

Recruitment Plan

Delaware River and Bay Authority Police

Colonel Wayne E. McFadden
Police Administrator

I. POLICY

- A. The Delaware River and Bay Authority Police Department values diversity in the workplace and believes that a diversified work force will provide the best possible service to the citizens who use Authority facilities, highways, bridges, airports, buses, and ferry vessels. As a result, it is the policy of the police department to provide equal opportunity in employment, training, promotion, compensation and all other conditions of employment. The department shall not discriminate against or give preference to any person on the basis of race, color, religion, sex, national origin, age, disability, veteran status or marital status. The department will, however, diligently pursue the recruitment of qualified women, minority and disabled individuals in the surrounding workforce.
- B. For the purpose of this plan, affirmative action is defined as a cumulative effort made by the Police department, Human Resources department and Authority administration to encourage all qualified candidates to apply for employment without regard to race, color, religion, sex, national origin, age, disability, veteran status, or marital status and to increase the number of qualified minority and female candidates who apply to the department for employment.
- C. The department will base its employment and promotion decisions upon the guidelines set forth in the Authority's policy on affirmative action and the following factors:
 - 1. Qualifications.
 - 2. Ability to assume required responsibilities.
 - 3. Work performance.
 - 4. Advancement potential and length of service, where appropriate.
- D. All police supervisors are expected to support the spirit of this plan and to comply with its provisions. Police supervisors are explicitly prohibited from taking retaliation against members or employees for exercising their rights under the plan.
- E. Further, it is hereby declared to be the policy of the department to aggressively and promptly work toward eliminating any inequities, which might exist, in past employment practices by supporting the department's Affirmative Action program.

II. PURPOSE

- A. To identify and employ the best candidates available for sworn and non-sworn positions within the department by implementing an unbiased and aggressive recruitment program.
- B. To apply the concept of equal employment opportunity and to remove all barriers which may prevent any individual from being treated fairly for employment purposes.

- C. To prepare a plan of action which the department will use to increase the number of qualified female and minority applicants.
- D. To ensure that all personnel actions such as compensation, benefits, transfers, training, education, tuition assistance, employee recognition, social and recreational programs will be administered in accordance with the Authority's equal employment opportunity anti-harassment policies.

III. DISCUSSION

- A. Using affirmative action as a tool to insure equal employment opportunities for protected classes benefits the department. It also mandates the continuation of several current practices including:
 - 1. A wide dissemination of information to community groups, job fairs, and print advertising for use in recruitment.
 - 2. A selection process free of artificial barriers.
 - 3. A clearly articulated complaint process disseminated to all police employees.
 - 4. A process for investigated suspected employment discrimination, which is open and easy for people to file a complaint.
- B. The department recognizes the benefits of a well-structured recruitment policy to include: a lower rate of personnel turnover, fewer disciplinary problems, higher morale, and more efficient and effective services. The work atmosphere in the police department must be one that fosters mutual respect and understanding among persons of different race, sex, and faith.
- C. The following departmental directives include policy statements and methods for meeting the goals and objectives of this EEO/Affirmative Action Plan:
 - 1. Grievance Procedure (Directive 22.4)
 - a. This directive, the FOP's Collective Bargaining Agreement, and the Authority's grievance procedure provide a process whereby employees can resolve disputes or complaints concerning the terms and conditions of their employment.
 - b. All members and employees have the absolute right to be treated fairly in matters arising from employment in this department, and they will have the opportunity to be heard fully any time they believe that their right to fair treatment has been violated.
 - c. The deputy police administrator shall be responsible for coordinating the Authority's grievance procedure for all members and employees of the department.

2. Selection (Directive 31)

- a. This directive governs the selection of entry-level members (both sworn and non-sworn personnel), and it provides step-by-step procedures to be used when considering candidates for employment.
- b. Professionally and legally accepted administrative procedures and practices have been implemented to insure a job-related, useful, and nondiscriminatory selection process. {Members/Employees should see accdirect to review Job Task Analysis, Job Descriptions, Job Classification System.} At least once every four (4) years, in accordance with Directive 22, the Deputy Police Administrator conducts a documented review of all job descriptions.
- c. Basic principles are described that insure an efficient, effective, and fair selection process which results in the appointment of individuals who possess the knowledge, skills, and abilities necessary to serve as effective and respected law enforcement officers.

3. Training (Directive 33)

- a. The department's training program ensures that all training is consistent with the department's goals and objectives.
- b. The enhancement of skills and knowledge provides members a broader portfolio when being considered for advancement, whether they are vertical or horizontal career development aspirations.
- c. The department's professional development committee is charged with assessing the training needs of the department as a whole. The committee submits recommendations to the police administrator on ways in which to improve the overall training program and resolve specific training deficiencies.

4. Professional Development (Directive 33.8)

- a. The overall goal of the department's professional development program is to provide the means for sworn members and dispatchers, to realize professional growth and excellence.
- b. This program provides all sworn members and dispatchers with the opportunity to explore new areas of interest and specialization.
- c. This program also ensures that specialized training opportunities are equitably distributed and that all members and dispatchers are provided with a means to improve knowledge, skills and ability needed to perform the job tasks required in those specialized areas.

5. Promotion/Professional Advancement (Directive 34)

- a. When job vacancies above entry-level occur, sworn members shall be given every fair opportunity to apply for such vacancies.
 - b. Appointments to vacant positions, either from internal promotions or selections from outside applicants, shall be made based solely on the applicant's knowledge, skills, abilities, and other job-related qualifications as determined through fair and practical selection methods.
 - c. The department's promotion process and the criteria for promotion are described in this directive, the process and the criteria are job-related and nondiscriminatory.
- D. The departmental succession plan provides the framework for developing succession strategies to meet the goals and objectives of this EEO/Affirmative Action Plan. These steps include:
- 1. Identification of Key Leadership positions
 - 2. Identifying Talent Pool/Candidates
 - 3. Competency, Knowledge, Skills, and Abilities
 - 4. Selection Process
 - 5. Design and Implement Professional Development Strategies
 - 6. Monitor and Evaluate Succession Plan

IV. POLICE ADMINISTRATOR'S RESPONSIBILITIES

The police administrator or his/her designee shall have the following responsibilities.

- A. To promptly and effectively implement the objectives set forth in this plan. The plan will be available for inspection by sworn and non-sworn employees at each troop and in the administrative component of the department.
- B. To hear and process all complaints of bias and discrimination, and to eliminate bias and discrimination from the workplace.
- C. To serve as a liaison between the department and organizations, groups, and persons concerned with employment opportunities of minorities, women, the handicapped, or any other similar organization.
- D. To provide training for all police supervisors in employee career counseling. All police supervisors will participate in periodic training programs that focus on affirmative action as a form of management responsibility rather than simply a matter of compliance.
- E. To ensure that members of the police department (both supervisory and non-supervisory) who interview candidates for employment and promotion receive

training on interviewing techniques and are familiarized with the Authority's hiring and promotional practices.

- F. To ensure that all individuals assisting the Human Resources department in recruitment activities are knowledgeable in personnel matters, especially equal employment opportunity and affirmative action issues as they affect the management and operation of the department, specifically the following areas:
 - 1. Recruitment needs, commitments, and current recruiting strategies.
 - 2. Career opportunities, salaries, benefits, and training.
 - 3. Cultural awareness.
 - 4. Characteristics that disqualify candidates.
 - 5. Medical requirements.
 - 6. Federal and state compliance guidelines.
 - 7. The application and usefulness of the Authority's Equal Employment Opportunity Voluntary Information form.
- G. To review the qualifications for all positions within the department to ensure that such requirements are reasonably related to job performance and do not constitute artificial barriers to hiring, promotion, or other employment opportunities.
- H. To review the qualifications of all sworn and non-sworn members of the department upon application for promotion and advancement to ensure that all candidates are given equal opportunity for promotion and advancement.
- I. To assist the Human Resources department in implementing effective recruitment campaigns that attract interested persons within our service area who meet the department's qualifications.
- J. An annual analysis of the department's present employment practices, policies, and procedures will be conducted by the deputy police administrator. The analysis shall determine what progress has been made in meeting the recruiting objectives and the relevant impact the plan has had on the employment and utilization of ethnic minorities and women.
- K. To revise and upgrade this plan when more efficient and effective strategies and methods are made evident.
- L. To hold periodic meetings with all sworn and non-sworn employees to discuss the concepts of equal employment opportunity and affirmative action in employment and the department's commitment thereto.
- M. The Human Resources department has a Talent Acquisition Manager to assist with EEO/Affirmative Action functions for the Police department. The Authority's Talent Acquisition Manager is in charge of the day-to-day coordination of the department's

selection process and works in close coordination with the Human Resources manager and generalist assigned to the police department.

V. RECRUITING HISTORY

1. Advertisements

Historically, newspaper advertisements have been responsible for generating the largest number of applicants. In light of this, advertising efforts continue to the greatest extent possible within financial resources. However, in the age of internet access, applications as a result of advertising through the DRBA website and other internet advertising have increased.

2. Recruiting

Currently, the Delaware River and Bay Authority Police Department recruits proactively. As a position become vacant, the department begins the process to fill that position from a pool of applicants. Those applicants will remain on file for 1 (one) year. Following that year, the recruiting process begins again.

VI. RECRUITING GOALS

- A. The hiring of sworn and non-sworn personnel by the department is governed by turnover through attrition (i.e., retirements, resignation, and termination); therefore, it is difficult to set recruiting goals. By tailoring our recruitment efforts to increase the number of females and minorities in the applicant pool, the department hopes to obtain a greater number of qualified candidates from these groups. Overall, we seek to recruit and hire a diverse group of individuals who personify our agency's mission and values.
- B. An unbiased selection process and increased numbers of qualified minority and female candidates should logically result in a more diversified department.
- C. The department continues to work with Human Resources to utilize its current recruiting strategies. These strategies should increase the number of qualified minority applicants by 15% and attract at least the same number of qualified female applicants in the overall pool of candidates.
- D. The department has identified specific individuals within the agency to serve as recruitment officers. In conjunction with Human Resources, these officers will receive recruitment training, develop recruitment materials, attend job fairs, identify other recruitment opportunities, participate in social media platforms, research recruitment methods to attract diverse qualified candidates.

VII. RECRUITING STRATEGY

The Delaware River and Bay Authority Police Department works in conjunction with the Human Resources when focusing on a recruiting approach. Since the department now fills positions as they become available, the Police Department continues to recruit online at the Delaware River and Bay Authority website, at law enforcement specific websites, such as Law Enforcement Jobs.com, at community organization centers, and through minority and gender specific websites aimed at women.

Newspaper ads have been placed in newspapers that cover Salem, Gloucester, Cumberland and Cape May counties in New Jersey and New Castle, Kent, and Sussex counties in Delaware.

Perhaps our most valuable recruiting tool is referrals by current employees. These employees are our best resource. They are able to speak to their friends and family about their experiences as Delaware River and Bay Authority Police Officers.

In order to increase the number of qualified minority and female applicants, the department shall do the following:

A. Equal Employment Opportunity Voluntary Information Form

Data will be collected from applicants through the use of the Authority's Equal Employment Opportunity Voluntary Information form. Each applicant will receive a copy of the form, along with his or her application, and he/she will be requested to complete the form and submit it with the application. The department's human resource generalist shall record all pertinent information into a computer database (MUNIS).

B. Historically, newspaper advertisements have been responsible for generating the largest number of applicants. In light of this, current advertising efforts will be continued to the greatest extent possible within financial resources. The Delaware River and Bay Authority Police Department shall advertise as an "Equal Opportunity Employer" during all recruiting campaigns. Equal; Employment Opportunity Voluntary Information forms will provide the department with the means to assess the effectiveness of newspaper advertisements.

C. Job Announcements and Recruiting Literature

1. Job announcements and recruiting literature will be used to advertise entry-level job vacancies. These materials will include the following information:
 - a. A description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements;
 - b. A statement that the Authority and the department is an equal opportunity employer. This statement will demonstrate the department's commitment to diversity and our intention to be an equal opportunity employer.

2. The department's website will advertise job openings. All photographic materials used as part of a recruiting campaign will include females and minority members of the department. These members will be depicted in a manner that emphasizes their contribution to the department and our desire to attract qualified minority and female applicants.
 3. Equal Employment Opportunity Voluntary Information forms will provide the department with the means to assess the effectiveness of recruiting literature.
- D. Officers will be encouraged to participate in mentoring youth (potential law enforcement candidates) through local recreational establishments. The police administrator will provide access to members of the department who are interested in mentoring youth.

VIII. CONTINUOUS RECRUITMENT PROGRAM

A. Purpose

1. To implement a recruitment program that will impact both short and long-range selection processes by interacting with currently qualified candidates and with candidates that may qualify in the future.
2. To implement a recruitment program that will remind all employees that they can positively impact the professionalism of this organization by:
 - a. Attracting the most highly qualified candidates.
 - b. Embracing diversity.
 - c. Striving to represent the department's service population.
 - d. Ensuring that the department remains a police force in excellent standing with all parties with whom we come in contact.
3. To assist the Human Resources department in implementing recruiting strategies which are identified in the plan. Fully-trained, enthusiastic members will have an impact on the future of the department by identifying qualified candidates and by moving them into the selection process.

B. Administration of Recruitment Program

1. The Authority's Talent Acquisition Manager shall be responsible for the administration of the department's recruitment program.
2. The Authority's Talent Acquisition Manager and Department Recruitment Officer (s) will:
 - a. Maintain an adequate inventory of recruitment materials (e.g., brochures, applications, etc.)

- b. Discuss the overall results of the department's activities with the police administrator.

C. Professional Standards Responsibilities (Sworn Applicant)

1. The professional standards officer will act as a liaison between the candidate and the Authority's Talent Acquisition Manager. Primary emphasis will be to properly screen each prospective candidate with respect to the qualifications. If the candidate, in fact, meets the qualifications, they will serve to prepare the applicant for entry into the department's selection process.
 2. The professional standards officer shall keep the police administrator, training unit, and the Authority's Talent Acquisition Manager informed of their activities.
 3. The Authority's Talent Acquisition Manager shall attend recruiting activities at job fairs, and meetings held by community organizations and civic associations to participate in public speaking engagements.
 4. The Authority's Talent Acquisition Manager shall be responsible for networking with community organizations in Salem and Cape May counties, New Jersey, and in New Castle and Sussex counties, Delaware, and work as a team to identify prospective candidates.
 5. The professional standards officer will develop personal contacts with qualified candidates. Discussions will center around:
 - a. The many benefits of choosing a career as a police officer at the Delaware River and Bay Authority.
 - b. The everyday challenges which the candidate will face if he or she makes to decision to become a police officer at the Delaware River and Bay Authority.
 8. The professional standards officer shall provide interested applicants with details of the selection process and appropriate recruiting literature that is also available on the DRBA police website.
 9. The professional standards officer will screen applicants to ensure that they meet the qualifications. Applicants who meet minimum qualifications will be considered candidates for employment.
 10. All completed applications will be forwarded to the Authority's Talent Acquisition Manager. The Authority's Talent Acquisition Manager will be responsible for maintaining all applications on file in accordance with the department's records retention schedule.
- D. Whenever the department has openings for a sworn law enforcement position, the following steps shall be followed:
1. The police administrator shall notify the Authority's Human Resources department to initiate the process.

2. A notice announcing an opening shall be distributed by the Authority's Talent Acquisition Manager to:
 - a. All troops for posting.
 - b. Designated community groups located in Cape May, Salem, New Castle, and Sussex counties.
3. The Authority's Talent Acquisition Manager shall prepare a recruitment and vacancy announcement for release to newspaper publications and on the DRBA website.
4. All members of the department shall be encouraged to participate in the implantation of the recruiting program.
5. Recruitment Officers will assist in recruitment efforts.

E. Applications

1. The professional standards officer (sworn applicants) or his/her designee or the Authority's human resource department (non-sworn applicants) shall review all applications for accuracy, completeness, and eligibility. Employment applications will not be rejected because of omissions or deficiencies that can be corrected prior to the testing or interview process. The professional standards officer or his/her designee shall take the necessary action to correct all deficiencies, when possible.
2. After the application has been reviewed, the professional standards officer or the Authority's human resource representative will mail a letter to the applicant to acknowledge receipt of the application.
3. All copies of applications will be maintained in the office of professional standards unless they are assigned to a background investigator.