**Sample Policy**

**Recruitment and Career Opportunities**

**November 2021**

**The materials provided in this correspondence are for general informational and educational purposes only and are not intended to be and should not be considered legal advice or opinions. Prior to making any policy or rule changes seek the advice of your municipal attorney.**

**General Statement of Purpose**

Governor Murphy [recently signed three new bills](https://www.nj.gov/governor/news/news/562021/20210928b.shtml) that aim to increase diversity among police departments. The new laws require the state to implement several actions to increase diversity through a mentorship program [(S-2765),](https://www.njleg.state.nj.us/2020/Bills/S3000/2765_R1a.PDF) assist members of the minority community to better understand the application process [(S-2766),](https://www.njleg.state.nj.us/2020/Bills/S3000/2766_R2.PDF) and create a universal database to track police agency hiring decisions [(S-2767)](https://www.njleg.state.nj.us/2020/Bills/S3000/2767_R2.PDF).1

The provisions and mandates associated with these new laws will likely take time to be developed and implemented. Additionally, the International Association of Chiefs of Police has reported that many law enforcement agencies are reporting a low number of applicants for police positions. As for those who do apply, the quality of the individual applicants is often poor.2 Many agencies may be striving now or soon will be to fill vacant positions with qualified individuals. Recruiting qualified candidates may demand immediate attention as police staffing shortages can have many negative impacts ranging from decreased public confidence, crime-fighting challenges, and an overall risk to officer wellness from stress and heightened danger.

This may be an essential time for police leaders to work with their municipal attorneys, governing bodies, and other stakeholders to identify unique, consistent, and well-documented comprehensive recruiting and hiring practices. Law enforcement agencies may be vulnerable to accusations of unfair hiring practices when the agency lacks a formal recruitment and hiring process that is well documented and understood by all agency members.

1Kanik, H. (2019, September 29). *New laws aim to boost reacial diversity among New Jersey police departments*. Retrieved from Philly Voice: https://www.phillyvoice.com/new-jersey-police-racial-diversity-law-enforcement-state-database/

2International Association of Chiefs of Police. (n.d.). *The State of Recruitment: A Crisis for Law Enforcement.* Alexendria, VA: IACP.

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### Policy

To establish guidelines within the ABC Police Department for the purpose of

attracting quality personnel who are motivated, intelligent, ethical, progressive and dedicated.

### Procedure

1. Responsibility

It is the responsibility of every member of the department to act as recruiters during their daily contacts with the public. However, the responsibility and authority of the recruitment program shall belong to the Recruitment Team (Insert the specific supervisor or commander’s position designated as being responsible for the Recruitment Team. List in Appendix A, those members of the agency who have been assigned to the specific recruitment team, unit or duties. In most agencies, such duties will be in addition to other regular assigned duties.)

1. Member Involvement
   1. Recruitment Team representatives shall consist of employees of the ABC Police Department who present a positive professional image and are effective oral communicators. Such representatives may be supported by the Human Resources Department as needed.
   2. The Police Officers or Department Members assigned to the Recruiting Team shall have a working knowledge of the selection and hiring process, and the skills, knowledge, and abilities necessary to perform the job for all positions within the department. Specific Job Duties and Requirements of all employment positions are located in Appendix D. Additionally, Police Officers or Department Members assigned to the Recruitment Team should have a working knowledge of police department policies and procedures, and community characteristics and demographics.
   3. The ABC Police Department is committed to recruitment efforts that assist in attracting quality applicants of all racial, ethnic, and gender backgrounds in order to develop a work force reflective of the many diverse community members we serve.
   4. Recruitment Team Members must exhibit positive motivation, work ethic, and support the ABC Police Department’s policies, goals, objectives, and mission at all times.
2. Recruitment Program
   1. Upon the direction and under the authority of the Recruitment Team Supervisor, members of the Recruitment Team will work with civic organizations, educational institutions and key community leaders to provide recruitment assistance whenever possible.

B. Upon the direction and under the authority of the Recruitment Team

Supervisor, Recruitment Team members will make an assertive effort

to periodically visit colleges and universities and other sources of

potential candidates for the purpose of recruiting quality applicants to

the ABC Police Department. Recruitment Team Members will erect

and staff the designated displays and furnish recruitment materials

approved by the Chief of Police to participants at these events. (A

sample of text that may be included in a Recruitment Brochure is

included in the Sample Recruitment Policy Supplemental Resource

Considerations Package)

1. Employment Inquiries and Applications
   1. General Employment Inquiries
      1. Members of the department may likely be asked about how to become a Police Officer, Special Law Enforcement Officer (SLEO), Telecommunicator, Records Clerk, Other Civilian Employee, Volunteer, and more. Additionally, members may simply be asked “are you hiring?” When such general inquiries take place department members shall:
         1. (Police Officer Positions – Civil Service) Inform the person that the Department is a Civil Service Police agency and encourage them to contact a Recruitment Team Member. (Agencies should specify guidance to officers on which methods people may utilize to contact a Recruitment Team Member. Such methods may include a specific person, phone number, email or printed cards or materials with direct contact information. If the agency accepts applications for the position of Police Officer at any time, see the section immediately below.)

(Other Police Positions – Including SLEO, Telecommunicator, Clerk, Volunteer, Other Civilian Employee, and Non Civil Service Police Officer Positions) Inform the person that the ABC Police Department accepts applications for these positions at anytime by visiting the ABC website (if applicable or specify the specific procedure). The person should also be informed to contact a member of the Recruitment Team in the established manner. (Agency leaders should consult with their municipal attorney to determine the parameters for accepting applications.)

* + 1. During the regular working hours of the Borough Hall or Municipal Building a person who wishes to submit a completed application shall be directed to submit their application to the (Insert the designated location here such as Human Resources, Clerk’s Office, Police Records, Chief’s Office, or etc.) If it is after hours (Insert the designated location here – for example, if police HQ is not staffed at all times, can an officer accept an application? This should be detailed so all officers know what their responsibilities are. If they are permitted to accept a completed application, officers should be informed of the proper manner in which a person can submit an application)
    2. Completed application shall be…(Insert specific details for your organization of where applications are forwarded to, retained, and how for how long. It is imperative that all applications are handled in the same manner in terms of their receipt and retention, for what time period or duration incoming applications will be considered for employment.)
  1. Employment Inquiries – Advertised Positions
     1. There are times where the ABC Police Department will advertise for certain positions. When a police department employee is approached about a current advertised position he/she shall advise the person to either contact the Recruitment Team per the established methods listed in Section IV(A)(1)(a) or the Human Resources Department, if applicable. (Insert specific organizational parameters here)

* 1. Application and Inquiry Record Keeping and Department Response
     1. All incoming applications and email or social media inquiries regarding any employment shall be processed and handled in accordance with the procedures as set forth in Appendix B unless otherwise directed by the Chief of Police (Agency leaders in consultation with their municipal attorney should consider establishing a procedure of how incoming employment inquiries and applications are recorded for future reference. Such a procedure may help safeguard the agency from claims that they intentionally dismiss or lose applications submitted by members of any specific group.)
     2. All applicants and those that were interviewed for positions should receive at a minimum a written letter acknowledging their application if they were not offered an interview. Additionally, those that were interviewed should receive a written letter acknowledging their interview. Such letters may be in addition to other notifications such as telephonic or in-person. The agency leader in consultation with their municipal attorney should draft specific narrative templates and insert the final narrative template in Appendix C of this policy. Several sample letters that may be used as a guide in consultation with your municipal attorney are included in the Sample Recruitment Policy Supplemental Considerations.

1. Training
   1. The Recruitment Team Supervisor shall provide periodic training on the application process, recruitment function, department programs, and appropriate recruitment display materials.
   2. The Supervisor responsible for the Recruitment Team shall ensure officers and agency members assigned to the unit have a working knowledge of the selection and hiring process, the skills, knowledge, and abilities necessary to perform the job for all positions.

Additional Consideration

Although specific details regarding the agency background investigation process and criteria is not addressed in this sample policy, it is imperative that agency leaders work with their municipal attorney in documenting the specific background procedures utilized by the agency which should include the standardized questions that applicants will be asked. The ability to produce such procedures and questions may be vital if an applicant challenges the process or claims unfair treatment.

**Appendix A**

**Recruitment Team Members**

**(Insert the current member(s) of the Recruitment Team here)**

**Appendix B**

**Employment Inquiries and Applications Received Record Keeping**

**The agency leader in consultation with their municipal attorney should consider establishing a procedure of how incoming employment inquiries and applications are recorded for future reference. Such a procedure may help safeguard the agency from claims that they intentionally dismiss or lose applications submitted by members of any specific group.**

**Appendix C**

**Sample Response Letters**

**Each agency should prepare in consultation with the municipal attorney specific response templates as this helps ensure interested parties receive consistent responses. It is important that any person making employment inquires, submitting an application, or attempting to learn about potential career options receive consistent information. Sample letters that may be considered in consultation with the agency municipal attorney are located in the Sample Recruitment Policy Supplemental Considerations.**

**Appendix D**

**Job Duties – Requirements – Job Descriptions**

**Each agency should clearly define and delineate their specific job descriptions in this Appendix as clearly defining and making available the established job duties, description, and requirements available ensure the hiring process is transparent. Additionally, by detailing the required duties of all positions in policy, it ensures that all members of the agency have access to this information, including Recruitment Team members. Several sample lists of job duties and requirements are contained in the Sample Recruitment Policy Supplemental Considerations that agencies may wish to review in consultation with their municipal attorney.**