

Recruitment Plan and Selection Process

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Revised: February 24, 2025, to be in compliance with the federal government mandates regarding DEI programs and practices.

Review of objectives / goals:

The University of Cincinnati Police Division identified the following objectives and goals prior to beginning the recruitment and selection process:

1. Recruit a pool of qualified candidates that supports the University of Cincinnati's (UC) mission to provide a supportive learning and working environment where all are welcome, safe, and free to be successful.
 - a. The people responsible for the implementation of the recruitment plan will have the authority, resources and training necessary.
 - b. The University of Cincinnati Police Department (UCPD) will strategically invest in short term recruitment strategies to support the attainment of the recruiting goals to find individuals who have the knowledge, skills, and abilities to support UC's mission to provide a supportive learning and working environment where all are welcome, safe, and free to be successful.
2. Creating and maintaining an ongoing system of qualified individuals to continually provide a pool of strong potential candidates.
 - a. UCPD will strategically invest in long term recruitment strategies to support the continued attainment of the recruiting goals.

Summary of Process:

1. Recruitment
2. Applicant Communication and Preparation
3. Physical for ULEO
4. Written Examination
5. Background check
6. Polygraph
7. Psychological/ Behavioral Assessment
8. Command Panel Interview

After Action Report by Process Steps

1) Recruitment phase

UCPD began its official recruitment phase in the end of April 2018. Unofficially, UCPD's recruitment was an ongoing process for the purpose creating a diverse and qualified talent pool for when there is any opening within the department. On January 21, 2025, the federal

government effectively outlawed DEI programs and practices for violating federal civil-rights laws. Efforts will be made to recruit the most qualified applicant pool to support the university's mission to provide a supportive learning and working environment where all are welcome, safe, and free to be successful.

The efforts will include partnerships with various departments at UC, neighborhood based partnerships, faith community partnerships, community organization partnerships, and advertisements through several online job marketing sites. Recruitment is an ongoing process at UCPD where all members of the department represent the agency in a positive manner to help. While the comments speak to general recruitment efforts, UCPD will conduct targeted recruitment too. The targeted recruitment will consist of candidates we either know personally or are recommended to members of UCPD due to possessing the knowledge, skills, and abilities of a qualified applicant. Members of UCPD would contact these known individuals to guide them along the application process. In 2022, UCPD initiated a new recruitment strategy in hiring lateral officers to bring experience and maturity amongst the ranks. This was marketed through word of mouth and across the RCIC system. These recruitment efforts still remain in effect.

- a. Sustain the following to attract qualified applicants:
 - Partnerships made with various groups
 - Financial commitment to ensure effective marketing
 - Commitment of personnel to effectively reach out to partnered groups
 - Lateral hiring process
 - Maintain the website to send possible applicants to for the purpose of informing them specifically about our department and hiring; this should always be available on the UCPD website.
- b. Improve the following to attract qualified applicants:
 - Ensure all officers recruit on a regular basis and are aware of recruitment efforts
 - Create an email specifically for recruitment on the mentioned website to be checked by those involved in the recruitment process or the Community Engagement Unit.
 - Create the ability on the developed website for an applicant to send their information to a member of the department to contact them.

2) Applicant Communication and Preparation phase

The University of Cincinnati Police Division will utilize several means of communication to interact with applicants for the purpose of keeping them informed and preparing them for the selection process. Communication will consist of utilizing SuccessFactors, UC's human resource management tool, which has a component specifically for recruitment and onboarding applicants. SuccessFactors automatically replies by email when a person first applies, advising that an application had been received. Any mass correspondence to active applicants will also be completed through SuccessFactors allowing UCPD to streamline communication efforts. SuccessFactors was also utilized to distribute to applicants the personal history questionnaire and liability waivers for UCPD. SuccessFactors also retains any correspondence made through it for the purpose of

documentation.

Second, communication with applicants will be made through SuccessFactors with any questions or concerns being directed to the lieutenant overseeing hiring and recruitment either by telephone or email. Utilizing both email and telephone will allow for consistent mass communication with all active applicants along with being able to personally communicate one-on-one.

The preparation phase for applicants occurs for the purpose of informing applicants of the selection process as a whole, providing an expected timeline and having a question and answer component. During this phase applicants will attend an informational session on campus prior to the physical agility exam. The applicants will be introduced to several members from UCPD allowing for us to personalize the selection process.

a. Sustain

- The utilization of SuccessFactors
- Multiple means of communication throughout the selection process. Mainly, email, telephone and in-person
- Informational sessions: While the overall attendance was low, these sessions were beneficial as it was informative and personalized for the applicants
- Keep Informational sessions with Physical Exams ensures everyone gets the same information as well as makes the process more efficient.

b. Improve

- While there were no negative issues with communication, an improvement would be to create a specific email account only utilized for the selection process. This would negate only one person from having access to emails being sent. Essentially, two to three individuals should be able to access this account to ensure communication is prompt.

3) Physical Agility Exam

UCPD will conduct the physical agility exam over the course of two days during several different timeframes. The times will consist of both afternoon and evening times to be able to accommodate the work schedule of any applicant. These exams will be monitored by members of UCPD. Once an applicant arrives, applicants will be checked in to ensure the required paperwork was completed (e.g., PHQ, liability waivers). The information session will then take place.

The standards utilized are specific to UCPD and are 80% of the entry standards for an Ohio Peace Officer Training Academy (OPOTA) for certified officers and actual standards for apprentice applicants. While the OPOTA standards will be explained to applicants, the lieutenant overseeing hiring and recruiting or designee will demonstrate the proper form for sit-ups and push-ups and what would be considered insufficient for each. The scoring sheets utilized were created by UCPD, with all times and counts specific to age and gender. The scoring sheets will be signed off by the monitor of the person and two others in the exam area to verify the results. The order of the physical agility exam is push-ups, sit-ups,

vertical jump, 300m sprint, and the timed 1.5 mile run. If an applicant fails any phase then they will not allowed to move forward onto the next phase. For the applicants who pass the physical agility exam the lieutenant overseeing hiring and recruitment will explain the selection process timeline and allow for questions and answers. Applicants passing the physical agility exam will also commit to a date for the written examination upon passing the physical agility exam. This will allow for the process to move forward more quickly and efficiently.

a. Sustain

- Having multiple dates and times to allow for easier scheduling for the applicants
- Using the OPOTA entry standard for Apprentice and UCPD standards for certified officers.
- The process of explaining and demonstrating proper technique
- Explanation of the selection process along with an expected timeline given to applicants for those who passed the PAE
- Question and answer session at the end

b. Improve

- Record the process for any applicant who may contest their results.

4) Written Examination

UCPD will administer a written law enforcement examination in digital format using Industrial/Organizational Solutions (IOS) testing. The test will be administered at UC and proctored by lieutenant overseeing hiring and recruitment. There will be an IT representative for any technical issues. These examinations will be given over multiple dates and times to accommodate applicants and their current work schedules. UCPD participated in a transportability study with IOS that further validated the testing process as it pertains to UCPD. Results for the examination are received immediately as it is taken online and scored immediately thus expediting the hiring process to move forward qualified applicants.

5) Background check

UCPD will promptly begin background investigations after the written examination phase is completed. The background investigations will be completed as quickly as possible. All individuals performing the background investigations have all been trained for such investigations. The lieutenant overseeing hiring and recruitment will monitor and oversee the process.

As applicants are investigated, they will either be recommended to be removed from the process based upon the findings and the disqualifying criteria, or they will remain in the selection process. Applicants with no questionable findings or disqualifying criteria will move forward in the process without consulting the police chief. No applicant will be removed without consulting with the police chief. The background investigation will consist of a qualifying credentials check, an ARMS checks, a criminal history/BCI-III check, an OHLEG check, a personal reference check, credit check, work history and work

performance check, personnel file check for sworn/certified applicants, social media check and a degree verification.

a. Sustain

- Having a team of trained background investigators assigned to the lieutenant overseeing hiring and recruiting.
- Regular meetings with all background investigators
- Removal of applicants only after consulting with the police chief once disqualifying criteria identified that would automatically remove the applicant

b. Improve

- Allow for additional time or more personnel in the background investigations
- Assign vehicles to those involved in the background investigation to be able to travel within the Tri-State area when necessary
- Complete backgrounds in a more timely fashion polygraph and psychological assessments can be scheduled after instead of simultaneously.

6) Polygraph

UCPD corresponds through SuccessFactors with all applicants who passed the background investigation to communicate the progress within the selection process and information regarding the polygraph exam. The company will utilize, Von Holle Polygraph who will be contacted and given a list of all applicants with their contact information. This company has been utilized in the past by UCPD and proven to be sufficient and timely when conducting the exams and forwarding their results. The lieutenant overseeing hiring and recruiting will schedule the polygraph examinations to keep the process as efficient as possible. All results will be reviewed and compared to the applicants PHQ that was provided by them. Reviews will consist of the answers provided, admissions within the polygraph results and inconsistencies among answers given throughout the process. Applicants could be removed after consulting with the chief of police for a failure of the polygraph or due to information obtained within the polygraph results.

a. Sustain

- Utilization of Von Holle Polygraph
- Sustain the means of scheduling

b. Improve

- Not applicable. This portion of the selection process is administered by a third-party that has proven to be more than adequate for our needs.

7) Psychological

UCPD will communicate through SuccessFactors to inform applicants of their successful completion of the polygraph examination and their movement forward in the selection process to the psychological/ behavioral examination. The company will utilize Dr. Chard/ UC Health. This company has replaced the previously used company that has dissolved. It has proven to be sufficient in terms of quality of work and timeliness. Like the scheduling for the polygraph, the lieutenant overseeing hiring and recruiting will schedule and notify applicants. Dr. Chard/ UC Health will then forward all summary reports to UCPD.

- a. Sustain
 - Continue use of Dr. Chard/ UC Health for entry level psychological/ behavioral exams
 - Sustain the means of scheduling
- b. Improve
 - N/A Previous company dissolved and Dr. Chard/ UC Health are the only local company that offers this for police.

8) Command Panel Interview

UCPD will meet to discuss process improvements in the hiring process. There are a lot of stages in the hiring process and can take some time to complete. In an effort to be more efficient, minimize the risk of losing qualified applicants the decision was made to combine the panel interview and the command interview. The previous process was to schedule an interview panel consisting of interviewers from the UC community, outside community, staff, students, and bargaining unit members with predetermined questions. Interviewers were also permitted to ask follow-up questions if any clarification was necessary. Each applicant would be allotted 45 minutes for the interview. Scheduling and consistency with this panel was challenging in the past and not necessary according to specifications. The new interview panel will consist of command staff members or designees and a bargaining unit member. The process will remain the same with predetermined questions and follow-up questions if necessary for clarification.

Applicants will be rated on a 5-point scale for each question with an additional five points allowed for professional attire and demeanor. Each applicant will be ranked based upon the average of all the scores combined.

- a. Sustain
 - Scheduling means of applicants
 - Subject Matter Experts as interviewers
- b. Improve
 - Not scheduling more than three interviews on a given day at the recommendation of EEOC

9) Conditional Offers

After command panel interviews a final ranking list will be made and submitted as the official eligibility list. The chief and assistant chief will then meet to decide which applicants best qualified. The applicants chosen will be offered a position via telephone correspondence by the lieutenant overseeing hiring and recruiting. If the offer is accepted, HR will process an official offer and send that in writing to the address provided in the PHQ.

Closing comments:

With changes made it will be imperative to re-evaluate all steps of the process after the completion of a hiring process to ensure the efficiency and validity of the process.

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