



University of Pennsylvania Police Department 4040 Chestnut Street, Philadelphia, Pa 19104		 
Directive: 74	Subject: Recruitment	Effective Date: 01/13/2000
Order of: Gary Williams, Chief of Police		Amended Date: 08/01/2023

I. Purpose

The purpose of this directive is to establish policy and procedures regarding the recruitment of police officers for the University of Pennsylvania Police Department (UPPD).

II. Policy

The UPPD actively seeks highly qualified men and women to fill the ranks of police officer. A task as important as the recruitment of officers should be approached from a positive viewpoint. The UPPD should identify and employ the best candidates available, not merely eliminate the least qualified. Active community outreach and use of elements of the mass media should be employed to help spark interest among highly qualified officer candidates.

The UPPD takes great pride in its ability to successfully compete with neighboring jurisdictions for highly qualified officer candidates. All officers of the UPPD should assist the department in recognizing potential candidates for open police officer positions within the department.

III. Scope

This directive shall affect all UPPD employees involved in the recruitment process.

IV. Procedures

A. Administrative Practices and Procedures

1. When there are actual or forecasted vacancies, the department will make every effort to maintain a viable list of highly qualified candidates for police recruit positions at all times.
2. The University's Division of Human Resources is ultimately responsible for all personnel activities, including recruitment.
3. The Chief of Police has the overall authority and responsibility for the development and management of the department's police recruitment program. Specific duties include:

- a. Identification of recruitment needs within the department,
 - b. Coordination of recruitment goals and activities with the Division of Human Resources,
 - c. Implementation of recruitment program activities within the department,
 - d. Assignment of recruitment activities to department personnel,
 - e. Evaluation and assessment of recruitment activities,
 - f. Recommendation for improvements in the area of recruitment,
 - g. Insuring job announcements are sent to community service organizations for posting,
 - h. Seeking recruitment assistance and advice from community organizations and the University community through the Division of Human Resources, and
 - i. Reviewing the recruitment plan with the Captain of Staff and Administrative Services and the Captain of Diversity, Equity and Inclusion to make changes as necessary.
- 4. All department personnel are encouraged to participate in the recruitment of qualified applicants for positions within the department. Suggestions as to possible candidates should be made in writing to the Office of the Chief of Police through the chain of command.
 - 5. Actual or forecasted vacancies will be made known to all personnel to encourage contacts with qualified candidates. Once potential police applicants are identified, those applicants are targeted for active recruitment.
 - 6. An analysis of the recruitment program shall be conducted on an annual basis. The analysis shall include:
 - a. progress toward stated objectives; and
 - b. Revisions to the plan, as needed

B. Personnel Assigned to Recruiting Function

- 1. Department personnel assigned to recruitment activities shall be knowledgeable in personnel matters, especially Affirmative Action, Equal Employment Opportunity and the Americans with Disabilities Act as it effects the management and operations of the department. Recruitment personnel shall receive information and training that provides knowledge and skills in the following areas:
 - a. The department's recruiting needs and commitments,
 - b. The department's career opportunities, salaries, benefits, and training,

- c. Federal and state compliance guidelines,
 - d. Cultural awareness and an understanding of different ethnic groups and subcultures in the community and their interests in a representative department,
 - e. Techniques of informal record keeping systems for candidate tracking,
 - f. The selection process utilized by the Division of Human Resources and the UPPD,
 - g. Recruitment programs of other agencies,
 - h. Characteristics that disqualify candidates, and
 - i. Medical requirements.
2. Training shall be arranged by the UPPD Training Coordinator, the Division of Human Resources, and through any other outside available training programs or seminars.
 3. Where possible, the Chief of Police will involve minority personnel, especially those of supervisory rank, in the recruiting process.
 4. Written job analyses maintained by the department are the basis for and support recruitment strategies and procedures.

C. Recruitment Plan

1. The objective of the UPPD recruitment plan is to maintain actual police officer strength as close as possible to the department's authorized/budgeted strength while maintaining ethnic and gender composition in approximate proportion to our service community. This objective is achieved through the use of a systematic method of seeking qualified applicants and adding those qualified applicants to an eligibility list.
2. As needed, the department will initiate an open application period during which new applicants for the position of police officer will be processed. A new eligibility list shall be created, or new applicants shall be added to an existing list.
3. The Chief of Police and the Division of Human Resources provide input into the recruitment budget based on an analysis of current and future needs for recruitment activities by the department. Funds in support of recruitment should be included in both the police department and Division of Human Resources budget lines.

D. Affirmative Action, Equal Employment Opportunity, and the Americans with Disabilities Act

1. In order to maintain a ratio of minority group employees in approximate proportion to the makeup of the UPPD's law enforcement service community, the department actively participates in the University's Affirmative Action and Equal Opportunity Plans.

2. The Division of Human Resources maintains University-wide objectives for Affirmative Action and Equal Employment Opportunity. It is the goal of the University and the UPPD to insure equal access to employment, to provide action to correct inequities, to evaluate staffing, and to provide for necessary funding. The Chief of Police will insure full departmental compliance with these plans.
3. The Americans with Disabilities Act of 1990 (ADA) makes it unlawful to discriminate in employment against a qualified individual with a disability.
 - a. A qualified individual with a disability is a disabled individual who with or without reasonable accommodation can perform the essential functions of the employment position held or desired.
 - b. A disabled individual:
 - 1) Has a physical or mental impairment that substantially limits one or more of the major life activities of the individual,
 - 2) Has a record of such impairment, and
 - 3) Is regarded as having such impairment.
4. The Chief of Police or designee will provide fair and equal application of the Americans with Disabilities Act.

E. Announcements and Publicity

1. Announcements concerning police officer position openings will include a description of duties and responsibilities and job prerequisites, including those mandated by the Commonwealth (i.e. Act 120), along with physical requirements.
2. All announcements of job position openings will be publicized at least ten working days prior to the application filling deadline. Deadlines for filing employment applications will be advertised on all announcements.
3. The Division of Human Resources will advertise police officer application procedures and filing deadlines in local newspapers and other media as appropriate.
4. All advertisements, announcements, and recruitment literature will state that the UPPD is an Equal Employment Employer, and that women and minorities are strongly encouraged to apply.
5. Any recruitment literature that uses photographs will be representative of the department and the community served.

F. Compliance

Violations of this directive, or portions thereof, may result in disciplinary action.

G. Officers Assigned to Other Agencies

Officers of this department assigned to or assisting other law enforcement agencies will be guided by this directive.

H. Application

This directive constitutes departmental policy, and is not intended to enlarge the employer's or employee's civil or criminal liability in any way. It shall not be construed as the creation of a higher legal standard of safety or care in an evidentiary sense with respect to third party claims insofar as the employer's or employee's legal duty as imposed by law. Violations of policy will only form the basis for departmental administrative sanctions. Violations of law will form the basis for civil and criminal sanctions in a recognized judicial setting.