

job satisfaction within minority groups in law enforcement agencies is similarly meager. During

the recent recession in 2008, satisfaction was higher among officers who intentionally chose a

career in law enforcement rather than those who drifted into the field from other professions due

to the continued viability of police work (White et al., 2010). This data suggests that those who

are specifically passionate about a career in law enforcement are more satisfied than those who

simply choose it based on convenience or economic reasons.

Sending recruiters to career fairs, targeting youth programs, and promoting visits to law

enforcement agencies are helpful in modern recruiting efforts. In order to make these efforts

more available and enticing for the modern generation, police departments have been encouraged

to use electronic media, including the internet and social media, to brand their agency and reach

out to the community to seek applicants (Wilson, 2014). In a study conducted by Castaneda and

Ridgeway in 2010, 80% of participating officers used the internet at least daily, many using it for

job searches and social networking. Additionally, when these respondents were asked how they

found their current employing agency, 18% indicated they had been motivated by an Internet

advertisement. Specific strategies for recruiting include separating the law enforcement

recruiting site from the city or county website, renovating the website, and recruiting from

criminal justice programs (Ridgeway et al., 2008). In 2006, Taylor and colleagues analyzed

recruitment strategies for attracting women and minority groups specifically. In this study, many

agencies formed task forces specifically for the recruitment of these groups. Recruiters attended

events geared specifically towards women and partnered with minority organizations in order to

reach minority groups more directly. Finally, recruiters were chosen based on race and were sent

to communities of people sharing ethnic similarities.

In addition to the above listed external recruitment strategies, there are also practices

internal to the agency that may be employed. One plan includes creating a recruitment unit to

help identify potential recruits and build referral networks of employees who enjoy working for

the department (Wilson, 2014). Indeed, an agency's current employees, both sworn and non-

sworn, are among the most effective recruiters (Castaneda & Ridgeway, 2010). As such, it may

be beneficial for agencies to offer incentives to its employees for any referrals that result in

applicants. A study conducted by Wilson and Grammich in 2009 found nearly 90% of employees

first heard about their department from current employees, friends, or family. This emphasizes

the importance of person-to-person and word-of-mouth recruiting strategies.

There are several recommendations for increased diversity recruitment in the field of law

enforcement, with many being supplied by current police recruits. The top recommendation is

increasing financial incentives like starting salary and signing bonuses (Castaneda & Ridgeway,

2010). While salary is important, it was recommended that discussion of salary should be tied to

advancement, as many agencies have a lower initial salary (while officers are on training and

probation) which significantly increases after the first year (White et al., 2010). Several other

recruiting strategies found to be effective are: reforming the promotion system to encourage

officers to stay once hired (Rostker, Hix & Wilson, 2007), marketing to parents of possible

recruits (Tarng, Hsieh & Deng, 2001), and emphasizing the non-financial benefits such as

prestige and public service opportunities (Castaneda & Ridgeway, 2010). It is interesting to note

that for recruiting women and minorities, a higher recruiting budget for marketing and signing

bonuses was likely to attract more applicants and hires, than a higher starting salary (Castaneda

& Ridgeway, 2010; Jordan et al., 2009). In addition, women and Hispanic recruits are attracted

by free training to help meet the physical requirements, while recruits with a college degree are

drawn to choice in job assignments and responsibilities (Castaneda & Ridgeway, 2010). Overall,

major recruitment strategies should always center on job security, benefits, and opportunities for

advancement (Raganella & White, 2004).

In addition to utilizing more active recruiting strategies, agencies have also targeted the

potential barriers to entry. For instance, the number of agencies requiring residency has

significantly decreased, as has the number of agencies requiring a clean criminal record (Taylor

et al., 2006). The relaxing of these standards allows for a larger applicant pool and can also

provide for a larger pool of minority applicants.

General Motivations

Current literature indicates that motivations for becoming a law enforcement officer

remain stable over time and are very similar regardless of race and gender (Raganella & White,

2004; White et al., 2010). These universal motivations are both altruistic and practical, with the

most significant ones being the opportunity to help others, employment benefits, job security,

and family influences (Moon & Hwang, 2004; Raganella & White, 2004; Verro, 2009). Tarng

and colleagues (2001) found the most significant factors influencing motivation for a law

enforcement career included steady salary and influence from parents. Other factors included

early retirement and good pension, influence of other relatives, influence of classmates or close

friends, and influence of teachers (Tarng et al., 2001). The potential for work to be exciting, with

every situation being new and partially unpredictable are additional factors lending to interest in

the law enforcement field (Moon & Hwang, 2004; Seklecki & Paynich, 2007). Research

demonstrates that those who view the work as a lifelong career and have good social support are

more likely to report increased levels of satisfaction, goal attainment, and fulfillment (Verro,

2009). Conversely, there are factors believed to be influential that in fact have little bearing on

job motivation. Specifically, the motivation for increased personal power and authority is

generally not influential in a recruit's decision to pursue a career in law enforcement (Raganella

& White, 2004).

Motivators specific to individual agencies were also discovered. In one study, 40% of

new recruits first considered their current employing agency because they had friends or family

working for that agency, with an additional 20% being prompted into a different agency than the

one where their family member or friend worked (Castaneda & Ridgeway, 2010). In the same

study, half of new recruits sought the advice of current law enforcement members when

considering an agency, which emphasizes the importance of current agency employees in the

recruitment process (Castaneda & Ridgeway, 2010).

Gender and Race Specific Motivations

Much of the literature regarding individuals' motivations for entering law enforcement

was conducted several years ago, and very little of it examined the motivations of women and

minorities pursuing law enforcement careers (White et al., 2010). Even though many female and

ethnically diverse officers are currently experiencing increased opportunities in the law

enforcement field, barriers to entry are still experienced by these groups keeping them relatively

under-represented (Taylor et al., 2006).

Gender. Men and women hold similar general motivators, such as those listed above (Raganella & White, 2004), but gender differences are also present. In one study, males chose good salary and fringe benefits as their top motivator (Tarng et al., 2001), but salary remains one of the least influential motivators for female recruits (White et al., 2010). Women also ranked career advancement significantly higher than men (Raganella & White, 2004). Males tend to put significant value on comradery with co-workers more so than females and less values on the opportunity to help people (Raganella & White, 2004). The primary motivations for women entering law enforcement include the desire to help people, perceived excitement of the job, and the belief that every day is different and stimulating (Seklecki & Paynich, 2007). Other motivators found to be of particular importance to women included opportunities to keep the community safe, enforcing the laws of society (Schlosser, Safran, & Sbaratta, 2010), influence of parents (Tarng et al., 2001), and authority and intrinsic qualities of the job (Moon & Hwang, 2004).

Environmental factors also impact female motivation towards a career in law enforcement. Taylor et al. (2006) found that areas with a higher percentage of college graduates in the total population correlated with greater numbers of female applicants in local law enforcement agencies (Taylor et al., 2006). Similarly, for both African-American and Hispanic female officers, the size of their respective ethnic populations in the community exert an influence on their application and hiring at local law enforcement agencies (Zhao, He, & Lovrich, 2006).

Therefore, agencies have been advised to highlight the helping component of a career in law enforcement (Raganella & White, 2004), and emphasize current women in positions of leadership within the department (Castaneda & Ridgeway, 2010). These demonstrate to female

applicants the advancement opportunities in the department, which is a key reason for many

women to pursue the career in the first place.

        Race. Today, minorities are underrepresented in law enforcement agencies even more so

than females (Jordan et al., 2009). Due to this discrepancy, there are some differences in

motivators that should be considered (White et al., 2010). Many minority recruits choose a career

in law enforcement for the sake of job security and to help the community (Castaneda &

Ridgeway, 2010). In addition, minority applicants are more likely to enter law enforcement due

to the prestige of the profession, advancement, excitement, fighting crime, helping others,

housing benefits, and the power and authority of the position than their white counterparts

(Castaneda & Ridgeway, 2010; Raganella & White, 2004; Schlosser et al., 2010).

        Raganella and White found several race-specific motivations in their 2004 study. The top

factors identified by Black and Latino recruits were generally very similar. Black, Latino, and

recruits from immigrant families rate the opportunity to help people significantly more strongly

than white recruits. Latino recruits also rate good companionship with coworkers, opportunities

for advancement, profession wide prestige, and power and authority more highly than black

recruits (Castaneda & Ridgeway, 2010; Raganella & White, 2004). Black recruits, regardless of

gender, value companionship with co-workers significantly less than white recruits in general.

Black females placed the highest value on having the opportunity to help people and black males

rated the importance of salary as the most important factor. Asian recruits tended to value the

excitement of the work and placed much higher importance on the recommendations of parents

when considering a career in law enforcement (Castaneda & Ridgeway, 2010; Tarng et al.,

2001).

There are numerous agency and environmental factors that were also found to be worthy of consideration in terms of recruiting minority and female applicants. The ability to attract minorities as applicants is dependent on their representation in the residential population (Jordan et al., 2009). A higher percentage of minorities in the population leads to more minority applicants. Also, there is a connection between required education and the number of minority applications (Taylor et al., 2006). In general, when agencies have college education requirements for their applicants, the number of minority applicants decreases. Additionally, higher starting pay significantly results in an increase in both female and minority applicants, however, that increase does not translate into more female and minority hires (Jordan et al., 2009). The assumption is that higher starting pay increases the number of less qualified applicants but fails to significantly improve the number of qualified applicants.

Socioeconomic Status and Education

Several studies demonstrate the role of socioeconomic status on recruits' motivations to pursue careers in law enforcement. Individuals from lower- and middle-class families make up the majority of police recruits with middle class recruits indicating parental influence as their primary motivator, and lower and high SES recruits choosing salary and fringe benefits as the most important motivators (Tarng et al., 2001).

Education also plays a role in officer selection and motivations. Overall, the number of police recruits with college degrees increased over the past several years (Taylor et al., 2006). Agencies requiring at least a bachelor's degree tend to hire a significantly greater proportion of female recruits (Taylor et al., 2006). It is theorized that officers with a college degree in the

United States are eligible for a range of careers and might be less concerned with salary by the

very nature of choosing the profession (White et al., 2010).

Barriers to a Career in Law Enforcement

An analysis of current motivations for a career in law enforcement also ought to consider

the largest barriers facing those pursuing a career in law enforcement. In Castaneda and

Ridgeway's 2010 study, several factors that may dissuade an individual from pursuing a career

in law enforcement were proposed with the most common reason being insufficient salary,

particularly for those officers with college degrees or prior experience in the field. Additionally,

the main reason officers believed their friends did not pursue the career was because of different

career interests, or a fear of injury or death related to the work. Officers from black or immigrant

families were more likely to endorse a negative view by their family as a barrier to pursuing the

career. Additionally, recruits with college degrees tend to reference the negative portrayal of

police in the media and perceived corruption in law enforcement agencies as disadvantages of

the career field, more so than recruits without higher education degrees (Castaneda & Ridgeway,

2010). In addition, the length of the application process can serve as a potential deterrent as well.

On average, the time from application to employment was six months (Taylor et al., 2006). In

this time, many applicants take other jobs or accept positions with other agencies.

It is also important to consider barriers to entering a law enforcement career experienced

by female applicants. Two major concerns for female applicants include meeting the fitness

requirements and ability to balance both career and family (Castaneda & Ridgeway, 2010). In a

national survey, female law enforcement officers felt less welcome in the field than their male

counterparts and about one-third said they were not treated as well as male officers when they

first began their careers (Seklecki & Paynich, 2007). While agencies are undeniably male

influenced, women's perception of working conditions in those agencies has improved, possibly

attributable to more comprehensive equal employment and sexual harassment policies (Seklecki

& Paynich, 2007).

However, previous research has made recommendations to help diminish some of these

barriers. For example, agencies could opt to permit recruits to meet the fitness requirements

needed before hire while recruits are in the police academy before they are hired (Castaneda &

Ridgeway, 2010). Or departments could offer a pre-academy training regimen that would help

recruits prepare to meet fitness requirements.

Agency Specific Motivations

Current research demonstrates several benefits of marketing and recruiting that contains

agency-specific strengths. For instance, an agency's reputation matters not only to the candidate,

but also to individuals who may influence the candidate's decision, like parents, siblings, friends,

mentors, etc. (Wilson & Grammich, 2009). In addition, health insurance benefits, retirement

plans, and the possibility of working on a variety of assignments is valued by many officers

(Castaneda & Ridgeway, 2010). There is also a need for a match between recruit personality and

the level of quasi-militaristic and authoritarian structures within the agency (White et al., 2010).

Furthermore, there are nonpecuniary reasons to pursue a career in law enforcement. Most

recruits are interested in the intrinsic rewards related to being employed by a specific agency

(Castaneda & Ridgeway, 2010). So, law enforcement agencies do better when they take note of

agencies around them and emphasize their areas of strength compared to those agencies. This

emphasis on the strengths of the agency is easier and less costly than restructuring compensation or increasing recruitment budgets (Rostker et al., 2007).

Purpose of the Study

There is evidence to suggest that current recruiting practices may need to be changed to reach current candidates more effectively. Current recruits may have different personal and cultural values than recruits of past decades (White et al., 2010). The recruiting strategies that worked for attracting candidates in the past may be less effective with the current generation, especially when gender, race, and other minority concerns are considered (Wilson & Grammich, 2009).

In addition to the social and political changes of the applicant pool, there have also been changes in police work itself. A study conducted by Wilson and Grammich (2009) explored how the characteristics of applicants most desirable to law enforcement agencies are changing in response to the changes in law enforcement work. As opposed to the reactive model of policing common in the 1970s and 1980s (respond, control, and return to service), applicants today are more likely required to have skills in strategic thinking, problem solving, collaboration, and technology use.

Rather than broad brush-stroke recruiting, research into individual motivations for pursuing a career in law enforcement can provide for a more targeted and effective recruiting platform for modern law enforcement agencies to attract the candidates they are seeking. Collecting data from officers employed at a specific agency and then surveying other pre-career individuals from surrounding educational programs will allow the agency to communicate their strengths more effectively with possible recruits, while assessing any barriers or miscommunications that recruits may be experiencing. It is expected that this study will find a

correlation between various demographic variables, and individual's motivations for pursuing a

career in law enforcement.

Chapter 2

Methods

Participants

For this research study, participants were selected from 3 groups: a current law enforcement agency, current students in criminal justice programs in the state of Oregon, and undergraduate students of a private Oregon university who may or may not intend to pursue a career in law enforcement. See Table 1 for detailed information.

The first group of participants consisted of the sworn personnel from a large county sheriff's office in the State of Oregon. Any full-time or part-time employee considered sworn by the State of Oregon were able to participate. Employees included patrol deputies, corrections deputies, dispatchers, supervisors, and members of special teams or assignments who were considered sworn employees. The second group of participants consisted of students attending four criminal justice programs offered at higher education facilities across the state of Oregon, and the third was composed of volunteers from the undergraduate population of a mid-sized private university. Demographics collected included: gender, age, marital status, race, ethnicity, birth place, length of residency in the USA, religion, education, field of study, military service, and previous employment. See Table 1 for additional information.

Materials

The "RAND Law Enforcement Officer Recruitment Survey" was created by the Rand Institute Research Team in 2010. The primary authors were Laura Werber Castaneda and Greg

Table 1

Demographic Statistics Organized by Career Emphasis

	Total Population	Current Law Enforcement Officers	Criminal Justice Students	Non-affiliated Students
Total N	664	139	130	395
Mean Age (SD)	24.8 (9.95)	40.3 (9.56)	22.3 (4.95)	20.1 (2.43)
Gender:				
Male	39.8%	69.1%	36.2%	30.6%
Female	60.0%	30.2%	64.8%	69.1%
Race:				
White	86.9%	88.5%	80.0%	88.6%
Black or African American	2.6%	2.2%	5.4%	1.8%
Hispanic, Latino, or Spanish	10.7%	5.8%	18.5%	9.9%
American Indian or Alaskan Native	4.5%	2.2%	7.7%	4.3%
Asian	7.2%	3.6%	6.9%	8.6%
Native Hawaiian or Pacific Islander	2.4%	2.9%	1.5%	2.5%
Highest Level of Education Achieved:				
High School Graduate (Diploma or GED)	14.9%	0.7%	18.5%	18.7%
Some college, but less than one year	13.1%	11.5%	13.1%	13.7%
One or more years of college, no degree	49.7%	29.5%	45.4%	58.2%
Associate Degree	12.7%	20.1%	19.2%	7.8%
Bachelor's Degree	8.1%	33.1%	3.1%	1.0%
Master's Degree	1.1%	4.3%	0.0%	0.3%
Doctorate Degree	0.3%	0.7%	0.0%	0.3%

Ridgeway (see Appendix A). Each participant received a shortened electronic copy of the

measure. It assesses an individual's motivations and thoughts regarding a career in law

enforcement. It contains questions about the participant's decision to work in law enforcement, including the factors influencing the individual's decision to accept employment at the current agency. Typical question formats include multiple choice, and questions answered on a scale of 1 to 5 (with 1 being *the least important* and 5 being *the most important*). As the survey is designed for currently employed officers, some of these questions were slightly modified for the two populations of undergraduate students. This is a survey instrument designed for gathering data, rather than assessment, and as such the reliability and validity data has not been determined.

Demographics. The demographic variables were found by asking the following questions: "What is your gender?" "What year were you born?" "What is your race?" "What is the highest degree or level of school you have completed?" "Do you have previous experience working in law enforcement?" The demographic variables were used to divide the respondents into different groupings to see if the motivations for pursuing a law enforcement career varied among various grouping configurations. In addition to the primary question, four other survey items were included due to their contextual value. The first asked the individual to rate the factors that influenced their decision to accept employment at their current agency. A second item examined the disadvantages individuals considered when applying to a career in law enforcement. Then the third asked respondents about reasons others around them have chosen not to pursue a career in law enforcement. The final item asked individuals to rate the value of different actions or incentives in improving recruitment in the law enforcement field.

Procedure

Employees of an Oregon law enforcement agency received the survey electronically via SurveyMonkey through their work-affiliated emails, and students in both undergraduate

institutions received the survey through their school-affiliated email. In following with Dillman,

Smyth, and Christian's (2009) recommendations for web-based surveys, the email was concise

and clearly structured. It explained what was being requested of respondents, the reason for their

selection, the purpose of the survey, and who was conducting the research. An email address was

included so that participants could contact the researcher. Additionally, the survey clearly

outlined informed consent, and explained confidentiality, including its limits in relation to the

study. The first survey emailing collected enough responses to represent a suitable sample, and

thus no reminder emails were needed.

Chapter 3

Results

Career Emphasis

The complete dataset ($N = 664$) was examined for themes that arose. Two of the five questions were only asked of current law enforcement officers ($N = 139$), and criminal justice students ($N = 130$). Non-affiliated students ($N = 395$) were not asked about their motivation for pursuing a career in law enforcement, nor were they asked why they did/would accept employment with a specific agency, as these questions were not relevant to that population. The remaining three questions were asked of each group. The responses to individual items were ranked by percentage of participant endorsement or average score (scale of 1 to 5) as appropriate. The highest and lowest endorsed items for each group were examined for similarities and differences.

The most striking patterns which emerged when comparing the law enforcement officers and criminal justice students' responses were their similarities (see Table 1). Though presented with 20 possible reasons for pursuing a career in law enforcement, the top 5 reasons were the same for each group. This trend continued when each group identified their motivations for accepting employment with a specific agency (see Table 2), again selecting the same top 5 reasons when presented with 16 options.

When asked about negative aspects of work in law enforcement (see Table 3), the perspectives of the three groups were once again similar, though differences began to appear. Both criminal justice and non-affiliated students ranked the threat of death as one of the two

Table 2

The Most and Least Endorsed Motivations for a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	To help people in the community (4.41) Good health insurance benefits (4.40) Good retirement plan (4.34) Job Security (4.29) The excitement of the work (4.15)	The job carries power and authority (2.45) To gain experience for another job (2.25) Friends or relatives were victims of crime (1.96) There was a lack of other job alternatives (1.88) I was a victim of a crime (1.83)
Criminal Justice Students	To help people in the community (4.58) The excitement of the work (4.33) Good health insurance benefits (4.20) Job security (4.19) Good retirement plan (4.14)	The job carries power and authority (2.94) Friends or relatives were victims of crime (2.86) Other alternatives were not as interesting (2.84) I was a victim of a crime (2.58) There was a lack of other job alternatives (2.18)
Complete Data Set	To help people in the community (4.49) Good health insurance benefits (4.30) Job Security (4.25) Good retirement plan (4.24) The excitement of the work (4.24)	To gain experience for another job (2.71) The job carries power and authority (2.69) Friends or relatives were victims of crime (2.39) I was a victim of a crime (2.19) There was a lack of other job alternatives (2.03)

Note. Ranked on a scale of 1–5; where 1 = *Very unimportant* and 5 = *Very important*, Numbers in parenthesis represent the average rating for that group.

strongest negative elements of the career, whereas it was not in the top five "cons" that law enforcement officers chose. This seems to indicate that current law enforcement officers consider the threat of death as less of a fear or risk than those not in the career. Another striking difference was the diverse views of shift work. While current law enforcement officers ranked it as the number one "con" of the career, it was the lowest item ranked by criminal justice students (out of 17 items).

When asked why a good friend or family member did not choose a career in law enforcement (see Table 4), the most common responses for all groups consistently included threat of death and other career interests. Current criminal justice students were much more

Table 3

The Most and Least Endorsed Reasons for Accepting Employment with a Specific Law Enforcement Agency based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Health insurance benefits (4.28) Retirement plan (4.19) Reputation of the agency (4.11) Salary (4.02) Location of city or agency (3.96)	Affordability of housing (2.90) Time between initial application and entering academy (2.90) Cost of uniforms, gear, and supplies needed for academy (2.85) Friend or family member works or worked for this agency (2.62) I was already with the agency in another capacity (2.36)
Criminal Justice Students	Location of city or agency (4.28) Health insurance benefits (4.22) Salary (4.2) Reputation of the agency (4.19) Retirement plan (4.12)	First agency to offer me a position (3.36) Size of agency (3.34) Cost of uniforms, gear and supplies needed for the academy (3.18) Friend or family member works or worked for this agency (2.84) I was already with the agency in another capacity (2.80)
Complete Data Set	Health Insurance Benefits (4.25) Retirement plan (4.15) Reputation of the agency (4.15) Location of the city or agency (4.11) Salary (4.11)	Size of agency (3.45) Time between initial application and entering academy (3.01) Cost of uniforms, gear and supplies for academy (3.01) Friend or family member works for worked for this agency (2.73) I was already with this agency in another capacity (2.57)

Note. Ranked on a scale of 1–5; where 1 = *Strongly disagree*, and 5 = *Strongly agree*. Numbers in parenthesis represent the average rating for that group.

likely to endorse perceived corruption within law enforcement agencies and abuse of power or excessive force used by law enforcement officers. Current officers and non-affiliated students did not endorse these concerns among their top five.

Finally, each group was asked about the efficacy of specific incentives for improving recruiting of qualified applicants (see Table 5). Financial assistance to purchase a home and a higher starting salary were ranked within the top three for all groups. Additionally, both law enforcement officers and non-affiliated students ranked a signing bonus within the top three incentives, while criminal justice students ranked it among the three lowest (see Table 6).

(Information from question 4 does not add anything significantly different than question 3.

Responses to question 4 available in Appendix B.)

Table 4

The Most and Least Endorsed "Cons" or Disadvantages when Considering a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Shift Work (64%) Long hours (48%) Difficulty meeting family obligations (48%) Negative portrayal of law enforcement in the media (45%) Insufficient salary (35%)	Friends' negative views regarding law enforcement (12%) Personal health or medical limitations (11%) Military-like qualities such as use of rank and command structure (10%) Other career interests (7%) Difficulty meeting fitness requirement (3%)
Criminal Justice Students	Abuse of power or excessive force used by Law Enforcement Officers (53%) Threat of death (51%) Perceived corruption within law enforcement agencies (50%) Long hours (45%) Insufficient salary (42%)	Other career interests (21%) Friends negative views regarding law enforcement (21%) Family members negative views regarding law enforcement (20%) Military like qualities such as use of rank and command structure (18%) Shift work (14%)
Non-affiliated Students	Threat of death (66%) Threat of injury (60%) Other career interests (49%) Long hours (47%) Abuse of power or excessive force used by Law enforcement officers (37%)	Military like qualities such as use of rank and command structure (16%) Personal health or medical limitations (13%) Insufficient health insurance benefits (10%) Friends' negative views regarding law enforcement (8%) Family member's negative views regarding law enforcement (7%)
Complete Data Set	Threat of death (56%) Threat of injury (50%) Long hours (47%) Perceived corruption within LE agencies (37%) Difficulty meeting family obligations (37%)	Personal Health or medical limitations (15%) Military-like qualities such as use of rank and command structure (15%) Insufficient health insurance benefits (13%) Friends' negative views regarding law enforcement (11%) Family member's negative views regarding law enforcement (11%)

Note. Respondents marked all that applied to them. The number in parenthesis is the percentage of respondents in each category who endorsed the item.

Table 5

The Most and Least Endorsed Reasons a Good Friend or Family Member has chosen not to pursue a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Shift work (50%) Other career interests (49%) Long hours (41%) Negative portrayal of law enforcement in the media (40%) Threat of death (40%)	Difficulty meeting fitness requirements (14%) Family member's negative views regarding law enforcement (14%) Insufficient health insurance benefits (9%) Criminal record (9%) His/her health or medical limitations (6%)
Criminal Justice Students	Other career interests (54%) Threat of death (51%) Threat of injury (45%) Perceived corruption within law enforcement agencies (39%) Abuse of power or excessive force used by law enforcement officer(s) (38%)	Criminal record (20%) Difficulty meeting family obligations (20%) Military-like qualities such as use of rank and command structure (18%) His/her health or medical limitations (18%) Insufficient health insurance benefits (10%)
Non-affiliated Students	Threat of death (49%) Other career interests (49%) Threat of injury (42%) Long hours (30%) Insufficient salary (25%)	Perceived favoritism within law enforcement agencies (12%) Military-like qualities such as use of rank and command structure (10%) Family member's negative views regarding law enforcement (10%) Insufficient health insurance benefits (9%) Criminal Record (3%)
Complete Data Set	Other career interests (50%) Threat of death (47%) Threat of injury (42%) Long hours (34%) Negative portrayal of law enforcement in the media (26%)	His/her health or medical limitations (15%) Family member's negative views regarding law enforcement (14%) Military-like qualities such as use of rank and command structure (13%) Insufficient health insurance benefits (9%) Criminal record (8%)

Note. Respondents marked all that applied. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Gender

The dataset was also examined by gender. Specifically, responses were categorized by male ($N = 264$) and female ($N = 398$), as only two respondents selected a third option or declined to answer the question. The responses of male and female respondents demonstrated very few differences. Both endorsed the same top five motivations for the career as well as the same top five reasons for accepting employment with a specific agency. A notable difference was that

Table 6

Most Effective Incentives for Improving Law Enforcement Recruitment as Ranked based on Career Category

Law Enforcement Officers	Higher starting salary (4.59)
	Signing bonus (4.51)
	Financial assistance to purchase a home (4.14)
	Financial assistance for uniforms and supplies (4.04)
	Financial assistance for gym membership (3.83)
	Better information about what the job actually entails (3.80)
	Financial assistance for job commute (3.75)
	Better information about the community in which the agency is located (3.50)
Criminal Justice Students	Higher starting salary (4.30)
	Better information about what the job actually entails (4.27)
	Financial assistance to purchase a home (4.24)
	Financial assistance for uniforms and supplies (4.20)
	Better information about the community in which the agency is located (4.17)
	Signing bonus (4.14)
	Financial assistance for job commute (4.00)
	Financial assistance for gym membership (3.70)
Non-affiliated Students	Higher starting salary (4.20)
	Financial assistance to purchase a home (4.20)
	Signing bonus (4.02)
	Financial assistance for uniforms and supplies (4.00)
	Financial assistance for job commute (3.93)
	Better information about what the job actually entails (3.92)
	Better information about the community in which the agency is located (3.82)
	Financial assistance for gym membership (3.67)
Complete Data Set	Higher starting salary (4.30)
	Financial assistance to purchase a home (4.20)
	Signing bonus (4.15)
	Financial assistance for uniforms and supplies (4.05)
	Better information about what the job actually entails (3.96)
	Financial assistance for job commute (3.91)
	Better or more information about the community in which the agency is located (3.82)
	Financial assistance for gym membership (3.71)

Note. Ranked on a scale of 1–5; where 1 = Very Ineffective and 5 = Very effective Numbers in parenthesis represent the average rating for that group.

while salary was listed as a reason for accepting employment for both groups, female participants ranked it second highest, while males ranked it fifth. This may indicate that females seeking employment in the law enforcement field may place a higher emphasis on salary than their male counterparts.

When asked about negative aspects of the position, respondents again demonstrated similar responses overall. However, male respondents were more likely to endorse the negative portrayal of law enforcement in the media as a primary "con" whereas female respondents ranked perceived corruption of law enforcement agencies in the top five "cons." When asked why a close friend for family member did not pursue the career, women were much more likely to cite difficulty meeting family obligations. Finally, male and female respondents ranked the list of possible incentives very similarly, indicating the same incentives would be effective for recruiting purposes, regardless of gender. (See Appendix C for a table of responses organized by gender.)

Race

Responses to survey items were also divided and examined based on the six identified races. These were: White ($N = 577$), Black or African American ($N = 17$), Hispanic or Latino or Spanish ($N = 71$), American Indian or Alaskan Native ($N = 30$), Asian ($N = 48$), and Native Hawaiian or Pacific Islander ($N = 16$). These differentiations should be interpreted carefully as an individual may have indicated affiliation with more than one race. In this case, their responses were represented under both race categories endorsed by the individual.

Generally, motivations were similar between races with several key differences. Asian and Hawaiian/Pacific Islander respondents ranked "the opportunity to help people in the community" much lower than those of other races, who all ranked it as their top motivation. Both Black and Hispanic respondents indicated "good camaraderie with co-workers" within their top five motivations for seeking law enforcement employment.

When asked about accepting employment at a specific agency, almost all races ranked the "reputation of the agency" in their top five motivations, while the Hawaiian/Pacific Islander group ranked "the first agency to offer me a position" as a more important factor. Additionally, Black respondents valued the work hours available (especially 10- or 12-hour shifts), while Asian and Hawaiian/Pacific Islander respondents ranked this among the bottom five factors in choosing an agency.

The threat of death, injury, and long hours were generally endorsed as the primary cons to seeking employment in law enforcement by all races. However, minority races were much more likely than whites to note "negative portrayal in the media," "perceived corruption," and "abuse of power or excessive force" as significant negative aspects of working in the career.

When asked about incentives, respondents of each race generally endorsed a "higher starting salary" and "financial assistance to purchase a home" as the top choices, and "financial assistance for gym membership" was always among the lowest two. Finally, while Black respondents ranked "better or more information about the community in which the agency is located" as a valuable incentive, it was ranked among the bottom three items by every other racial group. (See Appendix D for a table of responses organized by race.)

Age

Finally, respondents were broken into several age range categories, based on five-year increments. Participants age 50 and older were combined to keep the number of participants in this group similar to other groups. These age-range groupings were then examined for general trends. The initial comparison was done with eight groups: ages 15-19 ($N = 188$), 20-24 ($N =$

305), 25-29 ($N = 31$), 30-34 ($N = 26$), 35-39 ($N = 25$), 40-44 ($N = 28$), 45-49 ($N = 28$), and 50-62

($N = 24$).

All respondents identified "helping people in the community," "health insurance," and

"job security" as one of the top five most important considerations for pursuing a law

enforcement career. Respondents over the age of 30 were more likely to endorse "salary" as a

primary motivation for the career, while those under 30 did not rank it within their top five

motivations. The "excitement of the work" was strongly endorsed by those under 45, but not by

respondents over 45. "Knowing someone who was a victim of a crime," and "the power and

authority of the position" were among the lowest ranked motivations for all age groups

When asked what would influence respondents to accept employment with a specific

agency, three of the top five reasons were the same across all age-ranges. These were: location of

the city or agency, retirement plan, and health insurance benefits. Additionally, salary and

reputation of the agency were ranked in the top five by seven of the eight groups. It is notable

that respondents between the ages of 30 and 49 were more likely to list "vacation time" as a top

consideration. Additionally, those aged 40-49 were slightly more concerned about the

affordability of housing in the area.

There were some notable differences among the age-range groupings regarding perceived

"cons" of the career. Those under 24 indicated a "prevalence of other career interests" as a

primary con while those older than 24 consistently listed "difficulty with family obligations" as a

significant negative element. Respondents younger than 29 were also more likely to endorse

"corruption within law enforcement agencies" as a con while those older than 25 were more

likely to indicate the "negative portrayal of law enforcement in the media" as a negative element.

Additionally, respondents 30 years and older were less likely to indicate "threat of injury or death" as a con.

Overall, the reasons given for why a close friend or family member hasn't pursued the career were similar between age groups, as were the incentives. In point of fact, a higher starting salary was ranked as the highest for all groups, while signing bonus was usually second highest, and financial assistance to purchase a home was often third. Better information about the community in which the agency is located, and financial assistance for job commute and gym membership were generally endorsed as the least-effective incentives. (See Appendix E for a table of responses organized by age.)

Chapter 4

Discussion

Summary

The universal motivations for all groups were consistent with existing research, indicating individuals seek the profession for both altruistic and practical reasons. These include the opportunity to help others, employment benefits, job security, the excitement of the work, and retirement benefits (Moon & Hwang, 2004; Raganella & White, 2004; Seklecki & Paynich, 2007; Tarng et al., 2001;Verro, 2009;).

Career Emphasis. When analyzed by career category, current law enforcement officers and criminal justice students shared similarities in how they ranked motivations for the field and reasons why they chose to work for a specific agency. Law enforcement officers and criminal justice students ranked the opportunity to help people in the community, good health insurance benefits, good retirement plan, job security, and the excitement of the work as the top five motivations for the career (out of 20 possible options), and health insurance benefits, retirement plan, reputation of the agency, salary, and the location of the city or agency as the top five reasons for selecting a specific agency (out of 16 possible options). This is consistent with current research in the area of law enforcement career motivation (Moon & Hwang, 2004; Raganella & White, 2004; Seklecki & Paynich, 2007; White et al., 2010). While Tarng and colleagues (2001) found that the influence of family and friends exerted a strong influence on an individual's career choice, the respondents in this study indicated that the negative views of family and friends had little influence.

When comparing all three career groups, a striking difference emerged when analyzing how each ranked perceived negative elements of the field. This study revealed that current law enforcement officers ranked "threat of death" lower on their con list, whereas both groups of students ranked it higher. This is consistent with findings by Castaneda and Ridgeway (2010) that officers believed others did not enter the career because of fear of death or injury. Similarly, current law enforcement officers ranked "shift work" higher than the student groups when listing cons of the career. In addition, and consistent with existing research by Castaneda and Ridgeway (2010), current officers and criminal justice students endorsed insufficient salary as a major barrier, though non-affiliated students did not.

Finally, there were two other noteworthy trends in the rankings of meaningful incentives when comparing career groups. First, "financial assistance to purchase a home" and "higher starting salary" were ranked highly by each of the three groups. Second, a "signing bonus" was ranked highly by current law enforcement officers and non-affiliated students, though it was ranked near the bottom for criminal justice students.

Gender. There were no differences in the top five motivators and the top five reasons for choosing a specific agency when examined by gender. Males and females identified the same top five motivations for the career and the same top five reasons for choosing a specific agency as did the respondents as a whole. However, within their respective top five motivators, female respondents ranked a "higher starting salary" as more important than did the male respondents. This is contrary to findings by White et al. (2010) who found salary to be one of the least influential motivators for female recruits. This difference may be due to local differences in the data sample or changing perceptions and motivations over the last several years. Seklecki and Paynich (2007) found that women were more likely to desire enforcing the laws of society, while

this current study found that women and men ranked this motivator lower. Additionally, Moon and Hwang (2004) found that women were attracted to the authority of the position, but respondents in this study did not identify power and authority associated with the career as a primary motivator.

With regards to cons of the field, males were more likely to cite "negative portrayal in the media" as a negative element, while women identified "perceived corruption within the agency" and "difficulty meeting family obligations" as primary cons. This is consistent with previous research demonstrating women's concerns about meeting family obligations; however, in the current study, female respondents were not concerned with passing fitness requirements, as had been seen in existing literature (Castaneda & Ridgeway, 2010). This may be due to the population studied. The majority of female respondents in this study were between the ages of 18 and 22, an age category that generally does not endorse physical limitations as barriers, and therefore may not be representative of the general population. Finally, both genders identified the same top five incentives when applying for a law enforcement career (starting salary, signing bonus, financial assistance to purchase a home, financial assistance for uniforms and supplies, and better information about what the job entails), although in slightly different order.

Just as Castaneda and Ridgeway (2010) and Raganella and White (2004) found, agencies would benefit by highlighting the helping components of the career and emphasizing the placement of women in positions of leadership within the department. While advancement opportunities were not endorsed in this study as strongly as they were in the former studies, seeing women in positions of leadership may help alleviate female applicants concerns of corruption or difficulty meeting family obligations.

Race. When data was analyzed by race, most respondents ranked the "opportunity to help people in the community" as the primary motivator, except for Asian and Hawaiian/Pacific Islander respondents who ranked it much lower. Black and Hispanic respondents had a greater desire for "good camaraderie" as an important motivation. Both of these findings are consistent with existing research conducted by Raganella and White (2004) and Castaneda and Ridgeway (2010). In the current study, the power and prestige of the position was ranked by minorities as one of the least important motivators, which is contrary to previous research by Castaneda and Ridgeway (2010) suggesting that the position may possibly be viewed as less prestigious than in the past. Minority races were also much more likely to cite "negative portrayal in the media," "perceived corruption," and "abuse of power or excessive force" as cons associated with the position than white respondents. "Higher starting salary" and "financial assistance to purchase a home" were some of the strongest incentives, though Black respondents ranked "better information about the community in which the agency is located" as an important consideration. Contrary to research by Castaneda and Ridgeway (2010), negative views of family and friends were among the least endorsed by Black and Hispanic respondents. Existing research also indicates that minority applicants are more likely to enter law enforcement for the prestige of the profession, advancement, fighting crime, and the power and authority of the position (Castaneda & Ridgeway, 2010; Raganella & White, 2004; Schlosser, Safran & Sbaratta, 2010). These findings were not strongly corroborated in this study, possibly due to the differences in surveyed populations. Much of existing research is conducted on currently employed law enforcement officers, while many of the respondents in this survey are not planning to go into the profession. This may indicate a difference in perspective by minorities already in the field versus those who do not plan to enter a different field altogether.

Age. All age categories ranked "helping people in the community," "health insurance," and "job security" within their top five considerations for the career, while respondents over 30 were more likely to endorse "salary" as a primary motivator. Additionally, the "excitement of the work" was endorsed by those under 45, but not by those over. "Knowing someone who was a victim of a crime" and "the power and authority of the position" were ranked among the five least important factors for all age groups. Respondents between the ages of 30 and 49 were also more interested in "vacation time" and the "affordability of housing." Respondents older than 24 cited "difficulty meeting family obligations" as a con. Additionally, there was a notable difference in that individuals younger than 29 listed "corruption" as a problem, while those over 25 cited the "negative portrayal of the profession in the media" as a primary con. There were no notable differences in the ranking of incentives for application when analyzed by age category.

Implications

When considering the implications of this research on marketing and hiring, specific trends begin to emerge. Current law enforcement officers and criminal justice students demonstrated very similar motivations for the career and for choosing a specific agency. This indicates a marketing strategy targeting these specific elements would be effective for both groups. Additionally, finding ways to de-emphasize the risk of death would likely create more attraction for those not yet in the profession, as they seem to view it as one of the primary concerns, even though current officers do not. Shift work was not endorsed as a problem by criminal justice students, indicating they are not worried about this aspect of the career. However, current officers describe it as the largest negative factor, indicating lateral hires may be interested in beneficial policies related to choosing or keeping specific shifts. Higher starting

salary was important to all respondents, though this is often an area with the least flexibility in

large organizations. Therefore, financial assistance to purchase a home may be a worthwhile

benefit to consider. For example, the US Department of Housing and Urban Development offers

significant incentives through their "Good Neighbor Next Door" program, including up to 50%

off the list price of a house in specific areas. Informing applicants of this program may help

incentivize the career.

  Female and male respondents shared the same top five motivations, reasons for selecting

a specific agency, and incentives for application. This indicates that marketing strategies focused

on these elements would be effective for both genders. A targeted hiring strategy may

specifically focus on a higher starting salary as female respondents ranked this higher than male

respondents. Additionally, women may be more likely to apply if their concerns about corruption

in the agency and difficulty meeting family obligations are addressed in some way. Agencies

may be wise to talk about the value placed on integrity within the agency, or possibly how the

agency emphasizes transparency and open communication in its processes, administration, and

command structure.

  Most races value the opportunity to help people in the community and the excitement of

the work, though Asian and Hawaiian/Pacific Islander respondents were more interested in the

tangible benefits of the position (salary, health insurance, retirement plan, and job security). Job

marketing strategies meant to attract Asian and Hawaiian/Pacific Islander individuals may

benefit from an emphasis on the tangible benefits of the position. If an agency wishes to

encourage Black or Hispanic applicants, it may be worth emphasizing the camaraderie of the

work, friendships that develop between employees, and the brother- and sister-hood an applicant

work experience. Finally, more minority applicants may be attracted to agencies that address

minority applicant's concerns about corruption, abuse of power, excessive force, and negative

portrayal in the media. This could be done by having minority employees within the agency

discuss positive experiences they have had in that specific agency, demonstrating the agency's

trustworthiness, kindness, or respectful policies.

Agencies hoping to hire younger recruits may benefit from emphasizing the excitement

of the work and addressing concerns of corruption and threat of death or injury. For instance,

having veterans of the agency describe memorable calls/cases, describing the excitement in

tandem with actual risks, as well as precautions and safety measures, may help inspire while

reducing the fears of prospective applicants. It may also be helpful to discuss statistics

demonstrating the unlikelihood of injury or death in the line of duty in addition to emphasizing

the effectiveness of training in safety and self-defense. If an agency wishes to hire applicants

over the age of 30, a beneficial strategy may be to focus on salary, vacation time, and

affordability of housing, while addressing concerns of difficulty meeting family obligations and

negative portrayal of the profession in the media. Marketing may include comparing the salaries

and time off options within an agency to other positions which may be considered by job

seekers. Incentives were generally ranked the same regardless of age category, so specifically

emphasizing those highest ranked incentives (i.e., starting salary, financial assistance to buy a

home/uniforms/supplies/gym, signing bonus, better information about what the job actually

entails) would meet the interest of applicants regardless of age.

Women and minorities appear to be more concerned with perceived corruption in law

enforcement. Alleviating these concerns may be a powerful way to attract more female and

minority applicants to the profession. Having a current female or minority employee discuss their

experience in an agency may be one way to connect with potential applicants and diminish fears

in this area. Additionally, it seems that an applicant's criminal record, the military structure of

most police agencies, and having friends or family who were victims of crime were not powerful

motivators or concerns for any group. This suggests that any marketing being done around these

factors could be reduced with limited harmful consequence. Almost all demographic groups,

except those currently employed in the profession, expressed concerns regarding the threat of

injury, threat of death, and the long hours required by the career. In reaching out to potential

applicants it would be beneficial to provide better information about the actual hourly

expectations and risks of the profession. This could include what is done to mitigate those risks,

and how effective training in Defensive Tactics, Officer Safety, and Emergency Vehicle

Operation can be in reducing risk. Finally, the highest ranked incentives of salary, signing bonus,

and financial help purchasing a home were endorsed across almost all groups, and could provide

the foundation for attracting more applicants regardless of specific demographic variable.

Providing potential applicants with information about salary, any signing bonuses, and other

assistance programs (especially related to home ownership) may attract additional applicants.

Limitations and Weaknesses

One primary limitation of this study was that responses were collected from employees of

only one law enforcement agency. While this makes the findings especially relevant to that

agency, care should be taken when generalizing findings to agencies of different sizes, with

different structures, and in different geographic areas. Similarly, while responses were collected

from four different criminal justice educations programs, responses from non-affiliated students

were collected from only one school. This increases the possibility that the different cultures of

the schools studied could impact the results. Ideally, students affiliated and non-affiliated with

criminal justice programs would have been selected from the same school.

When examining responses from current law enforcement officers, it is important to note

that these are all respondents who are still currently employed in the profession. This means that

any employees who were fired or quit the position would not have been surveyed. These

individuals may have additional information regarding the career that those still employed would

be less likely to endorse or express. For example, officers still employed may be hesitant to

express concerns about an agency, even in a confidential survey. It is also possible that

respondents may be more satisfied with their career and therefore more likely to take a survey

expressing their satisfaction, whereas a disgruntled employee may be more likely to ignore the

survey and the "extra work" it presents. Furthermore, those no longer employed by an agency

may feel additional freedom to express their views authentically without fear of negative

repercussions. Additionally, they may have discovered some of the more negative elements of

the profession (such as corruption or excessive risk) than those still employed have not yet been

exposed to.

This research was impacted by certain limitations associated with the survey instrument

and the specific items selected. Specifically, the items selected were most easily interpreted

through a ranking system rather than a more complex analysis. The instrument, as adapted to this

study, did not generate a total score, mean, or any subscale scores, which would have been

helpful in conducting a stronger statistical analysis.

Finally, all the data contained in this study was collected from participants in the Pacific

Northwest region of the United States. Therefore, care should be used when generalizing these

findings to agencies or groups outside of this region. Other states and regions have different

cultures and laws which may impact the relevancy of these findings, and therefore the

implications for marketing and hiring.

Recommendations for Further Research

Future research in this area would benefit from collecting a larger number of responses

from minority participants. The majority of the participants were white, creating an imbalance

between responses of white participants and those of other racial minorities. More relevant data

may be collected through a better targeted research approach. For instance, reaching out to

minority participants and asking them to distribute the questions throughout their communities

may provide a better sampling of the representative values and beliefs of the minority cultures of

some applicants. It may also be valuable to consider a qualitative approach to gathering

information. Spending time gathering qualitative data or developing specific survey questions in

an organic and tailored way might provide additional information not captured by this more

structured survey approach.

Finally, the data gathered in this study focused on those who are currently working in the

profession, those who are hoping to work in the profession, and those who are not interested in

the profession. The significant population missing which may have additional relevant

information are those who have worked in the profession but are no longer either due to leaving

or being fired. Additional data on those who leave the profession may shed light on problems,

concerns, or values which have not been gathered by those for whom the current system is

working "well enough." Gathering further information from those individuals may provide

insight into these concerns or other similar problems not noted by current employees or those

hoping to work in the profession.

Conclusion

The goal of this study was to determine how demographic variables related to the motivation to pursue a career in law enforcement. Three groups were surveyed: current law enforcement officers, students in criminal justice programs, and students unaffiliated with law enforcement or criminal justice. Demographic data was collected from each, and five research questions about motivations, barriers, and incentives for the career were posed. A high level of consistency in motivations, values, and concerns was discovered across all demographic variables, indicating marketing approaches targeting these specific motivations would likely be effective for the vast majority of potential applicants. A few differences between demographic groups existed (Table 6) but they frequently were differences in the ranking of options within the top five or low five groupings and not the items contained in the grouping, though this did occur occasionally. As a result, the findings of this study may help law enforcement agencies develop more effective recruitment and marketing strategies with the hope of attracting a balanced and diversified group of applicants.

Table 7

Research-Based Marketing and Recruitment Strategies Based on Targeted Population

Motivations to Emphasize:
- Help community
- Salary and benefits (insurance, job security, retirement)
- Excitement of the job
- Reputation of the agency
- Location of city/agency

Concerns to Address:
- Threat of death/injury
- Long hours
- Perceived corruption in law enforcement
- Meeting family obligations

Additional Concerns Specific to Certain Populations*:
- Shift work (Current Police Officers & those over age 30)
- Abuse of power/force (All students, Black/Af. American & Asian respondents)

Note. *Concerns were endorsed by over 50% of respondents

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Appendix A

RAND Law Enforcement Officer Recruitment Survey (Shortened)

1. **What is your gender?**
   -Male
   -Female
   -Other _____
   -Prefer not to answer

2. **In what year were you born?** (List 1920 – 2017)

3. **What is your marital status?**
   -Married
   -Divorced
   -Never Married
   -Separated
   -Widowed

4. **How many children or legal dependents under the age of 18 do you have?** _____

5. **Are you Spanish/Hispanic/Latino?**
   No, not Spanish/Hispanic/Latino
   Yes, Mexican, Mexican American, Chicano
   Yes, Puerto Rican
   Yes, Cuban
   Yes, other Spanish/Hispanic/Latino

6. **What is your race? Please mark 1 or more choices to indicate the race you consider yourself to be.**
   -White
   -Spanish/Hispanic/Latino
   -Black or African American
   -American Indian or Alaska Native
   -Asian
   -Native Hawaiian/Pacific Islander

7. **What is the highest degree or level of school you have completed? Please mark only one box. If currently enrolled, mark the previous grade or the highest degree received.**
   -High school graduate: Diploma or GED
   -Some college credit, but less than 1 year

-One or more years of college, no degree
-Associate degree
-Bachelor's degree
-Master's degree
-Professional degree
-Doctorate degree

8.   **Do you have previous experience working in law enforcement? Please mark as many boxes as apply.**
-Yes, for this law enforcement agency
-Yes, for another city or county law enforcement agency
-Yes, for a state law enforcement agency
-Yes, for a federal law enforcement agency
-Yes, in private sector law enforcement
-Yes, while serving in the US armed forces, military reserve, or National Guard
-No
-Other: _____

9.   **People give many reasons for why they become law enforcement officers. Below you will find some of the major reasons that law enforcement officers give. Using the scale that follows, please rate each reason for how large a part it played in your decision to pursue a career in law enforcement. Select the number that best reflects your opinion about how important each reason was to you at the time of your decision.**

Reasons	Unimportant		Somewhat Important		Very Important
Opportunities for advancement	1	2	3	4	5
Structured like the military (e.g., Use of rank, command structure)	1	2	3	4	5
Good salary	1	2	3	4	5
Good retirement plan	1	2	3	4	5
Good health insurance benefits	1	2	3	4	5
The excitement of the work	1	2	3	4	5
It provides an opportunity to help people in the community	1	2	3	4	5
Job security	1	2	3	4	5
To fight crime	1	2	3	4	5
The prestige of the profession	1	2	3	4	5
You work on your own a lot; have a good deal of autonomy	1	2	3	4	5
The variety and non-routine nature of the work	1	2	3	4	5
To enforce laws of society	1	2	3	4	5

Good camaraderie with your co-workers	1	2	3	4	5
The job carries power and authority	1	2	3	4	5
To gain experience for another job	1	2	3	4	5
There was a lack of other job alternatives	1	2	3	4	5
Other job alternatives were not as interesting	1	2	3	4	5
Because I had friends or relatives who were victims of crime	1	2	3	4	5
Because I was a victim of crime	1	2	3	4	5

10. **Using the scale that follows, please indicate how much you agree or disagree that the following factors influenced your decision to accept employment at your current law enforcement agency.**

	Strongly Disagree	Disagree	Neither disagree nor agree	Agree	Strongly agree
Size of the agency	1	2	3	4	5
First agency to offer me a position	1	2	3	4	5
Location of city or agency	1	2	3	4	5
Affordability of housing	1	2	3	4	5
Salary	1	2	3	4	5
Retirement plan	1	2	3	4	5
Health insurance benefits	1	2	3	4	5
Vacation time	1	2	3	4	5
Reputation of the agency	1	2	3	4	5
Friend or family member works or worked for this agency	1	2	3	4	5
Variety in assignments	1	2	3	4	5
Agency was willing to send me to the academy	1	2	3	4	5
Time between initial application and entering academy	1	2	3	4	5
Cost of uniforms, gear, and supplies needed for academy	1	2	3	4	5
Work ours available to me, such as 10- or 12-hour shifts	1	2	3	4	5
I was already with the agency in another capacity	1	2	3	4	5

11. **So far, you have been asked to discuss why you were interested in law enforcement in general and your current law enforcement agency in particular. When people make a decision about their employment, they often consider not only the "pros" or benefits but also the "cons" or disadvantages of that particular line of work. When you consider pursuing a career in law enforcement, what are the main "cons" or disadvantages that come to mind? Please mark all those that apply to you.**

    ☐   Insufficient salary
    ☐   Insufficient health insurance benefits
    ☐   Long hours
    ☐   Shift work
    ☐   Personal health or medical limitations
    ☐   Difficulty meeting fitness requirements
    ☐   Difficulty meeting family obligations (e.g., child care, elder care)
    ☐   Threat of injury
    ☐   Threat of death
    ☐   Other career interests
    ☐   Family member's negative views regarding law enforcement
    ☐   Friends' negative views regarding law enforcement
    ☐   Negative portrayal of law enforcement in the media
    ☐   Military-like qualities such as use of rank and command structure
    ☐   Abuse of power or excessive force used by law enforcement officer(s)
    ☐   Perceived corruption within law enforcement agencies
    ☐   Perceived favoritism within law enforcement agencies
    ☐   Other (please specify) _____

12. **Think of a good friend or family member who is close to you in age but has opted not to pursue a career in law enforcement. To the best of your knowledge which of the following reasons help explain why he or she has not pursued a law enforcement career? Please mark all those that apply to the good friend or family member you are thinking about.**

    ☐   Insufficient salary
    ☐   Insufficient health insurance benefits
    ☐   Long hours
    ☐   Shift work
    ☐   His/her health or medical limitations
    ☐   Criminal record
    ☐   Difficulty meeting fitness requirements
    ☐   Difficulty meeting family obligations (e.g., child care, elder care)
    ☐   Threat of injury
    ☐   Threat of death
    ☐   Other career interests / Already has a satisfying career
    ☐   Family member's negative views regarding law enforcement
    ☐   Friends' negative views regarding law enforcement

☐   Negative portrayal of law enforcement in the media
☐   Military-like qualities such as use of rank and command structure
☐   Abuse of power or excessive force used by law enforcement officer(s)
☐   Perceived corruption within law enforcement agencies
☐   Perceived favoritism within law enforcement agencies
☐   Other (please specify) _____

13.   **To improve law enforcement recruiting, police officers and sheriff deputies have suggested the following actions or incentives. Using the scale that follows, please rate how effective you believe each action or incentive would being helping to improve recruiting in law enforcement agencies.**

	Very Ineffective	Ineffective	Not Effective or Ineffective	Effective	Very Effective
Better information about what the job actually entails	1	2	3	4	5
Better or more information about the community in which the agency is located	1	2	3	4	5
Higher starting salary	1	2	3	4	5
Signing bonus	1	2	3	4	5
Financial assistance for uniforms and other necessary supplies	1	2	3	4	5
Financial assistance for gym membership	1	2	3	4	5
Financial assistance to purchase a home (e.g., financing)	1	2	3	4	5
Financial assistance for job commute (e.g., public transportation voucher, mileage allowance)	1	2	3	4	5

Appendix B

Results Organized by Career Emphasis

Table 2

The Most and Least Endorsed Motivations for a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	It provides an opportunity to help people in the community (4.41) Good health insurance benefits (4.40) Good retirement plan (4.34) Job security (4.29) The excitement of the work (4.15)	The job carries power and authority (2.45) To gain experience for another job (2.25) Because I had friends or relatives who were victims of crime (1.96) There was a lack of other job alternatives (1.88) Because I was a victim of crime (1.83)
Criminal Justice Students	It provides an opportunity to help people in the community (4.58) The excitement of the work (4.33) Good health insurance benefits (4.20) Job security (4.19) Good retirement plan (4.14)	The job carries power and authority (2.94) Because I had friends or relatives who were victims of crime (2.86) Other job alternatives were not as interesting (2.84) Because I was a victim of crime (2.58) There was a lack of other job alternatives (2.18)
Complete Data Set	It provides an opportunity to help people in the community (4.49) Good health insurance benefits (4.30) Job security (4.25) Good retirement plan (4.24) The excitement of the work (4.24)	To gain experience for another job (2.71) The job carries power and authority (2.69) I had friends or relatives who were victims of crime (2.39) Because I was a victim of crime (2.19) There was a lack of other job alternatives (2.03)

Note. Ranked on a scale of 1–5; where 1 = Very unimportant and 5 = Very important. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 3

The Most and Least Endorsed Reasons for Accepting Employment with a Specific Law Enforcement Agency based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Health insurance benefits (4.28) Retirement plan (4.19) Reputation of the agency (4.11) Salary (4.02) Location of city or agency (3.96)	Affordability of housing (2.90) Time between initial application and entering academy (2.90) Cost of uniforms, gear, and supplies needed for academy (2.85) Friend or family member works or worked for this agency (2.62) I was already with the agency in another capacity (2.36)
Criminal Justice Students	Location of city or agency (4.28) Health insurance benefits (4.22) Salary (4.20) Reputation of the agency (4.19) Retirement plan (4.12)	First agency to offer me a position (3.36) Size of agency (3.34) Cost of uniforms, gear, and supplies needed for the academy (3.18) Friend or family member works or worked for this agency (2.84) I was already with the agency in another capacity (2.80)
Complete Data Set	Health Insurance Benefits (4.25) Retirement plan (4.15) Reputation of the agency (4.15) Location of the city or agency (4.11) Salary (4.11)	Size of agency (3.45) Time between initial application and entering academy (3.01) Cost of uniforms, gear, and supplies for academy (3.01) Friend or family member works for worked for this agency (2.73) I was already with this agency in another capacity (2.57)

Note. Ranked on a scale of 1–5; where 1 = Strongly disagree, and 5 = Strongly agree. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 4

The Most and Least Endorsed "Cons" or Disadvantages when Considering a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Shift work (64%) Long hours (48%) Difficulty meeting family obligations (48%) Negative portrayal of law enforcement in the media (45%) Insufficient salary (35%)	Friends' negative views regarding law enforcement (12%) Personal health or medical limitations (11%) Military-like qualities such as use of rank and command structure (10%) Other career interests (7%) Difficulty meeting fitness requirements (3%)
Criminal Justice Students	Abuse of power or excessive force used by law enforcement officer(s) (53%) Threat of death (51%) Perceived corruption within law enforcement agencies (50%) Long hours (45%) Insufficient salary (42%)	Other career interests (21%) Friends' negative views regarding law enforcement (21%) Family member's negative views regarding law enforcement (20%) Military-like qualities such as use of rank and command structure (18%) Shift work (14%)
Non-affiliated Students	Threat of death (66%) Threat of injury (60%) Other career interests (49%) Long hours (47%) Abuse of power or excessive force used by law enforcement officer(s) (37%)	Military-like qualities such as use of rank and command structure (16%) Personal health or medical limitations (13%) Insufficient health insurance benefits (10%) Friends' negative views regarding law enforcement (8%) Family member's negative views regarding law enforcement (7%)
Complete Data Set	Threat of death (56%) Threat of injury (50%) Long hours (47%) Perceived corruption within law enforcement agencies (37%) Difficulty meeting family obligations (37%)	Personal Health or medical limitations (15%) Military-like qualities such as use of rank and command structure (15%) Insufficient health insurance benefits (13%) Friends' negative views regarding law enforcement (11%) Family member's negative views regarding law enforcement (11%)

Note. Respondents marked all that applied to them personally. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 5

The Most and Least Endorsed Reasons a Good Friend or Family Member has chosen not to pursue a Career in Law Enforcement based on Career Category

	Most Endorsed	Least Endorsed
Law Enforcement Officers	Shift work (50%) Other career interests (49%) Long hours (41%) Negative portrayal of law enforcement in the media (40%) Threat of death (40%)	Difficulty meeting fitness requirements (14%) Family member's negative views regarding law enforcement (14%) Insufficient health insurance benefits (9%) Criminal record (9%) His/her health or medical limitations (6%)
Criminal Justice Students	Other career interests (54%) Threat of death (51%) Threat of injury (45%) Perceived corruption within law enforcement agencies (39%) Abuse of power or excessive force used by law enforcement officer(s) (38%)	Criminal record (20%) Difficulty meeting family obligations (20%) Military-like qualities such as use of rank and command structure (18%) His/her health or medical limitations (18%) Insufficient health insurance benefits (10%)
Non-affiliated Students	Threat of death (49%) Other career interests (49%) Threat of injury (42%) Long hours (30%) Insufficient salary (25%)	Perceived favoritism within law enforcement agencies (12%) Military-like qualities such as use of rank and command structure (10%) Family member's negative views regarding law enforcement (10%) Insufficient health insurance benefits (9%) Criminal Record (3%)
Complete Data Set	Other career interests (50%) Threat of death (47%) Threat of injury (42%) Long hours (34%) Negative portrayal of law enforcement in the media (26%)	His/her health or medical limitations (15%) Family member's negative views regarding law enforcement (14%) Military-like qualities such as use of rank and command structure (13%) Insufficient health insurance benefits (9%) Criminal record (8%)

Note. Respondents marked all that applied. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 6

Most Effective Incentives for Improving Law Enforcement Recruitment as Ranked based on Career Category

Law Enforcement Officers	Higher starting salary (4.59)
	Signing bonus (4.51)
	Financial assistance to purchase a home (4.14)
	Financial assistance for uniforms and other necessary supplies (4.04)
	Financial assistance for gym membership (3.83)
	Better information about what the job actually entails (3.80)
	Financial assistance for job commute (3.75)
	Better or more information about the community in which the agency is located (3.50)
Criminal Justice Students	Higher starting salary (4.30)
	Better information about what the job actually entails (4.27)
	Financial assistance to purchase a home (4.24)
	Financial assistance for uniforms and other necessary supplies (4.20)
	Better or more information about the community in which the agency is located (4.17)
	Signing bonus (4.14)
	Financial assistance for job commute (4.00)
	Financial assistance for gym membership (3.70)
Non-affiliated Students	Higher starting salary (4.20)
	Financial assistance to purchase a home (4.20)
	Signing bonus (4.02)
	Financial assistance for uniforms and other necessary supplies (4.00)
	Financial assistance for job commute (3.93)
	Better information about what the job actually entails (3.92)
	Better or more information about the community in which the agency is located (3.82)
	Financial assistance for gym membership (3.67)
Complete Data Set	Higher starting salary (4.30)
	Financial assistance to purchase a home (4.20)
	Signing bonus (4.15)
	Financial assistance for uniforms and other necessary supplies (4.05)
	Better information about what the job actually entails (3.96)
	Financial assistance for job commute (3.91)
	Better or more information about the community in which the agency is located (3.82)
	Financial assistance for gym membership (3.71)

Note. Ranked on a scale of 1–5; where 1 = Very Ineffective and 5 = Very effective. Numbers in parentheses represent the average rating for that group.

Appendix C

Results Organized by Gender

Table 8

The Most and Least Endorsed Motivations for a Career in Law Enforcement based on Gender

	Most Endorsed	Least Endorsed
Male	It provides an opportunity to help people in the community (4.46) Good health insurance benefits (4.26) Good retirement plan (4.22) The excitement of the work (4.22) Job security (4.20)	The job carries power and authority (2.60) To gain experience for another job (2.41) Because I had friends or relatives who were victims of crime (2.11) There was a lack of other job alternatives (1.94) Because I was a victim of crime (1.92)
Female	It provides an opportunity to help people in the community (4.54) Good health insurance benefits (4.35) Job security (4.30) Good retirement plan (4.27) The excitement of the work (4.26)	The job carries power and authority (2.80) Because I had friends or relatives who were victims of crime (2.71) Other job alternatives were not as interesting (2.69) There was a lack of other job alternatives (2.13)

Note. Ranked on a scale of 1–5; where 1 = Very unimportant and 5 = Very important. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 9

The Most and Least Endorsed Reasons for Accepting Employment with a Specific Law Enforcement Agency based on Gender

	Most Endorsed	Least Endorsed
Male	Health insurance benefits (4.16) Location of city or agency (4.04) Retirement plan (4.04) Reputation of the agency (4.01) Salary (3.94)	Affordability of housing (3.15) Time between initial application and entering academy (3.04) Cost of uniforms, gear, and supplies needed for academy (2.82) Friend or family member works or worked for this agency (2.65) I was already with the agency in another capacity (2.45)
Female	Health insurance benefits (4.35) Salary (4.31) Reputation of the agency (4.30) Retirement plan (4.29) Location of city or agency (4.20)	First agency to offer me a position (3.34) Time between initial application and entering academy (3.34) Cost of uniforms, gear, and supplies needed for academy (3.22) Friend or family member works or worked for this agency (2.81) I was already with the agency in another capacity (2.71)

Note. Ranked on a scale of 1–5; where 1 = Strongly disagree, and 5 = Strongly agree. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 10

The Most and Least Endorsed "Cons" or Disadvantages when Considering a Career in Law Enforcement based on Gender

	Most Endorsed	Least Endorsed
Male	Threat of death (46%) Long hours (44%) Negative portrayal of law enforcement in the media (41%) Threat of injury (41%) Difficulty meeting family obligations (36%)	Insufficient health insurance benefits (13%) Personal health or medical limitations (13%) Military-like qualities such as use of rank and command structure (12%) Difficulty meeting fitness requirements (11%) Family member's negative views regarding law enforcement (9%)
Female	Threat of death (63%) Threat of injury (55%) Long hours (48%) Perceived corruption within law enforcement agencies (40%) Other career interests (40%)	Personal health or medical limitations (17%) Military-like qualities such as use of rank and command structure (17%) Insufficient health insurance benefits (14%) Family member's negative views regarding law enforcement (12%) Friends' negative views regarding law enforcement (10%)

Note. Respondents marked all that applied to them personally. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 11

The Most and Least Endorsed Reasons a Good Friend or Family Member has chosen not to pursue a Career in Law Enforcement based on Gender

	Most Endorsed	Least Endorsed
Male	Other career interests (50%) Threat of death (46%) Threat of injury (42%) Negative portrayal of law enforcement in the media (32%) Long hours (31%)	Family member's negative views regarding law enforcement (13%) Military-like qualities such as use of rank and command structure (12%) Insufficient health insurance benefits (10%) His/her health or medical limitations (10%) Criminal record (9%)
Female	Other career interests (49%) Threat of death (48%) Threat of injury (41%) Long hours (35%) Difficulty meeting family obligations (34%)	Perceived favoritism within law enforcement agencies (15%) Family member's negative views regarding law enforcement (14%) Military-like qualities such as use of rank and command structure (13%) Insufficient health insurance benefits (9%) Criminal record (7%)

Note. Respondents marked all that applied. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 12

Most Effective Incentives for Improving Law Enforcement Recruitment as Ranked based on Gender

Male	Higher starting salary (4.33)
	Signing bonus (4.17)
	Financial assistance to purchase a home (4.15)
	Financial assistance for uniforms and other necessary supplies (3.88)
	Better information about what the job actually entails (3.82)
	Financial assistance for job commute (3.76)
	Better or more information about the community in which the agency is located (3.70)
	Financial assistance for gym membership (3.65)
Female	Higher starting salary (4.28)
	Financial assistance to purchase a home (4.22)
	Financial assistance for uniforms and other necessary supplies (4.15)
	Signing bonus (4.13)
	Better information about what the job actually entails (4.05)
	Financial assistance for job commute (4.00)
	Better or more information about the community in which the agency is located (3.90)
	Financial assistance for gym membership (3.75)

Note. Ranked on a scale of 1–5; where 1 = Very Ineffective and 5 = Very effective. Numbers in parentheses represent the average rating for that group.

Appendix D

Results Organized by Race

Table 13

The Most and Least Endorsed Motivations for a Career in Law Enforcement based on Race

	Most Endorsed	Least Endorsed
White	It provides an opportunity to help people in the community (4.50) Good health insurance benefits (4.33) The excitement of the work (4.26) Good retirement plan (4.25) Job security (4.25)	To gain experience for another job (2.62) The job carries power and authority (2.61) Because I had friends or relatives who were victims of crime (2.30) Because I was a victim of crime (2.09) There was a lack of other job alternatives (2.00)
Black or African American	It provides an opportunity to help people in the community (4.70) The excitement of the work (4.33) Good health insurance benefits (4.00) Good camaraderie with your co-workers (3.80) Good retirement plan (3.78) The variety and non-routine nature of the work (3.78)	Other job alternatives were not as interesting (3.11) The job carries power and authority (2.89) Because I was a victim of crime (2.56) Structured like the military (2.44) There was a lack of other job alternatives (2.22)
Hispanic, Latino, or Spanish	It provides an opportunity to help people in the community (4.66) To fight crime (4.42) Good camaraderie with your co-workers (4.38) The excitement of the work (4.34) Job security (4.25)	The job carries power and authority (3.06) Because I had friends or relatives who were victims of crime (3.03) Because I was a victim of crime (2.84) Other job alternatives were note as interesting (2.77) There was a lack of other job alternatives (2.00)
American Indian or Alaskan Native	It provides an opportunity to help people in the community (4.62) Job security (4.23) The excitement of the work (4.15) Good retirement plan (4.08) Good health insurance benefits (4.08)	The job carries power and authority (2.77) Because I had friends or relatives who were victims of crime (2.69) Other job alternatives were not as interesting (2.62) Because I was a victim of crime (2.31) There was a lack of other job alternatives (2.23)
Asian	Job security (4.64) Good retirement plan (4.43) Good health insurance benefits (4.43) Good salary (4.21) It provides an opportunity to help people in the community (4.14)	The job carries power and authority (3.21) Other job alternatives were not as interesting (2.57) There was a lack of other job alternatives (2.43) Because I was a victim of crime (2.43) Because I had friends or relatives who were victims of crime (2.36)
Native Hawaiian or Pacific Islander	Opportunities for advancement (4.33) Good salary (4.33) Good retirement plan (4.33) Good health insurance benefits (4.33) Job security (4.33)	To gain experience for another job (2.83) Because I was a victim of crime (2.67) You work on your own a lot; have a good deal of autonomy (2.50) Other job alternatives were not as interesting (2.33) There was a lack of other job alternatives (1.83)

Note. Ranked on a scale of 1–5; where 1 = Very unimportant and 5 = Very important. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 14

The Most and Least Endorsed Reasons for Accepting Employment with a Specific Law Enforcement Agency based on Race

	Most Endorsed	Least Endorsed
White	Health insurance benefits (4.24) Retirement plan (4.15) Reputation of the agency (4.14) Location of city or agency (4.14) Salary (4.08)	Affordability of housing (3.41) Time between initial application and entering academy (3.11) Cost of uniforms, gear, and supplies needed for academy (2.96) Friend or family member works or worked for this agency (2.70) I was already with the agency in another capacity (2.57)
Black or African American	Location of city or agency (4.30) Health insurance benefits (4.10) Retirement plan (4.00) Work hours available to me, such as 10- or 12-hour shifts (4.00) Salary (3.90)	Size of agency (3.20) Cost of uniforms, gear, and supplies needed for academy (3.20) Friend or family member works or worked for this agency (3.00) Time between initial application and entering academy (3.00) I was already with the agency in another capacity (2.67)
Hispanic, Latino, or Spanish	Health insurance benefits (4.31) Salary (4.25) Agency was willing to send me to academy (4.22) Retirement plan (4.19) Reputation of the agency (4.19)	Time between initial application and entering the academy (3.63) Cost of uniforms, gear, and supplies needed for academy (3.52) Size of agency (3.41) Friend or family member works or worked for this agency (3.13) I was already with the agency in another capacity (2.72)
American Indian or Alaskan Native	Health insurance benefits (4.31) Location of city or agency (4.23) Retirement plan (4.15) Reputation of the agency (4.08) Salary (3.92)	Agency was willing to send me to the academy (3.00) Time between initial application and entering academy (3.00) Friend or family member works or worked for this agency (2.77) I was already with the agency in another capacity (2.54) Cost of uniforms, gear, and supplies needed for academy (2.46)
Asian	Reputation of the agency (4.57) Salary (4.43) Location of city or agency (4.29) Health insurance benefits (4.29) Retirement plan (4.21)	First agency to offer me a position (3.50) Cost of uniforms, gear, and supplies needed for academy (3.43) Work hours available to me, such as 10- or 12-hour shifts (3.36) I was already with the agency in another capacity (3.00) Friend or family member works or worked for this agency (2.57)
Native Hawaiian or Pacific Islander	Salary (4.17) Location of city or agency (4.00) Health insurance benefits (4.00) First agency to offer me a position (3.83) Retirement plan (3.83)	Variety in assignments (3.33) Time between initial application and entering academy (3.33) Size of agency (3.33) Work hours available to me, such as 10-or 12- hours shifts (3.33) Cost of uniforms, gear, and supplies needed for academy

(2.83)
Friend or family member works or worked for this agency (2.50)
I was already with the agency in another capacity (2.50)

Note. Ranked on a scale of 1–5; where 1 = Strongly disagree, and 5 = Strongly agree. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 15

The Most and Least Endorsed "Cons" or Disadvantages when Considering a Career in Law Enforcement based on Race

	Most Endorsed	Least Endorsed
White	Threat of death (55%) Threat of injury (49%) Long hours (46%) Difficulty meeting family obligations (37%) Other career interests (37%)	Personal health or medical limitations (16%) Military-like qualities such as use of rank and command structure (15%) Insufficient health insurance benefits (12%) Friends' negative views regarding law enforcement (11%) Family member's negative views regarding law enforcement (10%)
Black or African American	Negative portrayal of law enforcement in the media (65%) Threat of death (65%) Perceived corruption within law enforcement agencies (59%) Abuse of power or excessive force used by law enforcement officer(s) (53%) Long hours (47%) Threat of injury (47%)	Insufficient health insurance benefits (18%) Shift work (18%) Other career interests (18%) Difficulty meeting fitness requirements (18%) Difficulty meeting family obligations (18%) Family member's negative views regarding law enforcement (18%) Military-like qualities such as use of rank and command structure (6%)
Hispanic, Latino, or Spanish	Perceived corruption within law enforcement agencies (55%) Threat of death (55%) Long hours (54%) Threat of injury (48%) Abuse of power or excessive force by law enforcement officer(s) (46%)	Shift work (15%) Family member's negative views regarding law enforcement (15%) Personal health or medical limitations (13%) Friends' negative views regarding law enforcement (13%) Military-like qualities such as use of rank and command structure (11%)
American Indian or Alaskan Native	Threat of death (63%) Long hours (57%) Threat of injury (53%) Negative portrayal of law enforcement in the media (47%) Abuse of power or excessive force used by law enforcement officer(s) (40%)	Friends' negative views regarding law enforcement (17%) Family member's negative views regarding law enforcement (17%) Insufficient health insurance benefits (13%) Personal health or medical limitations (13%) Difficulty meeting fitness requirements (13%) Military-like qualities such as use of rank and command structure (7%)
Asian	Threat of death (65%) Long hours (58%) Threat of injury (56%) Abuse of power or excessive force used by law enforcement officer(s) (50%) Perceived corruption within law enforcement agencies (48%)	Insufficient health insurance benefits (21%) Difficulty meeting fitness requirements (21%) Military-like qualities such as use of rank and command structure (21%) Personal health or medical limitations (17%) Family member's negative views regarding law enforcement (14%) Friends' negative views regarding law enforcement (8%)
Native Hawaiian or Pacific Islander	Perceived corruption within law enforcement agencies (63%) Long hours (56%) Threat of death (50%)	Insufficient salary (19%) Insufficient health insurance benefits (19%) Shift work (19%) Friends' negative views regarding law

Difficulty meeting family obligations (44%)	enforcement (13%)
Abuse of power or excessive force used by law enforcement officer(s) (44%)	Personal health or medical limitations (13%)
	Military-like qualities such as use of rank and command structure (13%)
	Family member's negative views regarding law enforcement (6%)

Note. Respondents marked all that applied to them personally. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 16

The Most and Least Endorsed Reasons a Good Friend or Family Member has chosen not to pursue a Career in Law Enforcement based on Race

	Most Endorsed	Least Endorsed
White	Other career interests (49%) Threat of death (48%) Threat of injury (41%) Long hours (33%) Negative portrayal of law enforcement in the media (25%)	Perceived favoritism within law enforcement agencies (14%) Military-like qualities such as use of rank and command structure (14%) Family member's negative views regarding law enforcement (12%) Insufficient health insurance benefits (9%) Criminal record (6%)
Black or African American	Threat of injury (59%) Threat of death (53%) Other career interests (53%) Negative portrayal of law enforcement in the media (47%) Long hours (47%)	Insufficient health insurance benefits (12%) Difficulty meeting fitness requirements (12%) Criminal record (6%) Military-like qualities such as use of rank and command structure (6%) His/her health or medical limitations (0%)
Hispanic, Latino or Spanish	Other career interests (56%) Threat of death (45%) Threat of injury (41%) Long hours (38%) Personal negative views regarding law enforcement (32%)	Perceived favoritism within law enforcement agencies (17%) Criminal record (14%) Shift work (13%) Insufficient health insurance benefits (11%) Military-like qualities such as use of rank and command structure (8%)
American Indian or Alaskan Native	Threat of death (43%) Perceived corruption within law enforcement agencies (40%) Threat of injury (40%) Other career interests (40%) Long hours (37%) Personal negative views regarding law enforcement (37%) Negative portrayal of law enforcement in the media (37%) Abuse of power or excessive force used by law enforcement officer(s) (37%)	Shift work (17%) Family member's negative views regarding LE (17%) Criminal record (13%) Difficulty meeting family obligations (13%) Insufficient health insurance benefits (10%) Military-like qualities such as use of rank and command structure (10%)
Asian	Other career interests (50%) Threat of death (46%) Threat of injury (40%) Long hours (31%) Abuse of power or excessive force used by law enforcement officer(s) (31%)	His/her health or medical limitations (19%) Family member's negative views regarding law enforcement (19%) Insufficient health insurance benefits (10%) Criminal record (8%) Military-like qualities such as use of rank and command structure (2%)
Native Hawaiian or Pacific Islander	Threat of death (56%) Insufficient salary (44%) Long hours (44%) Other career interests (44%) Perceived corruption within law enforcement agencies (38%)	Insufficient health insurance benefits (13%) Difficulty meeting fitness requirements (13%) Personal negative views regarding law enforcement (13%) Family member's negative views regarding law enforcement (13%)

	Criminal record (6%)
	His/her health or medical limitations (0%)
	Military-like qualities such as use of rank and command structure (0%)

Note. Respondents marked all that applied. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 17

Most Effective Incentives for Improving Law Enforcement Recruitment as Ranked based on Race

White	Higher starting salary (4.32)
	Financial assistance to purchase a home (4.21)
	Signing bonus (4.16)
	Financial assistance for uniforms and other necessary supplies (4.04)
	Better information about what the job actually entails (3.95)
	Financial assistance for job commute (3.89)
	Better or more information about the community in which the agency is located (3.79)
	Financial assistance for gym membership (3.70)
Black or African American	Higher starting salary (4.41)
	Signing bonus (4.29)
	Better or more information about the community in which the agency is located (4.24)
	Financial assistance for uniforms and other necessary supplies (4.12)
	Financial assistance to purchase a home (4.06)
	Financial assistance for job commute (3.88)
	Better information about what the job actually entails (3.76)
	Financial assistance for gym membership (3.59)
Hispanic, Latino, or Spanish	Financial assistance to purchase a home (4.31)
	Higher starting salary (4.27)
	Financial assistance for job commute (4.16)
	Financial assistance for uniforms and other necessary supplies (4.15)
	Signing bonus (4.15)
	Better information about what the job actually entails (4.11)
	Better or more information about the community in which the agency is located (4.06)
	Financial assistance for gym membership (3.87)
American Indian or Alaskan Native	Financial assistance to purchase a home (4.40)
	Financial assistance for uniforms and other necessary supplies (4.33)
	Higher starting salary (4.17)
	Signing bonus (4.17)
	Better information about what the job entails (4.07)
	Financial assistance for job commute (4.07)
	Better or more information about the community in which the agency is located (3.93)
	Financial assistance for gym membership (3.77)
Asian	Financial assistance for uniforms and other necessary supplies (4.25)
	Financial assistance to purchase a home (4.25)
	Higher starting salary (4.19)
	Better information about what the job actually entails (4.04)
	Financial assistance for job commute (4.00)
	Better or more information about the community in which the agency is located (3.98)
	Signing bonus (3.98)
	Financial assistance for gym membership (3.83)
Native Hawaiian or Pacific Islander	Higher starting salary (4.56)
	Signing bonus (4.38)
	Financial assistance to purchase a home (4.33)
	Financial assistance for uniforms and supplies (4.31)
	Financial assistance for job commute (4.25)
	Better information about what the job actually entails (4.25)
	Financial assistance for gym membership (4.06)
	Better or more information about the community in which the agency is located (4.00)

Note. Ranked on a scale of 1–5; where 1 = Very Ineffective and 5 = Very effective. Numbers in parentheses represent the average rating for that group.

Appendix E

Results Organized by Age

Table 18

The Most and Least Endorsed Motivations for a Career in Law Enforcement based on Age

	Most Endorsed	Least Endorsed
Age 15-19	It provides an opportunity to help people in the community (4.52) The excitement of the work (4.41) Good health insurance benefits (4.28) Job security (4.24) Good retirement plan (4.21)	The job carries power and authority (2.97) Structured like the military (2.69) Because I had friends or relatives who were victims of crime (2.55) Because I was a victim of crime (2.31) There was a lack of other job alternatives (2.17)
Age 20-24	It provides an opportunity to help people in the community (4.57) The excitement of the work (4.42) Good camaraderie with your co-workers (4.26) Good health insurance benefits (4.23) Job security (4.18)	The job carries power and authority (2.98) Because I had friends or relatives who were victims of crime (2.94) Other job alternatives were not as interesting (2.88) Because I was a victim of crime (2.60) There was a lack of other job alternatives (2.12)
Age 25-29	It provides an opportunity to help people in the community (4.76) Good camaraderie with your co-workers (4.38) Job security (4.34) To fight crime (4.24) Good health insurance benefits 4.21)	Other job alternatives were not as interesting (3.07) The job carries power and authority (2.83) Because I had friends or relatives who were victims of crime (2.41) Because I was a victim of crime (2.31) There was a lack of other job alternatives (2.07)
Age 30-34	It provides an opportunity to help people in the community (4.57) The excitement of the work (4.48) Job security (4.35) Good salary (4.27) Good retirement plan (4.22) Good health insurance benefits (4.22)	The job carries power and authority (2.61) To gain experience for another job (2.52) Because I had friends or relatives who were victims of crime (2.04) Because I was a victim of crime (2.04) There was a lack of other job alternatives (1.83)
Age 35-39	Good retirement plan (4.38) Good salary (4.33) Good health insurance benefits (4.33) It provides an opportunity to help people in the community (4.25) The excitement of the work (4.13) Job security (4.13)	To gain experience for another job (2.54) Other job alternatives were not as interesting (2.50) Because I had friends or relatives who were victims of crime (2.13) There was a lack of other job alternatives (2.08) Because I was a victim of crime (1.71)
Age 40-44	Good health insurance benefits (4.38) Good retirement plan (4.31) It provides an opportunity to help people in the community (4.19) Job security (4.19) The excitement of the work (4.08)	The job carries power and authority (2.16) To gain experience for another job (1.96) There was a lack of other job alternatives (1.92) Because I was a victim of crime (1.92) Because I had friends or relatives who were victims of crime (1.88)
Age 45-49	Good health insurance benefits (4.61) Good retirement plan (4.54) It provides an opportunity to help people in the	The job carries power and authority (2.30) To gain experience for another job (2.04) There was a lack of other job alternatives (1.93)

	community (4.50)	Because I had friends or relatives who were
	Job security (4.39)	victims of crime (1.89)
	Good salary (4.32)	Because I was a victim of crime (1.82)
Age 50-62	It provides an opportunity to help people in the community (4.42)	The job carries power and authority (2.42)
		To gain experience for another job (2.08)
	Job security (4.29)	Because I had friends or relatives who were
	Good health insurance benefits (4.29)	victims of crime (2.04)
	Good retirement plan (4.25)	There was a lack of other job alternatives (1.88)
	Good camaraderie with your co-workers (3.96)	Because I was a victim of crime (1.88)

Note. Ranked on a scale of 1–5; where 1 = Very unimportant and 5 = Very important. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 19

The Most and Least Endorsed Reasons for Accepting Employment with a Specific Law Enforcement Agency based on Age

	Most Endorsed	Least Endorsed
Age 15-19	Location of city or agency (4.36) Salary (4.36) Health insurance benefits (4.25) Retirement plan (4.18) Reputation of the agency (4.07)	Time between initial application and entering academy (3.43) Cost of uniforms, gear, and supplies needed for academy (3.36) First agency to offer me a position (3.25) Friend or family member works or worked for this agency (3.07) I was already with the agency in another capacity (2.68)
Age 20-24	Reputation of the agency (4.34) Location of city or agency (4.26) Health insurance benefits (4.26) Salary (4.24) Retirement plan (4.18)	First agency to offer me a position (3.49) Size of agency (3.39) Cost of uniforms, gear, and supplies needed for academy (3.27) I was already with the agency in another capacity (2.92) Friend or family member works or worked for this agency (2.87)
Age 25-29	Location of city or agency (4.14) Health insurance benefits (4.07) Reputation of the agency (4.07) Salary (3.97) Retirement plan (3.93) Variety in assignments (3.93)	Time between initial application and entering academy (3.52) Affordability of housing (3.41) Cost of uniforms, gear, and supplies needed for academy (3.07) Friend or family member works or worked for this agency (2.69) I was already with the agency in another capacity (2.45)
Age 30-34	Reputation of the agency (4.39) Health insurance benefits (4.17) Location of city or agency (4.09) Salary (4.09) Retirement plan (4.00) Vacation time (4.00)	Affordability of housing (3.09) Time between initial application and entering academy (3.04) Cost of uniforms, gear, and supplies needed for academy (2.96) I was already with the agency in another capacity (2.70) Friend or family member works or worked for this agency (2.50)
Age 35-39	Health insurance benefits (4.21) Location of city or agency (4.17) Retirement plan (4.08) Variety in assignments (4.00) Vacation time (3.83)	Time between initial application and entering academy (3.00) Cost of uniforms, gear, and supplies needed for academy (2.96) Affordability of housing (2.79) Friend or family member works or worked for this agency (2.67) I was already with the agency in another capacity (2.33)
Age 40-44	Health insurance benefits (4.38) Retirement plan (4.27) Reputation of the agency (4.15) Location of city or agency (4.12) Salary (4.12)	Agency was willing to send me to academy (2.96) Time between initial application and entering academy (2.73) Cost of uniforms, gear, and supplies needed for academy (2.65) I was already with the agency in another capacity (2.27) Friend or family member works or worked for this agency (2.08)

Age 45-49	Health insurance benefits (4.37) Retirement plan (4.33) Salary (4.19) Reputation of the agency (3.89) Vacation time (3.81)	Work hours available to me, such as 10- or 12-hour shifts (2.81) Time between initial application and entering academy (2.67) Cost of uniforms, gear, and supplies needed for academy (2.67) Friend or family member works or worked for this agency (2.44) I was already with the agency in another capacity (2.19)
Age 50-62	Health insurance benefits (4.25) Retirement plan (4.21) Reputation of the agency (4.08) Location of city or agency (3.88) Salary (3.88)	Affordability of housing (2.71) Agency was willing to send me to academy (2.54) Cost of uniforms, gear, and supplies needed for academy (2.46) Time between initial application and entering academy (2.38) I was already with the agency in another capacity (2.25)

Note. Ranked on a scale of 1–5; where 1 = Strongly disagree, and 5 = Strongly agree. Numbers in parentheses represent the average rating for that group. Data only includes current law enforcement officer and criminal justice student respondents as the question was not relevant to non-affiliated students.

Table 20

The Most and Least Endorsed "Cons" or Disadvantages when Considering a Career in Law Enforcement based on Age

	Most Endorsed	Least Endorsed
Age 15-19	Threat of death (66%) Threat of injury (62%) Long hours (54%) Other career interests (43%) Perceived corruption within law enforcement agencies (39%)	Personal health or medical limitations (17%) Shift work (16%) Insufficient health insurance benefits (14%) Family member's negative views regarding law enforcement (11%) Friends' negative views regarding law enforcement (10%)
Age 20-24	Threat of death (62%) Threat of injury (52%) Long hours (43%) Other career interests (43%) Perceived corruption within law enforcement agencies (40%)	Personal health or medical limitations (15%) Military-like qualities such as use of rank and command structure (15%) Friends' negative views regarding law enforcement (11%) Insufficient health insurance benefits (11%) Family member's negative views regarding law enforcement (11%)
Age 25-29	Long hours (52%) Difficulty meeting family obligations (45%) Threat of death (45%) Negative portrayal of law enforcement in the media (42%) Perceived corruption within law enforcement agencies (42%)	Other career interests (16%) Military-like qualities such as use of rank and command structure (16%) Insufficient health insurance benefits (13%) Personal health or medical limitations (13%) Difficulty meeting fitness requirements (13%) Family member's negative views regarding law enforcement (10%)
Age 30-34	Shift work (46%) Difficulty meeting family obligations (46%) Negative portrayal of law enforcement in the media (46%) Long hours (42%) Insufficient salary (38%)	Difficulty meeting fitness requirements (15%) Threat of injury (15%) Family member's negative views regarding law enforcement (12%) Friends' negative views regarding law enforcement (12%) Military-like qualities such as use of rank and command structure (4%)
Age 35-39	Shift work (56%) Difficulty meeting family obligations (52%) Negative portrayal of law enforcement in the media (52%) Insufficient salary (48%) Long hours (40%)	Friends' negative views regarding law enforcement (8%) Other career interests (4%) Military-like qualities such as use of rank and command structure (4%) Abuse of power or excessive force used by law enforcement officer(s) (4%) Difficulty meeting fitness requirements (0%)
Age 40-44	Shift work (71%) Long hours (50%) Threat of death (39%) Insufficient salary (39%) Threat of injury (36%) Difficulty meeting family obligations (36%)	Insufficient health insurance benefits (14%) Abuse of power or excessive force used by law enforcement officer(s) (14%) Difficulty meeting fitness requirements (11%) Family member's negative views regarding law enforcement (11%) Friends' negative views regarding law enforcement (11%)

		Other career interests (7%)
Age 45-49	Shift work (64%)	Other career interests (11%)
	Long hours (54%)	Military-like qualities such as use of rank and command structure (11%)
	Difficulty meeting family obligations (43%)	Family member's negative views regarding law enforcement (7%)
	Negative portrayal of law enforcement in the media (43%)	Friends' negative views regarding law enforcement (7%)
	Threat of injury (36%)	Personal health or medical limitations (4%)
	Perceived corruption (36%)	Difficulty meeting fitness requirements (4%)
Age 50-62	Shift work (83%)	Military-like qualities such as use of rank and command structure (13%)
	Long hours (42%)	Insufficient health insurance benefits (8%)
	Difficulty meeting family obligations (42%)	Abuse of power or excessive force used by law enforcement officer(s) (8%)
	Negative portrayal of law enforcement in the media (42%)	Other career interests (4%)
	Threat of injury (33%)	Difficulty meeting fitness requirements (0%)

Note. Respondents marked all that applied to them personally. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 21

The Most and Least Endorsed Reasons a Good Friend or Family Member has chosen not to pursue a Career in Law Enforcement based on Age

	Most Endorsed	Least Endorsed
Age 15-19	Other career interests (52%) Threat of death (49%) Threat of injury (42%) Long hours (33%) Insufficient salary (24%)	Insufficient health insurance benefits (12%) Perceived favoritism within law enforcement agencies (12%) Military-like qualities such as use of rank and command structure (11%) Family member's negative views regarding law enforcement (9%) Criminal record (3%)
Age 20-24	Threat of death (50%) Other career interests (50%) Threat of injury (44%) Long hours (31%) Perceived corruption within law enforcement agencies (27%)	His/her health or medical limitations (17%) Family member's negative views regarding law enforcement (16%) Military-like qualities such as use of rank and command structure (12%) Insufficient health insurance benefits (9%) Criminal record (9%)
Age 25-29	Negative portrayal of law enforcement in the media (52%) Other career interests (52%) Long hours (48%) Threat of death (39%) Threat of injury (39%) Shift work (39%)	Insufficient salary (16%) His/her health or medical limitations (16%) Military-like qualities such as use of rank and command structure (16%) Family member's negative views regarding law enforcement (13%) Insufficient health insurance benefits (3%)
Age 30-34	Other career interests (50%) Shift work (27%) Threat of injury (27%) Perceived corruption within law enforcement agencies (27%) Threat of death (23%) Negative portrayal in the media (23%)	Insufficient salary (12%) Criminal record (12%) Difficulty meeting fitness requirements (12%) Personal negative views regarding law enforcement (12%) Family member's negative views regarding law enforcement (12%) Military-like qualities such as use of rank and command structure (12%) Abuse of power or excessive force used by law enforcement officer(s) (12%) His/her health or medical limitations (8%) Insufficient health insurance benefits (4%)
Age 35-39	Shift work (60%) Negative portrayal of law enforcement in the media (56%) Long hours (52%) Difficulty meeting family obligations (44%) Threat of death (44%) Other career interests (44%)	Difficulty meeting fitness requirements (12%) Family member's negative views regarding law enforcement (12%) Perceived favoritism within law enforcement agencies (12%) Abuse of power or excessive force used by law enforcement officer(s) (8%) His/her health or medical limitations (4%)
Age 40-44	Other career interests (43%) Insufficient salary (39%) Shift work (39%) Negative portrayal of law enforcement in the	Insufficient health insurance benefits (14%) Difficulty meeting family obligations (14%) Family member's negative views regarding law enforcement (14%)

	media (36%) Threat of death (29%)	Difficulty meeting fitness requirements (11%) Perceived favoritism within law enforcement agencies (11%) Criminal record (7%) His/her health or medical limitations (0%)
Age 45-49	Threat of death (57%) Negative portrayals of law enforcement in the media (50%) Shift work (50%) Long hours (46%) Other career interests (46%)	Family member's negative views regarding law enforcement (18%) Military-like qualities such as use of rank and command structure (18%) Insufficient health insurance benefits (11%) His/her health or medical limitations (7%) Criminal record (7%) Difficulty meeting fitness requirements (7%)
Age 50-62	Shift work (58%) Threat of injury (46%) Other career interests (46%) Threat of death (42%) Long hours (42%)	Insufficient health insurance benefits (8%) His/her health or medical limitations (8%) Military-like qualities such as use of rank and command structure (8%) Abuse of power or excessive force used by law enforcement officer(s) (8%) Criminal record (0%)

Note. Respondents marked all that applied. The number in parentheses is the percentage of respondents in each category who endorsed the item.

Table 22

Most Effective Incentives for Improving Law Enforcement Recruitment as Ranked based on Age

Age 15-19	Higher starting salary (4.34)
	Financial assistance to purchase a home (4.25)
	Financial assistance for uniforms and other necessary supplies (4.13)
	Signing bonus (4.12)
	Better information about what the job actually entails (4.07)
	Financial assistance for job commute (4.04)
	Better or more information about the community in which the agency is located (3.95)
	Financial assistance for gym membership (3.72)
Age 20-24	Higher starting salary (4.20)
	Financial assistance to purchase a home (4.17)
	Signing bonus (4.03)
	Financial assistance for uniforms and other necessary supplies (4.02)
	Better information about what the job actually entails (3.99)
	Financial assistance for job commute (3.90)
	Better or more information about the community in which the agency is located (3.89)
	Financial assistance for gym membership (3.66)
Age 25-29	Higher starting salary (4.52)
	Financial assistance to purchase a home (4.48)
	Signing bonus (4.35)
	Financial assistance for uniforms and other necessary supplies (4.29)
	Financial assistance for gym membership (4.03)
	Financial assistance for job commute (3.97)
	Better or more information about the community in which the agency is located (3.94)
	Better information about what the job actually entails (3.94)
Age 30-34	Higher starting salary (4.58)
	Signing bonus (4.46)
	Financial assistance to purchase a home (4.31)
	Financial assistance for gym membership (3.96)
	Financial assistance for job commute (3.96)
	Financial assistance for uniforms and other necessary supplies (3.92)
	Better information about what the job actually entails (3.60)
	Better or more information about the community in which the agency is located (3.48)
Age 35-39	Higher starting salary (4.56)
	Signing bonus (4.48)
	Financial assistance to purchase a home (4.28)
	Financial assistance for uniforms and other necessary supplies (3.92)
	Financial assistance for gym membership (3.92)
	Better information about what the job actually entails (3.84)
	Financial assistance for job commute (3.72)
	Better or more information about the community in which the agency is located (3.44)
Age 40-44	Signing bonus (4.54)
	Higher starting salary (4.50)
	Financial assistance to purchase a home (4.32)
	Financial assistance for uniforms and other necessary supplies (4.11)
	Financial assistance for gym membership (3.82)
	Better information about what the job actually entails (3.82)
	Financial assistance for job commute (3.79)
	Better or more information about the community in which the agency is located (3.56)
Age 45-49	Higher starting salary (4.32)
	Signing bonus (4.32)

	Financial assistance to purchase a home (4.04)
	Financial assistance for uniforms and other necessary supplies (3.85)
	Better information about what the job actually entails (3.79)
	Financial assistance for job commute (3.70)
	Financial assistance for gym membership (3.57)
	Better or more information about the community in which the agency is located
Age 50-62	Higher starting salary (4.38)
	Signing bonus (4.33)
	Financial assistance for uniforms and other necessary supplies (3.96)
	Financial assistance to purchase a home (3.71)
	Better information about what the job actually entails (3.71)
	Better or more information about the community in which the agency is located (3.50)
	Financial assistance for job commute (3.46)
	Financial assistance for gym membership (3.42)

Note. Ranked on a scale of 1–5; where 1 = Very Ineffective and 5 = Very effective. Numbers in parentheses represent the average rating for that group.

Appendix F

Curriculum Vitae

MARK W. THOMAS

MBA

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EDUCATION

2019	**Doctor of Clinical Psychology** George Fox University, Newberg, Oregon: APA Accredited Anticipated PsyD – May 2019 Advisor: William Buhrow, PsyD
2016	**Master of Arts, Clinical Psychology** George Fox University, Newberg, Oregon: APA Accredited
2012	**Master of Business Administration** George Fox University, Newberg, Oregon: ACBSP Accredited
2010	**Bachelor of Arts, Social Work** **Bachelor of Science, Psychology** George Fox University, Newberg, Oregon

SUPERVISED CLINICAL TRAINING & EXPERIENCE

7/2018 - Present	**Clinical Psychology Pre-Doctoral Internship** Chillicothe, OH *Title*: Psychology Intern *Treatment Setting*: Chillicothe VA Medical Center *Rotations*: PTSD Clinical Team, Mental Health Clinic, Acute Inpatient *Populations*: Adult veterans of the United States Armed Forces *Supervisors*: Jennifer Lemkuil Ph.D. (Jennifer.Lemkuil@va.gov); Stephen Owens, PhD, ABPP (Stephen.Owens@va.gov); Jenna Plumb-Sisson, Psy.D. (Jenna.Plumb-Sisson@va.gov) *Clinical Duties:* • Offer orientations to the PTSD Clinic, Evidence Based Psychotherapies, and assist veterans in selecting a treatment option

- Conduct PTSD assessments, including: CAPS-5, psychosocial interview, LEC-5, PCL-5, GAD-7, PHQ-9, BAM, WHODAS-2
- Additional administration and interpretation of the MMPI-2, PAI, BDI, BAI, MOCA, C-SSRS and a range of other assessments when clinically indicated
- Provide Evidence Based Psychotherapies for PTSD, including Cognitive Processing Therapy and Prolonged Exposure
- Lead various veteran-focused groups such as: Seeking Safety, ACT for Depression, and psychoeducation groups
- Provide outpatient services through the Mental Health Clinic including general assessment, triage, group and individual psychotherapy services
- Serve the needs of veterans with limited mobility, chronic pain, or lack of transportation using Video Telehealth for therapy
- Assist social work students and psychiatry residents by providing weekly consultation and informal supervision regarding their psychotherapy skills
- Engage in program consultation and process improvement to meet specific identified needs of the Chillicothe VAMC
- Second half of year to be spent on rotation in the psychiatric inpatient and acute wards, providing assessment, psychotherapy, and consultation services

8/2016 – 6/2018   **Behavioral Health Crisis Consultation Team**
Newberg, Oregon
Title: Behavioral Health Intern, QMHP
Treatment Setting: Providence Newberg Medical Center; Willamette Valley Medical Center
Populations: Adults, adolescents, children, and geriatric patients from culturally and socioeconomically diverse backgrounds.
Supervisors: *Mary Peterson, PhD, ABPP* (mpeterso@georgefox.edu)*; Bill Buhrow, PsyD* (bbuhrow@georgefox.edu)*; Joel Gregor, PsyD* (jogregor@georgefox.edu); *Luann Foster, PsyD* (lfoster@georgefox.edu)
Clinical Duties:
- Provide on-call behavioral health consultation services for Providence Newberg Medical Center and Willamette Valley Medical Center
- Assess patient mental health concerns and risk factors, including suicidal ideation and intent, self-injurious behaviors, cognitive decline, substance-induced psychiatric diagnoses, and psychosis
- Use diagnostic tools to determine level of risk to coordinate discharge planning, providing resources for follow-up care
- Collaborate with supervisors, medical staff, and Yamhill County Mental Health to provide ongoing integrative care

9/2017 – 6/2018   **George Fox University Behavioral Health Clinic**
Newberg, Oregon
Title: Assessment Coordinator
Treatment Setting: Community mental health clinic
Populations: Clients from across the lifespan in a rural community

Supervisors: *Joel Gregor, PsyD* (jogregor@georgefox.edu)
Clinical Duties:
- Conducting intake interviews, assessment, and diagnosis.
- Writing assessment reports, managing assessment requests, and facilitating assessment assignments to other PsyD students.
- Collaborating with clients, medical providers, and legal representatives to ensure quality of care and efficient service delivery

8/2016 – 6/2018 **George Fox University Health and Counseling Center**
Newberg, Oregon
Title: University Clinician
Treatment Setting: Integrated medical and counseling center
Populations: Undergraduate and graduate students from diverse backgrounds and socioeconomic statuses
Supervisors: *William Buhrow, PsyD* (bbuhrow@georgefox.edu)*; Luann Foster, PsyD* (lfoster@georgefox.edu)
Clinical Duties:
- Providing long-term and short-term evidence-based treatment, primarily solution focused brief therapy, motivational interviewing, cognitive behavioral therapy, and ACT based interventions
- Conducting assessments with diverse clients for diagnostic clarity in personality, cognitive, and achievement domains.

8/2015 – 7/2016 **Clark County Juvenile Justice Center**
Vancouver, Washington
Title: Mental Health Treatment Provider
Treatment Setting: Juvenile Detention Center
Populations: Adolescents from culturally diverse backgrounds awaiting adjudication or serving sentences for criminal behavior
Supervisors: *Christine Krause, PsyD* (christine.krause@clark.wa.gov)*; Shirley Shen, PhD* (shirley.shen@clark.wa.gov)
Clinical Duties:
- Provided short term evidence-based treatment with clients of significantly diverse backgrounds
- Conducting assessments for cognitive difficulties and behavioral health concerns
- Engaging in multidisciplinary wrap-around care teams for juveniles on probation to provide a continuum of care in multiple domains
- Consulting with medical providers regarding psychiatric medications and physical health concerns of clients as they were receiving treatment while detained

1/2015 – 5/2015 **George Fox University Pre-Practicum Therapy**
Newberg, Oregon
Title: Pre-Practicum Therapist
Treatment Setting: University
Populations: George Fox University undergraduate students

Supervisors: *Glena Andrews, PhD* (gandrews@georgefox.edu)*; Jacqi Rodriguez, MA*
Clinical Duties:

- Conducting intake interviews and providing weekly individual psychotherapy
- Engaging in treatment planning
- Writing professional reports and presenting client cases
- Receive consistent supervision of recorded therapy sessions

8/2014 – 6/2018   **Clinical Conceptualization and Application Team**
George Fox University, Newberg, Oregon
Supervisors: *Rodger Bufford, PhD* (rbufford@georgefox.edu)*; Winston Seegobin, PsyD* (wseegobin@georgefox.edu)*; Elizabeth Hamilton, PhD* (ehamilton@georgefox.edu)*; Brooke Kuhnhausen, PhD* (bkuhnhausen@georgefox.edu)

- Participated in formal presentations and team dialogue to help conceptualize individual cases from different perspectives and discuss appropriate evidence-based interventions

SUPERVISION & TEACHING EXPERIENCE

8/2017 – 6/2018   **Clinical Conceptualization and Application Team**
George Fox University, Newberg, Oregon
Title: Fourth Year Supervisor
Treatment Setting: Doctoral Program
Supervisors: Brook Kuhnhausen, PhD (bkuhnhausen@georgefox.edu)
Responsibilities:

- Provided clinical oversight to a second year PsyD student
- Helped develop student's clinical and assessment skills
- Observed clinical skills
- Collaborated in development of theoretical orientation and personal style of therapy
- Evaluated student's development of clinical and professional skills
- Provided feedback on clinical work

8/2017 – 5/2018   **Clinical Foundations Teaching Assistant**
George Fox University, Newberg, Oregon
Title: Clinical Foundations Small Group TA
Treatment Setting: Doctoral Program
Supervisors: Glena Andrews, PhD (gandrews@georgefox.edu)
Responsibilities:

- Provided clinical oversight of 4 diverse first year PsyD students
- Helped develop student's foundational clinical skills
- Facilitated group review of student recorded therapy videos and to improve skills development
- Provided feedback and support in personal and professional development
- Evaluated each student's development of clinical and professional skills

8/2017 – 12/2017 **Adjunct Teaching in Master of Social Work Program**
George Fox University, Portland Center, Oregon
Title: Adjunct Professor
Class: SWRK 600, Introduction to the DSM-5
Supervisor: Clifford Rosenbohm, PhD, LCSW (crosenbo@georgefox.edu)
Responsibilities:
- Teaching and facilitating discussion on the use of the DSM-5 for diagnosis and treatment planning with masters-level social work students
- Prepared and led case discussions around DSM-5 diagnosis and modern understandings of psychopathology
- Graded research papers and examinations of students

6/2017 – 6/2018 **George Fox University Teaching Assistant positions**
George Fox University, Newberg, Oregon
Title: Teaching Assistant
Supervisors: *Joel Gregor, PsyD* (jogregor@georgefox.edu); *Jory Smith, PsyD* (jsmith@hazeldenbettyford.org); *Glena Andrews, PhD* (gandrews@georgefox.edu)
TA Positions:
- **Social Psychology TA**
  - Including responsibility for teaching one 3-hour session
- **Substance Abuse TA**
  - Grading assignments, proctoring exams, technology use
- **Clinical Foundations TA**
  - Including supervision responsibility as described above

OTHER RELEVANT EXPERIENCE

8/2010 – 6/2018 **Newberg-Dundee Police Department**
Newberg, Oregon
Title: Sworn Reserve Police Officer
Supervisors: *Sgt. Todd Baltzell* (todd.baltzell@newbergoregon.gov)*; Sgt. Cameron Ferguson* (cameron.ferguson@newbergoregon.gov)
Responsibilities:
- Responding to calls for service, conducting traffic stops, assisting in criminal investigations, transporting custodies, writing supplemental reports
- Staffing events for the cities of Newberg and Dundee
- Facilitating the deployment of additional emergency resources
- Maintaining competency in a variety of crisis response skills

8/2016 – 4/2017 **George Fox University Admissions Committee**
George Fox University, Newberg, Oregon
Title: Admissions Committee Student Member
Supervisors: *Nancy Thurston PsyD, ABPP* (nthursto@georgefox.edu)
Responsibilities:

- Processing and screening applicants to the George Fox Graduate Department of Clinical Psychology.
- Assessing applicant suitability and fit from application materials, interviews, and behavior during admissions-related events

8/2012 – 11/2015 **University of Portland Public Safety Department**
University of Portland, Portland, Oregon
Title: Public Safety Officer, Title IX Investigator
Supervisors: *Gerald Gregg, Director of Public Safety* (gregg@up.edu)
Responsibilities:
- Responding to calls for service while enhancing public relations
- Investigating Title IX related sexual assault cases,
- Investigating violations of state, local, and campus law
- Writing detailed reports of campus incidents and investigations

8/2009 – 5/2010 **Northwest Yearly Meeting of Friends**
Newberg, Oregon
Title: Social Work Intern
Setting: Faith-based social service organization
Populations: Community based social service organizations
Supervisors: *Rachelle Staley, BSW*
Responsibilities:
- Network social service and mental health provision with multiple entities throughout the county.
- Community research and professional presentations
- Youth program planning and facilitation
- Assisting in the revision of the agency's child-abuse prevention policy

1/2009 – 8/2009 **Transition Projects Incorporated**
Portland, Oregon
Title: Social Work Intern
Setting: Transitional housing facility with resources for 90 homeless men
Populations: Homeless men across the lifespan experiencing a variety of health, addictions and psychiatric concerns
Supervisors: *Steven Carreker, PhD*
Responsibilities:
- Assist clients in case management, goal formation, and conflict resolution
- Provide basic mental health and addictions support
- Facility communication between residents and a multidisciplinary team of providers

PUBLICATIONS, POSTERS, & PRESENTATIONS

2017 **Female Exotic Dancers' Health and Community Needs in Oregon**
Elizabeth Hoose MA, Nicole Ford MA, April Rose MA, **Mark Thomas MBA, MA** & Kathleen Gathercoal PhD.

Oregon Psychological Association
Award for: Professionalism and Relational Competency

2017   **Student Anxiety in Classrooms**
Mark Thomas, MBA, MA
West Hills Christian School

2017   **Interacting with Mentally Ill Subjects**
Mark Thomas, MBA, MA
Newberg Dundee Police Department, Reserves

2016   **Cognitive Behavioral Psychotherapy**
Mark Thomas, MBA, MA
George Fox University Health and Counseling Center

2015   **Intersections of Law Enforcement and Mental Health**
Mark Thomas, MBA, MA
Clark County Juvenile Justice Center, mental health staff

2012   **Quality Counts in Singapore: A Market Analysis of Opportunity**
Mark Thomas, MBA
Quality Counts Chief Executive Officers
Award for: Best Professional Presentation

2010   **Violence and Sexuality in the Media**
Mark Thomas, BA, BSW
George Fox University, Liberal Arts and Critical Issues program

RESEARCH EXPERIENCE

2015 – Present   **Dissertation Research**
George Fox University, Newberg, Oregon
Topic: Motivations for Pursuing a Career in Law Enforcement
Final Defense: Expected May 2018

2014 – 2018   **Research Vertical Team Member**
George Fox University, Newberg, OR
Assisting team members in design of various research projects. Formal
presentations of research projects and results. Conduct data collection, entry, and
analysis.

PROFESSIONAL TRAININGS

Robinson, C. (2018, Aug.) *Regional Cognitive Processing Therapy for Posttraumatic Stress Disorder*
(PTSD) Training (3 Day). Presented at Chillicothe VAMC, by a Certified VA Cognitive
Processing Therapy Regional trainer.

Various Speakers (2018, Sept.) *VA intimate Partner Violence Conference: Clinical Considerations for*
Supporting Survivors. Presented by Columbus VA Medical Center, Columbus, OH.

Dunn, D. (2017, Sept.) *Leadership and Management Training Seminar.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology, Invitational seminar, Newberg, OR.

Gil-Kasiwabara, E. (2017, Oct). *Using community based participatory research to promote mental health in American Indian/Alaska Native children, youth and families.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Grand Rounds, Newberg, OR.

Seegobin, W., Peterson, M., McMinn, M. & Andrews, G. (2017, March) *Difficult Dialogues*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Diversity Grand Rounds, Newberg, OR.

Warford, P. & Baltzell, T. (2017, March) *Domestic violence: A coordinated community response*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Colloquium, Newberg, OR.

Brown, S (2017, Feb). *Native self-actualization: It's assessment and application in therapy.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Grand Rounds, Newberg, OR.

Bourg, W. (2016, Nov). *When divorce hits the family: Helping parents and children navigate*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Grand Rounds, Newberg, OR.

Kuhnhausen, B. (2016, Oct). *Sacredness, naming, and healing: Lanterns along the way*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Colloquium, Newberg, OR.

Jenkins, S. (2016, Mar.). *Managing with diverse clients*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Colloquium, Newberg, OR.

Hall, T. & Janzen, D. (2016, Feb.). *Neuropsychology: What do we know 15 years after the decade of the brain? & Okay, enough small talk. Let's get down to business!*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Grand Rounds, Newberg, OR.

Mauldin, J., (2015, Oct.). *Let's Talk about Sex: sex and sexuality with clinical applications*. Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Grand Rounds, Newberg, OR.

Hoffman, M., (2015, Sep.). *Relational Psychoanalysis and Christian Faith: A Heuristic dialogue.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Colloquium, Newberg, OR.

McRay, B., (2015, Mar.). *Spiritual Formation and Psychotherapy.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Colloquium, Newberg, OR.

Sammons, M., (2015, Feb.). *Credentialing, Banking, the Internship Crisis, and other Challenges for Graduate Students in Psychology.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Grand Rounds, Newberg OR.

Dodgen-Magee, D. (2014, Nov.) *"Facetime" in an Age of Technological Attachment.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Spring Colloquium, Newberg, OR.

Doty, E., & Becker, T. (2014, Oct.) *Understanding and treating ADHD and Learning Disabilities in the DSM 5.* Presentation presented at George Fox University, Graduate Department of Clinical Psychology Fall Grand Rounds, Newberg, OR.

National Center for Campus Public Safety (2015, Aug.) *Trauma Informed Sexual Assault Investigation and Adjudication.* Presentation presented at University of Washington, Seattle, WA.

Radja, L. (2014, Nov.) *Diversity in the Modern World: United by Differences.* Presentation presented at Reed College, Portland, OR.

Hazelden Springbrook (2013, Oct.) *Synthetic Drugs: Unknown Chemical Effects and Risk Taking.* Presentation presented by Hazelden Springbrook Addictions Treatment, Tigard, OR.

Various Instructors (2010 – 2011) *Mid-Valley Reserve Training Academy: Basic Police Reserve Training (300 hours).* Marion County Sheriff's Office and associated agencies.

MEMBERSHIPS

| 2014 – Present | American Psychological Association |
| 2016 – 2018 | Military and Law Enforcement Student Interest Group Leadership Team Member |

REFERENCES

(Contact for references)