

University of Colorado Boulder Police Department Recruitment Plan



Table of Contents

Strategic Plan and Vision	2
Department Overview	2
Reporting Period	5
Department Analysis	5
Recruitment Goals.....	9
Recruitment Objectives	10
Plan of Action.....	10
Evaluation Plan.....	13
Equal Opportunity/Affirmative Action Policy	15



I. STRATEGIC PLAN AND VISION

The primary goals of this recruitment plan are to utilize strategies to attract qualified candidates, enhance the diversity of our applicant pool to include higher numbers of women and minorities, and improve officer retention rates. These tactics, along with providing procedural justice and fair and impartial policing, will improve legitimacy and build trust with the community in which we are proud to serve.

The CUPD recruitment team will administer this recruitment plan and be responsible for recruiting qualified candidates with additional efforts of seeking qualified women and minority candidates. The goal of CUPD is to have a department that is representative of the CU Boulder campus community and meets or exceeds national averages of female and racially diverse officers. This recruitment plan will evolve based on the successes and failures of its implementation, needs of the department, availability of resources, and measurable data to show we are using the most effective procedures to accomplish our staffing goals. The implementation of this plan will serve as a tool to measure our progress, assess outcomes and serve as a means of accountability to meet our goals.

CUPD is an equal opportunity and affirmative action employer and the department is committed to a hiring and selection process that does not discriminate on the basis of race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation or political philosophy and fully complies with all requirements of the law.

II. DEPARTMENT OVERVIEW

The University of Colorado Boulder Police Department (CUPD) is a full-service law enforcement agency, vested with the authority to enforce all applicable laws, with primary jurisdiction over most CU Boulder owned and operated properties. Additionally, the CUPD has a dual commission with the City of Boulder Police Department.



CUPD is authorized to have of 51 commissioned officers certified by the Colorado Peace Officer Standards and Training (POST) Board, as well as 47 civilian employees, who provide law enforcement services 24 hours a day, 365 days a year.

With the burgeoning campus of CU Boulder, this recruitment plan will play a vital role in ensuring CUPD continues to grow alongside the community we serve by employing qualified police officers and recruits that include members of protected classes specifically, women and under-represented, ethnically diverse individuals.

Onboarding a new police officer is an expensive endeavor. In 2019, excluding the salary of the training and trainer, the costs to hire and train a police officer recruit were:

- Polygraph, medical and psychological testing - \$1,150
- Uniforms and equipment - \$2,700
- Law enforcement academy - \$7,000
- Officer salary during academy and department field training—\$62,000

When you include the cost of the field training instructor, the approximate total cost to the department for an officer to reach solo status is \$85,000.



CUPD Vision:

“The University of Colorado Boulder Police Department (CUPD) is committed to being a leader among university police departments.”

CUPD Mission:

“The members of the University of Colorado Boulder Police Department (CUPD) are dedicated to provide the highest quality services in order to enhance community safety, protect life and property, and reduce crime and the fear of crime. We pledge to develop a partnership with the greater campus community, to improve the overall safety and quality of life for all CU affiliates through fair and impartial, transparent and consistent policing.”

CUPD Core Values:

Collaboration

Competence

Humility

Integrity

Passion



Strategic Plan Goals and Objectives:



III. REPORTING PERIOD

This recruitment plan covers data from the following reporting periods:

Analysis period: January 1, 2017 through December 31, 2017.

Analysis period: January 1, 2018 through December 31, 2018.

IV. DEPARTMENT ANALYSIS

The following analysis will identify the racial and gender demographics of the CUPD campus community and CUPD applicants. It will also examine attrition and turnover rates for both commissioned and civilian personnel and the percentage of candidates who successfully complete the hiring and selection process to become police employees.

Data for the analysis was collected from census reports, CU human resources and data analytics.

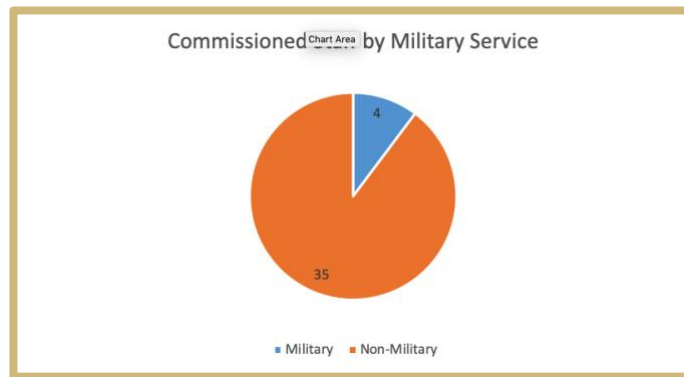
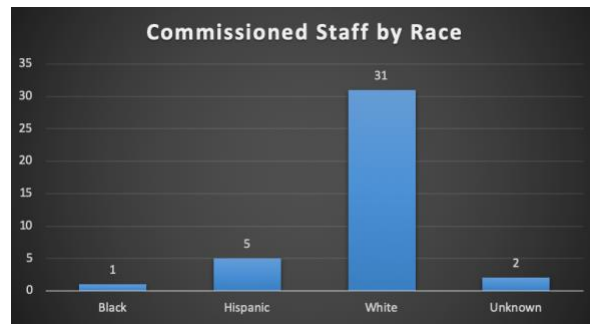
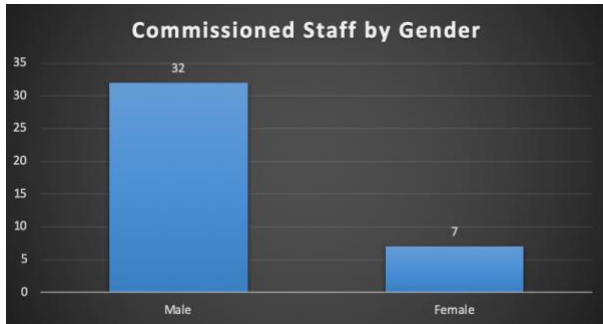
1. CU Boulder Campus Community and CUPD Demographics

The University of Colorado Boulder values diversity and places a high emphasis on inclusion. CUPD strives to have a diverse department that is broadly reflective of the community it serves. CUPD will take proactive measures to identify potential barriers to diversity in law enforcement and engage in specific recruitment, hiring, and retention strategies to make progress in ensuring CUPD better reflects the diversity of the community we serve. Currently, CUPD is staffed with 39 commissioned

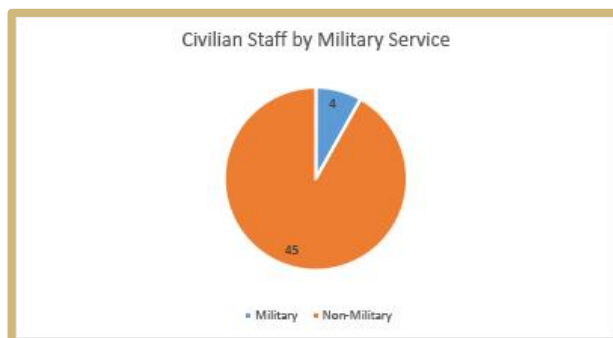
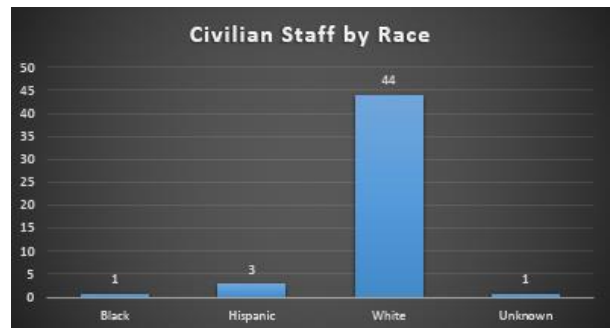
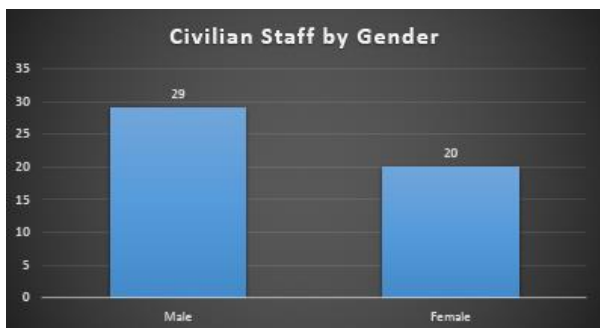
police officers and 49 civilian staff members, but is allotted 51 commissioned and 67 civilian positions not including student workers.

Many of the civilian employees work within our support services and events and emergency management divisions. The CU Boulder Police employee breakdowns are as follows:

Commissioned Staff:



Civilian Staff:

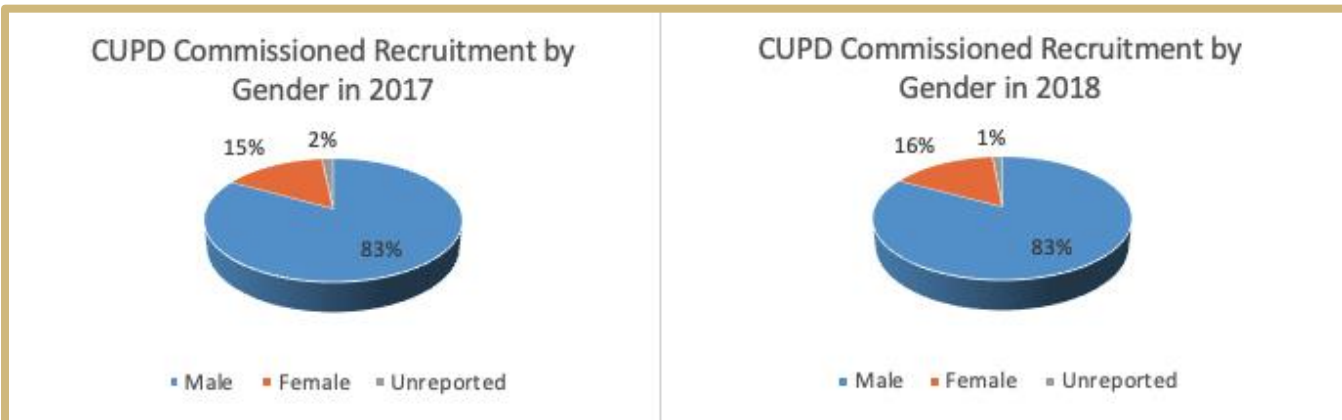


2. Applicant Pool

CU Boulder Police actively recruits candidates through various methods including social media (Facebook, Twitter and Instagram), employee referrals and various career fairs. Job postings are advertised on multiple outlets. There are additional testing requirements necessary to become a police officer within the State of Colorado that are above the normal requirements of standard university positions. Currently, there are no benchmarks in place to track if an applicant is unsuccessful in completing those additional steps. We are investigating ways we can improve our ability to capture that information. Possible steps in the process where a candidate could be unsuccessful could include, but are not limited to, psychological examination, polygraph, and oral board interviews.

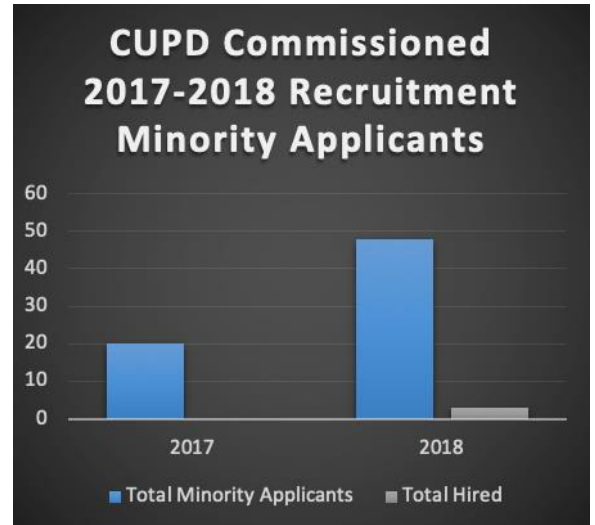
Commissioned positions:

CUPD Commissioned Recruitment by Gender		
	2017	2018
Male	49	116
Female	9	22
Unreported Gender	1	2
Total Applicants	59	140
Total Hired Male	1	10
Total Hired Female	1	1



**CUPD Commissioned Recruitment
By Minority Status**

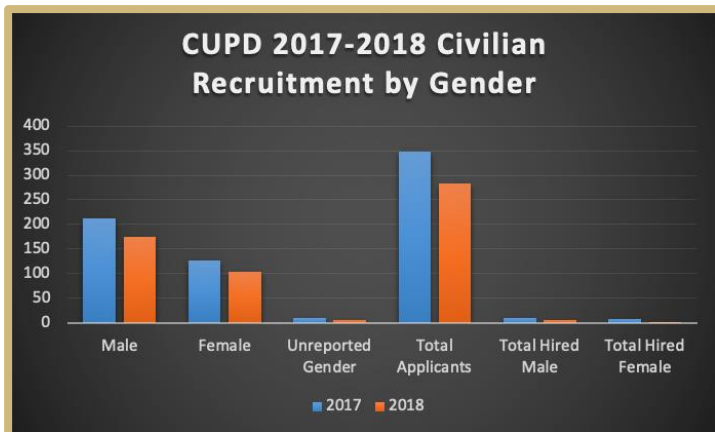
	2017	2018
Total Minority Applicants	20	48
Total Hired	0	3



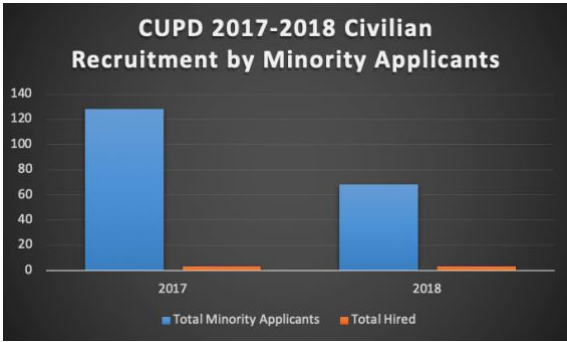
Civilian Positions:

**CUPD Civilian Recruitment
by Gender**

	2017	2018
Male	213	175
Female	127	104
Unreported	9	5
Total applicants	349	284
Total males hired	10	6
Total females hired	8	2



Total Civilian Minority Applicants		
	2017	2018
Total Minority Applicants	128	168
Total hired	3	3



3. Hiring and Selection

Statewide, police departments are competing for large numbers of candidates to fill police officer positions due to attrition and turnover.

CUPD seeks to increase the number of applicants who successfully complete the selection process and will take the appropriate steps to enhance the selection process to ensure that applicants are engaged throughout, to ultimately yield larger numbers of qualified candidates eligible for hire.

V. RECRUITMENT GOALS

The University of Colorado Boulder Police Department is committed to hiring the most qualified persons while achieving the following:

1. Enhanced diversity of CUPD with greater numbers of minorities and women.
2. Improved retention rates of officers to keep the department staffed with experienced personnel.
3. Greater diversity and increased number of qualified applicants who apply for positions with CUPD.
4. Build a robust applicant pool for those testing for the police officer position.



VI. RECRUITMENT OBJECTIVES

Examine the CUPD hiring decision process to determine if there are any barriers to female and minority applicants being hired and take steps to reduce implicit bias during the selection process.

1. Increase female and minority applicant pool
2. Increase the numbers of female and minority officers
3. Increase the number of female and minority candidates who successfully complete the hiring process
4. Increase officer retention rates



VII. PLAN OF ACTION:

The following plans will be utilized to meet recruitment objectives. These plans include, but are not limited to, the following:

Objectives 1 & 2: Increase the applicant pool of protected class applicants

- a) With the University's talent acquisition team, the CUPD recruitment team members and command personnel will develop recruitment advertisements which targets the attraction of women, minorities, and other protected classes.
 - Depiction of people of color and female employees on recruitment publications, CUPD website career opportunities page, and in the recruitment video.
 - Recruitment brochure will include current salary, benefits, and recruitment team information for applicants to contact for additional information or questions. The brochure will be distributed at all recruitment events, placed in the police lobby, and sent electronically to prospective applicants.
- b) Advertise positions on websites that serve women and minorities which includes, but are not limited to:
 - International Association of Campus Law Enforcement Administrators (IACLEA)
 - Commission on Accreditation for Law Enforcement Agencies (CALEA)
 - Colorado Association of Chiefs of Police (CACCP)
 - National Association of Women Law Enforcement Executives (NAWLEE)
 - National Association of Black Law Enforcement Executives (NOBLE)
 - National Latino Law Enforcement Organization (NLLE)

- Asian American Law Enforcement Association (AALEA)
 - National Native American Law Enforcement Association (NNALEA)
- c) Recruiter and police personnel will work with University and community affinity groups to build relationships and encourage potential recruits such as but not limited to:
- Greek Council
 - LGBTQ Student Alliance
 - Black Student Alliance
 - Athletics
 - Center for Gender Diversity and Inclusion
 - Out Boulder County
 - NAACP Boulder County



Objective 3: Improve the Recruitment and Selection Process

Recruitment:

- a) Evaluate job postings to ensure they are accurate and comprehensive to help eliminate unqualified applicants but do not inadvertently discriminate.
- b) Make application dates and testing information available on the CUPD's career opportunities webpage.
- c) Contact applicants who did not follow through with the testing process and encourage them to reapply.
- d) Recruitment team members will participate in five or more career fairs annually; those that specifically target persons interested in law enforcement careers and those which expect to attract a large gathering of underrepresented candidates.
- e) The public information officer will increase the advertisement of recruiting efforts on social media by posting position openings and testing dates with intermittent reminder posts on all CUPD social media platforms. This will include the utilization of paid social media advertisement to attract more candidates.
- f) Enhance the CUPD recruitment page to include:
 - Representing diverse members of the CUPD law enforcement community.
 - Emphasis in recruitment statements to include the desire to hire qualified candidates without regard to race, color, national origin, sex, pregnancy, age, disability, creed, religion, sexual orientation, gender identity, gender expression, veteran status, political affiliation, or political philosophy.
 - Current salary and benefit information.

Selection:

- a) The department will remain aware of best practices regarding selection process criteria to ensure that the most effective testing material is being used to attain the most qualified candidates.

- b) The CUPD personnel who may be directly involved in the hiring process should participate in training related to diversity and inclusion best practices in the hiring process, interview training, and bias mitigation training.
- c) Ensure that testing processes are conducted in a timely manner to not exceed four months.
 - Increase availability of written tests to include evenings
 - Maintain an active recruitment process with testing being conducted three times per year at a minimum (spring, summer and fall).
- d) Maintain a talent pipeline by creating a candidate contact list to engage with potential applicants about upcoming available positions.
- e) Encourage current police personnel to engage in the recruitment of applicants.
- f) Develop a recruitment team comprised of personnel throughout the police department, some of whom will be tasked with overseeing internal and external strategies devoted to improving the efficiency of the recruitment process.
 - Written testing
 - Advertising
 - Coordinating outreach programs and recruiting events
 - Media relations

Background investigations:

- a) Provide candidates with documentation outlining the entire hiring process and a timetable for each step.
- b) Professional standards and/or CU talent acquisition will send notices to candidates at predetermined intervals keeping them updated of their status in the selection process.

Objective 4: Increase Officer Retention

- a) Conduct analysis for planned attrition (retirement) and unplanned turnover (review average number of persons who resigned in the past 24 months) and combine staffing projection, current vacancies, and estimated turnover to provide an approximation of the number of new officers that must be recruited.
 - Identify turnover trends by tracking when officers resign.
 - Identify why officers are leaving through the development of confidential personal interviews or focus groups.
 - Maximize officer retention by conducting interviews with high performing veteran officers, encourage applicants to ride along with officers to give realistic job preview, and establish a mentorship program to help applicants through the testing processes and throughout the academy and field training.
- b) Supervisors will actively engage in nurturing talent pipelines to identify current employees to step into new roles (promotions and specialty assignments).

VIII. EVALUATION PLAN

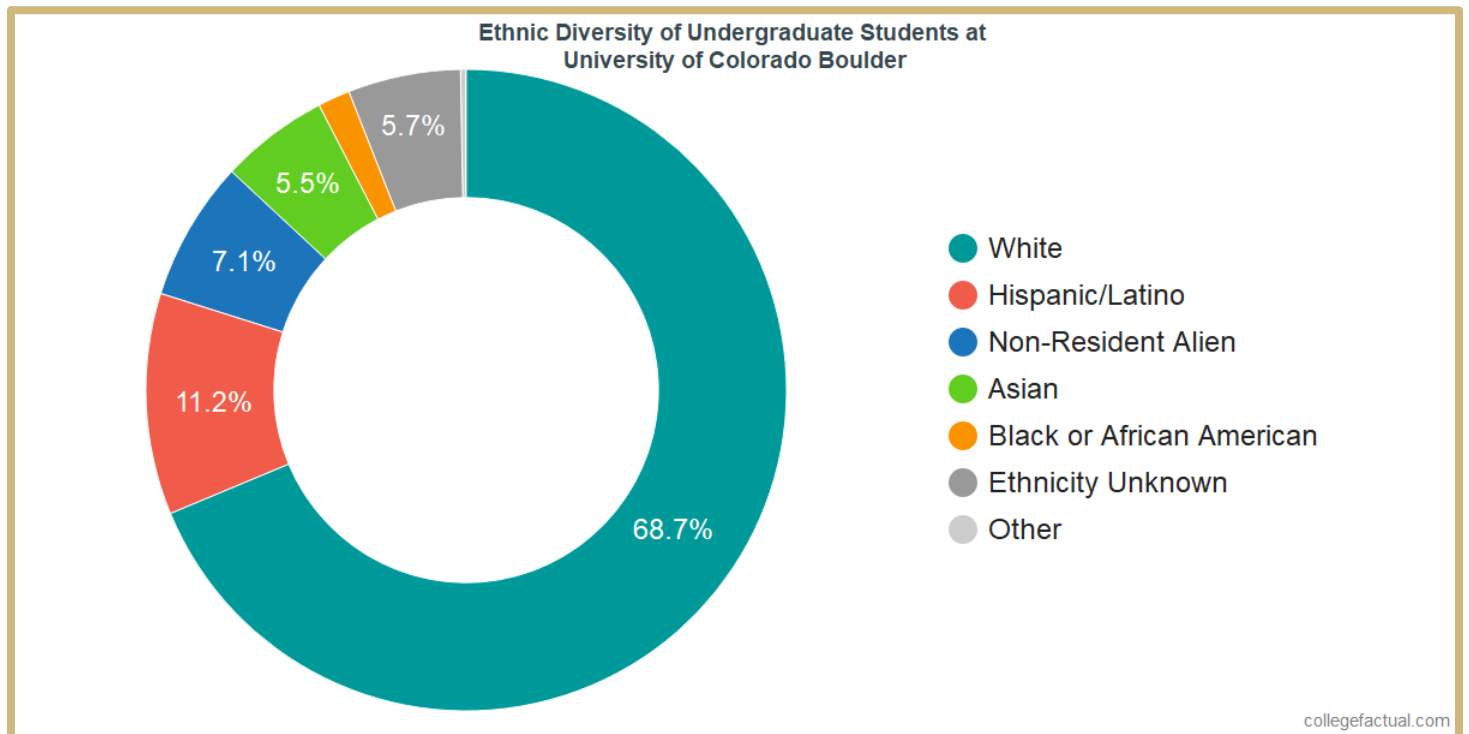
As a living document, reviewed annually by the recruitment team commander under the direction of the chief of police, this recruitment plan will consider the evolving needs of CUPD and CU Boulder campus community, along with the availability of resources and overall effectiveness, with revisions and modifications instituted if warranted. The analysis will measure progress by noting completion of the above stated objectives along with updated demographic information of commissioned personnel, applicants, and attrition and turnover rates to establish progress toward our goals of enhancing the diversity of our police department, to included higher numbers of women and minorities, and improve officer retention.

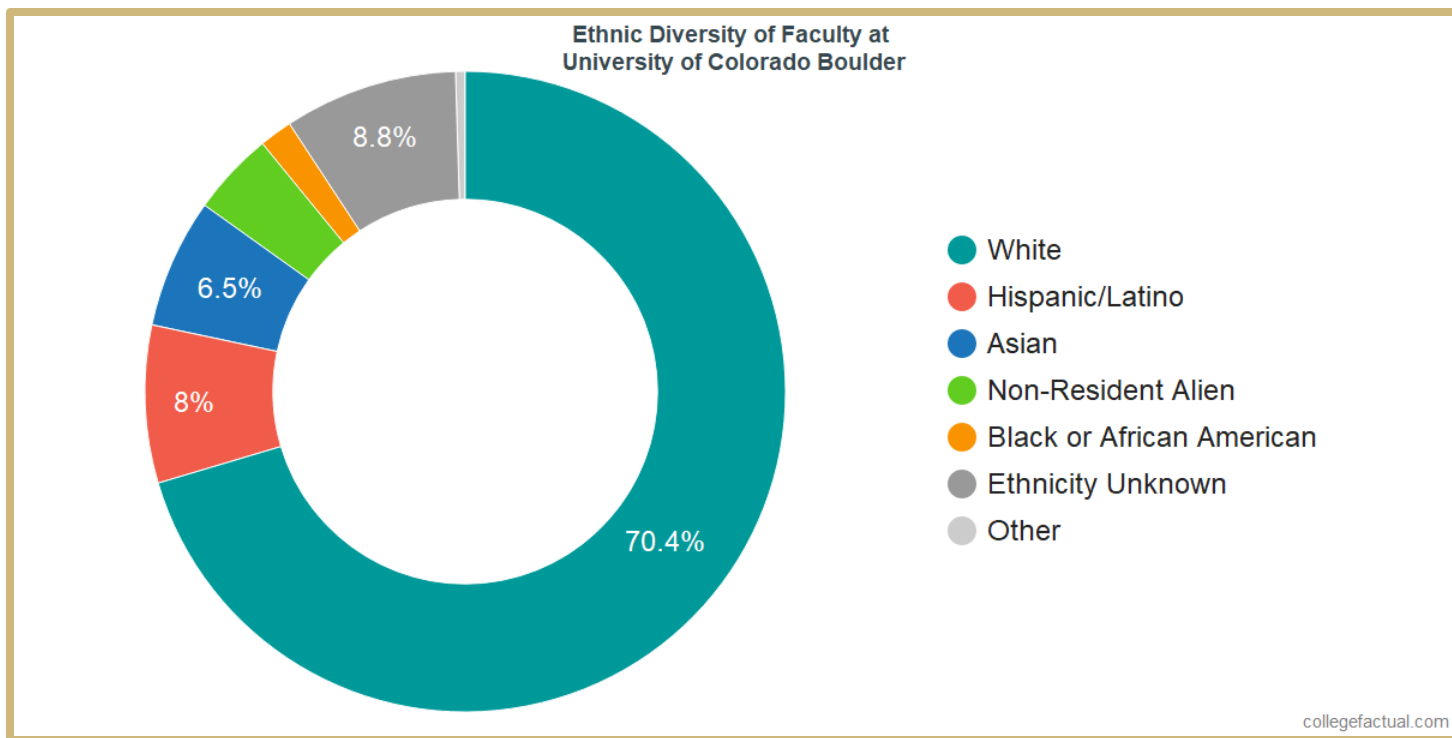
Reason employee left in CY (Numbers of employees)	All Employees		Commissioned		Civilian	
	2017	2018	2017	2018	2017	2018
Cause	0	1	0	1	0	0
Exhaustion of leave	1	0	0	0	1	0
Not eligible for rehire	2	0	0	0	2	0
Resignation - Left CU Boulder	9	18	3	9	6	9
Resignation - Transfer to other CU dept	6	3	0	0	6	3
Retirement	0	4	0	1	0	3
Total	18	26	3	11	15	15

Reason employee left dept in CY (percentage of employees left)	All Employees		Commissioned		Civilian	
	2017	2018	2017	2018	2017	2018
Cause	0%	4%	0%	9%	0%	0%
Exhaustion of leave	6%	0%	0%	0%	7%	0%
Not eligible for rehire	11%	0%	0%	0%	13%	0%
Resignation - Left CU Boulder	50%	69%	100%	82%	40%	60%
Resignation - Transfer to other CU dept	33%	12%	0%	0%	40%	20%
Retirement	0%	15%	0%	9%	0%	20%
Total	100%	100%	100%	100%	100%	100%

Item	All Employees		Commissioned		Civilian	
	2017	2018	2017	2018	2017	2018
N employees on Jan 1	82	88	37	39	45	49
N employees on Dec 31	84	80	36	37	48	43
Average N employees in CY	83	84	36.5	38	46.5	46
N employees on Jan 1 but left by Dec 31	15	20	3	9	12	11
N employees started after Jan 1 and left by Dec 31	3	6	0	2	3	4
N employees who left dept in CY (see reasons below)	18	26	3	11	15	15
Employee turnover rate in CY	22%	31%	8%	29%	32%	33%

It is the goal of the CU Boulder Police Department to better mirror the ethnic diversity of the community we serve. Here is how the University faculty and students are represented.





Source: <https://www.colorado.edu/policies/equal-opportunityaffirmative-action-policy>. University of Colorado Boulder Undergraduate Students by Race/Ethnicity statistics available at: <https://www.cu.edu/doc/2017-18-cu-diversity-reportpd>

Equal Opportunity/Affirmative Action Policy

It is the ongoing policy and practice of the University of Colorado (CU) Boulder to provide equal employment opportunity (EEO) to all individuals and to take affirmative action (AA) with respect to qualified individuals from underrepresented groups.

EEO means providing individuals with equal access to all phases of the employment process regardless of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, or veteran status. EEO shall apply to all terms, conditions, and privileges of employment, including hiring, probation, testing, training and development, promotion, transfer, compensation, benefits, educational assistance, discipline, termination, layoffs, social, cultural and recreational programs, and retirement. Affirmative action means taking positive efforts to recruit, employ, retain and advance in employment qualified women, people of color, individuals with disabilities and veterans in order to overcome effects of past discrimination.

CU Boulder does not discriminate in any condition of employment on the basis of race, color, national origin, sex, age, disability, creed, religion, sexual orientation, or veteran status. CU Boulder is committed to making employment decisions in all job titles based on valid job requirements, without regard to race, color, national origin, sex, age, disability, creed, religion, sexual orientation, or veteran status. CU Boulder maintains an internal audit and reporting system to ensure compliance with this policy.

All employees and applicants for employment are protected by this policy and EEO/AA regulations and law from reprisal, harassment, coercion, intimidation, threats, interference or discrimination for:

- Filing a complaint with CU Boulder’s office of discrimination and harassment (ODH) or any state or federal office charged with the enforcement of EEO policies;
- Assisting or participating in an investigation, compliance review, hearing, or any other activity related to the administration of any federal, state or local law pertaining to EEO or AA, including but not limited to Executive Order 11246 (EO 11246); the Vietnam Era Veteran's Readjustment Assistance Act of 1974, as amended (VEVRAA); section 503 of the Rehabilitation Act of 1973, as amended (Section 503); or their implementing regulations in CFR 60-2, 60-250, 60-300 and CFR 60-741
- Opposing any act or practice made unlawful by any federal, state or local law pertaining to EEO or AA; or
- Exercising any other right protected by any federal, state or local law pertaining to EEO or AA.

Implementation of UCB's EEO programs and AA compliance is assigned to the executive director of the department of human resources and the affirmative action officer, who may be reached at (303) 492-6893. If you have any questions about this policy, please contact the affirmative action officer.

All personnel with responsibility for employment and personnel decisions are directed to perform their duties in accordance with this Equal Opportunity and Affirmative Action Policy.