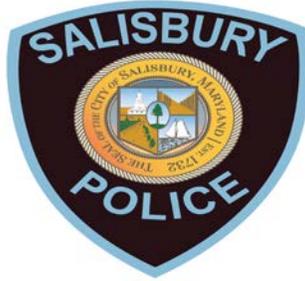


Salisbury Police Department



Recruitment Plan 2020

Prepared by Sgt. Mike Loring

A. Recruitment Plan (Section #117)

1. The department recruitment plan for sworn personnel includes, but not limited to, the following elements:
 - Statement of objectives;
 - A plan of action designed to meet those objectives;
 - Evaluation of the progress toward objectives shall be made annually. The plan will be revised/reissued as needed;
 - The training officer (or his/her designee) and the entire agency is responsible for the implementation of our recruitment plan.

B. Statistical Review

1. African-Americans: According to Chart A, the Salisbury service area population of African-Americans is **38%**; the current percentage of African-American SPD sworn officers is **7 %**. **African-Americans are underrepresented in the Department's Current Workforce.**
2. Caucasians: According the Chart A, the Salisbury service area population of Caucasians is **49 %**; the current percentage of SPD sworn officers is **89 %**. **Caucasians are overrepresented in the Department's current workforce.**
3. Hispanics: According to Chart A, the Salisbury service area population of Hispanics is **7 %**; the current percentage of SPD sworn officers is **2 %**. **Hispanics are underrepresented in the Department's Current Workforce.**
4. Females: According to Chart B, the Female-Male Salisbury percent ratio is 53 % - 47 %. The Available Workforce percent ratio is 46 % - 54 %. The current Department Female percentage ratio is **10 %**. **Females are underrepresented in the Department's Current Workforce.**

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Chart A	Service Population		Available Workforce		Current Sworn Officers		Current Female Sworn Officers		Prior Assessment Sworn Officers		Prior Assessment Female Sworn Officers	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	16,075	49%	10,650	70%	83	89%	8	9%	80	89%	9	10%
African-American	12,467	38%	4,147	27%	6	7%	1	1%	6	7%	1	1%
Hispanic	2,297	7%	265	2%	2	2%	0	0%	2	2%	0	0%
Other	1,968	6%	259	2%	2	2%	0	0%	2	2%	0	0%
Total	32,807	100%	15,321	100%	93	100%	9	10%	90	100%	10	11%

Chart B	Service Population #	Service Population %	Available Workforce #	Available Workforce %	Salisbury Police #	Salisbury Police %
Males	15,419	47%	8,273	54%	84	90%
Females	17,388	53%	7,048	46%	9	10%
Total	32,807	100%	15,321	100%	93	100%

C. Recruitment Objectives (Section #117)

1. Increase the number of qualified African-American applicants for the position of police officer.
2. Increase the number of qualified female applicants for the position of police officer.
3. Increase the number of qualified Hispanic applicants for the position of police officer.
4. Identify and attend specialized recruitment training.

D. Recruitment Activities (Section #117)

1. Continue already established relationships with groups in and outside the community who represent African-American, Female, and Hispanic demographics.
 - a. Continue identifying institutions (i.e. colleges, universities, etc.) that have a largely African American student body and establish a partnership which would allow us to meet and speak to students who may have an interest in becoming a police officer.

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- b. Continue identifying institutions (i.e. colleges, universities, etc.) that have a largely female student body and establish a partnership which would allow us to meet and speak to students who may have an interest in becoming a police officer.
 - c. Continue identifying institutions (i.e. colleges, universities, etc.) that have a largely Hispanic student body and establish a partnership which would allow us to meet and speak to students who may have an interest in becoming a police officer.
2. Expedite the hiring process by continuing to use Policeapp.com and accurately document the results.
3. Recruit qualified Military Veterans by identifying Military Candidates who are in the transition period and by continuing to identify and attending Military Career Fairs (within reason).
4. Recruit qualified Lateral Maryland Certified Police Officers by offering a competitive salary and signing bonus.
5. Job announcements will be placed on the Department social media, the Department website, City of Salisbury website, and internet recruitment outlets (i.e. Policeapp.com).
6. Recruitment activities may be conducted outside the Service Area to attract qualified applicants.
7. The Department will continue to attend job and career fairs; however, the Recruitment Division will be more selective in regards to the Job and Career Fairs we attend.
8. Command Staff will be encouraged to discuss employment opportunities with community organizations.
9. Officers will continue to be encouraged to discuss law enforcement career opportunities with area youth.
10. Continue partnering with the Career Technology Education (CTE) - Criminal Justice Department at Parkside High School. This will allow us to work closely with individuals in the CTE program / within our community who want to pursue a career in law enforcement, particularly at our department.
11. Identify an abundance of qualified applicants for the position of Police Officer to not just fill the **three (3)** Sworn Police Officer vacancies, but to fill the **seven (7)** Frozen Sworn Police Officer vacancies as well (with the City Councils' approval of course). Barring the departure of any current sworn SPD Officers, this would allow SPD to be fully staffed. Should we be able to accomplish this goal, we would be able to focus on establishing a pool of qualified Police Officer applicants should any vacancies arise.
 - It is the goal of the Recruitment Division to hire **ten (10)** qualified Police Officer Candidates in 2020.

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12. Fill the **two (2)** Police Communications Officer vacancies, the **one (1)** Record Technician vacancy, and the **one (1)** Victim / Witness Coordinator vacancy. With all of the civilian positions filled, the Recruitment Office can focus their attentions on recruiting/ hiring qualified Candidates for Police Officer and/ or establishing a pool of qualified Police Officer Candidates (**see above**).

E. Utilization Analysis

1. SPD Workforce numbers will be compared to the community labor statistics for the City of Salisbury to see if women and minorities might be underrepresented in the sworn ranks.
2. If there are any underrepresented groups, this Recruitment Plan will be revised or amended, at least annually, to direct recruitment efforts to target underrepresented groups. (Section #117)

F. Summary and Analysis (Section #117)

1. The Salisbury Police Department shall conduct an annual analysis of the recruitment plan and will contain:
 - a. Progress toward each objective (Section #117)
 - b. Recommended revisions to the Recruitment Plan (Section #117)