

	<p style="text-align: center;">GROTON POLICE DEPARTMENT</p> <p style="text-align: center;">POLICY AND PROCEDURE GENERAL ORDER</p>	Distribution <b>ALL PERSONNEL</b>	General Order Number <b>8.01</b>
		Original Issue Date 10/01/19	Reissue/Effective Date 10/15/19
<p>Order Title:</p> <p><b>RECRUITMENT</b></p>	Accreditation Standard: POSTC: 1.11.1; 2.6.2; 2.6.16; 3.8.2; 3.8.3; 3.8.4; 3.8.5	Section  8	
	Section Title <b>PERSONNEL</b>		
Rescinds: 31-01	 <b>Louis J. Fusaro, Jr., Chief of Police</b>		

*This General Order is for departmental use only and does not apply in any criminal or civil proceeding. This General Order should not be construed as creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims. Violations of this General Order will only form the basis for departmental administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting*

**I. PURPOSE:**

The purpose of this General Order is to establish a written directive that describes the Groton Police Department’s procedures relating to the administrative practices and procedures of the recruitment program, including the Department’s Equal Employment Opportunity Plan and Recruitment Plan.

**II. POLICY:**

It is Groton Police Department (“Department”) policy to actively participate in the recruitment process for new police officers. The Chief of Police has the overall responsibility for the recruitment program of the Groton Police Department; however, the Chief may delegate the day-to-day operations of this responsibility. The position overseeing the recruitment process is Training Sergeant. The Department will ensure that all personnel involved in the recruitment program will be knowledgeable in personnel matters, especially equal employment opportunity, and other state and Federal statutes, as they relate to the hiring process.

It is Department policy to comply with all applicable Federal and State statutes, Town ordinances, Town Charter provisions, Administrative Policies of the Town of Groton, and General Orders of the Police Department, in relation to the recruitment of all police department staff. The Department is an Equal Opportunity Employer, and the Department’s sworn workforce should be representative, in terms of its ethnic and gender composition of minorities and women, of the available workforce of the community. The Department will make demographic information available to the public and take proactive steps to target any protected group, where analysis demonstrates that the agency is underrepresented in any respect.

All job announcements and recruitment notices will be formulated and disseminated in accordance with the guidelines established in this General Order, in addition to those established by the Town's Human Resources. The Department will maintain contact with applicants throughout the entire recruitment and selection process. Finally, applications for sworn positions will not be rejected because of minor omissions or deficiencies that can be corrected prior to testing or interviewing.

### **III. PROCEDURES:**

#### **A. Department Participation in the Recruitment Process**

##### **1. Introduction**

The Groton Police Department is committed to identifying and employing the best candidates available, not merely eliminating the least qualified. The benefits of effective recruitment and selection policies and practices are manifested in a lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations, and more efficient and effective services.

##### **2. Recruitment Program**

Recruitment is a systematic method of seeking potentially qualified job applicants. It is not to be confused with the selection process, which is the processing of those who have applied to the police department, nor does it merely consist of the "application period," in which interested candidates can officially apply. As such, the Department's efforts will consist of year round recruitment activities that will be designed to attract qualified applicants for actual or forecasted departmental vacancies. The recruitment program will include the following elements:

- a. Create campaigns that attract and encourage interested candidates seeking a career in law enforcement to continually apply.
- b. Participate in career fairs (college and high school) and youth agency sponsored activities.
- c. Creation of a recruitment brochure/form providing a description of the duties, responsibilities and requisite skills, educational level and physical requirements of the position to be filled based on a job task analysis for the position open.
- d. Publicizing and marketing the Department's core values, job enrichment programs, and other qualitative aspects that depict the Department's attractiveness to potential candidates.

- e. Entry level job announcements are advertised at least four weeks prior to any official application deadline through the use of:
  - 1) The mass media, including publication in a newspaper of general circulation, PoliceApp, POSTC website, Town of Groton website, Groton Police Department website, and emails sent to Connecticut colleges criminal justice department heads.
  - 2) Postings in Town offices and other public and private organizations and agencies
  - 3) Mailings to various community, civic, and business groups
- f. Included in all job announcements and job applications will be language identifying the Town as an equal opportunity employer.
- g. The recruitment program will be conducted in a manner that is consistent with Town of Groton's administrative policies on hiring and Equal Employment Opportunity (EEO) regulations.

3. Department Participation in Recruitment

Although the primary responsibility for attracting qualified applicants lies with the Department, it is committed to working closely with the Town's Human Resources Director in implementing the recruitment program, particularly during the stage known as the "application period." The Chief of Police, or designee, has full authority and responsibility for administering the Police Department's role in the recruitment program. The Department's role includes:

- a. Requesting employees to encourage qualified applicants to apply
- b. Utilizing police personnel in recruiting activities, including attending functions and visiting educational institutions and community organizations to inform citizens of careers in law enforcement
- c. Providing whatever additional support is necessary to ensure a successful recruitment effort

4. Department Recruitment Program Administrator

The Chief of Police may designate a representative of the Office of the Chief who shall have the authority and responsibility to administer the recruiting program on the Department's behalf in collaboration with the Town's Human Resources Director, when necessary. The Training Sergeant will conduct an annual evaluation of the recruitment program. The purpose of this review is to see if stated policies and procedures were followed and if recommendations and changes are needed.

a. Recruitment Committee

Interested personnel will be encouraged to participate on the Department's Recruitment Committee, which shall be facilitated by the Training Sergeant. Citizens may also be appointed to this committee. Functions of the Recruitment Committee shall include:

- 1) Reviewing proposed recruitment policies and procedures.
- 2) Assisting with the development of the Department's *Recruitment Plan*.
- 3) Developing innovative recruiting strategies to achieve the Department's recruiting goals and objectives.
- 4) Serving as liaisons to other Department employees and the community for input and feedback on recruitment issues and activities.
- 5) Reviewing the recruit statistics to ensure that the community's diversity is reflective of the diversity of the applicants.
- 6) Participate in various recruiting events and activities as needed.

b. Employees' Role in Recruitment Program

All police personnel are encouraged to participate in recruitment efforts. Employees, in their daily contact with the public, can be the Department's best recruiters. By demeanor and enthusiasm, employees favorably impress and attract the type of individual, which the police service needs. Due to individual experience and knowledge, employees are able to counsel persons who show an interest in law enforcement careers and are able to encourage applications by those who appear qualified. The Town will provide the Police Department with a copy of its Equal Employment Opportunity policy (See Appendix A.) This policy is maintained by the Training Sergeant and is available for all employees to review.

5. Non-jurisdictional Recruitment

To ensure a greater selection of qualified candidates, the Department's recruiting efforts shall include the use of the following:

- a. Application announcements through various news media, including those that also serve other local communities
- b. Use of the Town and/or Department's web site
- c. Use of the Internet for job postings
- d. Maintaining contact with various educational institutions, community organizations, and law enforcement agencies both inside and outside of the Department's jurisdiction for recruitment purposes

6. Cooperative Recruitment Agreements

The Department may utilize other agencies at the state, county, and/or local government level to assist in the recruitment of applicants. The Training Sergeant will maintain liaison between the Department and the Town's Human Resources on recruitment issues.

**B. Department Personnel Assigned to Recruitment Activities are Knowledgeable in Personnel Matters**

1. Recruitment Program Training

Prior to active participation in recruitment activities, Department personnel assigned to recruitment activities will undergo a training program that provides knowledge and skills in personnel matters, especially equal employment opportunity and the American With Disabilities Act, as it affects the management and operations of the Department. Among the knowledge and skills to be maintained are:

- a. Department's recruitment needs and commitments
- b. Career opportunities, salaries, benefits, and training
- c. Federal and state compliance guidelines
- d. The community and its needs, including demographic data, community organizations, educational institutions, etc.
- e. Cultural awareness of different ethnic groups in the community
- f. Techniques of informal record-keeping systems for candidate tracking
- g. The selection process and its various components
- h. Recruitment programs of other jurisdictions
- i. Characteristics that disqualify candidates
- j. Medical requirements and the *American with Disabilities Act* as it pertains to the selection process
- k. Physical fitness and abilities requirements
- l. Other subject areas as determined by the Chief of Police

The above subject areas for the Department's Recruitment Program may be accomplished through seminars, workshops, in-service training, and/or on-the-job training, whichever is the most appropriate in the discretion of the Chief of Police for the particular individual involved in the recruitment process. All recruitment training will be coordinated with the Human Resources Director, who may be present, and documented in the Department's training records.

**C. Ethnic or Gender Composition of the Department**

The ethnic and gender composition in the sworn law enforcement ranks of the Groton Police Department should approximate the same proportion to the makeup

of the available workforce in the Town of Groton. If not, the Department shall have a recruitment plan pursuant to Section D. In order to achieve this goal, the following measures shall be taken:

1. Recruiting steps should be directed towards the goal of approximating within the sworn ranks the demographic composition of workforce in the Town of Groton.
2. The Training Sergeant shall maintain statistics on the composition of the workforce in the Town of Groton.
3. The Department shall expand its recruitment efforts, if needed, beyond the immediate service area to achieve this goal.

**D. Recruitment Plan for Equal Employment Opportunity**

1. Introduction

The recruitment plan involves proactive steps that will be taken to encourage members of underrepresented groups to seek entry-level employment opportunities. To assist the Department in maintaining the diversity of its sworn work force, the recruitment plan shall be a permanent part of the recruitment program, regardless of the composition of the Department's sworn work force.

2. Recruitment Objectives

The Recruitment Plan is part of the written directive system, and will govern Department's annual recruitment activities, and will be reviewed and updated during January of each year. The objectives of the *Recruitment Plan* will be reasonable, obtainable, and directed toward the goal of achieving a sworn work force that is representative of the composition of the community served by the Department.

3. Plan of Action to Achieve Recruitment Objectives

The specific action steps contained in the Department's *Recruitment Plan* will be reasonable, obtainable, and directed towards the goal of achieving a sworn work force that is representative of the diversity within the community. These methods may include, but not necessarily be limited to:

- a. A recruitment budget for expenses such as, advertisements, posters, brochures, personnel costs, programs, and miscellaneous items.
- b. Application forms and related pre-employment inquiry forms that are in compliance with applicable federal, state, and local EEO laws.
- c. Job descriptions that are reviewed periodically to properly identify job related, job requirements.

- d. Liaison with local minority community leaders to emphasize police sincerity and encourage referrals of minority applicants to the police agency.
- e. Active cooperation and utilization of the minority media as well as the general media, in minority recruiting efforts.
- f. Increased overall recruitment efforts with special attention to neighborhoods, military bases, and college campuses.
- g. The encouragement of minority and women employees to participate in community programs. This initiative will include:
  - 1) Becoming involved with and providing recruitment announcements to local minority organizations, women's organizations, and community action groups.
  - 2) Participating in formal recruiting presentations and pre-employment counseling programs, whenever possible.
  - 3) Utilizing in the Department's recruitment activities personnel who are fluent in the community's non-English languages and are aware of the cultural environment, however, candidates must be fluent in reading, writing, and speaking in English.
  - 4) Depicting women and minorities in law enforcement employment roles in the agency's recruitment literature.
  - 5) Conducting recruitment activities outside of the Department's jurisdiction, when necessary, to attract viable law enforcement candidates from underrepresented groups.
  - 6) Conducting periodic career or information sessions for a particular target group.
  - 7) Encouraging minority and women employees to refer friends for employment.

#### 4. Recruitment Plan Evaluation

An evaluation of the Department's *Recruitment Plan* will be conducted annually by the Training Sergeant and be forwarded to the Chief of Police by March 31<sup>st</sup> of each year. The purpose of the evaluation is to:

- a. Measure the plan's effectiveness
- b. Determine the degree to which the objectives and goals have been achieved
- c. Indicate any need for additional action
- d. Plans to address EEO and Affirmative Action Plans

### **E. Equal Employment Opportunity Plan**

#### 1. Introduction

Equal Employment Opportunity (EEO) envisions equal opportunities, by the removal of barriers that prevent people of all protected classes from being treated unfairly for employment purposes. Federal and state legislation, including the *Civil Rights Act of 1964*, the *Equal Employment Opportunity Act of 1972*, the *Civil Rights Act of 1991*, and the *Americans With Disabilities Act*, provide the legal basis for equal employment opportunity to all without regard to race, color, religion, sex, age or handicap status.

Therefore, it is Department policy that every employee shall treat each person with respect, dignity, and integrity due him as an individual and to prohibit discrimination in all phases of the employer/employee relationship. No employee shall discriminate in any manner against or in favor of any applicant or employee because of his or her political or religious opinions or affiliations, or because of sex, race, creed, color, age, national origin, sexual orientation, or disability.

## 2. Equal Employment Opportunity Plan

The Groton Police Department and/or the Town of Groton shall have an Equal Employment Opportunity (EEO) Plan, designed to ensure equal opportunities for employment and employment conditions for minority persons and women. The plan is based on an annual analysis of the Department's present employment policies, practices, and procedures relevant to their effectiveness on the employment of minorities and women. The Department's *EEO Plan* shall contain the following provisions:

- a. A strongly worded statement from the Chief of Police that it is our policy to ensure that all individuals should be given equal opportunity for employment, regardless of race, sex, creed, color, age, religion, national origin, sexual orientation, or physical impairment.
- b. A procedure for filing complaints with the Town, or another outside agency, relating to EEO.
- c. Specific action steps that the Department needs to take to ensure equal employment opportunity is a reality, such as advertising as an "equal opportunity employer" or providing applications or testing processes at easily accessible locations. The policies relating to harassment in the workplace will also be incorporated into the Department's overall EEO effort.

## **F. Department's Job Announcements and Recruitment Notices**

The Training Sergeant shall coordinate with the Town of Groton Human Resources for advertisement of job descriptions and job announcements. Job announcements and recruitment notices for police officers will provide for the following:

1. Job Duties Described in Recruitment Announcements

The Department will provide the most accurate and precise job description possible to avoid undue delay and wasted time on the part of the Department and the applicant. Job announcements shall not:

- a. Set standards or criteria that unintentionally screens out, or tends to screen out, an individual with a disability or class of individuals with disabilities, unless the criteria are job-related and consistent with business necessity.
- b. Set standards that cannot be specifically supported and will avoid general requirements such as “excellent health” or “no history of psychological or emotional disorders.”

2. Recruitment Advertisements

Department entry-level job vacancies are advertised through the mass media to include publishing in at least two newspapers of general circulation. Job announcements will also be posted in Town offices and other prominent locations throughout the Town. Prior to dissemination, all job announcements and public notices shall be sent to the Town’s Human Resources for review.

3. Posting Announcements

- a. The posting of job announcements may include:
  - 1) Classified advertisements in newspapers, including those that accommodate minority communities, in major population centers of the state.
  - 2) Mailing job descriptions and job announcements to be posted in State and private education institutions and military facilities.
  - 3) Ensuring appropriate inclusion of job announcements in selected computer based communications systems, such as, Internet web sites and the Town of Groton web page.
    - a. Job descriptions and job announcements shall be publicized together at least ten working days prior to any application-filing deadline. When applicable, an official application-filing deadline will be boldly indicated on job descriptions, job announcements, and recruiting advertisements.

- b. Job announcements shall include the classification and salary range of the position, and shall provide a description of the duties, responsibilities, and requisite skills, educational level, physical requirements and POSTC regulations for the positions to be filled.
- c. Current job descriptions shall be maintained in the office of the Human Resources Director.
- d. Application and testing processes may occur at decentralized locations such as educational institutions and military facilities when deemed appropriate by the Training Sergeant.

4. Equal Opportunity Notice

All job announcements, notices, posters, and job applications will contain language identifying the Town as an equal opportunity employer. The Department will supply the media with special information for stories on publicizing the Department's recruitment effort and interest in attracting qualified applicants including minority group members and women. If appropriate, Department recruitment literature may depict minority and/or female personnel in law enforcement by way of photographs or other reference.

5. Application Filing Deadlines

All job announcements and advertisements shall include the date of the official filing deadline, which shall be a minimum of a two-week period.

**G. Posting Job Announcement with Community Organizations**

1. Introduction

- a. Job announcements will be forwarded to various community service organizations to achieve broader dissemination and greater exposure of recruitment efforts. The Training Sergeant will maintain a mailing list of organizations that will receive the announcements.
- b. The Department will seek recruitment assistance, referrals and advice from community organizations and key leaders through both formal contact, through attendance at organization meetings, and informal contact by telephone and correspondence.

2. Recruiter Visitations

Department personnel will conduct recruiting presentations at educational institutions, job fairs, and community organizations for entry-level police officer positions. The Training Sergeant will maintain contact with career counselors and make application material available to them on a timely basis.

3. Law Enforcement Intern Program

The department recognizes the need to nurture student interests in the law enforcement field and may establish and use a student intern program to facilitate its recruitment efforts. The program is designed as an unpaid position whereby candidates are recommended by their college or university for assignment to this program.

The candidates are interviewed and the selection made by the Chief of Police, or designee. The intern will undergo a background examination due to the sensitive areas they may be exposed to during their tenure in the intern program. The Chief of Police and the college or university will determine the length of time spent in the program by an intern. Students shall sign waiver and confidentiality agreements prior to beginning the intern program. Students that do not abide by the restrictions of the program may have their internship cancelled by decision of the Chief of Police.

**H. Maintaining Contact with Applicants**

1. Introduction

The Department shall maintain contact with applicants for sworn positions from initial application to final employment disposition. All applicant information and status will be completed on the PoliceApp.com site. Candidates will be briefed and advised of testing dates, scores, and status in process via written correspondence or an email via PoliceApp.com. Department recruiters acknowledge receipt of all requests for employment literature, including a pre-application card, within five working days of the request by providing the information to the requester. Information to out-of-state requesters can be mailed to them. Applicants are periodically informed of the status of their applications, as it changes, throughout the course of the recruitment and selection process. Applicant contacts are documented and logged by the recruiters or persons acting on behalf of the Department's recruiters.

2. Applicant Contacts

The Training Sergeant will be responsible for seeing that contact is maintained with applicants from the initial application to the final employment decision. Notices sent by the Town's Human Resources, the

Groton Police Department, or a combination of both agencies can accomplish this requirement. Generally, the contacts will include the following:

- a. Acknowledge receipt of all employment applications
- b. Periodically inform applicants of the status of their applications
- c. Documentation and logging of all applicants' contacts

**I. Applications Not Rejected for Minor Omissions or Deficiencies**

Applications for sworn positions in the Department will not be rejected because of minor omissions or deficiencies that can be corrected prior to the testing or interview process, and that were not deliberately made to deceive or mislead background investigators.

## Appendix A

### SECTION 1 - EMPLOYMENT POLICIES

#### A) EQUAL EMPLOYMENT OPPORTUNITY

##### 1.0 Policy

It is the policy of the Town of Groton to provide equal employment opportunity without regard to race, color, sex, religion, creed, national origin, ancestry, age, marital status, sexual orientation, political affiliation or because the employee is a veteran or a qualified individual with a disability.

This policy applies to all areas of employment, including recruitment, hiring, training and development, promotion, transfer, termination, layoff, compensation, and all other conditions and privileges of employment in accordance with applicable federal and state laws.

We are fully committed to this principle and to obtaining the cooperation and understanding of this effort by all of our employees.

**Adopted: Town Council Resolution: February 20, 1979; September 5, 1989**  
**Administratively Revised: August 2002**