

**ACCREDITATION 2.4.1
RECRUITMENT PLAN
12/20/2023**

**GENERAL ORDERS MANUAL
WESTERN MICHIGAN
UNIVERSITY DEPARTMENT OF
PUBLIC SAFETY**

I. PURPOSE

The purpose of this general order is to establish a departmental procedure for recruiting individuals to fill all vacancies within WMU Department of Public Safety.

II. POLICY

WMU Department of Public Safety has a policy to collaborate with WMU Human Resources and the Office of Institutional Equity. The goal is to use a comprehensive approach in announcing job opportunities, ensuring that qualified applicants have the best chance of being informed about employment opportunities.

III. GOALS AND OBJECTIVES (2.4.1.b)

WMU Public Safety is committed to achieving its goals in recruitment, selection, hiring, and retention. Our focus is on building a team of police officers who excel in their skills, are dedicated, show compassion, and are personable. The aim is to attract and keep individuals who align with the organization's values and uphold high performance standards.

Through the implementation of policing best practices, our aim is to forge a diverse, dynamic, and efficient team consistently striving for excellence. Foundational to our approach is accountability, with an unwavering commitment to ethical conduct and the embodiment of University values by our officers. As we actively seek to strengthen community bonds, we remain dedicated to our core values of integrity, professionalism, and service.

The strategy involves purposeful recruitment, careful selection processes, and ongoing professional development. We aim not just to meet, but to surpass community expectations. The ultimate goal is to establish a police force that not only ensures public safety but also becomes a trusted and integral part of the community. This reflects a commitment to excellence, community engagement, and ethical behavior, positioning the department to exceed the evolving expectations of the community it serves.

IV. PROCEDURES AND RECRUITMENT PLAN (2.4.1.c)

The following are procedures that will be adhered to in the department's recruiting efforts:

- A. The Chief or designee has the responsibility of overseeing the recruitment program for the Public Safety Department.

- B. The department plan is maintained in PowerDMS documents. It includes activities and assignments on a checklist form, to be completed by the chief or designee on an annual basis. The form will include, but is not limited to, the following promotional activities:
 - 1. Visit regional police academies
 - 2. Attend WMU and KVCC career fairs
 - 3. Speak in WMU classes and at Registered Student Organization events
 - 4. Sponsor a booth at the annual Bronco Bash
 - 5. Attend other activities and events, when possible
- C. Recruiting efforts will include collecting and maintaining an email list of individuals who want to be notified when a job opening is posted.
- D. All members of WMU Public Safety are considered recruiters of new employees in their day-to-day contacts.
- E. Entry level positions will be advertised through electronic, print, or other media.
- F. Job announcements will provide a description of duties, responsibilities, requisite knowledge, skills, abilities, educational level and other minimum entry qualifications. They shall also contain a notice that the WMU is an equal opportunity employer. A posting date and closing date will also be included on all notices
- G. All new employee applications must be submitted through WMU Human Resources online website. Applicants may not present their applications in person.

V. EQUAL OPPORTUNITY (2.4.1.a)

Western Michigan University is an equal opportunity employer. It is the policy of WMU and therefore, WMU Public Safety, to afford equal employment regardless of race, religion, color, national origin, sex, age, marital status, height, weight, disability or handicap. WMU and WMU Public Safety recognize that Equal Employment Opportunity is a legal, social, and economic necessity, which requires guidelines to ensure consistency and lawful hiring practices. WMU Office of Institutional Equity along with WMU Human Resources has the responsibility of approving the hiring of qualified applicants for Public Safety.

VI. ANALYSIS (2.4.1.d, 2.4.1.e)

The Chief will conduct a triennial review of the recruitment plan and progress towards defined goals and objectives. If necessary, revisions or changes to the plan may be completed by the chief. The chief may also assign a designee or form a committee to review the plan and make recommendations to assure goals and objectives are met. Part of this review should identify and eliminate practices that may have an adverse impact on the recruitment of minorities, women, and others protected by law.

Issue Date: 07/31/2020

Revision Date: 11/11/2020,
11/28/2023,
12/20/2023

Issued by

A handwritten signature in blue ink, appearing to read "Scott Merlo", with a long horizontal flourish extending to the right.

Scott Merlo
Director of Public Safety

WMU Public Safety

Action Plan for Recruitment and Retention 2021, 2022, 2023

Executive Summary:

Effective recruitment and retention strategies are crucial for maintaining a skilled and diverse workforce at WMU Public Safety. The following action plan outlines comprehensive initiatives aimed at enhancing recruitment efforts, ensuring fair selection processes, and implementing strategies to retain valuable personnel. Western Michigan University, an affirmative action/equal opportunity employer, complies with applicable federal and state laws and University policies prohibiting discrimination and harassment.

I. Recruitment:

A. Diverse Recruitment Strategies:

1. Identification of Target Markets:

- Identify and analyze diverse (racially and culturally) markets that align with WMU's community demographics.

2. Marketing Strategies:

- Implement marketing strategies targeting various applicant pools through online platforms, social media, and community engagement.
- Recruiting activities will continue year-round, including periods when no actual vacancies exist. Activities include, but are not limited to: Attendance at job fairs, public presentations, group discussions, Bronco Bash, Open House and Fall Welcome events, etc.

3. Technology Utilization:

- Enhance the use of technology, including social networking sites, to reach potential candidates.

4. Outreach Programs:

- Establish partnerships with media, community groups, academic institutions, and military organizations to broaden outreach efforts.

5. Employee Referral Programs:

- All members of the WMU Department of Public Safety are recruiters of new employees in their day-to-day contacts.
- Consider Introducing referral and recruitment incentive programs to encourage existing employees to recommend qualified candidates.

6. Regional Testing Collaborations:

- Explore shared or collaborative regional testing processes to streamline recruitment efforts.

7. Visibility and Communication:

- Ensure that all job postings and recruitment materials emphasize WMU Public Safety's commitment to diversity and equal opportunity.

B. Recruitment Avoidance of Discrimination:

1. Non-Stereotypical Practices:

- Avoid advertising, recruiting, and screening practices that stereotype or discriminate against specific groups.

2. Comprehensive Screening:

- Implement a comprehensive screening process, including cognitive and physical assessments, to identify outstanding prospects.

II. Selection Process:

A. Employment Standards and Job Performance:

1. Validated Standards:

- Establish validated job performance and non-discriminatory employment standards for each position, ensuring alignment with the mission and values of WMU Public Safety.

2. Minimum Qualifications:

- Define minimum qualifications based on merit, ability, competence, and experience, in adherence to State law and industry standards. Job announcements and recruitment notices, whether electronic, print, or other media, will provide a comprehensive description of duties, responsibilities, requisite knowledge, skills, abilities, educational level, and other minimum entry qualifications. Additionally, a filing deadline and notice affirming that WMU Public Safety is an equal opportunity employer will be included.

3. Probationary Periods:

- Coordinate with Western Michigan University's Human Resources Department to identify positions, as defined by the P.O.A. agreement, subject to probationary periods and establish procedures for appraisal and extension.

B. Background Investigation:

1. Thorough Investigation:

- Conduct a thorough background investigation, including social media reviews and interviews to verify personal integrity, ethical standards, and suitability for the role.

2. Third-Party Services:

- Consider utilizing third-party services for open resource, internet-based searches, ensuring compliance with privacy laws.

3. Disqualification Guidelines:

- Develop clear guidelines for candidate disqualification, considering factors such as age at the time of behavior, patterns, severity, and relevance to public safety employment.

III. Desirable Attributes and Integrity:

1. Attributes in Applicants:

- Promote desirable attributes in applicants, emphasizing the importance of understanding diverse situations, making quick decisions, and maintaining a commitment to service and departmental excellence.

2. Integrity Standards:

- Establish and enforce integrity standards, ensuring officers uphold ethical behavior, honesty, and strong moral character in all interactions.

IV. Employment Retention:

A. Performance Evaluation:

1. Annual Performance Review:

- Conduct annual performance reviews for each officer, discussing goals, career aspirations, and obtaining feedback on their past performance.

2. Supervisor Engagement:

- Supervisors should actively mentor, guide, and support officers in achieving their career goals within WMU Public Safety.

B. Exit Interviews:

1. Exit Interview Procedures:

- Conduct exit interviews for departing officers to gather feedback on reasons for leaving and identify areas for improvement.

2. Continuous Improvement:

- Use exit interview data to implement continuous improvement measures in recruitment, selection, and retention processes.

V. Triennial Review:

To ensure the ongoing effectiveness of our recruitment and retention strategies, WMU Public Safety is committed to conducting a triennial review of this action plan. The review will involve a thorough assessment of the implemented initiatives, their impact on workforce diversity, and the overall success of recruitment and retention measures.

A. Triennial Review Considerations:

1. Recruitment Outcomes Evaluation:

- Analyze the diversity of new hires.
- Assess alignment with community demographics.

2. Technology and Outreach Program Assessment:

- Evaluate the effectiveness of implemented technology.
- Assess the impact of outreach programs in reaching and attracting diverse candidates.

3. Retention Strategies Examination:

- Analyze performance reviews of officers.
- Evaluate the success of mentorship opportunities.
- Examine exit interview data to identify trends and insights.

4. Identification of Improvement Areas:

- Identify specific areas for improvement in recruitment, selection, and retention processes.
- Adjust the action plan to align with evolving best practices and the changing needs of the department.

VI. Conclusion:

This action plan provides a comprehensive framework for enhancing recruitment, selection, and retention processes within WMU Public Safety. By incorporating inclusive strategies, embracing diversity, and fostering a culture of integrity and continuous improvement, WMU Public Safety aims to attract, select, and retain a highly qualified and diverse workforce dedicated to serving the community effectively. The success of this plan relies on collaboration, regular evaluation, and adaptability to changing needs and industry best practices.