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|  | SALISBURY POLICE DEPARTMENT |
| | Written Directive: Recruitment |
| | Publication Date: March 05, 2018 |
| |  Approved: Barbara Duncan, Chief of Police |
| Related CALEA Standards: 31.1.1, 31.1.2, 31.2.1, 31.2.2, 31.2.3, 31.3.1, 31.3.2, 31.3.3, 31.3.4 | Recruitment Section #117 |

Recruitment

1. Purpose:

The purpose of this directive is to establish the department's recruiting program to attract both sworn and non-sworn applicants to the police department. The recruiting effort is shared with the City of Salisbury Human Resource Department and all members of the Salisbury Police Department. The training officer is responsible for administrative control and implementation of the department's recruiting efforts, and for maintaining liaison with the City of Salisbury Human Resource Department and members of our agency.

2. Policy:

The Salisbury Police Department is mandated to identify and employ the best candidates available, not only to reduce disciplinary problems, but also to establish higher morale both within and outside the community and to provide more efficient and effective service. The department will initiate and maintain an active recruitment program to attract diverse applicants for all vacancies. In this on-going recruitment effort all members of the department (both sworn and non-sworn) share in the responsibility to recruit potential applicants on a formal and informal basis. The department will recruit both within and outside our jurisdiction to meet our goals.

3. Authority For Recruitment:

- A. The Salisbury Police Department implements its own recruitment process in full compliance with law and within the parameters set by the Salisbury City Charter.
- B. The chief of police, through the administrative commander, is responsible for recruitment and selection. Normally, the training officer will provide such assistance and will coordinate participation, assistance, and support within the department.

4. Recruiter's Responsibilities:

- A. Any departmental personnel actively involved in recruitment activities will be continually briefed by the chief or his/her designee so that they are knowledgeable of the agency's needs concerning personnel matters. Individuals assigned to recruitment activities must receive training in personnel matters; especially equal employment opportunity and key recruitment objectives as outlined in the recruitment plan and analysis.
- B. Recruitment personnel will also be briefed on demographic data of the City of Salisbury so that they will have an understanding of different ethnic groups and subcultures in order to meet the department's goal of diversity, with diversity being defined as the degree of differences among personnel of the department.

5. Recruitment Approximating Salisbury's Demographic Composition:

- A. Recruitment Plan
 - a) The Salisbury Police Department shall maintain an ongoing recruitment effort to recruit well-qualified applicants for all vacancies, both sworn and non-sworn, in sufficient numbers to satisfy actual or anticipated vacancies created by attrition or growth.
 - b) The Salisbury Police Department shall work closely with the City of Salisbury's Office of Human Resources to jointly employ positive methods to recruit, select and hire the most highly qualified applicants and to provide the most competent and professional police service to the community we serve.
 - c) The Salisbury Police Department Recruitment Division shall annually publish a comprehensive recruitment plan for full-time sworn and non-sworn personnel. This recruitment plan shall include a statement of objectives, plan of action and identify how the entire agency is responsible for the administration of the plan that is designed to achieve those objectives. The plan shall also outline the steps to achieve the goals of an ethnic, racial and gender workforce composition in approximate proportion to the available work force in the service area of the Salisbury Police Department.
 - d) Annually the recruitment plan shall be submitted to the chief of police, through the chain of command for review and approval. The chief of police may at any time, request a revision or reissuance of this plan as needed.
 - e) The recruitment plan shall identify methods to attract highly qualified candidates in approximate proportion to the demographics of the service jurisdiction based on statistical population analysis.
 - f) The recruitment unit shall annually distribute copies of the approved recruitment plan to the command staff and to the accreditation manager for accreditation compliance.

6. Annual Analysis Of The Recruitment Plan:

- A. The Salisbury Police Department shall conduct an annual analysis of the recruitment plan that will be reviewed by the chief of police or his/her designee. The analysis will describe:
- a) The progress that has been made toward previously stated objectives.
 - b) Whether any revisions to the plan are necessary.
 - c) The demographic data of sworn personnel will be outlined in the annual analysis.
 - d) The department will review its employment practice, policy and procedure to ensure non-discrimination of individuals, who may have a qualified disability.

7. Recruitment Plan/Equal Employment Opportunity:

- A. The Salisbury Police Department strives to maintain an ethnic and gender composition of sworn and non-sworn personnel in approximate proportion to the makeup of the available work force in our service area. In an effort to meet this commitment the department may expand its recruitment plan beyond its immediate service area. The department will annually assess the demographics of its sworn and non-sworn work force and compare it to the available work force.
- B. The department has a recruitment plan for both sworn and non-sworn personnel. This plan will outline the steps to achieve the goals of ethnic, racial and gender workforce compositions in approximate proportion to the available workforce in the departments service community that includes, but is not limited to, the following elements:
- a) Statement of objectives;
 - b) Plan of action designed to meet those objectives;
 - c) Evaluation of the progress toward objectives shall be made annually. The plan will be revised/reissued as needed; and
 - d) The training officer or his/her designee is responsible for the administration of the plan.
- C. The Salisbury Police Department actively participates in the City's equal opportunity plan and is an equal opportunity employer. It is the City's policy to employ qualified individuals on the basis of their; relative ability, knowledge and skills, without regard to race, color, religion, national origin, sex, marital status, age, mental or physical disability, sexual orientation or political affiliation. This policy applies to all personnel-related actions, including promotion, compensation, benefits, job assignment, discipline and training. The police department plans and initiates its own objectives for compliance as necessary.
- D. The Salisbury Police Department is committed to minimizing adverse impact in all areas of recruitment, selection and hiring of sworn and non-sworn personnel.

- E. The department will measure the adverse shortfalls of diversity by comparing statistics concerning demographics of our community and the available workforce and intra-departmental demographics. Personnel distribution tables will be reviewed and compared with the available workforce data to determine the utilization of employees who are members of a protected class.
- F. If it is determined, through the review, that departmental hiring practices adversely impact upon a protected class the procedure causing the adverse impact will be reviewed and changed as necessary.

8. Job Announcements and Recruitment Notices for Sworn and Civilian Personnel:

- A. Announcements for available sworn and non-sworn positions will include:
 - a) A description of the duties, responsibilities, requisite skills, educational level and minimum qualifications or requirements.
- B. In addition, the department will:
 - b) Advertise entry-level job vacancies through electronic, print or other sources;
 - c) Advertise on all employment applications and recruitment materials that the department is an equal opportunity employer.
 - d) Advertise official application filing deadlines for sworn, non-sworn and entry level positions.
- C. The chief of police will also ensure that the Salisbury Police Department shall not discriminate against a qualified individual with a disability because of the disability in regard to job application procedures, the hiring, advancement or discharge of employees, employee compensation, job training and other terms, conditions and privileges of employment. A qualified individual with a disability means an individual with a disability who:
 - a) Satisfies the requisite skill, experience, education and other job-related requirements of the position such individual holds or desires, and
 - b) With or without reasonable accommodation, can perform the essential functions of the position.
- D. Determining if an individual is a "qualified individual with a disability" must be done at the time of the employment action in question. The determination may not be based on speculation that the individual will become unable to perform the job in the future or that the individual may cause the municipality's health insurance or workers' compensation costs to increase.
- E. Any qualified individual, with or without a disability, is protected from discrimination on the basis of an association or relationship with an individual who has a known disability. These protections, which apply to hiring, promotion and transfers as well as to other benefits and privileges of employment, are not limited to those who have a

family relationship with an individual with a disability.

- F. Complaints regarding access or discrimination will be submitted in writing to the administrative commander by the utilization of the department's grievance procedure.
- G. The administrative commander will maintain a record of such grievances filed.
- H. If the complaint cannot be resolved by the department to the satisfaction of the complainant, it will be forwarded to the mayor for resolution under the provisions of the city's disability grievance procedure.
- I. The complainant's right to a prompt and equitable resolution of the complaint must not be impaired by the pursuit of other remedies, such as the filing of a complaint with the Department of Justice or other appropriate federal agency, or the filing of a suit in state or federal court. Use of this grievance procedure isn't a prerequisite to the pursuit of other remedies by the complainant.

9. Notification Expectations:

The Chief of Police or his/her designee seeks recruitment assistance, referrals, and advice from community organizations and key leaders to support the recruitment goals of the agency. The department will post job announcements for both sworn and non-sworn employees with appropriate community organizations.