

# **Ferguson Police Department Recruitment Plan**

## **Introduction**

Like law enforcement agencies around the nation and particularly across the St. Louis region, the Ferguson Police Department, (FPD), is facing critical challenges when it comes to hiring and retaining employees for the position of police officer. It is with these challenges in mind, and with a goal of diversifying the City's police department along, among others, racial, ethnic, and gender lines while maintaining the level of quality that the citizenry deserves, that the City has developed a recruitment and retention strategy in these critically demanding times for the FPD.

## **Action Items**

To this end the City of Ferguson will implement the following strategies for recruitment to the FPD:

- 1) Participate with the FPD on the implementation of a salary study designed to ensure that the City offers salaries that will place FPD among the most competitive similarly sized agencies in St. Louis County.
- 2) Develop relationships with criminal justice programs in local universities, such as UMSL, St. Louis University, St. Louis Community College, military bases, Harris Stowe State University, etc. designed to brand the FPD as an appealing place of employment for students and veterans interested in becoming police officers.
- 3) Develop relationships with local high schools designed to educate students on law enforcement careers and activities, such as, Police Explorers, the Ferguson Youth Advisory Board and possibly a Police Athletic League (PAL). Participate in high school career fairs and other programs suggested by school administrators designed to exhibit the various career paths available in law enforcement.
- 4) Work with the NPSC on developing community events and holding ward meetings designed for outreach to the larger community for police officer recruitment purposes, such as the Citizen's Police Academy. Invite elected officials and members of City government to participate in the

meetings by discussing the City's need for good police officers according to the criteria listed below in #7.

- 5) Development of a brochure regarding the FPD and law enforcement careers in Ferguson, to be placed in City Hall, other appropriate public outlets, and distributed strategically to the City's stakeholders and FPD relationship partners (such as community colleges, universities, veteran's events, displayed at career fairs, etc.). The City welcomes applications from applicants with diverse backgrounds.
- 6) Develop a web-page connected to the City's website to contain information on the following:
  - a. Opportunities for employment with FPD, including compensation offered.
  - b. The police academy assistance program.
  - c. The process for becoming a police officer in the City of Ferguson.
  - d. Testing requirements, application deadlines and other application requirements.
  - e. The application with a summary of the criteria for the position (specifically stating that an associate's degree or higher or military service with separation under honorable conditions or any service-connected disability where, with or without reasonable accommodations, the individual can perform the essential functions of the job, will be positive factors in the hiring process).
  - f. A feature allowing applicants to fill out and submit applications online.
  - g. In addition to being available on the website, such information will be made available upon request to the City or FPD officials.
- 7) In any materials developed for recruitment (including web pages), indicate the traits and characteristics FPD is looking for in potential officers, such as:
  - a. Respect and knowledge of the law
  - b. A keen sense of integrity and ethics
  - c. Communication skills
  - d. Problem solving skills
  - e. Even-temperament
  - f. Service mentality
  - g. Courage
  - h. Initiative
  - i. Consistent demonstration of common sense

- j. Humility
  - k. Civility
  - l. Diversity in cultural background, race, ethnicity, gender, sexual orientation, life experience, and language
- 8) Work with local traditional media outlets (newspapers, radio stations, television networks) and social media to develop marketing strategies to inform the community of FPD employment opportunities.
- 9) Provide opportunity for officers, civilians, and members of City government to assist the City's efforts to attract a broad spectrum of highly-qualified applicants.
- 10) The City will regularly, at least annually, conduct data-driven and qualitative assessments of its recruitment efforts to ensure the FPD's recruitment practices are achieving the objective of recruiting and retaining a diverse workforce of highly-qualified officers. These assessments shall include the following:
- a. Review of application and hiring information
  - b. Analysis of participation in FPD's Academy Assistance programs, particularly among communities of color
  - c. Review of the background investigation system, including applications reject on account of the background investigation.
- 11) As part of the assessment process described in Action Item #10, the City and FPD will:
- a. Identify deficiencies and opportunities for improvement.
  - b. Implement appropriate corrective action and improvement measures.
  - c. Document measures taken