

# Athens-Clarke County Police Department Recruitment Action Plan



**CY 2016**

## **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 Responsibility'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 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 designee, concerning the strategies, policies, and procedures that should be developed and initiated to accomplish the department's endeavors. The Chief of Police, his designee, and the ACC Personnel Director or his/her designee, shall meet on a quarterly basis 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 and all personnel actions within their scope of command.

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.

## **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.

### 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, Athens-Clarke County PD website, 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 designee shall meet prior to intensive recruitment activities to review the department's minority and female ratios within the workforce.
- B. The Police Department's management team will meet once per quarter to plan recruitment activities, review the programs and make specific recommendations (if any) to the ACC Personnel Director. The Office of Professional Responsibility is charged with planning, scheduling, and conducting said meetings.
- C. Vacancies within the department will be publicized to the highest degree possible utilizing 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 Responsibility 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 Responsibility will visit military facilities, job fairs, and educational institutions seeking qualified candidates.

- G. Members of the Office of Professional Responsibility 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 shall, 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 shall, on a regular basis, review the guidelines established pertaining to the application evaluation process utilized 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 shall 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.

Evaluate and identify the primary basis for minority, female, or identified group selection process failures or any portion thereof. Also evaluate and identify why employment opportunity is denied to applicants, or other portions of the process that reduce or eliminate minority hiring.

Employment Targets:

To meet the changing needs of the citizens of Athens-Clarke County, the 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 following employment targets are reflective of an effort to meet a desirable staffing composition; yet may be modified by applicable stakeholders and are subject to revision to meet the changing needs 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.

## Facts and Figures

### Athens Total Demographics in 2010: US Census Bureau

<b>TOTAL</b>	<b>115,452</b>	<b>100%</b>
<b>White</b>	71,294	61.8%
<b>Black</b>	30,733	26.6%
<b>Hispanic or Latino of any race</b>	12,129	10.5%
<b>Other</b>	1,296	01.1%

### State of Georgia in 2010: US Census Bureau

<b>TOTAL</b>	<b>9,687,653</b>	<b>100%</b>
<b>White</b>	5,787,440	59.7%
<b>Black</b>	2,950,435	30.5%
<b>Hispanic of Latino of any race</b>	852,513	8.8%
<b>Asian</b>	314,467	.03%
<b>American Indian/Alaskan Native</b>	32,151	.003%
<b>Other</b>	603,160	.06%



**Athens-Clarke County Police Department's Demographics (December 2015)**

<b>Breakdown</b>	<b>Sworn Personnel</b>	<b>Civilian Personnel</b>	<b>Total</b>
White	193	46	239
Black	28	14	42
Hispanic	6	4	10
Other	3	1	4
<b>Total</b>	<b>230</b>	<b>65</b>	<b>295</b>

**Demographics Sworn Personnel**

**(December 2015)**

BLACK/ FEMALE	BLACK/ MALE	HISPANIC/ FEMALE	HISPANIC/ MALE	OTHER/ FEMALE	OTHER/ MALE	WHITE/ FEMALE	WHITE/ MALE	TOTAL
6	22	1	5	2	1	19	174	230

**Demographics Civilian Personnel**

**(December 2015)**

BLACK/ FEMALE	BLACK/ MALE	HISPANIC/ FEMALE	HISPANIC/ MALE	OTHER/ FEMALE	OTHER/ MALE	WHITE/ FEMALE	WHITE/ MALE	TOTAL
13	1	1	3	1	0	36	10	65

**Current Gender Breakdown for Athens-Clarke County and ACCPD**

<b>Breakdown</b>	<b>Athens-Clarke (2010)</b>	<b>%</b>	<b>Sworn (2015)</b>	<b>%</b>	<b>Civilian (2015)</b>	<b>%</b>
Male	54,470	47.5%	202	89.6%	14	23.1%
Female	60,179	52.5%	28	10.4%	51	76.9%
<b>Total</b>	<b>114,649</b>	<b>100%</b>	<b>230</b>	<b>100%</b>	<b>65</b>	<b>100%</b>

## **Appendix**

### **Departmental/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 a compliment of 230 full-time sworn officers, 65 full-time civilian employees as of December 2015.

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. May it be known that 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, the ACCPD strives to protect and serve in a Constitutional, consistent, and compassionate mode.

As it pertains to recruitment and departmental operations, the 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 police department's available workforce population is one component of an effective policing strategy.