

## I. ADMINISTRATIVE PRACTICES AND PROCEDURE

- A. Recruitment Program
  - 1. The New Castle County Division of Police recognizes that recruiting is a continuous process.
  - 2. An active recruitment program will attract applicants for actual or forecasted vacancies.
  - 3. Recruitment is initiated through:
    - a. Presentations at schools and other venues.
    - b. Members daily contact with the public.
    - c. The New Castle County Office of Human Resources posting of the job announcement, both within County Government and among the public.
    - d. Auxiliary recruiters assigned part-time to attract quality applicants.
  - 4. The Professional Development Unit, in conjunction with New Castle County Office of Human Resources, will be directly involved in all activities crucial to the recruitment process.
    - a. The following methods may be used to implement the recruitment process:
      - 1) Postings.
      - 2) Letters to civic groups.
      - 3) Letters to community organizations.
      - 4) Public Service Announcements.

- 5) Newspaper Advertisements.
- 6) Internet.
- 7) Other approved methods.
- 8) Social media. (31.1.1)
- b. The Administrative Services Section Commander and/or their designee:
  - 1) Will serve as the liaison between the New Castle County Division of Police and the County's Office of Human Resources.
  - 2) Will coordinate and schedule activities with the New Castle County Office of Human Resources relating to the police applicant process.
- 5. Any New Castle County Division of Police personnel actively involved in recruitment activities will be thoroughly instructed by the Professional Development Unit Commander so that they are fully knowledgeable of:
  - a. Personnel matters.
  - b. Equal Opportunity Employment.
  - c. Affirmative Action. (31.1.2)
- 6. All New Castle County Division of Police personnel will be notified when recruiting is about to commence and will be encouraged to direct candidates to apply.
  - a. Given the Division of Police's commitment to equal employment opportunities, members should encourage qualified women and minorities, who have an interest in employment, to apply. Female and minority personnel should be actively included in recruitment activities to demonstrate to minority communities that the New Castle County Division of Police is committed to Equal Employment Opportunity policies.

## **II. COMMUNITY OUTREACH**

- A. Given the New Castle County Division of Police's Community Oriented Policing Philosophy
  - 1. The Professional Development Unit will:
    - a. Seek recruitment assistance, referrals, and advice from community organizations and key leaders.
    - b. Utilize the following methods to implement the community outreach:
      - 1) Postings
      - 2) Letters to:
        - a) Civic groups.
        - b) Community organizations.
        - c) Educational organizations.
      - 3) Career days at local:
        - a) High schools.
        - b) Colleges and Universities.
      - 4) Attendance at job fairs
      - 5) Internet and social media.(31.3.2)
  - 2. The New Castle County Division of Police will maintain a student intern program when possible.
    - a. This will permit potential recruits to work on specific projects within the Division of Police.
    - b. At times these interns may ride along with an officer to gain first-hand experience in law enforcement, provided the intern executes appropriate waivers of liability and successfully passes a cursory background check.

### **III. COMPREHENSIVE RECRUITMENT PLAN**

- A. The New Castle County Division of Police has a written recruitment plan for full-time sworn personnel.
  - 1. The objective of the Division of Police's recruitment plan is to maintain the actual number of sworn officers as close as possible to current authorized/ budgeted strength, while meeting the Division of Police's equal opportunity commitments. The recruitment plan outlines the steps taken by the Division to achieve the goal of an ethnic, racial, and gender workforce composition in the sworn ranks in approximate proportion to the makeup of the available workforce in the Division's service community. **(31.2.1.a)** 
    - a. The New Castle County Division of Police utilizes a plan of action designed to achieve its recruitment plan, which is developed and administered by the Professional Development Unit Commander or designee. **(31.2.1.b.c)**
    - b. The Professional Development Unit Commander or designee shall conduct an annual analysis on the recruitment plan, which will be reviewed by the Chief of Police. This analysis report shall include the progress toward the stated objectives, demographic data of sworn personnel and revisions to the plan, as needed. (31.2.2.a.b.c)
  - 2. The Professional Development Unit Commander will establish a key activity timetable and will provide this to the Chief of Police.
  - 3. The New Castle County Division of Police, in conjunction with the New Castle County Office of Human Resources, will utilize funding to cover the costs of recruiting related expenditures such as:
    - 1) Media advertisements and listings.
    - 2) Written examinations.
    - 3) Medical examinations.
    - 4) Psychological evaluations.
    - 5) Background investigations.

- 4. The Chief of Police will ensure, in writing, full New Castle County Division of Police support of the recruitment effort to ensure availability of the highest quality applicants possible.
- 5. Assistance will be sought from community organizations and recommendations will be sought from community leaders concerning applicants. Recommendations will be accepted from all community leaders concerning applicants. Outstanding members of the community that could become assets to the New Castle County Division of Police will be actively sought. **(31.3.2)**
- B. The Professional Development Unit will prepare an annual written recruitment evaluation report that will contain the following information:
  - 1. Measurement of recruitment activities against quantitative objectives.
  - 2. An analysis of the effectiveness or ineffectiveness of recruitment.
  - 3. Recommendations for improvements.
- C. The Professional Development Unit Commander will submit continuous recruitment progress reports to the Chief of Police as needed.
  - 1. Written job task analyses support the recruitment strategies and procedures.

# **IV. AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY**

- A. New Castle County Division of Police Composition:
  - 1. The Division of Police has a desired goal of approximating the minority composition of the community within the sworn rank structure of the organization. **(31.2.1)** 
    - a. Toward this goal and in compliance with the New Castle County Affirmative Action Plan, as well as the New Castle County Division of Police's Equal Employment Opportunity Plan, the Division of Police should aggressively recruit women and minority groups who are under-represented in the Division of Police. **(31.2.3)**
- 2. The Chief of Police will ensure full New Castle County Division of Police compliance with these efforts.

### V. JOB ANNOUNCEMENTS AND RECRUITMENT NOTICES

- A. Announcements concerning all position openings under the Division of Police should include, at a minimum:
  - 1. A description of duties.
  - 2. A description of responsibilities.
  - 3. Job prerequisites.
  - 4. Required education level.
  - 5. Physical requirements.
  - 6. Minimum qualifications.
  - 7. For additional information, specific to sworn positions, refer to Appendix 32-A (Standards of Applicant Eligibility).
- B. Entry-level job vacancies will be advertised through mass media, to include:
  - 1. Newspapers.
  - 2. Magazines.
  - 3. Radio.
  - 4. Internet. (31.3.1.b)
- C. All job announcements and advertisements will include the New Castle County Division of Police's Equal Employment Opportunity status. **(31.3.1.c)**
- D. Job vacancies will be publicized at least 15 days prior to any official application-filing deadline. **(31.3.1.d)**
- E. Recruitment literature which uses pictures will include women and minorities in law enforcement roles. **(31.2.3)**

# **VI. APPLICATION PROCESS**

- A. An official application-filing deadline, if any, will be boldly indicated on employment announcements, and recruitment advertisements. **(31.3.1.d)**
- B. Candidates may submit online employment applications using the online application system available at the New Castle County career webpage.
- C. Testing of applicants will normally take place at New Castle County Police Headquarters but can take place at whatever location is conducive to the type of test being administered, while taking into account the accessibility of the locations being used (e.g., written testing versus physical testing). Test times and dates will be flexible to allow for maximum attendance.
- D. The Professional Development Unit will maintain contact with applicants from initial application to final employment disposition. **(31.3.3)**
- E. The Professional Development Unit should include areas outside of New Castle County for its recruitment efforts.
  - 1. Outside resident participation in recruitment will be handled in the same manner as resident recruitment.
- F. The New Castle County Office of Human Resources is responsible for receiving and reviewing all applications for the position of Police Officer for accuracy, completeness, and eligibility. This process is completed before any applicant is subjected to testing.