



GENERAL ORDER ADM-28 RECRUITMENT AND FAIR EMPLOYMENT PRACTICES

EFFECTIVE JANUARY 13, 2020

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I. POLICY

The Howard County Department of Police (HCPD) is an equal opportunity employer (EEO) and as such treats each individual equally. The HCPD prohibits discrimination in recruitment, application, selection, promotion, compensation, training, termination, benefits, work assignments, career progression, and other employment decisions that affect the status or work environment of its employees.

II. RECRUITMENT

- A. The HCPD prohibits discrimination against or in favor of any individual because of gender, gender identity, race, creed, color, age, national origin, disability, political opinions or affiliations, religious opinions or affiliations, pregnancy, marital status, sex, sexual identity, or sexual orientation in all phases of recruiting, hiring, promotion, and maintaining professional relationships.
- B. Recruitment Plan
 - 1. The HCPD shall:¹
 - a. Maintain an ongoing effort to recruit diverse, well-qualified applicants for all vacancies and in sufficient numbers to satisfy actual or anticipated vacancies created by attrition or growth.
 - b. Work closely with the County's Office of Human Resources to jointly employ positive methods to recruit, select, and hire the most highly qualified applicants and to provide the most competent and professional police service to the community.
 - 2. The HCPD Human Resources Bureau (HRB) shall annually publish a comprehensive Recruitment Plan for full-time sworn personnel. This Recruitment Plan shall:
 - a. Include a statement of objectives and plan of action designed to achieve those objectives.²
 - b. Identify methods to attract highly qualified candidates in approximate proportion to the demographics of the service community based on statistical population analysis. The Commander of the HRB is responsible for the administration of the Recruitment Plan.³
 - c. Be submitted to the Chief of Police, through channels, for review and approval by April 1 each year. The Chief of Police may at any time request a revision or reissuance of this plan as needed.⁴

¹ CALEA 31.1.1

² CALEA 31.2.1a and b

³ CALEA 31.2.1c

⁴ CALEA 31.2.2c

- d. The HRB shall annually distribute copies of the approved Recruitment Plan to each Major, Captain, the Accreditation Unit, and the County's Office of Human Resources.

C. The HRB shall:

1. Be knowledgeable in personnel matters and possess an understanding of equal employment opportunity and fair employment practices.⁵
2. Maintain a cooperative relationship with the Howard County Office of Human Resources as well as local law enforcement agencies in the recruitment of qualified applicants.
3. Plan and coordinate recruitment strategies and practices based on written job analysis of the Police Officer, Lateral Police Officer, and Police Cadet positions.
4. Send representatives to job fairs, community events, and other career opportunity functions to publicize the Department's recruitment efforts.
5. Coordinate the production and reproduction of recruitment materials.
6. Develop a diverse group of HCPD members to assist part-time in recruitment efforts.

D. The Personnel Section shall:

1. Maintain a current copy of all employment policies for the HCPD and the County.
2. Maintain a comprehensive inventory listing of specialty assignments.
3. Maintain documented periodic contact with employment applicants from the initial contact to the final decision in conjunction with the County Office of Human Resources.⁶
4. Not reject an application because of omissions or deficiencies on Departmental forms that can be corrected prior to the testing or interview process, unless the act can be proven to be intentional.⁷

E. Departmental Participation

1. The HCPD shall actively participate in an ongoing recruitment process. The HRB Commander shall be responsible for managing the recruitment process and shall act as the liaison between the HCPD and the County's Office of Human Resources.
2. Members of the Department are encouraged to refer potentially qualified applicants to the Personnel Section for employment consideration.
3. The Recruitment Section shall work with the OPA to post notices on the County website of scheduled officer and cadet test locations, dates, and times to encourage members in the referral process.
4. The HCPD will take steps to utilize female and minority officers in recruitment efforts and to publish multilingual recruitment information for distribution in areas populated by ethnic minority groups.

⁵ CALEA 31.1.2

⁶ CALEA 31.3.3

⁷ CALEA 31.3.4

F. Community Outreach

1. The Recruitment Section shall maintain contact with various community organizations and leaders within the community who will be encouraged to provide assistance, referral(s), and advice regarding the HCPD's recruiting efforts. All available recruiting literature and job announcements shall be posted and passed on to prospective candidates through this network of agencies and community leaders.
2. The HCPD shall arrange visits to colleges and universities during recruitment efforts to fill actual or anticipated vacancies.
3. The Recruitment Section will maintain close communication and relationships with the Community Outreach Section to ensure crossover of recruitment information.

G. Before attending recruiting activities, HCPD recruiting members will be trained in:⁸

1. The HCPD's Recruitment Plan and its goals and objectives, as well as career opportunities, salaries, benefits, and training.
2. Federal and State EEO compliance guidelines and the County's commitment to Fair Employment Practices.
3. Howard County history, resources, culture, demographic data, community organizations and educational institutions.
4. An understanding of different cultural and ethnic groups.
5. An overall understanding of the recruitment and selection process, including but not limited to physical ability and written and oral examinations.
6. Characteristics that may disqualify candidates.

H. Job announcements for all personnel except for encumbered reclassified positions, promotions, and transfers, shall contain a written description of duties, responsibilities, requisite skills, educational levels, and physical requirements for the position to be filled.⁹

1. Announcements will be publicized at least ten (10) working days prior to the filing deadline through electronic, print, or other media by the County Office of Human Resources.¹⁰
2. Official application deadlines shall be included in job announcements.¹¹
3. HCPD shall be advertised as an equal opportunity employer on all recruitment advertisements and employment applications.¹²
4. The Recruitment Section shall maintain a file of all job announcements for the positions of Police Officer, Lateral Police Officer, and Police Cadet. This file shall include media publicity.
5. Announcements shall be provided to minority organizations, colleges, advertising campaigns, and community events to assist in the recruitment effort.

⁸ CALEA 31.1.2

⁹ CALEA 31.3.1a

¹⁰ CALEA 31.3.1b

¹¹ CALEA 31.3.1d

¹² CALEA 31.3.1c

6. All job announcements shall be posted with community service organizations and recruiting assistance from community leaders shall be solicited when available.¹³

I. Evaluation

1. Following each selection process, the Commander of the HRB shall schedule a meeting to review the progress of the HCPD toward meeting recruitment objectives. The meeting shall include the Chief of Police, the Deputy Chief of the Administrative Command, the Commander of the HRB, and the appropriate members of the HRB.¹⁴
2. This review and discussion shall be documented to identify progress and shall include any needed adjustments regarding the following:¹⁵
 - a. The number of applications received;
 - b. Demographics and sources of applicants;
 - c. Effectiveness of recruitment practices and advertising;
 - d. Loss of applicants by eliminating factors;
 - e. Changes to MPCTC standards; and
 - f. Recommendations for future processes.

III. **FAIR EMPLOYMENT PRACTICES**

- A. The Commander of the HRB is responsible for the administration of the Department's fair employment practices and shall:
 1. Review and monitor all recruitment, application, selection, promotion, compensation, termination, benefits, work assignment, career progression, and other Departmental employment activities that affect the status or work environment of any member, to ensure compliance with this policy and those of the County.
 2. Ensure display of EEO posters on Departmental bulletin boards.
 3. Ensure an Equal Opportunity Plan is maintained and revised as needed, with all revisions being signed by the Chief of Police.¹⁶
 4. Provide equal opportunity practice information to all Bureau, District, and Division Commanders.
 5. Develop and implement auditing and reporting systems that:
 - a. Monitor and measure the effectiveness of the HCPD's equal opportunity practices;
 - b. Indicate any need for remedial action; and
 - c. Determine the degree to which the HCPD's goals and objectives are being attained.

¹³ CALEA 31.3.2

¹⁴ CALEA 31.2.2a

¹⁵ CALEA 31.2.2b and c

¹⁶ CALEA 31.2.3

6. Meet with HCPD supervisors as needed to ensure EEO policies are being followed.
 7. Routinely review the monthly personnel distribution by rank and civilian classification to monitor progress toward maintaining a culturally diverse work force that is reflective of the service community.
- B. The HCPD will develop and maintain efforts to ensure that all employees have equal opportunity for promotions and transfers. Such efforts shall include but not be limited to:
1. Post or announce promotion and transfer opportunities.
 2. Provide necessary job training programs.
 3. Provide career-counseling programs in accordance with General Order ADM-53, Career Enhancement.
- C. The HCPD shall maintain a current written job task description for each position to ensure that recruitment programs, strategies, and procedures are relevant to the position. The written job description shall include:
1. The nature of the job to be performed;
 2. The knowledge, skills, and training required to perform the job tasks; and
 3. Any prerequisite personal attributes.¹⁷
- D. Complaints
1. Complaints concerning employment practices shall be documented, processed, and investigated as established in the County's Employee Manual and the Howard County Code.
 2. Complaints of harassment shall be processed and investigated according to the procedures outlined in the County's Employee Manual and General Order ADM-02, Internal Investigations.

IV. **CANCELLATION**

This General Order cancels and replaces General Order ADM-28, Recruitment and Fair Employment Practices, dated October 31, 2008.

AUTHORITY:



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Chief of Police

¹⁷ CALEA 21.2.2