Assignment

Plan for Recruiting Minorities for Local Law Enforcement Agency/Department

Student Full Name

University Affiliation

Course Title/Code

Instructor

Due Date

<center>**Plan for Recruiting Minorities for Local Law Enforcement Agency/Department**</center>

The group that was selected for this racial and ethnic minority group representation in the law enforcement project is African Americans. Out of the 150 employees in the local law enforcement agency that hired me as their recruiter, only 2 are African Americans. The agency Chief believes it will be more prudent to employ more representatives of the African American group, but he does not know how to do it. Therefore, this action plan aims to improve the representation of African Americans in the agency. The action plan will focus on estimating the number of African American recruits required, the most likely cause of poor diversity in the agency, the recommendation to improve the existing situation, and the step-by-step recruitment plan to attract African Americans.

Estimating the Number of African American Recruits Required by the Agency

Recruitment is crucial to any organizational activity to acquire a talented, performance-driven, and diverse workforce to ensure success. Specific metrics, such as the employee-to-vacancy ratio, are employed to track employment data. If the organization seeks candidates to enhance diversity, using the ratio to enhance the improvement strategies will be helpful.

In this case, the law enforcement agency targets recruiting mostly African Americans to improve the agency's diversity. As such, the decision on the number of African Americans needed to increase would the calculated from the current African Americans employee percentage and weighed against the targeted percentage. The following steps will be vital to estimate the number of African Americans needed to improve the agency's diversity:

1. Determine the percentage of African Americans currently employed by the agency to the total number of employees. That is;

    Current number of African Americans (AA) = 2

    Current total employees (CTE) = 150

    Percentage of AA = 2/150 x 100

         = 0.0133 x 100

         = 1.33%

2. Set a targeted percentage desired by the agency through which the African American recruits should be improved. For example, the agency can set a target to improve the number of African Americans in the organization to 5%, 10%, 20%, 30, etc. This value can change depending on the agency's desired level of representational improvement.

3. In the current case, if the targeted representation of African Americans desired by the agency is 20%, then the number of Black Americans recruited can be obtained through reverse cross-multiplication. For instance,

If 1.33% = 2 AA

Then 20% = x

1.33x = 40

Therefore, x = 4000/133

                 = 30.075 AA

It means that, at 20 percent targeted representation, the agency can improve diversity by hiring 30 African Americans. It implies that if they have a total of 150 employees, then there should be at least 30 African Americans, which would represent 20%.

Since the agency will increase the number of African Americans from 2 to 30 out of 150, this improvement will be enough because it will be easier to notice the presence of African Americans in the agency's workforce.

Likely Causes of Poor Diversity in the Agency

Understanding the meaning of diversity is critical for the agency. The agency must recognize that diversity goes beyond just race and gender but also permeates cultural perspectives, sexuality, religion, political views, and geographical isolation. The real concern is for the agency to genuinely incorporate the culture of inclusion in their company mission and value statements to improve the work environment for different groups of people.

Some of the possible causes of the lack of diversity in the law enforcement agency include:

1. Leadership that Lacks Diversity – If the top leadership positions of the agency, such as HR, operations, and business development, are dominated by people from a particular race, they might lack sensitivity to diversity and inclusivity due to implicit bias. Discriminatory attitudes, especially towards minorities, can significantly compromise the agency's diversity. Therefore, the agency must conduct a diversity assessment of the executive leadership and move swiftly to execute plans that improve diversity and inclusion in all agency areas.

2. Hiring Processes that Lack Inclusion – Hiring is a very important activity for the agency because it determines the nature of employees representing the organization and conducting its daily activities. Execution of diversity goals begins in the hiring process. If the hiring team fails to consider minorities, it will significantly jeopardize the diversity of the staff. The agency's human resource

requires a strong sense of organizational change and leadership skills to implement a robust plan for hiring a diverse workforce by creating a diversity roadmap. For example, the agency can consider hiring from historically black colleges and universities and liberal arts colleges to find top-performing minority recruits.

3. Exclusive Company Culture – The agency might have a culture that does not support minorities. Such exclusive culture might only focus on providing amenities and incentives for a certain group of privileged people. Transforming the agency's culture must begin by establishing an inclusion-friendly mindset. Law enforcement agencies should seek professionals from historically black colleges and universities or candidates who live in minority cities. Since workplace cultural improvement may not occur once, it is important for the agency to conduct surveys of its recruits and hires new employees to ensure that minority black people are included.

4. Fear of Change- Many agencies which are high performing often fear bringing a cultural change through recruitment because they perceive it as a possibility of disrupting the performance. While it is true that rebranding the agency's culture through the hiring process and employee engagement activities can require a special amount of time and effort from daily operations, the processes are equally important and can improve productivity. The overall reward the agency can reap from having a diverse workforce is undeniable, from innovation and exceptional performance with a positive impact on the bottom line. For instance, having diversified law enforcement officers can improve the design of agency services, strategy improvement, and time management programs that enhance security and public safety. The agency can meet the diverse security and safety need of the citizens by having a diverse professional that understands these needs and responds adequately through design, response, and service delivery aspects. Top-performing African Americans seek equality because they know their qualification to perform extraordinarily well in law enforcement. However, if the agency needs those exceptionally talented African Americans, it must put in genuine efforts toward supporting and implementing diversity.

Recommendation to Improve African American Representation and Diversity in the Agency

The underrepresentation of minorities is a daunting problem for the agency, undermining the benefits of diversity and inclusivity. The important steps that the agency can undertake to improve African American representation and hence increase diversity are:

1. Developing and executing a human capital operating plan – This comprehensive plan includes diversity-focused hiring strategies. For example, the hiring team ensures that African American workers constitute at least 20% of the agency workforce. The strategies will also focus on retaining minorities and ensuring equal access to advancement and career development opportunities.

2. Developing explicit strategies for diversity and inclusion with measurable goals – The agency will take measures to clarify the diversity goals, such as the minimum representation requirements of African Americans, leadership development opportunities, and indiscriminative employee appraisal programs. These goals should focus on ensuring equal treatment of minorities.

3. Aligning diversity and inclusivity goals with the agency goals and mission statement – Aligning diversity and inclusivity agendas with the agency mission, goals, and core values is the boldest step towards developing a workplace culture sensitive to diversity, respect, and inclusivity. The agency will thrive under a diverse and inclusivity culture by ensuring a team with a common principle of respect for diversity. Developing such an agency culture promotes a common sense of equality among workers, stimulating teamwork and greater efficiency.

4. Creating monitoring and evaluation criteria for measuring progress towards diversity goals - The agency will create equality and diversity monitoring forms filled by the recruits and employees to address issues of concern such as under-representation and role in decision-making. Monitoring and periodic assessment will enable the agency to identify and effectively address existing and new problems.

5. Provide consistent support programs for diversity and inclusivity - Developing programs that directly support diversity and inclusivity, equity, and inclusion are important for the agency. For example, the agency can directly target recruits from predominantly African American communities to improve their representation. Also, funding programs for leadership and professional development training for minorities can improve their opportunities to become leadership representatives in executive positions, such as agency management, predominantly occupied by the majority population.

Step-by-Step Recruitment Plan

The agency will develop a robust and well-structured hiring plan to improve African American workers' acquisition, retention, and productivity. The following steps will provide good footing for the agency's hiring team:

1. Identify hiring needs – The HR will identify the agency's hiring needs or gaps to be filled, such as increasing the number of African Americans in the agency to improve diversity. Apart from the knowledge, skills, and experience requirements, the specification will include candidates from African American districts and cities.

2. Develop job descriptions – The job descriptions will specify the duties of the recruits. Among the skills that the HR will specify is knowledge of African American culture. This specification will enable the agency to target African Americans directly.

3. Create a recruitment strategy – The HR will devise a strategy to identify and retain top-talent African Americans. The recruitment strategy will also specify the geographical area, for example, African American communities.

4. Screening and shortlisting candidates – The HR teams will evaluate the candidate applications by focusing on minority people, specifically African Americans.

5. Interviewing – visualized interviewing process will enable the hiring team to observe the targeted candidates and remove confusion or doubt physically.

6. Evaluation and job offer – The HR will evaluate the most promising candidate and make the job offer to the candidate who meets the minimum threshold of being an African American.

7. On-boarding – On-boarding programs will focus on helping the new candidates to settle in the agency by offering necessary resources and training.

References

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