	<p style="text-align: center;">ANDOVER POLICE DEPARTMENT GENERAL ORDER</p>		Number: M1205
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			Distribution: All
Title: RECRUITMENT & EQUAL EMPLOYMENT OPPORTUNITY		Section: Personnel	
Issued: 5/8/2012	Effective: 5/16/2012	Revised: 07/22/2020	
Rescinds: All Previous		Amends:	
CALEA References: LE 31.1.1, 31.1.2, 31.2.1 - 31.2.3, 31.3.2; COM 4.1.1 – 4.1.3, 4.1.5			
Review: Annual	Authority: Chief Michael A. Keller		

## I. Purpose


The purpose of this General Order is to describe the department’s personnel recruitment efforts and establish guidelines for developing a recruitment plan that ensures equal opportunities and employment conditions for all persons.

## II. Policy

The Andover Police Department recognizes the benefits of effective recruitment of potential employees including lower rates of personnel turnover, fewer disciplinary problems, higher morale, better community relations and more efficient and effective delivery of services. In order to recognize these benefits, the department will recruit applicants for position vacancies, actual or forecasted, with the goal of hiring the best candidates available. These efforts will be conducted in a manner that removes barriers that prevent people from being treated fairly, and will strive to employ a workforce that represents the ethnic and gender composition of the City of Andover.

## III. Definitions

- A. Equal Employment Opportunity (EEO):** The provision of equitable opportunities for employment and conditions of employment to all employees regardless of race, color, religion, gender, age, disability, veteran status, national origin, or any category protected by law. Where a recruitment plan focuses on additional recruitment steps to be taken to increase the likelihood of hiring a member of an underrepresented group, EEO focuses on ensuring that applicants are treated fairly in the selection process (and in other personnel activities) by giving them the same opportunities for employment. The role of equal opportunity is to create a “level playing field” for all applicants and employees.
- B. Recruitment Activities:** A systematic method of seeking potentially qualified job applicants.
- C. Recruitment Literature:** Written materials or brochures designed to attract qualified applicants for jobs.
- D. Recruitment Plan:** A written plan for actively recruiting underrepresented minorities and women. A recruitment plan assumes the department is doing more than just fairly implementing their selection procedures and instruments, e.g., providing equal opportunity. Proactive recruitment requires additional steps, where

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necessary, to increase the likelihood of attracting qualified minority and women applicants that are insufficiently represented in the agency’s sworn ranks.

#### **IV. Regulations**

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#### **V. Procedures**

##### **A. Recruitment – General**


1. The department has primary responsibility for all aspects critical to recruiting new employees and the department is assisted by the Assistant City Administrator (LE 31.1.1; COM 4.1.1).
2. Members involved in recruitment activities will receive training and be knowledgeable in personnel matters, especially equal employment opportunity and should be familiar with (LE 31.1.2; COM 4.1.2):
  - a. The department’s recruitment needs and key objectives;
  - b. Department career opportunities;
  - c. Salaries, benefits, and training;
  - d. The community and its needs;
  - e. Cultural awareness;
  - f. The selection process; and
  - g. Characteristics that disqualify candidates.

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##### **B. Recruitment Plan – Sworn Positions**

1. In January of each year, the Special Services Commander will develop a recruitment plan for the current calendar year that will take into consideration and include recommendations made in the previous year’s Recruitment Analysis’ report and include goals and objectives for the department to identify and employ the best candidate(s) available and at the same time attempt to achieve a sworn workforce, in reference to the ethnic and gender composition, which is representative of the available workforce in Andover.
2. The recruitment plan for full-time sworn personnel will outline the department’s steps to achieve the goal of an ethnic, racial and gender workforce composition in approximate proportion to the available workforce within Andover, Kansas. The recruitment plan shall include:
  - a. A statement of objectives (LE 31.2.1a);
  - b. A plan of action designed to achieve the objectives identified in bullet (a) (LE 31.2.1b); and

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- c. Identify employees, inside or outside the agency, responsible for plan administration (LE 31.2.1c).
- 3. Objectives and actions identified to meet the objectives should promote recruitment and hiring of a diverse workforce to ensure the workforce is comprised of people who can police in a race neutral and non-biased fashion (KSA 22-4611).
- 4. The plan should be very specific with regards to the stated objectives and should clearly outline specific steps to be taken to achieve the objectives.
- 5. Objectives should be reasonable, obtainable and directed toward the goal of achieving a sworn workforce that is representative of the composition of the available workforce.
- 6. The specific action steps should be reasonably likely to cause the department to meet the objectives identified in the plan.
- 7. Every plan shall include a provision for identifying community organizations that are in contact with individuals who are likely candidates for recruitment and seeking permission from those groups to post job announcements (LE 31.3.2).
- 8. Statistics on the composition of the workforce within Andover are available from a variety of sources, such as the US Department of Labor’s Bureau of Labor Statistics. For the purposes of the plan, available workforce may be determined by considering several factors; for example, the residential makeup, those working in Andover, and applicant demographics.
- 9. In January of each year, the Special Services Commander, in coordination with the Communications Director, will conduct a Recruitment Analysis Report regarding the department’s recruitment efforts for the previous 12-months for all sworn and non-sworn positions. The analysis report shall include:
  - a. Progress toward stated objectives (LE 31.2.2a; COM 4.1.3d);
  - b. Revisions to the plan, as needed (LE 31.2.2b; COM 4.1.3e); and
  - c. Results of recruitment efforts such as the number of applicants from each recruitment source and the demographic data of successful candidate hires (LE 31.2.2c).
- 10. The Special Services Commander will forward the Recruitment Analysis Report to the Chief of Police to be reviewed (LE 31.2.2).

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**C. Recruitment Plan – Non-Sworn Positions**

- 1. Any time the department has an opening for a non-sworn personnel position, the Communications Director will develop a recruitment plan that will take into consideration and include recommendations made in the previous year’s Recruitment Analysis’ report and include goals and objectives for the department to identify and employ the best candidate(s) available and at the same time attempt to achieve a non-sworn workforce,


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in reference to the ethnic and gender composition, which is representative of the available workforce in Andover.

2. The recruitment plan will outline the department's steps to achieve the goal of an ethnic, racial and gender workforce composition in the non-sworn law enforcement ranks in approximate proportion to the makeup of the available workforce within Andover, Kansas. The recruitment plan shall include:
  - a. A statement of objectives (COM 4.1.3a);
  - b. A plan of action designed to achieve the objectives identified in bullet (a) (COM 4.1.3b); and
  - c. Identify employees, inside or outside the agency, responsible for plan administration (COM 4.1.3c).
3. Objectives and actions identified to meet the objectives should promote recruitment and hiring of a diverse workforce to ensure the workforce is comprised of people who can work in a race neutral and non-biased fashion.
4. The plan should be very specific with regards to the stated objectives and should clearly outline specific steps to be taken to achieve the objectives.
5. Objectives should be reasonable, obtainable and directed toward the goal of achieving a non-sworn workforce that is representative of the composition of the available workforce.
6. The specific action steps should be reasonably likely to cause the department to meet the objectives identified in the plan.
7. Every plan shall include a provision for identifying community organizations that are in contact with individuals who are likely candidates for recruitment and seeking permission from those groups to post job announcements (COM 4.1.5).
8. Statistics on the composition of the workforce within Andover are available from a variety of sources, such as the US Department of Labor's Bureau of Labor Statistics. For the purposes of the plan, available workforce may be determined by considering several factors; for example, the residential makeup, those working in Andover, and applicant demographics.

**D. Equal Employment Opportunity (LE 31.2.3)**

1. It is the policy of the City of Andover to provide equal employment opportunity to all employees or applicants for employment, without regard to race, color, religion, gender, age, disability, veteran status, national origin, or any category protected by law. Equal employment opportunity includes, but is not limited to, hiring, training, promotion, transfer, demotion and termination.
2. All job announcements for positions with the Andover Police Department will identify the Andover Police Department as an Equal Opportunity Employer and all hiring and personnel actions will be conducted consistent with this policy.

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3. Any applicant or employee having a complaint of discrimination in violation of the equal employment opportunity policy should direct that complaint to the Chief of Police, Assistant City Administrator or higher authority within city government.
4. Any member of the department having a complaint of harassment, including harassment on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability, veteran status, or any other protected category should see the City of Andover Harassment Policy for procedures for making a complaint.