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ABSTRACT

Those that choose a career in law enforcement potentially put their lives at risk for the communities in which they serve. Thus, those individuals that choose a career path to protect and serve others must possess the desire to serve regardless of the risk. Therefore, due to the potential life threatening nature of the job, police officer recruitment must be taken seriously in order to recruit those who have a strong desire to serve in the public service role as a police or peace officer.

This research initiative was conducted in collaboration with the North Carolina State Bureau of Investigation (SBI), while an intern within their agency. A quantitative research design was implemented in order to assess the needs of the Bureau and of its potential applicants. A 25-question recruitment survey was distributed to a convenience sample of 358 potential respondents from the University of North Carolina Wilmington declared criminology majors. Descriptive statistics were performed from the results of the survey. The researcher then made recommendations to the North Carolina State Bureau of Investigation and the University of North Carolina Wilmington about recruitment efforts and preparation of students for a career in law enforcement, specifically with the North Carolina State Bureau of Investigation.
ACKNOWLEDGEMENTS

I would like to thank my committee for their invaluable time and guidance during this thesis project, especially the countless hours of edits that has helped shaped the final project, especially to Dr. Mike Maume, my committee chair; Dr. Carrie Buist; and Dr. Kristen DeVall. I also cannot express enough my full gratitude for the support that I have received from the Sociology and Criminology Department at the University of North Carolina Wilmington.

Also, I would like to thank all my family and friends for dealing with me these last two years. I know that I have had to pass up the opportunities to hang out with some of you just to do my homework, but I am free as soon as graduation is over!

Thank you to my parents for their ultimate support through my entire college career. For their continued encouragement for all that I strive to do even when it may put us miles apart. I will always love you!

Finally, Thank you to my wife who has been there for me every step of the way as we have completed this journey together from high school sweethearts to happily married. I still question how you put up with me during this project. However, I could not ask for a better person to share the rest of my life with. Now it is my turn to support you as you continue your career aspirations, we may never get out of debt!

Thank you,
Tyler
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INTRODUCTION

In recent years the policing profession has come under severe scrutiny from the general public and blasted throughout media outlets as a corrupt profession. Therefore, policing agencies have found that the recruitment and retention of officers have been increasingly difficult, especially when trying to recruit minorities and women into a historically male-dominated profession. Therefore, there is a need for agencies to become innovative in their methods for recruitment and retention. Thus, knowledge must be gained about the populations, which serve as potential areas for recruitment, specifically; many agencies have begun to utilize college university graduates as an area from which to recruit new officers.

Additionally, social media is a tool widely used across the world as a way to “stay connected” to others regardless of other barriers of traditional communication. For example, law enforcement agencies can utilize social media as a way to connect with the younger generation, in a job market that is aging and dire need of youth. While law enforcement agencies currently use social media as a tool for many functions of policing, there is a lack of research, structure, and knowledge surrounding the use of social media and program implementation for cyber-assisted recruitment.

Furthermore, research is even more limited when determining the needs of assisting law enforcement agencies as opposed to traditional law enforcement agencies. These agencies strictly come in to aid smaller agencies while usually bringing additional resources to offer during investigations. While local law enforcement is vital to the policing profession, assisting agencies also need to be considered, especially when dealing with recruitment and retention programs that utilize social media.
REVIEW OF LITERATURE

Impact of the 21st Century

In recent years social media have encompassed the lives of many throughout the world as a way to communicate and express themselves to others; however, social media is a fairly recent addition to the realm of communication. Facebook was only started in 2004. Twitter followed shortly after that in 2006. While the social media sites were operational the following and use of these sites were limited due to the lack of broad range interest for several months after the startup of the companies (Crump, 2011). While startup was slow, social media sites like Facebook and Twitter, eventually have gained mass popularity in the general public. Likewise, in an effort to keep up with current social trends law enforcement felt the need to engage in social media too. Law enforcement agencies across the United States first began to attempt to use social media in 2008, such as MySpace a popular social media outlet at the time (Crump, 2011). Because the application of social media into law enforcement is fairly new, social media research within law enforcement is also limited. However, a few studies have been done on the use of technology, focusing on social media, in the interest of assisting law enforcement duties (LexisNexis, 2014; Erickson, 2012; Jones and Johnson, 2016).

Law enforcement professionals in the United States are increasingly using social media as an aid to fulfill their department missions with a goal of investigating cases and preventing further or future crime (LexisNexis, 2014). Two comparison studies conducted by LexisNexis in 2012 and 2014, found that the use and impact of social media has become critical to law enforcement. The demographics of respondents in these two studies ranged in age, years of experience, agency type, region, and population size. The majority of respondents were age 44 or below with 15 or more years of experience in law enforcement. Overwhelmingly, the majority of respondents (84%) worked in a local agency. Almost half (41%) of respondents reported being
from the southern region of the United States. Lastly, almost one half (47%) of respondents had a population size of less than 50,000 inhabitants. Therefore, it is important to note that those that find social media beneficial in law enforcement are young to middle aged, have many years of experience on the job, often work in a local agency, work in the southern region of the country, and work in small communities. The two studies findings are comparatively examined to see the impact of social media and how law enforcement manages that entity. Researchers found that 81 percent of all respondents of the survey actively use social media outlets as investigative tools. Of those same agencies currently one-fourth (25 percent) of them use social media in some capacity daily compared to roughly one-sixth of agencies using social media in 2012. In addition, Lexis Nexis (2014) also identifies Facebook (93%), Youtube (67%), and Twitter (50%) the main social media tools used by law enforcement currently. Therefore, the need and dependency on technology is ever increasing in every outlet of human interaction, including law enforcement.

The same Lexis Nexis research revealed that social media is increasingly used to anticipate crimes, assist in investigations, and communicate with the community members (Lexis Nexis, 2014). Although, social media is most commonly used by law enforcement as an investigative tool (81%) there are also some agencies that use it for non-investigative purposes (12%), such as a recruitment tool to broadcast and promote a particular agency (Lexis Nexis, 2014). Therefore, those agencies that use social media, as strictly an investigation tool should reconsider their social media use to include agency recruitment.

Social Media and Modern Law Enforcement Approaches

While empirical research on law enforcements’ use of social media is lacking, many departments have taken it upon themselves to begin working collaboratively by sharing their
experiences with the technology. While all agencies format for approaching social media is
different, trends emerge when examining the big picture.

First, experienced departments suggest that before even beginning to postulate the idea of
using social media, one must first define their goal for the social media program or initiative
(Kilburn and Krieger, 2014). This goal should be clearly outlined in order to set structure to the
program. For example, departments should decide if their social media presence will be strictly
reposting what media outlets have already disseminated to the general public or additionally use
it as a tool to engage and collect the interest of the community in which they serve. Agencies
suggest that sharing pictures and videos via social media outlets (i.e. Facebook, Twitter,
Instagram, and YouTube) is an effective way to inform the public (Erickson, 2012). Erickson
writes, “it is really amazing to see people’s reaction to seeing ‘behind the curtain’” (2012, pg.3).
Thus, giving the general public the feeling that they are getting insider knowledge of the police
department may not only increase their positive feelings by showing officers as an average
human being, but also increase the desire to join the agency helping with the recruitment effort.

Additionally, Rick Graham (2015) also suggests while making the plan one needs to
think about the vision, strategy, and policy of the social media campaign. Therefore, agencies
need to evaluate internally what role social media will ultimately play within their department,
where the funding and staffing resources will come from, and how a particular department will
use social media legally without violating any personal or civil liberties (Graham, 2015).

Secondly, some police agencies recommend that the social media presence be
implemented in phases or steps in order to get the agency personnel and the general public on
board with the idea (Jones and Johnson, 2016). For example, the Roanoke Police Department in
Roanoke, Virginia implemented a three-phase plan to implement social media within their
department. Social media posts were first increased, followed by community engagement
through police officer interview video stories, followed by the ongoing initiative to create blogs and real-time interaction with citizens (Jones and Johnson, 2016).

Thirdly, a social media program is only as good as the person that is responsible for carrying out the duties outlined within the planning and implementation stages. Thus, department command staff must carefully choose a qualified candidate for the position. Burns and Perron (2016) suggest that someone who is qualified for the position would be one that has prior familiarity with social media, one that is able to visualize and accept the overall image the department is trying to promote, and one that has working knowledge of what information can and cannot be released to the public (Burns and Perrson, 2016). In order to be successful in utilizing social media, departments need to not only plan and strategize about their participation with social media outlets, but also who will be responsible for those tasks.

While it is essential to outline the best practices for creating a social media presence within law enforcement it is also imperative to examine current trends within social media. Therefore, as social media use by law enforcement increases those that are beginning the process can more easily determine best practices and other programs to model their efforts upon (Ruddell and Jones, 2013). For example, scholars report that law enforcement currently use social media outlets for a variety of tasks that include but are not limited to, posting about local road-work, Amber Alerts, crime trends, persons of interest, or local events that the department may be hosting (Murnik, 2015). Additionally, it can be used for gathering evidence (i.e. photos during the commission of a crime), identifying the location of criminal activity or subject (i.e. a closed-caption television picture of a person of interest), or to monitor known associates of a potential suspect for links to a particular crime or for the discovery of additional criminal activity (Stanek, 2013). Thus, law enforcement typically uses social media as an investigative tool or for community outreach for their department. However, more recently with the increased negativity
of police officers many departments are using it for increased public relations. This allows the department to show the community their officers in a positive light. For example, an officer interacting with youth in a low-income neighborhood or engaging in community service projects in conjunction with local non-profit organizations (Murnik, 2015). Consequently, law enforcement agencies utilize social media in a variety of ways to increase their community engagement, improve community perceptions, and fight crime.

Overall, while many policing agencies use social media as a tool it is important to note that some have not. Many department heads are reserved about using social media due to the risk that they feel does not outweigh the reward. For example, some law enforcement agencies are concerned about the risk of the misuse of the tool or releasing too much information to the public without first being able to access what information does and does not need to be included (Jones and Johnson, 2016; Alexander, 2011). However, departments have found that simply releasing the same information on social media that has traditionally been released to public media outlets, such as local news stations or newspapers, have been successful (Alexander, 2011). Therefore, agencies need to be aware of the rewards but also the potential risks. Like any implementation, there will likely be unexpected hurdles to overcome along the way. However, in regards to the risks of social media, with a goal, implementation plan, finding the right person for the job, and continuously updating their practices to current trends, social media programs for law enforcement can be effective and should be implemented.

Recruitment Challenges

Previously there were 76 million baby boomers in the labor market within the United States (Robbins, 2003). These individuals in the workforce provided a more than adequate amount of people to create applicant pools; therefore, police departments recruited large numbers
of candidates with little effort (Gordon, 2004). However, it has become more important that efforts be made to increase recruitment in order to prepare for the future of an aging population. Departments across the country, regardless of local, state, or federal agency jurisdiction, must alter promotional and recruitment efforts due to a decrease in the number of potential applicants.

Moreover, even if departments can manage to have a large applicant pool the numbers of qualified candidates are often minimal. For example, some of the largest departments like Chicago Police Department, New York Police Department, and the Los Angeles Police Department have reported receiving applications from fewer qualified candidates in the past decade (Butterfield, 2001). Therefore, recruitment problems are faced by departments off all sizes. Even those departments that are sought after as employers by those who wish to enter law enforcement have been experiencing trouble, such as, departments mentioned above. However, others argue that the challenge for recruitment efforts have increased due to the preferences of the current generation (Wilson, 2014). For example, the relatively low pay scale of police officers, the perception of job related injury or death, and possible mental health issues related to the field may further limit the applicant pool by intimidating the current generation of applicants.

Additional recent economic downturn has led to severe budget cuts across the entire United States, but particularly in the service sector, and policing. Wilson et. al (2010) claim that these only add to the current attrition rate of police officers.

Additionally, current media surrounding law enforcement has portrayed the profession negatively and the strained relationship between the police and local communities across has been widely documented. As stated by Wilson (2014), “the pull of more lucrative careers and negative images of policing might further deplete the applicant pool, particularly as the economy improves” (Cavanagh, 2003; Flynn, 2000; Koper et al., 2001). So, law enforcement agencies need to begin to prepare for potential recruitment issues in the future.
Minority Populations in Policing Recruitment

Racial Minorities

Under representation of minority populations, specifically African Americans is a commonly cited pitfall in recruitment of law enforcement officers across the country. Scholars (Alexander, 2012; Robinson, 2003) have postulated many reasons for the lack of African Americans in policing, even in departments where they proactively seek to employ minorities. First, the perception of the individual to become a police officer is taken into account. An agency cannot appeal to an individual, irrespective of race, if that person is not interested in law enforcement as a career.

African American men and women may be hesitant to begin a career with a law enforcement agency. One reason this may be the case is because the perception of discrimination that is portrayed in law enforcement. Recently, Michele Alexander suggested in The New Jim Crow: Mass Incarceration in the Age of Colorblindness, that racism is perpetuated by the current criminal justice system time and time again (Alexander, 2012). Therefore, creating a potential hostile work environment for African Americans in law enforcement.

Sadly, this is not a new occurrence, Kuykendall and Bums (1980) assert that discrimination has existed in law enforcement for decades and can be seen in all aspects of policing, from recruitment and selection to promotion and advancement (Kuykendall and Bums, 1980). In addition, recent research suggests that minority officers are scrutinized by command staff for their work in the line of duty, such as increased documented write ups over small incidents that would otherwise be overlooked (Rojek and Decker, 2009).

Moreover, despite discrimination there are likely personal factors that come into play when making a career decision. First, minority men and women may suffer socially. For
example, those highly connected to their community before deciding to begin a career as a police officer may have a large amount of social capital. That is, strong community ties, peer relations, and familial ties to the community in which they will ultimately protect and serve. However, studies suggest, social capital could be reduced by holding the position of a police officer, causing the officer to become ostracized from their community (Wilson, 2014). Certainly, this could be seen as a drawback for minorities wanting to become involved in law enforcement.

Another important barrier to note is that of distrust of African Americans towards the law enforcement community. Currently, the tension between police officers and African Americans is increasing. For example, a true observation of this followed the Ferguson, Missouri case when young, African American Michael Brown was shot and killed by an officer with the Ferguson, Missouri Police Department. This case grew to receive national attention and to portray the extent of racial tensions among police officers and the African American community. Thus, distrust of police officers among minorities significantly decreased following this event. Similarly, the Department of Justice investigated the department and found evidence of racist acts being committed over time against African Americans; moreover, the police department is mostly comprised of white, male officers despite serving a predominantly African American community (Department of Justice, 2015).

Similarly, with the distrust of law enforcement on the rise in the United States, some members of the African American community refuse to use the police department’s service out of fear. For example, an African American female that suffers from spousal abuse may feel that the risk of calling the police is too great and because of her race she may do a cost-benefit analysis for her situation choosing not to call the police due to mistrust and fearfulness (Richie, 2012).
Lastly, some scholars (Wilson et. al, 2013; ) argue that minorities are not given a fair chance in the employment process. For example, oftentimes members of the African American community are not notified of recruitment opportunities (Wilson, et al, 2013). Therefore, minorities have less of a chance to know of a job opening, let alone be considered for the job if they do indeed get the chance to apply. Thus, the hardships for minorities in the recruitment process needs to be combatted by proactive command staff members that recognize the advantages it can have for community relations.

**Women and Recruitment**

Similar to minorities, recruiting women into policing has also presented a challenge to law enforcement agencies. While employment of women in policing has increased dramatically over the past 50 years it has seemed to reach a plateau (Cordner and Cordner, 2011). As noted by Buist and Lenning (2016:56), “Even today, women make up less than 20 percent of law enforcement officials”. Currently, at this rate, women police officers will unlikely reach equality to their male peers, and if they do, it will not be for many more years (Lonsway et. al, 2003). Women consistently run into difficulties within the policing profession simply because of their gender status. Therefore, the future outlook of women in policing is grim if the status quo remains.

For decades female police officers have faced the challenge of masculinity (Corsianos, 2009). Women police officers work in a field that values masculine traits while devaluing traits that are commonly associated with women (Buist and Lenning, 2016). Thus, femininity is not respected in the profession and the male dominated thought is that women need to conform in all aspects to men. Because of the devaluation of characteristics that are often associated with women, women often experience “pressure to conform to gendered stereotypes of mother, little
sister, or seductress” (Martin and Jurik, 1996, pg. 68). While working in a field that favors masculine traits, the concept of conformity can be difficult for women in policing. Moreover, this subjects women to the hegemonic masculinity that flourishes within law enforcement institutions.

The hegemonic masculinity within policing ensures that females are always looked down upon and seen as inferior to men. The concept of femininity contributes to claims that women are inherently unwilling or unable to perform the tasks that are necessary to be carried out by police officers (Garcia, 2003). This is a direct result of the historically male dominated policing profession. Within the masculine culture of policing women find themselves pulled between their femininity and working roles, a concept referred to as policeWOMEN and POLICEwoman roles (Martin, 1980; Rabe-Hemp, 2009). As discussed first by Martin (1980), these roles either place women towards the more police oriented identity that exemplifies conformity and strength, or places women towards the more feminine role that stresses “stereotypical feminine roles” (Rabe-Hemp, 2009, pg. 114). However, hegemonic masculinity does not stop with the impact of individual females, in can blanket the profession as a whole. For example, some departments promote the separation of men and women within certain tasks and specialty roles (Westmarland, 2001). This could lead to females doing less work involving high risk warrants and more counseling for rape victims or being subject to routine patrol work while their male counterparts are being promoted to specialty assignments such as police K9.

Furthermore, Wells and Alt (2005) illuminate the further discrepancies women face while in a law enforcement officer position. For example, women oftentimes are kept away from SWAT assignments and pushed into juvenile criminal investigations. Also, women do not get promoted in the same time frame as men do and often levels of discipline between men and women differ (Wells and Alt, 2005). Thus, their own coworkers and command staff can simply
hurt even women that choose to brave the dangers of the law enforcement profession just as much as a criminal can hurt them too.

Moreover, women in policing often face harassment and discrimination from their male counterparts. According to Martin (1990) of female law enforcement officers in her study revealed 63 percent of women respondents reported they had experienced harassment over the course of their career as a law enforcement officer (Martin, 1990). Sadly, gendered harassment and even sexual harassment are common experience for women in law enforcement (Martin and Jurick, 1996). In addition, females lose the comradery that comes with socialization after work. A typical drink with guys after work could quickly become into a sexual harassment situation (Wells and Alt, 2005). Thus, women have an unfair workplace in the field of policing.

Lastly, there are social constraints for women in policing. Female officers are often labeled by their parental status (Rich, 1977). For example, those who have children may be seen as better child advocates or investigators of crimes against children. Likewise, for this same reason women may choose not to join the policing profession. Some women may not apply due to household responsibilities, such as mothering, due to conflicts that could arise between each role that a woman may possess in society (Holdaway and Parker, 1998). For example, policing often requires shiftwork from line officers. Thus, hours that are required by officers are often set at eight or twelve hour shifts. However, these hours come as suggestions or the ideal shift because oftentimes their positions require them to work unknown hours. This uncertainty of hours either comes from the expected longer hours possibly from an end-of-shift call for service or a position within the department in which one may be scheduled an on-call assignment. Therefore, since mothers carry most of the child-care responsibilities within parenting, variables in the job, such as unknown hours, disproportionately impact females in policing (Corsianos, 2009)
Intersectionality of Race and Gender

While it is important to separately note the disadvantages women and African American’s face when choosing a career in the policing profession it is also of equal importance to note the struggle when the two intersect within time and space. According to Corsianos (2008), African American women officers tend to report having differing experiences from their white women counterparts, their black male counterparts, and certainly their white male counterparts (Corsianos, 2008). Some of these differences include feeling like they are under constant scrutiny from their fellow officers and the communities in which they serve. For example, African American women may feel they will better serve the minority communities in which they are sworn to protect when in actuality they are chastised and ostracized by those very community members as being traitors to their community and joining the force.

Also, Dodge and Pogrebin (2001) suggest they experience additional expectations from fellow officers, such as expecting to preform to a higher standard than white female officers. Female, African American officers’ work is examined more closely than their white female counterparts due to their minority status. They are even less respected by their own race because African American males are more likely to join their fellow white male and female officers before they will support the women who are struggling within the profession as a minority (Dodge and Pogrebin, 2001). Additionally, women of color do not have equal opportunity to even advance once in policing. As of 2001, African American women were severely underrepresented within command staff (less than one percent) (Lonsway et. Al, 2003). Therefore, being an African American woman only exacerbates hardships of policing, and multiples the issues experienced by women or African American’s in the law enforcement community.
LGBT Community within Policing

A police officer first came out about his sexual orientation in 1992 (Wells and Alt, 2005). Since then the LGBT community has gained increased social acceptance within the past decade in the United States. This has lead to an increase in research within criminology and criminal justice to determine the effects of identifying as LGBT and how that coincides with a law enforcement career (Buist and Lenning, 2016). Research is currently limited, but some scholars (Buist and Lenning, 2016; Miller et. al, 2003) have suggested the hardships faced by the LGBT community mirror that of similar hardships and experiences known by African American’s and women. However, in instances where one may fall in more than one of those categories the hardships can be monumental. Similarly to African American females, those that identify as LGBT face hardship when one finds themselves intersecting as African American, female, and gay. Identifying as LGBT may exacerbate those hardships faced by African American females, thus; not only exposing oneself to the discrimination that was described previously by African American women police officers, but also the struggles that the LGBT community face when working in law enforcement.

Additionally, those who identify as LGBT are slow to come out about their sexual orientation for fear they will not be accepted by their co-workers (Wells and Alt, 2005). Not only is self-preservation a concern of those who identify as LGBT but also so is safety. The Williams Institute cites a study by the Transgender Community of Police and Sheriff’s organization (TCOPS) reporting that many LGBT police officers report that they feel threatened and have a legitimate concern for safety (Mallroy, Hasenbush, and Sears, 2013). Research has found that LGBT officers fear they will not be backed up when the need arises and that they are subject to harsh punishments by command staff strictly due to their sexual orientation (Miller et al, 2003). Hence, safety becomes a paramount issue within this population of officers.
Moreover, police officers that identify as LGBT also face further discrimination in the workplace. Former LGBT police officers reported being discriminated against for promotions or being threatened with termination (Colvin, 2009). While trying to do their law enforcement duties one must constantly be looking over their shoulder to ensure that they give no reason to be fired. They also must excel over others in hopes of being considered for a promotion. However, some may not even be considered for promotion because of their LGBT identity due to the potential discriminatory nature of police administrators (Mallroy, Hasenbush, and Sears, 2013). Additionally, even when simply performing routine police work those officers who identify as LGBT could be seen as favoring others who also identify as LGBT. Research shows an indication of selective enforcement that disadvantages the general public that identify as LGBT (Buist and Lenning, 2016). However, despite the hardships those in the LGBT community may not feel welcomed within the policing profession but continue to do what they love (Buist, 2011).

In sum, an individual officer does not get the choice of which calls to take while on duty without reprimand, therefore, the police administrators should not be able to be so selective in the recruitment process. By being more open to change, policing could shift to an inclusive work opportunity for all. This would not only help those minority populations but help the policing community. This would allow for an increase in the applicant pool and potentially qualified candidates. With an increase in recruitment towards those who are willing and able to serve their communities as a police officer, the policing occupation would benefit from diversity, as communities in which police officers serve are also diverse.
Best Practices in Police Recruitment

According to a study done by the North Carolina Governor’s Crime Commission, regardless of agency size, budget restrictions for departments and the lack of opportunity for profession after several years with a specific department, is the main reason for attrition in North Carolina (Yearwood, 2008). Therefore policing agencies, specifically in North Carolina, and across the country must address the alarming attrition rates in order to maintain a viable police force. Therefore, it is important to note what studies have suggested could potentially increase recruitment in retention in law enforcement.

In 2008, the Bureau of Justice Statistics identified multiple areas used specifically as a method of recruitment. They identified the most frequently used outlets for job postings to be in newspapers, through personal contact, or internet advertisement (such as a department website). However, most agencies with over 100 personnel commonly used job recruitment fairs and other specialized events in an effort to recruitment qualified individuals (Reaves, 2012). Other outlets used for recruitment include but are not limited to, viral recruitment, through religious organizations, and developmental programs (Orrick, 2008).

Moreover, some suggest that typical strategies that have been used in the past will no longer be effective with changing social trends. Doherty (2010) suggests, “businesses need to get more competitive in order to attract and retain the new generation of young, enthusiastic workers” (Doherty, 2010, pg. 11). Therefore, with the ever changing societal needs of the new generation, so too must the recruitment of police officers change. Areas that exposed potential officers to a career in the past are still necessary but other areas need to be considered. For example, “police departments may wish to consider launching a more aggressive recruitment strategy to fill vacancies. Agencies should explore innovative recruitment strategies and seek ways to improve the effectiveness” (Yearwood, 2008, pg. 5).
Currently, law enforcement agencies try to offset the problems in recruitment with multiple incentives for officers once hired. For example, many departments offer pay while being trained during their academy, free academy training (as opposed to paying at a local community college), and college tuition reimbursement for those that have taken college courses. Fewer departments offer, flexible hours to be able to go back to school to further their education, a signing bonus, graduation bonus, and relocation assistance (Reaves, 2012). However, these strategies are only effective in making the position more attractive. Oftentimes, they are not how or why the candidate will be exposed to a career opening. Therefore, the profession needs to recognize it is failing to market itself (Office of Community Oriented Policing Service [COPS], 2009).

Policing administrations must now consider more effective ways, in addition to, current recruitment strategies in order to advance their department in the coming years. Recruitment and retention is becoming increasingly difficult for policing agencies across the country. Therefore, departments must take a new approach to recruiting qualified candidates and renovate the recruitment strategies that are currently used for more innovative ones.
THEORETICAL FRAMEWORK

Academia is currently lacking criminological and sociological theoretical application in regards to police recruitment. With that being said, concepts within occupational segregation will be used to highlight the disadvantages of officers who are women, African American, or identify as LGBT. Occupational segregation refers to “the historical concentration of women in a few occupations” (Grube-Farrell, 2002, pg.334). While some argue that disadvantages of employment can be dismissed through discussions of the job market and economy, the numbers of women in the labor force cannot be fully explained by job opportunities (Grube-Farrell, 2002). Thus, women oftentimes get an opportunity to be enrolled in specific career areas that are not occupied or desired by males in society.

Furthermore, even if women are able to test for a position in law enforcement the chance of a fair assessment is slim because of the bias that exists in jobs that favor male employees (Grube-Farrell, 2002). For example, the physical fitness requirements for police officers are not adjusted by gender requiring women to perform with equal strength to men although biologically women are not comprised the same (Lonsway, 2003). This speaks to the idea of hegemonic masculinity in the profession of policing. Rules and regulations limit the accessibility for women by allowing (white) males the only opportunities for good employment opportunities (Maume Jr., 1999). Additionally, it is not a concern of all women or men but simply a matter of the exclusion of women from all opportunities to be a peace officer (Miller, 1999). Hence, those who even have the opportunity to proudly wear the badge are subject to decreased opportunities for advancement and scrutiny by fellow officers (Grube-Farrell, 2002).

Moreover, this can be problematic to African American’s and the LGBT community. While occupational segregation is typically applied to the disadvantages to women it can be expanded to other populations. As previously mentioned, the intersectionality of the
disadvantages of women and minorities adversely impact those that choose to work in law enforcement. The same can be argued here; with the effects of occupational segregation having a greater impact for example if a woman is also African American or LGBT, or an African American lesbian.

Conclusively, the disadvantages the women and minorities face within the job market severely limit their employment opportunities. While research and theoretical framework has been developed by a few scholars’ (Grube-Farrell, 2002; Maume Jr., 1999), research and practicality needs to be increased. Occupational segregation is an employment problem that deserves greater attention by policy makers to increase equality for all (Anker, 1997). While occupational segregation is commonly applied when investigating the difference between men and women within their respective occupational settings, one must too consider the larger implications regarding occupational segregation.

Dorothy Smith (1987) introduced the concept of one’s individual standpoint and its influence on that particular person’s perspective on society as a whole. Smith (1987) shaped her intellect into standpoint theory which explains what one knows about society will ultimately be shaped by one’s societal position (Smith, 1987). For example, what one is subject to and experiences on a day-to-day basis will affect how they see the world through their personal lens of society as a whole. This idea can be directly applied to criminal justice institutional recruiting.

As previously discussed, on a societal level there are gender role expectations and stereotypes that women and men often experience differently. For example, women may be expected to go into professions that historically been viewed as careers saturated with women, like nursing or secretarial positions. Therefore, according to Smith (1987), because of the standpoint that women have experienced their individual perspectives may differ from men. This directly affects that willingness to serve as a police officer or even consider the possibility.
Depending on a particular female’s childhood and upbringing, she may view policing as a male profession while others may decide that women can be great assets to the field. This standpoint of an individual causes the differentiation of those women who choose to enter into policing as their profession. Additionally, an individual’s standpoint can change, once someone has become an officer they may experience factors, for women, such as becoming a mother, which could influence their perspective or standpoint about the profession. Childbirth for example has a particular impact on women in policing not only physically but also mentally and emotionally as well, since they are often the primary caregivers for their children and the profession does little to nothing to provide childcare (Corsianos 2009).

Moreover, Patricia Hill Collins adds to the work of Smith. She suggests that one’s standpoint is not simply based on the gender of an individual. Appelroth and Edles review Collins argument that one’s viewpoint is affected by many differing standpoints not just one single standpoint, a term she coins the matrix of domination (Appelroth and Edles, 2008). For example, women police officers not only have a female standpoint and the standpoint of a police officer but other considerations too, like that of mother, daughter, or wife. These feminist perspectives can converge in time and space to create intersectionality. As discussed earlier, this impacts homosexual, African American, female police officers the most by an individual being exposed to the discriminatory and derogatory remarks that accompany each individual identity combined into an overwhelming stressor. Therefore, this creates a multidimensional problem for a single individual.

As a result, Collins’ use of black feminism should also be taken into consideration. Collins (2000) argues that the experience of African American women differs from other individuals and communities (Collins, 2000). She outlines three levels of oppression that can be becomes impactful personally, communally, or institutionally (Appelroth and Edles, 2008). For
example, oppression can directly affect a single African American female individual. However, it can also affect an African American community as a whole. Also, it can affect an entire institution like law enforcement. In this case, law enforcement as an institution oppresses the opportunities of women and minorities to become a police officer while individual and communal thoughts of the police may simply exacerbate the undesired to pursue a career in law enforcement. Thus, making the recruitment of minority populations more challenging.

Stand point theory and Black feminism illuminate the challenges that one might face making the decision to become a police officer or obstacles departments may face in their recruitment. For example, as argued earlier, an African American female may decide against the policing occupation because of the potential risk of discrimination and the backlash she may face from the community. However, another African American female may decide to join the police force in order to protect her community as a way to actively change the policing dynamic in her particular neighborhood. It is simply all about one’s standpoint. It is not just the individual but how intersectionality may converge in time and space for that particular person. Policing agencies then must address recruiting on an individual basis once a person has applied for a position.
RESEARCH QUESTIONS

Therefore, as seen through the review of literature there is ample research surrounding recruitment and retention within law enforcement. However, the research surrounds traditional law enforcement initiatives but does not include assisting law enforcement agencies. Thus, there are several research questions in regards to this research project as determined in conjunction with the North Carolina State Bureau of Investigation. They are as follows:

1.) Are university students exposed to the North Carolina State Bureau of Investigation?
   i. This question addresses whether or not students at North Carolina universities are being exposed to the North Carolina State Bureau of Investigation. Do they know what they are and what they do? Are school visits and recruitment fairs attended?

2.) Of those that are not interested in a career with the North Carolina State Bureau of Investigation, what is their reasoning?
   i. This question seeks to determine why one may not wish to join the North Carolina State Bureau of Investigation. Why might that be? Is it something that the agency can improve upon?

3.) Are university students aware of the employment qualifiers and disqualifiers of the North Carolina State Bureau of Investigation?
   i. This question addresses whether or not students know that they must subject themselves to a background check, medical examination, polygraph examination, drug test, be willing to carry a firearm, be willing to use deadly force if necessary, etc.
4.) Are state level law enforcement jobs valued highly by university students?
   i. This question is aimed to investigate how valuable a state level job may be. Is it indicated by respondents that they are interested in state level positions?

5.) What demographic groups are more interested in law enforcement careers?
   i. This question will help the researcher to determine what demographic groups are more interested in law enforcement careers. Comparisons will be made between male and females, racial groups, and differing age groups.
METHODOLOGY

Population and Parameters:

The targeted population consisted of current criminal justice students at four-year universities within North Carolina. Specifically, the sample was derived from a convenience sample of students that currently attend the University of North Carolina Wilmington (UNCW). From all current students at UNCW, the list of potential respondents was narrowed to 358 declared criminology majors. This list was obtained from the Department of Sociology and Criminology at UNCW. It was the assumption of the researcher that students within a criminal justice or criminology major would be more likely to be interested in a law enforcement career. Due to the North Carolina State Bureau of Investigation having statewide jurisdiction, it was important to only have North Carolina university students included within the sample.

Data Collection:

I purchased SurveyMonkey in order to create and distribute the survey to students. The survey instrument consisted of 25 questions (See Appendix A). Students were informed before taking the survey that they would answer questions concerning their knowledge and attitudes about law enforcement organizations in North Carolina, and that their responses would help inform recruiting efforts of law enforcement within the state. Each respondent answered questions, if they chose to, on subjects about university assistance for students in finding a job upon graduation, opportunities for exposure to potential employers, current desires about their personal career goals, and demographic information.

The survey instrument was developed in conjunction with the questions that were pertinent to the North Carolina State Bureau of Investigation. Also, additional professors within the field of Sociology and Criminology supplied survey instruments that they used previously as
a model for this particular survey. Questions were derived from previous surveys distributed to students at Western Carolina University, the North Carolina State Bureau of Investigation, and the United States Census (demographic questions). The survey was also given to my committee and my fellow graduate students in order to test the survey for clarity and content.

The survey was sent electronically to all students on the list that were declared criminology majors (n=358). The students that were contacted as potential respondents were assured that their participation was strictly voluntary and their responses would be anonymous.

Surveys were distributed only after receiving UNCW’s Institutional Review Board (IRB) approval and exemption on February 23, 2016. The survey was sent out to potential respondents on March 14, 2016 (See Appendix B). A follow-up email was sent to all students on the list in an attempt to increase response rate two weeks from the start of the survey (See Appendix C). Finally, an email was sent to all professors within the Sociology and Criminology Department at UNCW asking them to personally remind students of the survey on March 28, 2016. The survey closed on April 1, 2016. The overall response rate for the survey was 22.4% (n=80). Nulty (2008) reports that online survey response rates are around 33% when comparing multiple studies (Nulty, 2008). Therefore, a lower response rate is to be expected as a result of the online surveying that was conducted.

All of the compiled data were then exported from SurveyMonkey into an Excel database. The data were then cleaned and prepared to be entered into statistical analysis software. Additionally, a codebook was created for the dataset and SPSS was then used to analyze the data.
DATA ANALYSIS

Variables
For the purpose of statistical analysis several variables were chosen based on research questions posed by the research and the agency. The variables of gender (gender), respondent’s interest in law enforcement (intleo), respondent’s awareness of the North Carolina State Bureau of Investigation (SBlaware), respondent’s potential reason for not wanting to work for the North Carolina State Bureau of Investigation (noSBI), respondent’s knowledge of the hiring prerequisites (willingingness to take assignment anywhere in North Carolina (anyNC) and the knowledge that one must have a four-year degree (degree)), respondent’s interest in state-level law enforcement (Slevel), and one’s desire to see law enforcement present at a career fair (LEfair). The independent variable for this analysis is gender. The dependent variables are intleo, SBlaware, noSBI, anyNC, Slevel, and LEfair. All dependent variables were analyzed to determine if there was a significant difference between male and female respondents. All variables within this analysis are nominal and categorical.

These variables were chosen in order to accurately analyze the original research questions. However, it is important to note that gender is the only independent variable within the statistical comparisons. This is a direct result of the little to no variance within the other demographic questions presented to survey takers. These include race that was predominately white (92%), marital status that was predominately single and never married (90.8%), and they were young college students (72.4% were between age 19 and 22). Hence, gender remained the only independent variable with enough potential variance that could possibly explain the differences observed within the dependent factors.

Also, only two variables (i.e., degree, anyNC) were chosen from the hiring pre-requisites because of the nature of the respondents. The majority of respondents (88.2%) were criminal justice or criminology majors. Therefore, students enrolled in criminal justice or criminology
classes should gain the knowledge of the hiring processes specific to most law enforcement agencies while earning their undergraduate degree. For example, that they would be required to pass a background investigation, could not be a drug user, and have not committed a felony. As a result, the two variables that were chosen were determined to be the most specific to the North Carolina State Bureau of Investigation. For example, local agencies would not require one to move to any geographic location within the state of North Carolina nor do many agencies require a four-year degree from rookies. Moreover, there was no concern of missing cases due to logical skip patterns that were placed within the survey. Of all the variables asked of all respondents used within this analysis, missing data accounted for five percent or less of the responses for each variable.

**Research Hypotheses**

Moreover, keeping with the original five research questions hypotheses were created in order to test for significance based on gender. The hypotheses are as follows:

**H\textsubscript{1}**

\( H_0: \text{There is a difference in exposure to the North Carolina State Bureau of Investigation between men and women.} \)

**H\textsubscript{2}**

\( H_0: \text{There is a difference in desire to work for the North Carolina State Bureau of Investigation between men and women.} \)

**H\textsubscript{3}**

\( H_0: \text{There is a difference in the awareness of employment qualifiers and disqualifiers for the North Carolina State Bureau of Investigation between men and women.} \)
$H_4$

$H_a$: There is a difference in the desire to see law enforcement at a career fair between men and women.

$H_5$

$H_a$: There is a difference between who desire to have a state-level law enforcement job between men and women.

$H_6$

$H_a$: There is a difference in the interest of the North Carolina State Bureau of Investigation between men and women regardless of other demographics.
<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Valid %</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>30</td>
<td>39.5</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>60.5</td>
</tr>
<tr>
<td><strong>SBI Awareness</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minimal</td>
<td>32</td>
<td>50.0</td>
</tr>
<tr>
<td>Some</td>
<td>32</td>
<td>50.0</td>
</tr>
<tr>
<td><strong>Interest in Law Enforcement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>68</td>
<td>85.0</td>
</tr>
<tr>
<td>No</td>
<td>12</td>
<td>15.0</td>
</tr>
<tr>
<td><strong>Reason Why No Interest in SBI</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not interested</td>
<td>22</td>
<td>27.5</td>
</tr>
<tr>
<td>Not enough information</td>
<td>38</td>
<td>47.5</td>
</tr>
<tr>
<td><strong>Willing to relocated within North Carolina</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>42</td>
<td>52.5</td>
</tr>
<tr>
<td>No</td>
<td>14</td>
<td>17.5</td>
</tr>
<tr>
<td><strong>Knowledge of needing a four-year degree</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>40</td>
<td>50.0</td>
</tr>
<tr>
<td>No</td>
<td>16</td>
<td>20.0</td>
</tr>
<tr>
<td><strong>State level law enforcement</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interested in State-Level</td>
<td>51</td>
<td>63.8</td>
</tr>
<tr>
<td><strong>Law Enforcement present at career fair</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>50</td>
<td>62.5</td>
</tr>
<tr>
<td>Don’t Know/Not Sure</td>
<td>4</td>
<td>5.0</td>
</tr>
</tbody>
</table>
**Gender:** The independent variable gender is a measure of the sex of respondents. The question that was asked of respondents was: “What is your gender?” Respondents were given the choices of male (1), female (2), transgender (3), and other (4). The variable was not recoded from its original categorical variable. However, it became dichotomous because no respondents indicated that they identified as transgender or other. Therefore, two dichotomous categories remained male (1) and female (2). We can see that there were 76 total respondents with more females (60.5%) represented within this sample than males (39.5%). The mode (2) shows us that more females took the survey than males.¹

**SBIaware:** The awareness of the State Bureau of Investigation is a dependent variable, in which, is an indication of respondent’s awareness of the Bureau. The question that was asked of respondents was: “What level of awareness do you have regarding the North Carolina State Bureau of Investigation (NC SBI)?” Respondents were given the answer choices of none (1), very little (2), some (3), and a lot (4). The original variable was recoded to be dichotomous in order to better statistically test this variable against the independent variable due to the overall response rate to the question. Answer choices none and very little were combined to minimal (1) and answer choices some and a lot were combined to some (2). The new variable created equal categories. Therefore, as seen in Table 1, there is an equal distribution of respondents in both categories (n=32). Thus, respondents indicated that they were either minimally aware of the North Carolina State Bureau of Investigation (50%) or had some knowledge of the Bureau (50%). It is important to note that respondent’s were only asked this question if they indicated on

¹ It is important to note that the female (60.5%) to male (39.5%) response rate is comparable to that of the entire student population. The composition of females to males at the University of North Carolina Wilmington is reported by the university as 62.4% female and 37.6% male.
a previous question within the survey that were interested in a career in law enforcement due to logical skip patterns.

**Intleo:** The respondents desire to work in some capacity within law enforcement was measured as a dependent variable. The survey question asked respondents: “are you interested in a career in local, state, or federal law enforcement?” The two dichotomous categories that respondents could indicate were either (1) yes or (2) no. As seen in Table 1, the majority of respondents (85%) indicated that they were interested in a career in law enforcement, while some (15%) indicated that they had no interested working in law enforcement.

**noSBI:** The respondents indication of there primary reason not to be willing to work for the North Carolina State Bureau of Investigation was measured as a dependent variable. The survey question asked respondents that previously indicated they were interested in a career in law enforcement: “What is the primary reason you would not consider a job with the North Carolina State Bureau of Investigation?” Respondents were asked to indicate whether they did not wish to work for law enforcement (1), are planning to move out of North Carolina after graduation (2), do not wish to work for a state agency (3), do not meet the job requirements (4), do not have enough information about the agency (5), and they don’t know or are not sure (6). The original variable was recoded into dichotomous categories in order to better statistically analyze this dependent variable in relation to the independent variable gender due to overall response rate. Responses for not wishing to work for law enforcement, planning to move, and not wishing to work for a state agency were all combined into not interested (1). Responses for not meeting the job requirements of the agency and not having enough information were combined into not enough information (2). Thus, as seen in Table 1, almost half (47.5%) of all respondents to this
question indicated that they did not have enough information about the agency so they did not want to work for the agency. It is important to note that respondents were only asked this question if they indicated on a previous question within the survey that they were interested in a career in law enforcement and they had to indicate they would not consider a job with the North Carolina State Bureau of Investigation, due to logical skip patterns.

*anyNC*: Respondent’s knowledge of hiring requirements were examined through a matrix-format question of all steps of the hiring process for the North Carolina State Bureau of Investigation. This variable was one of those questions asked within the matrix. Respondents were specifically asked: “For the following items please indicate your awareness of individual requirements for employment and hiring for the North Carolina State Bureau of Investigation. Are you aware that you must be willing to take assignment anywhere in North Carolina?” Respondents to this question were asked to indicate: yes (1), no (2), or don’t know/ not sure (3). This variable was recoded in order to increase response rate among categories when doing statistical analysis of independent versus dependent variables. Therefore, it is now dichotomous with answers of only yes (1) or no (2). As seen in Table 1, over one-half (52.5%) of respondents to this question indicated that they were aware of the hiring requirement while only 17.5% were not aware. Moreover, overall respondents indicated knowing that they must be willing to relocate if necessary. It is important to note that respondents were only asked this question if they indicated on a previous question within the survey that were interested in a career in law enforcement and they reported not being aware about anything in regards to the North Carolina State Bureau of Investigation, due to logical skip patterns.
Degree: Similarly, respondent’s knowledge of hiring requirements was once again examined through the same matrix as anyNC. Respondents were asked the question: “For the following items please indicate your awareness of individual requirements for employment and hiring for the North Carolina State Bureau of Investigation. Are you aware that you must have a 4-year degree?” Respondents to this question were asked to indicate: yes (1), no (2), or don’t know/ not sure (3). This variable was recoded in order to increase response rate among categories when doing statistical analysis of independent versus dependent variables. Therefore, it is now dichotomous with answers of only yes (1) or no (2). As reported in Table 1, one-half (50%) of respondents indicated they were aware of the requirement while one-fifth (20%) indicated they were not. It is important to note that respondent’s were only asked this question if they indicated on a previous question within the survey that were interested in a career in law enforcement and they reported not being aware about anything in regards to the North Carolina State Bureau of Investigation, due to logical skip patterns.

Slevel: The desire of respondents to work in a state-level law enforcement agency was determined through this variable. This variable is derived from a question that asked: “Which levels of law enforcement employment interest you? Please check all that apply.” Respondents could check four categories: local (1), state (2), federal (3), or other. This question was separated into four different variables in order to analyze the willingness of respondents to work in a particular level of law enforcement. Therefore, this variable is simply a constant that indicates those that have an interest to work in state law enforcement in some capacity. Of all respondents that answered this question, it can be seen in Table 1, that almost two-thirds (63.8%) of respondents to this question denoted that they were indeed interested in state-level law enforcement. It is important to note that respondents were only asked this question if they
indicated on a previous question within the survey that were interested in a career in law enforcement due to logical skip patterns.

*LEfair:* The appeal of law enforcement being present at a respondent’s career fair was measured. The specific question asked respondents: “Would you like law enforcement present at a job recruitment fair if one was to be conducted at your university?” Respondents were given the opportunity to specify yes (1) they did want law enforcement present, no (2) they did not, or don’t know/ not sure (3). This variable was recoded in order to increase response rate among categories when doing statistical analysis of independent versus dependent variables. Therefore, it is now dichotomous with answers of only yes (1) or no (2). As conveyed in Table 1, of all respondents that chose to answer this question approximately two-thirds (62.5%) conveyed that would indeed like to see law enforcement present at career fairs held on their university, as opposed to only 5% of respondents that would not like to. It is important to note that respondents were only asked this question if they indicated on the previous question within the survey that their university has a career center or other center for job placement assistance due to logical skip patterns.
RESULTS

Bivariate Analysis

Table 2: Chi² Significance Tests of Respondents Awareness of the North Carolina State Bureau of Investigation to Gender

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
<th>Chi²</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimal</td>
<td>Male</td>
<td>12</td>
<td>20</td>
<td>.611</td>
<td>0.259</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>46.2</td>
<td>52.6</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some</td>
<td>Male</td>
<td>14</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>53.8</td>
<td>47.4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Within this bivariate analysis the respondent’s indication of their level of awareness with the North Carolina State Bureau of Investigation was examined. As Table 2 shows, male respondents have the highest awareness level (53.8%) compared to females (47.4%). Additionally, of the respondents that indicated that they were minimally aware of the Bureau, the majority were females (52.6%). Also, as seen in Table 2, the relationship between awareness levels differing by gender is not statistically significant (p=.259). Thus, we fail to reject the hypothesis (H₁) that the exposure to the North Carolina State Bureau of Investigation significantly differs by gender of the respondent.
Table 3:
Chi² Significance Tests of Respondents Not Wanting to Work for the North Carolina State Bureau of Investigation to Gender

<table>
<thead>
<tr>
<th>Not Wanting to Work</th>
<th>Gender</th>
<th></th>
<th></th>
<th>Chi²</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Interested</td>
<td></td>
<td>Male</td>
<td>Female</td>
<td>.755</td>
<td>0.097</td>
</tr>
<tr>
<td>N</td>
<td>9</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>39.1</td>
<td>35.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Not Enough Information</td>
<td></td>
<td>14</td>
<td>24</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>%</td>
<td>60.9</td>
<td>64.9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

This bivariate analysis assesses the relationship between the primary reasons respondents may not wish to join the North Carolina State Bureau of Investigation and gender respectively. As seen in Table 3, most respondent’s primary reason for not wanting to work for the North Carolina State Bureau of Investigation is because they do not have enough information about the agency. Males (60.9%) and females (64.9%) alike report not having enough information. Also, of those that are not interested in working for the agency, males (39.1%) report more disinterest compared to females (35.1%). Moreover, Table 3 shows that the relationship is not statistically significant (p=.097). Thus, we fail to reject the hypothesis (H₂) that there is no relationship between the desire to work for the North Carolina State Bureau of Investigation and gender.
Table 4: Chi² Significance Tests of Respondents Knowledge of Possible Relocation to Gender

<table>
<thead>
<tr>
<th>Possible Relocation</th>
<th>Gender</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Chi²</td>
<td>p-value</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>N</td>
<td>15</td>
<td>25</td>
<td>.390</td>
<td>0.738</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>65.2</td>
<td>75.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>N</td>
<td>8</td>
<td>8</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>34.8</td>
<td>24.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In this bivariate analysis the respondent’s knowledge of employment qualifications and disqualifications were analyzed comparatively to gender. Those that were most aware of the possible relocation upon hiring were females (75.8%). Also, almost two-thirds (65.2%) of males knew that a move upon hire was a possibility. Likewise, males (34.8%) were the most likely not to be aware that moving could potentially be required of them compared to females (24.2%). Additionally, the relationship was found not to be statistically significant (p=.738). Therefore, we fail to reject the hypothesis (H₃) that there is no relationship between the awareness of employment qualifiers and disqualifiers for the North Carolina State Bureau of Investigation and gender.
Table 5: Chi² Significance Tests of Respondents Knowledge of Having a 4-Year Degree to Gender

<table>
<thead>
<tr>
<th>4-Year Degree</th>
<th>Gender</th>
<th></th>
<th></th>
<th>Chi²</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Male</td>
<td>18</td>
<td>24</td>
<td>.638</td>
<td>0.221</td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>78.3</td>
<td>72.7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Male</td>
<td>5</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>%</td>
<td>21.7</td>
<td>27.3</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

In this bivariate analysis the respondent’s knowledge of employment qualifications and disqualifications were analyzed comparatively to gender. Those that were most aware of the need for a four-year degree to be eligible for hire were males (78.3%). Also, almost three-fourths (72.7%) of females knew that a four-year degree was needed. Likewise, females (27.3%) were the most likely not to be aware that a four-year degree was required compared to males (21.7%). Additionally, the relationship was found not to be statistically significant (p=.221). Therefore, we fail to reject the hypothesis (H₄) that there is no relationship between the awareness of employment qualifiers and disqualifiers for the North Carolina State Bureau of Investigation and gender.
Moreover, accessing the statistical significance of those that seek state-level law enforcement jobs could not be accessed inferentially. This is a result of the nature of the variable being a constant. The variable was part of a ranking question and was broken down individually to analyze the prevalence of students interested in state-level employment. Consequently, the hypothesis that there is a difference by gender of that that do and do not seek state-level employment could not be tested. The only conclusion that can be made is that 63.8% of respondents indicated that state-level law enforcement jobs interest them (see Table 1).

Also, the relationship and significance between the desire to have law enforcement at a career fair and gender could not be determined due to variance. Almost two-thirds (62.5%) of respondents indicated that they wanted to see law enforcement at career fairs (see Table 1). However, of the males and females that answered the question, no males and a few females (n=4) reported that they did not know or were not sure if they wanted law enforcement present. Therefore, the relationship between gender and the interest in career fairs for law enforcement could not be determined.

Additionally, it is important to note that hypothesis testing was done for the original research questions regarding what demographic groups are more interested in law enforcement careers. This is a direct result of the lack of variance within the responses. Due to the majority of the sample population being white (92%), predominately single or never married (90.8%), and young college students (72.4%) between age 19 and 22, diversity was a concern. Thus, the hypothesis test could not be conducted and the answer is unfounded.
LIMITATIONS

This data did not indicate statistical relationships between gender and the dependent variables assessed. The data were still helpful and recommendations can still be made to the agency. However, it is important to be clear about the limitations surrounding the methodology and data obtained within this study.

First, the ratio of male to females within the study was representative of the student body at the University of North Carolina Wilmington. However, it is not representative of all universities across the state. Consequently, the gender demographic of the sample was a set back for the overall usefulness of the study.

Second, the diversity within the sample was severely skewed. With the sample population being mostly white (92%), no reported homosexuals, majority of respondents are single or have never been married (90.8%), and most were young college students between the ages of 19 and 22 (72.4%). Therefore, minorities, members of the LGBT community, individuals who are married, nor older adults were represented within the sample. At the start of the study part of the proposal included a plan to include a historically black university in North Carolina. However, time constraints and setbacks within the approval process to begin the study, no historically black universities were included. So diversity among respondents was a limitation that should be addressed in the future.
Lastly, the sampling method for this study was a convenience sample. Due to the nature of the sampling it hindered the diversity of the sample and the ability to infer anything beyond a predominately white institution. This adversely impacted the generalizability of the study statewide to universities with North Carolina. In addition, the results of the study due to the overall limitations of the study warranted more descriptive statistics than inferential statistics. So, predictions could not be accurately made.
DISCUSSION AND RECOMMENDATIONS

What does this mean for the North Carolina State Bureau of Investigation?

While awareness of the North Carolina State Bureau of Investigation did not present much variance in respondents nor was it statistically significant when compared to gender, it is still important to note the conclusions we can come away with. First, the North Carolina State Bureau of Investigation has no need from this sample to specifically target males and females individually. However, as seen in Table 2, female respondents (52.6%) have the highest indication of not knowing about the agency. Thus, compounded with the hardships women face in police recruiting discussed previously, it may behoove the Bureau to specifically recruit women and promote to women. Also, as supported by empirical research, African Americans and members of the LGBT community should be sought for positions within the Bureau. One way they may achieve this is reaching out to four-year institutions that have a predominately female student body. Also, total respondents are evenly distributed (40%) between minimally aware or having some awareness of the agency. Therefore, what university students, regardless of gender, know about the North Carolina State Bureau of Investigation in limited. As a result, efforts should be increased to promote the Bureau to college universities.

Furthermore, even of those respondents that indicated they did not want to join the agency, the agency could potentially decrease the number of those that do not wish to start a career with them. For example, as seen in Table 1, almost half of respondents (47.5%) to that particular question indicated that they simply did not have enough information to warrant a desire to work for the agency. As observed in Table 3, this also did not differ significantly across gender by those that do not have enough information, which concludes that a specific gender does not have to be targeted, but their efforts should be inclusive of all. Consequently, the
agency needs to better promote the Bureau to university students in order to decreased the number of non-interested students and increase the number of those interested. This would ultimately increase the potential recruitment pool for the agency. Also, it is important to recruit from college universities because those students will most likely graduate if they have a career goal in mind and be eligible for employment with the North Carolina State Bureau of Investigation upon graduation.

Moreover, it was determined that the majority of respondents (62.5%) want to see law enforcement at university career fairs. Accordingly, the North Carolina State Bureau of Investigation needs to work diligently to promote themselves within college universities and one good way to do that would be by being present at career fairs across the state. This would not only promote the Bureau but also spread its mission and message. In turn, even if more students are not interested off hand they are at the very least exposed to the agency more than they are currently. Thus, a career fair is a great recruitment opportunity to be involved in and is suggested and supported by this research effort.

Likewise, in regards to hiring qualifications and disqualifications the two Bureau specific requirements were examined. In was determined that the majority are aware of the possibility of moving (52.5%) and of the need to have a four-year degree (50.0%). While the researcher is not suggesting that the agency change their hiring requirements, it is suggested that they make these qualifications and potential sacrifices clear to potential recruits. Additionally, the agency does not have to target gender specific groups of university students, as this was not found to be significant. One may examine the possibility of changing hiring locations. For example, instead of hiring for the entire state of North Carolina, posting jobs that are specific to a certain geographical location and then it becomes an individual choice.
Additionally, it was found that respondents indicated that they are interested in state-level law enforcement jobs (63.8%) when given the choice between local, state, and federal law enforcement positions. Hence, the North Carolina State Bureau of Investigation should increase their promotional material surrounding the fact that they are a state-level agency. For example, students may find interest in having statewide jurisdiction instead of being limited to a particular city police department of county Sheriff’s office. Also, the demographics of students did not vary enough to comment on the recruitment efforts of minorities. Therefore, the Bureau should actively and inclusively recruit. As previously discussed, minorities, specifically African Americans, females, and those that identify as LGBT should be sought and welcomed into the agency.

Lastly, none of these recommendations or improvements could be successfully without actively promoting the Bureau. As discussed previously, law enforcement agencies need a designated person to promote their agency and handle media inquiries. The public information officer is often the one assigned with this task (Alexander, 2011). In this case, the public information officer for the State Bureau of Investigation would be the responsible agent assigned to this task. However, Alexander (2011) points out, typical public information officer’s cannot handle the volume of requests and outreach for one local agency (Alexander, 2011). Therefore, the North Carolina State Bureau of Investigation should not continually rely on one individual to cover the entire state. It is the researchers recommendation that the public information officer assignment be developed into a program regionally assigned by district across the state of North Carolina.
What does this mean for North Carolina Universities?

While law enforcement agencies should recruit their own applicants, universities can assist in preparing their students for careers in law enforcement if they wish to pursue that career path. While universities cannot assist with all areas of recruitment they can assist students in some capacities to better their chances of being recruited. For instance, the willingness of a student to relocate for a particular job cannot be altered by the university because that is a personal decision. However, they can assist with making the qualifications and disqualifications known to their graduates. For example, once declared a criminal justice or criminology major one should have to attend a required meeting that outlines careers in law enforcement, to include, common qualifications and disqualifications. Also, universities can encourage students to continue through to graduation so that they are more qualified for agencies, like the North Carolina State Bureau of Investigation, that require a four-year degree to be considered for employment.

Specifically, universities can assist the North Carolina State Bureau of Investigation with their recruitment efforts while opening the doors for employment for new graduates. Particularly, universities should increase the promotion of internship opportunities. For example, within an internship a student can get first hand experience within the field and be better suited to make a decision about their personal employment upon graduation. Additionally, internships with a state or local level agency can be easier to obtain than federal internships while giving just as valuable of an experience.

Also, universities should be open to all law enforcement presence on their campus. With more agencies involved that increases students likelihood of receiving a job upon gradation. For example, one may seek to include more agencies than just local and campus law enforcement, or
just accepting “powerhouse” agencies such as those that are located at the federal level. Without
the exposure to all agencies the student is limited in their educational experience enabling them
to inadequately make a clear decision.

Lastly, universities can involved the North Carolina State Bureau of Investigation in
career fairs. This could be set up in conjunction with a university career center. This in turns
helps the student and the agency promotion efforts. Also, including them in student organizations
and clubs could further expose students to the North Carolina State Bureau of Investigation. By
allowing them to visit the university they will be comfortable with presenting to students and
students are exposed further to the agency while increasing the opportunities or interest with an
agency for employment upon graduation.

**Future Research Recommendations**

Conclusively, this exploratory research will be beneficial to the North Carolina State
Bureau of Investigation as they continue to actively seek to promote and recruitment well
qualified employees. However, while this study proves to be informative in could be expanded
and improved upon in the future.

The survey sample population should be expanded to include all university students. This
would drastically improve the results and ability to infer statistically by increasing diversity and
response rate. The researcher should look to include not only four-year institutions but also
possibly recruitment opportunities early from two-year colleges. This would enable the
researcher to see how the promotional efforts from this study have been received both at
universities and two-year colleges. Additionally, historically black college universities should be
included in order to get a full representative sample of all college students within North Carolina.
Moreover, an effort to not only involve more students but also create a sample population that was more geographically inclusive. For example, including university from the western, middle, and eastern districts of the state. This would allow for more input from differing student populations. Also, expanding the study statewide would be more inclusive for the North Carolina State Bureau of Investigation. Due to the nature of their agency being at the state-level it would be important to reach all perspective recruits in order to better generate a sample of university students.

Lastly, the survey should be reworded to reduce responses in the “other” category and the level of measurements within each question should be altered. Additional questions and rewording would allow for additional questions and levels of statistical analysis. Thus, allowing for more opportunity for inferential statistics to be performed during analysis.

Therefore, it is the researchers suggestion and hope that this study will be expanded and improved upon in the future. It is the hope that a larger, more inclusive sample population will be included if and when this study is replicated. It is the hope that an active research partnership can be obtained to further this research with the North Carolina State Bureau of Investigation.
INTERNSHIP REFLEXIVE COMPOSITION

At the start of college I was hesitant to devote so much time and money for a degree when I could simply immerse myself within the criminal justice system right out of high school. I was excited at the time of my high school graduation, having just completed my senior project internship with a police department. I was sure I knew what I wanted to pursue and I did not need college. However, I ended up completing my bachelor’s degree in criminology at the University of North Carolina Wilmington. While pursing my undergraduate degree as a junior and senior I was able to complete two internship opportunities to gain experience with the law enforcement community. I wished for nothing more but to graduate, but my academic advisor suggested I complete my Master’s degree. At first, I completely rejected the idea I only wanted to “hit the streets” as a police officer. After careful consideration and a little push from my friends and family I agreed to pursue my graduate degree. Looking back now if I had not gotten my graduate degree now I question if I would ever return.

Thus, when beginning my graduate education I was given the choice to finish my degree with a traditional Master’s thesis or complete an internship. That choice for me was a no-brainer. I wanted to complete an internship to once again be able to immerse myself within the law enforcement community. Therefore, when time to complete my last semester of my graduate degree I began an internship. My internship was conducted with the North Carolina State Bureau of Investigation under the direction of the Public Information Officer and the Deputy Chief for the Bureau.

My orientation day with the North Carolina State Bureau of Investigation was an unusual one. For the first time in my life I was in a state of comfort within a completely new experience. In this same instance, usually I would be stressed about what was to come next and the unknown. This orientation was different; I was the relaxed one in a room along with nervous
undergraduates. I have had many degree related internships in the past. However, this time was
different, I was valued, helpful, and no longer just a shadow in the room or a fly on the wall. I
truly saw my education relate to the real-world, a comforting feeling after so much hard work
and debt.

I have thoroughly enjoyed my educational experience at UNCW but I had become
completely forgetful of the difference in the real-world and that of academia. I am thankful that I
chose to do an internship as partial fulfillment of my Master’s degree. If nothing else the
experience has shown me that not many people in the law enforcement profession care about
something being statistically significant. It is more about the cost involved, sources of funding,
safety of officers and agents, or political motives than statistics. While statistical analysis is still
important, especially in proving financial need, the jargon from my Master’s level statistical
class and the North Carolina State Bureau of Investigation was completely different.

For example, I knew I was out of my element when first discussing a Human Trafficking
project with an agent on one of my very first days in the office. She had asked for my help along
with others with statistical analysis during my time as an intern. I graciously agreed, however, I
did not expect her to tell me I needed to “dumb it down.” Suddenly the statistical significance of
something was no longer important, alpha levels were foreign, and it was all about the general
picture. All of the hard statistical computing I had learned was no longer relevant. I had simply
forgotten that not everyone knows statistics. This is just one example of how academics and
practitioners can differ in their orientation. My experience really helped me to evolve as a more
well-rounded graduate as I am now able to communicate in both academic and in real-world
settings. I am a firm believer that the knowledge gained through academia is useless if one does
not have the ability to disseminate this information.
Furthermore, having completed a minor of Public Administration in my undergraduate career I have some knowledge of politics. Although I have acquired basic knowledge of the subject I was not prepared for the political influence that I saw within this particular law enforcement agency. It was not an uncommon occurrence to consult agency heads, bureau law advisors, and human resources before publically commenting about anything case related. Additionally, the political realm of the communities within North Carolina played a large role in my experience. For example, multiple officer involved shootings happened during my time at the internship. These oftentimes quickly became political events due to the national unrest and distrust among minority communities and law enforcement. While I personally equate this to a problem of other cities, like Ferguson, Missouri, it is actually happening right here in my home state.

Conclusively, I had a great experience with the North Carolina State Bureau of Investigation. I enjoyed my time with the agency and interacting with agency employees on a daily basis. I feel I got a true look into current law enforcement social media programs, the politics that can affect the efforts of law enforcement, and the skills to interact with law enforcement professionals while remaining professional and educationally informed. I would highly suggest an internship experience for anyone that is thinking about the possibility of a law enforcement career. The reality is far different than what one might see on television or learn within the classroom.
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APPENDIX A

Survey Instrument for University Students
APPENDIX A

Police Recruitment and Retention

Thank you for your time!

The following survey contains questions concerning your knowledge and attitudes about law enforcement organizations in North Carolina. The information provided is intended to help any enforcement agency in North Carolina with their recruiting efforts. Your responses are anonymous, and your participation in completing the survey is important. The data you provide will be held securely, not shared with anyone else, and will not be used for any other purpose than to benefit the organization you are serving. You may choose to not complete any questions or to skip all or any time.

Or simply click or drag a new question from the Builder.

Next

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SurveyMonkey
See SurveyMonkey.com

Police Recruitment and Retention

Section 1: Employment and News Inquires

1. What are or will be your sources of employment information after graduation? Please check all that apply.
   - Job posting websites (e.g., Indeed, LinkedIn)
   - State employment websites
   - Local newspapers or newspapers
   - Agency websites
   - Social media (e.g., Facebook, Twitter, LinkedIn)
   - Other (please specify):

2. Please rank the following factors in order of importance. (Please rank from 1-6, 1=most important, 6=least important)
   - [ ] Salary
   - [ ] Benefits
   - [ ] Job Satisfaction
   - [ ] Career Advancement Possibilities
   - [ ] Location
   - [ ] Other

3. What is your primary source of information about crime, policing and criminal justice?
   - Television
   - Social Media
   - Newspapers
   - Magazines
   - Other
   - Please specify other source (e.g., CNN, Fox, Facebook, Twitter, news, radio, internet)

Or simply click or drag a new question from the Builder.

Prev Next
Police Recruitment and Retention

Section I: Employment and Hiring Questions

8. On average, how many hours per day do you spend using social media sites?
   - 0
   - 1-2
   - 3-4
   - 5-10
   - 11 or more

9. Have you ever attended, or do you have plans to attend, a job recruitment fair at your university?
   - Yes
   - No
   - Don’t know / Not sure

Police Recruitment and Retention

7. Would you like law enforcement present at a job recruitment fair if one were to be conducted at your university?
   - Yes
   - No
   - Don’t know / Not sure

8. Are you interested in a career in local, state, or federal law enforcement?
   - Yes
   - No

9. Are you currently employed by a law enforcement agency?
   - Yes
   - No

10. Which levels of law enforcement employment interest you? (Please check all that apply)
    - Local
    - State
    - Federal
    - Other (please specify)

11. For the following items please indicate your level of agreement with each corresponding statement regarding employment and hiring within law enforcement.

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Neutral</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is equal opportunity with respect to people of all races.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is equal opportunity with respect to sex.</td>
<td></td>
<td></td>
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<tr>
<td>There is equal opportunity with respect to age.</td>
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<tr>
<td>There is equal opportunity with respect to disability.</td>
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<tr>
<td>Men should be hired.</td>
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<tr>
<td>Women should be hired.</td>
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<tr>
<td>Members of minority groups should be hired.</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Members of majority groups should be hired.</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

12. What level of awareness do you have regarding the North Carolina State Bureau of Investigation (NCSBI)?
   - None
   - Very Little
   - Some
   - A lot

13. For the following items please indicate your awareness of each of these requirements for employment and hiring by the North Carolina State Bureau of Investigation. Are you aware that you...

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
<th>Don’t know / Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Must be at least age 21.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Must have a 2-year degree?</td>
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<tr>
<td>Must successfully complete drug-screening?</td>
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<td></td>
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<tr>
<td>Must successfully complete psychological examination?</td>
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<tr>
<td>Must successfully complete P.O.P.S. Test (Pepper Spray Test) successfully?</td>
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<tr>
<td>Must be willing to be assigned anywhere in North Carolina?</td>
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<td></td>
<td></td>
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<tr>
<td>Must be willing to carry a firearm and use deadly force, if necessary?</td>
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<tr>
<td>Cannot have a criminal record or been convicted of a felony?</td>
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<tr>
<td>Cannot have ever used any drugs?</td>
<td></td>
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</tbody>
</table>

14. Would you consider a job with the North Carolina State Bureau of Investigation?
   - Yes
   - No
   - Don’t know / Not sure
15. What type of employment (position) would you seek with the North Carolina State Bureau of Investigation? Please check all that apply.
☐ Special Agent
☐ Administrative Support
☐ Technical Support
☐ Don't know / Not sure
☐ Other (please specify):

16. What is the primary reason you would consider a job with the North Carolina State Bureau of Investigation?
☐ Do not wish to work in law enforcement
☐ Will be in need of a full-time job after graduation
☐ Do not wish to work for a state agency
☐ Do not meet job requirements
☐ Do not have enough information about the agency
☐ Don't know / Not sure

Demographics

17. How old are you (in years)?

18. When did you begin your college career?
☐ Immediately following high school graduation
☐ After serving in the military
☐ After working for more than 1 year after high school graduation
☐ Other (please specify):

19. What is your current class standing?
☐ Freshman
☐ Sophomore
☐ Junior
☐ Senior

20. What is your current enrollment status?
☐ Full-time student (12 credit hours or greater)
☐ Part-time student (less than 12 credit hours)
☐ Other (please specify):

21. What is your intended major?
☐ Criminal Justice
☐ Communications
☐ Psychology
☐ Other (please specify):

22. What is your gender?
☐ Male
☐ Female
☐ Transgender
☐ Other

If you selected Other, please specify. If you selected Transgender, please indicate Male or Female in addition.

23. Which of the following races describes you?
☐ African American / Black
☐ Asian / Pacific Islander
☐ American Indian / Native Alaskan
☐ Multiracial
☐ Other (please specify):

24. Are you Hispanic or Latino?
☐ Yes
☐ No

25. What is your current marital status?
☐ Single (never married)
☐ Married
☐ Separated or Divorced
☐ Widowed
☐ Other (please specify):

Police Recruitment and Retention

Thank you for participating in this survey.
APPENDIX B

Original Survey Email Notification Correspondence
Hello UNCW Student

My name is Tyler McCarty and I am a graduate student at the University of North Carolina Wilmington. I am conducting research on law enforcement recruitment in North Carolina, and am asking for your participation in a brief survey. Your responses will be invaluable in my research efforts undertaken as a part of my graduate program requirements in criminology. Please know that the survey is completely anonymous and its completion is voluntary. If you are willing to take a few minutes to complete the survey, here is the link:

https://www.surveymonkey.com/r/CNRL98M

The following survey contains questions concerning your knowledge and attitudes about law enforcement organizations in North Carolina. The information provided is intended to help law enforcement agencies in North Carolina with their recruiting efforts.

Thank you for taking your time to complete this survey.

Best,
Tyler McCarty
APPENDIX C

Reminder Survey Email Notification Correspondence
APPENDIX C

Hello,

My name is Tyler McCarty and I am a graduate student at the University of North Carolina Wilmington. You were previously contacted regarding your participation in a law enforcement recruitment and retention survey. If you have already taken the survey, THANK YOU, please ignore this email.

If you have not taken the survey please remember that your responses will be invaluable in my research efforts undertaken as a part of my graduate program requirements in criminology. Please know that the survey is completely anonymous and its completion is voluntary. If you are willing to take a few minutes to complete the survey, here is the link:

https://www.surveymonkey.com/r/CNRL98M

The following survey contains questions concerning your knowledge and attitudes about law enforcement organizations in North Carolina. The information provided is intended to help law enforcement agencies in North Carolina with their recruiting efforts.

Thank you for taking your time to complete this survey.

Best,
Tyler McCarty