



POLICE HIRING PRACTICES

PRESENTATION TO FINANCE/EXECUTIVE COMMITTEE

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OBJECTIVES

- Are Police's hiring processes for recruits and sworn officers consistent with benchmarks for law enforcement agencies?
- Are Police following recruitment, background, training, and hiring procedures for its recruits and sworn officers?
- How do Police's hiring practices address community concerns?

POLICE FACE PUBLIC SCRUTINY AND UNIQUE HIRING CHALLENGES

- The policing profession is facing a workforce crisis
- In three of the past four years, separations exceeded hires for Atlanta police officers
- According to a 2019 industry survey the difficulty in recruiting officers is due to multiple social, political, and economic reasons
- Atlanta Police Department staff told us the pandemic has slowed hiring

POLICE'S HIRING PROCESS DIFFERS FROM OTHER CITY DEPARTMENTS

- Atlanta Police Department is divided into six different divisions; the Background and Recruitment Unit manages the recruiting and hiring process
- The Police Department works with the city's Human Resources Department to advertise positions, review applications, enter positions into Oracle, and assist in onboarding officers
- Police employees handle much of the applicant processing independently of Human Resources, such as applicant background investigations

APPLICANTS MUST MEET MINIMUM HIRING CRITERIA

- To be eligible as a sworn officer, applicants must meet a comprehensive set of minimum criteria
- Police also use various disqualification factors and conditions, such as felony convictions or omissions or falsehoods during the interview/investigations process

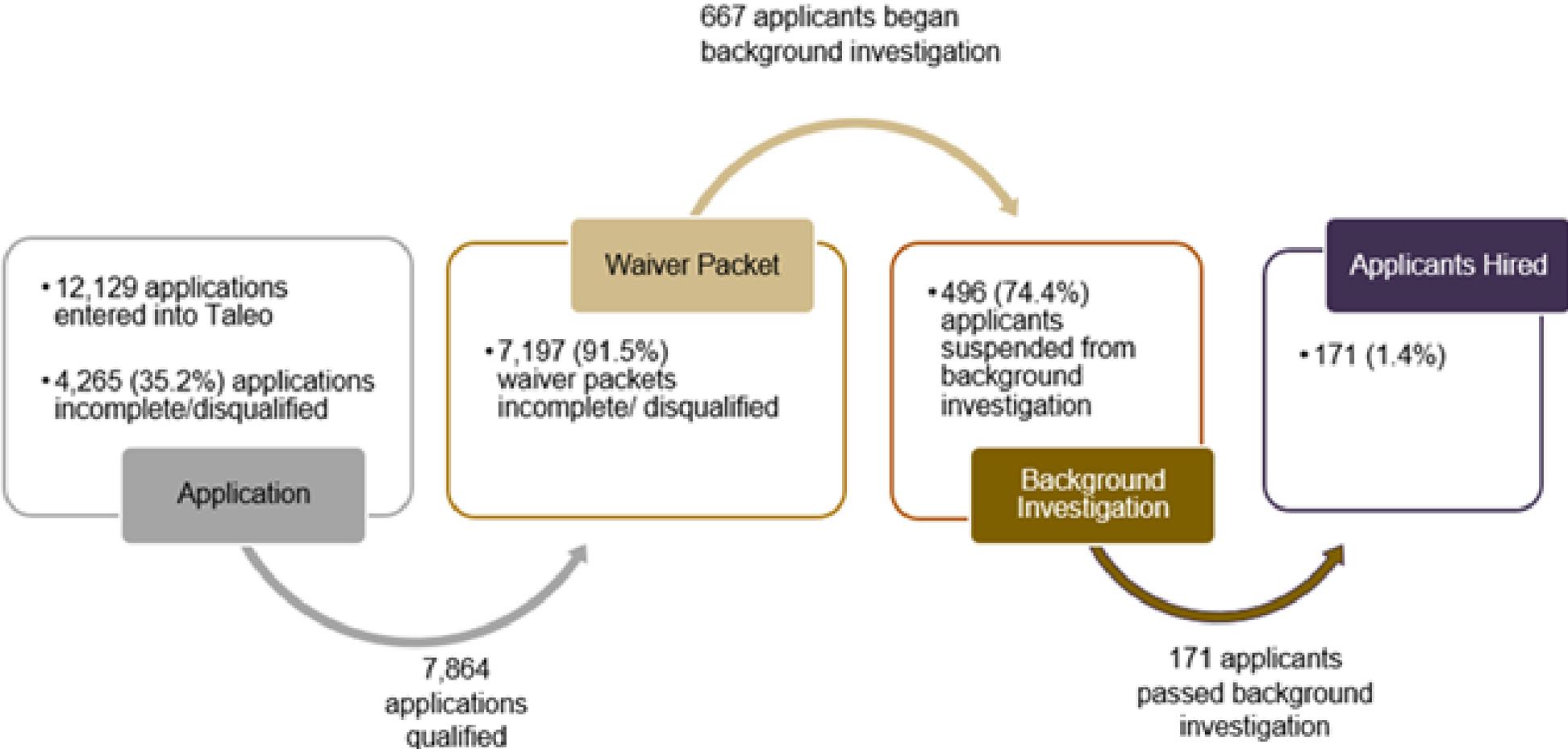
HIRING PRACTICES MUST COMPLY WITH LEGAL REQUIREMENTS

- Federal equal employment laws are in place to protect against discriminatory hiring practices
- State guidelines are in place for minimum requirements for police officers
- Both the federal and state requirements are incorporated in the city code and in the Atlanta Police Department's hiring procedures for officers

FINDINGS OVERVIEW

- Police's rigorous recruitment process is designed to disqualify candidates who fail to meet the department's stringent hiring standards, which are structured to comply with POST (Peace Officer Standards Training Council) standards and other best practices
- Recruiting and Community Partnerships Promote Inclusiveness in Hiring, through various partnerships, police involvement with the community strengthens the potential candidate pool for sworn officers by building awareness and trust

LARGE APPLICANT POOL IS NEEDED TO HIRE OFFICERS



APPLICANTS WERE HIRED WITHOUT BEING ENTERED INTO THE TALEO APPLICATION SYSTEM

Initial Applicants
In Taleo: 12,129
Outside Taleo: Unknown



Started Waiver Packet
In Taleo: 7,864
Outside Taleo: Unknown



Underwent Background Investigation
In Taleo: 667
Outside Taleo: 346



Hired
In Taleo: 171
Outside Taleo: 88



■ Applicants in Taleo
■ Applicants Outside of Taleo

POLICE ARE FOLLOWING INTERNAL HIRING PROCEDURES

- Our sample of 34 police officer personnel files hired between January 2017 and September 2020 found that overall, the Police Department is following its hiring process
- Police provided written responses to the missing documentation or discrepancy located in the background files

Review Criteria	# of Files with Instances of Non-Compliance
Hire Date	6
Final Memorandum	2
Conditional Memorandum	1
Background Investigation Results	10
Examinations and Assessments	2

Note: Missing documentation may be contained in multiple files.

HIRING PROCESSES ARE CONSISTENT WITH BEST PRACTICES AND DEPARTMENTAL MISSION

Exhibit 10: Police Department's Hiring Practices Reflect its Ideal Candidate

- The Atlanta Police Department's rigorous hiring process is consistent with POST's (Georgia Peace Officer Standard Training) guidelines for selecting police officers
- Atlanta's police officer requirements and recruitment processes are also similar to other metro areas in the state



Source: Prepared by auditors using information from Police's website.

RECRUITING AND COMMUNITY PARTNERSHIPS PROMOTE INCLUSIVENESS IN HIRING

- Police involvement with the community strengthens the potential candidate pool for sworn officers by building awareness and trust
- City Council recently expanded ACRB's (Atlanta Citizen Review Board) authority to include making hiring recommendations of police recruits, and observing applicant hiring interviews

OFFICERS HIRED BY THE POLICE DEPARTMENT ARE DEMOGRAPHICALLY CONSISTENT WITH THE MAKEUP OF THE CITY'S RESIDENTS

- Census data shows that the city of Atlanta, as of July 2019, had a population of about 507,000 people. The city's racial makeup at that time was estimated at 49% Black or African American, 39% White, 5% Asian, 5% Hispanic and 2% other. The racial makeup of the Police Department's applicants and hires were similar.
- See Exhibit 11 on page 27 of the report for the complete exhibit.

All Applicants Applying in Taleo							
Race				Total	Gender		
B	W	O	U	12,129	M	F	U
5,689	1,549	698	4,193		5,663	2,445	4,021
46.9%	12.8%	5.8%	34.6%		46.7%	20.2%	33.2%



Phase II: Background Investigation - Applicant passes Police Background Investigation to be hired							
Applicants Disqualified							
Race				Gender			
B	W	O	U	M	F	U	Total
340	82	41	33	326	140	30	496
68.5%	16.5%	8.3%	6.7%	65.7%	28.2%	6%	74.4%
Applicants Qualified							
Race				Gender			
B	W	O	U	M	F	U	Total
112	31	15	13	120	40	11	171
65.5%	18.1%	8.8%	7.6%	70.2%	23.4%	6.4%	1.4%

Legend		
B – Black	W – White	O – Other
M – Male	F – Female	U - Undisclosed

RECOMMENDATIONS

1. The Chief of Police should partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application system, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system.

RECOMMENDATIONS (CONT.)

2. The Chief of Police should develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing.
3. The Chief of Police should continue to ensure consistent record retention and organization of background files and ensure that officers note when background files are removed for any reason.

RECOMMENDATIONS (CONT.)

4. The Chief of Police should work with Human Resources to make the following updates in Taleo, or other application system:
 - identify the appropriate step and status tool within the system to track and communicate with all applicants, thus managing the applicant's expectations during the hiring process □ contact AIM (Atlanta Information Management) to configure the Police website home screen and revise application content as needed
 - meet with Human Resources Talent Acquisition staff to review the requisition to determine the correct "rolling" position I.D.

RECOMMENDATIONS (CONT.)

4. (continued)

- Police should indicate if the candidate “passed or failed” within Taleo when the background investigation is completed
- complete the employment verification and upload supporting documentation into Taleo
- schedule a Taleo training session with Human Resources regarding downloading and printing the online applications from the Taleo system

RECOMMENDATIONS (CONT.)

5. The Chief of Police should work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers.
6. The ACRB should consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate.

QUESTIONS?

Full Report: <http://www.atlaudit.org>