

Oakland County Sheriff's Office
GENERAL ORDERS # 2.4



SUBJECT: Recruitment of Sworn Personnel		NUMBER: 2.4
EFFECTIVE DATE: 11/7/2024 REVIEW DATE: Annually	MACP Standard Impact: 2.4.1	
REPLACES AND RESCINDS: GO 2.4 issued 5/24/2023	DISTRIBUTION: All Personnel	NUMBER OF PAGES: 6

This order replaces and rescinds all previously issued orders, procedures, rules and regulations, notices and/or practices in conflict with this General Order.

I. PURPOSE

The purpose of this document is to develop and implement a comprehensive recruitment program designed to actively recruit candidates that represent the communities we serve, while, ensuring the most qualified candidates are identified and employed by the Oakland County Sheriff's Office.

II. STATEMENT OF OBJECTIVES

The Oakland County Sheriff's Office is committed to staffing professional and highly trained members of its organization that represents the community it serves. Ethnic, racial and gender balance shall be the goal of the agency proportionate to the available workforce within Oakland County. **(MACP standard 2.4.1 b)**

III. DEFINITIONS

- A. Applicant Recruitment – A systematic method of seeking potentially qualified job applicants.
- B. Recruitment Literature – Written materials or brochures designed to attract qualified applicants.
- C. Recruitment Team – A predetermined group of Sheriff's Office employees prepared in advance to represent the departmental goals, in a positive manner, at recruiting functions.
- D. Recruitment Plan – A written plan to actively recruit candidates representing the composition of the community Oakland County serves. Such a plan should be proactive in nature and include measures beyond the fair implementation of normal selection procedures and instruments.

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IV. SHERIFF'S OFFICE RESPONSIBILITIES

- A. Due to its size and degree of turnover, the Oakland County Sheriff's Office does require a continual recruitment effort to maintain its complement of sworn officers. As such, recruitment activities will fill actual or forecast vacancies, with Oakland County Human Resources and the Oakland County Sheriff's Office's Administrative Services Division.
- B. The Sheriff's Office shall actively assist in recruitment efforts via the issuance of job application forms, applicant searches at certified police academies, the placement of internal job postings, the drafting and review of advertising literature, and participating in job fairs at local colleges, universities, and/or other institutions. In addition, the department will review completed applications, establish a timetable to complete the required elements of the hiring process, schedule and score the various testing elements, and handle all official correspondence with those applicants' seeking employment.
- C. During the course of each recruitment process, the Sheriff's Office and Human Resources shall abide by appropriate state and federal laws, all applicable County policies and procedures and the Oakland County Merit Rules.

V. RECRUITMENT OFFICER QUALIFICATIONS

- A. The Recruiting Sergeant will function under the Captain of Emergency Response and Preparedness Division (ERP). The Recruitment Sergeant will serve as a liaison officer with Human Resources regarding recruitment activities and shall be responsible to conduct or provide input into the various tasks associated with the recruitment effort. To properly fulfill such a role, the recruiting Sergeant must keep informed on all facets of recruitment, hiring, and retention to include:
 - 1. Recruitment needs of the Sheriff's Office.
 - 2. Sheriff's Office career opportunities, salaries, salary ranges, benefits, and available training.
 - 3. Federal and state rules, regulations, and laws concerning the recruitment and selection of employees.
 - 4. The needs and demographics of the community.
 - 5. State requirements for certification of Road Deputies, Corrections Deputies and Dispatchers.
 - 6. Characteristics and/or events that would disqualify candidates from consideration.
 - 7. Affirmative action, diversity, equality and inclusion goals of Oakland County.
 - 8. Elements of the selection process utilized by the County.
 - 9. The procedures involved in conducting background investigations.

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VI. RECRUITMENT TEAM

- A. To properly fulfill the recruitment needs of the Sheriff's Office, the Recruitment Sergeant will be assisted by trained members of the Sheriff's Office recruitment team. Team members will be assigned recruitment duties and responsibilities on a part time basis and serve the team as an additional duty. Members will be selected from various classifications and units within the Sheriff's Office to ensure and emphasize diversity. Members will represent the agency at recruiting speaking engagements.
- B. Requirements for Recruitment Team membership include:
 - 1. Employees must have completed probation with an exemplary performance record.
 - 2. Candidates must be well groomed and maintain a professional appearance in uniform.
 - 3. Deputies must possess excellent communications skills that reflect a good thought process.
 - 4. Employees selected for the recruitment team must have a clear understanding of the duties and responsibilities of the position and must be enthusiastic about promoting the mission, values and objectives of the Oakland County Sheriff's Office.
- C. Selection process for candidates for the Recruitment Team:
 - 1. Candidates must submit a letter of interest through Administrative Services including supervisory recommendations to the team.
 - 2. A review of candidate's personnel records will be conducted by Sheriff's Office command staff. This includes performance evaluations, commendations, citizen complaints and any other records in the candidate's employee file.
 - 3. The Sheriff or his designee will appoint members to the Recruitment Team.
- D. In effort to achieve and maintain knowledge and proficiency of recruitment efforts, team members shall be trained and actively educate themselves on recruitment facets. This will be accomplished through seminars, in-house training sessions, and on-the-job training.

VII. DESIRED DEMOGRAPHIC COMPOSITION OF EMPLOYEES

The goal of the Sheriff's Office is to maintain a diverse workforce that adequately represents the ethnic and gender composition of Oakland County within the confines of the available workforce. As such, recruitment efforts shall be geared toward reflecting the composition of the community we serve within the sworn ranks of the office. However, contingent upon the number and quality of available applicants, the Sheriff's Office shall reserve full authority to recruit and hire those individuals who are the most qualified to serve as Deputies.

VIII. RECRUITMENT PLANNING

The Oakland County Sheriff's Office has adopted this order to assist in achieving and maintaining a balance in ethnic and gender staffing and shall actively pursue all viable recruitment methods to achieve compliance. In this regard, the Sheriff's Office has established a goal of attaining a representative percentage of female and minority representation in sworn positions. No time frame has been adopted to accomplish the above goal, as resignations,

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retirements, etc. of sworn personnel may delay or otherwise negatively impact the Sheriff's Office efforts to attain the demographic goals. Prior to the beginning of any new applicant process, or at least annually, the Sheriff or his designee will meet with the Sheriff's Office Administrative Service and Command staff to evaluate the progress toward objectives, and to revise or re-issue the plan as needed.

A. Recruitment Action Plan (MACP Standard 2.4.1 c)

While the primary goal of the Sheriff's Office is to recruit and hire the best qualified candidates available, for each sworn position, special emphasis shall be afforded to the recruitment plan. To accomplish plan objectives, the department shall utilize the following recruitment strategies as necessary:

1. Target employment advertisements toward female and minority audiences.
2. Review existing census and demographic data to accurately understand the community's ethnic and gender composition.
3. Conduct recruitment activities outside the agency's jurisdictional boundaries (e.g., adjoining cities/counties, military installations, statewide educational institutions).
4. Utilize existing female and minority personnel to assist with recruitment efforts.
5. Maintain periodic contact with certified police academies to identify potential female and minority candidates.
6. Analyze past recruitment practices to determine their effectiveness.
7. Utilize existing ethnic and minority organizations to assist in recruitment.

B. Commitment of Sheriff's Office Administration to Recruitment Mission:

1. The Sheriff or his designee shall provide direction and dedicate such resources necessary to ensure the Sheriff's Office recruitment mission is carried out in an effective and efficient manner. Should problems and/or shortcomings in recruitment activities be identified, the Sheriff or his designee, will coordinate the employment of alternate strategies with the Recruitment Sergeant.

IX. EQUAL OPPORTUNITY EMPLOYER

- A. The Oakland County Sheriff's Office shall fully adhere to the County's Equal Opportunity Affirmative Action Policy which states as follows:

"The County is committed to provide an Equal Employment Opportunity to all individuals, regardless of race, color, religion, sex, sexual orientation, gender identity or expression, national origin, age, genetic information, height, weight, disability, veteran status, familial status, marital status, or any other reason, that is unrelated to the person's ability to perform the duties of a particular job or position, in accordance with applicable federal and state laws." (MACP Standard 2.4.1 a)

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X. ADVERTISING REQUIREMENTS

- A. When a new sworn position is created, or an existing position becomes vacant the Sheriff's Office, with the assistance of Oakland County HR, will also advertise the vacancy in local media to include, but not be limited to social media, websites, traditional media, and minority publications. Radio and/or other electronic media outlets may be utilized to advertise vacancies as deemed necessary.
- B. Each job posting shall include:
 - 1. Job title and a brief description of the position's duties and responsibilities.
 - 2. Minimum requirements for the position (e.g., education, skills).
 - 3. Location to apply.
 - 4. Starting salary or salary range.
 - 5. Statement that the County is an equal opportunity employer.

XI. APPLICANT CONTACTS

- A. After the application is received, each applicant will be contacted telephonically or in writing by the Administrative Services Division regarding the steps included in the employment process, and the anticipated dates of each step. Any applicant who cannot be further considered in the hire process will receive written notification. Applicants eligible to continue in the hiring process shall be advised, in written form, of their status during the remainder of the employment process, including the final selection of the successful candidate(s).

XII. APPLICATION CORRECTION PROCESS

- A. Deficiencies, discrepancies, and/or minor unintentional omissions in an applicant's employment application, not associated with minimum requirements, shall not be cause for disqualification but will be brought to the attention of the applicant who shall then be granted a reasonable amount of time to correct or provide the necessary information during their background investigation.
- B. Intentional omissions, fraudulent entries, or other attempts of deception on an employment application shall be immediate grounds for disqualification of the applicant, and no further consideration shall be granted to the individual in the recruitment process.
- C. Applicants will also be disqualified for failure to meet stated job qualifications, failure to achieve required results on assessments, deliberate deception in verbal statements or responses, current addiction to drugs or alcohol, unsatisfactory background or reference checks, failure to reply to mail inquiry within stated deadlines, failure to accept appointment within stated deadlines.

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XIII. PLAN REVIEW AND EVALUATION (MACP standards 2.4.1 d,e)

- A. This plan shall be reviewed annually by the members of the Recruitment Team and the Sheriff, or his designee. The review shall include the following:
 - 1. Past and future recruitment venues (career fairs attended, etc.)
 - 2. Recommendation for future career venues.
 - 3. Improvements to recruiting materials and displays.
 - 4. Alternative or adjustments to job posting sites.
 - 5. Status and projected status of recruitment needs.
 - 6. Explanation of progress made towards achieving recruitment goals.
 - 7. Suggested revisions of the current recruitment plan.
- B. A report on the review analysis, along with any suggestions for improvement or modification of the plan shall be forwarded to the Sheriff, or his designee.



ISSUED BY: Sheriff Michael J. Bouchard