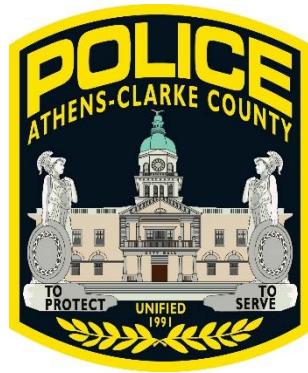


# **Athens-Clarke County Police Department**

## **Recruitment Action Plan**



**CY 2017**

## **Statement of Commitment**

The Athens-Clarke County Police Department is strongly committed to prohibiting and eliminating discrimination in employment on the basis of race, color, sex, age, religious affiliation, national origin, and/or disabilities.

The Athens-Clarke County Police Department has tailored the following Action Plan to its geographic area to ensure equal opportunity in all phases of departmental operations. The ACCPD is committed to meeting appropriate goals, based on the composition of the local labor force and departmental operational needs, for the employment of all qualified persons.

May it be known that the Chief of Police reserves the right to make appropriate periodic changes to this document as to meet developing operational/situational needs.

## **IMPLEMENTATION RESPONSIBILITY**

### **Chief of Police**

Ultimate responsibility for the implementation of the Athens-Clarke County Police Department's Action Plan conforming to law, as well as principles of sound public administration, is with the Chief of Police. Assistance shall be provided by the Athens-Clarke County Personnel Director. The day-to-day responsibility for recruitment and attainment of the Action Plan's goals are delegated to the Office of Professional Standard's Commanding Officer. That officer shall be responsible for developing and maintaining the Equal Employment Opportunity policies and procedures and such programs for the department.

### **Personnel Director**

The ACC Personnel Director is responsible for developing and maintaining all personnel directives in a manner consistent with equal employment laws and regulations.

The ACC Personnel Director shall periodically review Athens-Clarke County's personnel procedures, policies, and other employment practices to assure that all such practices conform with current legal and regulatory requirements.

The ACC Personnel Director shall notify the Chief of Police pertaining to any endeavors in which Athens-Clarke County is involved that significantly impact overall employment programs; i.e., employment studies, reduction in workforce. Such notices will allow the Chief of Police to take appropriate actions.

### **Coordination Efforts**

In order to assure appropriate implementation of the Action Plan, the Department's Chief of Police, or his / her designee, will coordinate directly with the Athens-Clarke County Personnel Department. To assist in this effort, there shall be continuous and ongoing communication between the Chief, or his / her designee, concerning the strategies, policies, and procedures that should be developed and initiated to accomplish the department's endeavors. The Chief of Police, his / her designee, and the ACC Personnel Director or his/her designee, shall meet as needed to discuss the progress made towards the Action Plan's goals.

### **Department Managers and Supervisors**

Within the Athens-Clarke County Police Department, managers and supervisors shall comply with the Department's policy on equal employment opportunity (EEO) and all personnel actions within their scope of command.

## **DISSEMINATION OF ACTION PLAN**

The Athens-Clarke County Police Department's Action Plan shall be maintained on file in the Office of the Chief of Police. The plan shall be made available to interested persons and employees upon request.

### **PLAN OF ACTION**

It is the goal of the Athens-Clarke County Police Department to demographically reflect the population labor workforce of Athens-Clarke County by the year 2020. To this end, the Athens-Clarke County Police Department will work together with the community and businesses to strive to meet this goal. The base measure of demographics shall be consistent with the 2010 Census and modified as to meet the new statistics reflected in subsequent Census Department Estimates.

### **Objectives**

The Athens-Clarke County Police Department has established the following objectives for this recruiting plan:

1. Attract quality applicants representative of the demographic composition of the available workforce in Georgia to our recruitment pool.
2. Use merit as the basis for hiring, which allows individuals to be judged on their knowledge, skills and abilities.
3. Provide equal employment opportunity by taking the necessary steps to eliminate barriers in the recruiting process.
4. Conduct recruit testing in a fair and impartial manner.
5. Approximating, within the sworn workforce, the workforce composition of the community, we serve.
6. Ensure that recruitment materials are reflective of the broader composition of the ACCPD workforce as well as greater Athens-Clarke County.
7. Effectively market the Athens-Clarke County Police Department as an employer of choice.
8. Reach out to community stakeholders to recruit qualified candidates from numerous population groups.
9. Identify impediments and articulate specific steps taken to eliminate such barriers to hiring individuals.

Division Commanders shall ensure regular discussions are conducted within their respective area of responsibility to be certain EEO polices are being followed. Managers and supervisors will assist the ACC Personnel Department with recruiting programs and related activities by providing requested personnel when possible.

Managers and supervisors will report any known or suspected inequities in writing to the Chief of Police as soon as possible.

## Strategies

In order to meet the aforementioned objectives, the following are strategies that will be used:

- Ensure that recruiters are reflective of the diversity found within the ACCPD and greater Athens-Clarke County.
- Ensure that recruitment materials are reflective of the diversity found within the ACCPD and greater Athens-Clarke County.
- Continue the use and develop outreach mediums as with free advertisement sites such as Facebook, PoliceOne.com, Georgia Municipal League, the Athens-Clarke County Police Department's Web site, and YouTube.
- Continue to update universities and colleges of available job postings.
- Encourage current employees to reach out to their personal contacts within the community to recruit qualified candidates.

## Recruitment

The Athens-Clarke County Police Department shall continue to aggressively work with and support activities of the ACC Personnel Department in recruitment of minorities and females in conjunction with wider recruitment initiatives.

Elements of the Recruitment Program:

- A. The ACC Personnel Director and the Chief of Police, or his / her designee, will meet prior to intensive recruitment activities to review the Department's minority and female ratios within the workforce.
- B. The Police Department's Leadership Team will meet at least monthly to review recruitment programs and current needs and make specific recommendations (if any) to the Chief of Police. The Commander of the Office of Professional Standards will provide the Leadership Team with a report during these meetings.
- C. Vacancies within the Department will be publicized to the highest degree possible using the media, community organizations, community leaders and any other means deemed appropriate.
- D. Target recruitment activities with emphasis on the attraction of minority and female candidates may receive priority status.
- E. Members of the Office of Professional Standards unit will hold and/or attend informational meetings with minority community leaders, volunteers and workers. Such meetings are held to solicit their assistance and referrals of qualified candidates.
- F. Members of the Office of Professional Standards unit will visit military facilities, job fairs, and educational institutions seeking qualified candidates.

G. Members of the Office of Professional Standard unit will develop and maintain a diverse, well balanced recruitment team which will assist the Department to reach its recruitment and retention goals.

#### Qualifications and Testing

The ACC Personnel Director will, on a regular basis, conduct a review of all job descriptions, minimum experience and training requirements, job qualifications, and selection processes to determine whether any have the potential for affecting adversely the hiring of any group on the basis of sex, group status and/or identified groups.

The ACC Personnel Director will, on a regular basis, review the guidelines established pertaining to the application evaluation process used in developing eligibility lists. These guidelines should be developed for the purpose of assisting the recruiting efforts to ensure continued uniform application in the evaluation process.

All phases of the selection process will be reviewed on a regular basis to ensure job relatedness, fairness, validity, and identify possible flaws within the process as well as make needed corrections.

#### Employment Targets

To meet the changing needs of the citizens of Athens-Clarke County, ACCPD recognizes the desirability to further attain a staffing composition roughly comparable with the workforce demographic composition of the county as to allow for a broader base of knowledge and experiences within the Department. However, demographic considerations are not a determinant for employment and act purely as a metric to evaluate how well the Department reflects the needs and experiences of the citizens of Athens-Clarke County.

The Department's annual attrition rate has varied over the past few years, thus making any changes gradual.

# ACCPD

## Recruitment and Hiring Plan 2017

Every employee of the ACCPD is encouraged to recruit new officers. In this bulletin we will try to explain the hiring process and provide the timelines for hiring of new officers; we hope this will help with recruiting. There is a potential to receive a \$750.00 bonus paid to any ACCPD employee that recruits a person and is awarded based on stages of the hiring process the recruit successfully completes. Your name must be listed by the applicant on the original application to receive this bonus.

As you may know, the changes in the rank structure have affected the hiring process. Certified officers that have at least two years of experience as a POST Certified Peace Officer and capable of meeting other requirements within the first 6 months of employment can apply for Officer First Class. Certified officers that do not meet these minimum standards must apply for entry police officer. One change that will affect hiring of certified officers is that we now receive all certified applications within two weeks of being received by Human Resources. We will contact these certified applicants as soon as we get their applications and set up a Physical Agility Testing date. PAT will be offered not less than once per month; one of the requirements for advancement in the new rank structure is passing an annual PAT and all personnel will have an opportunity to register for any scheduled PAT date.

The GPSTC Athens Academy begins classes quarterly during the year which provides us with a distinct timeline for hiring non-certified applicants. Therefore the ACCPD will be hiring non-sworn officers four times each year; typically three weeks prior to the academy start date. This clearly defined timeline allows the applicant to know where they are in the process.

Currently we are interviewing and testing applicants for the next academy start date, 31 March and applications are closed for that academy. The ACCPD is now accepting applications for the 7 July academy start date; applications for this academy will close on 31 March.

The timeline in this document is only up to the end of 2017 but we will be updating the posted timeline at the end of each academy cycle. The posted timeline will be on our social media and Website in hopes of keeping the applicants (**and you**) informed. It is our strong belief that keeping people informed during the hiring process will help retain quality applicants that may also be looking at other agencies.

<http://www.athensclarkecounty.com/6547/Current-Jobs> is the link to the Human Resources Website for job postings, remember, non-certified entry level police officer applications have opening and closing dates; certified officers may apply year round.

- 6 January physical agility testing for the 31 March academy
- 6 January is the GPSTC Athens academy start date
- 10 January, Police Officer position posted for 31 March academy
- 9 January - 17 February first interviews and background investigations for 31 March academy
- 20-24 February final interviews and conditional offers for 31 March academy
- 27 February-3 March pre-employment testing for the 31 March academy
- 13 March is the start date for new hires in the 31 March academy
- 31 March is the GPSTC Athens academy start date
- 31 March, posting closes for police officer applicants for 7 July academy
- 3 April, applicants are invited to the PAT for the 7 July academy
- 24-29 April, PAT testing for the 7 July academy
- 1 May, Police Officer position posted for the 26 September Academy
- 1-19 May, first interviews & background investigations for the 7 July academy
- 22-26 May, final interviews & conditional offers For the 7 July academy
- 29 May-2 June, pre-employment testing for the 7 July academy
- 12 June is the start date for new hires in the 7 July academy
- 30 June, posting closes for the 26 September academy
- 3 July, applicants are invited to the PAT for the September academy
- 7 July is the GPSTC Athens academy start date

- 24-29 July, PAT Testing for September academy
- 31 July, post police officer for the January 2018 academy
- 31 July-11 August first interviews and background investigations
- 14-18 August final interviews for September academy
- 21-25 August pre-employment testing for 26 September academy
- 5 September is the start date for new hires in the 26 September academy
- 26 September is the GPSTC Athens academy start date
- 29 September police officer posting closes for the January 2018 academy
- 2 October, applicants are invited to the PAT for the January 2018 academy
- 23-28 October, PAT testing for the January 2018 academy
- 30 October, post police officer for the April 2018 academy
- 30 October-17 November first interviews and background investigations
- 20-24 November final interviews for January academy
- 27 November-1 December pre-employment testing for January 2018 academy
- 18 December, start date for new hires in the January 2018 academy
- 31 December, posting for police officer in the April 2018 academy closes

The current ACCPD demographic make-up of personnel is not in perfect balance with the demographic make-up of Athens-Clarke County and most likely never will. The goal is to be closer to a demographic balance; however, the low percentage of minority applicants is a significant factor in the hiring process. The following information is from the 2010 Census and has been updated with some data as of 2016.

<b>Demographic</b>	<b>Estimate</b>
Population	120,938 (2014 estimate)
University of Georgia Enrollment (Spring 2016)	34,895 (Spring 2016)
Median Age	26.2 years old
Gender	47.5% male / 52.5% female
High school graduates (age 25 and up)	85.1%
Bachelor's degree (age 25 and up)	39.5%
Poverty (all ages)	36.7% (individuals)
Median household income	\$33,060
Unemployment (GA Department of Labor, November 2015)	5.1%

### **Racial Makeup**

White	56.0%
Black	27.7%
Hispanic or Latino	10.8% (may be any race)
Asian	4.4%
Other	1.1%

Athens-Clarke County is the 19th most populous of Georgia's 159 counties and 5th most populous of Georgia's 535 cities

Taken from the ACC Website <http://www.athensclarkecounty.com/105/Demographics>

The current Demographics of sworn members of ACCPD are as follows.

### Racial Make-up

<u>White</u>	Males 173 (72%)	Females 19 (8%)	Total 192 (80%) (+24%)
<u>Black</u>	Males 21 (9%)	Females 5 (2%)	Total 26 (11%) (-17%)
<u>Hispanic</u>	Males 5 (2%)	Females 1 (.5%)	Total 6 (2.5%) (-8%)
<u>Other</u>	Males 2 (1%)	Females 1 (.5%)	Total 3/1.5% +.5%
<u>Total</u>	Males 201 (84%)	Females 26 (11%)	

Athens-Clarke County Police Department - Demographic Chart - Athens-Clarke County, Georgia – December 6, 2016 – January 11, 2017  
Prepared by J. Stewart

This graphic does not include the 14 current openings and percentages are rounded.

## Appendix A

### **Department / Community Composition**

The Unified Government of Athens-Clarke County (ACCUG) currently has an estimated service population of 115,452 (as of 2010, US Census Bureau). The Athens-Clarke County Police Department (ACCPD), a component of the Athens-Clarke County Unified Government, has an authorized strength of 242 full-time sworn officers and 65 full-time civilian employees.

The community has undergone a modest population growth over the last few decades, and has been recognized as a vibrant college town, a desirable location for persons to retire to, as well as a site with substantial poverty. It is home to The University of Georgia (UGA), with approximately 33,000 students and approximately 10,000 faculty and staff positions at UGA. Such a composition influences policing strategies employed as such creates a mixed-use environment in much of the jurisdiction. Athens also exhibits a very high rate of poverty (33.5% according to 2010 U.S. Census data). The poverty rate alongside relative affluence, in combination with the population of students, faculty, retirees, and other local Athenians, creates a community which is ethnically, racially, socio-economically and religiously diverse. As such, ACCPD strives to protect and serve in a Constitutional, consistent, and compassionate mode.

As it pertains to recruitment and Department operations, ACCPD believes that one component of effective policing is an organization whose personnel reasonably represent the diversity of the available workforce of the community it serves. Accordingly, purposeful recruitment of qualified candidates who represent the diversity of the Department's available workforce population is one component of an effective policing strategy.