



WILMINGTON POLICE DEPARTMENT

Recruitment Report

December 2019



Prepared by Inspector Charles Emory and Captain Tashawn Counts

Background and Objectives

The City of Wilmington, Delaware, is an Equal Opportunity/Affirmative Action Employer. Recent Census estimates reflect an overall population of just over 70,000 residents, of whom 58.1% are African American, 34% are Caucasian and 10.8% are Hispanic. Ongoing recruitment undertaken by the Wilmington Police Department reflects our continuous efforts to attract applicants who are representative of the community we serve, without jeopardizing the integrity of the hiring process.



Recruitment Standards and Best Practices

The department's recruitment and hiring processes reflect a collaboration between the Wilmington Police Department's Human Resources Division – led by Captain Tashawn Counts and overseen by Inspector of Administration Charles Emory – and the City of Wilmington's Department of Human Resources led by Charlotte B. Barnes. The WPD, which is accredited through the *Commission on Accreditation for Law Enforcement Agencies (CALEA)*, follows best-practice standards set by

the Commission and followed by departments throughout the United States. Those standards encompass administrative practices and procedures; equal employment opportunity and recruitment; job opportunity and publicity; and professional and legal responsibilities in the selection process. Additional elements of the recruitment process are set forth for all Delaware law enforcement agencies through State law and the *Council on Police Training (COPT)*.

99th Police Academy

At a time when police departments across the country are struggling to attract applicants for hiring processes, the Wilmington Police Department continues to see high levels of interest—with 175 applicants participating in the process for the 99th Wilmington Police Academy that began last March, including the 32 recruits that graduated in August. A third of that class was comprised of minority recruits.



100th Police Academy

The Wilmington Police Department anticipates that the 100th Wilmington Police Academy will commence in calendar year 2020. In anticipation of this process, from September through December of 2019, recruitment teams attended 12 college and job fairs – half of which took place at Historically Black Colleges and Universities (HBCUs), and one that was sponsored by the *National Organization of Black Law Enforcement Executives (NOBLE)*. Those efforts have resulted thus far in the collection of 141 interest cards from potential applicants, of whom 83 were male and 58 were female.

Overall Recruitment Efforts

Recruitment efforts for the Wilmington Police Department are led by Inspector Emory and Captain Counts, along with other Human Resources Division staff – including Lieutenant Andrea Janvier, Master Sergeant David Prado, and Master Corporal Simeon Crocker. Additional officers from various divisions and units also participate in recruitment events, providing insights from their experiences in other divisions and units to potential applicants.



The WPD Human Resources Division recruits throughout the year in anticipation of when the next academy will be held. Staff works to identify individuals who might be interested in and qualified for a career in law enforcement. While formal recruitment and Police Academy processes commence once the department's manpower levels reach 95 percent of the overall authorized strength of 315 (which is currently 299 positions), members of the HR Division as well as police officers from other divisions and units participate in recruitment efforts with the goal of reaching potential applicants with information on the many career opportunities available in policing.



WPD Recruitment Teams

Our efforts to enhance the diversity of our department begin with our recruitment teams; the WPD Human Resources Division actively recruits officers of all genders and racial/ethnic backgrounds to participate in these teams. Those selected receive specialized training. Some recruitment team members are also part of the National Organization of Black Law Enforcement Executives, and network with other NOBLE members from across the country to share

strategies and ideas to help bolster the recruitment of minority applicants.

Recruitment Team Appearances in 2019

Recruitment teams participated in the following career and job fairs in 2019, including some university-based programs, which typically occur in the fall to assist students who are nearing graduation:

- National Night Out (August 6)
- Rutgers University Career Fair (September 11)
- St. Joseph's University Fall Career Fair (September 19)
- University of Pennsylvania Policy & Government Center Fair (September 20)
- Lincoln University Career and Graduate Fair (October 10)
- Morgan State University 45th Annual Career Day (October 16)
- Temple University 2019 Fall Career Fair (October 16)
- Cheyney University of Pennsylvania Career Development Expo (October 23)
- First Responder's Event at Harriet Tubman Park (October 26)
- Bowie State University Career and Graduate Fair (October 30)
- Wesley College Career Fair (November 15)
- Sergeant Bond Law Enforcement Forensic Science-Career Fair (*Sponsored by the National Organization of Black Law Enforcement Executives*)
- Tri-College Recruiting Day at Bryn Mawr (*All Female College*)/Haverford College (*Scheduled for January 20, 2020*)

Other Recruitment Team Appearances

In previous years, in preparation for upcoming academies, recruitment teams have participated in job fairs and career fairs with numerous colleges, universities and community-based institutions. They have included the John Jay College of Criminal Justice; Delaware State University; Delaware Technical Community College; Morgan State University; Rutgers University; Claymont Community Center; the United States Department of Labor (Wilmington office); St. Joseph University; the University of Pennsylvania; Temple University, Wesley College; and Lincoln University, among others. Ongoing recruitment efforts also include colleges, universities and community-based institutions.



Presentations, Recruitment Fairs, Community Contacts

Our recruiting teams have made various presentations and participated in community programs and recruitment fairs to increase the diversity of applicants.

The WPD also recruits for academy candidates through its contacts with the Latin American Community Center; the William “Hicks” Anderson Community Center; the Department of Labor; and with community faith leaders and those serving young people in Wilmington – reflecting our efforts to reach as many potential applicants as possible in our community. Our team has also worked with the Philadelphia Police Department to recruit in various sections of Philadelphia to reach potential applicants representing a broad range of cultural backgrounds.

Youth Police Academy

The Wilmington Police Department organizes an annual Youth Police Academy, which includes participants ranging in age from 13 to 17, which helps to promote police-community relations and spark an interest among young people for a career in law enforcement.



Community Engagement

Our department’s community engagement philosophy states that every officer is a community policing officer who is engaged in a variety of ways with the community being served. This has resulted in stronger relationships between officers and the community. These officers work in the same neighborhoods each time they report for duty. They are engaged in the community and they play a key role in helping to identify potential applicants. They also work with local businesses to provide recruitments materials for distribution to patrons.

Ongoing Strategies for WPD Recruitment

The Wilmington Police Department leads the region in recruitment efforts. Captain Counts recently participated in a working group in Washington, DC with the *Police Executive Research Forum* that resulted in a publication, “The Workforce Crisis, and What Police Agencies Are Doing About It.” Our agency continues to explore innovative recruitment strategies to supplement our traditional outreach methods. These strategies for the 100th Police Academy include:

- Issuing news releases and postings to WPD and City of Wilmington social media accounts
- Posting job announcements and other materials through online job platforms
- Scheduling interviews with media outlets to promote the recruitment process
- Participation in community programs and recruitment fairs
- Recruitment efforts at colleges, universities and community-based institutions



- Exploring advertising opportunities with WDEL, Telemundo, Power 99 and other platforms
- Exploring advertising opportunities on DART buses and billboards
- Flyers to be inserted into water bills and in other city billings and mailed announcements
- Flyers for distribution door-to-door in neighborhoods

The Wilmington Police Department is also looking at additional recruitment options centered on the successful Cadet Program that it has organized in the past, with the goal of developing a new program to identify youth interested in policing careers and engaging with them as they finish school in the hopes they will apply upon graduation.

Providing Applicants with the Tools to Succeed

Once individuals have submitted their applications, efforts are made to ensure that they have the tools to succeed in the hiring process. All applicants are required to participate in mandatory orientation sessions, which can also help them through the hiring process which includes:

Physical agility test

Applicants are informed on what to expect and how to successfully pass the physical ability test

Written test

Applicants are provided with an informational packet that explains the written test process, as well as a practice test to gauge their overall knowledge

Applicants who pass these tests are invited to participate in additional orientation sessions that help prepare them for the oral interview and the Chief's interview.

Those interested in a career with the Wilmington Police Department are encouraged to contact the WPD Human Resources Division at 302.576-3170.