

SEA ISLE CITY POLICE DEPARTMENT

RECRUITING AND CAREER DEVELOPMENT UNIT



2023 RECRUITING STRATEGIC PLAN

This document is to adhere to all parameters set forth by Sea Isle City Police Department's Policy on the Selection Process, Volume 2, Chapter 17 and the Attorney General Guidelines on Promoting Diversity in Law Enforcement Recruiting and Hiring, as well as N.J. Stat. 52:17B-4.10.

The Sea Isle City Police Department is a New Jersey Civil Service Commission jurisdiction subject to NJSA 11A:1-1 et seq. and NJAC 4A:1-1 et seq. in all employment decisions. The goal of the Sea Isle City Police Department is to recruit and select the best candidates available in order to create a lower rate of personnel turnover, fewer disciplinary problems, higher morale, stronger community relations and more efficient and effective services. Also, the Sea Isle City Police Department is a strong supporter of equal employment opportunity (EEO). This support includes removing barriers, and providing assistance to people of all classes in the recruitment and employment process(es) . Similarly, the agency supports affirmative action in its recruitment process.

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**Attachment: New Jersey Attorney General Guideline: Promoting
Diversity in Law Enforcement Recruiting and Hiring**

INTRODUCTION

The Sea Isle City Police Department has inaugurated a formalized Recruitment and Career Development Unit which will meet the needs of the department and the community, while adhering to the parameters set forth by the New Jersey Office of the Attorney General. The Recruiting Unit will continue to pursue qualified candidates who are indicative of the diversity present within the State of New Jersey. Following a S.W.O.T. Analysis of the recruiting efforts of the agency, it was learned that there are further opportunities to recruit, obtain, and retain employees by organizing a formalized unit to coordinate with various career development agencies, universities, colleges, and the public school system.

Sea Isle City has a unique opportunity to recruit part-time Law Enforcement Officers (Special Law Enforcement Class I & Special Law Enforcement Class II: to be referred to as "SLEO" for the remainder of this document). The supplementation with SLEOs to assist with the needs of Sea Isle City has been integral to the operations of the Police Department. The recruitment and retention of SLEO Officers has been a challenge for several years, not just at the Sea Isle City Police Department. Excuses can be offered. COVID, civil unrest, and inappropriate behaviors by officers at detached agencies are just some of the external factors that have been barriers to efforts to recruit interested, qualified candidates.

External factors such as those previously mentioned cannot be controlled. We can control the efforts of this agency. We have the ability to change the way the public perceives this agency and this profession. These efforts will advance interest in joining the Law Enforcement community. The members of the Recruitment Unit will actively seek eligible candidates who will meet the academic, physical, and background criteria of the agency's selection process standards. It is imperative that the members of the Recruitment Unit discuss underrepresented groups and the means to connect with the members of these groups for employment. It is imperative that the members of the Recruitment Unit establish partnerships with the various community and civic groups within, and outside of our community. Identifying historically underrepresented groups and working closely with the leaders of said groups is imperative for the success of this agency.

The Recruitment and Career Development Unit of the Sea Isle City Police Department will seek individuals who are suitable to move forward with the Department's values of Community Partnership, Professionalism, Integrity, Responsibility and Accountability, and Empowerment.

The Unit will continue to provide information and resources that can assist candidates with successfully passing the aspects of the physical qualification test and Candidate Review Board (interviews).

EXECUTIVE SUMMARY

The Recruiting and Career Development Unit is responsible for providing the largest, most diverse population of qualified applicants, reflective of the demographics of our area, our county, and our state. In order to perform this responsibility, the Recruiting Unit should be divided into three divisions: Juvenile/South, Central, North.

The members assigned to the Unit who will be specifically responsible for the implementation of this strategic plan are:

- **Sergeant Thomas J. Ready Jr. #54** : Director of Recruitment / Responsible for Data Entry Form for Law Employment Diversity: Employee Data
- **Patrolman Grace Rutter #61**: South Manager/Juvenile outreach
- **Patrolman Paul Psensky #62**: Central / North Manager

Working hand-in-hand with the members of the Recruitment Unit will be the Detective Bureau of the Sea Isle City Police Department. Members of the Recruitment Unit are eligible to assist with background investigations, at the direction of Detective Sergeant N. Giordano.

The members of the Recruitment Unit will establish mentorship programs for applicants from underrepresented groups that provide support for resume review and physical training requirement preparation, as well as mentorship for current officers seeking promotion. In Civil Service jurisdictions particularly, working with the CSC's mentoring program for applicants pursuant to P.L.2021, c.235.

The Recruitment Plan is prepared realizing the current economic conditions in New Jersey where there are officers that have been laid off due to budgetary constraints. Those officers may be the first recalled for employment pursuant to New Jersey State Statutes and Administrative Code. Furthermore, laid off officers from other jurisdictions listed on a "Rice List" may be considered for employment pursuant to New Jersey State Statutes and Administrative Code and the normal competitive testing selection and recruitment process is bypassed.

The "Co-Mingled" sponsorship program for full-time employment can be utilized at the discretion of the Chief of Police.

Sea Isle City is an Equal Opportunity Employer in all facets of the personnel process.

The Chief of Police or designee is responsible for the administration of the Recruitment Plan.

MISSION

The Recruiting and Career Development Unit of the Sea Isle City Police Department is an established program, committed to identifying, communicating with, recruiting, and retaining qualified applicants, representative of the diversity of the population of the community the agency is charged with protecting. This agency has always, and will continue, to make a good faith effort to meet specific goals for recruiting a diverse workforce in terms of people of color and gender diversity. Sea Isle Police will strive to partner with employees who will provide a safe environment for all citizens and visitors to the city.

STRATEGIC FOCUS AREAS

- **Utilize passionate and experienced members of this agency for recruitment.**
 - Assure that recruiters are consistently invited back to recruiting events previously attended.
 - Commit and remain in contact with qualified applicants.
 - Recruiters should meet with applicants and their peers to discuss career development.
 - Periodically invite senior-staff members of the agency to partake in recruitment events, to share their life/career experiences.
 - Reinforce our diversification goals with each individual member of the unit.
 - Forge partnerships in the community to assist in identifying candidates and make referrals directly to the Recruitment Unit.
 - Host Career “Open House,” events at the Sea Isle City Police Department for eligible, interested candidates.

- **Highlight the advantages of the agency you are employed.**
 - Tight-knit community/department.
 - Opportunity for career advancement.
 - Educational reimbursement opportunities.
 - Opportunity for new career experiences daily.
 - Competitive salaries and job security.
 - Physical fitness availability at the Police Department.
 - Paid academy time.
 - Sea Isle City Police Department is highly respected throughout the state.
 - Outreach programs to various colleges and universities, civic organizations, religious groups, health and fitness centers, police and military organizations, and other groups focusing on diversity for career fairs.
 - Attend college and university virtual sponsored career fairs.

- Conduct visits by female officers with athletic directors, coaches, and female student athletes on intercollegiate sports teams throughout the region.
- **Remain in contact with former officers and alumni who can assist with soliciting eligible entry-level candidates.**
- **Establish diverse internal focus groups to assist with recruiting strategies.**
- **Utilize social media to attract candidates, conduct Question and Answer Sessions, provide updates to the selection process(es), and provide information regarding health and fitness.**
- **Hold virtual community events (if needed) in times of crisis to maintain a presence.**
 - Commence recruitment at specific locations, identified by statistical data compiled by members of the Recruitment Unit, with input from community leaders and partners.
- **Hold a female in law enforcement in-person and virtual event(s) for potential applicants.**
 - Request the assistance of:
 - New Jersey Women in Law Enforcement (WLE)
 - National Center for Women and Policing (NCWP)
 - National Association of Women Law Enforcement Executives (NAWLEE)
 - Mid-Atlantic Association of Women in Law Enforcement (MAAWLE)
- **Collaborate with the Detective Bureau and Training Unit to identify key information to provide to applicants.**

RECRUITING GOALS AND OBJECTIVES

Goal #1: Identify individuals with characteristics consistent with the ideal Sea Isle City Police candidate.

- **Objective #1:**
 - Identify the measurable facts of qualified applicants.
 - Persistent, continual academic achievement.
 - Accomplished background of athletics, fitness, and team sports.
 - Continual involvement in volunteer, leadership, and community programs.
 - Employment consistent with public and community service.
 - Military service and/or training.
 - Practical and/or professional expertise from prior careers and training.

- **Objective #2:**
 - Consistently update recruitment materials
 - Create electronic recruitment flyers to post on the Sea Isle City and Sea Isle City Police website. These could also be posted/sent to community websites, colleges, universities, etc.
 - Ensure recruitment materials reflect visible diversity, are reviewed by a diverse team prior to release, and are delivered by a diverse recruiting team.
 - Review all information on materials to ensure the information is current and accurate. Update materials as needed.
 - Determine the amount of recruitment materials needed. Planning for the materials needed in order to satisfy the requirements for funding and purchase orders.
 - Evaluation criteria: obtain employee and recruit feedback on revised recruitment materials.

- **Objective #3:**

- Personalize the recruitment process
 - Utilize the recruitment database to collect and update candidate information.
 - Create a “pool” of applicants. Keep information “on file” for open-application processes.
 - Send monthly emails to candidates providing them with general information about the recruitment and selection process.
 - Periodically check-in with these candidates on a personal level.
 - Establish mentorship programs for applicants from underrepresented groups that provide support for resume review and physical training requirement preparation, as well as mentorship for current officers seeking promotion.
 - Schedule open houses for candidates and their families to attend our recruitment presentations. Invite them to share their story(ies).
 - If needed, schedule virtual career development sessions for candidates to discuss interests and goals.
 - FOLLOW UP: Obtain feedback from candidates about how well the emails, personal contacts, and other forums have met their needs.

Goal #2: Identify underrepresented groups, the means for addressing the under-representation, and the intended time frame for doing so.

- Identified underrepresentation may be addressed by some or all of the below-listed actions, as well as others. The means of addressing underrepresentation shall not include quotas or any other legally impermissible provisions.
 - Use recruitment methods that target underrepresented demographic groups, especially local recruitment efforts.

Goal #3: Recruit a pool of diverse candidates reflective of the demographics of the State of New Jersey.

- Conduct research to identify underrepresented groups within the currently-employed officers.
- Strategically target efforts towards underrepresented groups via community partnerships, social media, education systems, etc. through continual recruiting efforts.
- Analyze the efforts made and determine whether efforts are meeting the needs or failing to meet the needs of the agency and underrepresented groups.

- **Objective #1**

- Identify specific approaches and organizations with whom to collaborate in order to target candidates from communities.
 - Compile a list of diverse community groups, including faith-based organizations.
 - Meet with leaders from various communities to identify recruitment ideas.
 - Utilize social media.

- **Objective #2**

- Identify specific approaches and organizations with whom to collaborate in order to attract female candidates.
 - Assure that the female candidates within the agency are represented as members of the Recruitment Unit.
 - Create awareness of career opportunities for women; in person and through social media.
- FOLLOW UP: Track the number of women who apply for the Sea Isle City Police Department and are subsequently hired.

Goal #4: Maximize the potential for retention of applicants from diverse backgrounds. "How can we keep officers interested in the Sea Isle City Police Department?"

- **Objective #1: Identify the best practices to keep candidates engaged.**

- Provide ongoing mentoring to recruits/candidates/applicants and Police Explorers.
- Provide information on nutrition and the benefits of physical fitness on the department's website.
- Maintain correspondence with applicants and recruits of the agency.
- HOLD EXIT INTERVIEWS AND FIND OUT WHY OFFICERS ARE LEAVING. COMPILE AND RETAIN THE DATA.

Goal #5: Develop and implement best practices for the successful marketing of applicants for future employment with the Sea Isle Police Department.

- **Objective #1:**

- Identify high-visibility marketing and social media platforms.
 - The Recruiting Unit will collaborate with academic, athletic, cultural, and civic representatives along with community leaders to market the Department's recruitment campaign.
 - Be part of the community!
 - Raise awareness of the Cape May County Explorers Program and other venues for youths and young adults to remain involved with the Sea Isle City Police Department. Establish Pipeline programs that foster and enhance an interest in law enforcement among diverse youth populations as early as middle school.
 - Be creative: Recruitment video?.....

Goal #6: Adhere to the Annual Reporting requirements set forth by Attorney Generals
Guidelines: Promoting Diversity in Law Enforcement and Hiring.

By January 31st of each year, each State law enforcement agency shall report to the Attorney General, and each municipal and county law enforcement agency shall report to the County Prosecutor with jurisdiction over the agency (who will in turn gather and transmit the information to the Attorney General), the following information for the preceding calendar year. The information should not include the names of each individual. The annual reports should also include the agency's summary of the data based on the below prompts that are also included in Appendix A:

1. Whether the agency is governed by civil service rules;
2. A description of the agency's application process, to include when in the hiring process a formal application is submitted, and when appointment occurs if hired;
3. A description of the date used to determine any underrepresentation;
4. A detailed assessment as to whether representation has improved for any previously identified underrepresented groups;
5. Any new or modified Program goals to be implemented in the upcoming year.
6. The Director of Recruitment shall update the description of its Program on the agency's official Internet website accordingly, at least after each annual reporting.

SUMMARY

Sea Isle City Police Department's Recruiting Unit will implement a professional, proactive, community-based approach in pursuit of qualified candidates. Our objectives will target high visibility institutions of higher learning, community groups, veteran events, and athletic and fitness events. Utilizing various communication mediums, Sea Isle City Police will obtain, train, and retain the future generation of Law Enforcement Officers at this agency.