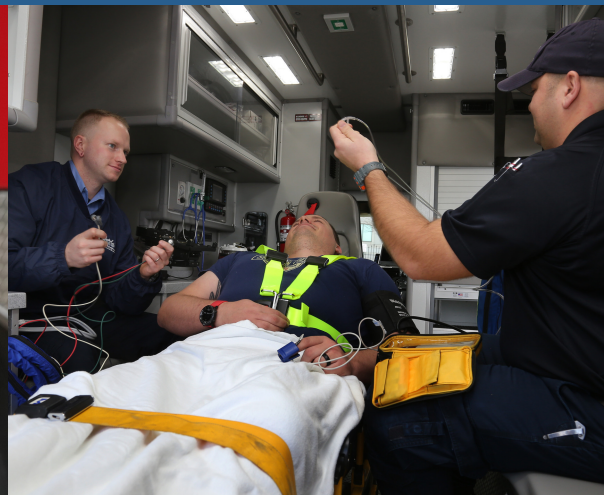




**CITY OF CLEVELAND**  
Mayor Frank G. Jackson



# City of Cleveland Safety Forces Five-Year Recruitment Plan 2017



The City of Cleveland, Cleveland Division of Police, Cleveland Community Police Commission (“CPC”), United States Department of Justice, and the Court-appointed federal monitoring team are all asking for community feedback on the CPD’s proposed new plans on three separate but interrelated areas: (1) community and problem-oriented policing (“CPOP”); (2) staffing; and (3) recruitment and hiring.

The Consent Decree between the United States and City of Cleveland requires, among other things, that the Cleveland Division of Police (“CPD”):

- “[D]evelop and implement a comprehensive and integrated community and problem-oriented policing model in order to promote and strengthen partnerships within the community, engage constructively with the community to ensure collaborative problem-solving, and increase community confidence” (paragraph 27) (the “community and problem-oriented policing plan” or “CPOP”);
- “[D]evelop an effective, comprehensive Staffing Plan that is consistent with its mission, including community and problem-oriented policing, and that will allow CDP” to comply with several specific requirements (paragraphs 319-321) (the “staffing plan”);
- “[D]evelop . . . a strategic recruitment plan that includes clear goals, objectives, and action steps for attracting qualified applicants from a broad cross-section of the community” (paragraph 302) (the “recruitment and hiring plan”).

Earlier in the reform process, the Division, City, and CPC convened a series of community forums and listening sessions on many of these issues. Subsequently, CPD set to work on creating plans in each of these areas consistent with the Consent Decree’s requirements and the values of the community.

We have now come to the point where it is time for community feedback on each of these related plans. The Consent Decree stakeholders are all aiming to work together to solicit and receive input on these policies from the Cleveland community.

**The policies are not yet final.** Instead, they reflect CPD’s efforts to date and create plans that comply with the Consent Decree. **None of the Court, Monitor, City, or Department of Justice have yet signed off on or approved the policies.** That will happen only after the community engagement process. Indeed, **these policies are likely to change further as community feedback is directly incorporated** and additional changes are made.

The development of the policies is far enough along. As a result, the community’s input is timely and necessary.

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From: Michael M. McGrath, Director of Public Safety  
To: Department of Justice, the Community and all Divisions  
Subject: Public Safety Recruitment

Attracting a diverse group of qualified public safety personnel has become quite a challenge. Police in particular “are suffering from severe attrition rates due to overexposure of police violence in the media and an increase of violence against officers in response to those incidents.”<sup>1</sup> If we fail to take a more proactive and sustained initiative, the challenges we face over the next five years will be unreasonably difficult.

As we look to the future, several priorities are clear. First, the Cleveland Division of Police is under an agreement with the Department of Justice to meet mandates articulated in the Consent Decree. This includes, among other things, strategies geared towards attracting officers who possess strategic thinking and problem-solving skills, emotional maturity, interpersonal skills, and the ability to collaborate with a diverse cross-section of the community. Our plan is to increase staffing levels, whereby officers can interact positively with the community and address community issues. When there is adequate time in an officer’s schedule, he/she can strike a balance by effectively engaging in community and problem oriented policing without undermining the division’s ability to respond to calls for service. The proposed increase in staffing should facilitate our efforts to support all the concepts related to community policing.

Second, our public safety forces currently do not reflect the demographics of our community. Over the last several years across the nation there is a consensus that our public safety forces should reflect the community it serves and employ those who understand and respect the type of community they work in.<sup>2</sup>

Thirdly, we are currently at a deficit in each of our divisions. Retirement projections for police alone show an increase in the number of people who will retire over the next five years. Over 40% of the Division has over twenty years on the job and retirement is available after twenty five years. These realities, coupled with normal attrition, revealed the need to hire approximately 93 police, 18 firefighters, and 70 EMT’s in 2017 alone.

This plan represents a significant step forward. However, those who participated in drafting this plan, and those assigned to the Recruitment Team, cannot alone attain our hiring goals. As with Community Policing, recruitment is the responsibility of all members of the CDP. We need everyone’s help! Our goals are to:

- Increase staffing levels to effectively implement our Community and Problem Oriented Policing plan.
- Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.
- Create and maintain partnerships with community stakeholders to enhance recruitment efforts.

I want to thank Assistant Director Barry Withers who was the initial author and project manager for the development of the Recruitment Plan. He will continue in this role as we implement the plan. Please give your utmost support to the Public Safety Recruitment Team as we begin to implement strategies to achieve each of our goals.

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<sup>1</sup> Bloomberg, February 2017

<sup>2</sup> Hiring for the 21<sup>st</sup> Century Law Enforcement Officer <https://ric-zai-inc.com/Publications/cops-w0831-pub.pdf>

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## INTRODUCTION

The City of Cleveland's primary goal is to implement a recruitment plan that ensures we attract the best candidates from a cross section of the community to reflect the diverse make up of our city and adequately staff our divisions to provide the best service to our citizens. To accomplish this, we must recruit not only qualified individuals but those who exhibit an understanding and familiarity with the neighborhoods that are uniquely Cleveland.

A highly qualified and diverse team have been chosen as the lead to execute these duties. The Public Safety Recruitment Team (PSRT) consists of a Sergeant of Police who serves as the Officer in Charge (OIC), two police officers, one firefighter, and one emergency medical technician. According to "The Law Enforcement Recruitment Toolkit" developed by the International Association of Chiefs of Police (IACP), "...good recruiters generally share certain important skills, abilities, and characteristics: They are good public speakers, time managers, planners, and writers. They are creative, maintain a professional appearance, and conduct themselves—on and off duty—in a way that reflects positively on the department.... They are willing and available to work evenings and weekends and to travel out of town for recruitment events." Recruitment literature also recommends that an agency's targeted population be represented on their recruitment team.<sup>3</sup>

Sgt. Charmin J. Leon has been chosen as the OIC. Sgt. Leon holds a Master's degree in Public Administration from The City University of New York's Baruch College, is an accomplished public speaker, facilitator of middle and high school based curriculums designed to bridge the gap between the community and law enforcement and co-writer of numerous local, state and federal grants servicing inner city youth populations.<sup>4</sup> Officer Felton Collier completed over 60 hours at Eastern Michigan University in Communication and most recently served as a Field Training Officer in the Fifth District. He is a veteran of the United States Marine Corps where he also served as a successful recruiter. Officer Marie Clark is a ten year veteran of the Division of Police, most recently served as a Detective in the First District where she successfully served as a state's witness and professionally documented investigative reports. Clark has completed over 80 hours towards an Associate's Degree in Law Enforcement from Cuyahoga Community College. Lieutenant Thomas Pryor has served in the Division of Fire for 28 years working most recently in the personnel and statistical information unit, overseeing the hiring process. Lt. Thomas works beyond his scheduled hours for recruitment and training; attending events during the evening and weekends. Last, but certainly not least, Sergeant Desmond Anderson of the Division of Emergency Medical Services with 19 years of service, has been chosen for his ability to connect positively with members of the community with his engaging and infectious nature. He is a certified paramedic and instructor.

This plan is intended to be a living document that will change as our environment changes. It is expected that there may be adjustments to the City's goals and strategies as we go along and as evaluations on recruitment policies and activities have been completed.

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<sup>3</sup> POST Recruitment & Retention Best Practices Update; Published 2001, Revised 2006

<sup>4</sup> Facilitator of: 1. *Law and Your Community: What to do When Stopped by the Police* and 2. *Youth Strategies: Policing the Teen Brain* by Lisa Thureau, Esq.; Strategies for Youth; Connecting Cops and Kids based in Boston, Massachusetts.

The City of Cleveland's recruitment plan incorporates three (3) programmatic goals that are designed to attract qualified applicants for the Divisions of Police, Fire and Emergency Medical Services. These are as follows and will be addressed on succeeding pages:

1. Increase staffing levels to effectively implement our Community and Problem Oriented Policing plan (CPOP).
2. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.
3. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.<sup>5</sup>

## **Division of Police Mission Statement**

**“The mission of the Cleveland Division of Police is to serve as guardians of the Cleveland community. Guided by the Constitution, we shall enforce the law, maintain order, and protect the lives, property, and rights of all people. We shall carry out our duties with a reverence for human life and in partnership with members of the community through professionalism, respect, integrity, dedication and excellence in policing.”**

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The Cleveland Division of Police serves a population estimated at 400,000. As of February 12, 2018 the Division has 1534 sworn officers, 115 of which are in the academy. The 2018 budget for officers is 1601, leaving 67 vacancies.

<b>Classification</b>	<b>No.</b>	<b>Male</b>	<b>Female</b>	<b>Caucasian</b>	<b>Black</b>	<b>Hispanic</b>	<b>Other</b>	<b>Budgeted</b>
Chief	1	1	0		1			1
Deputy Chief	4	3	1	1	2	1		4
Commander	10	8	2	7	3			12
Traffic Commissioner	1	1	0	1				1
Captain	16	14	2	15		1		18
Lieutenant	56	50	6	50	5	1		57
Sergeant	197	160	37	141	42	12	2	213
Patrol Officer	1134	976	158	740	264	112	18	1304

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<sup>5</sup> June 2015 Settlement Agreement between The United States of America and the City of Cleveland

Academy	115	92	23	79	25	11	0	250
<b>Total</b>	<b>1534</b>	1305	229	1034	342	138	20	<b>1601</b>
Percent		<b>85%</b>	<b>15%</b>	<b>67%</b>	<b>22%</b>	<b>9%</b>	<b>2%</b>	
Community		48%	52%	37%	53%	9%	2%	

In the 2010 Census, Cleveland's population was 396,815. Males: 190, 285 and Female: 206,530

The above chart provides the numbers and demographics of current officers and those currently in the Academy. It also provides the demographics of the Cleveland community. Currently, females and Blacks are underrepresented in the Division of Police as compared to our community.

The outlined goals and objectives should assist in moving these percentages closer to the community demographic.

### **Projected Staffing Needs:**

Over the last five years, the Division of Police has hired and separated (H/S) the following number of officers.

Year	2017	2016	2015	2014	2013
	H/S	H/S	H/S	H/S	H/S
	72/84	56/104	92/85	109/111	63/73
#separated	84	104	85	111	73
#dropout	10	13	27	17	26
% of sep=drpt	11.90	23.21	31.76	15.31	35.61

Class	Started	Graduated	Began	Ended
129	61	40	10/1/2012	3/29/2013
130*	24	19	4/15/2013	6/7/2013
131	49	44	11/25/2013	5/23/2014
132	48	36	3/3/2014	8/29/2014
133	63	44	7/7/2014	1/5/2015
134	40	32	4/13/2015	10/16/2015
135	55	42	12/14/2015	6/17/2016
136	56	46	9/21/2016	04/21/2017
137*	20	19	3/6/2017	5/12/17
138	52	45	8/9/2017	3/5/2018
139*	3	3	1/16/2018	3/5/2018
140	72		02/5/2018	

\*Lateral Classes

The Cleveland Division of Police Consent Decree calls for the implementation of a Division wide community and problem-solving oriented policing policy. That is now referred to as the Community and Problem Oriented Policing plan. As that plan is revised, we will reflect those



changes here. That, in addition to the comprehensive staffing report, will increase our budgeted numbers for the following positions over the next 4 years:

Classification	2017	2018	2019	2020
Captains	1	2	2	
Lieutenants	2	5	4	
Sergeants	10	22	22	5
Patrol Officers	70	69	69	13

In 2017, Mayor Frank Jackson committed to hiring 250 officers over the next year and a half. To this end, the Division instituted a weekly hiring strategy committee to streamline the application process, identify any unnecessary barriers that could be removed or diminished and coordinate the efforts of the three departments involved: Human Resources, Civil Service and Public Safety. The coordination of the various city departments has allowed for a shortening of the hiring timeframe, better planning between background investigations and post offer medical and psychological screenings by ensuring that the processes are aligned. Our applicant processing time has gone from nine months to approximately five.

Over the last year, the PSRT has created and participated in recruiting events in Ohio, Michigan, Pennsylvania, Florida, and California. At a time when applications for police officers has dropped significantly across the nation<sup>6</sup>, coordination of the departments along with a full time recruitment team have allowed us to not only meet, but exceed our normal class sizes of around 50 recruits. The latest class that began on February 5, 2018 had a total of 72 recruits.

Going forward, we will work with the Bureau of Support Services to create a form which will document reasons why recruits begin the Academy and do not finish. We understand that not all recruits that begin the Academy will finish. Indeed, some attrition from the Academy is to be expected and necessary when an individual has realized that the particular career of policing is not for him/her. It is part of the ongoing screening process to ensure that only the most qualified recruits complete training and continue onto the force. Evaluating this data will help determine if there needs to be an adjustment to our recruitment plan. We have also provided separation data to our analyst for follow up with those already separated so that we may collect empirical data regarding their choice to leave, whether it was pay, benefits, work-life balance, etc. and garner feedback on any suggested improvements.

The PSRT will collect data from Civil Service on the number of persons filling out interest cards, those ultimately applying and finally, recruits by ethnicity, age, and gender in order to evaluate the success of recruitment efforts in improving the composition and diversity of the safety forces and on the quality of the recruits and eventual permanent employees.

**Plan oversight, measurement, and evaluation** – The Director of Public Safety will conduct an annual review of the data obtained through stakeholder outreach, the annual report from the PSRT, the statistical information gathered by NEOGOV and the testing consultant to determine if the recruitment strategy has resulted in attracting sufficient candidates to staff CDP at levels

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<sup>6</sup> <http://abcnews.go.com/US/story?id=96570&page=1>, July 2017

necessary for CPOP. The data may suggest there are needed changes in the recruitment plan. The scope and nature of the evaluation will be determined by the Director of Public Safety. The first annual review will occur after one complete year of operation, after January 2018 and will include any suggestions for changes to this plan and any related policies, practices, or procedures.

**Plan management**– The management and implementation of this plan will be the responsibility of Sgt. Leon, the OIC of the PSRT. Sgt. Leon will report directly to Assistant Director Barry Withers. She will be a part of bi-weekly staff meetings held by the Safety Director immediately upon approval of the Recruitment Plan. The Safety Director's staff meeting is attended by the Chief of Police, Chief of Fire, and the EMS Commissioner, as well as other staff under Public Safety. Attendance and information received from the OIC will provide the platform for regular oversight. Each member of the team will provide weekly activity reports to Sergeant Leon. Finally, an annual report of recruiting activities and outcomes will be completed in March of each year beginning March, 2018.

## **Division of Fire Mission Statement**

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**“To serve the City of Cleveland with the highest degree of quality and professionalism through a proactive commitment to prevent and mitigate emergency situations where life and property are at risk.”**

**UNDER CONSTRUCTION**

## **Division of Emergency Medical Services Mission Statement**

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**“We are committed to improving the quality of life in the City of Cleveland by maintaining the highest ethical and professional standards of pre-hospital care, treating our patients with dignity and respect, and caring for each patient as if they were a member of our own family.”**

**UNDER CONSTRUCTION**

## **Recruitment Goals and Objectives:**

The Cleveland Division of Police has established the following recruitment goals, and specific objectives and action steps necessary to meet those goals.

### **GOALS:**

- I. Increase staffing levels to effectively implement our Community and Problem Oriented Policing plan (CPOP).**
- II. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.**
- III. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.**

- I. Increase staffing levels to effectively support our staffing plan and coordinate our efforts with the Community and Problem Oriented Policing plan (CPOP).**

The Settlement Agreement requires the Cleveland Division of Police to conduct a comprehensive staffing study to assess the appropriate number of sworn and civilian personnel needed to perform the functions necessary for the Division to fulfill its mission.<sup>7</sup> That coupled with the CPOP plan which changes the way our patrol sections approach and fulfill their duties, requires the need for additional personnel. The major change that will occur at the patrol officer level is that officers on patrol are required to engage in CPOP activities for at least 20% of their day. These officers are assigned to one of the five police districts which comprise over 70% of CDP personnel. This will be explained in greater detail under our third goal of creating and maintaining partnerships with community stakeholders to enhance recruitment efforts.

To effectively institute CPOP, most problem-solving decisions will be made at the street level by officers and front line supervisors, the Sergeants.<sup>8</sup> The additional time needed to effectively address these issues will often be consumed during an officers 'discretionary' time. 'Discretionary' refers to the time an officer spends while on duty on activities other than answering calls for service.

## **Objectives:**

- 1. To maintain a well-trained, full time, Public Safety Recruitment Team (PSRT) that can adequately respond to inquiries regarding employment within the Police, Fire and EMS Divisions and carry out the requirements of the consent decree, incorporating the tenets of Community and Problem Oriented Policing in its recruitment messaging.

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<sup>7</sup> Cleveland Division of Police Staffing Report, page 5

<sup>8</sup> Cleveland's Community Problem Oriented and Policing Plan, page 7

In response to the requirement of our consent decree for a recruitment plan that ‘will establish and clearly identify the goals of CDP’s recruitment efforts and the duties of officers and staff implementing the plan’, the City seized upon the opportunity to create a dedicated team to carry out this mandate, also expanding this service to the other public safety Divisions of Fire and EMS.

Action Steps:

- a) Team members will receive training pertaining to recruitment techniques, the hiring process for all three Divisions, be knowledgeable of the salary, benefits, job requirements and employment law regarding bias and anti-discrimination during the first three months on the team.

- Required reading of each team member: Hiring for the 21<sup>st</sup> Century Law Enforcement Officer, Advancing Diversity in Law Enforcement, COPS Recruitment Toolkit, the Consent Decree and other literature deemed necessary by the OIC.

Members of PSRT will read and familiarize themselves with the tenets of the above literature. The OIC has incorporated some of the activities suggested in these documents in this plan. Please reference footnotes.

- The Secretary of Civil Service, Director of Human Resources or their designees and a personnel unit staff from each of the divisions will ensure the team is provided between 2 and 5 hours of training instructing them on the application requirements and complete hiring processes.

As noted in the introduction, the PSRT has been selected and consists of members of each of the three Public Safety Divisions. Over the last year, the Team has met with staff from all Divisions and been directed on the hiring process and employment requirements of each one.

The PSRT has attended two law enforcement recruitment conferences; one in Miami in May of 2017 and the OIC and a different member attended a conference in San Diego in December of 2017 where they also presented a workshop entitled “Understanding and Embracing Cultural Differences in Your Recruiting Strategies”. Here they highlighted their outreach to multiple agencies serving underrepresented populations, which we documented under the goal of attracting applicants from a broad cross-section of the community.

Attendance at conferences that enhance the recruiters’ knowledge base around recruiting and provide an opportunity to share best practices will continue to be budgeted for and sought out for attendance at a minimum of one conference per year.

- b) The OIC will develop for approval by the Director of Public Safety, a final recruitment policy within 90 days of the Monitors approval of the Recruitment Plan. (Initial Draft: Appendix B)

- c) The City will also review the feasibility of absorbing the background investigation duties into the Recruitment Team, along with the needed additional staffing, to best improve quality and efficacy.<sup>9</sup>
- 2. Our calculations suggest that we need to recruit at least 1,000 applicants for each testing cycle in 2018 to reap a class of 50 or more recruits for each of the five academy classes scheduled 2018/2019. This is necessary to account for the number of applicants that drop out or are eliminated from the process. Additionally, this increased number of officers is necessary to implement the level of engagement needed to effectively support CPOP.

Across the United States, departments are facing a drastic reduction in the number of individuals applying for the position of Patrol Officer. Accordingly, CDP must aggressively cultivate our applicants.

#### Action Steps:

- a) Create and conduct information sessions that explain our hiring process to applicants and provide them with additional resources to assist them in applying.
  - During the application period in November/December of 2017, the PSRT conducted information sessions at four recreation centers across the city. These sessions were well attended and we have begun information sessions for the current application period as well.

PSRT will hold a total of not less than fifteen information sessions in 2018/2019.

- b) Train additional officers on the hiring process to supplement the PSRT at events, promote hiring announcements via community contacts and other activities to improve our hiring/recruitment outreach.
  - The Chief has approved the OIC of the PSRT to reach out to those officers who responded to the initial announcement of the establishment of a recruitment team to request their assistance during this ramp up of hiring for 2018/2019.
    - We will conduct a training for the officers responding to the request to ensure they are well versed on the hiring process and timelines.
    - These officers will assist by attending open gyms in their respective districts to invite individuals to apply to the division.
    - These officers will also supplement at events when the members of PSRT are unavailable due to being over booked, vacations, etc.

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<sup>9</sup> Switzer, 2006; Lim et al., 2009, California POST Survey

- c) Employ the assistance of officers throughout the division by informing them of the hiring process (which has changed dramatically since they have gone through it) at roll calls across the five districts and three shifts as well as scheduling with specialized units such as at the airport, Community Policing Unit, S.W.A.T., etc. This will require the assistance of those additional officers that we have trained on the hiring process.

## **II. Attract and hire a diverse group of qualified applicants from a broad cross-section of the community.**

### **Objectives:**

1. Reduce the large gap in percentage points between the Division's demographic breakdown of minorities and women and that of the Cleveland community by 5% by the end of 2019 or the next four entry level and two lateral classes.

Although females make up 52% (206,530) of the City of Cleveland, female representation on the Division of Police is only 15% (220). Minority representation within the Division of Police is at 33% (493) although minorities make up 53% (210,311) of the City of Cleveland. We would need to hire and retain approximately 75 females and 75 minorities to meet this objective by the end of 2019. All of the efforts being taken by the City of Cleveland, Command staff and PSRT are done with the goal of expressing to the community that the Department of Public Safety welcomes applicants from all different segments of our community.

### **Action Steps:**

- a. CDP will create video and radio advertisements that showcase women officers working for CDP, highlight their motivations for joining the force, and discuss the benefits of working at CDP.
  - On the PSRT webpage (City of Cleveland Public Safety Careers: <http://www.city.cleveland.oh.us/CityofCleveland/Home/Government/CityAgencies/PublicSafety/SafetyRecruitment> ), we will create a button entitled "Women of CDP". We will work with the City's television station, TV20, to record female officers willing to share their journey on the Division and serve as contacts for potential applicants. We will post those videos on the "Women of CDP" webpage and will continue to utilize all the available social, commercial, and news media outlets to assist with the recruitment and identification of qualified applicants from our community.
  - Over the last year, for each application period, the Chief or Commissioner of the hiring Division along with one or more of the members of the PSRT completed an interview with Radio One detailing the hiring requirements



of their Division and emphasizing that women and minorities are encouraged to apply.

- b. CDP will ensure to incorporate officers from various cultural backgrounds in all advertisements containing more than one officer.
  - c. CDP recruiters will schedule hours in beauty and barber shops across the city to provide face-to-face with potential applicants and inform them about the public safety career profession. The City of Cleveland's Community Relations board has established a network of beauticians and barbers who meet regularly with the City to promote positive human relations. Their coordinator has agreed to work with the Department of Public Safety to assist with community based recruitment efforts.
  - d. Recruiters held a symposium to recruit female firefighter's at Glenville High School in the Collinwood neighborhood May 11, 2017. Recruiters also gave out information regarding police and EMS at the event as well. It was one of the first City of Cleveland public efforts to encourage women to the Division of Fire. The attendance of over 30 women suggests there is an interest in public safety careers by women. Unfortunately, none of the female attendees made it through the last application process. The hiring committee will contact the attendees to inquire about whether they applied and if so, at what point they left or were removed from the process. The hiring committee will also review the standards for the test itself to determine if there are unnecessary barriers that can be overcome.
  - Recruiters will host a similar Female Officers symposium prior to our next hiring cycle in 2019. We are planning to establish conditioning camps similar to those for patrol officers. The physical agility test for firefighters is very specific and calls for the use of special equipment, therefore, coordination with the fire academy will be necessary to accomplish this task.
2. Utilize various advertisement vehicles to garner interest in a public safety career across a broad cross-section of the community as evidenced by an increased number of applicants from non-traditional communities.

Cleveland is made up of 34 neighborhoods. In those neighborhoods, there are many different national origins represented. To attain our goal of hiring individuals from a broad cross-section of neighborhoods that make up our city, it is important that all of our communities receive the message that they are welcome and needed on our safety forces. To that end, we will deliver our message through multiple platforms that serve a variety of audiences.

Action Steps:

- a) Secure advertising spots on various media/publication outlets throughout the Greater Cleveland area to ensure a saturation of awareness for employment opportunities for all qualified individuals in the Department of Public Safety.
- The Assistant Director and grant administrator have and will continue to coordinate contracting with Radio One, which touts itself as a venue “providing a mic to amplify the voice of Black America”<sup>10</sup> to spotlight the hiring and employment opportunities through digital, mobile, social media, and billboards in the Greater Cleveland area. Radio One also has the highest listening audience in the 18 – 39 year old range, regardless of race, in Cleveland.
  - We will also continue our ‘Guardians of the Land’ segments on Radio One. Each month, we identify an officer, firefighter, and emergency medical worker chosen by the community or who has received a commendation, as our ‘Guardians of the Land’ showcasing our diversity and highlighting the good works that public safety personnel are doing in our communities.
  - The Department of Public Safety has partnered also with LaMega radio station a Latino broadcasting media and production company to create four week recruitment campaigns on their station. The listener’s age range is 18 - 35. LaMega radio’s 87,000-member audience is largely Latino and LaMega is the only radio station in Cleveland that can provide extensive broadcasting coverage and outreach to this demographic. Our contract with LaMega will include on air, online commercials, and in studio interviews, State –wide employment newspaper advertisement, and Facebook posts. Here, they are given our recruitment flyers and ads and include them in their additional media outlets.
  - The Department of Public Safety has partnered with Lamar Advertising. This company specializes in outdoor advertising. Prior to the opening of applications for the various Divisions, we secure 10-14 bulletins and digital billboards for a four week recruitment campaign. Bulletins and digital billboards are strategically located on the East and West side of Cleveland to reach the various demographics in those locations. Cleveland has historically been separated by the Cuyahoga River with the majority of the minority population on the east side of the city. Each billboard has at least a total of 50,000 views by citizens.
  - The PSRT has met with Ad Com, a national advertising agency specializing in crafting messages aimed at specific audiences by conducting customized audience studies. They have volunteered to assist us in our recruitment efforts by reviewing our data and making recommendations for our messages

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<sup>10</sup> <https://urban1.com/vtq-portfolio/radio-one/>

geared toward the various Cleveland audiences. This is important to ensure that our messages resonate with the different communities that make up Cleveland. As was found in research by a similar agency in Chattanooga, TN, not every message is effective across all demographic communities.<sup>11</sup>

- The PSRT met with the CEO of Business Volunteers Unlimited (BVU), a nationally recognized organization that provides consultation and capacity building to organizations. The organization will train our background investigators in behavioral based interviewing techniques which is a best practice that has proven to be far more reliable at predicting a candidate's future job performance than a traditional interview. Based on the proposal submitted by BVU, we are in the process of finalizing a date, location, and time for them to conduct the training.
- The PSRT will continue to connect with publication agencies that serve different cultural audiences to better create our messages to underrepresented communities to ensure our message of welcome and inclusion are effective.

To date, the PSRT has connected with C.A.M.E.O., Cleveland's American Middle East Organization, and worked with that organization to draft an ad in their quarterly newspaper informing their readership of the employment opportunities in public safety. This was done in their native language of Arabic to communicate the message of inclusion in addition to reaching non-English speaking relatives of potential applicants as family members are powerful advocates for recruiting.<sup>12</sup>

We disseminated our last hiring announcement via Global Cleveland, an agency whose goal is to "Embrace a culture of Inclusion and Shared Prosperity" by fostering collaboration and support between all cultures and Greater Cleveland residents<sup>13</sup>. By working with Global Cleveland, we were able to share the hiring announcement with the organization's contacts in over 30 different languages.

- b) While out in the community, members of the PSRT will continue identify and connect with various publications in the greater Cleveland area that service and reach out to specific audiences not served by other mainstream media agencies.

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<sup>11</sup> <https://hbr.org/2018/04/simple-changes-to-job-ads-can-help-recruit-more-police-officers-of-color>

<sup>12</sup> Baker & Carrera, 2007; Castaneda & Ridgeway, 2010; Slater & Reiser, 1988; Switzer, 2006; Yearwood, 2003

<sup>13</sup> <https://globalcleveland.org/about/vision-mission-goals/>

3. Employ the most up to date screening tools to ensure successful applicants possess strategic thinking and problem-solving skills, emotional maturity, interpersonal skills and the ability to collaborate with a diverse cross-section of the community.<sup>14</sup>

Traditional hiring methods screened applicants mostly on what they *did not* have: felonies, a bad driving record, poor prior job performance, etc., and to a lesser degree, for the “soft skills” necessary to provide the service that supports community collaboration and engagement. The consent decree calls for an objective process for selecting recruits that employs reliable and valid selection criteria that comport with the Cleveland City Charter and anti-discrimination laws.

#### Action Steps:

- a) The establishment of a Hiring Process Review Committee. This committee is reviewing every aspect of the hiring process; applications, entry level testing, interviews, and selection process; medical and psychological testing and all aspects of training. The hiring review committee was established to have a mechanism that allows the Department of Public Safety to continually upgrade our hiring process, ensuring we are employing the best hiring practices. After each application period, the committee will review what is going well and recommended any changes that will assist in the selection of a qualified and diverse employee pool. Minorities and women have traditionally been excluded during the hiring process by unfair standards that did not correlate with their ability to do the job. The committee looks to ensure that none of our actions contribute to the exclusion of any group or gender. This committee is made up of staff from the Mayor’s office, Manager of Civil Service, Director of Human Resources and representatives from each of the Divisions who have the ability to institute changes in the process.

As departments move into the 21st Century, there have been advances in pre-service processes designed to select and hire personnel for the safety forces. This committee will take advantage of the lessons learned through research of best practices regarding hiring and retaining the right candidates to employ. The committee will make recommendations to the Director of Public Safety who has the authority to order changes in the process which is under his control. He also can request changes to the process from other departments, i.e. Human Resources and Civil Service.

- The Director of Public Safety will serve as committee chair. The committee will meet bi-weekly beginning in March, 2018 and then quarterly beginning in 2019.
- The committee will produce an annual report that documents any adjustments and implementations that have been made to our hiring process..

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<sup>14</sup> See Settlement Agreement ¶304

- The committee will consist of: the Director of Public Safety, Chief of Police or designee, Chief of Fire, Commissioner of EMS, Director of Human Resources or designee, Secretary of Civil Service Commission

Even prior to the establishment of a formal Hiring Process Review Committee, the Department of Public Safety held joint meetings with Civil Service to re-evaluate the entry level examination. Out of this review, a Request for Proposals (RFP) was crafted to educate ourselves on the developments of testing for entry level officers. This resulted in the recommendation to utilize the National Testing Network's entry level exam: Frontline National, which is our current vendor. We will continue to administer this exam as we collect data to evaluate its ability to predict the 9 different dimensions that are desirable traits of police officers: Observe + Assess, Communication ability, Team Orientation, Confront/Enforce, Restraint, Ethical, Help with Distress, Organizationally Oriented, and Community Relations Ability.

Currently, the committee has drafted a request for proposal for behavioral and psychological assessment services to ensure that we are employing the latest and most effective service in the industry for public safety personnel.

- b) Continue the use of a questionnaire regarding applicants' experience in working with, living in and/or volunteering in diverse urban communities during the final picks of candidates by the Safety Director and the Chief of Police.

In 2016, Chief Calvin Williams directed staff to draft a list of questions regarding an applicant's history of volunteerism, living and working in an urban environment, collaboratively working with the community on projects and teams, why they desired to work in Cleveland, their history of supervision of others and what makes them stand out from other applicants. This was designed to elicit an applicant's familiarity with the City of Cleveland, their affinity towards public service and their engagement, if any, with the various communities within it.

This questionnaire was finalized and added to the Personal History questionnaire in 2017. The Director and Chief now employ the review of an applicant's answers to these questions during final selections of candidates being chosen for the academy.

- c) Regularly evaluate our processes to ensure recruitment and hiring procedures and the effects of those procedures reflect the needs of the job and do not create artificial or unnecessary barriers to selection.<sup>15</sup>
  - Since the beginning of January, 2018, Public Safety Administration and the PSRT have met a total of five times with the Mayor's staff, Human Resources, Civil Service, and the law department to define each unit's role in the hiring process and coordinate efforts to remove any unnecessary

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<sup>15</sup> See Settlement Agreement, ¶302

barriers for applicants. Going forward, this activity will become part of the Public Safety hiring committee. This has resulted in the following:

- A waiver of the \$25 fee for testing by all applicants for their entry-level exam.
  - A re-administering of the physical agility test for those applicants who failed, for a second chance at passing.
  - The addition of four officers to conduct background investigations to shorten the time from interview to final picks for the next academy classes.
  - The addition of another supervisor in Personnel to oversee background investigations exclusively to ensure adequate oversight.
  - The addition of staff in Civil Service to address any issues specific to our application software NEOGOV.
  - Streamlining of the medical/psychological testing through Human Resources and Civil Service, shortening the timeframe from eight weeks to four weeks.
  - Raising the pay of the recruits in the Academy from \$10.50 to \$15.00/hr.
  - Creation of conditioning camps for the upcoming testing sessions.
4. Recruit applicants from multiple disciplines at colleges and universities, in addition to those candidates enrolled in Criminal Justice Programs. The PSRT decided to also court applicants from disciplines such as Behavioral/Social Sciences and Health Sciences for their ‘service’ aspect and Urban Studies for the knowledge base students gain around inner cities and how they’ve developed.

To further ensure that we are developing applicants who are qualified to meet the requirements of our positions in public service, i.e.: report writing, critical thinking, resourcefulness, discharging duties in a bias free manner, etc., we will work with our partners at Case Western Reserve University to target other disciplines that require and/or develop those aforementioned traits.

Action Steps:

- a) Recruiters will sign up for and attend career fairs at local colleges, and universities and those in surrounding states.
  - Recruiters have attended a number of college fairs over the last year, traveling to Toledo and Akron in February with more scheduled in the following months. (see Appendix “C”) We post our upcoming fairs on our social media sites; Facebook, Instagram and Twitter.
- b) Recruiters will provide school staff such as the deans and chairs of the above mentioned disciplines, with a list of the characteristics and skill sets we are

looking for in our safety forces and ask for recommendations from their student body.

- Recruiters will make appointments with school staff to inquire about their most promising students and request that they contact those students regarding their willingness to speak with us about a career with the City of Cleveland Department of Public Safety and follow up with the name and numbers of those who have given them permission to share that information with us.

### **III. Create and maintain partnerships with community stakeholders to enhance recruitment efforts.**

The Cleveland Division of Police will be implementing the Community Problem Oriented Policing plan referred to earlier. One of the major tenets of this plan is to ensure that officers are the driving force behind community engagement and problem solving. To that end, there will be at each district Community Engagement Officers (CEO's). CEOs will attend community meetings, visit schools, participate in activities at recreation centers, and participate in engagement activities that are created by the CDP and community members. They will also actively participate in their respective District Policing Committee, which is a cohort of citizens and officers working to solve community problems around crime and quality of life.<sup>16</sup> The PSRT will work with the CEO's of each district to assist in the distribution of recruitment material and hiring information. PSRT will accompany CEO's to community meetings on a quarterly basis.

Another invaluable tool being created through the CPOP District Policing Committee strategy, is the creation of an Asset Map. Asset mapping is a tool used to "inventory community resources" individual by individual, association by association, institution by institution, and employer by employer."<sup>17</sup> The PSRT will utilize this map, which will be mapped for each of the five districts, to make direct contact to those leaders in the community for additional recruitment outreach.

#### **Objectives**

1. Maintain successful partnerships, that were created in the first year to bridge the divide between the community and its safety force members and rely on those partnerships to build transparency and inclusion regarding the hiring process.

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<sup>16</sup> CPOP Plan, page 4

<sup>17</sup> Vera Institute of Justice, *How to Increase Cultural Understanding*, Center for Problem Oriented Policing, August 7, 2017, [https://storage.googleapis.com/vera-web-assets/downloads/Publications/police-perspectives-guidebook-series-building-trust-in-a-diverse-nation/legacy\\_downloads/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-cultural-understanding\\_1.pdf](https://storage.googleapis.com/vera-web-assets/downloads/Publications/police-perspectives-guidebook-series-building-trust-in-a-diverse-nation/legacy_downloads/police-perspectives-guide-series-building-trust-diverse-nation-diverse-communities-cultural-understanding_1.pdf).

- a) The PSRT continues to work with the Cleveland Community Policing Commission to include the voice of the community in our efforts.
  - A member of CCPC has attended each of our information hiring sessions and posted that information on their social media sites.
- b) We partnered with Jr. Achievement and hosted youth in their summer program for a week during the summer of 2017. This year, we will also host a day for Jr. Achievement youth in each of the Divisions; Police, Fire and EMS. We are currently scheduling the days and times for their attendance. They will be visiting each site and learning about the requirements for employment, basic job duties and share a meal with personnel.
- c) The ‘Community Engagement Day’, dubbed ‘Reverse Ride Along’ which was created in partnership with Neighborhood Promise where recruits in the academy spend a day in the neighborhoods meeting community members and getting a history of the residents there, will continue. The Community Development Corporations help to coordinate this day. It culminates in a meal that participants share together.

Working with the staff in the Academy, Neighborhood Promise and the participating Development Corporations, we will schedule follow up meetings to garner feedback about the experience from those officers and community members who’ve participated. According to the Cleveland Police Monitoring Teams Summary of Community Feedback & Recommendations, July 2017, a “substantial majority of community members believe officers are often not familiar with local residents and their problems... treat them disrespectfully and make disrespectful comments.” Residents stated they have trust in and would recommended that CDP work closely with Community Development Corporations for assistance in reaching their communities and we want to ensure our efforts like this one are doing just that.

2. Establish additional partnerships with community agencies to expand our reach into the communities that make up the City of Cleveland. This creates inclusion and input into who is referred and eventually hired into the divisions.

In the past, the hiring process for public safety employees was not transparent to the community. Most applicants received hiring information from family members or friends who were already employed with the Division making diversity increasingly difficult and unintentionally serving to make our targeted population feel isolated and unwelcome. With partnerships established with agencies such as Leadership Cleveland, the NAACP, The Urban League, Fatima Family Center, Community



Development Corporations, etc. we look to break down the walls between the neighborhoods and the City's hiring process for the Safety Forces.

Action Steps:

- a) Conduct cultivation meetings/conversations and presentations in and with citywide community programs to obtain suggestions regarding recruitment efforts.

Utilizing the Asset Map that will be created through the Commander of the Bureau of Community Policing we will identify partners in each of the five police districts in the city to assist with our recruitment efforts. Asset mapping is a tool used to "inventory community resources" individual by individual, association by association, institution by institution, and employer by employer.<sup>18</sup>

- Once a month for two hours beginning in October, meet with at least one partner agency for the sole purpose of gathering input from their constituents on recruiting for the Public Safety Divisions.
  - Two weeks prior to the conversation, ensure the agency promotes the meeting day/time/place for their constituents to encourage participation.
  - Through our partnerships with the Police Commission, the National Urban League, NAACP, LGBT Community Center, etc. we will identify agencies that will be natural partners in these efforts where we can establish monthly 'Meet your Public Safety Recruiters' sessions in each of these communities by October, 2017. The first has been scheduled in September, 2017 in the Central and Glenville Neighborhoods.
2. Improve our efforts in outreach, hiring and long-term recruitment efforts by collaborating with public safety agencies in other jurisdictions to help identify individuals who have the abilities and desire to work and be successful servicing urban neighborhoods.<sup>19</sup>

Action Steps:

- c) The PSRT will meet with neighboring agencies: Akron, Toledo, Cincinnati, and Columbus, at least once in the year to gather and share successful hiring practices and activities.
- The Department of Public Safety will host a recruiter's luncheon/learning day in September. This is a chance for various

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<sup>18</sup> City of Cleveland, Division of Police District Policing Committee Strategy, page 5

<sup>19</sup> Kasdan, Alexa. 2006. *Increasing Diversity in Police Departments: Strategies and Tools for Human Rights Commissions and Others*.

departments to come together for a working lunch, to talk about their recruiting efforts and how to help each other's recruiting campaigns.

The PSRT, in partnership with the Cleveland Federal Reserve Bank, hosted a "Recruiters Luncheon" on September 14, 2017. Invitations were sent to seven agencies and ultimately four agencies were in attendance: Youngstown, Columbus, Toledo and the officers of the Federal Reserve. We will continue to participate in this luncheon annually. Another agency will host the luncheon in 2019.

- b) Provide and distribute application and testing literature prior to each application period for posting and dissemination, highlighting that interested applicants can also submit "interest cards" to be notified by email when the application process opens up.

Secure agreement with other agencies in surrounding Cleveland to include our literature in their mailings/email blasts/community event calendars so that Public Safety Recruitment Team is a regular part of their community communications.

- Use the same medium as noted above to distribute information on our "Meet your Public Safety Recruiters" events.

- c) Keep the contact list of our partners updated and send them updated recruitment activities calendar quarterly; listing any new updates/phone numbers, new team members, etc.

- Administrative assistant will maintain database and make changes as necessary.

- PSRT members will email administrative assistant any new updates/partnerships agency information.

- 3. Consult with the Community Police Commission and other community stakeholders from the academic, religious, non-profit and business community on additional strategies to attract a diverse pool of applicants.

Although the PSRT participates in numerous job fairs, community events, and conducts "Meet your Public Safety Recruiter" events, there is still an untapped segment of the community burgeoning with potential applicants. To cultivate and harvest the best candidates, we are engaging in robust interactions with the above listed groups.

### **Action Steps:**

- a) One member of the PSRT will attend the monthly Cleveland Community Police Commission general meeting; informing them of our efforts and gathering any input they may have.
  - On a rotating basis, one or more of the PSRT members will attend the monthly full commission meeting. We will develop a schedule for time on the agenda for public feedback and recommendation on recruitment activities.
- b) We will document suggestions made by the CCPC and other partner agencies/stakeholders and highlight those that are implemented in our quarterly email blasts that will begin in October.
  - In 2015, the Director assigned Assistant Director Withers and Sergeant Leon to meet with Leadership Cleveland who identified ADCOM, a marketing firm, to gather ideas and a direction for a media campaign to assist in recruitment efforts. (Appendix A)
- c) In partnership with Case Western Reserve University, we have created a survey for youth to garner their perception of the safety forces and their interest or reluctance in considering a public safety career. CWRU will analyze, evaluate and make recommendations regarding the results of these surveys. The university is also developing a data warehouse where all recruitment data will be housed
  - Administer the youth survey to youth groups through summer internships, site visits, recreation centers, community events, and community agencies.

The City of Cleveland and Department of Public Safety look forward to the community feedback regarding these efforts and recommendations for additional efforts that can work towards securing a diverse and public service oriented safety force.

# APPENDIXES

# Appendix “A”

In 2015, The City of Cleveland partnered with Leadership Cleveland and ADCOM. The marketing company drafted the communications plan below for community engagement and input.

**Additional Stakeholder Inclusion and Involvement:** Research and professional media experience have shown that ad campaigns as a stand-alone solution are not always effective. The empowered consumer is savvy and can distinguish between an authentic request for involvement and paid advertising. In attempting to achieve authenticity the City will employ stakeholder focus groups to obtain insights that are necessary to complete meaningful communications, and to assist in recruitment, and program planning efforts. Specifically, successful community oriented campaigns take time to develop in order to obtain balanced and effective input from stakeholder groups, including representatives from the target population to be recruited, and to insure balanced and effective recruitment strategies.

1. Target stakeholder audiences will include the following:
  - a. Police, Fire, or EMS officials
  - b. Community leaders from various neighborhoods
  - c. Education and University leaders
  - d. Citizen advocacy organizations (NAACP, Esperanza, CARE, Asian)
  - e. Youth leaders
  - f. Faith-based community leaders
  - g. Potential applicants
  - h. Media
  - i. Present and Retired Police Officers, Firefighters, and EMS techs.

The discussion guides for the groups will be created based on the following topics.

- j. Perceptions of Cleveland
- k. Perception of safety forces

- l. Desired characteristics of recruits
- m. Ideas on programs to assist the recruiting efforts
- n. Feedback on some recruiting ideas
- o. Types of people who become officers
- p. Desired careers
- q. What would entice respondents to become officers
- r. Technology platform and social media usage

The City will utilize professional facilitators to work with the above listed groups to ensure inputs and recommendations are properly recorded and validated. The information gathered from the working group will be used in the City's public outreach plan.

As stated earlier, social media and media relations will be a significant part of the campaign to reach potential recruits. Media advisors have suggested that potential recruits can be segmented into five groups:

1. Young teens (ages 10-14)
2. High school / young adults (ages 15-18)
3. Adults
4. Minorities (especially Black, Hispanic, Asian, Middle Eastern)
5. Females

In addition to specified advertising campaigns that are used to reach potential safety forces candidates, public relations will be employed as a critical part of the communications plan to improve public perceptions associated with the City's safety forces. It is important that key points of progress be regularly communicated to the community as the plan is being developed and implemented. Media interviews are an effective way to reach the public and to maintain transparency. When appropriate, media management meetings and/or press conferences to share information and progress will be utilized.

# APPENDIX “B”

## PUBLIC SAFETY RECRUITMENT TEAM

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**OBJECTIVE:** To establish the authority and duties of a permanent Public Safety Recruitment Unit within the Department of Public Safety.

**POLICY:** The City of Cleveland Department of Public Safety shall establish a Recruitment Team whose duty it will be to identify and maintain a pool of interested, qualified potential recruits; recruiting the most capable and qualified applicants from all segments of the community to enter the selection process for the City of Cleveland Safety Forces. The recruiting of individuals will be without regard to race, color, national origin, disability, age, gender, sexual orientation, medical condition, Vietnam Era or disable veteran status.

### **Establishment of the Recruitment Team:**

- Shall be established no later than 30 days following the approval of the Recruitment Plan.
- The City of Cleveland will provide the resources necessary to operate the Team.
- Staffing. The Team shall be led by a Sergeant, who will serve as the Officer-in-Charge (OIC), and shall be comprised of 3 patrol officers, 2 Firefighters, and 1 Emergency Medical Technician (EMT). The Sergeant of Recruitment will be appointed by the Safety Director in consultation with the Chief of Police.

### **Qualification of Recruitment Staff:**

- It is preferred that members of this unit have an advanced degree, however, at the very least members must have attained 30 hours of college credit or five years in their position.
- Members of the team will not have had progressive discipline imposed upon them more than once in the last 2 years.
- Members of the team will be those who have demonstrated experience working well with a diverse group of others as evidence by positive peer reports during vetting, regular enhancement training participation in community activities or a demonstrated effort in gaining additional experience working with community groups.

### **General Operations of the Team:**

- In support of the City of Cleveland’s commitment to Community Oriented Policing, this Team will consistently communicate the message that the Department of Public Safety is seeking applicants who demonstrate an ability to engage in positive interactions with individuals they encounter.
- The Team will report annually on the number of minority and women contacts and any measures implemented to increase outreach efforts to these groups.
- The Team will conduct recruitment efforts in all neighborhoods of the city and develop contacts with increasing numbers of social service agencies, religious institutions,

synagogues, development corporations, high school and college programs, and other organizations that may provide a source of interested individuals.

- Recruiters shall actively seek out recruitment fairs/career days/ hiring events to attend with emphasis on local/state/surrounding states.
- Recruiters shall, in addition to recruiting from Criminal Justice programs, also actively recruit in both the Behavioral and Social Sciences department of schools and colleges.
- There should be an active recruitment from the correctional officer profession.
- Recruiters will, in conjunction with community policing, remain engaged with participants of cadet programs to encourage them to transition into the division pipeline of traffic enforcers, correction officers, etc. with an emphasis on joining the Divisions of Police, Fire, and EMS.
- The OIC and a designated Recruiter will be the primary contact for interacting with all the branches of the Military and work together to create an onboarding process to accommodate applicants with upcoming discharge dates.
- On an as needed basis, other members of the various safety divisions may be assigned to these duties to assist with recruiting efforts. With the approval of the Director of Public Safety, the OIC, in conjunction with the recruiters, will interview and select the members for the temporary assignment.
- The Team will develop a support plan for individuals that have applied to take a civil service test.
- The Team will work closely with the Civil Service Commission so that it is aware of all test dates in order to provide the maximum amount of time for preparation efforts of candidates.
- The Team will organize pre-testing days/times and shall develop a plan to create ongoing, rotating physical fitness camps for potential applicants and current members of all Safety Forces.
- The Safety Director along with the OIC of Recruitment will present each finalized academy class list to the Police Commission in the spirit of transparency and to garner community support for our recruits.

#### **PUBLIC SAFETY RECRUITMENT UNIT RESPONSIBILITIES:**

##### **OIC:**

- Supervisor and as such, shall be responsible for the discipline, appearance and conduct of personnel.
- Works in partnership with media vendor to ensure that marketing messages express the expectations of applicants clearly and repeatedly.
- Works in partnership with Civil Service, Human Resources and Personnel of each Safety Division.
- Creates and maintains the training manual.
- Develops and maintains contacts with Recruitment Associations and facilitates, within the constraints of the budget, attendance of staff at various conferences.
- Creates mandatory reading lists for Recruiters.
- Conducts retreats/roundtables.



- Hosts gatherings for visiting safety forces; developing contacts and processes for lateral hires.
- Authors the annual report; documenting recruiting activities and outcomes.
- Signs off/approves of staff time.
- Defines and assigns scope of each Recruiter's duty and areas of responsibility. These will be documented bi-annually in their SMART objectives documentation.
- Collaborates with marketing consultants, along with Recruiters, in creation of media messages.
- Collaborates with neighboring Public Safety agencies to improve recruitment.

#### **RECRUITER:**

- Sworn Officer, Firefighter, or EMT.
- Develops contacts and maintains communication with colleges/universities/high schools guidance and career counselors.
- Responsible for communicating thoroughly with applicants the requirements and necessary steps for employment.
- Creates social media communication for review and approval of OIC and Marketing consultant.
- Attends any career fair, social gathering, college classrooms, etc. as assigned for the purpose of recruiting applicants.
- Maintains an electronic schedule accessible to Team personnel.
- Assists in maintaining an electronic calendar of upcoming, relevant training.
- Rotates, as needed, as a background investigator in Personnel Units.
- Maintains contact, phone/email/mailings, with candidates throughout the hiring process.
- Will ensure equal treatment and opportunity to all potential applicants.
- Other administrative responsibilities necessary for operation.

#### **The Recruitment section standard uniform shall be as follows:**

- Office - Business clothing or uniform
- Seminar/Symposiums - Duty uniform (PO/CO) & Business Clothing (Civilian)
- Formal functions - Suit/dress (uniform optional)
- Career/Job Fairs - As directed by Sergeant
- P/R & C/R - Minimum of two Recruiters in uniform
- Written Tests - Uniform
- PT Tests - PT Gear
- Area Canvassing – Uniform, Business Casual, PT Gear

# APPENDIX “C”

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Below are activities to date. The remaining months are projections and we’ll document the number of attendees, those filling out interest cards or applications, etc. These will differ based on whether or not an application period is open for a particular Division; Police, Fire, EMS. We do not anticipate another Fire exam until 2019, however, EMS will have one more application period this year and Police has opened up applications from April through December.

## 2018 Activity Timelines:

### A. January

#### i. Four community partner events:

1. NAACP meeting: Received recommendation to attend open gym sessions at the recreation centers to speak with individuals not coming to our information sessions.
  - a. We attended five open gyms and spoke with attendees about a career in public safety. There was discussion from each of these groups that we must clearly state felonies are an automatic disqualifier for the position of Patrol Officer as a number of those in attendance have felonies.
2. Met with Cleveland State University graphic art and media graduate students to pen a recruitment video “I am Cleveland”. Working on budget numbers.
3. Met with the Cleveland Police Foundation to discuss next steps in strengthening the MLK Jr. High School public safety program into a ‘pipeline’ program.
4. Met with Global Cleveland discussing next steps in collaborating and supporting the immigrant communities in their road to citizenship and introduction into public safety careers.

#### ii. One youth organization engagement:

1. Attended ‘MentorInCLE’ Luncheon and Career Fair. This is a mentoring program to help freshman through their first year of college and seniors connect to careers. Translating skill sets from other disciplines into the public safety sector for students helps them to better understand the true nature of these careers.

#### iii. Presentation:

1. Ward 3 Community Safety Meeting: Recruitment presentation

### B. February

#### i. Two community partner events:

1. The Academy along with the non-profit Neighborhood Promise, conducted the third ‘Reverse Ride Along’ whereby recruits go into the community and meet the residents and are taught the history of our communities.

2. We met with new Councilman Basheer Jones, the Mayor's Chief of Education Monyka Price and the Mayor's Special Assistant Marty Flask to discuss the logistics of strengthening the pipeline program with the MLK Jr. Public Safety High School.
- ii. **Six Presentations:**
    1. Conducted six information sessions on the east and west sides of the city to instruct residents on how to apply to the position of Patrol Officer.
  - iii. **Two Career Fairs attended:**
    1. University of Akron
    2. University of Toledo
  - iv. **Media - Recording of radio spots for next four weeks:**
    1. Five officers including the PSRT OIC completed radio spots at Radio One for our advertising spots encouraging listeners to apply for the position of Patrol Officer.

## C. March

- i. **Three Community partner events:**
  1. Met w/LBGTQ representatives to coordinate presentations to their constituency.
  2. Met with community coordinator of the Cleveland Community Police Commission for upcoming meetings and feedback planning.
  3. Met with representative of Ohio Means Jobs, which is our work readiness partner, to ensure full utilization of their services: referrals, job postings, agency space for presentations to their class groups, etc.
- ii. **Two youth organization engagements:**
  1. Participated in Impact25, an Empowering Youth Exploring Justice (EYEJ) video project exploring ways to improve relations between the police and youth. Youth's recommendations to be presented to the Mayor and the Chief of Police at the end of April.
  2. Attended the Youth Research Symposium at Cleveland State University highlighting research work done by ninth graders at the Campus International School which sits on CSU's campus. Youth received feedback on their presentations which explored poverty, bullying, hunger, male victims of domestic violence, gang violence, etc.
- iii. **Presentation:**
  1. One information session held at Collinwood recreation center prior to the close of the application period, March 22nd.
- iv. **Three Career Fairs attended:**
  1. Hiring Our Heroes, Detroit, MI
  2. National Law Enforcement Conference and Job Fair
  3. Career Fair held at Glenville High School for the community
- v. **Media – Two radio spots recorded, one ad in ethnic publication:**
  1. Guardians of the Land – highlighting the person behind the badge
  2. Ad placed in Cleveland American Middle Eastern Organization newspaper in their native language

3. OIC completed three on air interviews with Radio One highlighting the need for women and minorities on the Division.

**vi. Three College Visits:**

1. John Carrol University
2. Notre Dame College
3. Baldwin Wallace University

D. April

- i. 3 Community Partner Events
- ii. 2 Youth Engagements
- iii. 4 Presentations
- iv. 4 Career Fairs
- v. 1 Media engagement
- vi. 7 College Visits

E. May

- i. 4 Community Partner Events
- ii. 4 Youth Engagements
- iii. 3 Presentations
- iv. 4 Career Fairs
- v. 2 Media engagements
- vi. 3 College Visits

F. June

- i. 6 Community Partner Events
- ii. 4 Youth Engagements
- iii. 3 Presentations
- iv. 2 Career Fairs
- v. 2 Media engagements
- vi. 2 College Visits – Summer Public Safety

G. July

- i. 6 Community Partner Events
- ii. 4 Youth Engagement
- iii. 3 Presentations
- iv. 2 Career Fairs
- v. 2 Media engagements
- vi. 2 College Visits – Summer Public Safety

H. August

- i. 5 Community Partner Events
- ii. 4 Youth Engagements
- iii. 3 Presentations
- iv. 2 Career Fairs

- v. 2 Media engagements

I. September

- i. 3 Community Partner Events
- ii. 2 Youth Engagements
- iii. 3 Presentations
- iv. 2 Career Fairs
- v. 2 Media engagements
- vi. 1 College Visit

J. October

- i. 2 Community Partner Events
- ii. 2 Youth Engagement
- iii. 5 Presentations
- iv. 3 Career Fairs
- v. 2 Media engagements
- vi. 2 College Visits

K. November

- i. 3 Community Partner Events
- ii. 2 Youth Engagement
- iii. 2 Presentations
- iv. 4 Career Fairs
- v. 1 Media engagements

L. December

- i. 2 Community Partner Events
- ii. 2 Youth Engagement
- iii. 2 Presentations
- iv. 2 Career Fairs
- v. 1 Media engagements