

**Ad Hoc Police
Peer Review**

**R
Diversity and Vetting**

Report

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I. Executive Summary

Recruitment and selection of our police force is a key component to embracing a mindset in building communities of trust and legitimacy. We must ensure our department's workforce is reflective of the county in which it represents. One that contains a wide range of diversity including race, gender, language, life experience, and cultural background. These factors help to improve understanding and effectiveness in dealing with all communities in Fairfax County.

The "Recruitment, Diversity, and Vetting" Sub-committee of the Ad Hoc Police Practices Review Commission was one of five sub-committees established to accomplish the goals and objectives of the Commission. The scope of this sub-committee was to:

- 1. Review current FCPD policies and practices on officer recruitment, diversity and background vetting, including:**
 - a. Review the current diversity of all types (race, ethnicity, sex, national origin, religion, sexual orientation and gender identify) in the FCPD.**
 - b. Review current FCPD diversity recruiting programs and the effectiveness of such programs.**
- 2. Review "best practices" in other jurisdictions on police recruitment, diversity and background vetting, including:**
 - a. Policies for recruitment, training and outreach to improve diversity as well as the cultural and linguistic responsiveness.**
 - b. Policies which provide that hiring and promotion selection procedures include an objective process that employs reliable and valid selection devices that comport with federal and state anti-discrimination laws.**
 - c. Policies which provide that, in the case of lateral hiring, candidates' prior training and qualifications records, as well as complaint and disciplinary history, are reviewed.**
 - d. Policies which implement validated pre-employment screening mechanisms to ensure temperamental and skill-set suitability for policing.**
- 3. Based on the review of existing FCPD policies and practices and a review of the policies and practices of other jurisdictions and other resources, develop proposed**

recommendations for changes and/or next steps to the Board of Supervisors for consideration by the Commission.

Although not a part of its scope, the sub-committee also looked into “retention,” as this is an important piece of maintaining a diverse department.

The Police Executive Resource Forum (PERF) published their report in June 2015 on “Use-of-Force Policy and Practice Review of the Fairfax County Police Department.”

There were several recommendations on police recruitment, diversity and vetting. PERF’s recommendations are included in this report (Appendix B). The PERF’s task was very similar to that given to the Commission and sub-committees. Many of the police departments that we contacted did not respond (Dallas, Las Vegas, Los Angeles). After reading the PERF report, they had already been contacted and we would have been asking for the same information and/or same questions that had already been provided. Some documents were not reviewed because they had been reviewed by the PERF and recommendations were made based upon their analysis. The subcommittee found agreement with the recruitment and vetting recommendations in the PERF Report and offer additional recommendations. The PERF recommendations are also included, as a part of this report.

II. Membership

The sub-committee consisted of a diverse group of community leaders and citizens, some who were also Commissioners (noted by *). Members were:

**Shirley Ginwright, Chair*
Greg Fried*
Dave Rohrer*
Joe Hill*
Gervais Reed*
Chio Stokes
Burnette Scarborough
Robert C. Fisher
George Alber
Clayton Medford (Recorder)**

III. Recruitment

Recruitment and selection are the keys to creating the FCPD of the future. Recruitment opens the door to making the Department more diverse and creates the foundation for both the core and leadership of the Department. Recruitment and selection are critical tools for change

management.

The department has several programs (Explorer and Cadet) to engage youth in learning about and working with the department. The Cadet Program ranges from age 18-21. During this time the Cadet works, full-time, for the County. Currently there are 7 budgeted positions for Cadets. Participants from the Cadet program usually enter into the Police Academy. These programs are advertised through the police website and magazine, which limits the applicant pool, but neither are widely advertised. The school resource centers are also a resource for recruitment. The department does not use the resource centers. If there were more visibility on these programs, it could result in more interest in the Department or other public safety positions. Most participants learn of the program from family members or other officers and are referred to as "legacy kids".

Interns are also used within the department. These are unpaid positions and are normally held by college students. It is, however, another entry into the police department.

The Commander, Administrative Support Bureau has the sole responsibility for recruitment and is measured for its success, aside from the Chief who has a measurement in the strategic plan. Every officer should have a recruitment role which is included in their performance standards. A referral incentive should be provided to assist in the recruitment of new police recruits and/or cadets.

According to the Best Practices Guide published by the International Association of Chiefs of Police (IACP), the most effective recruitment technique available is Employee Referral Systems. Much of the success is attributed to the officer presenting an individual before approaching them or making a recommendation to their department. Research shows that those recruited through an ERS process are more likely to advance through the application process and succeed. The internet and newspapers are among the most popular techniques for advertising and recruitment. Advertising is expensive, especially when using the media. This method has been used; however, the cost outweighed the benefits. Public Service Announcements have also been used, again, with no positive results.

Other factors impact the recruitment and retention of new recruits. Although the department's retirement system seems to be better than other areas, some applicants withdraw because of the annual salary. Additionally, the department is in constant competition with federal law enforcement agencies, such as the FBI, whose salary and benefits are greater than FCPD currently offer. Others withdraw their application because of the lengthy hiring process.

College/University campuses as well as military bases are great sources for recruitment. Other recruitment efforts used by the department include public service announcements, radio, career fairs, word of mouth, county website, police magazines and the Chief's Diversity Council.

The FCPD should extend their recruitment outreach efforts to all nearby colleges, universities and military bases.

The interfaith community is an excellent outlet for recruitment. The county has access to all interfaith organizations via email. The FCPD should utilize this resource which could lead to the diversity they are hoping to obtain.

The FCPD does not have a plan for marketing programs or job vacancies, nor is the task assigned to one specific individual. A plan will help to define where their recruitment efforts should be and how.

Recruitment Recommendations

- 1. Provide a referral incentive for officers and/or cadets who are successful in recruiting personnel into the department.**
- 2. Develop and implement a marketing plan for all programs and vacancies to include:
 - a. Email blasts to interfaith organizations.**
 - b. Employ the assistance of School Career Centers in recruitment efforts.****
- 3. Expand the Explorer and Cadet programs to include a diverse pool of participants.**
- 4. Enter into a Recruitment Agreement with all Cadets to include reimbursement of educational expenses for breach of contract.**
- 5. Collaborate and build recruitment-oriented partnerships with key segments of the Fairfax County community to further diversify both the applicant pool and workforce to more closely reflect the Fairfax County community.**
- 6. Identify ways to reduce the time from application to hiring.**
- 7. Formalize the selection process by putting certain standards and processes into writing (PERF).**
- 8. Ensure written directives are kept up to date (PERF).**
- 9. Create a diverse Selection Review Committee that includes community leaders (PERF).**

IV. Diversity

“Diversity means not only race and gender but also the genuine diversity of identity, experience, and background that has been found to help improve the culture of police departments and build greater trust and legitimacy with all segments of the population.” (2^{1st} Century Policing Final Report, p. 31.)

Upon selection as the Fairfax County Chief of Police, Chief Roessler established a Chief of Police Diversity Council. The council’s membership consists of community leaders representing the county’s diversity. Its mission is to assist in recruitment and outreach efforts. Council members inform the Chief of any opportunities, within their respective communities, where recruitment can take place, or an opportunity to speak on employment with the FCPD. This initiative has proven effective as seen with the increased diversity of the June 2015 Police Academy class.

The department’s strategic plan does not have a measurement for the number of diverse recruits per year. A copy of the current diversity scorecard is included as Attachment C.

Diversity Recommendations

- 1. Establish a diversity goal for each commander, making them responsible for enhancing the diversity within the department.**
 - a. The progress toward achieving that goal should be reflected in the performance management system.**
- 2. Educate and train recruiting and selecting officers about implicit bias, which the current neuroscience research shows can occur even in people with no-prejudiced attitudes, and the impact on both individual and organizational selection decision. (See the 21st Century Policing Final Report pp. 24-25 for a discussion about implicit bias).**

V. Vetting

Ensuring an applicant is physically, morally and mentally suitable for employment with the department is crucial. The Department has an extensive and lengthy vetting process which leads to some applicants withdrawing from the process. The PERF report detailed the FCPD vetting process. The following paragraphs are taken from the PERF report.

- Applicants are classified as “Highly Qualified” (HQ, the highest ranking), “Better Qualified” (BQ), or “Denials.” The classification decision is made exclusively by the**

Personnel Services Division commander. Decisions are generally made within 48 hours of submission of information by the applicant.

- **Applicants classified as either “Better Qualified” or “Denials” do not proceed and are sent status letters. “Better Qualified” applicants may re-apply after one year.**
- **Applicants classified as “Highly Qualified” proceed to the next step of the selection process. PERF interviews with FCPD personnel indicate that approximately two-thirds of all those who apply move forward to the next step of the process.**
- **HO applicants are sent a link to a Personal History Statement and Conditional Job Offer. They complete the Personal History Statement and then bring it and the Conditional Job Offer to the Personnel Services Division. The Conditional Job Offer is signed by the applicant in the presence of a division member.**
- **The Personal History Statement is reviewed by a recruitment officer and the division commander. The division commander and recruitment officer determine whether the applicant will move to the next step in the process, the Physical Agility Test (PAT).**
- **The Physical Agility Test consists of a weapons manipulation test (trigger pull and slide manipulation) and two obstacle courses. Those who fail the PAT are dropped from the process. Those who pass are then scheduled for a polygraph examination.**
- **The polygraph examiner reviews the polygraph results with the polygraph supervisor. The information is then shared with the division commander. Together, they determine whether the applicant continues in the process, is retested in the polygraph with a different examiner, or is dropped from consideration. For those who move forward, the background investigator then gets the applicant’s file.**
- **Typically the background investigator gets the applicant’s file after the applicant has passed the PAT and polygraph. This could happen earlier in the process if the applicant is from outside the Fairfax County area. In these cases, accommodations are made to schedule different stages of the process in closer succession, while the applicant is in the area.**
- **The background check includes both a records check and a personal interview. Background investigations detectives check applicant references.**
- **Reference checks for local employers, spouses, and parents are conducted via face-to-face meetings with an investigator. Other references are contacted via mail or phone. Generally, references are sought from employers going back as far as 10 years, depending on the age of the applicant.**

- **Background investigations detectives schedule medical and psychological examinations.**
- **During psychological examinations, approximately 2% of applicants are not recommended for hire because of a mental health concern. And 17.5% are not recommended for hire due to evidence of deception discovered during the polygraph, which was subsequently not resolved during the psychological exam process.**
- **Background investigations detectives then provide a recommendation for selection.**
- **The entire file is reviewed by the assistant commander and then the commander of the Personnel Resources Division. PERF was told in FCPD staff interviews that the recommendations of the background investigations detectives are almost always accepted.**
- **The Personnel Resources commander and assistant commander interview the most highly qualified applicants, and typically employment offers are made at this stage. PERF's interviews with division staff indicate that due to overall staffing shortages in the FCPD, nearly all applicants who make it to this stage in the process are offered a recruit position—a trend that has occurred for the last several years.**

Vetting Recommendations

1. **Increase resources in order to reduce length of time it takes to conduct background investigations and polygraphs.**
2. **Formalize the officer selection process (PERF).**

VI. Retention/Attrition

“Fairfax County has ongoing retention and recruiting challenges due to the competitive law enforcement jobs in the National Capital Region. This region is home to a number of large police department and countless federal law enforcement agencies. All of these agencies including Fairfax County are not only working hard to recruit and retain the best candidates but they are all striving to recruit a diverse workforce. The best candidates have their pick when it comes to law enforcement careers and Fairfax County needs to do better to recruit and retain the best employees.

Since February 2014, The Justice Department and the Department of Homeland Security have been aggressively recruiting to fill over 4,000 law enforcement job openings. Not only do federal LE jobs pay more, but they have a 20 year retirement vs. 25 years in Fairfax County. Many officers with 6 or less years with Fairfax County have many incentives to switch to a federal LE career without having to work longer to reach

retirement eligibility. Additionally, many ILE careers and local ILE agencies give their employees take home vehicles which is an added incentive.

After 4 years of service, officers are eligible to compete in promotional processes. Due to a very compressed pay scale, there is no financial incentive to get promoted to Sergeant or Second Lieutenant. Both ranks are currently at 91% of the market. Many officers find themselves at supervising employees who earn more than they do. This is a turn off for many as can be seen in the small percentage of officers who take the promotional process. More officers may stay on the Department if they pursued the supervisory/management route. Officers may want to be recognized in a specific area of police work and be recognized and compensated for their expertise without having to take on a management role. This would greatly help with retention as the 3-6 year officers will have more doors open to them which would encourage them to remain with the agency.”

Retention Recommendation

The Board of Supervisors should continue to work with the Pay and Benefits Committee to ensure the FCPD is competitive, in salary and benefits, in order to secure and maintain a diverse workforce.

APPENDIX A

References

**Best Practices Guide, Recruitment, Retention, and Turnover in Law Enforcement,
International Association of Chiefs of Police, Dwayne Orrick, Director of Public Safety – City of
Cordele, Georgia**

**Use-of-Force Policy and Practice Review of the Fairfax County Police Department,
Police Executive Research Forum (PERF), June 2015 Final Report**

Final Report of the President's Task Force on 21st Century Policing, May 2015

APPENDIX B

PERF Recommendations

RECOMMENDATION #1: Formalize the officer selection process.
Benchmark Comparison: Recommendation #1

PERF's Recommendation #1 is in line with the model policies of the Virginia Law Enforcement Accreditation Program Manual, published by the Virginia Law Enforcement Professional Standards Commission (VLEPSC). Specifically, VLEPSC recommends that agencies have a written directive which requires that all elements of the selection process be conducted in a uniform manner. It specifically adds as commentary that "[a]ll elements of the selection process should be clearly set forth and carried out identically for all candidates for each particular position."

Similarly, the Commission on Accreditation for Law Enforcement Agencies (CALEA) has similar standards. Standard 32.1.3 states, "A written directive requires that all elements of the selection process for all personnel be administered, scored, evaluated and interpreted in a uniform manner within the classification."

The FCPD Personnel Resources Division should make the first hiring status determination after review of applications/initial screening guides based on a defined set of standards identified in a departmental written directive. In addition, the division should consider including other Personnel Resources Division staff in the initial review process, and the decision-making process should be formalized in the written directive.

Even prior to January 2014, when there was a change in the command structure, the initial decision concerning classification was generally made by one person. That decision could be made with the assistance of additional staff including the recruitment director, the polygraph supervisor, or background investigations detectives.

The current commander has taken over sole responsibility of this function to ensure continuity. While the move toward continuity is a step in the right direction, there is no current written policy describing the guidelines used to make classification decisions. The criteria currently applied in making classification decisions are stricter than the February 27, 2013, memorandum provided to PERF. Further, the guidelines currently utilized were described in department interviews as a "moving matrix."

Therefore, initial classification determinations are made by one individual without updated or otherwise well-defined criteria. While some flexibility is common in hiring decisions, to the extent possible, selection decisions should be the result of written, well-defined criteria.

Despite the best efforts of the department, it would be difficult to ensure that classification decisions are uniform when written criteria are not current or not strictly adhered to. It is also not clear what criteria are being applied during later stages when classification decisions are made.

RECOMMENDATION #2: Update written directives on officer selection.

The FCPD should ensure that written directives applying to the Application Section and Recruiting and Testing Section are kept up to date. The criteria currently being used are not reflected in written directives. Updating the directives would also provide an opportunity to update information for a matrix used for classification determinations.

Benchmark Comparison: Recommendation #2

The Virginia Law Enforcement Accreditation Program Manual states in PER.01.01 that "A written directive requires that all elements of the selection process be conducted in a uniform manner." CALEA standard 32.1.1 also requires that "written directives describe all elements and activities of the selection process for all full-time personnel." Additionally, many modern police organizations make clear, concise, and up-to-date versions of their policy available online.

The FCPD should ensure that the flow diagram that describes the applicant selection process is updated. The most recent version provided to PERF was created on February 20, 2013. Based upon information given to PERF in staff interviews, this diagram needs to be updated. For example, the use of NEOGOV and the processes it controls should be noted. Moreover, it would appear from interviews that the background investigator involvement begins after the Physical Agility Test. However, the current flow diagram illustrates involvement of the investigator after medical and psychological examinations. Any other updates should be included in the revisions.

RECOMMENDATION #3: Create a Selection Review Committee.

The FCPD should consider establishing a diverse Selection Review Committee composed of four department members of four different ranks, plus one or two community members, to evaluate and rate future police applicants in the final stage of the selection process. The group should review all eligible applicants in a formal process and identify the best candidates for the agency. The committee's selections would go to the chief of police for final review and approval.

Use-of-Force Policy and Practice Review of the Fairfax County Police Department.

The inclusion of community members on the committee brings diversity of perspective and transparency to the process. Community representation should be a volunteer position approved by the department, and community representatives should be available to serve for at least a one- or two-year term. The FCPD has hired nearly all "Highly Qualified" (HQ) applicants who pass each stage of the process over the last several years, so the final review is largely a formality. However, even when all applicants who reach the final stage are hired, there are benefits to including department members of different ranks and a qualified community volunteer in the hiring process. (Note: FCPD reports that it is implementing this recommendation and will select a community representative from the Chief's Diversity Council.)

A Final Note on Officer Selection

Like most police agencies, the FCPD has no single, specific safeguard in its selection and hiring process designed to screen out candidates who might use unnecessary or excessive force in citizen encounters. FCPD's background investigation process does employ a combination of elements, including polygraph testing and the psychological exam, to identify and reject candidates who demonstrate an issue with impulse control and anger management. PERF uncovered no information that indicated any use-of-force issues resulting from weaknesses in the selection process.

DATA AND ANALYSIS OTHER JURISDICTIONS

Jurisdictions	FY2010	FY2011	FY2012	FY2013	FY2014	
	Total Increase	Total Increase	Total Increase	Total Increase	Total Increase Proposed (updated 3/15/13)	5 years Total
Alexandria	0.00%	3.35%	3.35%	3.35%	3.35%	13.40%
Arlington	1.00%	2.50%	2.50%	2.80%	2.80%	11.60%
District of Columbia*	6.78%	0.00%	0.00%	2.78%	TBD	9.56%
Loudoun**	0.00%	0.00%	3.00%	0.00%	3.00%	6.00%
Montgomery County***	3.50%	0.00%	0.00%	0.00%	6.75%	10.25%
Prince Georges County****	0.00%	0.00%	0.00%	0.00%	1.50%	1.50%
Prince William County	0.00%	0.00%	2.00%	3.00%	2.00%	7.00%
Average	1.61%	0.84%	1.55%	1.70%	3.23%	8.47%
Fairfax	0.00%	0.00%	2.00%	4.68%	0.00%	6.68%

* Union negotiations are drivers in determining proposed increase amounts
 ** Loudoun provided 2% performance-based bonus in 2013 (not included in Base Pay)
 *** Montgomery provided \$2000 as a lump sum on 7/1/12
 **** PG provided bonus payment in lieu of COLA and merit increase: \$1000 in FY12, and \$1250 in FY13; PG Total increase is 2% but with up to 5 unpaid furlough days. After furloughs, net increase is 1.5%.

ATTRITION

- Compensation impact on recruiting, hiring, and retention
- Current Status
 - 1336 sworn positions/64 vacancies (5%)
 - Attrition model: Increase in March 2015 to 86 vacancies (6%)
- 2013 had the highest number of retirements since at least 1997, and a 76% increase over 2012, and a 122% increase over 2011
- In 2014, it is projected that there will be 84 separations from the Department, of which 21 are facing a scheduled DROP end date
- This projected attrition rate represents a 6% decrease in the authorized sworn strength of the Department
- **Total separations** from the Department increased in 2013
- Since 2011, there has been a significant increase in the number of sworn employees leaving the Department
 - 27% increase from 2011 to 2012
 - 62% increase from 2012 to 2013
 - Anticipated 11% increase from 2013 to 2014
- Although the percentage increased from 2013 to 2014 lessens, the expected separation of 84 employees in 2014 is an historic high

ATTRITION (2012-2013)

- Of the 123 officers that separated from the Police Department in 2012-2013, 27 voluntarily resigned for personal reasons, to join another law enforcement agency, or to seek a different career path
- Rank of the 27 officers who voluntarily resigned:
 - Police Officer II: 22 —————> the average years of service was **6.4 years**
 - Police Officer III: 1
 - Police Officer I: 4

APPENDIX C

Animal Control Officer I	1
Animal Control Officer II	6
Chief of Police	1
Deputy Chief of Police	2
Police Captain	8
Police Lieutenant	5
Police Major	4
Police Officer I	55
Police Officer II	265
Police Second Lieutenant	27
Police Sergeant	17

0-3 years - 62
4-6 years - 29
7-10 years - 79
11-15 years - 69
15-20 years - 64
20+ years - 89

ATTRITION SUMMARY REPORT:

In terms of attrition in the Fairfax County Police Department from 1998 to YTD 2014, 991 officers have separated from the Police Department. Of these, 73 have resigned for personal reasons, 105 resigned to join another law enforcement agency, 300 resigned to begin a career outside of law enforcement, 8 were placed on disability, 460 retired, 13 died while still employed, and 32 were dismissed based on disciplinary or performance issues. The average attrition rate of the Police Department during this time is 4.54%.

The current vacancy rate in the Department is 64 positions, with the current sworn strength 1272 of the authorized strength of 1336. This represents a 5% sworn vacancy rate. It is projected through historical and projected analysis that the sworn vacancy rate will increase to 6% in March 2015, with 86 vacancies.

The ability of the Police Department to address these vacancies with recruiting/hiring efforts have been challenging, with the April 2014 Session 62 Academy Session consisting of 25 recruits in a class that was projected to seat 54 recruits. Despite intensive recruiting and hiring efforts, the ability of the Department to only fill 46% of its available vacancies represents the difficulty encountered in attracting qualified applicants for the Police Department. The Department processed several thousand applications and polygraphed 427 of the most qualified applicants, to arrive at the 25 in Academy Session 62. This represents 6% of the applicants who were polygraphed for Academy Session 62.

Establishing a continuous source of qualified applicants is essential to maintaining the authorized strength of the Department. Normal attrition rates continuously detract from the authorized strength at an average annual level of 5%. Of particular note in terms of attrition, 2013 had the highest number of retirements since at least 1997, and a 76% increase over 2012, and a 122% increase over 2011. In 2014, it is projected that there will be 84 separations from the Department, of which 21 are facing a scheduled DROP end date. This projected attrition rate represents a 6% decrease in the authorized sworn strength of the Department.

In addition to the increase in retirements, 2013 also saw an increase in the total separations from the Department. Since 2011, there has been a significant increase in the number of sworn employees leaving the Department. There was a 27% increase from 2011 to 2012, a 62% increase from 2012 to 2013, and an expected 11% increase from 2013 to 2014. Although the percentage increase from 2013 to 2014 appears to lessen, the expected separation of 84 employees in 2014 is a historic high.

What is most concerning is the anticipated increase in the separation of employees beyond the statistically supported attrition rate. These sworn employees are those with 4 to 6 years of service and of the Police Officer First Class (P-II) rank. These employees have been denied merits for all but one year of their employment with the Police Department and as a group, P-II's with 4 to 6 years of service are 89% below the market average for midpoint pay. These are the officers that historically are most vulnerable to voluntary separation from the Department for other law enforcement agencies, career change, or personal reasons. There are 102 sworn P-II's in the Department with 4 to 6 years of service, and any departure of these officers would add to the unprecedented expected attrition of sworn employees in 2014. The increase in attrition, combined with the inability of the Department to attract enough qualified candidates presents significant staffing challenges for the coming years.

Of the 123 officers that separated from the Police Department in 2012 and 2013, 27 were officers who voluntarily resigned for personal reasons, to join another law enforcement agency, or to seek a different career path. 22 of the 27 officers who resigned were P-II rank, while 1 was a Master Police Officer (P-III) and 4 were Police Officer I.

The average years of service for the P-II's who resigned was 6.4 years.

As the County continues to urbanize and increase its great diversity, the Police Department's attrition rates and inability to recruit due to a lack of being an employer of choice based upon non-competitive compensation, also greatly hinders our ability to change the diversity of the Department to reflect that of the community. The Chief of Police has created a Council on Diversity Recruiting comprised of diverse community leaders. However, without a competitive compensation package it is extremely difficult to attract minority applicants whom already live in our County and the region as our compensation does not afford new recruits and early career officers the ability to reside in the County. This is reflective in the fact that only 29% of our sworn staff resides in the County and the majority is tenured employees who are the current factors in attrition rates (they are retiring).

**APPENDIX D
Diversity Score Card**

Fairfax County Police Department Sworn Diversity Score Card November 8, 2013 Through June 5, 2015			
Fairfax County Police Department Racial / Ethnic Composition		Fairfax County Census Information Racial / Ethnic Composition	
	November 2013		American Community Survey Data 2012
	Number	Percentage	
White	1125		White 62.8%
Black	83.27%		Black 9.0%
Asian/Pacific Islander	107	7.92%	Asian/Pacific Islander 18.0%
Hispanic (may be of any race)	54	4.00%	Hispanic (may be of any race) 0.2%
American Indian/Alaska Native	63	4.66%	American Indian/Alaska Native 10.0%
	2	0.15%	Other Race / Multi- Racial
Total =	1351		
Vacant=	53		
	June 2015		American Community Survey Data 2013
	Number	Percentage	
White	1147		White 63.6%
Black	83.24%		Black 9.7%
Asian/Pacific Islander	102	7.40%	Asian/Pacific Islander 18.4%
Hispanic (may be of any race)	61	4.43%	Hispanic (may be of any race) 0.2%
American Indian/Alaska Native	67	4.86%	American Indian/Alaska Native 8.1%
	1	0.07%	Other Race / Multi- Racial
Total =	1378		
Vacant=	47		

	Change in Diversity			
White		-		
Black	0.03			
Asian/Pacific Islander	0.52	-		
Hispanic (may be of any race)	+0.43			
American Indian/Alaska Native	+0.20			
	0.08	-		

APPENDIX E

Materials Review

- Standard Operating Procedure – Applicant Section
- Standard Operating Procedure – Recruiting and Testing Section
- Fairfax County Police Department Sworn Diversity Score Card
- 2005-2015 Police Officer Hires*

Sample of Responses to Job Announcements*

- Job 14-01216 – Police Officer 1
- Job 14-01893 – Police Officer 1
- Job 14-00598 – Police Officer 1
- Reconciling Higher Educational Standards and Minority Recruitment: The New York City
- A Problem-Oriented Approach to Preventing Sex Discrimination in Police Recruitment
- Recruitment and Retention Best Practices Update, California Commission on Peace Officer Standards and Training
- Strategies for Improving Officer Recruitment in the San Diego Police Department
- Law Enforcement Recruitment Toolkit
- Best Practices Guide: *Recruitment, Retention, and Turnover*
- Minority Recruitment: *Mobilizing the Community for Minority Recruitment and Selection*
- IACP National Policy Summit on Community-Police Relations
- IACP National Model Policy Center
- Final Report of the President’s Task Force on 21st Century Policing
- Innovations in Police Recruitment and Hiring — Hiring in the Spirit of Service
- Police Recruitment and Retention for the New Millennium