

- the citizens who offer advice do not know the other candidates, so the recommendation is offered with no context for how well that person would fare relative to others
- the citizens may or may not know what kinds of skills are required to be a solid officer in that jurisdiction
- it is likely that not all applicants know that spontaneously-volunteered letters of recommendation are beneficial to applicants (if, in fact, they are) presenting an issue of fairness in using them in selection

These current community inclusion activities, while common among law enforcement agencies, do not accurately reflect the Sheriff's expressed commitment to community partnerships. This document will describe additional ways to include the community in meaningful aspects of the officer selection process.

Ten Ways that HCSO Could Include the Community More in the Officer Recruitment and Selection Processes

So far, this document has described what the current HCSO recruitment and selection processes are, and how other departments have used the community to assist in their own selection processes. After extensive consideration of the existing examples, and liberal consultation with HCSO recruiting and command staff, the following ten ideas are set forth for consideration. They are listed in no particular order. Some of these are more appealing than others, and for different reasons. One may involve major organizational change, for example, but yield the greatest long-term benefit to the agency. Another may be less dynamic, but less expensive or less difficult to implement. Ultimately, these are possibilities that were devised with HCSO's unique culture and business needs in mind.

1. Citizens serve on one-time or recurring focus groups to determine what kinds of qualities are important in officers.

Pros: This concept is well-documented in many contexts, and involves a very small time commitment from both citizens and HCSO, relative to the other possibilities that follow. It provides for citizen involvement in a facilitated setting, with specific questions and a report to the Sheriff and/or the recruitment staff following each session. It can be repeated as frequently as desired, and it provides extremely current, community-specific data to the Sheriff and/or recruitment staff.

Cons: This is a relatively low-impact step to add to the existing process. While citizens can offer ideas, and the Sheriff makes selections, the connection between the two is somewhat undetermined. The greatest weakness of this kind of input is that even if the Sheriff were to agree 100% with what the citizens identified as the qualifications they were seeking, the testing instruments to measure those qualities are not always fully established in the field.

To implement: HCSO would need to establish citizen selection criteria, a meeting schedule, a facilitator, a meeting space, and an established set of questions to be discussed. There would also need to be time allotted for a report to be completed each time, and a way to transmit that report to relevant parties prior to recruitment and/or selection.

2. Citizens hand-deliver the Sheriff's offers of employment to the selectees, either alone or in conjunction with CSOs/command staff.

Pros: This is great for community relations and press exposure and adds a unique, personal touch to a very significant and long-awaited event. It establishes an awareness on the part of the new officer, at a very early stage, that he or she has been offered the job by the department

and the community. It also provides a sense of empowerment to the citizen participants, who are symbolically empowered to act on behalf of the county's chief law enforcement officer. It is low cost, with no need to change other, existing processes.

Cons: This could be an unwanted gesture from the applicant's perspective, especially if he or she intends to turn down the offer, or if the candidate eventually fails the polygraph or psychological test, which are administered following the offer. It requires time commitment from HCSO and citizen, as well as some coordination, and does not involve the citizens directly in deciding whom to select, even though it does involve the citizen in the process in an important way.

To implement: The Sheriff would need to decide how citizens could be selected for this duty. Someone in HCSO would be responsible for appointing specific citizens to deliver offers to specific candidates, bringing the letter to the citizen, and offering a script and guidelines for that citizen. Someone (citizen or HCSO contact) would need to coordinate the delivery time and place, and ensure delivery in a timely fashion.

3. **Have citizens and applicants interview each other, informally, outside of a formal setting.**

Pros: Citizens could speak with applicants about expectations for effective law enforcement in the county, in a very personal way. The same citizens could learn about what kind of applicants HCSO attracts. Applicants could meet several citizens, and citizens could meet multiple applicants. Could be formal, like a series of timed interactions, or informal, like a reception. Something like this has been tested, but at the post-hire stage, in at least one HCSO District, as a result of this study. The Chamber of Commerce meets with recruits during the FTO period, and the District Commander reports very positive feedback from recruits, their FTOs and the Chamber members.

Cons: If used during the already long application process, this would be yet another step. It would likely involve a substantial amount of an applicant's weekend or evening time, which would be devoted to meeting and greeting a series of strangers. It could adversely impact more introverted applicants. It is unclear which citizens would volunteer to participate, and how much training (if any) and supervision would need to be provided to ensure appropriate interaction. If this is considered part of selection, interactions would need to adhere to standard interviewing protocols for legal reasons, which minimizes any "informal" status to this step. If this is not considered part of selection, it will not be perceived as important by most HCSO staff and applicants, and thus be poorly attended, even though the humanizing benefits described above would, theoretically, still be gained by both parties. Logistics for coordinating dozens of applicants and many more citizens would be challenging.

To implement: HCSO would need to establish whether this would be formal/required or informal/voluntary. It would need to find a series of times that all applicants would be able to choose from to attend. It would need to find a pool of citizens from which to draw participants, and schedule them for all sessions. Citizens would need to be trained if this would be part of selection. A place (or several places) would need to be reserved, and refreshments purchased and provided. Some kind of citizen and applicant reflection assignment could be used, or not ("What did you learn about the citizens of Hillsborough?" "What did you learn about the applicants you met tonight?"); it could become part of the applicant's package if it were a part of selection.

4. **Have applicants attend a session of the Citizen Police Academy program, to meet with citizens.**

Pros: Like the previous suggestion, this allows applicants and citizens to interact. As part of the CPA experience, citizens would learn yet another aspect of the department; as part of the

application process, the applicants have a sole opportunity to interact with potential “customers.” The CPA dates are fixed some time in advance, so it is easier for HCSO and applicants to plan ahead to attend. Applicants and students could simply introduce themselves to each other, avoiding any EEO complications but still allowing there to be some exchange of information, followed by separate debriefings. Applicants could subsequently meet with a recruiter or other officer to learn about how community expectations fit into the day-to-day work; students could meet with the instructor to talk about the challenges of recruiting, and how the process is very long and very stringent, etc. Other than a check-off in the process, this would require no preparation on the part of the applicants or the students.

Cons: This would require adding another CPA session to the existing curriculum, or modifying an existing session to accommodate the meeting. The potential benefits would rest with the applicants and citizens, but no additional information would be provided to the Sheriff for decision making. This is an additional time commitment from applicants who already participate in a very lengthy and involved process. The quantity of applicants and students, in one place at the same time, is challenging logistically, in addition to the prospect of holding up someone’s application for many months just because he or she was unable to attend a specific CPA session.

To implement: HCSO would need to append its existing recruitment literature and regulations to reflect an additional requirement, and the recruitment officers would need to coordinate attendance and documentation of it. Facilitators for both the citizens and applicants would need to be arranged.

5. Citizens volunteer to help recruit at police academies, whenever recruitment officers do so.

Pros: This is a very early stage at which citizens can participate in who gets to be an HCSO deputy, but it falls outside of the actual selection process. The benefits are to HCSO, applicants and the citizens: HCSO can supplement scarce recruiting staff with volunteers in an innovative way; applicants see the department as a true partnership between officers and citizens; citizens can advocate informally for the kinds of applicants they want serving their communities, and can talk with applicants about things like housing, cost of living, and schools, so that recruitment officers can focus on personnel-related questions like salary, benefits, and work schedules. Involves no additional time commitment for applicants, and may save time for HCSO staff. Citizens would be expected to speak strictly from the vantage point of citizens, so no additional training would be required. The Sacramento County (California) Sheriff’s Office uses citizens in a fashion similar to this.

Cons: This may involve additional expense for travel, and full day time commitments (or more) from citizens. Recruitment officers may feel threatened, at least at first. Does not involve any actual participation in selection — all applicants recruited by citizens could be summarily eliminated without any additional citizen input. Without clear guidance, both citizens and officers could become frustrated with expectations and duties.

To implement: Explore issues of liability on travel, and explore citizen interest in participating. Establish criteria for participating, if any. Explore costs for sponsoring citizens during recruitment days. Develop feedback methods to determine return on investment (Does this save officers time? Do citizens enjoy it? How many of your new hires remember meeting with a citizen at the academy? Did it make a difference?)

6. Applicant is assigned to call a Citizen Police Academy graduate at home or work, to complete a brief interview, in order to continue in the selection process.

Pros: Small time commitment from both applicants and citizens. Additional HCSO time commitment is negligible. Very personal, one-on-one interaction between the parties. Similar benefits to #3 and #4 above, without logistical challenges and public speaking requirements.

Cons: Benefits applicants, but does not inform the Sheriff in his selection decisions. Citizens do not have input into selection — a one-person interview panel is too tiny to provide reasonably fair feedback to the Sheriff on the qualifications of the applicant.

To implement: HCSO would need to append its existing recruitment literature and regulations to reflect an additional requirement, and the recruitment officers would need to coordinate completion of the interview. Citizens would need to be identified, one per applicant, and the applicant and citizen would need to somehow be introduced in order to set up a phone interview.

7. Citizens (who have been served by a recruit) provide feedback to FTOs, post-hire, during the FTO period.

Pros: Substantive feedback to HCSO, during a time when feedback is already being sought and considered from other sources. The Sheriff still makes selections based on the existing information, but the citizens impact the agency's retention decisions. Additional administrative burdens are avoided for the recruitment staff. Feedback is provided by real customers of the recruit, based on experiences in a purely professional context. Citizens feel valued for their opinions and feel there is true accountability for recruit performance and conduct. Recruits learn that they are accountable to superiors and citizens. Supervisor/FTO makes a more informed decision.

Cons: Shifts additional administrative burdens to the FTO and/or supervisor. Some additional paperwork. Relatively unorthodox compared to other departments' known practices, but very consistent with agency culture.

To implement: Some administrative forms for collecting citizen feedback, and some training for FTOs or supervisors on how to select citizens for interviewing, and how to incorporate their feedback into the retention decision. HCSO has already used this method of citizen input, as a result of this study, with very positive results. The initial feedback form developed is included here as Appendix C.

8. Add an Oral Board step to the selection process, and encourage citizen participation on the Board.

Pros: The oral board is the most common, documented, place for agencies to include citizens in the selection process (see summary of research in an earlier section). HCSO does not currently use an oral board, though it has in the past. The oral board would provide an appropriate forum for citizens to participate in selecting candidates who met all eligibility criteria. There is some, limited precedent for successfully including citizens at this stage.

Cons: HCSO eliminated this step because it was not consistent with agency culture and/or business needs. Also, among organizational psychologists, interviews are consistently viewed as very unreliable predictors of success on the job, regardless of who conducts them. Serious consideration must be accorded to any decision to re-implement, to ensure that it is cost-effective, worth the additional delay in hiring, and valuable in informing the Sheriff's selection decision in some way. This would involve a large time commitment from HCSO and applicants, and also involve cost and time to develop valid interview instruments, training for citizens and officers, and appropriate

4. An extended discussion of the relative benefits of the less expensive, passive recruiting approach, versus the more expensive and proactive approach, and their relative dollar costs, is a whole different study.

locations and times for these events. Time commitments for HCSO, applicants, and citizens could be significant.

To implement: Revise selection protocols to include an interview step. Train officers and command staff on appropriate interview questions. Devise and approve questions. Develop feedback forms and rating/ranking criteria. Decide candidate minimum cutoff score, if any.

9. Citizens nominate applicants, pre-academy, for consideration.

Pros: Under current procedures, HCSO only accepts applications from those who are already certified law enforcement officers, which limits the pool of potential applicants substantially. Although many Florida departments share in this practice, it does little to ensure the selection of the best possible candidates — it simply allows for selection from among existing officers from the academy or other agencies. An investment banker or a dishwasher who wanted to apply would not be eligible, no matter how well-suited to the job, and no matter how devoted to the community. A pre-academy nomination for the job would address this; HCSO would accept someone for employment, sponsor them through an academy — including living expenses — and have a hand-picked employee upon graduation. It allows for citizens to play an important role in nominating potential officers, applicants to pay for the academy and living expenses, and the department to assert more control over whom it chooses to hire. Less wealthy applicants would find this option more attractive, because they invest less time and money up front to achieve the same objective.

Cons: Widespread use of this practice, in addition to the existing practice of strictly post-academy hire, would add an administrative burden to the recruiting staff, which would have to track more candidates, and then through two separate but parallel processes. Although a relative bargain for the value added (the estimates run about \$7,000 per candidate chosen), cumulatively the costs would comprise quite a large amount. For twenty new hires the cost would be \$140,000 more than for the same number hired post-academy. This cost would have to be weighed against the anticipated benefits.⁴ There could be perceptions of nepotism or unfair treatment, depending on how the new process was handled and who was accepted or passed over. The Sheriff may feel undue pressure to choose a nominee over a self-sponsored academy graduate, all other qualifications being equal.

To implement: This is an option that the department has already implemented, in connection with another grant program. An expansion of that program would be required.

10. Retool the existing process to be score-oriented, using rating, ranking, or both, to assist in “selecting in” candidates.

Pros: This option is about repositioning the Sheriff to make a more informed decision. In order to involve the community, it would have to be effected in conjunction with another of the other nine suggestions above. The reasoning is as follows: at all stages of the selection process, all candidates (on paper) maintain one of two statuses: eligible or ineligible. With the assumption that citizen input

should not directly accept a candidate for employment, nor disqualify a candidate outright, such input must place a candidate high or low relative to other candidates, in order to be meaningful. Under current practices, it cannot, because there are no mechanisms to quantitatively or qualitatively indicate that an applicant is of either high or low caliber, in shorthand form. While the recruitment staff can make verbal recommendations upon request, they are only based on how well candidates performed on the eligibility screens, and much less on how well candidates interact with the community, complete technical writing tasks, or exercise professional judgement. While a completely numbers-based system is unnecessarily bureaucratic, the completely numberless system it now uses has its own shortcomings. Using rating, ranking, or both for at least some steps of the selection process would allow for more meaningful community input, as well as more relevant presentation of application files to the Sheriff at selection time. Cons: This is a major organizational change. Not only would it change the way that candidates are viewed at selection time, it puts an additional burden on the Sheriff if the decision is made to select someone with lower scores or rank than another who is not selected. This does not mean it is ill-advised, just additional effort to document the reasons for the decision. Current personnel systems that use scores and ranks almost exclusively are considered vastly inferior to the one HCSO currently uses, so heading too far in that direction is not prudent. The idea would be to add some elements of formal rating and ranking to the existing process.

To implement: HCSO is exploring the possibility of implementing a rating/ranking of sorts, through another part of this grant, using the Inwald Personality Inventory (IPI). Pre-employment test scores would be used to predict success as a CRD. Because it is already underway, this is the most likely way to begin using rating/ranking as part of the selection process.

A Word About Selection of “Citizens” and “Community Members”

After much consideration, we recommend graduates of the Citizen Police Academy (CPA) as the default pool of citizens for use in any of these new aspects of selection. Although HCSO does maintain close ties with several ethnic and racial groups through appointed advisory boards, as well as with the business and worship communities, the CPA is the one program for which all members of those groups are eligible, and citizens from all parts of the county, and all ages, can participate. It includes people who worship and those who do not, business owners and non-business owners. It also ensures that participants share a common eligibility criterion, and understand some of the basics of law enforcement in Hillsborough County. The CPA graduates people who are very supportive of law enforcement, and some who are not, providing balanced community input. Finally, the program is so popular that there is a steady stream of new faces that can replace past volunteers on a regular basis.

Resources Consulted During This Endeavor

Before proposing ways that HCSO could improve its hiring process by including members of the community, it was important to seek out agencies that have already tried to do so. In this way, HCSO can learn from others' successes and challenges, avoiding foreseeable mistakes and adopting best practices. Little, if anything, has been written about including the community in the officer selection process. Finding actual people who could talk about this kind of community inclusion was challenging, as well. Nevertheless, the lack of information available was a clear message that community inclusion of this kind is not widely used, conveying all the benefits and challenges of proposing entirely "new" ideas.

Library Resources Consulted

University of MD Library Catalog	Criminal Justice Abstracts
Criminal Justice Periodicals	National Criminal Justice Reference Service
Lexis-Nexis Academic Universe	Sociological Abstracts
EBSCO Academic Search Premier	Social Science Abstracts
Social Sciences Citation Index	Behavior Sciences and the Law
Crime and Delinquency	Criminal Justice and Behavior
The Howard Journal of Criminal Justice	International Social Science Journal
Journal of Criminal Justice	Journal of Research in Crime and Delinquency
Policing: An International Journal	Social Science & Medicine
The Social Science Journal	Social Science Research
Theoretical Criminology	

Professional Resources Consulted

Gary Cordner, Ph.D. Kentucky Regional Community Policing Institute	Philip Lyons, J.D., Ph.D. Texas Regional Community Policing Institute
Ed Brodt Kentucky Regional Community Policing Institute	Rob Chapman Office of Community Oriented Policing Services (COPS)
Steve Edwards, Ph.D. National Institute of Justice (NIJ)	Rana Samson, President Community Policing Associates
Karen Amendola, Ph.D. Police Foundation	Ed Barajas Police Foundation
Jessie Lee Nat. Org. of Black Law Enforcement Executives (NOBLE)	Lt. Greg Guiton and Pfc. Doug Collier Ocean City (MD) Police
Chief Dave Kurz Durham (NH) Police	Chief Walter Tangel (ret.) Gallatin (TN) Police
Kim Kohlhepp International Assoc. of Chiefs of Police (IACP)	Lorie Fridell, Ph.D. Police Executive Research Forum
Samantha Brinkley, HR Director Sacramento (CA) Police	Peter Cuthbert Canadian Association of Chiefs of Police
Det. Steve Brock San Bernadino County (CA) Sheriff	Officer Martin Wright Las Vegas (NV) Metropolitan Police
Sgt. Adam Ferrari Jefferson Parrish (LA) Sheriff	Dep. Stacie Hill Sacramento County (CA) Sheriff
Mr. George Walton, Analyst/Recruiter Bexar County (TX) Sheriff	Deputy Tiffany Kuehn Harris County (TX) Sheriff
Sgt. Tom Slayton Orange County (CA) Sheriff	

Case Study of the Ocean City (MD) Police Hiring Process

Focusing on Community Inclusion Practices

Management consultants David Bachrach and Tara Carpenter conducted a site visit to the Ocean City Police Department on December 10, 2002. The purpose was to document the nature and extent of community participation in selecting new police officers. Lt. Greg Guiton and Pfc. Doug Collier hosted the half-day visit. Here are the major aspects of the agency's hiring practice, and how citizens are involved.

- **Citizens participate most directly in the applicant interview.** Citizens very much enjoy participating. They are given equal voice on a panel of three: one non-sworn citizen, one supervisory officer, and one road officer. Interview is scored, and it is integral to the process that the same questions are asked of every applicant. An interview sheet with the same questions is distributed to all interview participants. After each interviewer issues a rating, the average of the three scores is taken.
- **Have to attend Citizens Police Academy.** In order to participate in officer selection, citizens need knowledge about law enforcement, and its context within the community. Therefore, they are required to graduate from the city's Citizens' Police Academy, which meets one night a week, for 10 weeks. The CPA is offered twice a year, at 25 students per class. It meets February through April, and September through November. Citizens are provided with background information about special units, traffic enforcement, firearms, arrest procedures, and other topics considered to be interesting for non-officers. Participants are volunteers. During the lesson on recruiting and selection, participants are told that there is an opportunity for them to volunteer as citizen interviewers after graduating from the academy.
- **No serious legal hurdles** faced before, during, following implementation. This aspect of the hiring process was accepted as a matter of course, a normal business process adjustment. No known appeals of decisions, based on interview panel composition.
- **Officers apprehensive of process at first**, but no longer. **Citizens very satisfied.** This innovation allows for additional police-citizen interaction, during an important administrative process. It provides transparency for citizens, a new perspective for officers, and a message to applicants that they are ultimately accountable to both superior officers and city residents.
- **Since 1996** the process has been in place. For the better part of a decade, citizen participation has worked and has become a natural part of doing business.
- **Get the department behind you first.** OCPD did not work on buy-in, and had some troubles getting credibility for this aspect of the process at first.
- **Get both groups** (officers and citizens) **together for ½ day before the interviews are conducted.** OCPD didn't do that, and it made the interviews less enjoyable, less professional.
- **Citizen and officer training needs taper off.** After several years, no additional training is required – the process kind of perpetuates itself. EEO/diversity training is less important because the interview questions are standardized. No follow-up questions.
- **OCPD counsels citizens if they do not seem to fit in with the process.** Do not hesitate to move them to other volunteer opportunities if interviewing is not their "thing." OCPD has had to ask people not to return, on occasion.

- **OCPD tries to overstaff, choosing 8-10 citizens per day.** OCPD sends out the four possible interview dates to the CPA graduates. Each day has six panels, and citizens can serve all day, or part of a day. One citizen per panel. Overstaffing allows for substitutions and no-shows.
- **OCPD sponsors a barbecue** for volunteers who participate in the interviewing. This sets a positive tone, and encourages repeat participation. Coffee and orange juice in the morning, and that's when logistics are worked out for the day.
- **CPA has a broad range of participants**, chiefly from local businesses and retirement population.
- **450 eligible interviewers** 18 citizen academies have been run (x25 people)
- **Range of scoring** – Although individual members of the panel can give different scores within a range (a range is low, medium or high), everyone on panel needs to score within the same range.

CHARACTERISTICS OF OCPD'S RECRUITMENT AND SELECTION PROCESS, IN GENERAL

- Selection criteria are not complex. The interview comprises half the applicant's score, and the written test makes up the other 50%. All other procedures are pass/fail, such as the background check and physical agility exercise.
- Applicant participation in testing is mostly **compressed into two days**. On Saturday (day 1), everyone who shows up for the testing brings a completed application and a driver's license.⁵ The test is scored right away, and participants who do not pass are informed right away. The next step is physical agility: an obstacle course. Again, those who do not pass are excused on the spot. Agility test is usually completed by 13:00. Those who pass both tests are scheduled for the next day's activities. This is considered the easier of the two days for police personnel to administer. Non-sworn citizens do not participate in day one selection activities.

On Sunday (day 2)⁶, applicants participate in a video test that involves memory, analytical thinking, and attention to detail, using three self-created scenarios. Videos are viewed twice, and applicants are encouraged to take notes. This video test is linked to the subsequent interview, where the applicant is quizzed on what he or she remembers about the scenarios, and is asked situationally-based questions about the scenarios. Applicant's notes are not used. The interview involves other, more typical job-related items as well. Interviews are scheduled earliest for those that have the greatest driving distances following the testing. This is considered the harder of the two days for police personnel to administer.

Two-day compression is generally convenient for applicants, and generally arduous for police department personnel. It is believed to be the best possible option for meeting this department's hiring needs.

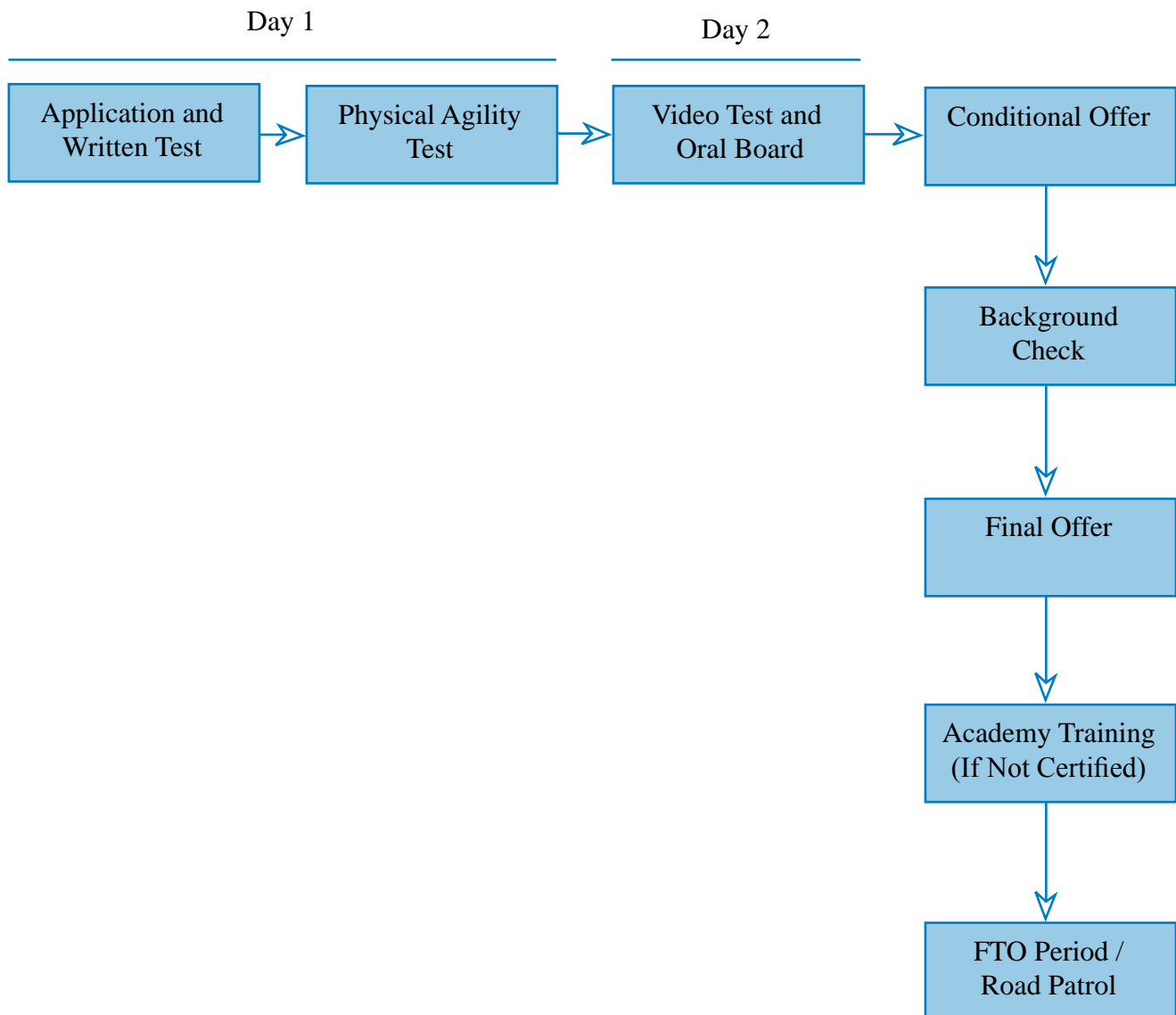
5. The old method was for the person to submit an application, then be informed of the assigned testing date. Under that method, less than half of the applicants showed for testing, and no initial screening was performed on the applications, anyway. Rescheduling was not practical. The process was reengineered to be more efficient and effective. Now applicants just show up on the weekend of their choosing, with their driver's license and application.

6. Tax forms are completed on day 2.

- Practice is uniform. OCPD hires both seasonal and full-time (year-round) officers. Same testing process is used for seasonal and full-time staff. When someone comes to test, they specify that they want consideration as seasonal, full-time, or both. Need to retest each year to be an eligible applicant. Written test is off the shelf. Civilian applicants have a separate process.
- Selection occurs in two stages. (1) About ten days after the testing weekend, the participants who qualify receive initial (contingent) offers of employment. (2) The final (binding) offers are extended after background checks are completed on those who accept the initial offers. In general, department does not wait for all testing to be completed before extending initial offers.
- 99% of full-time hires are from an experienced seasonal officer pool. Some civilian cadets are hired as well. It is rare to hire people outside of the seasonal program, unless it is a lateral from another PD. Some laterals were seasonal in OC at some point. Use of seasonal officers cuts down on training costs.
- Scores are entered in a spreadsheet continuously, with a testing cut-off. A high enough scorer is conditionally hired for a maximum of ten days until background checks are completed. Recruits are hired to fill slots, and when they are filled, there are no more hires. Therefore, earlier testers get an advantage. If the first picks decline, additional testing may be done. A high-scoring seasonal may be evaluated for full-time. Time to complete background checks varies based on workload. OC expects a large turnover in the next few years and may have to look to other options for background checks. Checks for seasonal and full-time are similar – a copy of driving record along with a questionnaire including arrests and traffic citations. Full-time hires also have background investigators sent to where they live.
- Recruit is done at universities, in and out of classrooms. Focus is currently on parts of Pennsylvania and Ohio. There has not been much success in Delaware, Maryland, or New Jersey. We have not explored Virginia. OC started fall recruiting to allow for greater lead time in preparing for applicant's big job decision. OC proctors exams to accommodate training schedule, if needed. There is little success at job fairs, even those focused on law enforcement.
- Example of 2003's four testing dates:
 - o February 8th and 9th, 2003
 - o March 1st and 2nd, 2003
 - o March 22nd and 23rd, 2003
 - o April 5th and 6th, 2003
 - o Training is conducted April-June
- OCPD CID (5 detectives and a sergeant) conducts all background checks on applicants. They consist of a 20-page questionnaire, certified copy of driving record, and phone-based background interviews.
- 30-35 seasonal officers return each year – more when the economy is bad. 70-75 are new – including many college students. 900 applications for seasonal, 300 test. Variable testing dates will likely get more people to test. Job fairs haven't been very fruitful for seasonals. OC has started coming to universities and speaking to criminal justice classes. We offer internships and final exam proctoring to get students early, and have also started seasonal recruiting in the fall to give people from far away the lead time to take job. Western, North, and Central Pennsylvania may have 300 applications more this year. OC gets more people from Pennsylvania than Maryland and Delaware and doesn't recruit in New Jersey.
- 80-90 applicants interviewed each year, one hour each max.

OCPD APPLICATION AND SELECTION PROCESS FLOW

Applies to Both Seasonal and Full-Time Police Officer Applicants



Sample Citizen Feedback Form

This form could be used by citizens who were served by a recruit during the FTO period. An FTO or supervisor could provide upon the conclusion of a call, or could return some time after the call. It is short enough to allow for on-the-spot completion. The FTO/supervisor could use this feedback as part of the decision-making process: does the recruit continue in field training, proceed to full deputy status, or end his/her employment as a deputy? In this way the community has input, while HCSO still maintains complete decision-making authority in the matter.

FOR MORE INFORMATION:

U.S. Department of Justice
Office of Community Oriented Policing Services
1100 Vermont Avenue, N.W.
Washington, D.C. 20530

To obtain details on COPS programs, call the
COPS Office Response Center at 800.421.6770

Visit COPS Online at the address listed below.

