



Atlanta Police Department – Standard Operating Procedure			
	<b>APD.SOP.2180 – Utilization of Recruit &amp; Civilian Personnel</b> <b>Effective Date: July 1<sup>st</sup>, 2025</b>		
<b>Chief Darin Schierbaum</b>	<b>Signature by: DS</b>	<b>Date Signed: 7/1/2025</b>	<b>Expires:2029</b>

## SIGNIFICANT CHANGES

**APD Staff,**

The Policy and Standards Section is dedicated to providing the department, and its employees, with accurate, understandable and transparent policies. In order to publish policies that reflect the most up-to-date standards, the Policy and Standard Section regularly reviews all policies to ensure that they are reflective of the current mission and objectives of the Atlanta Police Department.

During the renewal and review of APD.SOP.2180 – Utilization of Civilian Personnel, we found that it would better serve the department by combining APD.SOP.2180 with APD.SOP.2071- Filling Full-Time Civilian Roles and a new Recruit-to-Civilian initiative.

To incorporate the three policies, we have renamed APD.SOP.2180 - Utilization of Recruit & Civilian Personnel. Please read the abridged policy below in order to understand:

- The process of determining which positions are better suited for civilians vs. sworn employees.
- That the Department will assist qualified recruits who are unable to complete the academy and place them into civilian roles within the department.
- The Recruit-to-Civilian initiative which was created to target the retention of talented individuals, improving their job satisfaction and effectiveness by placing them in appropriate civilian roles, and significantly reducing the overall attrition within the APD.

**Thank you and stay informed!**

**Policy and Standards Section**  
**Planning, Research, and Accreditation Unit**

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## Atlanta Police Department – Standard Operating Procedure

### APD.SOP.2180 – Utilization of Recruit & Civilian Personnel Effective Date: July 1, 2025



#### 1. PURPOSE

To establish effective utilization of civilian personnel and qualified Atlanta Police Department (APD) recruits who are unable to complete basic mandate training. This policy establishes the guidelines needed to retain valuable talent, increase job satisfaction and effectiveness, and reduce overall attrition rates within both sworn and civilian roles.

#### 2. POLICY

- 2.1 The Atlanta Police Department (APD) holds the responsibility to hire and utilize qualified civilians in roles that do not require the function and knowledge of sworn employees, and to assist those qualified recruits who do not complete the Atlanta Police Academy, into those roles.
- 2.2 APD is committed to placing the best qualified applicant in each position and will fill full-time civilian vacancies in accordance with Title VII of the Civil Rights Act of 1964, the City of Atlanta Civil Service Code, and the Atlanta Police Department's written directives.
- 2.3 The Department is an Equal Opportunity Employer and does not discriminate on the basis of race, sex, age, national origin, religion, sexual orientation, or physical disability.

#### 3. RESPONSIBILITIES

- 3.1 Division, Section and Unit commanders will request the Personnel Unit to initiate action to fill vacancies under their command. The Commanders and/or the designated supervisors will conduct interviews to fill full-time civilian vacancies within APD, giving priority to the recruits participating in the Recruit-to-Civilian transition program.
- 3.2 The Human Resources and Personnel Unit are responsible for reviewing the effective utilization of sworn and civilian employees by monitoring employee assignments and advising the Special Projects & Strategy (SPS) team with a list of open positions, or positions that would be more beneficial if filled by a civilian.
- 3.3 Special Projects & Strategy team is responsible for facilitating connections and introductions between recruits and potential hiring managers within the APD, providing opportunities for networking and relationship building. They will also act as the liaison between the recruit and the new hiring manager.
- 3.4 Fiscal Management and Human Resources will provide necessary guidance and approvals for transfers and new hires.
- 3.5 The APD Training Academy and APD Human Resources are responsible for processing the recruit's separation, if they do not plan to transition into a civilian role within the department.

#### 4. ACTION

##### 4.1 OPEN VACANCIES WITHIN THE DEPARTMENT

Upon receipt of a request to fill a full-time civilian vacancy, the Human Resource Unit Director, or their designee, will:

- 1. Reach out to the Special Projects & Strategy Team to identify any qualified recruits in the Recruit-to-Civilian initiative transition.



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2. If there are no qualified or interested recruits in the open position, a City of Atlanta Personnel Requisitions (BPA 6-A-10) will be created and forwarded to the Chief of Police, requesting to open a vacant position for competitive selection and placement of qualified candidates.
3. Forward approved personnel applications to the City of Atlanta Department of Human Resources.
4. Give the requesting commander or designated supervisor the opportunity to review personnel registers and associated job applications to select which applicants to interview.
5. Set up and manage interview panels. Forward the names of applicants selected for hire to the Recruitment Unit for background investigations.
6. Upon successful completion of a background investigation, HR will forward the name of the applicant to the Chief of Police, through the chain-of-command, for final approval to hire.

#### 4.2 SWORN EMPLOYEES IN CIVILIAN ROLES

- 4.2.1 Divisions commanders will annually review the units under their command to determine whether sworn employees are performing in positions or functions that are more suited for civilian employees.

The annual review will be sent to the Personnel Unit and the Special Projects & Strategy Team, and include:

1. Any sworn employees who are temporarily assigned to positions which are otherwise considered to be civilian positions in nature for the purpose of using special skills on a temporary or emergency basis, broadening the employees' experience, or providing for law enforcement authority. (CALEA 6<sup>th</sup> ed. Standard 11.5.1)
2. Those sworn employees who are assigned in a "light duty" or an "administrative duty" status.
3. A plan for replacing sworn employees found to be performing in positions or functions determined to be more suited for civilian employees.

- 4.2.2 The Human Resources Department will recommend to the Chief of Police, or their designee, of positions filled by sworn employees being recommended as civilian roles by division commanders, and request that the sworn personnel be transferred to an appropriate sworn function and that a qualified recruit transitioning into a civilian role be considered, or a civilian position be budgeted, if necessary. (CALEA 6<sup>th</sup> ed. Standard 21.2.3)

- 4.2.3 The Personnel Unit will maintain a roster of the sworn employees who are assigned to a "light duty" or "administrative duty" status who are performing a civilian function.

#### 4.3 RECRUIT-TO-CIVILIAN INITIATIVE

The Recruit-to-Civilian initiative is a 90-day program that will encompass four (4) comprehensive phases that outline responsibilities to ensure the successful transition of recruits unable to complete basic mandate training into fulfilling civilian roles within the Atlanta Police Department (APD).

##### 4.3.1 Phase 1: Assessment and Career Exploration (Weeks 1-3)

Within the first 3-4 weeks of training, the Academy will identify recruits who are at risk of not completing the academy and provide a list to the Special Projects & Strategy (SPS) team. Any



recruits interested in transitioning to a civilian role within APD will complete a transfer request form and submit it to the academy. SPS will then conduct in-depth career counseling sessions to explore diverse APD civilian career pathways, aligning with recruits' interests and aptitudes. They will provide access to resources on civilian career opportunities, including job descriptions, qualifications, and advancement paths. SPS will also conduct thorough skill assessments and gap analysis, providing guidance on bridging those gaps through training. A structured career mapping process is facilitated to align open civilian roles with each recruit's skills and aspirations.

- **Hiring Freeze/Budget Restrictions:** In the event of a Citywide hiring freeze, the Academy will identify recruits affected and provide the list to the SPS team. The SPS team will still conduct the assessment and career exploration as listed above, however, the target roles will be limited to those not impacted by the freeze. If no viable alternative is identified, the recruit will be returned to the Academy for administrative separation proceedings, which will result in termination from the Atlanta Police Department.
- **Academy Transfer:** Recruits identified due to performance concerns related to physical or testing related will also undergo this phase, with a focus on identifying civilian roles that align with their existing skill sets and areas where they can excel.
- **Program Performance Concerns:** Recruits exhibiting disruptive or inappropriate behavior during the Recruit-to-Civilian initiative will be subject to immediate review and removal from the program, leading to the recruit being returned to the Academy for administrative separation proceedings, which will result in termination from the Atlanta Police Department.

#### **4.3.2 Phase 2: Application Preparation and Skill Enhancement (Weeks 4-7)**

SPS will collaborate with recruits to craft compelling, quantifiable, and personalized resumes tailored to target job openings. During this phase, transitioning recruits will develop detailed accomplishment statements and checklists to ensure complete and accurate application materials. Training is provided to enhance recruits' self-marketing abilities, enabling them to effectively articulate their value. SPS also delivers targeted training on effective presentation skills, enabling confident communication. Recruits conduct thorough job-specific research to understand the requirements of their target roles.

- **Hiring Freeze/Budget Restrictions:** if applicable, this phase will be adjusted to focus on the roles that are still available. If no viable alternative is identified, the recruit will be returned to the Academy for administrative separation proceedings, which will result in termination from the Atlanta Police Department.
- **Performance Concerns:** This phase will provide enhanced skill training to address any performance gaps identified during the assessment phase.

#### **4.3.3 Phase 3: Interview Preparation and Transition (Weeks 8-12)**

##### **❖ Step 1: Interview**

In the final phase, SPS conducts realistic mock interviews to provide practice and feedback, boosting recruits' confidence. They actively facilitate connections and introductions between recruits and potential hiring managers.

**Hiring Freeze:** SPS will work diligently to connect recruits with hiring managers for the limited roles that are still available.

**Performance Concerns:** Special attention will be paid to interview preparation, focusing on how recruits can address any past performance concerns in a positive and constructive manner.



❖ **Step 2: Successful Transition**

SPS will serve as a liaison between recruits and Human Resources, ensuring a smooth transition process. Hiring managers are instructed to prioritize qualified recruits who meet minimum job requirements. Fiscal Management and Human Resources will provide necessary guidance and approvals. SPS will ensure the transfer process and approvals are being followed correctly, culminating in the successful placement of the recruit into a suitable civilian role within the APD.

**4.3.4 Phase 4: Program Conclusion and Alternative Actions (Post 90 Days)**

❖ **Successful Transition**

If, after the 90-day program, a suitable civilian role within the APD cannot be secured for the recruit, a formal review will be conducted by the SPS team, in conjunction with Academy leadership.

Hiring Freeze: If a hiring freeze is the primary reason for unsuccessful transition, documentation of the freeze will be included in the separation records.

Performance Concerns: Documentation of the performance concerns and the attempts to redirect the recruit to a civilian role will be included in the separation records.

❖ **Unsuccessful Transition**

If no viable alternative is identified, the recruit will be returned to the Academy for administrative separation proceedings, which will result in termination from the Atlanta Police Department.

**4.4 EQUIPMENT RETURN PROCEDURES FOR RECRUITS IN THE 90-DAY TRANSITION PROGRAM**

Recruits must return all department-issued equipment, gear and uniforms to their class coordinator during the 90- day transition period, or as instructed by the academy.

**4.5 DISMISSAL AND EQUIPMENT RETURN**

4.5.1 The APD Training Academy and APD Human Resources will collaborate to process a recruit's separation, if they are unable to transition into a civilian role. Recruits must comply with any instructions given during this process.

4.5.2 In the event the recruit is being dismissed due to disciplinary reasons, the disciplinary authority, or their designee, will collect the recruits gear and equipment at the Notice of Final Adverse Action, or via certified mail if the recruit is not present.

4.5.3 If any equipment is not returned, the OPS commander or designee will direct the recruit to return it immediately or it will result in the department holding their final paycheck until compliance, or possible charges placed against them.

**5. DEFINITIONS**

Department-issued equipment and property: Items issued by the Department for the employee's uses that have value and can be reissued; have security value; or represent the City's authority. These items include, but may not be limited to weapons, ammunition, magazines, badges, identification cards, radios, battery chargers, handcuffs, cell phones, batons, OC gas, conducted

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energy weapon (CEW), flashlight and charger, office keys, vehicle keys, gas keys, police uniforms, headgear, leather accessories, parking cards, and any others specified by the Chief of Police.

Separation from Department employment: Leaving the Department through resignation, retirement, termination, dismissal, death, or transfer to another City department.

## 6. CANCELLATIONS

APD.SOP. 2071 -Filling Full-Time Civilian Roles effective July 5<sup>th</sup>, 2022 (Archived)

APD.SOP.2180 – Utilization of Civilian Personnel effective July 5<sup>th</sup>, 2022

## 7. REFERENCES