

**Advanced Accreditation Training:
Recruitment Plan & Recruitment Plan Analysis**



Improving Operations, Effectiveness, and Management

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TRAINING OBJECTIVES

KNOWLEDGE IS POWER

- How to Protect Yourself and Your Agency?
 - Accountability and Professionalism
 - This presentation will examine and identify common accreditation practices
 - Inconsistency – Limit Inconsistent Practices
 - Identify why we do certain things
 - We are not doing it “just for accreditation”
- Look outside our own operations
 - Get creative!




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Training Objectives

- Define Recruitment Plan
- Determine Total Available Workforce
- Determine how to develop a Recruitment Plan
- Determine how to conduct an analysis of the Recruitment Plan

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Should I Work with My HR Department??

☒ yes
 ☐ no

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What is a Recruitment Plan

Recruitment Plan

Print

A written plan for actively recruiting underrepresented minorities and women. A recruitment plan assumes the agency is doing more than just fairly implementing their selection procedures and instruments, e.g., providing equal opportunity. Proactive recruitment requires additional steps, ~~which are necessary~~ to increase the likelihood of attracting qualified applicants of protected groups that are insufficiently represented in the agency's sworn ranks.

HOW TO CREATE A RECRUITMENT PLAN

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Recruitment Plan – Private Sector

What is a Recruitment Plan?

In short, a recruitment plan refers to a pre-arranged strategy for hiring employees. It acts as a timeline for companies to find qualified applicants without causing downtime or delay for the company. A recruitment plan identifies the goals for every job position.

What is the benefit of a Recruitment Plan?

Recruitment plans make the hiring process go smoothly and act as a qualifying guideline for applicants. This helps employers to ensure that they are hiring individuals with the right qualifications and skills needed to do the job.

The benefit is keeping the company on its course and running. With a good recruitment plan, many companies are able to find qualified employees in an orderly manner and prevent lapses in employment which might add cost to the company.



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Recruitment Plan – Private Sector

Some Recruitment Plan tips from the Private Sector

- Identify positions that need to be filled (sworn and civilian)
- Decide how to fill the vacancies (promotions, laterals, parttime/fulltime, contract work, etc.)
- **Create a recruitment calendar**
- Deciding candidates to target (Goals & Objectives of Recruitment Plan)
- Recruitment Budget
- Applications
- Candidate evaluations
- Background process
- Review process to see how you can make it better.



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Recruitment Plan Theory

•From the Chapter 31 introduction:

•The expectation [is] that sworn personnel in the agency will be representative of the available workforce in the service community, relative to its ethnic and gender composition. The recruitment plan will include proactive steps to encourage members of underrepresented groups, to seek employment opportunities with the agency.

•The recruitment plan does not mandate hard quotas, such as hiring one female for every two males hired, nor is an agency expected to lower legitimate job-related hiring standards or criteria. Agencies are never expected to hire an individual who is not qualified to perform the duties of the job involved.



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31.2.1 (LE1)

Print

(M M M M) (LE1) Recruitment Plan

The agency has a recruitment plan for full time sworn personnel outlining the steps to achieve the goals of an ethnic, racial, and gender workforce composition in approximate proportion to the available workforce in the agency's service community to include the following:

- a. statement of objectives;
- b. plan of action designed to achieve the objectives identified in bullet a; and
- c. identify employees, inside or outside the agency, responsible for plan administration.



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Plan

Print

Documented identification of methods to achieve desirable goals or conditions.



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Total Available Workforce – Labor Force



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Total Available Workforce (TAW) a.k.a. Labor Force

- **MUST** be established.
- Important concept for:
 - *Accreditation*
 - *Civil rights litigation*
 - *Self assessment of current agency practices*



The community from which workers are drawn.



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Total Available Workforce (TAW) a.k.a. Labor Force

TAW is a statistical representation of “available community and area labor characteristics within the relevant geographical area including total population, workforce and existing unemployment by race, sex and national origin.” 28 CFR 42.304(a)

Where the recipient operates more than one shift or assigns employees within each shift to varying locations, as in law enforcement agencies, the number by race, sex and national origin on each shift and in each location should be identified. When relevant, the recipient should indicate the racial/ethnic mix of the geographic area of assignments by the inclusion of minority population and percentage statistics



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Total Available Workforce (TAW) a.k.a. Labor Force

Within this broad definition are several determinations that will need to be made, including the geographic area of the workforce and the criteria to be applied to adjust the available workforce data to job requirements, such as minimum age, educational requirements, criminal history, physical conditions, etc.



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Census.gov



• **Core Based Statistical Areas (CBSAs)** consist of the county or counties or equivalent entities associated with at least one core (Census Bureau-defined Urban Area) of at least 10,000 population, plus adjacent counties having a high degree of social and economic integration with the core as measured through commuting ties with the counties associated with the core. The general concept of a CBSA is that of a core area containing a substantial population nucleus, together with adjacent communities having a high degree of economic and social integration with that core. The term "core based statistical area" refers collectively to metropolitan statistical areas and micropolitan statistical areas. The U.S. Office of Management and Budget (OMB) defines CBSAs to provide a nationally consistent, standard set of geographic entities for the United States and Puerto Rico for use in tabulating and presenting statistical data. Statistical areas related to CBSAs include metropolitan divisions, combined statistical areas (CSAs), New England city and town areas (NECTAs), NECTA divisions, and combined NECTAs.



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Census.gov



• **Metropolitan Statistical Areas** are core based statistical areas (CBSAs) associated with at least one Urban Area that has a population of at least 50,000. The metropolitan statistical area comprises the central county or counties or equivalent entities containing the core, plus adjacent outlying counties having a high degree of social and economic integration with the central county or counties as measured through commuting.



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Why is TAW important?

• If your Human Resources Department already has a total available workforce calculation, yours should not be narrower, although you can broaden it if need be.

• Also, consider the relevance and credibility – i.e., when was it last updated? What is the basis for the calculation?





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Total Available Workforce (TAW)

Statistics on the composition of the workforce in the agency's service community are generally available from national government agencies responsible for labor statistics. For the purposes of this standard, available workforce may be determined by considering several factors; for example, the residential make up population, community workforce characteristics, and applicant demographics.



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Total Available Workforce (TAW)

Relevant Inquiry:

- DOJ (via previous consent decrees, i.e., Ferguson) generally considered the area served as the area from which the relevant workforce is derived.
- Office of Justice Programs, Office of Civil Rights uses geographic area served as the relevant benchmark.

BUT, not conclusive

- Geographic area and service area may not be sufficient...



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Total Available Workforce (TAW)

Elimination of any area within your geographic TAW (city, county, town), will be met with strict scrutiny so as not to eliminate groups from the workforce that may not have been historically applied due to real or perceived barriers, lack of outreach other factors.

i.e., the fact that you have not been successful recruiting in an area does not mean that you can simply eliminate it from consideration.



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TAW Tip

- The most logical geographic area to use in developing estimates of the total available workforce is the area served by (jurisdiction of) the relevant agency or the standard metropolitan statistical area that encompasses the area served.



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42 U.S.C. 1983 considerations

- Disparate Treatment
- Disparate Impact



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Other Factors

- Statistical evidence if disparities between minority representation in the employer's workforce and minority representation in the community from which employees are hired can prove disparate treatment.
- Other factors for consideration:
 - Commuting distance
 - Shift preference
 - Language fluency
 - Qualified applicants as well as interested applicants



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Determining Relevant Local Workforce

- Determine geographic area;
- Conduct Analysis

American Community Survey Data Tables	Census 2000 EEO Data Tables
Step 3: Access the ACS EEO Tabulation 2008-2010 5-year ACS data Data Tables using the American Factfinder's Advance Search Tool (https://data.census.gov/) Step 4: At the Advanced Search screen, an option is provided to enter a topic or table name. Enter "EEO Tabulation 2008-2010 (5-Year ACS Data)" and select "Go" Step 5: Select data set ID EEO-ALLGR, "EEO by State and Local Government Job Groups by Sex, and Race/Ethnicity for Residence Geography: Total Population" Step 6: With the table now generated, users can go to the area above the table and select "Add/Remove Geographies" to select the relevant geographic area of the local workforce. Step 7: Make any additional changes to the search criteria that may be desired, then choose "Download" just above the table near the top of the screen. A .csv file can be downloaded that can be imported as needed to create the utilization analysis. A single chart with numbers and percentages is created.	Step 3: Access the Census 2000 EEO Data Tables (https://data.census.gov/) Step 4: Select "Employment by State and Local Occupation Groups" and "Residence" for the geography, then click "Next." Step 5: Select your geographic area determined in Step 1. If your service area is too small to provide a demographic breakdown of the workforce, gender data will be provided. Step 6: Select from the 9 available occupation types (we recommend selecting each type) (Note: Unemployed individuals should be included in your analysis as they are part of the potential labor force). Step 7: Select "Show Detailed Race/Ethnicity Labor Categories" Step 8: Select the output option needed (Note: We suggest that you select .csv file which can be saved and opened in Microsoft Excel or any other spreadsheet software). Two charts are produced by the tool - a raw number chart and a percentage chart. We recommend working with the percentage chart for the utilization analysis.

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Develop your Recruitment Plan

- Need Department demographic information
- Need Total Available Workforce Information
- Develop strategies to "directed toward the goal of approximating within the sworn ranks the demographic workforce composition of the community that it serves with regard to ethnic, cultural, racial, and gender makeup.
- Additionally, the plan should consider language, life experience, and cultural background with the goal of employing sworn personnel who understand effective approaches in dealing with all communities



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Develop your Recruitment Plan

- Specific with clearly stated objectives including steps to be taken to achieve objectives – CALEA 31.2.1(a) & 31.2.1(b)
- Identify individual(s) responsible for the administration of the recruitment process. – CALEA 31.2.1(c)
- Consider geographic demographic/geographic features of the agency's service area,
- Consider successes and failures of past recruitment efforts by yours and other similar agencies.



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Develop your Recruitment Plan

- The objectives of a recruitment plan should be reasonable, obtainable, and directed toward the goal of achieving a sworn workforce that is representative of the composition of the available workforce it serves. The specific action steps contained in the agency's recruitment plan should be reasonable and likely to cause the agency to meet the objectives identified in the plan.



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Develop your Recruitment Plan

- Examples of specific action steps from the Commentary:
 - Identifying impediments and articulating specific steps taken based on an analysis to overcome those impediments;
 - Utilizing diverse personnel who are fluent in the community's non-English languages and are aware of the cultural environment, where this would be applicable;
 - Depicting females and representatives of ethnic/cultural/race minority groups in law enforcement roles in the agency's recruitment literature;
 - For other than national agencies, conducting recruitment activities outside of the agency's jurisdiction to attract viable law enforcement candidates; and
 - Establishing relationships with organizations in the community who represent targeted groups.



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Documented Recruitment Plan

- Introduction
 - EEO Statement
- Current Demographics
- Recruitment Plan Objectives
- Plan of Action to Achieve Objectives – CALEA 31.2.1(a) & (b)
- Administration of Efforts (identified individuals) – CALEA 31.2.1(c)
- Known Recruiting Needs / Anticipated Needs
- Review and Evaluation
- Signatures
 - Author & “Reviewed by”



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Recruitment Plan Analysis



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[illegible]

31.2.2

(M M M M) Annual Analysis

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The agency shall conduct an annual analysis on the recruitment plan that is reviewed by the agency CEO. The analysis report shall include the following:

- progress toward stated objectives;
- revisions to the plan, as needed; and
- demographic data of sworn personnel.

Commentary

The analysis report should include a description of progress toward the objectives. It should also include the results of recruitment efforts such as number of applicants from each recruitment source and the number of successful candidate hires. Time sensitive standard. (M M M M)



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Analysis

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A systematic, structured process for dissecting an event into its basic parts to identify any patterns or trends. Analysis should reveal patterns or trends that could be predictive or could indicate program effectiveness, training needs, equipment upgrade needs and/or policy modification needs.



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[illegible]

Documented?

- Standard does not say documented!
- Definition for "analysis" does not say documented!
- BUT, we NEED this to be documented!



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Recruitment Plan Analysis

- | | |
|---|--|
| <ul style="list-style-type: none"> • Introduction <ul style="list-style-type: none"> • EEO Statement • Purpose of Analysis • Discuss objectives or previous year's Recruitment Plan • Discuss previous year's activities • Discuss previous year's success, failures, challenges, etc. • Discuss previous year's hiring | <ul style="list-style-type: none"> • Analysis <ul style="list-style-type: none"> • BLS – <i>Employed Persons by Detailed Occupation, Sex, Race and Hispanic or Latino Ethnicity</i> • Protective Services Industry • Current demographics of department, TAW – CALEA 31.2.2(c) • Progress toward stated goals – CALEA 31.2.2(a) • Required Revisions – CALEA 312.2(b) • Signature – Author & "Reviewed by" |
|---|--|



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Recruitment Plan Analysis



- When you write your report, be sure to site the sources you referenced
- We want to ensure consistency for the next report / for the next author of the report.
- If you are not using the same source, be sure to indicate why
- You want to provide support for your analysis.



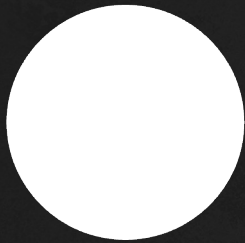
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Resources

- [Data Profiles | American Community Survey | U.S. Census Bureau](#)
- [Connecticut Town Profiles \(advancect.org\)](#)
- [U.S. Bureau of Labor Statistics : U.S. Bureau of Labor Statistics \(bls.gov\)](#)
- [Census of State and Local Law Enforcement Agencies \(CSLLEA\) | Bureau of Justice Statistics \(ojp.gov\)](#)
- <https://www.census.gov/topics/employment/equal-employment-opportunity-tabulation.html>
- https://www.census.gov/programs-surveys/geography/about/glossary.html#par_textimage_7



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