

Together, We Can **Make a Difference**



# Recruiting Plan



May 2023





# What Drives Our Recruiting Efforts

Aurora Police Department's vision and core values direct our recruiting efforts. We believe in and embody diversity, equity, inclusion, respect, innovation, and quality.

## Vision

The Aurora Police Department is committed to keeping our community safe and sustaining a relationship of trust within our community through equitable, transparent, and effective policing. We recruit candidates that embody our vision and values.

The Recruiting Unit's vision reflects Aurora Police Department's vision for recruiting, which is founded in the organization's broader vision.

## Core Values

We value the individual commitment to duty, honor, integrity, community partnerships, and accountability.

# Recruitment Goals

**1**

Our vision of excellence

**2**

Build program structure, staffing, and funding

**3**

Enhance and maintain a well-qualified candidate selection pool and increase under-represented population candidates

**4**

Improve applicant retention

**5**

Create pathways for youth to explore and obtain a career in law enforcement

**6**

Community-based engagement that creates relationships and recruiting opportunities

**7**

Establish a whole-person approach philosophy to hiring all applicants

**8**

Formalize APD's pre-hire employment program



## Goal 1:

# Our Vision of Excellence

**We approach our recruiting efforts with the same energy, commitment, care, and compassion as one would treat a family member. Embracing this philosophy, we will achieve robust academy attendance numbers to include people who are in underrepresented populations.**

## STRATEGY 1: Recruiting individuals who embrace our vision and values.

APD will recruit individuals who represent the rich diversity of our community. We demand excellence in the desired qualities of service, courage, and integrity when seeking candidates. We are also committed to obtaining feedback from our recruits, employees, and community members.

Any feedback collected will be managed and analyzed by the chief recruiting and hiring officer (CRO). The data will be reviewed monthly with recommendations and proposed changes to the recruitment process. The data analysis will drive our long-term goals and strategic plans.

### APD WILL COLLECT THE FEEDBACK DATA BY:

- Providing specific survey questionnaires and personal outreach to recruits to inquire about the ease and effectiveness of APD's advertising. This will include questions about APD's social media sites and use, website visuals and navigation, word-of-mouth referrals, and available external information.
- Establishing communication feedback loops within APD between all current employees and department recruiters to glean information for better recruiting practices. There will be an intentional focus on employees who represent underrepresented populations.
- Conducting personal interviews with those recently hired to determine APD's effectiveness in attracting applicants, maintaining their interest through the hiring process, and resulting in the final decision to apply for APD.
- Creating more effective ways to communicate (in person through effective conversations).
- Attending community events to solicit ideas for effective recruiting.
- Partnering recruiters with community members to provide two-way communication with underrepresented populations to provide education, awareness, communication, and application mechanisms for hiring with APD.
- Creating web forms via APD's social media advertising platforms to solicit interest from prospective applicants about job openings. Web form submissions will allow for precise tracking of activity and applicant screening.





## **STRATEGY 2: Strategic planning that promotes long-term stability.**

APD will include recruiting and hiring efforts in the department's organizational strategic planning. The Recruiting Unit will ensure that the relevant recruiting data collected is analyzed for optimum use in strategic plans.

## **STRATEGY 3: Create a marketing campaign that reflects our vision.**

In 2022, APD partnered with a public safety recruiting and marketing company to develop and promote our recruiting and marketing campaign. The marketing campaign includes geo-targeting, website design, photography and video production. APD will routinely refresh video and photographic content to promote updates in our recruiting initiatives. APD's next content refresh will occur during the Summer of 2023.

APD will utilize marketing materials designed to generate interest and attract candidates. These materials will include brochures, pamphlets, billboard advertisements, and unique promotional items to promote APD.

## **STRATEGY 4: Maintain a website that reflects our vision.**

Through APD's collaboration with a public safety recruiting and marketing company, we have created a website reflecting our vision, values, and an emphasis on hiring those who represent diverse populations within our community. The importance placed on inclusivity will result in hiring the best for the city of Aurora. The contract with the public safety recruiting and marketing company remains in effect through October 2023. The website will be updated to display and promote APD's continuing long-term goals. The website is accessible via [JoinAuroraPD.com](http://JoinAuroraPD.com).

## **STRATEGY 4: Incorporate our recruiting vision and values in all facets of the Aurora Police Department.**

APD will ensure our vision and values are presented in the recruiting process for potential applicants and the academy process for new hires. The vision and values will also be incorporated through APD's continuous in-house training and distributed material for members. The goal is to have members continue the recruiting mission by paying it forward internally by holding each other accountable for living up to our standards and externally by representing APD in a professional manner within the community. APD strives to reflect the organization's vision and values in employee evaluations to reinforce the operational guidance expected of its members.

APD will continually review publicly distributed items and presentation materials to ensure they represent our vision and values.



## Goal 2:

# Build Program Structure, Staffing, and Funding

### STRATEGY 1: Organizational chart for recruiting and hiring.

The recruiting program will be housed where it can be most effective in accomplishing its goals. Currently it is within the department's Professional Standards Section. A CRO position has been established and is filled by an APD sergeant who has the drive and ability to lead the Recruiting Unit to accomplish the unit's mission and goal of increasing qualified, diverse hiring demographics.

The CRO will oversee the recruitment process from marketing, recruiting, hiring, and mentoring candidates throughout the hiring process until their academy assignment. The CRO will lead the recruiters and auxiliary recruiters. The CRO will be responsible and held accountable for the oversight of the Recruiting Unit and Background Unit members.

The CRO will partner with the city of Aurora Public Safety Talent Acquisition Specialists to ensure efficient and responsive applicant recruiting and retention efforts and methods are occurring. Goals and objectives will be established for consistency with APD's road map and quarterly strategies to ensure continuity between the two. The CRO will provide routine progress checks for accountability and adherence to APD's recruitment goals.

The CRO will maintain a working relationship with the Civil Service Commission to foster open communication regarding APD's recruiting and hiring efforts.

The CRO will document and monitor the following recruitment goals and benchmarks for the unit:

#### METRIC #1: DIVERSITY

This metric will measure progress in attracting and retaining a more diverse workforce. We will utilize our current department demographics as a baseline and conduct a review of market availability to measure our efforts in contrast to up-to-date market availability (the estimated percentage of minorities and women in the labor market who are qualified and interested in a career in sworn law enforcement). Our aspiration is to consistently pursue a workforce that reflects the community we serve. Community demographic will be included as part of this analysis along with the comparison to market availability.

#### METRIC #2: ENTRY-LEVEL OFFICERS

The goal of this metric is to accomplish a minimum baseline hiring number of 15 entry-level officers per academy class.

#### METRIC #3: LATERAL OFFICERS

This metric focuses on hiring the highest number of lateral officers hired while being cognizant of the 50% ratio of laterals to entry-level officers hired, per city charter rules.

## **STRATEGY 2: Auxiliary recruiting personnel.**

The CRO will develop and maintain an active roster of auxiliary recruiting personnel. Auxiliary recruiters will consist of sworn and non-sworn personnel. The following qualities and characteristics are necessary to be considered as an auxiliary recruiter:

- Strong Communicator
- Genuine Enthusiasm
- Sincere about contributing
- Strong commitment to quality growth of Department
- Recognize the goal of creating a Department that values the contributions of all people, including underrepresented populations, in serving the community of Aurora
- Willingness to travel
- Willingness to mentor candidates as they navigate the processes

Metrics for recruiter expectations will be developed and reviewed quarterly for effectiveness and success. Two baseline metrics will be present in all expectations: standard numbers for recruiting contacts per month with contact information that was obtained and attending community events with recruiters.

## **STRATEGY 3: Continuous updates of Recruiting Unit Standard Operating Procedures (SOPs) to support the new unit structure.**

The Recruiting Unit SOPs will be reviewed and updated annually to reflect changing recruitment processes and strategies. All personnel roles will be identified, with responsibilities for each position clearly defined. Formal policies addressing short-term and long-term action items will be included in the SOPs.

## **STRATEGY 4: Maintain a defined recruitment process.**

APD has identified each step in the hiring process to assess where inefficiencies are present and where dead spots within key portions of the process exist. APD strives to eliminate or mitigate these problem areas that may result in the applicant opting out of the process by seeking internal solutions or collaborating with the affected partnering entity.

Some identified inefficient practices involve the constant closing and reopening of application periods and the early applicant ranking process. APD will ensure a process exists where application periods do not appear to open and close but rather remain indefinitely open. This will remove the concern for applicants missing deadlines and will allow for open-ended application opportunities.

APD will continue to pursue strategic changes in the current entry-level applicant process to occur later in the hiring process. This will ensure quality and committed applicants remain in the process for priority consideration.

Dead spots in the hiring process will be eliminated to remove prolonged periods where there is no contact from hiring authorities or inactivity in the process. When applicants submit their application, immediate contact and follow-up will occur by a recruiter to ensure the applicant has completed or is scheduled to complete their initial entrance testing.

Recruiters will conduct continuous outreach with applicants to maintain communication and ensure they are informed on pertinent aspects of the process. The applicant's Personal History Statement (PHS) will also be issued upon submission of their application to streamline applicant responses.





### **STRATEGY 5: Track applicant progress and follow-up contacts.**

Recruiters will ensure the status of all applicants is tracked. Follow-up contact methods will include individual in-person, phone, and electronic methods and bulk group electronic methods.

### **STRATEGY 6: Ongoing Recruiting Unit assessment.**

APD will utilize all software systems to create and track the unit's return on investment in recruitment advertising campaigns and referrals. This will require the use of web-based forms on our social media sites where APD's marketing materials are distributed.

### **STRATEGY 7: Establish and utilize a project management tool.**

The Recruiting Unit will use a project management software tool to assist with managing the Recruiting Unit data. Specific users of the software will be identified to review the data and functionality of the software for accountability.

### **STRATEGY 8: Budget.**

The Recruiting Unit CRO will create an annual budget projection to include the following items:

- Digital marketing
- Promotional items
- Travel costs
- Special events and registration fees
- Marketing materials
- New recruiting vehicles
- Vehicle marketing wraps
- Uniforms



## Goal 3:

# Enhance and Maintain a Well-Qualified Candidate Pool and Increase Under-Represented Population Candidates

### STRATEGY 1: Define entry level recruiting initiatives.

APD will utilize the following platforms to cast a wide recruiting net, which may include but is not limited to:

- Social Media Advertising
  - Facebook
  - Twitter
  - Instagram
  - YouTube (video tutorials)
  - APD public website
  - Nextdoor.com
  - JoinAuroraPD.com
  - InterviewNow.com
  - GoLawEnforcement.com
  - EventBrite.com
- Future Women of APD seminars (targeted recruiting)
- APD Community Police Academy (general recruiting interest)
- APD Explorer Program (general recruiting interest)
- Large community events
- Places of worship
- Non-profit business recruiting efforts
- City Council member hosted recruiting events.
- Participation in Community Relations Section (CRS) events
- College job fair attendance preparation (final attendance is tentative based on recruiting priorities during the time of the event)
- Application-related engagement efforts (e.g., constant engagement with applicants from point of initial interest through on-boarding)
- Strategic in-state and out-of-state billboard advertising
- Recruiting roadshow pre-marketing and recruitment travel
- Professional marketing
- Military recruiting

## STRATEGY 2: Define lateral officer recruiting initiatives.

Recruiters will ensure the status of all applicants is tracked. Follow-up contact methods will include individual in-person, phone, and electronic methods and bulk group electronic methods.

- Social media advertising, such as:
  - Facebook
  - Twitter
  - Instagram
  - YouTube (in progress)
  - APD Public Website
  - Nextdoor.com
  - JoinAuroraPD.com
  - InterviewNow.com
  - GoLawEnforcement.com
  - EventBrite.com
- Large community events
  - Participation in Community Relations Section events
  - Strategize with Community Relations Section
- Lateral police officer applicant recruiting engagement efforts.
  - Constant engagement with applicants from initial interest or application through the background investigation process until hired.
  - Frequent in-person contact
  - Frequent follow-up contact and guidance to navigate the hiring process
  - Fitness guidance and training assistance
  - Follow-up phone calls and email engagement
- In-state and out-of-state billboard advertising location identification
- Recruiting marketing campaigns

## STRATEGY 3: Identify opportunities to attract underrepresented populations.

APD will partner with the Community Relations Section (CRS) to identify opportunities to engage with diverse candidates. Expectations will be set for refugee and immigrant-based recruiting. Marketing materials will reflect the priority of hiring a workforce that is reflective of our community and will review how this priority is reflected during updates in marketing and other pertinent material.

APD will focus on the following efforts to recruit diverse populations, which may include but is not limited to:

- Specialized recruitment geared toward women and diverse populations
- Develop and incentivize a second language program
- Utilize employment boards
- Incorporate a 30 x 30 initiative
- Continued support of the Future Women of APD seminars
- Partner with City Council members for community opportunities
- Target area high schools through a future cadet program
- Work closely with public schools to establish pipeline opportunities
- Develop recruiting strategies targeting HBCUs, community colleges, and other educational institutions
- Conduct quarterly and annual assessments of efforts and program impact



## Goal 4:

# Improve Applicant Retention

### STRATEGY 1: Shorten and streamline the application process.

APD will review its hiring process in collaboration with the city's Human Resource Department. The overall goal for the application process is to ensure an efficient and streamlined process to hire the best and most qualified applicants while providing a seamless process for applicants.

This will include reviews and assessments of job postings, active advertising and recruiting efforts, application review and applicant certification, pre-employment and job offers, and the on-boarding of applicants.

### STRATEGY 2: Formalized recruiter and applicant communication improvement.

The Recruiting Unit will maintain a uniform procedure and language used for initial contact when prospective applicants inquire about employment with APD. The CRO will ensure quality control of messaging by reviewing all applicable material prior to distribution as well as when changes in information occur.

### STRATEGY 3: Develop pre-hire educational seminars.

APD will develop and maintain a pre-hire educational seminar program for prospective applicants. These seminars will effectively prepare applicants for the pre-employment process and provide them with the necessary tools and information to successfully navigate the hiring process. The seminars will include a classroom information section as well as a physical fitness presentation.

### STRATEGY 4: Create video tutorials to assist applicants through the stages of the hiring process.

Using APD's videographer, the Recruiting Unit will create the following videos to assist prospective applicants throughout the hiring process. The Hiring Process, Fitness, Personal History Statement (PHS), Oral Interview, and Academy Life videos will provide focused on respective topics.

The Hiring Process video will address the following topics:

- Initial application
- National Testing Network (NTN) Exam (to include pre-test info- not recommend/obligated but for awareness)
- Polygraph
- Job suitability assessment
- Psychological
- Medical
- Drug screening
- Final offer

## **STRATEGY 5: Develop a fitness test preparation program.**

The Recruiting Unit has created the Aurora Fitness Instruction Team (A-FIT). A-FIT will consist of Academy fitness instructors, auxiliary and full-time recruiters, as well as Wellness Unit members who will conduct in-person fitness seminars. A-FIT members will discuss the importance of physical fitness and the demands of physical fitness in the academy and throughout a law enforcement career.

Applicants will be able to practice the job function test (JFT) and physical fitness segments required for employment. Applicants will receive a summary sheet and feedback to improve in deficient areas.

## **STRATEGY 6: Create a mentor relationship between recruiters and applicants.**

APD will emphasize direct involvement between recruiters and applicants by having them reach out during each juncture within the hiring process. Recruiters will engage applicants during the following phases:

- Application
- NTN Test
- PHS
- Background
- Post-conditional offer



## **STRATEGY 7: Continue broad outreach activities for police engagement with local youth and underrepresented populations.**

The Recruiting Unit will constantly look for opportunities to engage with underrepresented community populations to promote diversity in hiring.

## **STRATEGY 8: Exemplify why applicants should choose the Aurora Police Department.**

Applicants will be presented with the numerous benefits of choosing APD over other agencies. This includes the ability to work in a plethora of specialized assignments and opportunities for upward mobility. APD has competitive, top-tier salaries and benefits as compared to other agencies in the state. Newly hired members of the agency not only receive this exceptional pay and benefits on day one of the academy, but they receive some of the finest training in the region. Success for new members ultimately comes in the form of support from department leadership, enhanced wellness initiatives, and a targeted approach to ensuring specific needs are met.

During the entirety of the application process, officers in the Recruiting Unit are available and dedicated to helping applicants navigate the process. *APD will proactively support applicant's success beginning with the recruitment and hiring process through the length of their career.*





## Goal 5:

# Create Pathways for Youth to Explore a Career in Law Enforcement

### STRATEGY 1: Engage community youth members through multiple channels.

The Recruiting Unit actively supports various department initiatives aimed at engaging youth in our community. The goal is to maintain a relationship with youth who show an interest in law enforcement until prospective APD hiring positions are applicable.

The Recruiting Unit partners with School Resource Officers (SROs), Explorer programs, Global Teen Academy, any CRS activities and potential recruiting opportunities based on age group or another demographic potential, Cadet Pilot Program, FIVE-O trailer, and local school district collaborative initiatives. The school district initiatives will focus on establishing a pipeline for recruiting.

The partnership with SROs will involve a heightened level of communication in order to equip them with up-to-date information pertaining to youth programs and recruiting initiatives.

Collaborative efforts with local school districts will include proactive participation and attendance at relevant school functions to include career fairs. Continuous engagement with school administrators will serve to identify opportunities for additional APD initiatives and involvement with students.



## **Goal 6:**

# **Community-Based Engagement that Creates Relationships and Recruiting Opportunities**

### **STRATEGY 1: Look beyond the obvious for recruiting opportunities.**

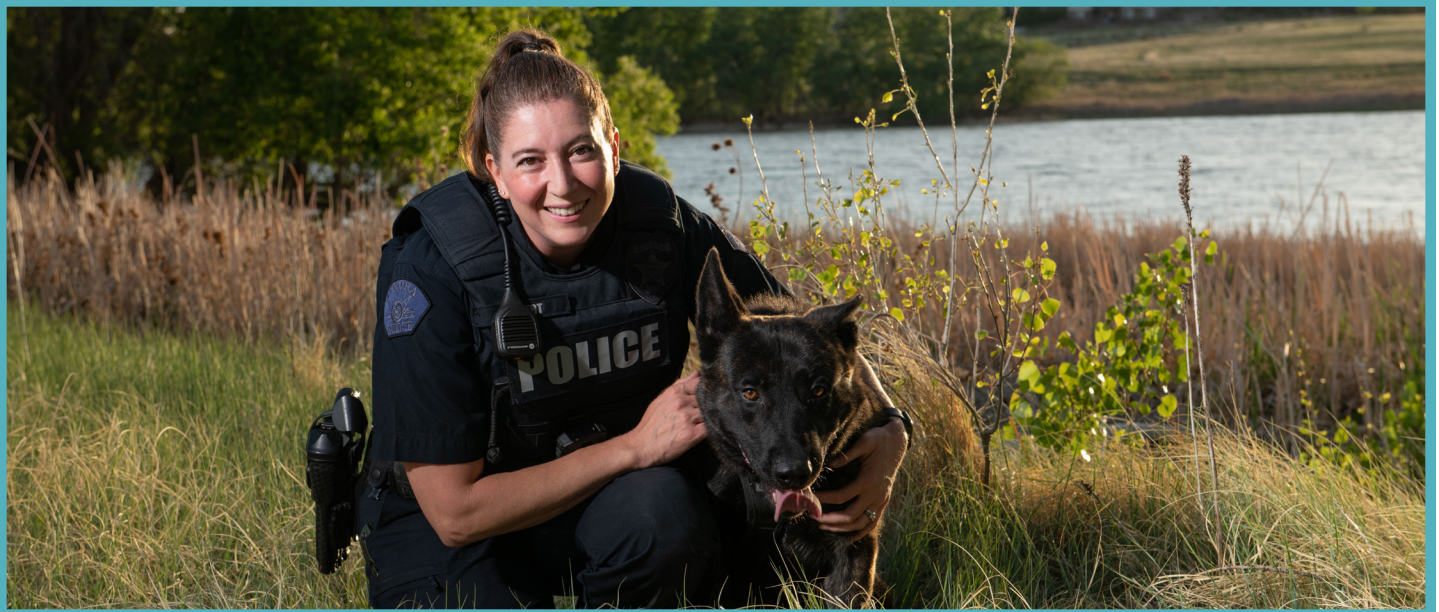
The Recruiting Unit will continually identify opportunities to tap into community feedback for effective recruiting opportunities. We will participate in community ward meetings, veteran's outreach and military transition center efforts, faith-based community outreach, and non-profit engagement opportunities. Officers who attend will be equipped with approved recruiting talking points.

### **STRATEGY 2: Establish a national network of recruiters.**

The Recruiting Unit will leverage Colorado-based information sharing among recruiters. We will partner with other recruiting organizations nationally and regionally for information sharing in best practices and trend analysis.

The Recruiting Unit will establish a mutual relocation officer referral and hiring program and process with recruiting units within the state or across the nation to facilitate a move or relocation for applicants.





## **Goal 7:**

# **Establish a Whole-Person Approach Philosophy to Hiring All Applicants**

**STRATEGY 1: Eliminate irrelevant automatic disqualifiers in the application process.**

In December 2022, APD partnered with the Aurora Civil Service Commission (CSC) in an agreement that resulted in the following modifications:

- Only POST-related disqualifiers will remain.
- CSC and APD specific automatic disqualifiers will be modified or eliminated.

**STRATEGY 2: Encourage and maintain routine review and assessments of minimum qualifications and outcomes.**

**STRATEGY 3: Establish a system of checks and balances that prevents disparate impacts.**



## Goal 8:

# Formalize APD's Pre-Hire Employment Program

### STRATEGY 1: Formalize the Pre-Hire Program.

APD will develop a curriculum based on the length of the pre-hire period. The program will expose employees to department functions with an emphasis on learning and engagement. Defined learning objectives will be developed in conjunction with the Academy for maximum benefit for the employee's success in the Academy. The activity and objectives achieved during the program will be tracked.

### STRATEGY 2: Implement the pre-hire program.

The implementation of the pre-hire program will include collaboration, input, and review by the affected department units. Upon successful consensus, the program will be implemented.

### STRATEGY 3: Assess the success of program.

The pre-hire program will be assessed through feedback from the participants upon their completion of the field training and evaluation program. Participants will provide feedback about the program's learning objectives relevant to preparation and success in the academy and field training and evaluation program.

# APD Recruiting and Hiring Unit Organizational Chart

