

Chapter 16

RECRUITMENT

The standards on recruitment provide a framework for both the technical and philosophical details of an efficient and effective law enforcement recruitment function. Below is a summary of the basic thrust of the recruitment standards.

Any effective and fair recruitment process is dependent upon many technical application requirements, including vacancy announcements that are accurate and based on complete job task analyses and the availability of decentralized locations for the application and testing process.

Administrative Practices and Procedures

- 16.1.1** A written directive establishes a recruitment program to attract applicants for actual or forecasted department vacancies.

Comments: When there are actual or forecasted vacancies, the department should initiate and maintain an active recruitment campaign in order to compete with other employers for qualified applicants. (M M M)

- 16.1.2** The department actively performs or participates in the implementation of its recruitment program.

Comments: When the authority for recruitment is shared with other agencies, the police department should seek to involve itself directly or indirectly in all activities critical to the recruitment effort. (M M M)

- 16.1.3** A written directive vests the authority and responsibility for administering the department's role in the recruitment program in an identifiable position.

Comments: The position identified within the department must have authority to manage the department's role in the operation and direction of recruitment activities. (M M M)

Community Outreach

- 16.2.1** The department seeks recruitment assistance, referrals, and advice from community organizations and key leaders.

Comments: Cooperative assistance from community organizations and key leaders should increase and broaden the department's exposure within the service community. (M M M)

16.2.2 The department posts job announcements with community service organizations.

Comments: The department should seek permission to post job announcements with community organizations that are in contact with individuals who are likely candidates for recruitment. The department should seek to achieve broader dissemination and greater exposure of recruitment information. (M M M)

16.2.3 The department sends recruiters to educational institutions and community organizations.

Comments: Department recruiters should acquaint college and university career counsellors with the benefits and challenges of a law enforcement career. (M M M)

16.3 Job Announcements and Publicity

16.3.1 The department's job announcements provide a description of the duties, responsibilities, and requisite skills, educational level, and physical requirements for the positions to be filled.

Comments: The department should provide the most accurate and precise job description possible to avoid undue delay and wasted time on the part of the department and the applicant. When the most important performance dimensions are known, the potential applicants are in a better position to relate their particular knowledge, understanding, and skills to those required by the position to be filled. The department saves the time and expense of making determinations that the applicants could have made, had they been fully apprised. (M M M)

16.3.2 Entry-level job vacancies are advertised through the media.

Comments: The department should use the most economical means of providing information on employment opportunities to potential applicants. Advertisements should be placed with minority media, where appropriate and available. (M M M)

16.3.3 The department advertises as an Equal Opportunity Employer on all employment applications and recruitment advertisements.

Comments: The intent of this standard is to publicly demonstrate the department's commitment to fair hiring practices. (M M M)

16.3.4 The department's recruitment literature, if any, depicts women and minorities in law enforcement employment roles.

Comments: The department should seek to enhance its credibility and sincerity among members of protected classes or disadvantaged groups by way of example. (M M M)

16.4 Application Process

16.4.1 The department maintains contact with applicants from initial application to final employment disposition.

Comments: Department recruiters should acknowledge receipt of all employment applications within five working days of their submission. Applicants should be periodically informed of the status of their applications. Applicant contacts should be documented. (M M M)

16.4.2 Applications are not rejected because of omissions or deficiencies that can be reasonably corrected prior to the testing or interview process.

Comments: Applications that are deficient should be processed routinely if the deficiency can be rectified prior to the testing or interview process. (M M M)