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Transforming Law Enforcement to Attract Candidates from the Millennial Generation

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Transforming Law Enforcement to Attract Candidates from the Millennial Generation

by

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There are several people I would like to dedicate this paper to. The first group is the early college instructors who encouraged me to pursue my dream. They assured me that pursuing a career in law enforcement at 32 years old was possible and not crazy. Their generosity and willingness to help in any way possible have continued to inspire me to do the same for others to this day.

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Abstract

There is a widespread shortage of law enforcement candidates throughout the nation, resulting in agencies needing to increase their efforts to maintain staffing. The largest group in the workforce, the millennial generation, holds unique set of traits that make recruiting, retention, and leadership challenging for law enforcement administration. With the decrease in law enforcement applicant pools, recruitment and retention success is paramount to maintaining a successful organization in the future. An action plan is needed to practically, and ethically apply the change of approach to a workplace. This paper discusses how these changes may impact peers, the community, and additional entities throughout the criminal justice system while exploring what ethical considerations need to be addressed, and how organizational leaders can ensure ethical expectations and behaviors in others.

Keywords: Millennial generation, millennials, recruitment, retention, law enforcement, police, leadership.

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Transforming Law Enforcement to Attract Candidates from the Millennial Generation

Chapter 1: Introduction

It is no secret the relationship between law enforcement and the community has diminished substantially over the last decade, specifically over the last five years. One of the primary reasons for the relationship's recent decline is the public's view of perceived negative actions by law enforcement. This created large-scale protests and riots throughout the United States. One result of the decline in the public's perception of law enforcement is a much smaller applicant pool for potential law enforcement candidates. Since these incidents occurred, law enforcement organizations have been struggling with staffing issues across the nation. Because of this issue, agencies are doing everything they can to attract candidates in the applicant pool to their organization. Another result of the limited applicant pool is increased competition between agencies looking to increase their staffing numbers, which has created a newfound emphasis on the retention of current employees.

Once an obscure practice, law enforcement organizations are now commonly making attempts to attract current peace officers to their agency. Some agencies offer hiring bonuses, higher wages, and the potential to come in and immediately be put into a desired specialty assignment. Another factor creating a decrease in the candidate pool is the eligible workforce. The millennial generation now makes up the largest portion of the workforce, but according to a survey of millennial college students, only two percent are interested in working for the government (U.S. Chamber of Commerce, 2012). Along with the limited interest to work in the government field, millennials present additional challenges to law enforcement administrators. They have a different set of standards about what they believe is the ideal career and workplace.

As a result, a change in mindset is needed by administrations while developing a plan to counteract the current challenges the law enforcement profession faces.

Thankfully, a successful transition can be made by administrators who are capable of understanding and adapting to the unique characteristics of the millennial generation. One necessary step is to analyze the organization's current mission statement, vision, and code of ethics. They must align with the modern goals for the organization, emphasizing collaboration and solidarity with the community. Another adaptation that administrators will need to make is moving away from a strict hierarchy and chain of command. This does not mean there will no longer be structure in law enforcement organizations; it simply means a millennials' desired workplace requires inclusion in decision-making at all levels. This will require a change in training for front-line supervisors whose careers may have begun with a more militaristic approach. A way for organizations to be more inclusive of frontline employees and increase retention is to practice a servant leadership style.

Law enforcement administrators can increase their staffing numbers through recruitment and retention by increasing their social media output and implementing a formal mentorship program in their agency. Younger generations have grown increasingly adept at navigating social media platforms and grew up utilizing them daily. Connecting with millennials by increasing an agency's presence on social media requires minimal staffing or budget. Implementing a formal mentorship program at a law enforcement organization also requires very little funding. Administratively, altering an organizational mindset to attract, retain, and lead the millennial generation can be an easy transition if potential issues are effectively addressed. Of course, administrative concerns are not the only issues that may arise; legal and legislative issues also need to be considered.

With an increased focus aimed at enticing members of the millennial generation to pursue careers in the law enforcement field, legal and legislative barriers also need to be addressed. The best form of action is to identify those barriers before they occur. Creating an action plan to avoid or counteract legal barriers can save law enforcement organizations time, minimize stress, and even avoid lawsuits. Along with new hire recruitment, agencies offer enticing incentives to lure established peace officers away from their current agencies. Because the millennial generation makes up such a large portion of the candidate pool, organizations need to adapt to the challenges they present to recruitment, retention, and leadership (Dietrich, 2018). Unfortunately, with so few millennials interested in working in the government field, the challenge becomes even greater.

For the previous generations of law enforcement candidates, becoming a detective or being promoted to sergeant was expected to require many years of hard work and service. They didn't expect to transfer to a specialty unit or be promoted until they had many established years of experience. However, candidates from the millennial generation expect to be accepted and involved early in their tenures or even considered for a specialty assignment. This may be a challenge for some seasoned officers and administrators to accept. They may perceive this as arrogance or even entitlement. Along with being revered in the workplace, this younger generation of applicants want and anticipate technology in the workplace. If agencies are unable to provide millennials with something they covet, they have no issue switching agencies or even career choices (Dietrich, 2018).

Leadership style is a significant factor in the millennial generation. Millennial employees want a leader who is open to listening to the thoughts and feelings of those they supervise. This may be another difficulty for long-tenured officers who believe in a more structured militaristic

workplace setting (Tyler, 2016). There are several specialty positions or training that may entice younger candidates to join an agency; however, it is important that equal opportunities are offered to established officers as well. This will deny the appearance of favoritism or even age discrimination. This can present another challenge for administrators because seasoned officers have generally been to more training which limits the possibilities. Additionally, the training opportunities directed to long-tenured officers are typically more costly, which could cause budgeting issues.

Some of the legal issues regarding ageism and discrimination were argued in two legislative cases. The first, *Smith v. City of Jackson*, 544 U.S. 228 (2005), involves an ageism claim by a Jackson Police Officer and several of his colleagues against the Jackson Police Department, who had been giving younger police officers larger raises. The Smith case was ultimately ruled on by the United States Supreme Court. The other case is *Regents of Univ. of California v. Bakke*, 438 U.S. 265 (1978). The Bakke case, which also ended up making it all the way to the United States Supreme Court, looked at whether or not it was discriminatory for an institution to hold admission spots for a specific protected class. Knowing that these cases went through so many levels of the court system, it is imperative for law enforcement agencies to familiarize themselves with case law that pertains to protected classes to avoid being subject of a costly lawsuit. While implementing this mindset appears to be feasible when looking through an administrative and legal lens, the question of ethics also needs to be considered.

Many ethical principles need to be considered when identifying the most effective way to recruit and lead the incoming generation of millennial law enforcement officers. Fortunately, the millennial generation possesses many positive traits and is often characterized as selfless, eager to improve the world, and motivated to have a beneficial influence on their surroundings (Batts

et al., 2012). While they are currently less likely to covet a career in law enforcement, there are ways organizational leaders can increase the appeal of their agency. Showcasing some of the nontraditional areas of law enforcement, like technological advances or the opportunity to help their community, may pique the interest of millennial candidates who may not be attracted by some of the original offerings of the profession.

Developing a measurable action plan from the onset will ensure the primary goal remains the focus. Organizational leaders also need to analyze what impact these changes will have on all stakeholders involved (Batts et al., 2012). Along with identifying what ethical issues need to be considered, administrators are tasked with communicating the ethical expectations and behaviors expected from employees regularly. The success of law enforcement is predicated on strong interagency relationships. Veteran officers may often be asked to work alongside partners half their age. Making organizational changes promoting an effort to recruit younger employees may upset veteran officers, especially if there are incentives offered to younger applicants than may have been offered in the past. It is important administrators are transparent about why these changes are being implemented and assure the same incentives are being offered to established employees.

Due to the shrinking law enforcement applicant pool, organizational leaders have had to utilize their creativity to maintain staffing numbers. Some administrators have required their employees to work extra hours. In an already overly stressful profession, such as law enforcement, there is an increased possibility of employee burnout. This can directly attribute to officers committing unethical acts. Having a strong ethical organizational culture is the way organizations can ensure ethical accountability remains within a law enforcement agency (Fortenberry, 2015). Administrators play a vital role in their organization's culture as they must

highlight the importance of ethics to employees through training and leading by example. Lastly, administrators can strengthen their organizational culture by putting ethically sound people into every leadership role throughout the agency (Fortenberry, 2015).

Organizational leaders are often face challenging ethical situations where they have to decide the best outcome. Quite possibly, their decisions will upset one or more stakeholders, and it may not even please any of them. Because many of their decisions are often scrutinized while carrying an immense amount of weight, it is paramount to choose the best ethical stewardship principle. In these situations, a teleological ethical approach is best suited. This will result in an outcome that is best for the largest number of people (Pollock, 2022). When unethical acts occur, the most important role of organizational leaders is to take some form of stance. The worst thing an agency or administrator can do is failing to act. It sets a precedent of incompetence, displaying that they are not cognizant of what occurred, or does not reflect the organization's vision for the future.

Chapter 2: Review of the Literature

Administrative Lens View

Detailed steps are needed to begin the implementation process. During any measurable change within an organization, one of the first steps is to look at the current mission statement and decide if the message reflects the vision the organization has for the future. A mission statement describes an agency's common goal, vision, ethics, and standards (Stojkovic et. al, 2015). With a possible change being made to policy, procedure, or structure, it is always important the organization's mission statement is practiced by all. For changes to a mission statement to be adapted, often a slight change will suffice. The relationship between law enforcement and their communities varies quite often. Unfortunately, with the current state of the relationship, there is measurable room for improvement. Communities are looking for transparency from the law enforcement organizations that serve them.

One option to project organizational transparency is to increase the community's involvement with the agency. This desire can be reflected by editing current mission statements to include terminology reflecting the agency's desire to work with the community. Including a phrase such as *working collectively with the community to...* will generate opportunities to strengthen the relationship (Hattangadi, 2015). This will put the onus on the public, along with law enforcement, to work together on improving the existing relationship. This is an important step in recruiting the millennial generation to the law enforcement profession. It shows an effort to collaborate with the community and the intention to include lower-tier employees in the future developments at the agency. The millennial generation desires to provide service to the community, as well as being able to question ideas and give their feedback at the workplace (York et. al, 2012). This will require an adaptation from law enforcement administration, who

rose through the ranks during a time when the traditional model of leadership was prevalent. They are familiar with an organization that is predicated on structure and hierarchy.

One group that will be immediately affected is any agency's sergeant group. The sergeant group is tasked with being direct supervisors to the incoming hires. Like the organization's administrators, many of those sergeants will be more akin to the traditional model of leadership. Another process that will be needed during implementation is a change in training for all levels. For administration and supervisors, training on effective communication, mentorship, and the unique traits of the millennial generation will be provided. For lower-tier employees, training will be provided on goal setting and leadership development (York et. al, 2012). The mentioned trainings will educate, as well as offer direction to all employees for the future. For both groups, both personal and career growth can be achieved. Trainings may assist in easing some of the generational differences.

Knowing that many of the millennial generation's traits are unique when compared to past generations, it appears that practicing the Human Service and Servant Leadership styles will provide millennials with much of what they prefer from their leaders. Howard (2018) wrote that the millennial group desires leaders who will mentor them, show them the way, respect them, and guide them. They want to be heard and appreciated from day one at their agency. Those aspirations tie in very well with the leadership services that are provided by servant leaders. Therefore, shifting from the traditional hierarchy model to a more person-centered approach is needed. Servant leadership is all about the growth of those you lead; it is primarily concerned with helping others grow, while frequently eschewing away the title or attention that comes with many leadership positions (VanBenschoten, 2020). This approach bodes very well for appeasing the millennial generation's want for personal growth.

Recruitment of the right personnel is another vital step in the aforementioned process. As stated earlier, there are certain aspects of the law enforcement profession that turn portions of the millennial generation away. It is no secret millennials grew up during the age of technology. Therefore, many are more comfortable communicating through technology than in a face-to-face setting. According to the Pew Research Center, 86 percent of millennials use social media, and 79 percent of those use it daily (Pengue, 2022). Being active and relevant on social media is one of the most effective ways to reach the millennial group. A balanced strategy of social media presence and constructive interpersonal police relationships is the best way to re-engage the millennial generation (Favreau, 2015).

Lastly, implementing a formal mentorship program will be paramount in guiding the careers of the new employees. This will create opportunity for newcomers and seasoned law enforcement officers to work together outside of a patrol car. When referencing millennials and leadership, Dietrich (2018) explained that millennials want leaders they look up to and trust; they want leaders who challenge them, while still allowing open dialogue about ideas they question. Dietrich adds that millennials want to have immediate input within their organization; they received a lot of attention during their upbringing and will struggle with not being included in discussions. Law enforcement field training provides new hires with the skills to be a successful patrol officer, while mentorship provides them with the tools to have a successful career in law enforcement.

The old mentality of a structured hierarchy will create struggles during this transition. A new millennial law enforcement officer will not simply do a task because a supervisor tells them to. They will want to know why they are being asked to perform the task and may even suggest a different way of achieving it. In the traditional model of leadership, this may have been viewed

as employee insubordination or laziness. Supervisors who are capable of adapting to the opposing mindset, allowing new employees to voice their thoughts and opinions while still inspiring them, will be the best leaders (York et. al, 2012). Ultimately, if a formal mentorship program is instilled, and administered correctly, the result will be greater employee retention, and a better work product. This will benefit the organization, the individual employee, and the community they serve.

Mentorship Program Implementation

As previously stated, offering mentorship to incoming Generation Y employees is one of the key points to their recruitment and retention. They do not want to do their job simply for the pay; they also care about their personal growth and work relationships. The International Association of Chiefs of Police created a *Best Practices Guide for Institutionalizing Mentoring into Police Departments*. It was authored by Chief Harvey Sprafka and Lieutenant April Kranda (n.d.). They developed a step-by-step plan for implementing that plan in smaller size law enforcement agencies listed below:

Institutionalizing Mentoring: A Step-by-Step Plan

1. Teach mentoring skills to all employees (sworn and civilian)
2. Demonstrate and support total agency mentoring at the chief level
3. Establish formal new hire mentoring process
 - a. Appoint mentor coordinator
 - b. Identify employee workgroup
 - c. Draft mentoring policies and procedures
 - d. Define mentor/protégé roles and responsibilities
 - e. Select and train mentors
 - f. Pair mentors and new hires
 - g. Evaluate and fine tune the process
4. Create career development mentoring system
 - a. Identify command coordinator
 - b. Identify supervisory workgroup
 - c. Draft career planning/goal setting policies and procedures
 - d. Define mentor/protégé roles and responsibilities
 - e. Select and train mentors and protégés.
 - f. Pair mentors and protégés

g. Evaluate and fine tune process

5. Promote succession planning

- a. Chief mentors commanders
- b. Commanders mentor supervisors
- c. Supervisors mentor line employees
- d. Officers/civilian employees mentor colleagues and new hires.

Sprafka, H., & Kranda, A. (n.d.). Best Practices Guide - International Association of Chiefs of Police. p.3, *Institutionalizing Mentoring Into Police Departments*.

It is essential to create a policy manual for the program that can be used as a guide for providing expectations, offering suggestions, and explaining the purpose of goal setting. The policy manual can also be utilized when laying out the responsibilities of the mentor and mentee. Some of the roles of the mentor include sharing experiences and knowledge, offering guidance, giving feedback, and mapping out a career plan for the mentee (Sprafka & Kranda, n.d.). This will quickly provide the new millennial hire with direction, an opportunity to create relationships, and an immediate career path for personal growth.

There is much to gain from serving as both a field training officer and a mentor. Both of those roles offer an abundance of learning experiences for the teacher. Individuals in the law enforcement field have varying skill sets. Field training and mentoring offers trainers opportunities to experience different ways to handle situations. Of course, mentees also have a set of responsibilities; these include defining personal employment goals, following through on directions given, asking questions, and respecting agency responsibilities (Sprafka & Kranda, n.d.).

The first step in developing a mentorship program is creating and implementing a mentorship leadership plan. This begins by teaching mentorship skills to current employees, which can be done through numerous different practices and trainings. It is also important to include mentorship on all levels of the agency, not just for incoming hires. Any employee who has been moved to a new position should be eligible to receive mentorship from someone with

mentees in a career development system are established law enforcement officers within an agency, having a better idea of their personal abilities and desires. Lastly, throughout the career development stage, the program will offer an opportunity for the mentor to assist their protégé in advancement, ultimately leading to possible succession. People development is the fourth level in John Maxwell's *Five Levels of Leadership*. He explains that at the reproduction level, your objective is to find as many potential leaders as you can, invest in them, and support their development (Maxwell, 2015).

Benefits of implementation

The potential benefits of implementing this program far outweigh the potential negatives. As stated, all stakeholders stand to gain if it is instilled and run successfully. The mentor will gain insight from teaching the protégé. They will also be able to create a succession plan for their current position. The mentee will be able to create relationships and set career growth goals while also learning the culture at the agency. The organization will benefit from having its employees continue developing their growth and improvement. This will deliver more knowledgeable and better trained employees. With better educated employees, the community will be provided with a better policing product. As law enforcement officers gain knowledge and experience, they typically improve at providing insight to the community. This can be done through several different outcomes. Many seasoned officers teach classes to the community, such as Self-defense, Firearms Safety, Snowmobile and ATV Safety Classes, and a Citizen's Academy.

Barriers to implementation

With the creation of any new program, there will always be barriers or challenges. As mentioned earlier, employee buy-in is essential to the program's success. Employee buy-in may be the biggest internal barrier organizations encounter because change is always met with

opposition. Some options to resolve buy-in issues were previously discussed. One of those options is to make changes to the organization's mission statement if necessary. Another way to increase buy-in is to practice mentoring at all levels in the agency. This shows a willingness from administration and supervisors to both seek and accept guidance from others as well. Lastly, it is also important to allow dialogue from all levels of the organization. By receiving their input, it allows employees to have a vested interest in the success of the program. An additional positive aspect is that dialogue provides the millennial group of employees with reassurance that their ideas are being heard. As this program is all handled internally, it will limit the likelihood there will be external barriers to its implementation.

Administrative considerations

A few different administrative considerations will need to be addressed for a mentorship program implementation, as well as the recruitment and retention of the new wave of millennial hires. There is always the question of cost and budgeting. Luckily, for the recruitment and retention aspect of the administrative considerations, the required pieces are already in place. For recruitment, an adjustment simply needs to be made to the current recruitment approach (Favreau, 2015). The organization's communications coordinator will be tasked with steering the social media output more towards younger generations. Only a few posts should be made per day, and posting should be regular but responsible. When it's time to promote job openings, this should be incorporated into weekly postings, but only occasionally. The target demographic of millennials will quickly lose interest if every other post is about how you're hiring (Favreau, 2015). Community engagement events are also a helpful tool in recruitment, it creates and strengthens relationships with the public, potentially resulting in more interest in criminal justice.

To effect retention, there will also be minimal change in cost or budget. This change will require another adjustment in mindset and leadership style. A transition to a human service or servant style of leadership will help steer the change in retention. The organization's administrators and supervisors are already budgeted to attend leadership trainings annually (Wilson, 2019). A change will only be needed in which style of leadership trainings they attend. The training should be directed towards the servant model, as opposed to the traditional model. The mentorship program will also be a cost-friendly implementation because the mentor/mentee interactions can take place during on-duty time. An additional item that needs to be considered is when the mentorship program coordinator is no longer available to monitor the program. This could be the result of promotion, retirement, or other factors. This potential issue can be avoided by having a well-written policy manual in place. The policy manual will explain roles, expectations, and procedures. Also, as previously mentioned, it will be beneficial if the program coordinator will have a successor trained and ready.

Sustainability strategies

Both the change in recruitment and retention and the implementation of a mentorship program can be easily sustained over time. There will be minimal cost required for startup and, quite possibly, little to no cost to sustain. In fact, these two changes to the organization may result in cutting agency costs moving forward. If retention is increased, there will be less cost annually training new hires. According to Lewinski and Albin (2022), on average, police training costs agencies roughly \$100,000 per new hire. If that number is decreased yearly, a substantial amount of money will be saved. Additionally, with increased retention, there will be more experience within the agency, which results in a better work product. The mentorship program should also result in stronger employee relationships. These will create more outlets for officers, resulting in

less reliance on health and wellness programs (Stelter, 2017). Obviously, the two changes coincide with each other, and the mentorship program implementation is a tool to assist with the recruitment and retention of millennial law enforcement candidates.

Conclusion

In conclusion, the main purpose of implementing these changes is to counteract the current challenge of recruitment predominant within the law enforcement profession. The past generations of baby boomers and generation Xers are beginning to exit the profession, and the millennial generation is now the predominate group generating the workforce. With their exit, there are challenges for law enforcement administrators because the younger generation has less interest in what a career in policing can offer. Past generations were attracted to policing due to the monetary compensation and consistency of the field. Pay and stability are less important to millennials, and they are less apt to stick with an organization or even a particular career, so they have far less issue switching employment to find the right fit for them. The suggested changes are a necessary adaptation to the ever-changing law enforcement career. They offer two of the most appealing things to the new generation: inclusion and servitude.

Legal and Legislative Lens View

The problem and potential stakeholders

When implementing a fundamental organizational change, it is important to look at the big picture. This includes recognizing potential barriers to change because challenges can come in a variety of different forms. The goal is to locate the most effective way to recruit the millennial generation to pursue careers in law enforcement, followed by retaining them within the organization. With such a primary focus being placed on one group of people, there is a necessity to look at other stakeholders affected and take the time to reflect about how they may perceive this change. This process will include finding a balance between offering possible incentives or items to lure younger generations while still prioritizing established employees, as well as an older group of potential law enforcement candidates.

The main incentives that will entice millennial candidates include competitive pay and benefits, access to new technology, an opportunity to give back to their community, and an effective leadership style (Favreau, 2015). Because of the recent shortage of quality law enforcement candidates, paired with a nationwide inflation increase, there has been a general increase in pay in the profession. Additionally, millennials are driven by careers they believe have meaning, they want to positively impact other's lives. The old mentality of involving a militaristic structure and hierarchy in law enforcement will not be received well by the millennial generation because this younger group of law enforcement candidates want to come into an agency and be accepted and included immediately (Howard, 2018).

Aside from early acceptance, millennial employees expect to be valued and have working relationships with their supervisors. From day one, millennials want to be in a workplace where they feel comfortable providing their input. This is an act that may have been viewed as

insubordination by past generations. The servant leadership approach offers millennials their desired relationships and opportunities (VanBenschoten, 2020). Servant leaders are committed to empowering and elevating people who work for them. These leaders have a serve-first mentality, which involves serving rather than dictating, displaying humility rather than asserting power, and always seeking to improve the development of their employees in ways that unleash potential, creativity, and a sense of purpose (Tarallo, 2021). Specific training and growth opportunities are additional incentives that may help lure the younger group of candidates to one agency over another.

The general workplace setting for law enforcement agencies is changing. The traditional structure and expectation that everyone needs to “put their time in” is no longer the norm. This will require a significant change in approach by administrators. Along with the change in their approach, they will also need to adjust the training they provide their senior officers. Typically, veteran or established officers are those relied on as field training officers and mentors for the new hires. Those veteran officers significantly impact the careers of the people they train. It is expected that the established officers will recognize the incentives and growth opportunities being offered to new employees. This can provide a wedge in those relationships if not handled properly.

Solutions addressing the criticisms of your new policy

There is an old adage explaining that the two things cops hate are change and the way things are (Rahr & Rice, 2015). There will likely be seasoned officers, and even administrators, who are set in their ways and will be opposed to the new suggested focus. It is important the new approach is understood throughout the organization and practiced by the chief law enforcement officer on down. This will represent cohesiveness throughout the agency. Approaching the

staffing shortage issue by asking for input and suggestions from the entire agency will increase the likelihood of buy-in and acceptance and may result in more good ideas to choose from.

Communicating with employees that staffing issues created an increased workload and a need to work increased hours, and their dedication and willingness to do so has not gone unnoticed, will help showcase how this change will benefit them, not just the organization (Wilson, 2019).

Legal implications of the proposed change

Unfortunately, there is no guarantee this new approach will be accepted throughout the organization. One potential lawsuit is all it would take to slow down, or even halt, the discussed implementation. Therefore, it is paramount that the change is done delicately and that the buy-in is agency wide. With an offer of incentives or specialized training aimed towards new hires, who are generally a younger group of individuals, an argument could be made that older employees or law enforcement officer candidates are being discriminated against. To avoid the appearance of discrimination or ageism, the training and growth opportunities also need to be offered to established employees. Additionally, some form of incentive, likely based on retention or years served, will also need to be implemented.

Case law and legislation

To avoid any potential liability, it is important to review the legality of the changes mentioned. As previously discussed, the possibility this implementation could be viewed as discrimination, specifically ageism, must be considered. Ageism came to light in 1967, when President Lyndon B. Johnson passed the Age Discrimination in Employment Act (ADEA) which prohibited discrimination based on age (Cornell Law School, n.d.). The ADEA was added three years after the Civil Rights Act of 1964, which prohibited discrimination based on race, color, religion, sex, or national origin. This includes during the hiring process, while employed, and

during retirement (Cornell Law School, n.d.). There are also numerous additional aspects involved in an ageism claim.

When researching case law pertaining to age discrimination, *Smith v. City of Jackson*, 544 U.S. 228 (2005) appears to be the most applicable. The facts of the case involve Officer Azel Smith, along with several other Jackson Police Department Officers who were over 40 years old. They sued their employer, the Jackson Police Department, and the City of Jackson, for ageism (Oyez, n.d.). They claimed that because the agency gave larger raises to employees with less than five years of service, they were violating the ADEA. The case went all the way to the United States Supreme Court. The question of law in *Smith v. City of Jackson* was whether or not a group could make a disparate-impact claim of ageism. The Justices ruled unanimously that a disparate-impact claim can be made referencing the ADEA. However, unfortunately for the officers, the Supreme Court Justice's opinion was that the officers failed to provide evidence the department pay plan discriminated against older workers (Oyez, n.d.). The two main takeaways from the case are this: civil rights suits can be filed even if the ageism may have been inadvertent; also, there is a threshold that needs to be met to prove ageism.

An additional Supreme Court decision holding relevance to the aforementioned situation is *Regents of Univ. of California v. Bakke*, 438 U.S. 265 (1978). This case involved Bakke twice being denied admittance to medical school at the University of California. Bakke brought a case against the school who, citing affirmative action, held 16 medical school spots strictly for minority students. The case also made it to the United States Supreme Court, and their final opinion was complicated. They ruled that race being considered an admittance factor does not violate the Fourteenth Amendment; however, there cannot be a specific quota set for admittance based on race (Justia Law, n.d.). Ultimately, the case did not end up benefitting Bakke because

their opinion was Bakke did not provide sufficient evidence he would have been admitted, even if the school had not had a racial quota in place.

An additional court case the United States Supreme Court heard regarding the Age Discrimination in Employment Act of 1967 is *O'Connor v. Consolidated Coin Caterers Corp.*, 517 U.S. 308 (1996). In this case, the justices unanimously decided that a person cannot lose their employment to another based on age, even if the person who replaced them is in the same protected class (Oyez, n.d.). O'Connor was 56 years old and was replaced by someone who was 40 years old. Although O'Connor's replacement was not significantly younger than him, it still violated the ADEA because age was considered in the determination (Cornell Law School, n.d.). Efforts can be made to attract younger employees to an agency, but it cannot come at the expense of older employees. Even more important, an older employee cannot be terminated to be replaced by a younger one if age is a factor in the reasoning. This could present issues for agencies because, generally, younger employees are paid a lower wage due to less experience.

An action plan for applying the program to a workplace

With previous generations, a career in law enforcement was appealing to many because it offered stability, comradery, and a healthy pension. Unfortunately, many incidents have occurred over the last ten years, which paint a dark picture of the law enforcement profession. Previous generations grew up being told first responders were heroes. It resulted in those kids looking up to cops and wanting to work in the profession. Law enforcement was viewed as one of the most honorable professions a person could choose. Partisan politics, along with social media, have played a major role in negatively altering the public's view on law enforcement. Because of this, youth have been hearing a disparaging opinion about law enforcement over the last decade (Favreau, 2015).

As mentioned, the millennial generation grew up with technology and social media. Frankly, they do not know what life is like without it. Social media is now the most effective way to connect with potential employees. In the United States, 79 percent of millennials visit social media platforms multiple times per day (Pengue, 2022). If an agency is not connecting with millennials through social media, the agency is severely limiting its exposure. Therefore, the new challenge is piquing the millennial generation's interest. While they navigate social media several times a day, they scroll through a vast array of information. This leaves the question: how does an agency make itself stand out amongst all the others? How does an agency make itself the one that is not experiencing the lack of candidates others are challenged with? The answer is this can be done by promoting new ideas and opportunities on social media platforms (Tyler, 2016).

Administrative considerations

The agency administration will have to address a few challenges during this change. One issue is retraining many of the veteran officers. Because of the previously mentioned adverse incidents that occurred over the last ten years, many of the dynamics of policing have changed. The current relationship with the public has also been altered, which requires a different approach. As previously stated, these veteran officers will be training new hires, so it is vital they understand de-escalation and positive police encounters are the new norm. Cops can be a very stubborn group, but if they are involved with the development and creation of the change, they are far more cooperative than if they are being told to do so.

While the suggested changes may not directly require a change in policy, they will most likely need an increase to the training budget. Offering new hires specified training and growth opportunities early in their careers is a new concept. Traditionally, new hire training would

involve law enforcement basics such as DWI training and report writing. New law enforcement technologies are far more in depth, and, of course, more expensive. Millennial employees don't just want to be appreciated at work; they want to be challenged as well. One way to show them they are appreciated by the agency, but also challenged to improve, is to train them on a concept which is beneficial to law enforcement, but not well known throughout the profession. Two examples of little-known specialties within the law enforcement community are forensic investigative genetic genealogy and vehicle forensics investigations. They are both currently being used within the field, but very few people are trained in the skills. Both specialties will be predominant in investigations in a short period of time.

Whether an agency must present its budget to county commissioners or the city council, it is always a challenge to ask for additional monetary compensation. Increased training costs the agency money. Additionally, as an employee receives more training, the more valued they will be by their agency, as well as outside agencies looking for qualified candidates. Therefore, there is also an increased need for wage increases to be approved by whoever signs off on the budget, as well as applied to employee wages. Planned budgeting in advance, and utilizing available grant funding, are two ways to counteract some of the challenges a monetary increase may bring.

Impact on stakeholders

One commonly heard stereotype of the millennial generation is their lack of verbal communication skills, which is a valid concern (Tyler, 2016). Thankfully, one of their greatest strengths is their technological abilities. This coincides very well with the direction law enforcement is heading. Times are changing as fewer and fewer cases are being solved because of exceptional interviewing skills. Forensics are now the most reliable source of information in an investigation. This includes digital forensics, vehicle forensics, and advanced DNA. Having

employees who are adept at those unique skill sets will provide a higher quality service to the community and stronger cases to present in court. A direct result of the increased quality of policing is more confidence in the agency from the public, as well as a stronger relationship with them. Looking at the long-term big picture, stronger relationships with the community result in more interest from younger generations in law enforcement.

While advanced budgeting and grants will assist some agencies in achieving this goal, it is only feasible for some smaller size agencies. Generally, in less populated areas, there are several small agencies with minimal training budgets. In these cases, a consortium is a possible way to counteract that challenge. Communication about each agency's abilities will be important so there is a low number of unnecessary cross-training. As a whole, the idea is to increase officer skill sets, which will result in stronger cases. When utilized properly, stronger cases presented result in less likelihood a crime goes unaddressed.

Ensuring expectations and accountability behaviors in others

To ensure expectations and accountability behaviors in others, the first step is explaining the reasoning behind the planned change to the entire agency. This will need to be followed by training provided to existing officers. To avoid claims of ageism or discrimination, the training and growth opportunities offered to new hires will also need to be available for current employees. Adaptation to this new focus will need to be practiced in entirety and to ensure this is being done; there will need to be checks and balances. Supervisors will be tasked with the oversight of those they lead, as accountability will be key to success. Additionally, the administration will need to be cognizant of who is being hired and what their career aspirations are. It is important to follow through on incentives discussed during the early stages of employment. Administration will be tasked with training coordination and record keeping,

assuring equal training is being offered to existing employees to avoid claims of discrimination or civil rights violations.

Conclusion

In conclusion, an adaptation in the recruitment and retention procedure is necessary to curb the current staffing challenges law enforcement organizations face. The number of quality candidates continues to decrease; therefore, a concerted effort needs to be made to increase the interest of the largest group in the workforce, the millennial generation. The traditional styles of recruitment and employee retention are not nearly as effective for the younger generation (Dudley, 2019). This requires agencies to adapt and conform to provide a desirable workplace to millennials. While doing this, it will be immensely important to avoid any appearance of favoritism being given to the younger group.

Ethical Lens View

Utilizing ethical principles

Over the course of the last decade, there has been a drastic change in the law enforcement profession. Once a highly sought-after career with hundreds of applicants considering the same job posting, law enforcement agencies now need help to find quality candidates. Recruitment and retention have become issues for not just law enforcement but other criminal justice entities as well. Jails, prisons, probation offices, and dispatch centers have all struggled to keep their organizations adequately staffed. One of the primary causes for the limited interest in the law enforcement field is a change in the public's current perception of policing. Recently, tragic incidents involving law enforcement and minority community members have resulted in a substantial decrease in their relationship. This, paired with an increase in media coverage of incidents shining a negative light on law enforcement, has resulted in a much smaller candidate pool.

An additional factor adding to the challenge of recruitment within law enforcement is an overall change in generational mindset, particularly regarding the millennial generation. As of the year 2016, the millennial generation has presented as the largest group in the workforce (Fry, 2018). Historically, a career in law enforcement was attractive to candidates because of its stability and opportunity to serve the community. The negative public perception has deterred some millennial candidates from considering the field, because they believe the opportunity to serve their communities is no longer present. Additionally, the idea of career stability does not have the same appeal to the younger generation. Eighty-six percent of millennials surveyed stated they would have no qualms about job hopping to achieve their goals, even though 83 percent acknowledged that it would be bad for their careers (Kosinski, 2015).

Because millennials are not attracted to the original benefits law enforcement has been able to provide, an adaptation by agency administrations is necessary. How can government organizations compete with the private sector to attract millennials when they are constrained by union contracts for salaries, stringent recruiting standards and procedures, and minimal incentives to offer (Howard, 2018)? The answer is by highlighting the opportunities in law enforcement that will appeal to millennials. This is done by catering to the strengths millennial candidates possess. One of their main strengths is that they grew up during the technology era. Because they have been using computers since they were children, millennials have developed a natural ability to use technology to do tasks more quickly and easily (Tyler, 2016). Offering training and specialized units, such as digital forensics analysis, may entice younger candidates with a technical background into the law enforcement field.

Unfortunately, unlike past generations, millennials have less loyalty to their employer. Being assigned to part of a specialized unit, such as digital forensics or community engagement, provides employee recognition, which may increase their likelihood of remaining with an agency (Batts et al., 2012). With many law enforcement agencies having similar staffing issues, retaining employees has also become a challenge. In a somewhat unprecedented move, some agencies have made it standard practice to actively recruit established law enforcement officers from outside organizations. Aside from increased monetary compensation, some agencies are offering opportunities to lateral into desired positions like investigations. Some agencies recruit lateral employees into leadership positions such as sergeants and lieutenants (Howard, 2018).

Millennials have a different work ethic than Gen Xers and Baby Boomers. If you ask the older generations, millennials are known to be self-centered and lazy (Neogov, 2020). The truth is they work hard, but time spent with friends and family is very important to them. This can

result in the appearance that they are unwilling to put in overtime hours, which is a challenge for agencies because many of the older generation employees coveted overtime. In an effort to adapt to the millennial mindset, administrators should be open to making whatever reasonable adjustments are needed to accommodate an employee's demands, particularly if those needs have to do with family issues (Langham, n.d.). Increasing time off for family matters, for instance the birth of a child, appeals to millennials who are focused on family. Off-duty family gatherings, on and off-site childcare, enabling police to have lunch breaks at home, and providing a place for families to connect with officers during their lunch breaks are other techniques that might be used (Langham, n.d.).

It is no secret the law enforcement field has a long history of incorporating organizational structures similar to the military. An established hierarchy and chain of command has served them well since the beginning of policing. This creates another situation in which administrators will need to adapt to a new mindset. The traditional chain of command may no longer be prevalent because millennials want to communicate directly with management. They believe that by keeping lines of communication open, they can complete a task more rapidly, effectively, and to the satisfaction of all parties (Logan, 2018). This will be a distinct change for tenured employees who climbed through the ranks during the era of structured hierarchy. Agencies that cannot adjust to the new mindset will need help recruiting and retaining millennial employees.

Another law enforcement tradition that clashes with the millennial generation mindset is the idea of “putting in your time” before rising through the ranks. Millennial’s diverse mindset is a significant factor in the current police organization. They want to be noticed, heard, and given consideration immediately, expecting to swiftly climb the success ladder through transfers and promotions, and desire the same learning opportunities as their peers (Dietrich, 2018). If this

issue is not handled correctly by administration, it could cause a lot of turmoil within an agency. A balance needs to be met between offering opportunity to new hires while still giving recognition to the veteran members of the organization. Ultimately, the veteran officers will be tasked with training and supervising new hires, so it is important some level of harmony is kept between the two groups.

Action planning for workplace implementation

It is important the transition to the new recruitment and retention approach is handled in a fully ethical manner. Ethical leaders encourage transparency while also encouraging an environment where employees and supervisors may communicate freely. They ensure everyone in the agency is aware of its vision, purpose, goals, and values (Terzieva, 2023). Therefore, after identifying the need to increase efforts to recruit and retain millennial officers, the next step is to assemble a team to assist in completing the policy change or approach. The committee should completely understand the mission's goal and be fully invested in its successful completion. Having representatives from multiple levels of the agency will increase employee buy-in and ensure no areas of importance are missed during implementation.

Once the committee and administration are content with the plan for implementation, the next step is to communicate the plan to the rest of the organization. When sharing the plan, anything other than full transparency could result in unnecessary issues. Of course, strong ethical leaders always deliver the "why" a change is being made; this message will always include the purpose of the mission, along with the expectations of everyone involved (Sinek, 2009). As a leader, showing solidarity throughout the organization and a willingness to accept feedback will increase the comfort levels and compliance of everyone involved. Strong ethical leadership is a vital component of creating and maintaining a strong ethical culture (Pollock, 2022). A leader

who promotes ethical behavior by “walking the talk” will have a far easier time holding others accountable for unethical behaviors.

The changes will be quite drastic for some of the senior members of the agency. For those employees, the old ways of everyone “falling into rank” will be hard to shake. Providing training on present-day leadership styles will provide them guidance when encountering the millennial mindset of wanting a team-oriented workplace that enhances responsibility, facilitates communication, and gives employees a stronger sense of direction (Howard, 2018). The leadership style that epitomizes the millennial’s preference for supervisory traits is servant leadership. According to the concept of servant leadership, a leader should be more focused on serving others than on wielding power. Others inside the organization will benefit from this culture as they develop their capacity for service (Wilson, 2019).

Along with training on servant leadership, ethics training will help maintain a culture of ethical behavior. While most employees in criminal justice fields have taken some form of an ethics course in college, the discussion topics may have been very generalized. Professions such as law enforcement often provide ethics training courses more specific to the field (Pollock, 2022). These courses may offer scenario-based training that reflect situations you may encounter commonly while on duty. Those working in jail or prison settings would also benefit from specified training in their field because of the unique ethical dilemmas they may face at work. To keep the ethical mindset at the forefront of employee’s thoughts, yearly refresher courses should be provided during mandatory service training.

Ethical considerations

Whenever implementing a fundamental change within a workplace, it is important to address any legal or ethical issues that may arise. Legally, it is paramount the change has no

appearance of discrimination against any group. It is possible the veteran officers of the agency may struggle with the applied change. An argument could be made that offering training or advancement opportunities very early in a millennial officer's career discriminates against older officers. It has the potential to be very challenging for administration because it is important to keep a balance of fairness between all employees while still recruiting new hires to maintain staffing numbers. Aside from the ethical dilemma of doing what is best for the agency and employees, a legal argument could be made that ageism is occurring. As always, being transparent, ethical, fair, and explaining the why may resolve many of those issues.

Another ethical consideration administrators may encounter is how aggressively they want to pursue current officers working at other agencies. A tremendous amount of time and money goes into hiring and training a new law enforcement officer (Lewinski & Albin, 2022). Officers who have shown they can successfully serve their community are a huge asset to their organization. If they choose to lateral to another agency, much less is required to prepare them for their duties. This would save the new agency time and money, making lateral transfer officers a tremendous asset for them as well (Cobb, 2020). The law enforcement field is unique because of how often we work with or need assistance from other organizations. Because of that likelihood, it is important to maintain quality working relationships with those agencies. A very effective way to ruin those relationships is to actively pursue their employees.

Unfortunately, not every potential lateral transfer will benefit the new organization, which can cause issues. Extensive research needs to be done to identify why an established officer leaves their organization. Depending on the reason, there may be resentment towards that employee, or even their new agency, by their previous organization. Additionally, law enforcement organizations do not want to hire lateral transfers who are commonly disgruntled or

unhappy with their duties (Cobb, 2020). This is why it is essential to identify a valid reason for the separation of employment. Agencies with a solid ethical culture attract outside officers who also possess solid ethics. Organizations with negative ethical reputations can do a disservice to their employees because ethical organizations may automatically question their integrity (Cohen, 2024). Thankfully, the law enforcement background investigation process is very extensive and is generally effective at identifying possible issues.

Impact on stakeholders

With the organizational change of approach and focus, it is necessary to identify the stakeholders who will be affected and recognize how they will perceive the change. As mentioned, the front-line officers of the organization could potentially be impacted by the changes. This includes both new hires and veteran officers. It may not be recognized immediately, but both groups can learn from each other. The veteran officers will be tasked with field training and mentoring new hires. This is an opportunity for the veteran employees to provide knowledge to the younger officers about the daily duties of law enforcement that will make them successful. Mentoring will also strengthen the relationship between the two groups. A successful mentoring program can help retain more new officers, produce healthier cops, and boost agency morale, which results in organizations saving money and resources over time (Stelter, 2017).

Field training and mentoring new hires provide an excellent opportunity for veteran officers to learn technological skills from the millennial group. By the time children now enter elementary school, they have learned essential technological skills. Law enforcement officers who lack knowledge about how to utilize this essential technology or even a social media account are at a disadvantage. (Wilson, 2019). Advanced technological aptitude is not the only

skill the younger generation has to offer. While it is a common perception the millennial generation lacks social skills, they are known to strongly emphasize empathy (Wilson, 2019). This style of communication may be unique to law enforcement, but it could be just what the profession needs to repair some of the damaged relationships with the communities they serve.

The community is an additional stakeholder that needs to be considered during this implementation. Maintaining staffing numbers has become increasingly difficult for law enforcement agencies because of the decline in potential hires (Langham, n.d.). This has resulted in creating a wage increase for many agencies in an effort to entice more applicants. The wage adjustment requires a tax increase for community members, or sometimes, revenue is removed from other areas outside law enforcement. An additional alternative is agencies requiring officers to work mandatory overtime shifts to meet staffing minimums; this may result in burnout and inferior service being provided to the community (Olson & Wasilewski, 2017). Neither option benefits the public. The best outcome for the community is if the agency's solid ethical culture retains employees, which will limit the number of new hires needed.

Ensuring ethical expectations and behaviors in others

Because of the potential burnout caused by staffing issues, there is a greater likelihood of unethical acts/ These challenging times are when it is essential for organizational leaders to lead by example. Along with leading by example, administrators must do everything they can to ensure their employees behave ethically. Emphasizing the importance of ethics during hiring is one way to do so. Another way is to make sure background investigators identify candidates with strong morals and weed out those with a history of unethical behavior. Additionally, ensuring field trainers and mentors are communicating the organization's mission statement, code of ethics, and conduct policies to new hires is a must (Tyler, 2016).

It is also vital organizational leaders place the correct people in administrative roles. Employees who possess ethical sound foundations can teach its importance to others within the agency are the ideal candidates. The commonality of ethical infractions in a company is often related to the quality of its leadership. Law enforcement agencies must establish strong ethical leaders to decrease unethical behavior among officers (Fortenbery, 2015). Leadership within the organization can also prevent unethical acts from occurring if they see early warning signs. Leaders who take the time to know their employees and can recognize when an individual's behaviors have changed and can sometimes intervene and offer support before it is too late (Fortenbery, 2015). Lastly, solid ethical leaders can recognize incidents officers were involved in that may affect their psyche. Unethical occurrences may sometimes be avoided by hosting an incident debrief or offering individual therapy (Stelter, 2017).

In any organization, unethical acts are inevitably going to occur. Organizational leaders can limit their reoccurrence when there is a solid ethical culture at the agency and by holding unethical actors accountable (Pollock, 2022). This is another occasion where transparency and fairness by organizational leaders display the correct message to employees. Ethical employees do not tolerate unethical behaviors by their co-workers, so they appreciate leaders who hold them accountable. As Fugate (2015) explained during his TedTalk, "The most common form of unethical behavior is allowing unethical behavior to continue, either not knowing it is occurring, or knowingly not acting." The worst thing a leader can do is pretend an unethical act did not happen.

Conclusion

In conclusion, there is not one individual ethical system that translates directly to the successful implementation of this change of approach. Similar to patrolling in law enforcement,

implementing these changes requires administrators to use their discretion during decision-making. There are many ethical dilemmas administrators will face where they will not be able to please every stakeholder. By using their discretion and situational ethics, they will need to identify outcomes that are best for the organization and the community. Using the utilitarianism approach, they must consider what outcome benefits the most people (Pollock, 2022). Instilling change in an organization should not be attempted by one administrator alone. Assembling a well-rounded team of individuals who can offer different levels of insight will result in a thorough action plan. Lastly, organizational leaders play a monumental role in agencies having a strong ethical culture. Leading by example, holding unethical actors accountable, and frequently communicating the importance of ethical behaviors are fundamental tasks for any organizational leader.

Chapter 3: Implications, Recommendations, and Conclusions

Practical Applications

As discussed throughout the literature review, the law enforcement field is still in the earlier stages of its relationship with the millennial generation. Much more will be learned as millennial officers progress through their careers. Currently, agencies are making attempts to adapt to the unique demands of the ideal millennial workplace; however, there is still an immense shortage of law enforcement candidates throughout the nation. It is too early to determine if the primary cause of the shortage is due to the weakened relationship between communities and their law enforcement organizations. Or the alternative, which is a generational mindset uninterested in the offerings law enforcement has historically touted. If it is the latter, the law enforcement profession may be plagued with staffing issues for many years to come.

In the meantime, organizational leaders must continue to find creative ways to garner new interest in the field by millennials and do what they can to entice those already in the small applicant pool to choose their agency. Maintaining relevance on social media platforms and advertising your agency's commitment to offering cutting-edge training and early opportunities for advancement will help recruiting numbers. Administrators also need to work with council members to ensure the agency's wages are competitive with industry standards. Finally, organizational leaders are charged with demonstrating exemplary ethics, both personally and professionally. This is combined with taking whatever steps are needed to maintain a strong organizational ethical culture. Sticking to the organization's core values, choosing the most ethically sound employees, and preparing successors to continue the vision will help ensure the agency has a bright future.

Recommendations for Further Research

Looking forward, it is important to continue to monitor whether or not the current efforts law enforcement organizations are making to increase interest in the field are effective. Research should be completed to identify what areas of the profession are attracting millennials to work in law enforcement. With agencies altering or even sometimes lowering hiring standards, research should also be completed on how it has affected the law enforcement industry. Reducing or changing hiring criteria at any stage, such as physical agility tests, written or oral exams, or throughout the application process, will not increase the total number of candidates. After taking these actions, agencies have come to regret their choice. It is particularly troubling when passing scores on background checks and psychiatric tests decline (Dudley, 2019). In a time when standards are being lowered, while communities are asking for more regulations and oversight on law enforcement, the result could be even more damaging to the relationship.

The law enforcement field has always required a constant presence by its frontline employees. They are expected to check into work and be present in the community during most of their shifts. This is another factor currently restricting the law enforcement candidate pool. Millennials understand working in law enforcement requires overtime, weekends, and holidays (Howard, 2018). However, they may not see this as a positive. This generation is frequently unwilling to give up a balanced life to work extra hours in a challenging field. Children, family time, and extracurricular activities are important to millennials (Dietrich, 2018). Perhaps research should be done looking for ways administrators can schedule some law enforcement tasks to be completed from home. In the present day, working from home is becoming far more prevalent.

Conclusion

It is possible the leadership challenges the generational gap has caused for law enforcement administrators will simply work themselves out as more traditionally minded officers retire, allowing millennials to move up through the ranks. This transition may alter the most prominent leadership styles in the field, and servant leadership will become the norm. However, it is vital that some of the core characteristics of law enforcement don't disappear. We still need to trust that during situations like critical incidents, officers are still capable and willing to return to structured hierarchy and chain of command. During times of crisis, officers need to revert to their instincts and training; this may not be the ideal time to offer their opinion or insist on being involved in decision making.

Agency leaders can successfully implement an organizational plan that will assist in the millennial generation's recruitment, retention, and leadership if they're open to change. Administratively, they need to make sure the organization's core values and mission parallel their vision for the future. This should be followed by assembling a diverse-minded team with strong ethics to help create an action plan for implementation. To help connect with younger candidates, social media platforms should be updated and used frequently. Finally, implementing a formal mentorship program within the agency will assist with strengthening relationships. This eases the generational gap and increases retention, which ultimately reduces the reliance on recruitment (Stelter, 2017).

Legally, it is essential that organizational leaders avoid any actions that could be deemed as discrimination or ageism. While specialized training and personal growth opportunities are needed to help entice millennials who are choosing an agency, it is equally important to provide similar offerings to veteran employees. This assures organizational retention and circumvents any discriminatory claims. Administrators are also commonly faced with ethical dilemmas

involving numerous stakeholders. Using a teleological or utilitarianism ethical model creates a result that is fairest for the largest number of stakeholders (Pollock, 2022). Administrators are also tasked with voicing the importance of ethics to the entire organization. Finally, none of the suggestions discussed can take place without leaders who are confident enough in themselves to seek help from others and adapt to the changes needed to increase recruitment and retention numbers in law enforcement.

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