



Recruitment Resources

Defining and updating the current skills, knowledge and abilities (SKAs) of employees provides the platform for hiring. Assessing the agency's website and social media presence allows for outreach to potential applicants. Recruitment materials are interesting, generationally relevant, and accurately portray the work.

What is the jail's plan to recruit employees? For more information on how to develop a plan – go to

<http://www.cipp.org/uploads/3/7/5/7/37578255/developingthe21stcenturyjailworkforce05302011.pdf>. (See pages 32 – 41) This document – *The Future is Now: Recruiting, Retaining and Developing the 21st Century Jail Workforce* – lays out the process, and provides samples of approaches and outcomes. Among the ideas presented are:

1. Improve the jail's public image, using employee input and promoting the agency's image.
2. Establish an agency-wide, collaborative recruiting program, involving employees, including incentives.
3. Involve those who influence the recruitment target population, including secondary schools, colleges, and universities.
4. Improve the overall hiring process, assure applicants understand the job responsibilities, personalize the selection screening process, prepare recruits for what's next, and establish remediation options.

Strategies are also discussed in *The Resource Guide for Newly Appointed Wardens*, <http://www.cipp.org/uploads/3/7/5/7/37578255/nicresourceguide2017.pdf> pages 71 – 88, including a checklist on page 85. The guidance that focuses on retention, alignment of the agency's mission, vision, and values to its management practices, consistent two-way communication throughout the organization, fair, value-driving performance measures, clear expectations for employees, opportunities for growth and development, participatory management, publicly expressed recognition and appreciation and quality-oriented, caring supervisors.

Setting goals and assessing outcomes help identify what works, and what. Challenging conventional recruiting strategies – newspaper advertising (unless required by law), local radio, or television, or public service ads, billboards, use of various social media, while appealing may

not yield sufficient interest or quality applicants. Keeping data about referrals helps define what works and what doesn't.

Collaborating with those who are responsible for the hiring is critical. For more information go to: http://www.cipp.org/uploads/3/7/5/7/37578255/18_human_resources.pdf

Jail recruitment means that the workforce's needs are met – housing, childcare, and support. Developing partnerships that can bring about sustainable community involvement to support the jail employees, and other first responders is critical.

Some ideas:

- Partner with hospitals and other 24/7 public safety operations to identify affordable and available childcare options, including subsidies.
- Develop sharing mechanisms for childcare within the resources of the organization, or with other public safety agencies.
- Enter into contracts with current childcare providers in the community with designated spaces for your organization's employees.
- Broadcast the availability of homeowner assistance programs in each state thru federal programs https://www.hud.gov/program_offices/housing/sfh/reo/goodn/gnndabot
- Implement partnerships to set aside units in newly constructed housing units for first responders
- Assure the business community is aware of the needs and enlist their assistance.

Hiring new employees into the jail's workplace is just the initial challenge to address and improve staffing. Keeping employees is the more urgent task.