

Arlington County Police Department Recruitment Plan November 2024



Equal Employment Opportunity Initiative

Policy

The Arlington County Police Department is committed to providing equal employment opportunities to applicants and employees regardless of race, color, religion, sex, sexual orientation, gender identity, national origin, age, disability, marital status, political activity or affiliation, genetic information, or any other characteristic protected by law unless it is a bona fide occupational qualification. This policy applies to all areas of employment including recruitment, hiring, training, transfer, promotion, layoff, termination, pay and other forms of compensation and benefits. The objectives and strategies identified in this document may be modified at any time to meet the needs of the department.

Purpose

The purpose of this recruitment plan is to assist the department in attracting qualified candidates, enhancing the diversity of the department's applicant pool to include higher numbers of women and minorities, and to improve officer retention. The department recognizes that a diverse police force is essential to building trust and legitimacy within our community. The goal of the department is to be fully staffed with a sworn workforce that reflects the demographic composition of our community.

Recruiting and Retention Unit Objectives

To employ recruiting strategies which attract a diverse and well qualified candidate pool where those with integrity, emotional intelligence, and a genuine commitment to community-oriented policing can be hired as police officers and ultimately retained due to having received an accurate portrayal of the culture and opportunities within the department. Strategies shall focus on furthering the department's goal of employing a diverse workforce whose ethnic, racial, and gender composition proportionally reflects the composition of Arlington County and the greater Washington Metropolitan area.

Specific objectives include:

- Increasing the number of applications received, with a specific focus on those from underrepresented populations.
- Increasing the number of officers hired to fill current and anticipated vacancies.
- Upholding Arlington County's commitment to being a diverse and inclusive place to work.
- Exploring, researching and proposing new strategies to improve retention.

Recruiting Strategies

- Advertise all employment opportunities on the Arlington County website and Arlington County Police Department website.
- Contract with a specialized Law Enforcement recruiting partner to revise and promote a dedicated ACPD recruiting website. Expand advertising and explore new formats and media, such as/ or to include but not be limited to radio, television, social media, digital platforms and previously unexplored partnerships.
- Continue to offer competitive hiring bonuses for lateral and new hires.

- Consider continued use of a professional marketing/advertising agency to update and improve recruitment advertisements that are in line with current branding created by EPIC. Create recruitment advertisements and literature that represent the diversity of the community and department. Utilize marketing to reach underrepresented populations within the department's targeted recruiting demographics.
- Expand the Department's ability to engage rapidly with new applicants via text message, phone, or instant messaging.
- Advertise employment opportunities on police vehicles: Continue to place QR code decals which link to the department's ACPD.JOBS (or current recruiting) site on marked police cruisers.
- Expand the department's Ambassador Program: This program focuses on building relationships with college students, professors, and campus communities. This enables officers to develop one-on-one rapport with potential applicants, highlighting the work of our department in a more personal and engaging way. Officers who serve as Ambassadors are specially trained, and often alumni of the institution or have ties to the geographic area, which helps them to have a personal connection and stake in the recruitment of students from that institution. Ambassadors of all ranks and demographics are encouraged to participate and engage with staff on campus with the goal of building relationships, allowing for classroom and club presentations, with the long-term goal of creating recruitment funnels.
- Expand the department's use of Handshake: In 2019, the department began using Handshake, an online recruitment platform for students and employers, to connect and communicate with students from universities throughout the country. ACPD has connected with more than 1,400 schools and universities, to include Historically Black Colleges and Universities (HBCU), Hispanic Serving-Institutions (HSI) and other minority serving higher education institutions.
- Continue to offer engagement and career exploration opportunities through webinars. HRMS hosts webinars to speak with students and perspective applicants about careers in law enforcement. Topics include, but are not limited to, Working Within the Crime Scene Unit, A Day in the Life of a Patrol Officer, Women in Law Enforcement, Being Hispanic in Law Enforcement, Being Black in Law Enforcement, Being Asian in Law Enforcement, and being LGBTQ+ in Law Enforcement.
- V3 Certification: ACPD is a Virginia Values Veterans (V3) certified employer. The V3 program helps to connect the department with a diverse group of veterans interested in pursuing careers in law enforcement at the conclusion of their military service. The department continues to post job opportunities on the V3 Transition Connection Newsletter.
- Participate in Community Police and Teen Police Academies: Both programs create partnerships with community stakeholders and expose local community members to the department's capabilities and employment opportunities.
- Continue with advertising and hiring for the Cadet Program. Initiate a connection with Army PaYS to increase recruitment from the military.

Hiring Strategies

- Streamline the hiring process: The Recruitment and Retention Unit will continuously search for ways to improve efficiency in the hiring process to ensure candidates are processed in the timeliest manner possible.
- Schedule of Engagement: Recruiters must contact all qualified candidates by phone and/or email in a timely manner upon receipt of such names from County HR. During this initial contact, recruiters will provide contact information to each candidate so they can direct any questions or concerns directly to the recruiting team. Recruiters shall make efforts to contact each qualified candidate regularly to keep them engaged in the hiring process.
- Conduct annual reviews of the hiring process: The Human Resource Management Section commander will review the hiring process to ensure it is non-discriminatory and that no standards or methods used have the effect of eliminating from consideration a disproportionate percentage of minorities or women than that of non-minorities or men.
- Implement a Delayed Hiring Program - Successful applicants would be offered a job with their hire dates being delayed up to 6-months, allowing them to finish military or educational commitments and guarantee a job on completion.

Retention Strategies

- Commitment to continuous learning: Policing is an evolving field, and the department understands the importance of ongoing education and training. The department will provide and announce comprehensive training and programs to improve officers' skills and opportunities for career advancement.
- Track the "Drop Rate" of applicants and recruits: The Recruitment and Retention Unit will utilize the analytic functions in the department's hiring software to track the drop rate of candidates as they progress through the hiring process. The Wellness and Employee Development Section will track the drop rate for recruits from their hiring through field training. The goal in tracking the drop rate is to ensure the hiring and training processes are fair, reasonable, and do not place undue burdens on applicants from underrepresented groups.
- Provide mentors to all recruit officers: The goal of providing mentors is to assist new recruits in assimilating within the department, building relationships with existing employees, setting expectations for the police academy and field training, and providing a non-supervisory alternative to addressing concerns early on.
- Review promotional processes: The department will annually review promotional processes to ensure they are fair, assessable, and do not create barriers to promotion for female or minority candidates.
- Continue to support and expand the department's wellness initiatives to increase resiliency and improve retention.
- Explore new methods to increase engagement amongst officers and improve intraorganizational connections.
- Continue to evolve the current recognition programs to create a cycle of engagement where employees feel seen, appreciated, engaged, and motivated to continue delivering high performance in the workplace.

- Identify ways to celebrate the history of the department, highlight significant contributions ACPD has made, and showcase why employees chose Arlington as their employer.