

This document contains the recommendations from the Recruitment, Retention, and Training Committee of the Albany Police Reform and Reinvention Collaborative. These recommendations identify both new processes and new perspectives on existing processes. Some of the recommendations do not include strategies for implementation. The Committee is aware some of the current New York State Civil Service Laws may need to be reviewed, if not changed, to implement the recommendations.

The Committee also recognizes the significant need for external municipal supports. Generally speaking, the Offices of Human Resources and The Chief Diversity Officer should be intricately involved in the Albany Police Department's recruitment, retention, and training efforts.

Finally, while there are specific recommendations per each activity, the Committee acknowledges both the individual nature of recruitment, retention, and training, realizing that diversity, inclusion, and equity are required in the three domains. Our recommendations unanimously support the relevant recommendations outlined in the *Albany NY Police Department Racial Bias Audit*. Where appropriate, our recommendations parenthetically identify the relevant recommendations in The Audit report.

### Recruitment Recommendations

1. Recruitment efforts should include a broad catchment area, utilizing various media to advertise and solicit interest in the Albany Police Department. (Audit Recommendations: 43).
  - a. Utilize radio, television, print, and virtual platforms (and other relevant media) to reach a diversified yet targeted audience. Identify and recruit underrepresented populations is the mandate. The targeted communities should include Black and indigenous people of color, women, and sexual minorities. Linguistic fluency (Spanish speakers and others) are also identified as underrepresented populations. Targeted recruitment of Albany residents is a priority. Recruitment strategies may include but not be limited to utilizing the recruitment stories of existing representatives from the targeted communities. These stories will highlight the realistic goal of becoming a police officer for underrepresented community members.
  - b. Reinvigorate The Cadet program. Stratify the age range to include those who are in high school. Have the program provide realistic experiences promoting police recruitment.
2. Recruitment efforts should occur year-round, not just in advance of the various exam schedules. The examinations should be offered frequently. Contact key stakeholders to help identify recruits from underrepresented communities. Such community stakeholders may be a combination of human service and military veterans'

organizations, the directors of law enforcement academies, and deans of criminal justice, social work, education, and other college and university programs. (Audit Recommendations: 51.2 & 55.2)

- a. During the times before the examinations, the various exams' expectations should be explicit and accessible. (Audit Recommendations 52.1)
  - b. Apprise potential recruits of the standards. Identifying the recruits' readiness for the exams is a goal. If weaknesses are detected, identify supports to bolster the candidates' skills for the written and physical exams. Such accommodation should be made available through partnerships with community-based organizations like the various YMCAs or The Boys and Girls Clubs.
  - c. Eliminate all cultural bias language in the written exam.
3. Review the NYS Civil Service Laws to identify unnecessary impediments to successful recruitment efforts. (Audit Recommendations 43.1)
  4. There may need to be a deeper understanding of what constitutes police work, resulting in a re-examination of the necessary attributes and skills in successful recruits. These attributes should be explicit and accessible. (Audit Recommendations 43.2)
  5. Streamline the recruitment process to the hiring process, reducing the time it takes to hire a successful recruit.

#### Retention Recommendation (Audit Recommendations 43)

1. The Albany City Human Resource Office (HRO) should review and discern the Albany Police Department's personnel needs. The Office should be organized to provide the requisite support for the personnel service needs of the Albany Police Department. The HR personnel member should be in regular communication with the Chief Diversity Officer in all personnel matters of the APD.
  - a. The HRO will help ensure timely routine evaluations, the transparency of personnel actions while maintaining the appropriate confidentiality, and ensuring all promotions are done fairly and transparently.
  - b. The HRO will ensure quality controls are used in all personnel actions.
  - c. The HRO will collect and maintain personnel data related to hiring, promotion, discipline, and departure data from the Albany Police Department. The human resource officer will be required to offer an exit interview or exit survey to all departing personnel. The data will be used to both determine impediments to longevity and as clues to increase the morale of the force.
  - d. The HRO will work with senior police management to develop the appropriate onboarding processes to help the new officer feel like a part of the Department.
2. A review of the five core values of the APD is needed. A sixth value of diversity and inclusion should be considered and implemented.

3. The HRO will conduct a comparison of salary and benefits should be undertaken to make sure APD is competitive with other local and regional departments.
4. Should another police department hire an APD recruit within two years of completing academy training, the hiring department must reimburse the City for the academy training expense.
5. Increase the morale of APD personnel. (Audit Recommendations 45)
  - a. Conduct routine random drug and alcohol screenings.
  - b. Implement a robust confidential Employee Assistance Program. The goal is to provide a responsive resource for officers at-risk for accumulated stress. (Audit Recommendations 49.2)
6. Encourage sergeants and other management leaders to maintain a fresh perspective on policing.
  - a. Create opportunities for lower rank officers to help contribute to increasing the morale of the Department.
  - b. Maintain stimulating environments for personnel who are approaching retirement/command status. Human resource personnel should work with police personnel (including lower-ranked officers) to support agency morale development.

#### Training Recommendations (Audit Recommendations 52.1; 56; 57)

1. With the City of Albany Office of Human Resources and The Chief Diversity Office's assistance, an extensive review to ensure the existing training efforts are consistent with the current policing needs within The City of Albany and useful for the officers' mental health needs will be completed.
2. Develop training opportunities consistent with the needs of effective Albany City policing and the officers' professional development.
  - a. Ensure the officers are routinely and often apprised of the new laws and necessary skills for promotion.
  - b. Selectively identify successful senior officers near retirement age to determine their capacity and interest in mentoring newer officers. This effort will require the development of a screening mechanism in the development of mentors, resulting in the continuation of practice wisdom while engaging in modern, relevant policing.
3. The training received by the APD should be monitored by both the Office of Human Resources and The Chief Diversity Officer. Police officers need to demonstrate competencies routinely. These competencies should be reviewed and evaluated at least annually. Evaluation of data documenting the mastery of these competencies will be used to discern personnel actions for promotions to a higher rank or salary increases.
4. Additional education in social justice, cultural competency, and dismantling white supremacy training should be incentivized by Albany police management. Their

programs should focus on the issues of black and indigenous people of color (BIPOC).  
The goals include:

5.
  - a. Integrating criminal justice theory with theories of social justice and cultural humility;
  - b. Reconceptualizing inherent police identity as both a “para” military unit and a collection of people who demonstratively respect the community they are entrusted to serve *and* protect; and
  - c. Conflating theories of criminality with relevant theories of the effects of the dominant culture on the lives of black and indigenous people of color will provide the officers with insight to the community served.
6. When critical incidents occur, such as an officer-involved shooting, in addition to robust review processes, the officer should have timely and appropriate feed during the review. The goal is to maintain support during a difficult moment, regardless of the outcome.

The Committee is aware that some of the recommendations are a commentary on existing programs or processes. Through our recommendations, we encourage a review of existing efforts as our current environment warrants a re-examination. Finally, the Committee recognizes the deeply challenging work of the APD. The Committee thanks the Department for their service.