WSP Barriers to Hiring

Prepared for Washington State Office of Equity

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CENTER FOR ECONOMIC AND BUSINESS RESEARCH

WESTERN WASHINGTON UNIVERSITY

Table of Contents

Table of Figures

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Executive Summary

On behalf of the Washington State Office of Equity located in the Office of the Governor, the Center for Economic and Business Research (CEBR) conducted research on the hiring and recruiting practices at the Washington State Patrol (WSP). Research included a literature review of existing information, data analysis, input from stakeholder groups, and individual interviews.

Throughout this research, we found the WSP has already implemented numerous measures to improve equity, increase diversity, and reduce barriers to hiring commissioned officers in accordance with their DEI Strategic Recruitment and Retention Plan. Some of these changes include relaxing appearance standards and removing red-line disqualifiers such as previous cannabis use.

Using knowledge gathered from this research, we provide the following recommendations which require legislative action to reduce barriers in the hiring and recruiting process:

1. Create a budget to support applicants throughout the hiring process, such as expenditures on transportation and childcare.
2. Offer a 5% pay increase for commissioned troopers who are bilingual.
3. Dedicate funding to allow WSP to create a lateral job class, allowing WSP to recruit from other law enforcement agencies.
4. Create a pilot program and study to test feasibility for offering part-time positions.
5. Dedicate funding to authorize the Office of Equity to provide expert consultation to WSP for embedding equity throughout its hiring and recruiting process, including policies, practices, and procedures.

We also provide the following recommendations for WSP to improve equity in hiring which do not require legislative action:

1. Continue to develop a multi-cultural, pro-equity, anti-racism (PEAR) workplace culture in alignment with existing PEAR Plan to promote equity, access, and belonging. Prepare commissioned troopers to lead from DEI/PEAR principles, and develop accountability measures for sustaining an inclusive, pro-equity work environment.
2. Focus recruiting on service industries, those who have a demonstrated ability to work with diverse groups under high-stress situations are strong candidates.
3. Partner with Washington State ethnic and social justice commissions, such as the Commission on Hispanic Affairs, to build trust in the community.
4. Partner with community to improve WSP's image as an employer of choice, including communicating requirements to be a WSP Trooper.
5. Intentionally develop feeder programs/pipelines that identify, recruit, and prepare Black, Indigenous, and other People of Color for a career at WSP.
6. Re-vamp the Explore Program, offering mentorship for those who are interested in WSP but who are too young or not ready to apply.

All recommendations were based off extensive research in collaboration with stakeholders representing diverse groups and with input from the Office of Equity and WSP. Although this research is robust, there are gaps in knowledge and voices unheard. Throughout the report, we make note of these instances. Detailed information, methodology, research limitations, and a research extension are discussed further in the main body of this report.

Introduction

The Center for Economic and Business Research (CEBR) was asked to complete this study on behalf of the Washington State Office of Equity located in the Office of the Governor (Office of Equity). This report provides an analysis of existing recruiting and hiring practices at the Washington State Patrol (WSP) and makes recommendations to improve equity and reduce barriers to hiring qualified Troopers.

> *"The Transportation Budget, ESSB 5689, section 108(1)(b) provides funds for the Office of Equity for a study to analyze existing state barriers to hiring commissioned officers. The study shall make recommendations to amend current state patrol hiring practices and underlying statues that may need revision. Recommendations are due to the governor and appropriate committees of the legislature by December 1, 2022."*

Over the past few years, law enforcement has had difficulties recruiting and hiring qualified candidates for a variety of reasons. The COVID-19 pandemic has made these problems worse as many people left the workforce to care for children and elders, or to protect their own health. Law enforcement agencies around the world are facing similar issues and have used a variety of different policies to increase their numbers of qualified candidates.

In this report, we examine literature on hiring and recruiting in law enforcement, provide an analysis of WSP's demographics and other hiring data, and outline discussions with stakeholders and community members. Finally, we provide recommendations to amend current WSP hiring practices. An annotated bibliography of sources from the literature review and detailed information on statistical analysis are in the appendix of this report.

Literature Review

Throughout the literature, there were several common themes. First, we found that difficulties in hiring are not isolated to law enforcement. Many different industries are struggling to find qualified personnel as the labor force has shifted over the past few years. Additionally, difficulty in hiring in law enforcement is not isolated to the Washington State Patrol, nor to the United States. Law enforcement agencies around the world are experiencing similar issues in hiring and retaining a qualified workforce with 78% of agencies finding difficulties recruiting qualified candidates.

Although the issue has been exacerbated by the COVID-19 pandemic, a 2019 survey of law enforcement agencies from around the globe found that 75% of agencies believe it is harder to recruit now compared to 5 years ago. The study points to several contributing factors from generational differences to changes in how societies view law enforcement. 50% of agencies stated they have changed agency policies to increase their applicant pool. WSP's 2016 study on recruitment and retention predicted that the agency would face an unsustainable drop in staffing by 2026.

Several articles explained that a contributing factor to low interest in law enforcement is due to cultural attitudes towards employment in general with Millennials and Gen Z desiring more flexible schedules and better work-life balance. Overwhelmingly, most articles discussed cultural changes which have led younger people to have a negative perception of law enforcement. One survey found that over half of Millennials do not trust the police. Black youths have experienced the most decline in positive sentiment and trust, while white youth have experienced an increase in positive perceptions. In general, a greater

proportion of young people do not want to pursue law enforcement as a career due to negative feelings and beliefs about the profession.

Along the path towards becoming a law enforcement officer, many applicants are discouraged by the often strict requirements and the lengthy hiring process. One study showed that 47.5% of agencies' hiring processes take more than 4 months. The lengthy hiring process can be disproportionately discouraging for BIPOC and women who may not be able to financially afford the uncertainty. Further, academy training can be difficult for single parents or others who may have to pay for child or elder care during this time.

One of the most significant issues in retaining law enforcement—which also applies to other industries—is that as more people leave the occupation, the remaining workforce becomes over-burdened, fatigued, and burnt-out, leading to further separations. According to the King County Sherriff's office, "As officers work more overtime, their chances of having negative incidents—such as complaints and vehicle accidents—increase exponentially." Some studies also cited that fewer officers may lead to more misconduct as longer hours lead to stress and poor decision-making. Therefore, although this research pertains to recruiting, retention is also a crucial component to effective recruitment.

In terms of solutions to increase applicant pools, many articles had similar suggestions. Primarily, relaxing disqualifiers such as previous drug use, certain criminal charges, and tattoos. Agencies in Tennessee, Colorado, and Vermont no longer require citizenship to become an officer. Other options include relaxing or changing certain physical requirements. For example, the Madison, Wisconsin Police Department has removed the bench press component of their physical examination in favor of a pushup test, finding this test sufficient to test for upper body strength, while screening out fewer women and people who are less familiar with bench pressing.

Other articles suggested offering incentives such as sign-on bonuses, student loan forgiveness, and improved equipment. Articles which targeted attracting more BIPOC and women cited flexible working hours, offering part-time positions, improving leave programs, and promoting greater flexibility during academy as successful tools to improve applicant pools. London's Metropolitan Police Service began allowing part-time academy and working hours to attract more candidates, which resulted in significant increases in the number of women in their police force.

Although recruiting Millennials was seen as a major challenge in many articles, some articles pointed to the fact that Millennials seek to secure mission-driven paid work or paid work aligned with their values. This presents a unique opportunity for WSP to target Millennials' values using effective social media advertising.

Many articles cited mentorship and community engagement as being an important part of building the relationship between law enforcement and community, but also serves as an effective tool in recruitment. Many studies found that it was difficult to recruit a diverse workforce without existing diversity. BIPOC individuals may especially be discouraged from applying to law enforcement careers if they do not have a community member already in law enforcement to act as a mentor. Encouraging law enforcement to engage with their community may be instrumental in fostering mutual trust and respect which would have compounding effects.

Data Analysis

Change From 2012 to 2022

In this section of the data analysis, we compare demographic data on WSP commissioned troopers from 2012 to 2022. This provides some insight into how the workforce has changed over time, which may or may not be in response to different policy changes.

First, comparing race and ethnicity demographics, diversity at WSP has increased although current demographics are not representative of Washington State. The only minority ethnic group who saw a decline in representation was American Indian and Native Alaskans. Asians and Pacific Islanders increased in representation from 3.3% in 2012 to 4.6% in 2022. Black representation also increased from 2.8% in 2012 to 4.0% in 2022. Hispanic representation increased the most, moving from 1.8% in 2012 to 6.9% in 2022. The share of white, non-Hispanic Troopers decreased from 90.1% in 2012 to 83.3% in 2022.
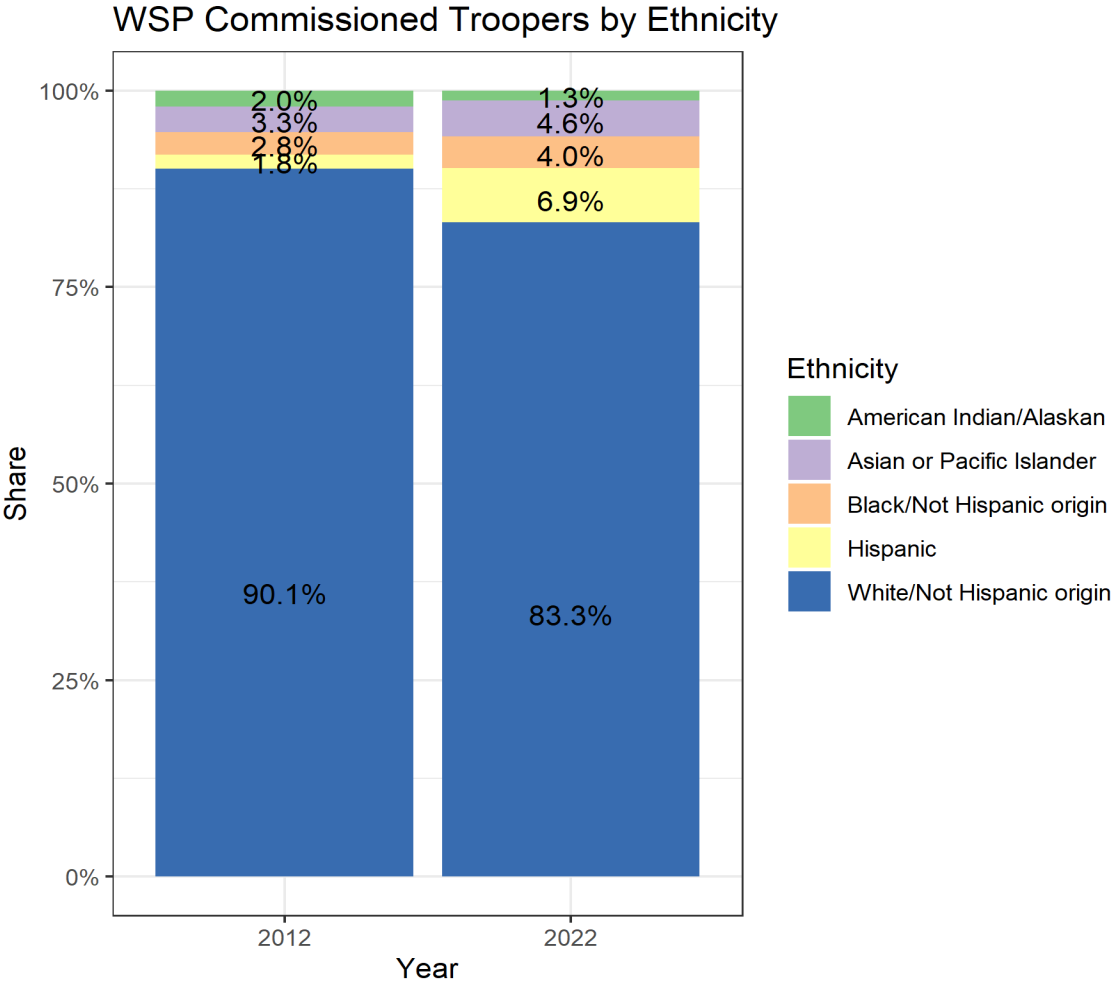

Figure 1. Commissioned Officers by Ethnicity Over Time

According to the Washington State Office of Financial Management (OFM), as of 2020, Washington State was 21.3% People of Color. In 2022, WSP's Troopers were comprised of 16.7% People of Color. As

Washington State has a growing BIPOC population, WSP should theoretically see similar shifts over time without any changes to policy. Therefore, it is difficult to know whether the increase in diversity is due to policy change or due to a change in Washington State's overall demographic patterns.

Recent cadet classes provide more insight into how the staff of troopers has changed over time. The 117th class of troopers who graduated in September 2022 was composed of 38.9% BIPOC troopers. This data is more likely to indicate that recent policy changes have reduced race and ethnicity barriers. Keep in mind that a diverse group of new cadets does not necessarily indicate an inclusive and equitable hiring process and work environment. Further research is needed to better understand whether the diversity in recent cadet classes is due to tokenism or authentic representation.

WSP Commissioned Troopers by Average Age
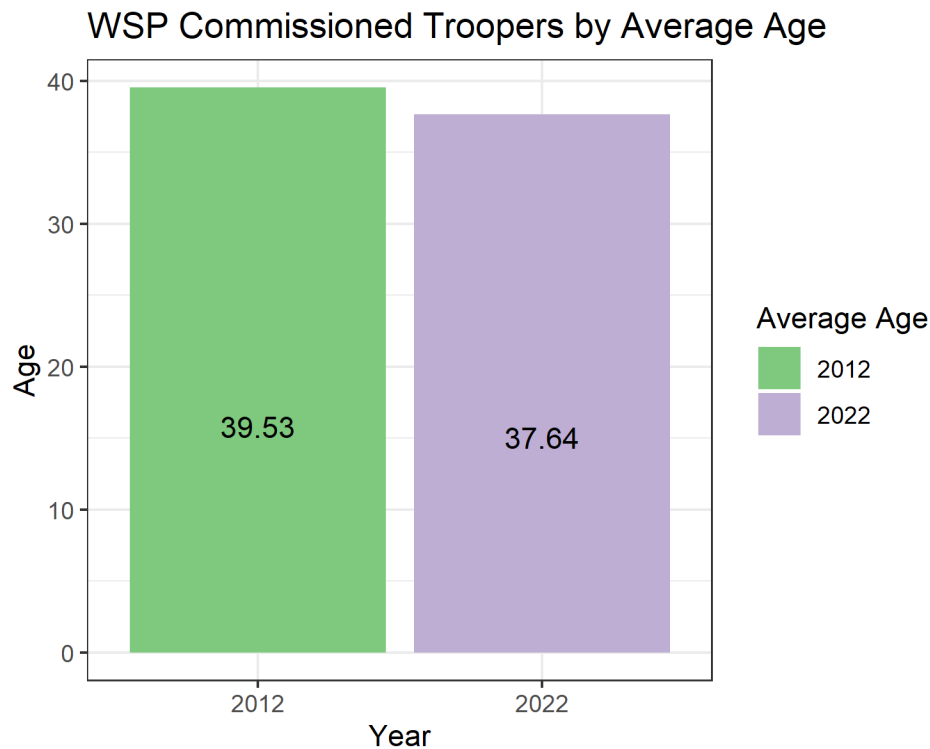
Figure 2. Commissioned Officers' Average Age Over Time

In 2012, the average age for commissioned troopers was 39.5 years old. As of September 2022, the average commissioned trooper was 37.5 years old. The shift towards slightly younger troopers reflects national trends as many people retired early in response to the COVID-19 pandemic.

Data from 2012 on troopers identifying as LGBTQ+ showed all troopers as 'unspecified' so there is no comparison to mark any notable changes since then. Data from 2022 also has the majority of troopers listed as 'unspecified' likely because this demographic was not tracked until recently. In 2022, 6.2% of troopers did not identify as a member of the LGBTQ+ community and .1% did identify as a member of the LGBTQ+ community. Further research and data are needed to identify any possible trends in this

demographic. Note that LGBTQ+ demographic data is self-reported, and data is only as available as troopers are willing to provide.

WSP Commissioned Troopers by LGBTQ+
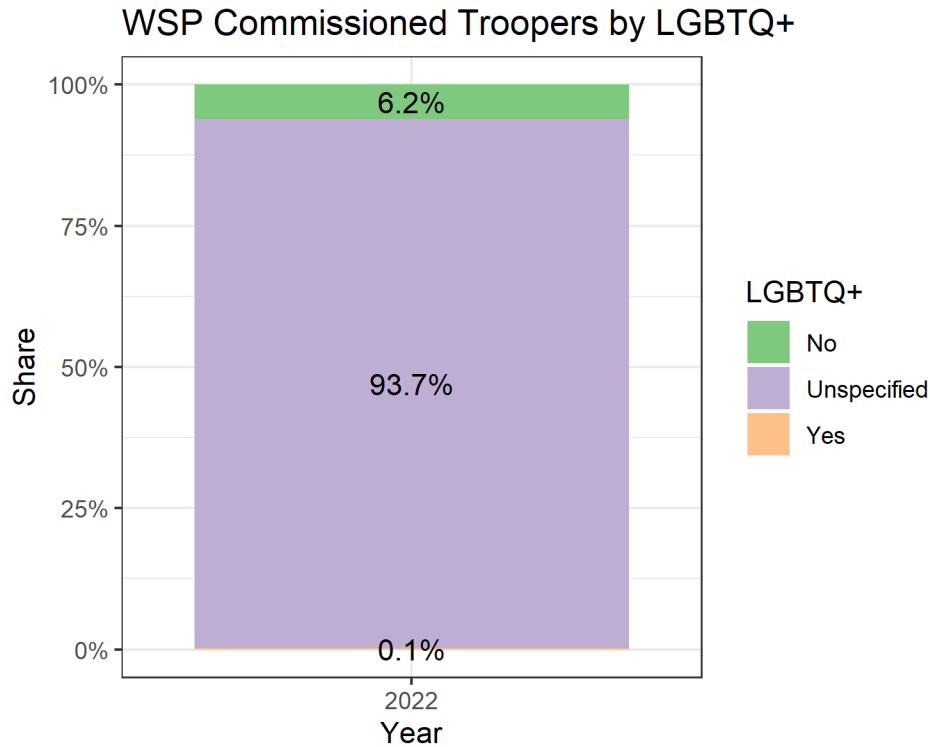
Figure 3. Commissioned Officers by LGBTQ+ Identity

From 2012 to 2022, the percentage of troopers who identified as women increased from 8.6% to 9.9%. According to the FBI, as of 2018 12.6% of US law enforcement officers were women. According to a Stateline analysis, 7% of state troopers in 2021 were women.

The 117th class of troopers who graduated in September 2022 was composed of approximately 11% women. While this is a modest increase in representation compared to the current force, women tend to leave law enforcement at faster rates than men, so while the incoming class shows greater representation of women, improving retention is critical to improving equity and representation for women.

There are extensive barriers to women in policing which will require significant social and cultural change to alleviate. WSP should prioritize recruiting and retaining women in the workplace. Studies have shown that there are many benefits to having women in law enforcement as women tend to use less force than men and are often better at conflict resolution.[1]

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[1] doi:10.1126/science.abd8694

The Washington State Women's Commission performed a study on women in WSP and the equity issues they face. This study is expected to be available soon and provides more comprehensive detail on women at WSP. See the Washington State Women's Commission report, *Washington State Women's Commission Focus Group Findings: Women of the Washington State Patrol,* for further details.

WSP Commissioned Troopers by Gender
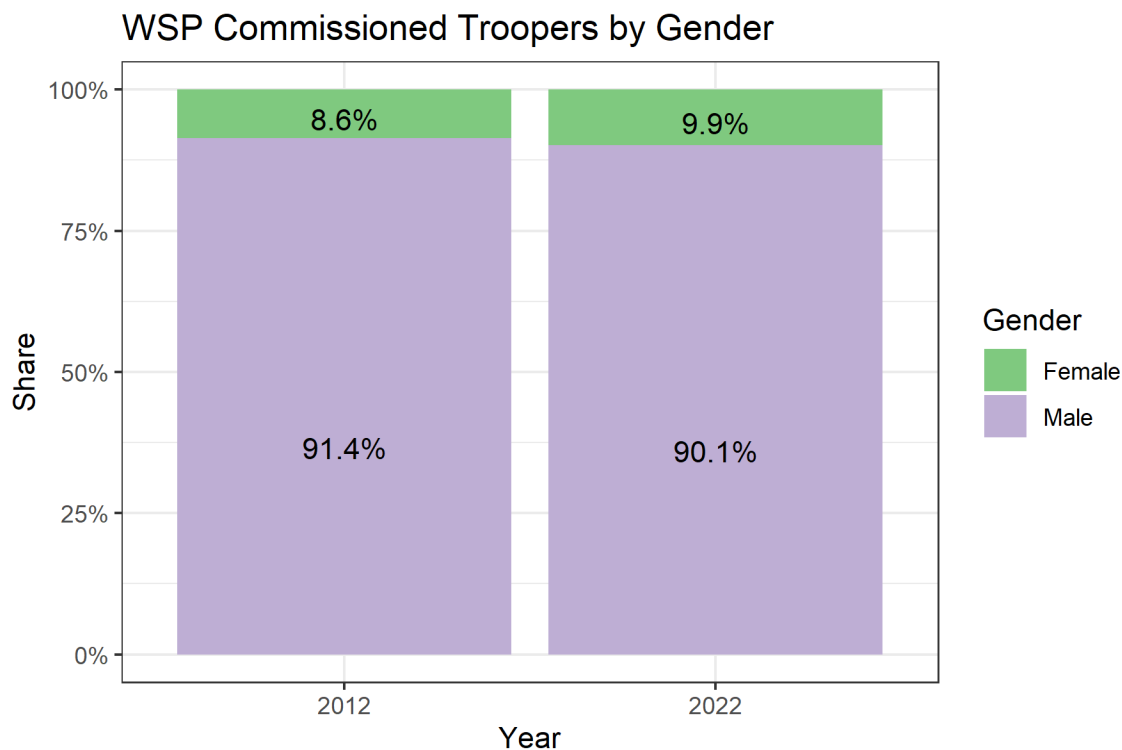
Figure 4. Commissioned Officers by Gender Over Time

Hiring Process

In this section, we analyze demographic data for applicants as they move through the hiring process. This data covers WSP applicants (not just commissioned troopers) from September 2019 to September 2022. This shows any potential patterns of stages where certain groups are dropping out of the hiring process. It also is important to see if any demographic patterns are due to self-selection (certain groups make a particular choice) or if these patterns are due to barriers (certain groups are pushed to a particular choice).

In a perfectly equitable hiring process, we would expect that the demographics of applicants are roughly the same as the demographics of those who ultimately accept positions. However, there are barriers in each step that may cause problems for certain groups.

Trooper applicants go through many stages of the hiring process including a written test, interview, polygraph, physical fitness test, background investigation, and medical exam. Further research is needed to understand the equity issues at each step of the hiring process and whether that step is necessary in

hiring qualified troopers. If a component of the hiring process is necessary, equitable solutions should be implemented to not overburden any demographic.

Many WSP applicants are also applying for law enforcement positions at other agencies. The timeliness of WSP's hiring process was often cited as a barrier. Individuals who voluntarily withdrew from the hiring process most often stated that they simply took the first offer made to them, which was not WSP. For people who have pressing needs for employment, timeliness of a job offer presents a meaningful barrier that disproportionately impacts BIPOC, single parents, and other marginalized groups.

For nearly all demographics examined in this section, there is a sharp change in demographics moving from the 'interviewed' step to the 'offered' step. Further research is needed to determine whether this disparity is solely due to timing or if there are other factors contributing to this pattern.

Age

First, looking at applicants by age (only sorted as older or younger than 40 years), the demographics at the applied step are extremely similar to the demographics of applicants hired. However, the share of applicants over 40 increases in each stage until the offer step, in this stage the percentage of applicants over 40 decreases from 46.5% to 41.3%.
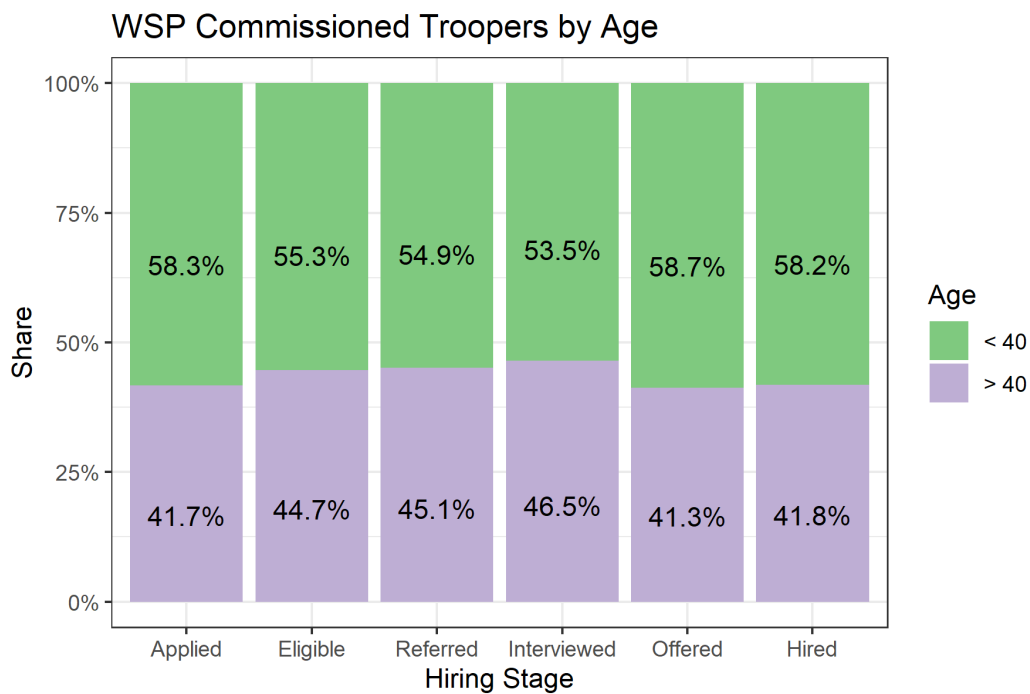

Figure 5. Candidates' Age by Hiring Stage

Disability Status

Next, looking at hiring stage by disability status, the percentage of applicants who reported a disability is fairly stable at just under 9% until the offered stage. At this point, the percentage of applicants with a reported disability drops to 5.9%. It is extremely common for people with disabilities to not report this

information. Additionally, the number of applicants who reported a disability is small enough that the pattern may be due to random chance and not due to an unfair process.
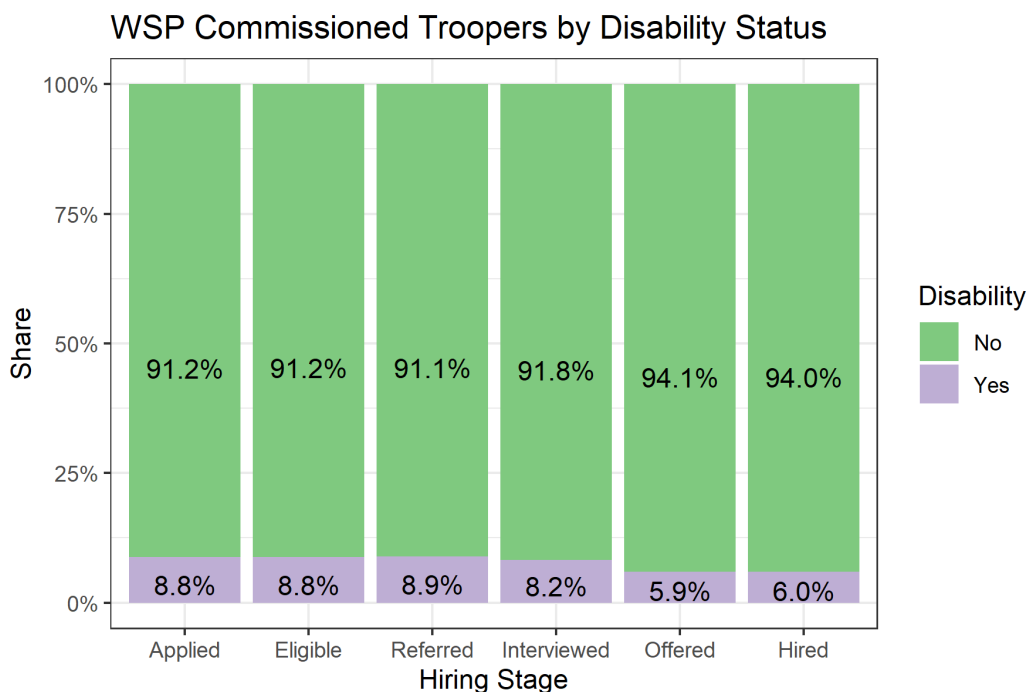
Figure 6. Candidates' Disability Status by Hiring Stage

By Race and Ethnicity

The most notable disparity that we identified in this research was in the race and ethnicity demographic. The figure on the following page shows that WSP's trooper applicant pool was approximately 35.2% People of Color. According to OFM, Washington State was 21.3% People of Color in 2020. This likely indicates that People of Color are disproportionately self-selecting into the applicant pool.

Throughout the hiring process, racial demographics remain relatively unchanged until the 'offered' step. Here, the percentage of White applicants increases from 67.4% to 74.7%. The final pool of hired cadets is approximately 25.4% BIPOC and 74.6% White, which is close to Washington State's overall racial demographics, but it is statistically different than the pool of applicants and indicates that there is a barrier present.

If a disparity does exist at the interview stage, evidence suggests that using an interview panel that consists of individuals from a variety of racial and ethnic backgrounds may mitigate bias.[2] Note that WSP's interview no longer contains 'stress inoculation' exercises designed to cause candidates stress and judge reaction to that stress. Interview questions were developed with WSP's DEI team and candidates are asked about DEI issues.

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[2] https://doi.org/10.1037/0021-9010.77.3.363

The appendix of this report contains detail on statistical testing. The analysis found that being White had a statistically significant impact on the probability of being hired. This analysis did not control for any factors other than race and coefficients should not be used to make claims about race being a sole determinant of outcome. Further research is needed to determine whether race is a determining factor when in combination with other applicant characteristics.

WSP Commissioned Troopers by Ethnicity

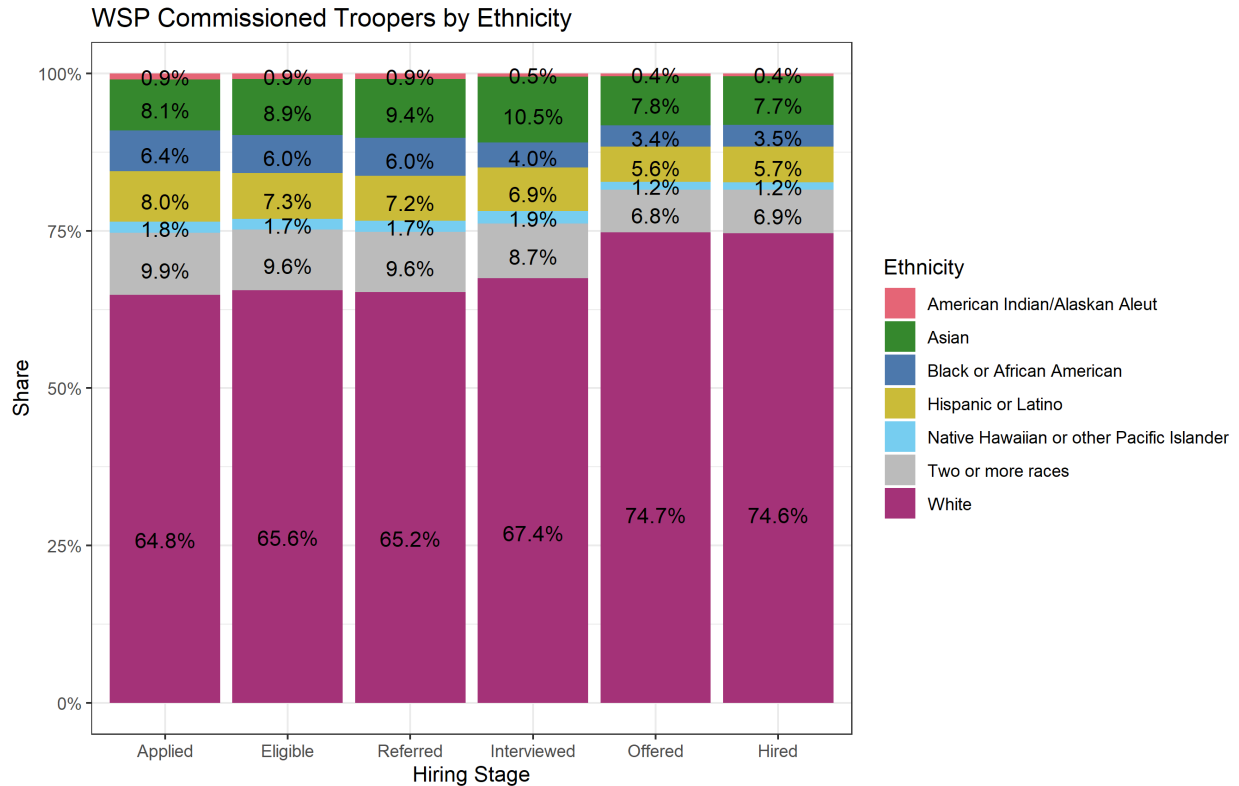| Hiring Stage	American Indian/Alaskan Aleut	Asian	Black or African American	Hispanic or Latino	Native Hawaiian or other Pacific Islander	Two or more races	White
Applied	0.9%	8.1%	6.4%	8.0%	1.8%	9.9%	64.8%
Eligible	0.9%	8.9%	6.0%	7.3%	1.7%	9.6%	65.6%
Referred	0.9%	9.4%	6.0%	7.2%	1.7%	9.6%	65.2%
Interviewed	0.5%	10.5%	4.0%	6.9%	1.9%	8.7%	67.4%
Offered	0.4%	7.8%	3.4%	5.6%	1.2%	6.8%	74.7%
Hired	0.4%	7.7%	3.5%	5.7%	1.2%	6.9%	74.6%

Figure 7. Candidates' Ethnicity by Hiring Stage

For comparison, we also provide the same race and ethnicity demographics for all Washington State employees from September 2021 to September 2022 on the following page. This also shows a disparity between the interviewed and offered stages, but the disparity is far less pronounced.

Hiring Stage by Ethnicity
All WA State Employees

Ethnicity
American Indian/Alaskan Aleut
Asian
Black or African American
Hispanic or Latino
Native Hawaiian or other Pacific Islander
Two or more races
White
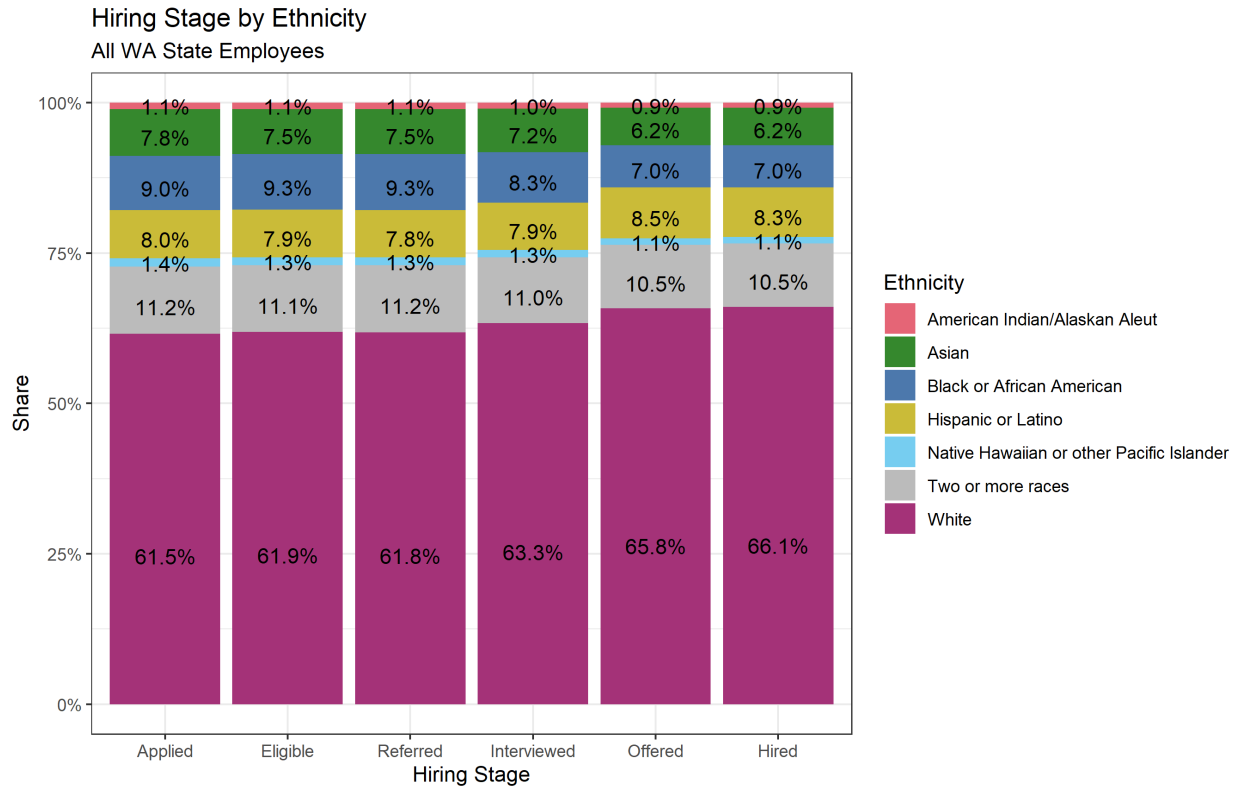
Figure 8. All WA State Employees' Ethnicity by Hiring Stage

Examining the pool of those who dropped out of the process between the interviewed and offered stages, we find that the disparity is primarily due to voluntary withdrawals. The data on those who did not advance past the interview stage is incomplete with more than 12.4% not providing racial demographics. The group who failed was 59.4% White, and 28.2% people of color. All who failed the psychological examination were White. Those who passed the psychological examination stage, but voluntarily withdrew from the process were 57.0% White and 42.9% People of Color (31.8% Hispanic and 11.2% Black). This result indicates that the disparity found in the hiring process is most likely tied primarily to voluntary withdrawals. A voluntary withdrawal does not mean no bias or barrier precipitated the withdrawal.
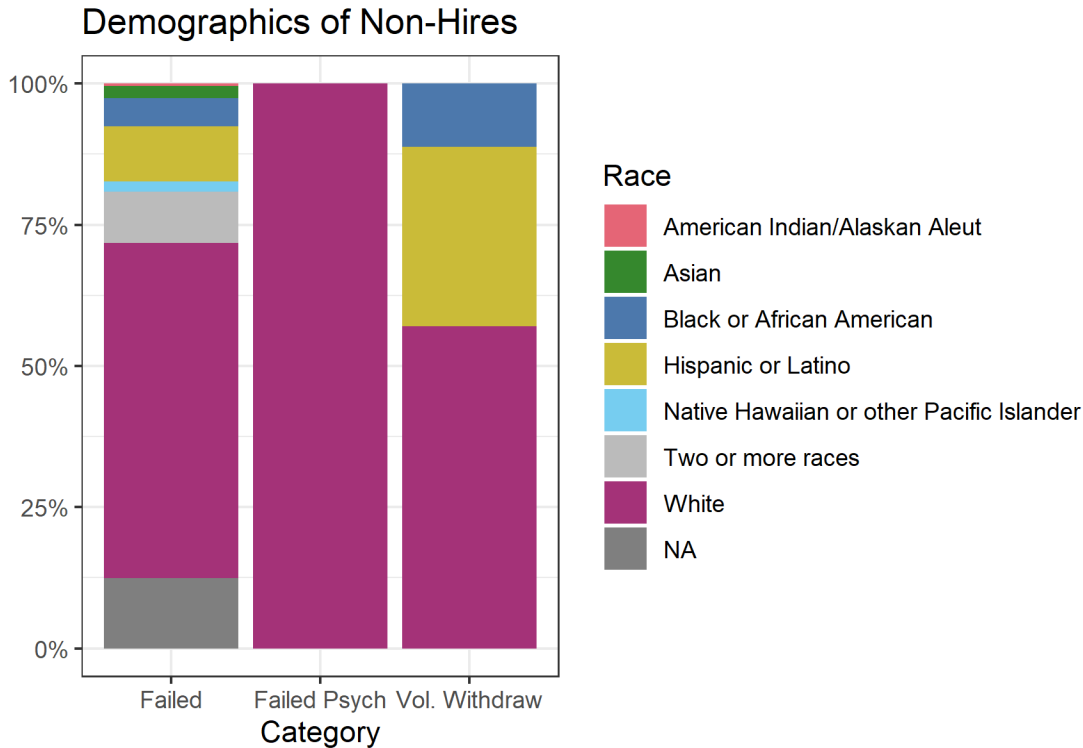
Figure 9. Demographics of Non-hires

Voluntary withdrawals, however, do not mean that the process is without barriers to People of Color. People of Color tend to have fewer support systems that allow them to be without work for a long period of time compared to White people. This means that People of Color are more likely to take the first job offered rather than wait for other opportunities. By speeding up the hiring process and providing support to applicants during the hiring process, WSP may alleviate this barrier.

Through our discussions with troopers and staff at WSP, we also found that applicants were likely to apply to many different law enforcement agencies at once. If WSP is perceived as less welcoming and inclusive than other law enforcement agencies, this may also cause People of Color to disproportionately voluntarily withdraw when offered a position at another agency.

Ultimately, more research and examination is needed to understand why people voluntarily withdraw from WSP's hiring process.

By Gender

Examining stages of the hiring process by gender, we find that women are disproportionately represented at WSP. Keep in mind that data for this figure is for all WSP employees, not only commissioned troopers. There is no notable disparity in the hiring process by gender.

WSP Commissioned Troopers by Gender
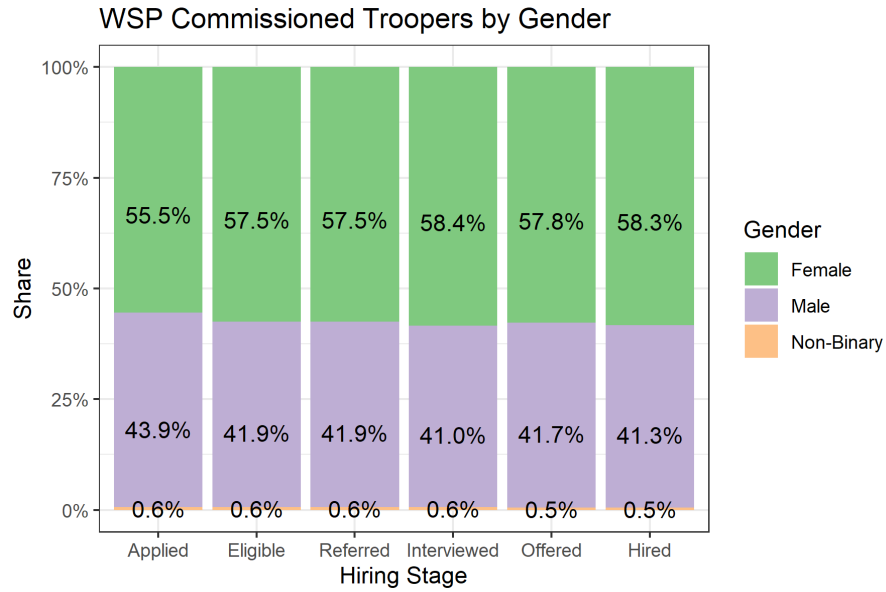
Figure 10. Candidates' Gender by Hiring Stage

By Veteran Status

According to the US Census, approximately 7% of the US adult population are veterans. There is also no notable disparity for veterans throughout the hiring process.
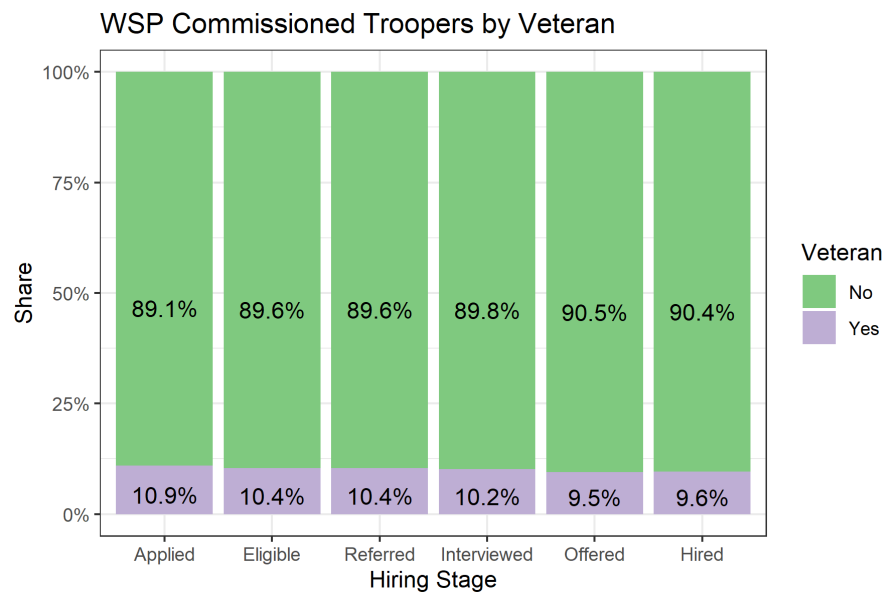
WSP Commissioned Troopers by Veteran

Figure 11. Candidates' Veteran Status by Hiring Stage

Stakeholder Group Findings

Focus groups consisted of relevant equity driven parties, including Washington State House of Representatives, members of the Criminal Justice Training Committee, the National Alliance on Mental Illness WA State, Washington State Commission on Hispanic Affairs, WA LGBTQ Commission, Governor's Committee on Disability & Employment Issues, the Office of Independent Investigations, the Women's Commission, Washington State Office of Equity, Washington State Patrol, and a Senior Policy Advisor to Governor Jay Inslee. This group was brought together by the Washington State Office of Equity to discuss community opinions and experiences, based on represented groups. Stakeholders from these groups were diverse in terms of gender, age, and race. This discussion group provided insight from a wide range of perspectives, and it is with this information that we form the suggested recommendations at the end of this report.

The following information shared in the focus groups was significantly important to this report.

How do you think people learn about the opportunity to become a WSP trooper?

Most stakeholders stated that people probably hear about the opportunity by word of mouth. Many respondents also noted that they had seen WSP at recruiting events. One respondent remembered WSP coming to their high school. Others said that advertisements and job listings would also be a way that people find out about the opportunity.

If someone is interested, where do you think they lose interest?

Several respondents said that people lose interest when they find out that they will be away from home for a long period of time for academy or that their initial placement may not be in their community.

Other respondents stated that people would lose interest if they had a bad experience with the police or if they had heard about bad experiences within their community. Many respondents also stated that people may lose interest when they find out that they are not qualified due to criminal history, previous drug use, or mental health issues. Many respondents were unsure about disqualifiers, and most were unaware that drug use policies had changed. But most respondents believed that strict requirements caused people to lose interest or assume that they were unqualified. One respondent said,

> *"I thought being Black would disqualify me."*

Other respondents had similar thoughts that without seeing troopers that look like them, they would never see law enforcement as a possible career path. A few respondents also noted that some people just do not want the burden or responsibility of policing and that it was never appealing to them.

What strategies or actions do you think might increase the number of candidates?

Most stakeholders expressed thoughts that building relationships in communities would help increase the number of candidates. This includes attending community events and going to schools. Other stakeholders suggested open communication about the racist history of policing and modern problems in law enforcement so that community members feel that law enforcement hears and acknowledges their concerns.

One stakeholder noted that WSP tends to target young people, but that there are many people further into their careers who are looking for a change and have experience that would make them a strong candidate. This includes targeting service employees such as at hotel workers and flight attendants

because they have experience working with a diverse range of people, solve problems in high-stress situations, and routinely practice de-escalation.

Echoing thoughts from the previous question, some stakeholders suggested better communication about what the requirements are would increase the number of candidates. For example, it is clear to applicants that a polygraph is required, but there is little information about its purpose or what the experience is like. Another example was with cannabis use. The stakeholders (and later WSP troopers) were unclear about what the standards are for cannabis use. Some stakeholders also mentioned mental health related issues and that it was not clear if someone would be disqualified based on PTSD, ADHD, or other mental health diagnoses. Better communication about disqualifiers would decrease the number of people who assume they are unqualified before attempting to apply.

What do you think is attractive about becoming a trooper?
Most stakeholders stated that the most attractive thing about law enforcement is the sense of protecting the community. However, some stakeholders noted that WSP is less community-based because troopers are patrolling highways and less involved in cities and communities.

One stakeholder noted that the ability to move around the state might be attractive for some people but unattractive for others. This is an appealing feature when a candidate is interested in experiencing new communities, and unappealing when a candidate has a family, owns a home, or is comfortable with the knowledge and experience they have within their own community.

Other stakeholders noted that the salary and benefits are an attractive part of the position and that WSP has a very competitive salary, especially for a career that does not require college education. Others stated that WSP provides a take-home car and provides all equipment for the job whereas other law enforcement agencies require an officer to purchase their own uniform and other supplies.

What have you seen on social media about being a WSP trooper?
Respondents had little to say about seeing anything about WSP on social media.

Do you see a difference in public opinion between WSP and other law enforcement?
Stakeholders had mixed opinions on this topic. Some said that they saw WSP as a step above other law enforcement agencies. Others said that they see all law enforcement the same way. No stakeholders said that they view WSP as worse than other law enforcement agencies.

Are you aware of any RCW, WAC, or procedure that creates a challenge in recruiting someone as a trooper?
Many stakeholders expressed concern about drug use disqualifying potential candidates. Stakeholders noted that cannabis use is legally equivalent to alcohol in Washington State and should not be treated any differently.

Stakeholders suggested that there should be no red-line disqualifiers and that any previous drug use, criminal history, or past DUI should be able to be allowed if a candidate can show that they recognize the impacts of these actions, have no repeated offences, and are an otherwise good candidate. Another stakeholder suggested that citizenship or legal residency should not be a requirement.

Some of these suggestions have already been implemented with changes to WSP's drug use and criminal history policies. Other recommendations are unfeasible without a change in state and/or federal law

such as hiring individuals with felony records because these individuals are not legally allowed to carry a firearm. WSP also must abide by certain Federal drug standards and legal residency requirements because they receive Federal funding.

Stakeholder Interview Findings

We interviewed stakeholders from the initial group as well as those who were unable to attend the stakeholders' group to gather more detailed information and to determine if there was anything that someone was willing to share privately that they were uncomfortable sharing in a group setting. In this section, we highlight two interviews as case studies and provide summaries of responses from all stakeholders.

In these interviews, we asked the same questions as in the larger group and asked additional questions specific to the group that the stakeholder represents. Keep in mind that although stakeholders are extremely knowledgeable about the groups they represent, no group is monolithic and an individual's perspective on an issue may not be comprehensive of the group they represent.

Case Study-Veteran's Affairs

The representative from the Department of Veterans Affairs provided insight into the issues that veterans face and the barriers they may experience. While law enforcement is generally seen as having strong representation from veterans, they have many unique concerns.

The representative stated that there is a lot that is appealing about law enforcement for veterans such as the structure, comradery, and rank system. But they posed an important question:

> *"Military and law enforcement are very similar. Why is the military diverse but policing isn't?"*

Their answer was that People of Color do not view the military negatively, but they do view law enforcement negatively. They often view the military as an opportunity to get out of poverty. However, People of Color often have lived experiences that cause them to view law enforcement negatively and that this perception will continue as long as People of Color have negative experiences with law enforcement. The respondent added that they see WSP trying to improve perception and they see an increase in diversity at recruiting events.

The respondent shared one of their lived experiences that caused them to view WSP negatively. When the respondent finished their military career including working as military police, they were interested in joining WSP. They attended a recruiting event with a White friend where they were both asked about previous drug use. Both answered truthfully and both admitted to having used cannabis. The respondent, a Person of Color, was told that WSP does not take people like them, but the White friend was allowed to join WSP.

> *"I still remember that experience and it's changed my entire point of view on law enforcement. I didn't want to be a law enforcement officer after that."*

Although this experience occurred many years ago, it is an example of how lived experiences perpetuate negative perceptions of law enforcement. The respondent added that they have never been pulled over by a person that looks like them. While they may be treated better for having a veteran license plate, they feel that they are ultimately treated like a Person of Color, not like a veteran.

Case Study-Former WSP Trooper

A representative who formerly served with Washington State Patrol provided another unique insight into their opinion and experience with WSP's recruitment techniques. This representative stated that

the intention and the strategy of WSP's diversity and equity efforts are misaligned, citing specific recruitment efforts in Utah and at Historically Black Colleges and Universities (HBCUs).

"It is disrespectful to walk into a space and say I have something to give you", says this respondent. They stated that by removing white recruiters and replacing them with recruiters of color, this is not solving the problem of lack of representation in the community and will not lead to meeting WSP's diversity and equity goals. Because communities around Washington State are so diverse in terms of race, gender, age, socioeconomic positions, and culture and norms, WSP is missing the mark when connecting recruiters to these diverse communities.

By simply replacing white recruiters with recruiters of color, WSP is missing the nuance of community relationship building. Community knowledge and personal experience are vital to this type of recruitment, and WSP can begin building positive and trusting relationships with communities that are underrepresented in this field by making a distinguished effort to engage with these communities.

These recruitment efforts must be supported by both top management officials and commissioned troopers in the field. Later focus groups with troopers revealed that they believed that the sudden change in the demographics of recruiters felt performative. Authenticity, transparency, and a willingness to accept fault within leadership positions at WSP would be a proactive place to start community building, according to this interview respondent.

This respondent also suggested changing the method of the current recruitment style. Rather than screening for "the best of the best", WSP should lead with questions like "are they trainable?". By recruiting individuals from non-traditional backgrounds, such as customer service, WSP can attract people who are hard-working, who engage with the community on a daily basis, who can diffuse tense situations, and make fast decisions. These are the qualities that troopers use daily and can be found in many non-traditional recruiting environments.

These missed opportunities in WSP recruitment can be used as learning opportunities moving forward. WSP must be intentional in their recruitment process. Focus groups recognized and addressed the disparity in a diverse WSP commissioned officer team and stated that if WSP is interested in changing their perception in the community, they must make intentional decisions to reach out to the community and connect on a personal level. This connection can facilitate a trusting relationship and ensure that community members know WSP represents the safety of all members of the community.

How do members of your community view WSP? Is it different than other agencies?

In an individual setting, more stakeholders stated that their communities view WSP the same as other agencies.

The Hispanic community especially considers all law enforcement to be negative as many have lived experiences with deportation, violence, and police corruption. For many immigrants, they fear law enforcement and are unlikely to go to the police if they have a problem and are more likely to try to solve a problem themselves. Another reason that they do not go to police is because of language barriers.

Members of the LGBTQ+ community are more mixed on whether they view WSP as different to other agencies. Many have had bad experiences with misgendering and deadnaming. Others have lived experiences with other issues such as police violence and injustices towards historically marginalized

communities. There is significant overlap between the LGBTQ+ and BIPOC communities that influences individuals' opinions of law enforcement. However, some have a very positive view of WSP because of the Safe Place Program and they see WSP as an ally.

The Black community is also mixed on perceptions of WSP. Some believe that WSP is different than other law enforcement agencies while others see all law enforcement as being on the same side against their community.

Veterans more often had a positive view of law enforcement because many WSP troopers are veterans themselves and are treated well. However, many veterans are also BIPOC who have a negative view of police due to historical police treatment and modern police violence.

Do you think members of your community would feel welcomed if they were to become a WSP trooper?

Most stakeholders said that someone would be seen as a traitor if they became a trooper. For some people, they may have another experience where becoming a law enforcement officer helps to restore their community's faith in policing. Others said that someone would be welcomed if they joined WSP but not another law enforcement agency. Others said that they fear members of their community would not be welcomed at WSP.

What are your concerns for members of your community who want to be a trooper?

Several stakeholders expressed concern about members of their community joining WSP because they would most likely not have coworkers who look like them or that they can relate to. LGBTQ+ representatives expressed concern about safety and that someone may have to mask or otherwise feel that they cannot be themselves at work.

Some stakeholders expressed concern that if someone is part of a minority group, that person may be tokenized or otherwise expected to be a subject matter expert. Someone who is a minority may be expected to speak on behalf of their entire racial, gender, or physical/mental condition group, or help others interact with members of that group when that is not their responsibility.

Stakeholders who represent women expressed concern about women being treated differently especially if they are pregnant or nursing. Women expressed that different regions treat women differently. In some areas, women are respected and treated well, but in others, women have poor experiences.

The veterans' representative had a lot of concern about appropriate mental health support for veterans. They suggested that veterans need to have opportunities for counseling and dealing with trauma that other troopers may not need.

Are there any barriers that your group faces in becoming a trooper?

The representatives for women had significant concerns about barriers to becoming a trooper. One issue that was cited in the literature review that was not mentioned was physical requirements. WSP's physical fitness requirements do not appear to be a significant barrier to women.[3] Women expressed concern about being away from family during academy especially those who are the primary caregivers

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[3] As part of our research, the research team (both women) completed the 20 pushups in 60 seconds required to become a WSP trooper and had no difficulty.

for their children. Finding long-term childcare while in academy was seen as a significant barrier for women.

Currently, cadets can go home in the evenings during academy whereas previously cadets were required to stay in academy housing. While some women found this to be helpful accommodation to care for children and other personal responsibilities, they also felt that they missed out on important relationship building opportunities that take place at academy after hours.

Women were also concerned about the uncertainty in their initial placement. Many women were interested in joining WSP until they learned that they may have to move away from their families. While some male troopers mentioned living on their own away from their partners and children while figuring out long-term housing in their new job placement area, this is not a viable option that women with children have. As women are often default parents or primary caregivers, women have less flexibility to move away from their children to work.

Several stakeholders expressed concern about the polygraph portion of the hiring process. Stakeholders posed the question, "if polygraphs are inadmissible in court, why are they being used to screen applicants?" Stakeholders also expressed concern about equity in interview questions which have historically been used to gauge a candidate's stress response. However, WSP no longer uses 'stress inoculation' as part of the interview process.

Those who represented veterans expressed concern for non-veterans. Because veterans have had experiences similar to WSP training and academy, they feel that non-veterans are disadvantaged in some ways. Several stakeholders expressed concern about the paramilitary culture of WSP, especially using the term 'civilian' to describe community members who are not employed in law enforcement.

Most barriers that stakeholders suggested were sociocultural. While there were some distinct barriers identified, especially for women, most stakeholders suggested that barriers are more cultural than policy driven.

How would better representation in law enforcement impact your community?

All stakeholders stated that representation is extremely important for their community. Many expressed that representation would have compounding impacts and members of their community can act as mentors for those interested in WSP as a career. Several stakeholders offered a similar sentiment about how law enforcement should view their relationship with their communities, "guardians, not warriors."

What strategies would encourage members of your community to become WSP troopers?

Stakeholders shared similar strategies in individual interviews as they did in the group discussion.

To what extent do you think that reducing barriers to recruiting/hiring would improve diversity?

Stakeholders stated that barriers to recruiting and hiring are only part of the problem. Much of the change that is needed goes back to law enforcement's relationship with the communities they serve.

Are there requirements that you see as necessary or are there any requirements that don't exist but should?

One stakeholder noted that WSP needs to recognize the need for troopers to be anti-racist. They noted that WSP is looking for people who are trustworthy and honest, but that the red lines they have drawn do not determine those characteristics. For example,

"There is a large percentage of the population who has committed a DUI, but the difference between who commits a DUI and who is charged with it comes down to poverty. What they're trying to get at is important, but what they're using to measure isn't accurate"

A few stakeholders stated that there should be requirements or preference for those who do community service or engage with underserved communities.

One stakeholder noted that diversity in WSP hiring teams should be required and would lead to more equitable candidate selection.

Have you seen any progress at WSP as far as inclusiveness and diversity?

Most stakeholders stated that they did see progress towards diversity in terms of seeing more diverse troopers and seeing diversity in recruiters. Stakeholders were unable to speak to how inclusive the work environment is, though they do see trends in diversity and representation.

WSP Commissioned Trooper Focus Group Findings

We held three focus group sessions over Zoom for commissioned troopers to attend to get a better understanding of the 'on the ground' impacts of our recommendations. We also used this opportunity to gather information on what troopers saw as appealing about their job and to get any additional recommendations that we may have missed.

Unfortunately, these groups were poorly attended—partly due to troopers' unpredictable schedules—with only 10 troopers participating. Troopers who attended were of a variety of ages and experience levels and all were White males. Note that those who participated do not necessarily share the same thoughts and opinions as all troopers and their consensus may not be the majority's consensus.

We believe that holding these sessions as groups rather than as individual interviews may have caused underrepresented groups to feel uncomfortable attending and sharing an opinion that may be different than their peers. A few troopers offered to respond via email and those voices are noted in this section. To address this potential bias, we later offered an anonymous survey to the troopers. The results of this survey can be found in the next section.

In this section of the report, we make note of any consensus or differing opinions on each topic.

What made you want to work in law enforcement?

Many troopers stated that they wanted to help people or protect their communities. Others saw it as a logical next step out of military service. Several troopers also stated that they never thought that they would go into law enforcement, but a personal connection got them interested in the profession.

Was there anything that made WSP more appealing than other law enforcement?

Most troopers stated that they only applied to WSP because of a personal connection. Others stated that they liked the types of law enforcement that WSP does, the flexibility of moving around the state, they saw WSP as a higher quality organization, or that they appreciated the ability to take home a car and have no commute.

What was the most difficult part of the process?

Most respondents stated that academy was the most difficult part of the process and that being away from family was extremely difficult. Most who noted the difficulty of being away from young children also mentioned support of a spouse or family member to provide childcare during this time. One trooper stated that the written test was the most difficult. A few troopers said that the uncertainty of placement was most difficult.

Can you identify any equity issues in the hiring process?

No troopers identified a particular equity issue in the hiring process.

How did uncertainty in initial placement impact you?

Most troopers said that the uncertainty was stressful, especially those with families. Several said that it was not a concern as they had known about the uncertainty from the beginning and had already expected they would need to move.

How has the shortage of troopers impacted you?

Interestingly, focus group respondents agreed that although the shortage of troopers has been hard, it is worth the extra burden to hold out until there are quality candidates.

> *"I feel burnt out and rushed when I have multiple calls pending and no one to help me"*

Email respondents, however, were far more forthcoming about their struggles. These respondents explained in greater detail how the shortage has made them feel more stressed and that they are unable to do their jobs properly and are unable to seek opportunities to improve their skills and knowledge.

Why is it that law enforcement is having a difficult time recruiting enough candidates?

Troopers overwhelmingly suggested that cultural and societal conditions are the reason for the lack of candidates. Many stated that media sensationalism contributes to the public viewing policing badly. Overall, they stated that they believe respect for law enforcement has gone down and the appeal of the profession is at a low.

Several officers also stated that recent changes in Washington's laws on policing are causing the profession to be frustrating; this leads them to no longer recommend a career in law enforcement to others. The troopers stated that many of the changes to the law regarding use of force and pursuit were done hastily and without proper input from law enforcement. They also noted that it appears that Washington State is on track to roll back some of these changes due to the unintended consequences of these policies.

A few troopers also suggested that the vaccine mandate on all Washington State employees which caused many troopers to leave WSP is a major contributing factor, especially considering that many other law enforcement agencies do not have this requirement.

Do you think that reducing restrictions is the best way to recruit more candidates?

Responses to this question were mixed, and troopers were asked to be specific about which requirements they believed were necessary and which were unnecessary.

Most troopers agreed that relaxing restrictions on tattoos was a good idea, although a few said that some tattoos are not appropriate (for example, tattoos on the face or hands). Opinions were largely in support of changes to appearance standards such as allowing long hair regardless of gender. One trooper noted that if beards are allowed with religious exemption, all troopers should be allowed beards or at least goatees.

One trooper stated that in some cases it can be useful for a trooper to have a minor criminal history because that person can express empathy and better relate to those who are being pursued and can "act as an example of reform." This trooper also stated that they believed there was no reason to exclude someone from the job if they are otherwise qualified just because they have previous offenses, within reason.

Most troopers were concerned about relaxing requirements on drugs, although specific details on what requirements should be were mixed. Many troopers were also unsure of current drug use standards. A few troopers noted that recreational cannabis use is legal in Washington State and should not be used to disqualify an applicant.

One trooper noted that the question was 'is it the best way' and stated that relaxing requirements was not the best way to recruit applicants. This trooper stated that there are other ways to recruit more candidates such as better grassroots recruiting and building relationships in the community.

Several troopers were quite concerned that relaxing requirements may backfire and diminish WSP's reputation if an incident were to occur. One trooper stated that WSP has a strong reputation and did not want to see the reputation fall because of a "bad apple".

> *"This is just gonna hurt us… Eventually we're going to get our own Derek Chauvin… because we let someone in that shouldn't have been let in, in the first place"*

Troopers (and stakeholders when discussing this quote) noted that Derek Chauvin did not have tattoos or long hair, yet he did not demonstrate the character needed to be in law enforcement. This discussion highlights the importance of choosing the right requirements that appropriately select the highest quality candidates for the job and remove unnecessary barriers that exclude strong candidates.

What do you think would be the benefits of offering part-time positions? What might be the challenges?

Most troopers stated that they did not think offering part-time positions would work. While many noted logistical and financial challenges, others noted that the sense of comradery would be tarnished by having some troopers work part-time.

One trooper did note that this would be a good way to retain female troopers, especially those who are having children. Another trooper noted that part-time positions would allow older troopers to semi-retire.

What are your thoughts about offering a pay boost for bilingual troopers?

This recommendation had overwhelming support. Troopers noted that getting language support can be a burden and that having more bilingual troopers would save WSP time and resources. Most troopers also suggested offering a pay boost above what we initially proposed (.5%) and suggested a pay boost of 2-5%.

One trooper also suggested that they would like to receive language training and would like to see a program offered so that troopers can learn another language.

What are your thoughts about offering gifting to help applicants through the hiring process?

Currently, many stages of the hiring process occur in Olympia and applicants must make several trips to Olympia to complete the hiring process.

Feedback on this recommendation was mixed. Some troopers stated that this would be a waste of taxpayers' money and that applicants should be prepared to pay for these expenses. Other troopers stated that they thought it would be nonsensical for a qualified applicant to be dropped from the process because they could not afford gas.

Is there anything else that would help WSP recruit more candidates?

Recommendations from this question included offering medical benefits after a trooper retires from WSP, bringing back the Explore Program, and increasing lateral hiring from other law enforcement agencies.

WSP Commissioned Trooper Survey Results

To allow more troopers to provide their thoughts in an anonymous way, we later provided a survey via Qualtrics. This survey was brief and resulted in a strong response rate (approximately 30% of troopers responded). The respondents were well represented in terms of gender and age. Fewer responses than expected came from People of Color—12% of respondents were BIPOC while 17% of troopers are BIPOC.

The survey had a higher number of and more diverse participants than the focus groups. However, there remains a disparity because participants in the focus groups had the opportunity to fully express their points of view and respond to other perspectives, while survey participants were more limited in their responses. This survey is subjective in native. We did not define terms or provide context and as such are testing each participant's perception of questions.

First, we asked troopers to rank what was most appealing about working for WSP. The figure below shows the average rank of each factor we provided. WSP's reputation was most often ranked first, however in averaging rankings as shown below, salary was ranked as slightly more important.

What makes WSP most appealing?

Lower number indicates a more important rank
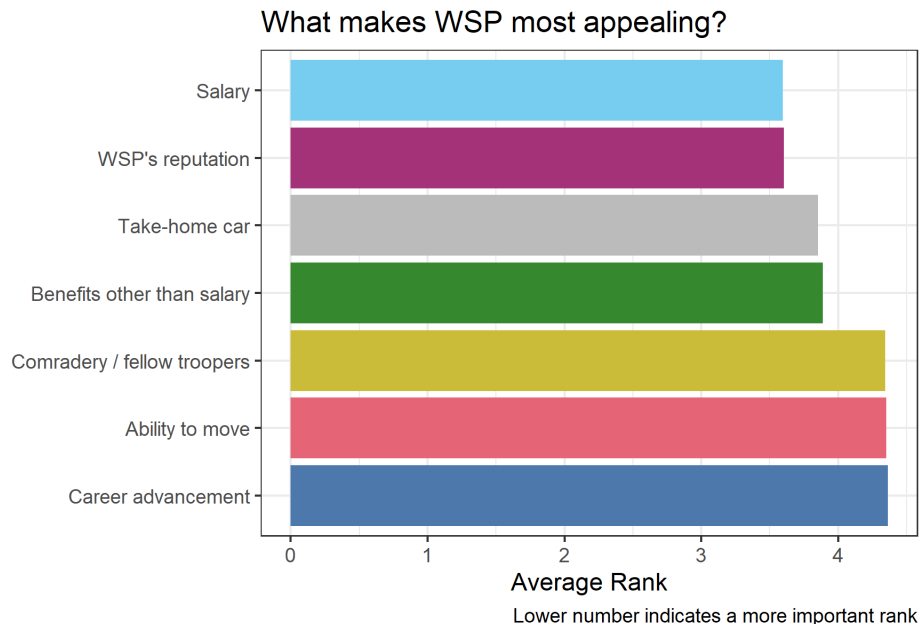
Figure 12. What is Appealing about WSP

We asked troopers to state what makes WSP an appealing place to work. Commonly cited reasons were the retirement requirements and the type of law enforcement (traffic stops as compared to domestic violence calls, etc.).

We provided a list of characteristics and asked troopers to choose the qualities or traits that they believe are necessary to be a trooper. Some of the options were chosen because they are required by some law enforcement agencies (high credit score), other options were chosen because they were previously required by WSP (clean appearance), and others were chosen simply to test what qualities troopers value (anti-racist). The figure on the next page shows the results. Overwhelmingly, troopers marked that 'good moral character', 'problem-solving skills', 'people skills', and 'physically fit' were the

traits necessary to be a trooper. Other characteristics were also popular such as 'no previous hard drug use', 'no criminal record' and 'anti-racist'. Troopers were also given a free response option to note any qualities that were not listed. Commonly stated qualities included common sense, integrity, honesty, empathy, a team player, and self-motivated.

Which of the following do you believe are necessary to becoming a WSP commissioned trooper?
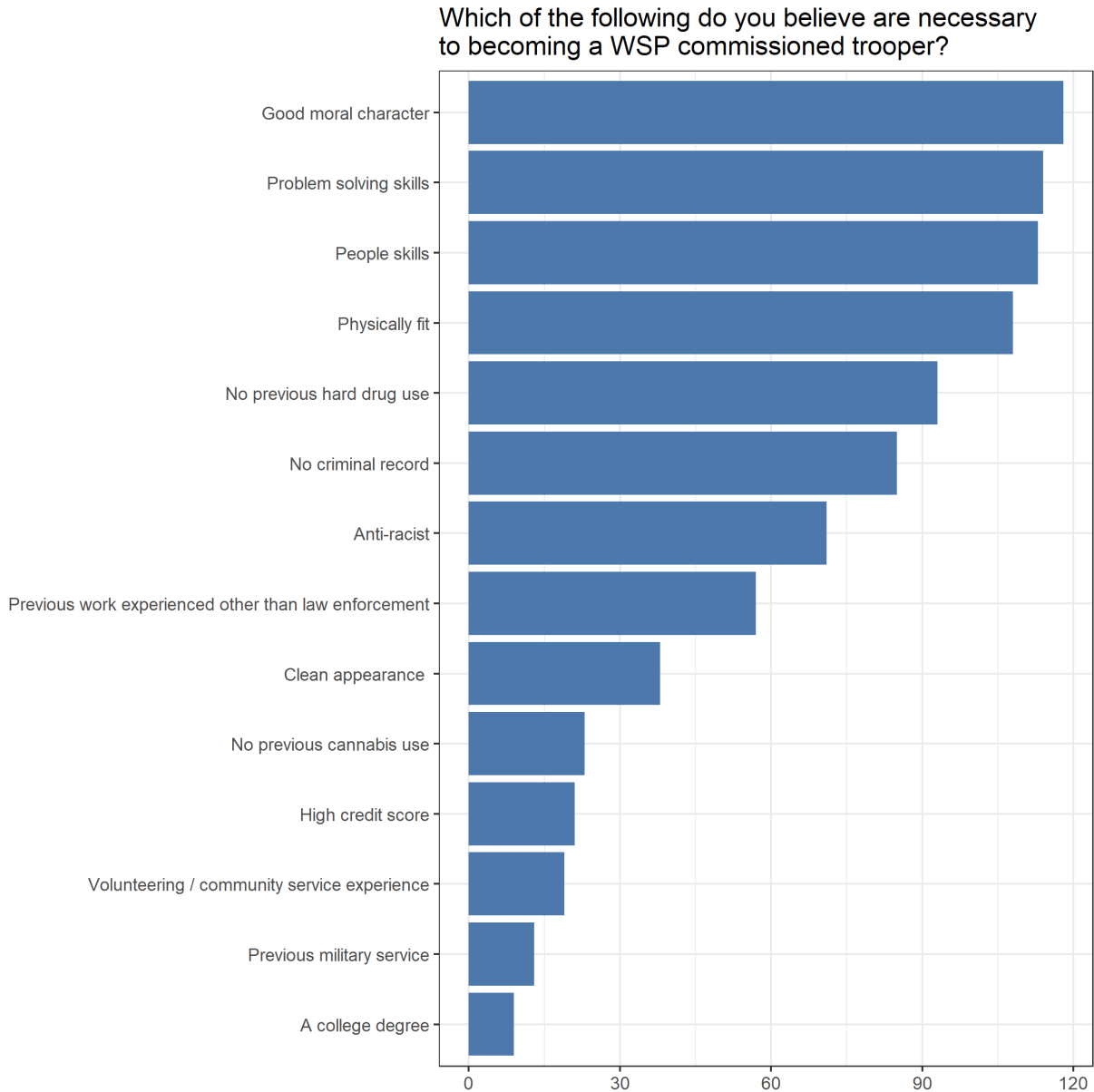
Figure 13. Characteristics Necessary to be a Trooper

We then asked troopers if they believe that recently hired troopers reflect the mission and values of WSP. We did not explicitly state what the mission and values were, allowing troopers to make their own determination about the values of their workplace. We asked this question to test troopers' views about troopers who have recently been hired to understand the environment new troopers may enter. The results of this question are in the figure on the following page. 47% of respondents answered negatively

to this question (either probably no or usually no) and 21.5% were neutral. Only 26% of respondents had a positive view of recently hired troopers. Troopers who had less than five years of experience at WSP responded more positively to newer troopers. Further research is needed to determine why troopers hold these views.

Do you believe that recently hired Troopers reflect the mission and values of WSP?

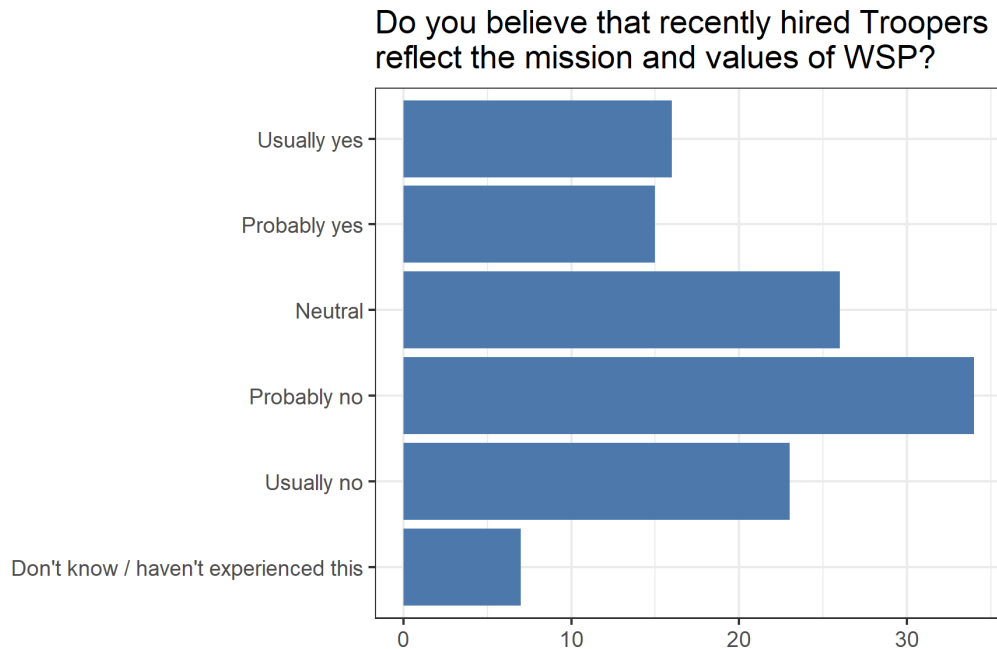| Response	Value
Usually yes	16
Probably yes	15
Neutral	26
Probably no	34
Usually no	23
Don't know / haven't experienced this	7

Figure 14. Beliefs About Recently Hired Troopers

We asked troopers if they believed that WSP was welcoming towards diverse groups. The majority (81%) stated that they believed WSP was usually welcoming towards diverse groups. These results contrast with the results of the previous question which indicate that veteran troopers are not welcoming towards newer troopers. Just 7 respondents stated that WSP was either sometimes welcoming or usually not welcoming. Those respondents were asked to elaborate on their responses and provide a solution to improve WSP's culture. One respondent is quoted below:

> *"WSP would be a better place to work if they hired more diverse [troopers]. Some of these men are supervisors and have not interviewed many women or people of color for their subordinate positions."*

Several other respondents echoed the same sentiments, calling WSP a "boy's club." However, 77% of women who responded to the survey said that WSP is welcoming and inclusive. It should also be noted that of the troopers who provided demographic data, 12% identified as a Person of Color. None of the respondents who identified as a Person of Color indicated that they believe WSP is either sometimes unwelcoming or usually unwelcoming. It is important to recognize that WSP has many regional offices and individuals may have vastly different experiences depending on who they are working with. Another trooper offered the following statement:

> *"Get over tradition and realize the world is changing and we are bleeding candidates to other agencies that are more accommodating."*

This trooper reiterates the fact that diversity, equity, and inclusion are a retention tool. As most troopers stated that retention was the most preferred option for addressing the understaffing problem, improving inclusion in the workplace culture is crucial to maintaining a diverse workforce.

General Audience Focus Group Findings

To ensure that we captured the voices of Washington State residents, we offered focus groups to anyone who was interested. The Washington State Office of Equity was instrumental in finding focus group participants. In January, we held three focus group sessions over Zoom for members of the community to share their sentiments regarding the WSP hiring process and working culture, many of which are involved in various DE&I initiatives in their professional work. In this meeting, we also reviewed our intended recommendations for feedback, which provided interesting perspectives on potential consequences of these actions.

We experienced thoughtful discussion through all three, 2-hour focus groups. A total of 17 community members participated from different educational and professional backgrounds across the state. Of the 17 participants, two were male and sixteen were female, and participants varied in ethnic background and age.

Below, we examine these responses and summarized the important details from each discussion.

WSP Perception Analysis

First, we asked general questions about WSP, law enforcement, and recruitment strategies.

How do you think people first learn about the opportunity to be a commissioned trooper at WSP?

Similarly to previous focus group findings, respondents generally believe that knowledge about this career comes from WSP commissioned officers that they know personally. Some respondents were unsure of how people learned about WSP as a career, as they never considered WSP as a career for them. Although family members' influence was a response in each group, job fairs and recruitment in high school and college were also mentioned. Other notable responses included job finding websites, billboards, military services, positive experiences with WSP, or individuals seeking out jobs and finding WSP themselves.

If someone is interested, at what point do you think they lose interest?

Respondents had many insights into events that could cause interested candidates to lose interest. We divided these responses into three categories- before applying, after applying, and indirect effects. Before potential candidates even begin the process of applying, respondents shared that application requirements can be barriers. This includes a required background check, polygraph, and educational requirements. There was also discussion regarding more public transparency for these requirements to increase the number of qualified candidates to apply. Next is the length of time to get through the process. Candidates who apply early might have to wait longer to join the training program, and it can be easy to lose hope during this process or to find other opportunities during this time. Finally, pay and geographic placement are potential reasons why someone would lose interest.

After applying, individuals might lose interest after a first failed attempt or a negative experience during the hiring process or interview. Experiencing a lack of diversity during the hiring process and the imagery and internal culture (elite-ism) of WSP were also identified as reasons to lose interest. One respondent mentioned that as a person of color, if the interview panel is not diverse, the candidate is not likely to fully express their qualifications or ability to perform successfully in the job.

Indirect, or external factors that could make interested individuals lose interest include negative media attention on law enforcement. This was mentioned in all three focus groups and is one of the more substantial reasons for people losing interest in joining WSP. Respondents cite daily conversation and news stories on policing, the politicizing of policing, the lack of mental health resources for first responders, over-policing, and government mandates of vaccines as important benchmarks for community sentiment regarding WSP. This can also affect the sentiment of family or friends who have strong opinions on policing, and the negative influence this has on interested applicants.

What sort of actions or strategies do you think might increase the number of people interested in becoming a trooper?

Responses for this question have been split up into marketing actions, communication, government actions, and internal WSP actions.

Suggested marketing actions included increased TV advertisements, recruitment and education at career fairs, and increased campaigning.

Increased communication efforts were mentioned in each focus group, focusing on pathways to promotions and potential for upward mobility. Communicating to the public about success stories of women and people of color in WSP and increasing communication on positive WSP narratives were notable suggestions from respondents.

Respondents also suggested government and legislative action to incentivize candidates to choose WSP careers, including pay increases and trooper protections.

Internal actions that can be made to increase interest in WSP included cultural shifts, workplace diversity that embodies inclusive narratives, concentrated and intentional recruitment, and other systemic changes. Respondents also suggested more time spent in the community and raising awareness on the positive community involvement within WSP.

What do you think is attractive about being a trooper?

Attractive aspects of WSP that were identified by respondents include positive employee values and mission, unique working style, and meaningful benefits. WSP officers are known for having a strong moral compass, a mission to improve the safety of the community, and a positive influence on society, which were identified factors of attraction by these focus groups. Respondents also mentioned a limited scope of duty, with WSP not having to respond to certain types of violence, and a natural career progression after transitioning from the military as positive attributes. The benefits of being a WSP commissioned officer are attractive to potential troopers because of retirement, insurance, uniforms, and cars.

A few respondents mentioned power, control, and privilege as an attractive feature of being a WSP trooper, while also being a problematic feature. While most of these benefits are attractive to most people in the community, some are attractive only to certain demographics, referring to white candidates, as stated by a respondent in a focus group.

What might be unattractive about being a trooper?

The focus groups identified unattractive aspects of being a trooper as safety and risk, hours, bad weather, fear of relocation, and pay. Some discussed being a WSP commissioned officer as polarizing and that the difficulty of this career is not for everyone. This work can be scary, and many experience

trauma daily, which can be unattractive to many people. A feeling of hopelessness was mentioned by a respondent, citing a lack of respect for law enforcement by the community and legislative limitations for law enforcement agents to act.

Some respondents identified a refusal of wearing masks and a refusal of the Covid-19 vaccine by law enforcement agents as an unattractive factor, as well as being associated with the culture of policing in the way that it exists right now. The history of law enforcement and the displays of violence against particular communities, specifically BIPOC communities, were discussed as another unattractive aspect to becoming a trooper. One respondent shared a story about a friend who was interested in law enforcement their entire life, but after joining the patrol, they left because of overwhelming feelings of being alone and unsupported.

Do you think people see a difference between WSP and other LE?

The respondents mostly agreed that the public does not know the differences between uniformed law enforcement agents. One respondent stated that WSP troopers are seen as less than police officers, and another stated that they had never personally seen any WSP troopers "acting out." One respondent shared that within the law enforcement community, WSP is seen differently because they deal with less criminal activity. A respondent also shared that state troopers are the "gold standard" of law enforcement, and that they have high standards and are very visible in the community. A respondent shared sentiment about the pain that communities experience due to violent law enforcement officers, and how this shapes the perspective of the community. Because there has been more transparency in the media showing violence against minority communities, people mostly put all law enforcement under the same category.

What equity issues do you see in the hiring process?

A major concern voiced by focus group participants was about the selection process for the hiring panel. Without a diverse hiring panel, WSP could have a difficult time recruiting diverse candidates. Another respondent suggested a review of WSP's mission and goals. Respondents had clarifying questions regarding comprehensive social media background checks and continuous checks on current officers. Other equity issues identified was in regard to who the third-party contractor is for polygraph testing, what internal investigation processes look like, what WSP's intentional hiring, advertising and recruitment looks like, how WSP defines requirements, and whether these definitions effect certain communities and cultures over others. Another respondent mentioned that WSP should consider community and life experience in the hiring process, as well as emotional knowledge and intelligence. Respondents discussed the need for disability accommodations and making changes to the hiring process based on individual experiences.

Respondents mentioned "brotherhood culture" as an equity issue because of the closed system this creates for new or diverse candidates. Respondents suggested intentional recruiting and mentorship for communities on how to become successful WSP troopers and how to build resumes. Respondents also suggested diverse interview panels, re-examining what an ideal candidate looks like, and recruiting candidates that are already on a DEI and anti-racist journey and have community building backgrounds.

Have you participated in a DEI training? Was it helpful?

Many respondents have participated in DEI training before. Some described this training as problematic, while others described it as helpful but not continuous. Respondents said DEI training can be a beneficial

tool when the content is wholistic and continuous. DEI training is successful when management and supervisors are participating, and workshops continue past the initial training stage.

WSP Recommendation Analysis

Next, we asked the participants about the proposed recommendations.

Offer 2% pay boost for bilingual troopers.

Respondents were supportive of this recommendation. The first focus group shared the 5% state pay increase for bilingual positions. By posting positions that have a language requirement, candidates are entitled to a 5% pay increase. This response determined the modification of our recommendation of a 2% salary increase for bilingual state troopers to a 5% salary increase based on Washington State employee standards.

Some respondents suggest that a language requirement would increase diversity at WSP, and that the value of bilingual troopers is worth more than a 2% pay increase. Another respondent suggested a pay increase for cultural competencies, with extensive experience working with people from other cultures, and previously living in diverse countries, with the ability to demonstrate cultural sensitivity. Another respondent suggested that WSP provide resources for troopers to learn other languages, specific to their county.

Create a budget to support applicants through the hiring process.

Respondents were supportive of this recommendation and provided other suggestions to alleviate the demands of the WSP hiring process. Respondents suggested consolidating all testing to one day or offering testing at facilities throughout the state by partnering with other law enforcement agencies as hubs for inter-agency testing with remote WSP supervision. Respondents also suggested using private vendors for any testing that is currently done in Olympia. Many respondents respect the time, effort, and patience it takes to make it through the hiring process at WSP, and suggest that childcare, food, travel, and hospitality vouchers or reimbursements would help increase recruitment and alleviate the financial burden of the application and hiring process at WSP.

Create a lateral job class to hire from other agencies.

Respondents were supportive, but hesitant of this recommendation. They suggested that this would help increase recruitment, but "fear the bad cop transfer". If this were to be implemented, WSP would need to closely track any previous behavioral issues from other law enforcement agencies. One respondent suggested that new WSP troopers, even those who came from other agencies, should attend academy to meet the standard and reputation of WSP.

Offer part-time positions.

Respondents were mostly supportive of this recommendation. Although this would be an extra cost to the agency, the benefit would be worth the cost. Respondents suggest that part-time positions would offer opportunities for part-time students, individuals with children, retired law enforcement agents, and people who want to protect the community but have other jobs or obligations. Some respondents said that WSP should open as many doors as possible, while others suggest that part-time positions might not be possible and may lead to backlogs of investigations and logistical issues.

Continue to develop a pro-equity, anti-racist culture and educate throughout the agency.

Respondents were supportive of this recommendation. Many respondents mentioned the systemic racism in law enforcement and are supportive of reframing the thinking of the WSP institution and opening the perspectives of current WSP troopers and supervisors. Respondents mentioned that WSP should be mindful of how this education is implemented and must develop and implement continuous pro-equity and anti-racist training. Many respondents communicated a need for WSP to show accountability by showing intention to learn and improve. One respondent shared their previous research suggesting that the term "anti-racist" has been shown to be divisive for some and can become an opportunity for people not to participate. Another respondent shared that these terms are necessary and WSP must use these opportunities to support anti-racist initiatives, regardless of the discomfort this word brings to some participants

Recruit potential candidates from service industries.

Respondents were mostly supportive of this recommendation. Many respondents were surprised that WSP was not already recruiting from service industries. People who work in the service industry already have key fundamental skills, which are shared with the responsibilities of WSP troopers. One respondent was hesitant to focus on specific industries from which to recruit from and is more interested in expanding the scope of what recruitment looks like, and even what a WSP commissioned officer should look or act like. Another respondent suggested recruitment in sports and expansion into other non-traditional areas. Further, another respondent suggested an evaluation of the current tools used to recruit candidates and if these tools are furthering WSP's DEI initiatives.

Additional thoughts

We provided an opportunity for respondents to share additional thoughts on these topics or topics that were not covered during the discussion. All respondents shared the same goal of wanting to find ways to make WSP an inclusive place to work and to be an integrated part of the community. These two goals were identified as opportunities for WSP to recruit a more diverse workforce.

Marketing and communication were identified as some of the most effective and easily integrated tools for WSP to use to recruit a diverse workforce. Suggested marketing opportunities include being present in the community by spending time in schools and parks or meeting community members for volunteer work. Mentorship, specifically the Explorer program, was identified as a meaningful opportunity for WSP to build community relationships and create a separate identity from the overall law enforcement brand and perception.

Diversity at WSP was widely accepted throughout all focus groups as a benefit to society. Respondents felt strongly about diverse hiring panels, continuous DEI training and workshops, and continuous monitoring of personal social media pages of WSP commissioned officers and supervisors.

Recommendations

Through the research outlined in this report, we propose the following recommendations to the legislature:

1. Create a budget to support applicants throughout the hiring process, such as expenditures on transportation and childcare

   Currently, applicants must travel to Olympia multiple times for different components of the hiring process and for academy. While regionalized academy would decrease this burden, support during other stages would reduce barriers to hiring for very little cost.

2. Offer a 5% pay increase for commissioned troopers who are bilingual

   Bilingual troopers provide an extremely useful tool. Communicating in multiple languages is difficult and is a skill that should be compensated appropriately. Having more bilingual troopers would reduce WSP's reliance on translation services, increase efficiency in communication, and improve relationships with non-English speaking communities. Training should also be made available for troopers interested in learning another language.

3. Dedicate funding to allow WSP to create a lateral job class, allowing WSP to recruit from other law enforcement agencies

   WSP is currently unable to hire from other law enforcement agencies. This means that WSP loses troopers to other agencies but is not able to recruit qualified candidates from other agencies. Funding a lateral job class would allow WSP to better compete for quality candidates with proven experience.

4. Create a pilot program and study to test feasibility for offering part-time positions

   Other law enforcement agencies have seen success in offering part-time positions. This has been successful for retaining women but could be beneficial for other groups. We recommend funding a pilot program to test the outcomes of offering part-time positions at WSP.

5. Dedicate funding to authorize the Office of Equity to provide expert consultation to WSP for embedding equity throughout its hiring and recruiting process, including policies, practices, and procedures

   WSP has developed plans to improve equity throughout its processes. By partnering with the Office of Equity, WSP can continue to work towards their goals with expert consultation. To dismantle systems of discrimination, leaders must undergo the same shifts in behavior and values that they expect from their organization as a whole.

We also offer the following recommendations to WSP which do not require legislative action:

1. Continue to develop a multi-cultural, pro-equity, anti-racism (PEAR) workplace culture in alignment with existing PEAR Plan to promote equity, access, and belonging. Prepare commissioned troopers to lead from DEI/PEAR principles, and develop accountability measures for sustaining an inclusive, pro-equity work environment.

   Without an inclusive, pro-equity environment, recruiting a diverse workforce is fruitless. Developing a culture of inclusivity and building knowledge about DEI topics will help improve relationships between BIPOC and law enforcement, not just in hiring, but also in day to day interactions. WSP should continue to work with the Office of Equity and internal PEAR/DEI team to develop inclusive language on WSP's website and in recruiting and hiring materials such as job announcements.

2. Focus recruiting on service industries, those who have a demonstrated ability to work with diverse groups under high-stress situations are strong candidates

   Law enforcement is a service industry and strong candidates can be found not only on community college campuses, but also at fast food restaurants, hotels, retail, and grocery stores. Promoting grassroots recruiting in the service industry is an under-utilized tool at WSP.

3. Partner with Washington State ethnic and social justice commissions, such as the Commission on Hispanic Affairs, to build trust in the community

   Many state agencies are willing and excited to work with law enforcement to rebuild relationships. By rebuilding relationships, WSP can recruit from underrepresented communities and continue to build a representative workforce.

4. Partner with community to improve WSP's image as an employer of choice, including communicating with community about requirements to be a WSP Trooper

   Many troopers we talked to were unaware of changes made at the agency. Improving communication from Olympia to every corner of the state helps troopers feel engaged and improves word of mouth recruiting.

5. Intentionally develop feeder programs/pipelines that identify, recruit, and prepare Black, Indigenous, and other People of Color for a career at WSP

   WSP should continue to intentionally develop pipelines of underrepresented groups. These benefits compound as underrepresented groups see representation at WSP.

6. Re-vamp the Explore Program, offering mentorship for those who are interested in WSP but who are too young or not ready to apply

   WSP was once able to provide mentorship for young people and help keep them on the right track before entering law enforcement. Mentorship and community engagement is useful to build a pipeline of recruits and to build trust between communities and law enforcement. Re-building this program to specifically encourage underrepresented groups to join WSP would likely help to foster an inclusive and supportive environment.

Limitations and Further Research

While this research has been comprehensive, equitable recruitment and hiring practices at WSP is a broad enough and deep enough topic that there are several avenues for further research and limitations to what we have learned here. While this research is focused on recruiting and hiring, inequity in retention and promotions certainly has impacts on recruiting. Further research in these areas and providing measurable goals for WSP to be held accountable to equitable hiring practices is necessary for a full understanding of WSP's work environment and progress towards pro-equity goals.

In interviews with stakeholders and troopers we heard about the staff of recruiters being extremely diverse; however, some felt that this was performative and tokenistic and not in line with authentic representation. Individual interviews with recruiters and new cadets would improve the understanding of this issue.

It appears WSP has recruited a more diverse workforce in recent cadet classes. Keeping data on the career success, longevity, and contentment of these groups would help determine how successful recent tactics have been. Retaining and equitably promoting diverse groups is likely to foster a pro-equity and anti-racist workplace culture. Additionally, keeping data on troopers' careers including incidents and complaints would allow the agency to track how changes in policy result in different outcomes in policing.

While our research did attempt to capture all voices, we acknowledge that there are voices left unheard. Further research should attempt to elevate more voices, especially those that have been underrepresented. Specifically, this research included little discussion about neurodivergent people and individuals with disabilities. Further research is needed to identify barriers for these groups.

Appendix A-Annotated Bibliography

The State of Recruitment: A Crisis for Law Enforcement *International Association of Chiefs of Police*

- Conducted a broad survey of different policing organizations, found that:
  - General difficulties hiring due to extremely low unemployment rate (even before pandemic)
  - Difficulty recruiting leads to more strain on remaining officers
  - Need to thoughtfully amend recruiting without sacrificing standards
- 78% of agencies have difficulties recruiting qualified candidates
- 75% of agencies think it's more difficult to recruit now than 5 years ago
- 50% reported having to change agency policies in order to increase qualified applicant pool (also means that 50% didn't)
- Generational issues
  - Millennials and Gen Z place greater value on work-life balance, flexible hours, etc.
  - Are more likely to need childcare due to dual income necessary to live in most places
  - Weakened public image of law enforcement
- Hiring process challenges
  - Some agencies noted background checks as a huge barrier to hiring
  - 47.5% of agencies' hiring takes 4 months to over a year
  - Some agencies are looking at certain policies (tattoos, past use of controlled substances, etc) to reduce immediate disqualification
- Agencies reported that dispatch positions are among those most difficult to fill
- Proposed changes to recruitment
  - Offer opportunities for community members to do trainings with officers, do ride-alongs, other outreach to bring in quality candidates
  - Offer student loan forgiveness, trade training hours for college credits, sign-on bonuses, etc.
  - Relax academy disqualifiers
  - Address time commitment issues (allow flexible work schedules, offer part-time positions, better time leave programs)
    i. London's Metropolitan Police Service began allowing part-time academy and working hours which increased the number of women who entered the profession
  - Generally improving advertising via internet ads
  - Material perks

Police Departments on the Brink by Charles Fain Lehman via City Journal

- According to this article, many police departments are facing labor retention issues due to public opinion changes and community hostility to law enforcement. Much of this opposition stems from movements opposing the disproportionate police shootings of African Americans
- Smaller Police forces are strongly linked with higher crime rates, a robust finding from extensive social science and econometric literature. One study of Dallas P.D. data linked a 10 percent drop in presence to a 7 percent increase in crime.

- The article also says fewer cops may lead to *more* misconduct, since as cops longer hours, they grow fatigued and are more likely to use force. One study found officers who worked doubles were four times more likely to receive complaints.

Effects of 13-Hour 20-Minute Work Shifts on Law Enforcement Officers' Sleep, Cognitive Abilities, Health, Quality of Life, and Work Performance: The Phoenix Study
- This study is applicable because when forces are understaffed, more officers must work overtime, which leads to longer hours
- The City of Phoenix ran a trial experiment where police worked 13 hour 20 minute shifts three times a week, compressing the standard 40-hour work week into 3 days.
- The study found no apparent advantages to the 13 hour shifts but many downsides.
- Detrimental effects of the 13 hour shift change included increased fatigue, errors, citizen complaints. Hours of sleep, quality of sleep, and reaction time, and quality of life all worsened as well.

King County Sheriff's Office Overtime: Better Strategy Could Reduce Hidden Costs and Safety Risks
- "As [] officers work more overtime, their chances of having negative incidents—such as complaints and vehicle accidents—increase exponentially."

Diversity in Policing: The Role of Officer Race and Gender in Police-Civilian Interactions in Chicago
- Diversifying Personnel is one of the oldest and most commonly proposed policing reforms
- Micro level data on the effects of diverse police forces has historically been scarce.
- The authors find that when black and Hispanic officers are compared to white officers facing identical conditions, make substantially fewer stops, arrests, and use force much less often. These effects are especially significant about black with regard to black civilians.
- Female officers of all races use less force than their male counterparts.

DOJ COPS: "Recruitment and Retention for Workforce Diversity" 2021 Resource Guidebook
- This is a useful guidebook which points to and summarizes many useful relevant articles. They have been incorporated in this literature review.

The Decision to Become a Police Officer in a Legitimacy Crisis
doi.org/10.1080/08974454.2016.1256804

- Literature suggests that female officers are as competent as men, while receiving fewer complaints and using less force than male equivalents.
- Departments face challenges attracting qualified women.
- Departments face challenges retaining female officers due to discrimination, harassment, and lack of mentorship.
- Specialized recruiting efforts have previously been successful in attracting more applicants.
- Women may be discouraged from applying due to perceptions of police work as male dominant, not flexible to family needs, and dangerous.

2016 Washington State Patrol Trooper Recruitment and Retention Study

- Since the great recession, WSP has experienced higher levels of turnover, especially among newer troopers.
- Statewide, competition among agencies for qualified law enforcement is at historic high levels. WSP pays less than many agencies and has a broader placement, which exacerbates hiring challenges.
- Another challenge is that WSP only seeks out new troopers out of the academy, while other agencies accept lateral hires.
- Without action, WSP is forecasted to face an unsustainable drop in staffing due to resignations and retirements outpacing hiring capacity, possibly reaching as low as 250 by 2026.
- As of 2016, WSP targeted 690 positions but only had 580 filled.
- The key recommendations to WSP focus on improving compensation competitiveness and employee satisfaction. They also recommend streamlining the academy to allow for greater throughput and higher pass rates.
- They also note that the WSP has a "paramilitary culture" which is off-putting to many candidates and that WSP should consider efforts to change its culture, including deemphasizing "warrior style" elements within the academy.

US DOJ EEOC 2016 "Advancing Diversity In Law Enforcement" report

- Decades long body of research shows that communities have greater trust in police when departments are diverse and representative of the communities they serve.
- Barriers to diversity
  - Recruitment
    - Strained relations between underrepresented communities and police result in fewer applicants from diverse backgrounds
    - Lack of present diverse officers discourages applications and hinders recruitment efforts for diverse candidates. Lack of diversity begets lack of diversity.
  - Hiring
    - Overly complicated and poorly tailored fitness and written tests tend to disproportionately weed out otherwise qualified female and racial minorities, respectively.
    - Lack of discretion weeds out otherwise qualified candidates with criminal histories or histories of drug use, which disproportionately affects marginalized communities.
    - Some departments use credit checks to filter candidates, which filters out under representative communities unfairly.
    - The length, complexity and sometimes cost can discourage many candidates from even applying. In some departments the process of hiring can take over a year, and some departments require candidates to cover their own cost for examinations and the academy. This causes a deficit of applications.
  - Retention

- Individuals may face Difficulties adapting to the culture of an organization. One common complaint among under represented officers is feeling 'tokenized' or not fully appreciated.
- Lack of diversity in department also means lack of mentors, who can encourage officers to stay during challenging times or seek higher promotion opportunities.
- Practices for increasing diversity. The following are promising techniques to increase force diversity.
  - Ensuring positive department culture and cultural inclusivity can increase diversity in departments.
  - Engaging community organizations, officers, and other stakeholders in the hiring process to help create a workforce that reflects community diversity.
  - Practicing continuous review of policies and procedures which may impact underrepresented members of the force disparately can make an impact on workforce diversity.
  - Using social media to advertise job openings can lead to a greater number of people viewing job postings, increasing the diversity of the applicant pool beyond immediate friends of current officers.
  - Recent efforts in Tennessee, Colorado, and Vermont have allowed legal permanent residents who are non-citizens to become police officers, helping make a dent on the police shortage in the US.
  - Efforts to change physical and written examinations as selection criteria.
    - The Madison, WI Police Department has removed the bench press component of their physical examination in favor of a pushup test, finding that is able to similarly test for upper body strength, but screens out fewer women and people who are less familiar with bench pressing.
    - St. Paul, MN Police Department has removed the situational component from the written component of the entry exam, replacing it instead with an interview which focuses on the candidate's personal history and desire for community engagement. The department reports that is now able to hire a more diverse but equally qualified applicant pool using this new approach.
  - Madison, WI has found that their mentorship program, which pairs every new officer with an existing officer in the force as a mentor, has significantly increased retention.
  - Atlanta, GA has found that offering a 2% of salary incentive payment for bilingual officers has increased retention. The program has also increased the number of bilingual officers and benefitted community relations with non-English speakers.

'Never seen it this bad': America faces catastrophic teacher shortage
WPost By Hannah Natanson
August 4, 2022 –

- Rural school districts in Texas are switching to four-day weeks this fall due to lack of staff.
- Florida is asking veterans with no teaching background to enter classrooms.
- Arizona is allowing college students to step in and instruct children.

Survey: Half of Higher Ed Employees Would Consider New Job

Inside Higher Ed by Colleen Flaherty

August 4, 2022 –

- A recent survey of 559 faculty and staff members by Grant Thornton, an accounting firm, found that nearly 60 percent of respondents feel their voice is not heard at work, that just 34 percent feel their institution understands their needs as an employee and that 49 percent would consider a new job if an opportunity came along.
- Some 41 percent say their institutional leadership understands campus culture and what it's like to work at their institution. Thirty-seven percent say their pay allows them to live the lifestyle they choose, compared to 46 percent of respondents to a broader survey of workers across sectors.

Understanding America's Labor Shortage: The Most Impacted Industries

U.S. Chamber of Commerce by Stephanie Ferguson

August 19, 2022 –

- As of June 2022, the leisure and hospitality industry has the highest quitting rate at 5.4%, followed by professional and business services, wholesale and retail trade, durable goods manufacturing, and financial activities, at 3.3%, 3.3%, 2.1%, and 1.4% respectively.
- In the durable goods, wholesale and retail, education, and health services fields, there are more job openings than unemployed skilled workers, leaving 35% jobs unable to be filled.

Army Recruiting Crisis Results in Soldier Shortage, Record Enlistment Bonuses

USA Today By Tom Vanden Brook

July 20, 2022 –

- The Army will not reach its recruitment goal for the first time since its inception, this year.
- In April, The Army was short 8,200+ recruits, while The Navy was short 1,400+ sailors.
- The Army's hiring bonus is $50,000 for six-year contracts, the highest bonus ever presented.
- The Army also dropped their requirement to have a high school diploma or equivalent.

Kids' Perceptions of Police Fall as They Age- for Black Children the Decline Starts Earlier and is Constant

The Conversation by Kathleen Padilla, Adam Fine

Sept. 28, 2020-

- Some experts are describing the distrust in the law enforcement industry as a "legitimacy crisis" following the deaths of Breonna Taylor, George Floyd, and Dijon Kizzee
- Children are growing up in an era of mistrust of the police across racial and ethnic groups
- Black youths have experienced the most decline in positive sentiment and trust, while white youth have experienced an increase in positive perceptions

- In a survey of almost 1,000 students age 7-14 in Southern California, it was revealed that perceptions of law enforcement are shaped at early ages
- At 7, most kids of all racial and ethnic backgrounds view law enforcement in high regard
- Latino youth's perceptions begin to drop at 9 years old
- White youth's perceptions remain in high regard from age 7-14
- Black youth's perceptions decline rapidly and annually from age 7-14
- Research describes tokenizing minorities in law enforcement leads to less career advancement, more isolation, and more stress

Who Wants to be a Police Officer? Job Applications Plummet at Most U.S. Departments
The Washington Post by Tom Jackman

Dec. 4, 2018-

- In Nashville in 2018, the police department received 1,900 applications, down from 4,700 in 2010
- In Seattle, applications dropped almost 50% in a department with a $79,000 salary
- FBI applications decreased from 21,000 to 13,000
- PERF survey of almost 400 departments identified 29% of people who left the police force was there less than a year, and an additional 40% were on the police force for less than five years
- The 2014 Ferguson shooting is a big factor in the diminished perception of police
- U.S. population has risen from 267 million in 1997 to 323 million in 2016, the number of full-time sworn officers per 1,000 U.S. residents has dropped from 2.42 in 1997 to 2.17 officers per 1,000 residents in 2016.
- The raw number of sworn officers peaked at nearly 725,000 in 2013 and is now down to just more than 701,000.
- Houston Assistant Chief Lori Bender said Houston should have 2,000 more officers to efficiently handle its population
- 66% of the almost 400 police departments surveyed report decreases in applicants

Who Wants to be a Cop in 2021? They Do
CPR News by Allison Sherry

Nov. 2, 2021-

- In 2020, assaults and murders on police officers were higher than over before
- 4,071 more assaults in 2020 than in 2019
- Community College of Aurora is taking this into account when training and initiating new cadets
- Implementation of emotional intelligence and Diversity, Equity, and Inclusion training will help officers increase public support

Millennials in Law Enforcement: Recruiting, Training, Supervising
Power DMS

Dec. 29, 2020-

- Pew Research Center says that millennials are the largest living generation in the U.S., measuring at 75.4 million
- Traditional recruitment and training will be less impactful on this generation compared to previous ones
- A poll indicates that less than half of millennials trust the police
- Power DMS suggests using social media to communicate with this age group, as 90% of 18-29 year old's use social media
- Millennials care more about meaningful work than a large paycheck, they want to have a positive impact on the world
- Power DMS also suggests trainings to be more flexible, interactive, and hands on, and to deliver positive and constructive feedback
- Programs that focus on professional development and mentorship are also motivational to recruit and retain millennial employees

Appendix B-Statistical Methodology

This section outlines the statistical analysis done on racial and ethnic demographics for WSP's commissioned troopers from September 2019 through September 2022.

The data provided from WSP is as follows:

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White	8760	7042 (63%)	5540 (63%)	694 (66%)	373	367
Two or more races	1332	1032 (9.3%)	816 (9.3%)	90 (8.5%)	34	34
Asian	1099	960 (8.6%)	794 (9%)	108 (10%)	39	38
Hispanic or Latino	1082	788 (7.1%)	608 (6.9%)	71 (6.7%)	28	28
Black or African American	870	643 (5.8%)	509 (5.8%)	41 (3.9%)	17	17
Not Answered	454	400 (3.6%)	329 (3.7%)	28 (2.6%)	8	8
Native Hawaiian or other Pacific Islander	247	179 (1.6%)	148 (1.7%)	20 (1.9%)	6	6
American Indian/Alaskan Aleut	128	93 (0.8%)	76 (0.9%)	5 (0.5%)	2	2

From this data, two data sets were created. One data set was applicants who were hired with each racial group as a binary variable and a 'hired' variable which was set to 1. The other data set was applicants who were not hired. This was found by subtracting the individuals hired from the pool of applicants. Again, each observation had binary variables for each racial group and a 'hired' variable set to 0. The data sets were stacked, and the following logit model was run on the data:

$$P(hired_i) = \beta_0 + \beta_1 White_i + \beta_2 Two_{plus_i} + \beta_3 Hispanic_i + \beta_4 Black_i + \beta_5 Asian + \epsilon_i$$

Note that no other explanatory variables were used, and the model is known to be biased. The results from the regression are as follows:

```
Coefficients:
            Estimate Std. Error z value Pr(>|z|)
(Intercept) -3.82592    0.35737 -10.706  <2e-16 ***
White        0.71306    0.36127   1.974  0.0484 *
Two_plus     0.18370    0.39736   0.462  0.6439
Hispanic     0.19778    0.40544   0.488  0.6257
Black       -0.08963    0.43325  -0.207  0.8361
Asian        0.52346    0.39281   1.333  0.1827
---
Signif. codes:  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
```