

Recruitment

Index Code: 702

Effective Date: 07/15/05 (Revised 02/28/17)

I. Purpose

The purpose of this directive is to establish a recruiting program to attract qualified applicants for the Office of the Sheriff. The recruiting effort is shared with the Queen Anne's County Department of Human Resources. The commander of Administrative Services is responsible for administrative control and implementation of the recruiting efforts, and for maintaining liaison with the Department of Human Resources.

II. Policy

It is the policy of the Office of the Sheriff to assign recruitment activities to employees who are knowledgeable in personnel matters, and who actively seek out potential candidates for employment.

Of those individuals that have been identified as potential candidates for employment, it is the policy of the Office of the Sheriff to hire those individuals whose attributes and values are consistent with the Office, and that would best serve the Office and the citizens of Queen Anne's County without regard to race, color, religion, political affiliation, marital status, sex, age, physical or mental disability or any other basis prohibited by State or Federal law.

III. Equal Employment Opportunity

The Office of the Sheriff is an equal employment opportunity employer. Qualified persons with a disability, or persons who have a known association with a disabled person, will be given equal consideration with other applicants for positions in which their known physical and mental limitations can be reasonably accommodated.

IV. Community Outreach

Because cooperative assistance from community organizations and key leaders increase and broaden exposure within the service community, the Office of the Sheriff may seek recruitment assistance, referrals, and advice from community organizations, particularly those that are believed

to be in contact with individuals who are likely candidates for recruitment.

V. Position Vacancy Announcements and Advertisements

The **electronic** distribution of job announcements are a critical aspect of seeking qualified candidates. These announcements contain, at a minimum, the following information:

A. The period during which the announcement will be posted **unless the posting is for continuously open positions such as deputies.**

B. The title, rate of pay, and location of the position.

C. **The closing date of the announcement unless the posting is for continuously open positions such as deputies.**

D. A summary of the duties of the position.

E. A summary of the basic qualifications required.

F. The procedures for making application.

G. A statement of equal employment opportunity.

Position vacancy announcements are prepared and distributed **electronically** by the Department of Human Resources.

VI. Application Process

The Office of the Sheriff Office adopts the following practices as they relate to recruitment and the application process (For additional information refer to Chapter 27, Article VI, Recruitment and Selection, Code of Queen Anne's County):

A. An official application form is made available to all applicants for all position listings,

and is the only method by which applicants for vacancies will be considered for employment. Applications are not accepted by individual departments, but must be filed with the Department of Human Resources.

B. The Department of Human Resources is responsible for maintaining records of position vacancy announcements, posting and closing dates, optional sources used in the recruitment process, and the pool of applicants considered for each vacancy.

C. Applicants considered for employment must meet the essential qualification standards established by the class specifications for the position to which the appointment is being made.

D. Applicants who knowingly make any material false statement concerning their application will forfeit their right to be considered for the position.

E. Eligibility lists will be maintained by the Department of Human Resources and made available to the Sheriff or his designee. Eligibility lists will remain valid for a period of twelve (12) months, or until the recruitment and application process is renewed in an effort to establish a new or updated eligibility list.

F. The Queen Anne's County Department of Human Resources and the Administrative Services Division of the Office of the Sheriff will maintain contact with applicants from initial application to final employment disposition.

VII. Recruitment Objectives

A. The recruiting or solicitation of qualified applicants to produce a workforce comparatively diverse as the community they serve is often times difficult. In an effort to accomplish this task, the Office of the Sheriff has developed the following objectives:

1. The Office of the Sheriff will conduct recruitment activities within and outside of Queen Anne's County and attend as many recruitment activities/functions as possible. The following is a list of identified locations for recruitment activities:

- a. Career Days
- b. Colleges and Universities
- c. Commercial job fairs
- d. Community events
- e. County Fairs
- f. Government job fairs
- g. Minority sponsored events
- h. Special events
- i. Military bases

2. The Office of the Sheriff will attend as many minority recruitment job fairs and meetings as possible.

3. The Office of the Sheriff will process sufficient job applications in an attempt to fill all vacancies.

VIII. Recruitment Strategies

The following actions and strategies have been developed in an attempt to achieve the above stated objectives:

1. Send personnel who are aware of and sensitive to other cultures as recruiters to career day/job fair functions.

2. Distribute Queen Anne's County Office of the Sheriff Recruitment Brochures.

3. Utilize audiovisual material (photographs, posters, etc.) depicting female and minority deputies at recruit functions.

4. Attempt to utilize gender and race balanced interview panels for sworn officer applicants.

5. Continue a positive working relationship with the Queen Anne's County NAACP on recruitment matters of mutual interest.

6. Utilize a community outreach strategy of open communications with community organizations representing targeted under-represented groups in Queen Anne's County.

7. Utilize the continuous recruitment strategy by sending applications/recruitment information to potential applicants.

8. Utilize the agency web page and other available advertising to reach potential applicants.

9. Market employment openings in media focusing on minorities.

10. Contact colleges in Maryland with Criminal Justice Programs and introduce agency efforts to recruit deputy sheriffs, and to disseminate this information to students and offer to attend campus job fairs.

11. Encourage agency personnel to solicit applicants from among their personal acquaintances and community contacts, who they feel would be a successful applicant.

IX. Recruitment Plan Evaluation

A. In an effort to provide the best and most qualified, personnel, the Office of the Sheriff will revise the recruitment plan as necessary to meet the goals and objectives set forth in this directive. The recruitment plan will be reviewed at a minimum every three (3) years and revised as necessary.

B. The Lieutenant in charge of the Administrative Services Division will ensure that a review of the recruitment plan is accomplished by:

1. Monitoring the race and sex demographics for the Queen Anne’s County workforce; to establish a goal of achieving a sworn workforce that is representative of the composition of the available workforce it serves.

2. Ensuring applicants are queried as to how they learned of the openings to determine what advertising programs are successful and why.

3. Reviewing each hiring process. When the list of all viable applicants obtained from the hiring process is exhausted, produce an analysis of the hiring process to determine if the objectives of the recruitment plan were met.

4. Determine what events contributed to the successful or unsuccessful attempt at meeting the recruitment plan objectives, and make recommendations for improving those areas that were unsuccessful.

5. Reviewing the action steps contained in the recruitment plan to better position the agency to meet identified hiring objectives.

X. CALEA References: 31.2.1, 31.2.2a, 31.2.2b, 31.2.2c & 31.2.2d.

XI. Proponent Unit: Administrative Services

XII. Cancellation: This directive cancels Index Code 702 dated 2/15/10.

Sheriff Gary Hofmann