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## Literature review

There has been research regarding the efforts of recruiting new police officers into service. There are various efforts that have been undertaken by different police departments in order to enhance the recruitment efforts. Having this knowledge will help understand what works and what does not work in the process. Information from this literature review will help San Jose department come up with their own framework for recruiting new police officers. There have been police recruitment issues and problems across the United States due to economical and social issues and challenges. The United States is faced with exodus of police officers because of different issues and the process of recruiting is faced with a lot of challenges.

One of the issues that need to be considered is reaching to the community as a way of reaching and fighting crime. Most of the recruitments of police officers have been based on wrong procedures and wrong methods. There is a need to align this process so that there is emphasis on service rather than enforcement of the law. There is a need to have a new approach to new ways of working in the police department. There have been suggestions that the recruitment should be based on service so that there is a new approach towards the community. There has been the need to have a new approach and model developed. This has been developed in many states and many countries. One of the changes that have been made is to have innovations in the hiring process. With a new approach that needs to be undertaken towards the community, there is a need to have new approaches to recruitment; an approach of service-oriented rather than enforcement of the law. The service of the law has been focused on fighting crime and killing the criminals in the society. On the other hand, recruitment to service of the law will emphasizes on having a new approach to training and new characters sought for the recruitment. There is a new shift of police service where there is need to have emphasis undertaken towards community policing. With this, there will be a new way of fighting crime where there will be officers who will be trained on how to teach people how to live as good citizens.   
For a long time, there has been the wrong approach towards getting the staff and police recruits. Research has shown that there is a need to focus on reaching the community rather than alienating the community towards the police officers. There have been suggestions that new qualities should be developed for police officers. There should be more focus on analytical and service delivery skills. This is in the quest to have the officers serve the community with the approach and analytical ways of fighting crime. This is what the community needs and not combat and force.

## Streamlining and aligning recruitment and selection

Research has also shown that there is a need to review the recruitment and selection process. Many researchers have suggested that the process should be reviewed and made to reflect the changing times. There is a need to align the process of recruiting and selection of police officers. The recruitment process is slow as the number of officers that are admitted to the academy is low. There is a need to correct this so that there are more recruits admitted to the academy. This will increase the number of police officers who will be admitted to the academy. There have been suggestions to have admission undertaken twice a year. Another possibility is to have four academies conducted and running in paralleled. In this aspect, there will be full occupations of the academies in the South Bay which is still used by other agencies. This is still an issue that should be aligned and streamlined in order to increase the admission capacity (Reinhard, Marc-Andre, Julia Dahm, and Martin 62).   
A model was suggested where four academies would be run. Two overlapping sessions of the academies for recruit training officers has been suggested. It has been named as 4x40 models. This model will require additional staff that would be tasked with training in the academy program. With this model, the expected time that will be required to have full capacity would be one year. It is a strategy that can be exploited by agencies so that the capacity of the academies can be increased (alley teal, 54).   
There should also be alignment in terns of cost of the recruitment. With the increased number of recruits, there will be the need to have alignment for the new costs that will be incurred in the process. The budget that has been proposed is $385000 and $325000 for the background processes. These should be aligned with the new capacity so that it will be followed as a model of undertaking recruitment of selection. The timing should be aligned and streamlined so that the academies take the recruits at streamlined times after the prior groups have been undertaken.

## Achieving diversity

There has been the call to have recruiting and selection to be free and fair. Diversity has been integrated into many recruiting agencies around the world. Disparities in the recruitment process have been seen in many years. In San Francisco, there is effort that has been integrated in the exercise in order to have impartial place recruitment. The racial bias that has been seen in the selection and recruitment process has had a negative picture for the entire recruitment process. There has been the suggestion that there should be different programs that are implemented to have the aspect of impartiality taken care. The police departments in different countries should develop programs and put measures to achieve fair recruiting and selection.   
In San Francisco, there is a need to undertaken reforms so that the risk of this process being investigated by outsiders. There should be ways in which new people from different backgrounds and races are undertaken. The recruitments team was simpler unlike the current system.   
People from different backgrounds will mean there will be varying recruits. This will increase the intake of the recruits and will ensure that the number increase. People who have not been part of the police potential recruits can be considered for the open positions. The choice of the people to be included will not be a problem if this will be included. There should be the change of policies that prohibits people from being recruited because of the different cultures that exists with the different computers and devices. It is important that they et al all races with dignitary. This will make the work process successful as there will be more recruits from other race.

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