



# LINWOOD POLICE DEPARTMENT

400 POPLAR AVE  
LINWOOD, NJ 08221

Steven M. Cunningham  
Chief of Police



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## RECRUITMENT PLAN 2022

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### GOAL

The primary goal of Linwood Police Department recruitment activities will be to attract qualified candidates for employment that will enable the department to work toward its long-range goal of employing a sworn workforce that reflects the diversity of the population of the community the agency is charged with protecting and serving, thereby making the police force more effective at promoting public safety.

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### OBJECTIVE

Recruitment activities will be a department-wide responsibility and will occur year round. All members of the agency play a crucial role in this very important function and will have knowledge of the application process as well as the then-current Recruitment Plan. The current Recruitment Plan will be published through Power DMS so all current members are aware of the Plan. The Plan will also be published on the Linwood Police Department website.

The Chief of Police or designee is tasked with putting a plan together to coordinate and document all of the agency's recruitment activities for the upcoming hiring process. On an annual basis, the Chief of Police or designee will conduct a written annual analysis and review of the Recruitment Plan to determine if the goals and objectives are being met and if not, what adjustments will be made.



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## **CITY OF LINWOOD DEMOGRAPHICS vs. LINWOOD POLICE DEMOGRAPHICS**

At present, the Linwood Police Department employs 17 full-time sworn officers, 2 part-time sworn Special Law Enforcement Officers, 1 full-time police secretary, and 1 part-time civilian agent. 15 of the 17 full-time officers are Caucasian (88.2% of officers) and the other 2 full-time officers are Hispanic (11.8%). Additionally 1 of the part-time Special Law Enforcement officers is Hispanic. The remaining Special Law Enforcement Officer, civilian agent, and police secretary are Caucasian. In aggregate, the Linwood Police Department staffing is 14.3% minority and 85.7% Caucasian, 95.2% male, 4.8% female.

According to United States Census Bureau statistics (July 1, 2021 estimates), the City of Linwood has 6,947 residents, represented as follows: Caucasian (85.2%), Hispanic (7.0%), Asian (3.9%), Black (1.9%), with multi-cultural or other representing the remaining 2.0%.

The Linwood Police Department has recently increased its participation in the Atlantic County Association of Chiefs of Police (ACACOP) and the New Jersey State Association of Chiefs of Police (NJSACOP) in addition to the Atlantic County Police Academy and Stockton University. As such, the ability to reach a larger portion of the available workforce has expanded from previous years.

As a result of this increased participation, it is expected that interest for the positions of full-time Officer and Special Law Enforcement Officers will include local and all State residents, recent or soon-to-be college graduates, recent or soon-to-be graduates of the various alternate route programs, current Special Law Enforcement Officers from across the State who are eligible for waiver of their training, current full-time officers looking to transfer to this department from the agency in which they are currently employed, and recently retired police officers specifically for the position of Class III Special Law Enforcement Officer.

The Department will make every effort to spread the word about hiring opportunities in order to attract the most qualified candidates. Our goal is to reach and attract the most qualified and diverse group of candidates.



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## ACTION PLAN

The City of Linwood is an Equal Opportunity Employer and all job postings shall indicate such. The following list contains items or action plans that may be taken toward the recruitment of officers throughout the State of New Jersey, although not all items will be practical or necessary for all hiring processes:

1. Distribute the job announcement to local New Jersey Police Academies.
2. Distribute the job announcement to members of the New Jersey State Association of Chiefs of Police (NJSACOP) and Atlantic County Association of Chiefs of Police (ACACOP).
3. Distribute the job announcement through PoliceApp.com and Publicsafetyapp.com whenever practical.
4. Post the job announcement on Department's website and Facebook page.
5. Forward the job announcement to ethnic and gender-based special interest groups and organizations, such as the NAACP, National Center for Women in Policing, The New Jersey Women in Law Enforcement, the National Organization of Black Law Enforcement Executives, The National Coalition of Latino Officers, and the Committee for Multi-Cultural Understanding.
6. Forward the job announcement to the different civic, community, and business groups within the City of Linwood along with faith-based congregations identified through the Police Chaplain Program.
7. Forward the job announcement to area colleges and universities (such as Atlantic-Cape Community College and Stockton University) that have areas of studies and programs in criminal justice and criminal law as well as sociology.
8. Attend local career fairs and distribute recruitment related material. An effort shall be made to select officers who reflect the identified underrepresented groups, should those officers be interested in recruitment activities.
9. Recruitment banner to be displayed publically at recruitment opportunities and potential recruitment events, such as job fairs and National Night Out.
10. Recruitment video which will embody a message of service and purpose and reflect diversity, equity and inclusiveness. The recruitment video will be made available to the public through the Department's social media forums as well as a scan code on the Recruitment banner that will direct persons to the video.



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11. Coordinate with local military bases to arrange for recruitment activities via the Transition Assistance Program.
12. Community events such as Coffee with a Cop, National Night Out, or other similar activities.

## **HIRING PROCESS**

**TIME LINE** - Distribution of notices of hiring as outlined in this plan will begin when a vacancy needs to be filled. This process may be repeated throughout the year in the event additional openings within the agency become available.

*As a general rule, the police department will not accept resumes unless an active hiring process has been announced and commenced.*

**INITIAL APPLICATION** - Applicants for the position of full-time police officer will be required to submit an initial application for employment with the Linwood Police Department. The initial application may contain questions about the applicant's racial background, gender identity, sexual orientation or other similar personal questions solely for the purpose of statistical tracking and identification of underrepresented areas of our community.

All applications that are received at the beginning of a hiring process will be thoroughly reviewed by the Chief of Police or designee to confirm that the applicant meets the current requirements for employment. Applicants who do not meet the requirements will be disqualified from the current hiring process.

**PHYSICAL ABILITIES TEST** - Qualified applicants will be required to participate in and successfully pass the Linwood Police Department Physical Abilities Test. Applicants who pass the Physical Abilities Test and meet all of the qualifications for employment will be scheduled for an initial interview in front of the hiring panel who will grade the interviews and forward a ranked list to the Chief of Police for an additional interview with the Chief of Police and Mayor.

**INTERVIEW PANEL** – Qualified applicants who successfully complete the Physical Abilities Test will be scheduled for an initial interview in front of the Interview Panel. The



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interview panel will typically consist of members of the Police Administration (other than the Chief of Police), Detective Bureau, one Patrol Sergeant, and one Patrolman, although the makeup of the panel may vary based on manpower and staffing needs. The panel should remain identical for all applicant interviews. The interview panel will ask a series of pre-selected questions to each applicant and score each interview, proving the Chief of Police with a ranked list following the final interview.

**CHIEF AND MAYOR INTERVIEW** – The Chief of Police and Mayor will then interview qualified applicants and ask a series of pre-selected questions to each applicant and score each interview. Applicants that are deemed to be candidates for possible employment will be asked to complete the Formal Application for Employment.

**FORMAL APPLICATION FOR EMPLOYMENT** – Those applicants that pass the oral interviews and are selected to progress to the next phase in the hiring process will then be given a Formal Application for Employment to complete in its entirety. The applicant will be given at least two weeks to complete the questionnaire and return it to the Chief of Police or designee.

**BACKGROUND INVESTIGATION** - Applicants chosen for the background process will have their information forwarded to a qualified background investigator. The investigating officer will have two to four weeks to complete the background checks and provide a detailed report of their findings. Applicants will also be required to successfully complete the Linwood Police Department Drug Screening process.

**CONDITIONAL OFFER OF EMPLOYMENT** – Upon successful completion of a background check, the Chief of Police will extend a Conditional Offer of Employment to those applicants who are likely to be hired, although not all applicants will receive a conditional offer of employment based on the background investigation results, interview results, or other factors. The conditional offer of employment is conditional on successfully completing and psychological and physical examination.

**PSYCHOLOGICAL AND PHYSICAL EXAMINATIONS** – Applicants will be required to undergo and successfully pass both psychological and physical examinations, the results of which could result in an applicant being disqualified.



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**FINAL DECISION ON HIRING** - After the background investigations have been concluded, the Chief of Police will make a recommendation to Mayor identifying the candidates who are determined to be most suitable for employment. Applicants are hired by the Mayor and confirmed by City Council.