

EEOP Short Form



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Step 1: Introductory Information

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|---------------------------|---|-------------------------|-----------------|
| Grant Title: | FY 2009 Recovery Act Justice Assistance Grant Program | Grant Number: | 2009-SB-B9-1913 |
| Grantee Name: | City of Richmond | Award Amount: | \$1,590,269.00 |
| Grantee Type: | Local Government Agency | | |
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Policy Statement:

PERSONNEL RULES FOR THE CLASSIFIED SERVICE - The purpose of these Rules is to promote the development and maintenance of quality public services for the City through a coordinated system of human resource administration embracing high performance principles. It is the further purpose of these Rules, generally, to (1) set forth policies, methods and standards for the proper and efficient administration of a human resources system based upon merit for employees of the City; (2) to provide guidance and assistance to management in the administration of personnel matters, and (3) to provide equal employment opportunity to City employees and applicants for employment on the basis of merit and fitness without regard to political affiliation, race, color, religion, national origin, sex, age, mental or physical disability, sexual preference or any other condition which might constitute illegal discrimination.

Step 4b: Narrative Underutilization Analysis

See Attachment

Step 5 & 6: Objectives and Steps

1. The primary goal of the Recruitment Unit of RPD is: To attract and hire qualified men and women who desire a career in law enforcement. Special attention is placed on attracting minority applicants, including women, in order to develop a diverse workforce that will better reflect and meet the needs of our rapidly changing communities.

- a. Continue to poll new hires to identify the sources that led them to apply to RPD, this is done with particular attention on minorities and females.
- b. Enhance and maintain internet presence with RPD website and FaceBook page. Provide information on job vacancies, job opportunities & requirements, application process, and features / interviews with sworn and civilian employees.
- c. Continue promotion of the Women in Law Enforcement Campaign; including RPD website and FaceBook page, providing statistical data of RPD female employees, video features of RPD female employees, printed material specific to RPD women and opportunities, and specific female point of contact in the department for interested female candidates.
- d. Continue to build relationships with Colleges & Universities: target community colleges, Historically Black colleges and universities and female only colleges; Continue to conduct public-speaking engagements in criminal justice major classrooms for direct contact with students interested in related fields; Continue to encourage students to visit our internet sites and friend us on FaceBook.
- e. Ensure Job Fairs / Career Days have minority and female RPD representative participants, distribute print material specific to minority and female candidates, encourage them to view our internet sites, continue to partner with military bases.
- f. Please see attached supporting document

2. RPD has set a goal to increase the number of bilingual officers within the department, with a specific objective to hire two (2) bilingual Officers for the 105th Basic Recruit Academy Class.

- a. In addition other recruitment efforts - identify Hispanic / Latino community contacts through Precinct personnel located in heavily Hispanic/Latino communities.
- b. Identify Hispanic / Latino community contacts through the City Hispanic Liaison Office.

Step 7a: Internal Dissemination

Internal Dissemination

Post a copy of the EEOP on RPD's internal server within the Publications file where all RPD personnel will have access to it.

Post a copy on the City's Intranet service, an in-house electronic communication service available to all City employees.

Announce the availability of the EEOP to all RPD employees via the Blue Line Times our departmental weekly electronic newsletter.

Place a hard copy of the EEOP in the RPD Library housed in our Training Academy.

Have a hard copy of the EEOP available in the RPD Human Resources / Personnel & Recruitment Unit.

Have a hard copy of the EEOP available in the City's central Human Resources Department in City Hall.

Step 7b: External Dissemination

External Dissemination

Place a copy of the EEOP on the RPD public website.

Include a statement in all RPD job postings that a copy of our EEOP is available to all applicants upon request.

Notify all contractors and vendors that do business with RPD that a copy of our EEOP is available upon request.

Utilization Analysis Chart
Relevant Labor Market: Richmond city, Virginia

| Job Categories | Male | | | | | | | Female | | | | | | |
|---|-----------|--------------------|---------------------------|----------------------------------|--------|---|-------------------|-----------|--------------------|---------------------------|----------------------------------|--------|---|-------------------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races |
| Officials/Administrators | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 1/50% | 0/0% | 1/50% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 5,140/43% | 65/1% | 1,320/11% | 10/0% | 85/1% | 0/0% | 40/0% | 3,365/28% | 35/0% | 1,785/15% | 0/0% | 60/1% | 0/0% | 25/0% |
| Utilization #/% | -43% | -1% | -11% | -0% | -1% | 0% | -0% | 22% | -0% | 35% | 0% | -1% | 0% | -0% |
| Professionals | | | | | | | | | | | | | | |
| Workforce #/% | 13/21% | 0/0% | 10/16% | 0/0% | 1/2% | 0/0% | 0/0% | 7/11% | 1/2% | 29/48% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 6,830/35% | 180/1% | 1,585/8% | 20/0% | 210/1% | 4/0% | 60/0% | 6,895/35% | 175/1% | 3,360/17% | 45/0% | 170/1% | 0/0% | 35/0% |
| Utilization #/% | -14% | -1% | 8% | -0% | 1% | -0% | -0% | -24% | 1% | 30% | -0% | -1% | 0% | -0% |
| Technicians | | | | | | | | | | | | | | |
| Workforce #/% | 1/33% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 2/67% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 345/16% | 10/0% | 230/11% | 0/0% | 10/0% | 10/0% | 15/1% | 460/21% | 24/1% | 1,025/47% | 15/1% | 25/1% | 0/0% | 4/0% |
| Utilization #/% | 17% | -0% | -11% | 0% | -0% | -0% | -1% | 45% | -1% | -47% | -1% | -1% | 0% | -0% |
| Protective Services: Sworn-Officials | | | | | | | | | | | | | | |
| Workforce #/% | 95/59% | 2/1% | 45/28% | 0/0% | 1/1% | 0/0% | 0/0% | 11/7% | 0/0% | 7/4% | 1/1% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 395/21% | 30/2% | 670/36% | 4/0% | 0/0% | 0/0% | 0/0% | 75/4% | 10/1% | 650/35% | 0/0% | 0/0% | 0/0% | 15/1% |
| Utilization #/% | 37% | -0% | -8% | -0% | 1% | 0% | 0% | 3% | -1% | -31% | 1% | 0% | 0% | -1% |
| Protective Services: Sworn-Patrol Officers | | | | | | | | | | | | | | |
| Workforce #/% | 345/58% | 14/2% | 129/22% | 0/0% | 8/1% | 0/0% | 1/0% | 48/8% | 2/0% | 38/6% | 0/0% | 3/1% | 0/0% | 3/1% |
| Civilian Labor Force #/% | 1,045/12% | 180/2% | 2,880/34% | 20/0% | 35/0% | 10/0% | 70/1% | 755/9% | 125/1% | 3,240/38% | 15/0% | 45/1% | 0/0% | 15/0% |
| Utilization #/% | 46% | 0% | -12% | -0% | 1% | -0% | -1% | -1% | -1% | -32% | -0% | -0% | 0% | 0% |
| Protective Services: Non-sworn | | | | | | | | | | | | | | |
| Workforce #/% | 13/15% | 0/0% | 16/18% | 0/0% | 1/1% | 0/0% | 0/0% | 14/16% | 1/1% | 41/47% | 0/0% | 0/0% | 0/0% | 1/1% |
| CLS #/% | 25/19% | 0/0% | 40/30% | 0/0% | 0/0% | 0/0% | 0/0% | 20/15% | 0/0% | 50/37% | 0/0% | 0/0% | 0/0% | 0/0% |
| Utilization #/% | -4% | 0% | -11% | 0% | 1% | 0% | 0% | 1% | 1% | 10% | 0% | 0% | 0% | 1% |
| Administrative Support | | | | | | | | | | | | | | |

| Job Categories | Male | | | | | | | Female | | | | | | |
|----------------------------|-----------|--------------------|---------------------------|----------------------------------|--------|---|-------------------|-----------|--------------------|---------------------------|----------------------------------|--------|---|-------------------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races |
| Workforce #/% | 2/3% | 0/0% | 5/6% | 0/0% | 0/0% | 0/0% | 1/1% | 8/10% | 0/0% | 60/78% | 0/0% | 0/0% | 0/0% | 1/1% |
| CLS #/% | 4,265/17% | 240/1% | 3,990/15% | 4/0% | 125/0% | 4/0% | 60/0% | 6,170/24% | 260/1% | 10,320/40% | 55/0% | 190/1% | 25/0% | 115/0% |
| Utilization #/% | -14% | -1% | -9% | -0% | -0% | -0% | 1% | -14% | -1% | 38% | -0% | -1% | -0% | 1% |
| Skilled Craft | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 0/0% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| CLS #/% | 2,350/38% | 375/6% | 2,720/44% | 20/0% | 15/0% | 20/0% | 20/0% | 285/5% | 19/0% | 265/4% | 4/0% | 30/0% | 0/0% | 0/0% |
| Utilization #/% | -38% | -6% | 56% | -0% | -0% | -0% | -0% | -5% | -0% | -4% | -0% | -0% | 0% | 0% |
| Service/Maintenance | | | | | | | | | | | | | | |
| Workforce #/% | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ | 0/ |
| CLS #/% | 4,295/15% | 915/3% | 10,365/36% | 95/0% | 170/1% | 0/0% | 80/0% | 3,195/11% | 370/1% | 9,410/32% | 30/0% | 205/1% | 10/0% | 55/0% |
| Utilization #/% | | | | | | | | | | | | | | |

Law Enforcement Category Rank Chart

| Job Categories | Male | | | | | | | Female | | | | | | |
|---|---------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|--------|--------------------|---------------------------|----------------------------------|-------|---|-------------------|
| | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races | White | Hispanic or Latino | Black or African American | American Indian or Alaska Native | Asian | Native Hawaiian or Other Pacific Islander | Two or More Races |
| Chief of Police | | | | | | | | | | | | | | |
| Workforce #/% | 0/0% | 0/0% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Assistant Chief of Police | | | | | | | | | | | | | | |
| Workforce #/% | 1/100% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Major | | | | | | | | | | | | | | |
| Workforce #/% | 2/33% | 0/0% | 3/50% | 0/0% | 0/0% | 0/0% | 0/0% | 1/17% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% | 0/0% |
| Captain | | | | | | | | | | | | | | |
| Workforce #/% | 12/75% | 0/0% | 1/6% | 0/0% | 0/0% | 0/0% | 0/0% | 1/6% | 0/0% | 2/12% | 0/0% | 0/0% | 0/0% | 0/0% |
| Lieutenant | | | | | | | | | | | | | | |
| Workforce #/% | 20/51% | 0/0% | 11/28% | 0/0% | 0/0% | 0/0% | 0/0% | 6/15% | 0/0% | 2/5% | 0/0% | 0/0% | 0/0% | 0/0% |
| Sergeant | | | | | | | | | | | | | | |
| Workforce #/% | 60/61% | 2/2% | 29/29% | 0/1% | 1/1% | 0/0% | 0/0% | 3/3% | 0/0% | 3/3% | 1/1% | 0/0% | 0/0% | 0/0% |
| Protective Services: Sworn-Patrol Officers | | | | | | | | | | | | | | |
| Workforce #/% | 345/58% | 14/2% | 129/22% | 0/1% | 8/1% | 0/0% | 1/0% | 48/8% | 2/0% | 38/6% | 0/0% | 3/1% | 0/0% | 3/1% |

**RICHMOND
POLICE DEPARTMENT**



**RECRUITMENT PLAN
FY 2009**

Recruitment Mission Statement

To engage and motivate a diverse class of qualified individuals to accept the challenge of a rewarding and challenging career in law enforcement.

Objective:

Law Enforcement Agencies across the nation are experiencing challenges in the recruitment of qualified individuals desiring a career in law enforcement. The Richmond Police Department is currently at strength within the Police Division. Although the Police Department is presently fully staffed it is our goal to have a reserve of highly qualified candidates due to attrition. More importantly, it is our goal to create a more diversified police force that mirrors the demographics of the City of Richmond.

The Recruitment Unit's primary goal is to attract, motivate and retain qualified men and women who desire a career in law enforcement. Special attention is being placed on attracting minority applicants as well as women in order to develop a diverse workforce that will better meet the needs of our rapidly changing communities.

According to the U.S. Census Bureau for 2005, the City of Richmond is comprised of 55% African American population and 54% of its population is females. Currently in the ranks of the Police Department, 29% is African American and women make up 14% of police officers.

As a result of this fact, our goal is to maintain **45%** minority diversity as well as **15%** women diversity in each recruit class. The list below describes the minority and women representation of our last four Recruit Classes.

- 98th Recruit Class – 43% minority representation; 11% women representation
- 99th Recruit Class – 52% minority representation; 19% women representation
- 100th Recruit Class – 54% minority representation; 17% women representation
- 101st Recruit Class – 56% minority representation; 32% women representation

Plan of Action:

In an effort to make the police division's ethnic and gender composition proportionate to the City of Richmond's community we will continue to utilize the sources below to target minority applicants. In addition, an assertive effort will be made to target more women applicants through the use of media and possibly hosting a job fair specifically for women.

✓ To date, the Recruiting Team has tried many different strategies and solicited input from several sources. Some of the strategies have worked and some have not. In FY 08 the team's goal will be to expand on the strategies that worked and ensure that the mistakes made in the past are not repeated. Information that we have found useful in determining the Unit's recruitment strategy included a poll of minority applicants as to how they heard about RPD. Listed below are the results of minority applicants asked about their referral source since 2005:

- 31% - Internet
- 22% - Newspapers Out of Town
- 19% - Personal Referrals
- 8% - Newspapers
- 8% - Job Fairs
- 7% - Other
- 5% - Military

This information has been useful in determining our continued Recruitment plans.

Projected Costs: FY 2009

Advertising - \$25,000

- Web Based Ads
- Focused Media Campaign – TV & Radio
- Print Media

31% of the people we polled stated that they heard about the Richmond Police Department on the internet. In February 2008 we placed more emphasis on Internet Recruiting through advertising with CareerBuilders.com. Thus far this has proven to be successful. As a result of CareerBuilders.com we receive in excess of 200 applications every 30 days for the position of police recruit. Additionally, CareerBuilders.com tracks the Race and Gender of the applicants in order to assist us in our minority recruiting goals. Furthermore, CareerBuilders.com will be able to track the Police Recruits we actually hire as a result of their website advertising through CareerBuilders.com's partnership with NeoGov, which is used by City Hall's Human Resources Division. Most

importantly, we will begin advertising on the CareerBuilders.com Diversity Websites in an effort to attract a more pool of candidates. The cost of the We would like to place more focus on Web Based Ads on Law Enforcement Sites, Diversity Employment Sites, and College Web Sites. Ads run from \$50 into the thousands. We would also like to consider a stand alone Richmond Police Department Recruiting Web Site which would be monitored for hits by the ad agencies.

8% of the people we polled stated that they heard about us through local Newspaper ads. 22% heard about us through Out of Town Newspaper Ads. We would like to run ads in both local newspapers and newspapers in smaller local target areas to advertise testing dates and sites. These ads run from \$300 to over \$5,000.

Retention – \$5,000

19% of the people polled stated that they applied to the Richmond Police Department because of a personal referral. Richmond Police Officers are one of our best sources of information. It is our belief that applicants, who are recruited by friends and family members, will be better equipped to transition into the Department and may be more likely to stay. In an effort to continue the morale of the Department's current police officers who will in turn encourage others to apply, we will advertise retention campaigns on the radio utilizing current police officers and Officers of the Month as spokespeople for the Department.

Military, Job Fairs, Career Days - \$2,500

While this area has only brought in 13% of the people we polled, we still feel that there is a need to recruit from these areas. Military Bases allow us to test for free and we have built great partnerships for advertising with them. Job fairs will be considered only if they are of low cost or free or if we believe that they will attract a large minority population.

Colleges, Universities, and Economically Challenged Areas - \$2,000

In the past we have placed focus on Historically Black & Single Sex Colleges and Universities to attract a diverse pool of applicants. This has not been successful. We will continue to focus on Community Colleges for those students not quite sure of their career path. We hope to continue our partnerships with the schools conducting informational sessions to get in the classrooms to speak to students rather than just passing out information on the campus. We would also like to partner with the Employment Commission to target economically challenged areas. The cost would be for on site testing and travel expenses.

Marketing - \$10,000

We would like to purchase items such as the following to market our department.

- Flyers (targeting minority and women applicants)
- Posters (targeting minority and women applicants)
- Give-a-ways

- T-shirts

Out of State Recruiting - \$10, 000

We would like to take 1 Northern Trip and 1 Southern Trip. In the past, the trips to New York and New Jersey have produced a high applicant pool of diverse candidates. Out of the past 4 academies 24 recruits have come from either New York or New Jersey. Out of those 24 recruits, 12 of them were minorities and/or women. Due to our past successes in recruiting minorities and women from the North we believe it to be important to continue our recruitment efforts in the North.

We also plan to take 1 trip south of Virginia to target areas with both military and low paying police salaries. One possibly near Fayetteville, NC and one possibly near North Charleston, SC. More research will be done prior to planning. We estimate that the cost of these trips would be much lower.

Cost for these trips will be for site visits, advertising, on site testing facility, and travel expenses.

Partnerships:

The Recruitment Team will build partnerships with the following organizations, and others, in hopes to develop creative ways to advertise:

- Hispanic Chamber of Commerce
- NOBLE
- Faith Based Organizations
- Asian Chamber of Commerce
- Richmond Public Schools

Some of these organizations have offered some sort advertising for free or at a greatly reduced cost. (E.g. Newsletters, websites, etc.)

Conclusion:

The Recruitment Unit's primary goal is to attract, motivate and retain qualified men and women who desire a career in law enforcement. As a part of this, we plan to develop a viable pool of applicants who will progress through the background investigation process and be approved for hire. We would like to reach a point where we are no longer recruiting for the next recruit class but where we have an active list of applicants who can be hired.

We will continue to monitor and record recruitment efforts and will modify our strategies as necessary.

