

5. To ensure that personnel involved in the recruiting process understand their duties and responsibilities as members of the agency; and,
6. To provide a process which fulfills the mandates of the "Americans with Disabilities Act of 1990" (ADA) and "Title VII of the Civil Rights Act of 1964."

. 20 PLAN OF ACTION:

1. **Recruiting Website:** The Department has created and will maintain a dedicated recruiting website. The website can be found at www.frederickpolice.org. The site will contain detailed information about the entry-level and lateral police officer and dispatcher positions. The site will be maintained and updated by the Supervisor, Personnel Unit as necessary to ensure current and accurate information is made available. All other sources of advertising for sworn position will contain the website address. Other websites used to advertise police office positions will include a hyperlink to the recruiting website.
2. **Advertising and Media Use:** The Department advertises its sworn and non-sworn job vacancies using a variety of sources as resources allow, including, but not limited to the following:
 - A. Recruiting brochures;
 - B. Newspaper advertisements;
 - C. Photographic displays;
 - D. Public service announcements on both radio and cable television;
 - E. Internet postings;
 - F. Public access bulletin boards and,
 - G. Social media.
3. **College Recruiting:** The Department takes an active approach toward attracting college-educated applicants by making and keeping contact with colleges and universities around the country.
4. **Community Activities:** The Department attends organized community-sponsored events such as ethnic festivals and fairs in order to reach a largely untapped source of our diverse community. We also attend community civic events and gatherings.
5. **Liaison with Community Leaders:** The Department actively seeks out community leaders and solicits their assistance in locating and referring potential applicants to the Department. They are provided with job announcements and recruiting packets for distribution to their constituencies.
6. **Department Personnel:** All Department personnel bear a responsibility for attracting potential candidates to the Department. In addition, uniformed personnel, because of their visibility and first-hand job knowledge and experience, are well prepared to explain to the public the demands and duties of professional law enforcement officers. All Department personnel participate in recruiting by conducting themselves in a professional manner, and by actively providing information to prospective applicants.

7. **Institutional Contacts:** The Department actively involves officers with schools and other institution programs geared toward mentoring young people and developing their interest in a law enforcement career. This includes programs developed and instituted by the Department, such as the Explorer Post, Police Activities League, and College internships.
8. **Job and Career Fairs:** The Department actively competes in the job market with other "private" and "public" sector employers by participating in job fairs, career days, and other structured recruiting programs. The Supervisor, Personnel Unit, is responsible for the selection of events that are most conducive to the Department's goals. Trained recruiters generally attend the events in pairs.
9. **Military Recruitment:** The Department attends military job fairs, conducts on-site recruiting, and works closely with transition offices of military installations to ensure that military personnel transitioning out of the service are made aware of the opportunities within the Department.
10. **Recruiting Officers:** The Department selects individuals to act as official recruitment officers for the Department. These officers are selected and assigned to special recruitment assignments. Their recruiting responsibilities are in addition to their normally assigned duties.
11. **Site Recruitment:** The Department identifies and selects high visibility and high volume locations within minority communities and conducts recruitment activities.

.30 RECRUITING OFFICERS:

1. In order to recruit a diverse pool of applicants, officers who will become trained recruiters will need to possess certain characteristics that will make them especially effective in their roles. These characteristics include:
 - A. A positive outlook, appearance, and personality that reflects favorably on the Department;
 - B. A true desire to become an effective recruiter for the agency;
 - C. An understanding of the importance of diversity in the Department; and,
 - D. An understanding and commitment to the legal requirements faced by the Department.
2. Additionally, the officers must successfully complete Recruiter Training in order to participate in formal recruiting activities.

.40 RECRUITER TRAINING:

Because of the importance of the recruiting, selection and hiring process, the Department will provide specialized training to all personnel selected to participate in the Department's official recruitment campaign. The Personnel Unit Supervisor will be responsible for coordinating any specialized recruitment training deemed necessary. Subject matter to be covered in the training will be minimally:

1. Recruitment needs and commitments of the Department;
2. Career opportunities, salaries, benefits, and training;

3. Federal and state compliance guidelines;
4. The community and its needs (including demographic data, organizations, and educational institutions);
5. Cultural awareness;
6. Techniques of record keeping for tracking of applicants;
7. The selection process for candidates;
8. Disqualifying behaviors; and,
9. Medical requirements.

.50 POLICE OFFICER MINORITY RECRUITMENT:

The minority recruitment plan is detailed in the "Frederick City Department of Police Affirmative Action Plan for Sworn Officers" dated January 6, 1994. This document is maintained by the Commander, Support Services Division.

.60 EVALUATION OF THE RECRUITMENT EFFORTS:

The Personnel Unit Supervisor will annually evaluate the techniques and results of the Department's recruiting efforts to ensure that the Department is reaching as many qualified applicants as possible. This evaluation will be completed by January 31 of each calendar year and will include a statistical analysis of the previous year's recruiting and hiring experience. This evaluation report will be submitted to the Chief of Police for his review. This report will also be submitted to the Human Relations Commission for Frederick County. A copy of the report will also be maintained on file for reference.

Methods that are found to be deficient or ineffective will be abandoned and more viable solutions sought in an effort to improve recruiting results.

.70 JOB ANNOUNCEMENTS AND PUBLICITY:

1. To compliment the recruiting website, the Department has created a recruiting postcard. The postcard contains the web address for the recruiting website where prospective applicants can find out more information about the position and apply on-line.
2. The Personnel Unit Supervisor will ensure an adequate supply of these postcards is maintained in the Personnel Unit at all times.
3. A supply of these postcards will be kept at the Duty Desk to be distributed to potential applicants who walk in to headquarters inquiring about careers with the Department.
4. In the spirit of Department-wide involvement in recruiting, all officers are encouraged to keep a few postcards with them while working, so that they can distribute them to interested individuals whom they may encounter during the course of the day. All trained recruiters are required to keep a minimum of twenty-five postcards with them while working.

.80 APPLICATION FOLLOW THROUGH:

1. To improve efficiency, the Department has automated the police officer application and selection process. As a result, the Department only accepts electronic application for police officer positions. In the event an applicant states they are unable to complete an online application, the Personnel Unit Supervisor will assess the situation and find a

resolution agreeable to both parties.

2. The Department uses NEOGOV for its automated applications and applicant tracking. The Personnel Unit Supervisor will ensure the NEOGOV account is maintained.
3. The Personnel Unit Supervisor will log into the Department's NEOGOV account on a frequent basis to monitor the number of new applications received.
4. The Personnel Unit Supervisor will contact each new applicant and advise them of the status of the current application process.
5. The Personnel Unit Supervisor will ensure that all applicants receive written notification of their status through each step of the selection process they complete. This notification will be made at least electronically using NEOGOV's applicant notification feature.
6. City of Frederick Human Resources Department administers the application and selection process for non-sworn positions. The Commander, Support Services Division will liaison with City HR as needed for these hiring processes.