

# Recruitment

## **1124.1 PURPOSE AND SCOPE**

The purpose of this policy is to establish procedures that will identify the best candidates available for service to the University of Maryland, Baltimore Police Department (UMBPD). 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 agency and the public.

## **1124.2 POLICY**

It shall be the policy of the UMBPD that all recruitment activities will be accomplished as defined by this policy.

## **1124.3 ADMINISTRATIVE PRACTICES/PROCEDURES**

### **1124.3.1 EQUAL OPPORTUNITY EMPLOYER**

The UMBPD, in conjunction with the Office of Human Resource Services (HRS), develops and maintains an active recruitment program to maintain a list of qualified applicants available to fill actual or forecasted vacancies. The UMBPD is an equal opportunity employer by both policy and practice and subscribes to federal and state laws that forbid discrimination because of race, color, religion, national origin or ancestry, age, sex or sexual orientation, gender identity or expression, a physical or mental disability which would not interfere with normal job performance, marital status, protected veteran's status or political affiliations.

### **1124.3.2 AUTHORITY**

The Chief of Police has delegated the overall authority for the development and management of the recruitment program to the Support Services Commander. Specific duties include the identification of recruitment needs within the organization, coordination of recruitment goals and activities with the HRS, 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.

### **1124.3.3 GENERAL PROCEDURES**

- (a) The Support Services 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 UMBPD. Additionally, the Support Services Commander or designee should receive training that provides knowledge and skills in the following areas:
  1. The organization's recruitment needs and commitments;
  2. The organization's career opportunities, salaries, benefits, and training;
  3. Federal and state compliance guidelines;

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4. The University community and its needs;
5. Cultural awareness and an understanding of different ethnic groups and subcultures;
6. Techniques of informal record-keeping systems for candidate tracking;
7. The selection process utilized by the HRS and the UMBPD;
8. Recruitment programs of other agencies;
9. Characteristics that disqualify candidates; and
10. Medical requirements.

(b) Where possible, the Chief of Police will involve minority personnel, especially those of supervisory rank, in the recruiting process.

(c) Written job task analyses, maintained by the UMBPD, are the basis for and support recruitment strategies and procedures.

### **1124.4 COMMUNITY OUTREACH**

#### **1124.4.1 COMMUNITY ORGANIZATIONS/LEADERS**

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

#### **1124.4.2 JOB FAIRS AND CAREER DAYS**

To recruit within and outside the service area, UMBPD representatives will participate in job fairs and career days. Representatives will also stay in contact with organizations that sponsor job fairs as well as certified training facilities for police recruits.

### **1124.5 COMPREHENSIVE RECRUITMENT**

#### **1124.5.1 THE COMPREHENSIVE STRATEGY**

(a) The UMBPD 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 that correlates with, meets, or exceeds the requirements of the HRS, state law, and federal guidelines:

1. Maintains information on goals and objectives of the recruitment strategy;
2. Establishes the key activity timetable;
3. Requests assistance and works in relationship with all responsible community organizations and key leaders, under the auspices of the HRS. The goal is to increase the effectiveness and efficiency of the recruitment efforts and overall recruitment strategy;

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4. 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;
5. Assures that all state laws and federal laws are enforced at all times during all stages of recruitment, application, and selection processes;
6. 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;
7. Maintains liaisons with the HRS to review strategies as required;
8. The UMBPD budgeted and authorized strength is established and approved by the Vice President of Administration and Finance;
9. Recruitment expenditures, inclusive of poster material, printing and distribution, expenses incurred by the Support Services Commander, as well as any other budgeted expenses that are contained in the UMBPD annual budget statement; and
10. The recruitment strategies and procedures for any position shall be based upon the HRS' 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.

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

1. Establish the UMBPD as an Equal Opportunity/Affirmative Action Employer throughout UMB and the surrounding community;
2. Increase the number of qualified applicants applying to the UMBPD;
3. Meet and exceed the objectives established by the UMB Equal Opportunity/Affirmative Action Plan;
4. Regularly increase the image of the UMBPD and career potential with as many career counselor placement offices as possible in a diverse and outreaching manner in high schools, universities, colleges, groups, and organizations;
5. Encourage referrals for employment to the UMBPD from within the University, community, and state; and
6. Constantly re-evaluate current programs and plans and develop new strategies, methods, and procedures for more effective recruiting.

#### 1124.5.2 ANNUAL RECRUITMENT/EVALUATION REPORT

(a) The HRS develops and maintains projected recruitment goals for the UMBPD in terms of EEO/Affirmative Action requirements. This information is available at all times to the Bureau Commanders, Deputy Chief and the Chief of Police.

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(b) An annual report is written for the Chief of Police at the time of the publication of the UMBPD Annual Report. The report permits the UMBPD 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 Chief of Police is the continued maintenance of the Affirmative Action Plan as initiated, developed, and maintained under UMB guidelines and policies.

#### **1124.5.3 RECRUITMENT PROGRESS REPORT**

A written, quarterly recruitment progress report is submitted by the Support Services Commander or designee (Investigations Division Supervisor) to the Chief of Police 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.

### **1124.6 AFFIRMATIVE ACTION**

#### **1124.6.1 ETHNIC AND GENDER COMPOSITION**

The UMBPD 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 UMBPD actively participates in the University's Affirmative Action/ Equal Employment Opportunity programs. The Director of Human Resource 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.

#### **1124.6.2 UNIVERSITY AFFIRMATIVE ACTION PLAN**

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

#### **1124.6.3 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.

#### **1124.6.4 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.

#### **1124.6.5 GOAL OF THE UNIVERSITY**

The HRS maintains University-wide objectives for affirmative action and equal employment opportunity. It is the goal of the University and the UMBPD to ensure equal access to employment,

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establish measurable objectives and key timetables, provide a plan of action to correct inequities, evaluate staffing, and provide for necessary funding. The Chief of Police will ensure full organizational compliance with these plans to comply with the University's mandate.

#### **1124.7 ANNOUNCEMENTS AND PUBLICITY**

##### **1124.7.1 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.

##### **1124.7.2 OFFICE OF HUMAN RESOURCE SERVICES**

They will advertise police officer application procedures and filing deadlines in electronic, print, and/or 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.

##### **1124.7.3 RECRUITMENT LITERATURE**

- (a) Any recruitment literature which uses pictures will depict women and minorities in law enforcement roles. Additionally, the UMBPD safety pamphlet has women and minorities illustrated in these law enforcement roles.
- (b) The Support Services Commander or authorized designee, 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. UMBPD representatives may also be sent to job fairs and career days, military posts, and police academies to generate recruiting leads.

##### **1124.7.4 APPLICATIONS**

The HRS is responsible to receive and review for accuracy, completeness, and eligibility of all police officer applications. If a minor deficiency (e.g., the 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 before the testing or interview process.