



# RECRUITMENT

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### I. Purpose

The purpose of this Written Directive is to establish procedures that will identify the best candidates available for police service. The benefits associated with a recruitment policy will result in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective service to the public.

### II. Policy

It shall be the policy of the University of Maryland Baltimore Police Force (UMBPF) that all recruitment activities will be accomplished as defined by this Written Directive.

### III. Administrative Practices/Procedures

**A. Equal Opportunity Employer**  
 The UMBPF, in conjunction with the Office of Human Resource Services, develops and maintains an active recruitment program in order to maintain a list of qualified applicants available to fill actual or forecasted vacancies. The UMBPF is an equal opportunity employer by both policy and practice and subscribes to federal and state laws which forbid discrimination because of race, color, religion, age, sex,

national origin, marital status, veteran status, or physical disability or impairment which would not interfere with normal job performance.

### B. Authority

The Director of Public Safety has delegated the overall authority for the development and management of the recruitment program to the Operations Commander. Specific duties include the identification of recruitment needs within the organization, coordination of recruitment goals and activities with the Office of Human Resource Services, implementation of recruitment program activities, assignment of recruitment activities to specific personnel, evaluation and assessment of recruitment activities and recommending and implementing improvements in the area of recruitment.

### C. General Procedures

1. The Operations Commander or designee is responsible for recruitment activities and shall be knowledgeable in personnel matters, especially Equal Employment Opportunity and Affirmative Action as it affects the management and operations of the UMBPF. Additionally, the Operation Commander has received training that provides knowledge and skills in the following areas:
  - a. The organization's recruitment needs and commitments.
  - b. The organization's career opportunities, salaries, benefits and training.
  - c. Federal and state compliance guidelines.
  - d. The University community and its needs.
  - e. Cultural awareness and an understanding of different ethnic groups and subcultures.

- f. Techniques of informal record keeping systems for candidate tracking.
  - g. The selection process utilized by the Office of Human Resource Services and the UMBPF.
  - h. Recruitment programs of other agencies.
  - i. Characteristics that disqualify candidates.
  - j. Medical requirements.
2. Where possible, the Director of Public Safety will involve minority personnel, especially those of supervisory rank, in the recruiting process.
3. Written job task analysis maintained by the UMBPF are the basis for and support recruitment strategies and procedures.

#### **IV. Community Outreach**

##### **A. Community Organizations/Leaders**

The Director of Public Safety or designee shall seek recruitment assistance, referrals and advice from community organizations and key leaders and post job announcements with appropriate community organizations.

##### **B. Job Fairs and Career Days**

In an effort to recruit within and outside the service area, UMBPF representatives will participate in job fairs and career days. Representatives will also stay in contact with several organizations that sponsor job fairs as well as several certified training facilities.

#### **V. Comprehensive Recruitment**

##### **A. The Comprehensive Strategy**

1. The UMBPF maintains and continues to evaluate and increase the effectiveness of an active recruitment strategy to attract the most qualified and suitable candidates for any actual or forecasted vacancy. The following is a comprehensive strategy which correlates with, meets, or exceeds the requirements of the Office of Human Resources Services, state law, and federal guidelines:
- a. Maintains information on goals and objectives of the recruitment strategy.

- b. Establishes the key activity timetable.
- c. Requests assistance and works in relationship with all responsible community organizations and key leaders, under the auspices of the Office of Human Resources Services. The goal is to increase the effectiveness and efficiency of the recruitment efforts and overall recruitment strategy.
- d. Assures the candidate application processes are adhered to in order to avoid discouraging potential applicants through administrative oversight or error in all phases of the application and selection process.
- e. Assures that all state laws and federal laws are enforced at all times during all stages of recruitment, application and selection processes.
- f. Keeps all agencies, institutions and organizations that are normally utilized for recruitment, continually informed of the desire to recruit qualified applicants by visiting placement and career counselor offices and by mailing or leaving professional contemporary posters containing the qualifications for the job at each location.
- g. Establishes liaisons with the Office of Human Resources Services in person or through the use of a telephone, to review strategies as required.
- h. The UMBPF budgeted and authorized strength is established and approved by the Vice President of Administration.
- i. Recruitment expenditures, inclusive of poster material, printing and distribution, expenses incurred by the Operations Commander as well as for any other budgeted expenses that are contained in the UMBPF annual budget statement.
- j. The recruitment strategies and procedures for any position shall be based upon the Office of Human Resources Services' approval of classification studies, job descriptions and duties. The job descriptions establish job content,

responsibilities and duties, necessary knowledge and skills and minimum and preferred qualifications.

2. The following goals and objectives have been planned, developed and established for the UMBPF recruitment strategy (Quantitative Objectives).

a. Firmly and clearly establish the UMBPF as an Equal Opportunity/Affirmative Action Employer throughout UMB and the surrounding community.

b. Increase the number of qualified applicants applying to the UMBPF.

c. Meet and exceed the objectives established by the UMB Equal Opportunity/Affirmative Action Plan.

d. Regularly increase the image of the UMBPF and career potential with as many career counselor placement offices as possible in as a diverse and outreaching manner in high schools, universities, colleges, groups and organizations.

e. Encourage referrals for employment to the UMBPF from within the University, community and state.

f. Constantly re-evaluate current programs and plans and develop new strategies, methods and procedures for more effective recruiting.

#### B. Annual Recruitment/Evaluation Report

1. The Office of Human Resource Services develops and maintains projected recruitment goals for the UMBPF in terms of EEO/Affirmative Action requirements. This information is available at all times to the Operations Commander and the Director of Public Safety.

2. An annual report is written for the Director of Public Safety at the time of the publication of the UMBPF Annual Report. The report permits the UMBPF to analyze the impact of employment policies, practices and procedures on the employment and utilization of minorities and women as required by the Equal Opportunity Employment Plan. Also documented in the

report to the Director of Public Safety is the continued maintenance of the Affirmative Action Plan as initiated, developed and maintained under UMB guidelines and policies.

#### C. Recruitment Progress Report

A written, quarterly recruitment progress report is submitted by the Operations Commander to the Director of Public Safety documenting all recruiting activities. The four reports are summarized once annually and submitted as part of the Annual Recruitment Evaluation Report. Particular attention will be given to key activities and other indicators of the program's progress.

### **VI. Affirmative Action and Equal Employment Opportunity**

#### A. Ethnic and Gender Composition

The UMBPF strives to meet ethnic and gender composition in the sworn law enforcement ranks in approximate proportion to the makeup of the available workforce within the service community. Additionally, the UMBPF actively participates in the University's Affirmative Action/Equal Employment Opportunity programs. The Director of Human Resources Services maintains University objectives for these programs. These objectives include statements of objectives, plans of action designed to achieve identified objectives and procedures to periodically evaluate the progress toward objectives and revise/reissue the plan.

#### B. University Affirmative Action Plan

The UMBPF is committed to minimizing adverse impact in all areas of recruitment, selection and hiring of sworn and non-sworn personnel. In accomplishing this goal, the UMBPF will comply with the University's Affirmative Action Plan.

### C. Statistical Analysis

The organization will measure adverse impact by comparing statistics compiled during the last three years. This will be accomplished by reviewing the Affirmative Action Plan Utilization Analysis Report and comparing the organization's performance to the Office of Human Resource Services' Equal Employment Opportunity Plan.

### D. Minority Hiring

If it is determined, through the annual review of the Equal Employment Opportunity report that the organization's selection and hiring practices are adversely impacting upon women and/or minorities, every effort will be made to select, hire and utilize qualified women and/or minorities.

### E. Goal of the University

The Office of Human Resource Services maintains University-wide objectives for affirmative action and equal employment opportunity. It is the goal of the University and the UMBPF to insure equal access to employment, establish measurable objectives and key timetables, provide a plan of action to correct inequities, evaluate staffing and to provide for necessary funding. The Director of Public Safety will insure full organizational compliance with these plans in order to comply with the University's mandate.

## VII. Announcements and Publicity

### A. Vacancies

Announcements concerning police officer vacancies will include a description of duties, responsibilities, requisite skills, educational level and other minimum qualifications or requirements. The announcement will also address requirements mandated by the Maryland Police and Corrections Training Commission.

### B. Office of Human Resource Services

The Office of Human Resource Services will advertise police officer application procedures and filing deadlines in electronic, print, and/or in other news media as necessary to inform targeted applicants of actual or forecasted job vacancies. Additionally, the Office of Human Resource Services' vacancy announcement will also include application procedures and filing deadlines. All advertisements, announcements and recruitment literature will state that the University of Maryland Baltimore is an Equal Opportunity Employer.

### C. Recruitment Literature

1. Any recruitment literature which uses pictures will depict women and minorities in law enforcement roles. Additionally, the UMBPF safety pamphlet has women and minorities illustrated in these law enforcement roles.

2. The Operations Commander, in conjunction with the Office of Human Resource Services, maintains contact with applicants from initial application to final employment disposition. Periodically, recruiting will be done outside the service area. Advertisements may be placed in national law enforcement professional journals or local colleges and universities with law enforcement curricula. UMBPF representatives may also be sent to job fairs and career days, military posts and police academies to generate recruiting leads.

### D. Applications

The Office of Human Resource Services is responsible to receive and review for accuracy, completeness and eligibility all police officer applications. If a minor deficiency (e.g., applicant forgot to provide a copy of required documentation, a block on the application is not filled-in or checked) exists in the application, the

applicant will be allowed to correct the deficiency prior to the testing or interview process.

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