



Professional Standards and Accountability Bureau  
Audit and Review Unit

**Article 11 – Recruitment  
November 2021 Audit (Draft)**

**Report #Rec 2021-11**

**December 8, 2021**

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## Executive Summary

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The Auditing and Review Unit (ARU) of the Professional Standards and Accountability Bureau conducted an audit of the Recruitment Unit’s activities for the year 2021. This is the first audit of the Recruitment Department conducted by the PSAB ARU team and covered the activities during the period from January 1, 2021 to November 1, 2021.

This audit is to ensure that all recruiting is conducted and executed consistent with NOPD policy covering Chapter 31.1 and the Federal Consent Decree (CD) paragraphs 234-244. All recruiting activities are to be documented appropriately, documentation is complete and accurate, and recruiting processes are fair, bias free, and respectful. This audit is reflective of recruiting activities from previous audits.

This November audit was completed utilizing the latest revised and approved protocol from the Office of the Consent Decree Monitor (OCDM). This audit consists of 22 questions, containing 60 sub elements which cover the relevant paragraphs (234-244) of the Consent Decree (CD).

### Overview of Questions and Compliance Status: Overall Compliance Score is 99%.

(NOTE: There was no item 1 in the original protocol; the protocol began with item 2. There were also 2 Item 9s. To reduce confusion, numbers 2-9 were renumbered as 1-8.) Correction has been made to Recruitment Checklist numbering as well as for future audits.

Items 1 - 21: Compliant (100%)

Item 22: **Mostly Compliant (91%)** (A-F, H-K Compliant), **(G Non-Compliant – Interviews by PCAB members)**

### General Recommendations

- It is recommended by the Auditing and Review Unit that the Recruitment Unit maintain their files in the folders established for the audit in an “as they go” method. PSAB to provide oversight to ensure required documents updated.
- All Recruitment Unit training should require a sign-in sheet or email with read receipt to better track training progress.
- It is also recommended that PCAB be alerted to invite Recruitment to its scheduled meetings in an effort to inform the community of recruitment related activities.

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## Introduction

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### Purpose

The Recruitment audit is conducted to verify departmental compliance with the Consent Decree and NOPD Operations Manual as it pertains to “Recruitment” and its related activities. The following are the NOPD Policy Chapters relevant to this audit:

Chapter 31.1 – Recruitment (Effective date: 04/28/2019)

Chapter 32.1 – Personnel Hiring Selection (Effective date: 04/08/2018)

### Scope

This audit assesses and documents whether the Recruitment Unit of the New Orleans Police Department (NOPD) effectively strategizes to recruit talent that effectively meets the needs of the community, by attracting a diverse group of highly qualified and highly effective group of individuals to be NOPD officers. To do this, the audit will determine:

- Whether the unit effectively worked with other departments and stakeholders (Civil Service, New Orleans Police & Justice Foundation)
- Whether the unit accurately reported its activities during the annual review
- Whether the unit assessed each applicant in a manner that is valid, reliable, fair, and defensible
- Whether the unit employed strategies to recruit candidates that are diverse, meet the needs of the department, and reflect the makeup of the community
- Whether the unit reviewed its data to make decisions regarding effective use of resources to meet its goals
- Whether the unit participated in community outreach events, and applied strategies designed to get messaging out to the public regarding police applications
- Whether the department regularly reviews and updates its planning and goals to achieve effective recruiting

### Methodology

The ARU met with the administrator of the Recruitment Unit, Leatrice Latimore, to prepare for the audit. It was agreed that the administrator would create electronic files that contained proofs supporting compliance with each standard.

Documentation to be reviewed – All documents and materials provided by the Recruitment

Unit and placed into the electronic folders in the Recruitment Drive, specifically: \\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021

Testing / Reference Instrument(s) – New Orleans Police Department Operations Manual Chapters 31.1, 32.1 and a twenty-two (22) point Recruitment Checklist.

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## Initiating and Conducting the Recruitment Audit

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Timothy Lindsey, Innovation Manager- Auditing Unit supervisor, along with members of the ARU, met with Leatrice Latimore, administrator of the Recruitment Unit, to obtain the documentation and evidence for each item number in the Recruitment Checklist.

Ms. Latimore agreed to place each item of evidence into a folder, specifically located at: \\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021. Each folder was labeled with the item number from the Recruitment Checklist.

During this audit prep, the sampled items were then parsed as follows:

Item 1 - Item 5:	Mekensie Maxwell
Item 6 - Item 10:	Lanitra Lacey
Item 11 - Item 14:	Chelsea Albritton
Item 15 - Item 18:	Betty Johnson
Item 18 - Item 22:	Jessica Jones

Each item was systematically reviewed in a single peer audit process by the Auditing and Review Unit based on the evidence provided in the electronic folders. To facilitate this process, the Audit team used the twenty-two (22) point Recruitment Checklist from the protocol document, as the tool to review and analyze the contents of the folders for compliance.

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## Audit and Review Findings and Scorecard

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**Scorecard:**

Check-List Questions	Score	Y	N	U	NA	Consent Decree #
1 01 Documented annual review of the Recruitment Plan	100%	7	-	-	-	234
1a 01a Documented annual review of the Recruitment Plan: Strategic		1	-	-	-	234
1b 01b Documented annual review of the Recruitment Plan: Problem Solving		1	-	-	-	234
1c 01c Documented annual review of the Recruitment Plan: Interpersonal Skills		1	-	-	-	234
1d 01d Documented annual review of the Recruitment Plan: Emotional		1	-	-	-	234
1e 01e Documented annual review of the Recruitment Plan: Capacity to use Tech		1	-	-	-	234
1f 01f Documented annual review of the Recruitment Plan: Fluency in Foreign Language		1	-	-	-	234
1g 01g Documented annual review of the Recruitment Plan: Ability to Collaborate		1	-	-	-	234
2 02 Recruitment Plan Updated If Necessary During Annual Review	100%	1	-	-	-	234
3 03 Annual review of the Recruitment SOP and updates is Document	100%	1	-	-	-	234

4	04 Recruitment Data Outcomes and Analyses are documented	100%	1	-	-	244
5	05 Recruitment Staff	100%	3	-	-	234
5a	05a Recruitment Staff Publicly Identified		1	-	-	235
5b	05b Recruitment Staff Working Cooperatively with Civil Service		1	-	-	235
5c	05c Recruitment Staff Interacting Directly with NOPD Candidates		1	-	-	235
6	06 NOPD Applies Specific Criteria for Recruitment Assignments	100%	4	-	-	235
6a	06a NOPD Applies Specific Criteria for Recruitment Assignments: Officer Work History		1	-	-	235
6b	06b NOPD Applies Specific Criteria for Recruitment Assignments: Discipline History		1	-	-	235
6c	06c NOPD Applies Specific Criteria for Recruitment Assignments: Employment Length		1	-	-	235
6d	06d NOPD Applies Specific Criteria for Recruitment Assignments: Commitment to Community Policing		1	-	-	235
7	07 Recruitment Unit is Sufficiently Staffed	100%	1	-	-	236
8	08 Recruitment Staff sufficiently Trained	100%	14	-	-	237
8a	08a Recruitment Staff sufficiently Trained on Background Investigations		1	-	-	237



8b	08b Recruitment Staff sufficiently Trained on employment Law	1	-	-	237
8c	08c Recruitment Staff sufficiently Trained on CVSA	1	-	-	237
8d	08d Recruitment Staff sufficiently Trained on EEOC Guidelines	1	-	-	237
8e	08e Recruitment Staff sufficiently Trained on Civil Service Guidelines	1	-	-	237
8f	08f Recruitment Staff sufficiently Trained on Policy and Protocols	1	-	-	237
8g	08g Recruitment Staff sufficiently Trained on career opportunities	1	-	-	237
8h	08h Recruitment Staff sufficiently Trained on Community and its Needs	1	-	-	237
8i	08i Recruitment Staff sufficiently Trained on ethnic cultural awareness	1	-	-	237
8j	08j Recruitment Staff sufficiently Trained on Record Keeping and Candidate Tracking	1	-	-	237
8k	08k Recruitment Staff sufficiently Trained on Screening Process	1	-	-	237
8l	08l Recruitment Staff sufficiently Trained on Hiring Criteria that will Disqualify Candidates	1	-	-	237
8m	08m Recruitment Staff sufficiently Trained on Hiring Criteria that may Disqualify Candidates	1	-	-	237
8n	08n Recruitment Staff sufficiently Trained Application Error Process	1	-	-	237

9	09a Recruitment Interview Panelists Trained	100%	4	-	-	241, 242
						-
9a	09a Recruitment Interview Panelists Trained on Goals of Recruitment		1	-	-	241, 242
						-
9b	09b Recruitment Interview Panelists Trained on Integrity		1	-	-	241, 242
						-
9c	09c Recruitment Interview Panelists Trained on Community Policing		1	-	-	241, 242
						-
9d	09d Recruitment Interview Panelists Trained on Non-discrimination		1	-	-	241, 242
						-
10	10 The Interview Panelists utilized Standard Scoring Process	100%	1	-	-	241, 242
						-
11	11 Recruitment Unit maintains and meets and/or exceeds Specific Performance Criteria to evaluate Staff	100%	1	-	-	237
						-
12	12 Recruitment Unit utilizes a Psychological Screening and Assessment Process	100%	1	-	-	238
						-
13	13 Recruitment Unit documents whether Candidates complete Medical Screenings	100%	1	-	-	238
						-
14	14 Recruitment Unit conducts affirmative outreach	100%	4	-	-	239
						-
14a	14a Recruitment Unit conducts affirmative outreach to Colleges		1	-	-	239
						-
14b	14b Recruitment Unit conducts affirmative outreach to Military		1	-	-	239
						-
14c	14c Recruitment Unit conducts affirmative outreach to PCAB		1	-	-	239
						-

14d	14d Recruitment Unit conducts affirmative outreach to New Orle		1	-	-	239
15	15 Recruitment Unit widely advertises Officer Application Period and Testing Dates	100%	1	-	-	240
16	16 HR and Legal records indicate No Recruitment Discrimination	100%	1	-	-	Article 11
17	17 Recruitment Unit Annually Reports	100%	4	-	-	244
17a	17a Recruitment Unit Annually Reports on number of applicants,		1	-	-	244
17c	17c Recruitment Unit Annually Reports on ability to recruit needed problem-solving skills		1	-	-	244
17d	17d Recruitment Unit Annually Reports on ability to recruit for fluency in Spanish and Vietnamese		1	-	-	244
17e	17e Recruitment Unit Annually Reports on documentation of challenges to recruiting		1	-	-	244
18	18 The Recruitment Unit has reviewed each hired applicant’s file	100%	1	-	-	Article 11
19	19 The qualifications followed the Superintendent's Hiring Criteria	100%	1	-	-	Article 11
20	20 The Department's media outreaches were reviewed for recruitment	100%	4	-	-	239
20a	20a The Department's media outreach was reviewed for recruitment: Nola.gov		1	-	-	239
20b	20b The Department's media outreach was reviewed for recruitment: JoinNOPD.org		1	-	-	239

20c	20c The Department's media outreach was reviewed for recruitment: JoinHandshake.com		1	-	-	239
20d	20d The Department's media outreach was reviewed for recruitment: PoliceOne.com		1	-	-	239
21	21 Evidence of documentation of communication and media	100%	5	-	-	235
21a	21a Evidence of documentation of personalized email blasts to candidates		1	-	-	235
21b	21b Evidence of documentation of samples of media advertisement		1	-	-	239
21c	21c Evidence of documented Job Fair Records		1	-	-	239
21d	21d Evidence of Recruiter/Background Investigator Training Records		1	-	-	237
21e	21e Evidence of Recruiter/Background Investigator performance evaluations		1	-	-	237
22	22 Evidence of Selected Personnel Interviews for audit period	91%	10	1	-	235
22a	22a Evidence of 15% sample of all available Applicant Interview		1	-	-	235
22b	22b Evidence of Selected personnel interviews for audit period:		1	-	-	244
22c	22c Evidence of Selected personnel interviews for audit period: Civil Service employees		1	-	-	244
22d	22d Evidence of Selected personnel interviews for audit period: HR		1	-	-	244

22e	22e Evidence of Selected personnel interviews for audit period: Background Investigators	1	-	-	244
22f	22f Evidence of Selected personnel interviews for audit period: NOPJF staff	1	-	-	244
22g	22g Evidence of Selected personnel interviews for audit period: PCAB members	-	1	-	244
22h	22h Evidence of Selected personnel interviews for audit period: Police Psychologist	1	-	-	244
22i	22i Evidence of Selected personnel interviews for audit period: Medical Testing employees	1	-	-	244
22j	22j Evidence of Selected personnel interviews for audit period: Local University reps	1	-	-	244
22k	22k Evidence of Selected personnel interviews for audit period: Local Military reps	1	-	-	244
	Total	99%	71	1	-

**Audit and Review Items and Findings:**

For the audit, each item below was reviewed by an auditor of the PSAB Audit and Review Unit. The recruitment administrator agreed to place files into the PSAB folder on the Recruitment Drive, located at [\\cno-file04\NOPD\\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021](\\cno-file04\NOPD_DeptData\Headquarters\Recruitment\PSAB Audit 10252021). The below Recruitment Checkoff items were answered according to the documents provided. A summary of the scoring indicator/data used is included.

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The following information summarizes the outcome of the Audit Team’s reviews. Each item is listed with an explanation of the finding, and, if noted as “compliant”, a Scoring Indicator identifies where the auditor concluded compliance.

Item #1: **There is a documented annual review of the Recruitment Plan which includes strategies for: (Sub-Items A-G).**

**Status: Partially compliant (See sub-items below)**

***Explanation/Notes:***

Referencing NOPD Policy Chapter 31.1, Paragraph 33, which states:

- *The Recruitment and Applicant Investigation Section will annually report its recruiting activities and outcomes, including the number of applicants, interviewees, and selectees, and the extent to which the Recruitment and Applicant Investigation Section has been able to recruit applicants with needed skills, such as problem-solving abilities or fluency in Spanish or Vietnamese, and a discussion of any challenges to recruiting highly qualified applicants.*

ARU was able to find this document through NOPD’s website at the following link: [2020-Recruitment-and-Applicant-Investigations-Annual-Report.pdf \(nola.gov\)](#).

The following items were included in the report (see sub-items below):

- **Sub-Item A: Strategic Thinking - Compliant:**
  - Page 4, paragraph 3 under “Recruiting Applicants with Needed Skills” describes efforts to accomplish this task as focusing recruitment efforts at post-secondary universities, including, due to the pandemic, virtual opportunities.
- **Sub-Item B: Problem Solving Skills - Compliant:**
  - Page 4, paragraph 3 under “Recruiting Applicants with Needed Skills” Describes efforts to accomplish this task as focusing recruitment efforts at post-secondary universities, including, due to the pandemic, virtual opportunities.
- **Sub-Item C: Interpersonal Skills - Compliant:**
  - Page 8 Overview slide describes the various elements to review during the Police Officer Structured Interview System (POIS). All Interview Panelists are taught to gage interpersonal skills in an effort by NOPD toto score an applicant’s potential skillset.
- **Sub-Item D: Emotional Maturity - Compliant:**
  - Per Ms. Latimore, An Internship program was developed. An internship packet and sample job description were supplied as examples of gaging an applicant’s maturity to perform the required tasks in NOPD.
- **Sub-Item E: Capacity to Use Technology - Compliant:**
  - Initially scored non-compliant as no indication in the report that this was covered. Per Ms. Latimore, an Internship program was developed. I can share the internship packet and sample job description..  
**Recruitment Response:** The capacity to use technology is covered during the oral interview process. Additionally, an Internship program was developed. Documented with the internship packet and sample job description.
- **Sub-Item F: Fluency in Spanish/Vietnamese - Compliant**

- Page 4 paragraph 2 describes an effort by NOPD to recruit interpreters and speakers of Spanish/Vietnamese by providing a 5% pay raise for certified speakers, which is used as an incentive to become an officer.
- **Sub-Item G: Ability to Collaborate with a diverse cross-section of the community – Compliant:**
  - Page 5, paragraph 4 (last paragraph) states that the department is striving to hire officers in various communities and describes an effort to recruit by establishing communication with Vietnamese members in New Orleans East, church bulletins, and festivals and developing cultural sensitivities.

**Scoring Indicators:** 2020 Recruitment and Applicant Investigations Annual Report (Link reported above), Internship Packet, Recruitment Challenges 10082021, POSIS Panelist Trainer's Manual: [\\cno-file04\NOPD\\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#1](\\cno-file04\NOPD_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#1).

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Item #2: **The recruitment plan was updated, if necessary, during the annual review.**

**Status: Compliant**

***Explanation/Notes:***

The annual review was provided in Item 2 and reviewed against the recruitment plan. The strategies listed in the annual review for Hispanic and Vietnamese engagement, along with other objectives, and strategies for accomplishing these goals were updated and made objectives of the Recruitment Unit. Documents from 2018 and 2019 plans were compared to the 2021 plan, and the plans are completely updated. Formatting, revisions, and goals are completed new, updated, and revised.

- The following areas were noted as updated or revised from previous Recruitment Plans:
  - Goal 1: Objective 1; Objective 1.5, Strategy 1.5.1; Goal 2: Objective 2.1
  - All were added/edited for compliance in the new format and to attract more candidates of this caliber.



**Scoring Indicators:**

Annual Recruitment Plan for 2021 found under PSAB Audit folder #1 on recruitment drive:  
\\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#1

Annual plans from previous years located on MSB recruitment drive: G:\MSB\Recruitment:  
NOPD SOP Recruitment and Applicant Investigation Rev 12032020  
2018 Recruitment and Applicant Investigations Annual Report JCS  
Recruitment Division - Operational Plan - December 17, 2018  
Annual review located at [2020-Recruitment-and-Applicant-Investigations-Annual-Report.pdf \(nola.gov\)](#)

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Item #3: **There is documented annual review of the Recruitment Standard Operating Procedure (SOP), including documentation of any necessary updates.**

**Status: Compliant**

***Explanation/Notes:***

ARU was able to find a 2019 and 2020/2021 SOP in the recruitment folders. SOPs were compared to each other and the annual plan. There are updates included for COVID19 and recruitment activities based on stopping the viral spread and for updated names, technology, etc.

Updates to the current plan:

- Page 7, Paragraph “A” – changed “Commander” to “Captain” (reclassifying titles)
- Page 13, Paragraph A: Updates were made to change “walk-in examinations” to appointments due to COVID-19 precautions; and removed paper-based applications.

**Scoring Indicators:**

SOPs for various years located in folder #4 of PSAB Audit in Recruitment Drive:  
\\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#4

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Item #4: **There is documentation that Recruitment data outcomes were analyzed for the prior year to ensure the unit is applying resources where they are most effective in their outreach efforts.**

**Status: Compliant**

***Explanation/Notes:***

There are several emails and documents included which indicate data analysis for the prior year and indicate that the unit continuously monitors its resources. Specifically, conversations deal with applicant-to-test taker ratios and strategies used to get more applicants to take the test for employment. This item differs from items 2, 3, and 4 in that it does not specifically require a “report” as indicated in the policy.

**Scoring Indicators:**

Emails located in PSAB folder #5 on recruitment drive:

\\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#5:

Email dated 10/8/2021 discussing recruitment challenges with data analysis of test takers from prior years compared to current year.

Email dated 3/11/2019 with data analysis of recruitment targets and goals

Email dated 4/28/2021 indicating analysis and discussion of test taker conversion rates

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Item #5: **The recruitment staff is: (Sub-Items A-C):**

**Status: Compliant**

***Explanation/Notes:***

See sub-items below:

- **Sub-Item A: Publicly identified - Compliant**
  - A check of the website <https://joinnopa.org/contact/> shows the current names and contact information for the recruiting department.
- **Sub-Item B: Working Cooperatively with Civil Service: Compliant**
  - Per email from Civil Service Personnel Director Amy Trepagnier: *Question: Do you have a working relationship with NOPD recruitment, and, if so, is there documented evidence of that relationship? Answer: Yes, our staff communicates daily with NOPD Recruitment. Yes, most communication is done via email so there is documentation of said communication. There are also numerous emails located in the folders to and from Civil Service personnel showing cooperation and a working relationship.*
- **Sub-Item C: Interacting directly with candidates applying for NOPD positions – Compliant:**
  - An example of the emails provided details unit staff correspondence to the candidate about hotel lodging expenses.

**Scoring indicators**

Sub-Item A – check of website of <https://joinnopd.org/contact/>

Sub-Item B – emails located in the PSAB folder #6b:

\\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#6\6b

Email dated 5/20/2020 regarding additional test dates between civil service/NOPD

Email dated 8/27/2021 regarding testing reschedules due to Hurricane Ida prep

Email dated 11/2/2021 directly to PSAB with Civil Service personnel indicating they work together with NOPD

Sub-Item C – email located in PSAB folder #6c:

\\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#6\6c

Email dated 10/29/2021 between NOPD and candidate discussing hotel lodging

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**Item #6: The NOPD applies specific criteria for assigning officers to the Recruitment Unit, including (sub-items A-D):**

**Status: Compliant (all subitems)**

***Explanation/Notes:***

Recruiting Administrator, Mrs. Leatrice Latimore, provided documents in support of this Item for Officer Rose Horner’s assignment as an Investigator to the Recruitment Unit.

- **Sub-Item A: Officers’ work history – Compliant**
  - Investigator Horner’s 2017 attendance record provided
- **Sub-Item B: Discipline history – Compliant**
  - Short form from PIB to document disciplinary history (printed 23Oct2017)
- **Sub-Item C: Length of employment - Compliant**
  - Short form from PIB to document length of employment (printed 23Oct2017)
- **Sub-Item D: Demonstrated commitment to community policing – Compliant**
  - Two (2) Electronic Police Reports (EPR) (dated 17Jul2015 & 23Apr2017) provided to demonstrate commitment to community policing

**Scoring Indicators:**

Investigator Horner’s Attendance Record  
 Short form from PIB  
 2 EPRS regarding community policing

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**Item #7: Recruitment Unit is staffed sufficiently to permit the unit to fulfill its responsibilities****Status: Compliant*****Explanation/Notes:***

Mrs. Latimore provided a document titled "Recruitment and Applicant Investigations Section Listing of Current Staff". There are 22 positions listed on the document, three (3) of which are vacant. The position titles are as follows: Administrator (1)-filled, Lieutenant (1)-filled, Sergeant (2)-filled, Police Tech III (2)-filled, Sr. Office Support Specialist (1)-Vacated in 2021 as team member accepted a position at another city agency for growth opportunities, Recruiter (2)-1 position vacated in August 2021 when member promoted to a new position in NOPD, Investigator (6)-filled, Police Investigative Specialist (7)-6/7 filled (position vacated in 2021 due to illness). Per Ms. Latimore, These positions were vacated in 2021. There is an error. Police Investigative Specialist (7) 6 of 7 are filled. One was vacated in October 2021 due to the former team member’s illness. (1) Senior Office Support Specialist position was vacated as the former team member accepted an opportunity for growth at another city agency in September 2021. The team has 2 civilian recruiter positions, one of which was vacated in August 2021 when the former team member was promoted to a position in the NOPD.

**Scoring Indicators:**

Document titled "Recruitment and Applicant Investigations Section Listing of Current Staff".

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**Item #8: The Recruitment Staff is trained on recruiting a qualified and diverse workforce, including: (Sub-items A-N).****Status: Compliant (see items below)**

**Explanation/Notes:**

See sub-items below:

- **Sub-Item A: Background investigations – Compliant:**
  - Mrs. Latimore provided examples of the training certificates from the Background Investigations Course (26-27Jan2017) for 8 employees (Sergeants Bickham & Prochaska, Recruiter Jost, Investigators Hankton, Bax, Kirby, McCaskill-Lebant and Albert.
  
- **Sub-Item B: Employment law – Compliant**
  - Mrs. Latimore provided an Employment Law training roster (dated 30Jan2018) with 14 signatures from Recruitment Unit personnel..
  
- **Sub-Item C: CVSA – Compliant:**
  - Mrs. Latimore provided training certificates from the CVSA Recertification Course and the Certified Examiners Course (dates ranging from 2016-2021) for both Sergeants, Recruiter Sosa, all Investigators, and all Police Investigative Specialists.
  
- **Sub-Item D: EEOC guidelines – Compliant**
  - Mrs. Latimore provided the "Federal Employment Law Enforced by EEOC" slides and the sign-in roster (dated 02Jul2018) with signatures from 19 Recruiting Unit personnel.
  
- **Sub-Item E: Civil Service guidelines - Compliant**
  - Mrs. Latimore provided a copy of the "Rules of the Civil Service Commission City of New Orleans". However, she requested the sign-in sheet from Civil Service for the last training session given in 2019.
  
- **Sub-Item F: Policy and protocols - Compliant**
  - Mrs. Latimore provided a copy of the Recruitment & Personnel Hiring Selection chapters from the NOPD Operations Manual. However, she didn't provide proof of Policy & Protocols training conducted and/or attended by the Recruiting Unit i.e., training slides, sign-in rosters, etc. Per Ms. Latimore, Policy and protocol is not listed as a specific training. She can provide copies of the roll call training sheets

conducted within our department. Ms. Latimore stated, “During the intake session, it seemed as though we could share with you where we went/looked to for information regarding the items listed. Policy and protocol are not listed as a specific training. I can provide copies of the roll call training sheets conducted within our department.”

- **Sub-Item G: Dept career opportunities, benefits, salaries, and training – Compliant:**
  - Mrs. Latimore provided links to JoinNOPD.com, the Neutral Ground home page, and the City of New Orleans' Employment portal page where information regarding career opportunities, benefits, salaries, and training can be located.
  
- **Sub-Item H: The community and its needs – Compliant**
  - Mrs. Latimore provided an email (dated 19Jun2020), which contained notes from a webinar titled, “Motivation and Meaning for Law Enforcement Personnel”, which was attended by Recruiter Jost. Ms. Jost detailed key take ways and “lessons that might be useful to recruiting.” Ms. Jost emailed these notes to the following Recruiting staff members: Sgt. Prochaska, Sgt. Bickham, Lt Nolan, and Mrs. Latimore.
  - Additionally, Mrs. Latimore provided an email (dated 10Nov2020), which contained notes from a webinar titled “21<sup>st</sup> Century Police Recruiting”. Recruiter Jost attended the webinar, which was hosted by the Denver Police Department. The notes included Recruiter Jost’s key take ways, as well as practices she thought would make a difference in the New Orleans Police Department. Ms. Jost emailed the notes to Lt Nolan, who then shared the notes with the following Recruiting staff members: Sgt. Prochaska, Mrs. Latimore, Sgt Bickham, Mr. Ruffin, and Recruiter Sosa.
  
- **Sub-Item I: Cultural awareness for different ethnic groups – Compliant**
  - Ms. Latimore stated that this is addressed in the EEOC and HR training sessions.

- **Sub-Item J: Techniques of record keeping and systems for candidate tracking – Compliant**
  - Ms. Latimore provided multiple alerts and advisories (in the form of email from Mrs. Latimore to the Recruiting Unit) in support of ongoing training regarding record keeping and systems for candidate tracking.
  
- **Sub-Item K: Different components of the screening process – Compliant**
  - Mrs. Latimore provided a copy of the NOPD Police Recruit Application and Selection Process (in flow chart and narrative form).
  
- **Sub-Item L: Hiring criteria that may disqualify candidates – Compliant**
  - Mrs. Latimore provided the NOPD Hiring Criteria (Last Revised 1/30/2017), which outlines "Causes for POSSIBLE REJECTION" on page 3.
  
- **Sub-Item M: Hiring criteria that will disqualify candidates – Compliant**
  - Mrs. Latimore provided the NOPD Hiring Criteria (Last Revised 1/30/2017), which outlines "Causes for AUTOMATIC REJECTION" on page 2.
  
- **Sub-Item N: Application error protocols – Compliant**
  - During the meeting in preparation for this audit, Mrs. Latimore stated application error protocols are outside of the Recruiting Unit's purview. This item is the responsibility of the Civil Service Office. However, Ms. Latimore did provide email traffic between the Recruiting Team and the Civil Service Team, discussing errors, how/why the errors occurred, and a course of action to correct those errors.

**Scoring Indicators:**

Training certificates from the Background Investigations Course (26-27Jan2017)



Employment Law training roster (dated 30Jan2018)  
Training certificates from the CVSA Recertification Course and the Certified Examiners Course (dates ranging from 2016-2021)  
Federal Employment Law Enforced by EEOC" slides and the sign-in roster (dated 02Jul2018)  
"Rules of the Civil Service Commission City of New Orleans" (05/31/2019)  
Recruitment & Personnel Hiring Selection chapters from the NOPD Operations Manual.  
Links to JoinNOPD.com, the Neutral Ground home page, and the City of New Orleans' Employment portal page  
Email from Mrs. Latimore to the Recruiting Unit  
NOPD Police Recruit Application and Selection Process (07/16/2021)  
NOPD Hiring Criteria (Last Revised 07/15/2019)

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**Item #9: Recruitment interview panelists are trained in: (Items A-D)**

**Status: Compliant**

*Explanation/Notes:*

Mrs. Latimore provided a Police Officer Structured Interview System (POIS) Training Presentation, which included scenario-based questions on the following topics: "Preparation and Life Experience", "Job Interest", "Officer w/ Personal Problem", "Mistaken Identity", "Accident Scene", "Leadership", and "Why you are the best choice?" Sign-in sheets from multiple training sessions were also provided.

- **Sub-Item A: Goals of Recruitment and Hiring – Compliant**
  - The training presentation document as provided by Recruitment, is included in folder 9b is the training presentation. Ms. Latimore has added the attached Trainer's Manual and supplemental documents. In the sections marked Job Analysis Summary describes the review that the trainer provides which includes a presentation of the job description specific to the NOPD and its needs.  
Per Ms. Latimore: It is during this section where the goals of

recruitment and hiring, integrity, community policing and non-discriminatory policing are addressed. These topics are further addressed in greater detail with the panelists when the applicable questions are reviewed and discussed. For example, question 3 is our ethics and integrity question. During the discussion of this question, we further discuss integrity. Further, during the discussion of question 6 (Leadership Abilities) we address integrity with the panelists also. Community Policing and Non-Discriminatory Policing are discussed with panelists during discussions of questions four and five.

- **Sub-Item B: Integrity – Compliant**
  - The scenario-based question titled, “Officer w/ Personal Problem” is related to integrity. Therefore, this section is compliant.
  
- **Sub-Item C: Community Policing – Compliant**
  - The scenario-based question titled, “Job Interest” is related to community policing. Therefore, this section is compliant.
  
- **Sub-Item D: Non-discriminatory Policing – Compliant**
  - The scenario-based question titled, “Mistaken Identity” is related to non-discriminatory policing. Therefore, this section is compliant.

**Scoring Indicators:**

PDF Files located in Recruitment Shared Drive:\cno-file04\Headquarters\Recruitment\PSAB Audit 10252021\#9b

Training certificates from the Background Investigations Course (26-27Jan2017)

CVSA Certificates

EEOC Training

Employment Law Training

Other Training (Crime Lab, Tactical, New Detective)

Recruitment Policy

Personnel Hiring Selection Process

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**Item #10: The interview panelist used a standardized scoring process, and the scores are maintained in the recruitment unit.**

**Status: Compliant**

***Explanation/Notes:***

Mrs. Latimore provided an Excel document titled “POSI-Police Officer Structured Interview System”, which includes formulas to calculate a raw score and a percentage score for each candidate, based on three panelists’ scores. She also provided archived “Police Officer Structured Interview System-Score Sheets” for candidates from 2015-2021.

**Scoring Indicators:**

“POSI – Police Officer Structured Interview System” Excel Document

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**Item #11: The recruitment staff meets or exceeds specific performance criteria to evaluate staff effectiveness.**

**Status: Compliant**

***Explanation/Notes:***

The recruitment department provided copies of several completed performance evaluations for their staff. The questions used to evaluate the staff member’s performance for the year, that were applicable to the unit, included:

- a) Did the employee produce quality written reports?
- b) Did the employee demonstrate good decision-making skills?
- c) Did the employee employ safety measures?
- d) Did the employee conduct community policing by engaging and communicating with community?
- e) Did the employee conduct community policing by using problem-solving strategies regarding community needs?
- f) Attendance: I verify the employee is compliant with attendance policies.
- g) Training: I verify the employee has completed all required training.

- h) Citizen Complaints: I verify the employee did not have any citizen complaints.
- i) Supervisor-Initiated Complaints: I verify the employee did not have any supervisor-initiated complaints.
- j) Discipline: I verify the employee did not have any discipline.
- k) Secondary Employment: I verify the employee did not have any violations of secondary employment policy.
- l) Describe any awards and/or commendations.
- m) Briefly describe discussions during each check-in related to areas of growth and challenges. Documentation of check-ins for the entire year is required.

The samples provided, from the 2020 Performance Evaluation period, each received a score of “Meets Expectations” or “Exceeds Expectations”.

**Scoring Indicators:**

The copies of the performance evaluations used for this section of the audit are located in the shared drive folder titled \\cno-file04\nopd\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#11.

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**Item #12: The recruitment unit utilizes a system of psychological screening and assessment of candidates which includes a set criterion for individuals suitable for policing.**

**Status: Compliant**

***Explanation/Notes:***

Email correspondence from the Civil Service Personnel Director, Amy Trepagnier indicates the recruited candidates complete two standardized written psychological instruments. The contracted psychologist, Dr. Kathryn Lawing, reviews the results of these instruments and conducts an interview with the candidate that lasts a minimum of one (1) hour. Ms. Trepagnier also advised that the psychological instruments have a set criterion which is considered in the psychologist’s final determination of whether or not the candidate is suitable for policing. There is an example of an email communication between Civil Service and the recruitment unit that expresses when a

candidate is cleared and found suitable to continue with the recruitment process. The clearance statement includes the following verbiage:

- *“(Insert candidate’s name) has been found psychologically and medically suitable for police work.”.*

**Scoring Indicators:**

The email correspondences used for this portion of the audit can be located in the shared drive folder titled \\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#12.

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**Item #13. The recruitment unit documents candidates’ complete medical screenings.**

**Status: Compliant**

***Explanation/Notes:***

Per the email correspondence from the Civil Service Personnel Director, Amy Trepagnier, the Civil Service department receives a packet of the completed medical screening documents from the third-party medical provider. Once the candidate is hired and begins working, a copy of this packet is provided to NOPD Human Resources. Ms. Trepagnier also advised that the medical screening packet includes the baseline information required by the State of Louisiana managed Municipal Police Employee Retirement System (MPERS). There is an example of an email communication between Civil Service and the recruitment unit that expresses when a candidate is medically cleared. The clearance statement includes the following verbiage:

- *“(Insert candidate’s name) has been found psychologically and medically suitable for police work.”.*

**Scoring Indicators:**

The email correspondences used for this portion of the audit can be located in the shared drive folder titled \\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#13.

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**Item #14. The recruitment unit conducts affirmative outreach to a broad group of community members, including (items A-D)**

**Status: Compliant (for all sub-items)**

***Explanation/Notes:***

The recruitment unit is compliant with conducting affirmative outreach to a broad group of community members by providing multiple email correspondences.

- **Item A: College and Universities – Compliant**
  - The recruitment unit provided email communications addressed to the Associate Dean at University of New Orleans, professors at Southern University of New Orleans (SUNO), and the Pathways Navigator/recruiter with Delgado Community College. The emails were all in reference to recruitment and internship opportunities with the NOPD.
- **Item B: Military - Compliant**
  - Email communications to the Sr. National Account Executive with Bradley-Morris, Inc. & Recruit Military were provided. The emails include details of a virtual job fair opportunity where NOPD recruitment materials could be presented to potential candidates in the military.
- **Item C: PCAB and community meetings in districts – Compliant**
  - Email correspondences to Councilwoman Cyndi Nguyen, and her associates, were supplied. The communications outline the details of the recruitment unit’s participation in an initiative spearheaded by the Councilwoman’s office. The series details a monthly presentation by the recruitment unit on the process of how one can join the NOPD.
- **Item D: New Orleans Police and Justice Foundation - Compliant**
  - Multiple emails to representatives from the New Orleans Police & Justice Foundation were made available. The topics of discussion included

scheduling meetings to discuss the focus on applicants after they've successfully passed the pre-screening process, the status of specific applicants, and edits to the Strategic Urgency to Recruit Great Employees (SURGE) Subcommittee Applicant Conversion and Recruitment section.

**Scoring Indicators:**

The email correspondences used for this portion of the audit can be located in the shared drive folder titled \\cno-file04\NOPD\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021\#14.

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**Item 15: The Recruitment unit widely advertises the dates and times of the officer recruitment application period and testing dates.**

**Status: Compliant**

***Explanation/Notes:***

Advertising dates and times for Candidates—**Compliant**

- Throughout 2020, the Recruitment Division has held career fairs, virtual job fairs (due to COVID), marketed with posters; and advertised in a local magazine for candidates, which can be found in the following documents on the shared drive in #15-Folder:
  - *“Recruitment Leads and Events”* spreadsheet.
  - *“Consolidated Contacts and Poster Distribution”* spreadsheet.
  - *“Where Ya At”* magazine—October 2020 Issue; page 19.

Testing Dates for Candidates—**Compliant**

- Testing dates were held for in-state and out-of-town candidates. In-state applicants are free to walk into Civil Service during working hours and begin their testing series however there are specific dates that are scheduled for out-of-town applicants. The documentation can be found in the following on the shared drive in #15-Folder:



- *“Test List for 2020 to Show Test Dates”* spreadsheet, which illustrates:
  - The name of the candidate tested.
  - The date and time of the testing.
  - Whether the candidate was local or out-of-state.
  - *“Tests Administered”* spreadsheet lists:
    - The specific test administered.
    - Whether it was testing for locals.
    - Whether it was a 3-day testing series for out-of-town candidates.
  - The specific dates the test was administered.

**Scoring Indicators:**

Excel Spreadsheet marked *“Consolidated Contacts and Poster Distribution”*

Excel Spreadsheet marked *“Recruitment Leads and Events”*

PDF *“Where Y’At October 2020 Pager 19”*

Excel Spreadsheet *“Test List for 2020 to Show Test Dates”*

**Item 16: Available Human Resources Department (HR) and legal records (lawsuits filed) indicate no evidence of Recruitment Unit discrimination based on race, color, religion, national origin, gender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry.**

**Status: Compliant**

***Explanation/Notes:***

- After interviewing Ms. Latimore/Director of NOPD Recruitment via telephone, it’s the auditor’s finding that the application process is completed without any reference to, or negative impact based on race, color, religion, national origin, gender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry. This can be identified by the following processes:
  - Organizational Chart; *“NOPD Police Recruit Application and Selection Process.”*

- The org chart captures when the background process begins and shows that it's contingent on the Civil Service testing which is completed without bias or prejudice.
- Quality Assurance of the Background Investigation results.
  - Each person in the Recruitment chain of command has to review the background investigator's findings and ensure that all necessary information has been addressed and documented per departmental policy and guidelines.
  - Each person in the Recruitment chain of command has to list whether or not a candidate is "Acceptable" for hire.
  - Should any of the persons in the chain of command disagree with a candidate being "acceptable" for hire or if for some reason, does not meet the policies set by the department then the applicant's file is referred and reviewed by the Applicant Review Panel (ARP) for decisioning. The ARP is independent of the Recruitment Unit and composed of a member from each Bureau. The ARP reviews the entire applicant file and makes an independent recommendation as to acceptability.
  - The Applicant Review Panel members will review the items that may be hindering a candidate for employment per the departmental policy (Superintendent's Hiring Criteria) and will decide whether the candidate will be acceptable for hire.
    - The Applicant Review Panel members individual assessments are safeguarded and held in complete anonymity due to the sensitivity and respect to all fairness and equal opportunities associated with applicant decisioning.

**Scoring Indicators:**

Organizational Chart; *"NOPD Police Recruit Application and Selection Process*

**Item 17: The Recruitment Unit annually reports its activities and outcomes, including (sub-items A-E)****Status: Compliant (for all subitems)****Explanation/Notes:** See sub-items

- **Sub-Item A: The number of applicants, interviewees, and selectees – Compliant**
  - **Applicants Received—Compliant:**
    - Recruitment has reported in the 2020 Annual Recruitment Report that they received 4,891 applicants. This can be found on page 1 of the report.
  - **Number of Interviewees—Compliant**
    - The 2020 Annual Recruitment Report does not identify or list how many applicants were interviewed. However, after interviewing Ms. Latimore/Director of NOPD Recruitment Division, she advised via email and phone conversation on 11/9/2021 that *“for any applicant where a background intake interview is completed (occurs after successful Civil Service testing, agility, and panel), an investigative report is prepared. The interview is a piece of the background investigation. This will be the number of background investigations completed.”*
  - **Number of Selectees—Compliant**
    - The 2020 Annual Recruitment Report advises the total number of candidates selected for employment as follows:
  - An email was sent to Ms. Latimore for an update on how to identify the number of “selectees” on 11/10/2021 and the following response was given:
    - **Recruitment Response** - There were 58 Offers of employment extended during 2020. These applicants cleared background and meds/psych’s. 1 withdrew after completing meds/psych’s. 4 failed to respond to attempts to schedule on-boarding. The annual report shows 56 hires for 2020. These 56 represent 53 who completed on-boarding in 2020 and 3 who completed on-

boarding in 2019. \*Note- Recruitment reports on-boarding. HR reports actual hire.

- **Sub-Item B: The extent to which the Unit has been able to recruit applicants with needed skills, including: (not a question, but a subheading – not answered)**
- **Sub-Item C: Problem-Solving Skills—Compliant**
  - The 2020 Annual Recruitment Report on page 4, paragraph 2, under the *“Recruiting Applicants with Needed Skills”* section advises that NOPD has continued to focus on its recruitment efforts on local post-secondary institutions to attract applicants with critical thinking and problem-solving skills.
- **Sub-Item D: Fluency in Spanish and/or Vietnamese—Compliant**
  - The 2020 Annual Recruitment Report; under the *“Recruiting Applicants with Needed Skills”* section; page 4, paragraph 1, states that a balanced workforce that is representative of the community continues to be a priority for NOPD. In 2016 NOPD launched its first ever certified interpreter program, which provides an additional 5% pay to NOPD officers who are certified as fluent in Spanish or Vietnamese and are willing to serve as interpreters for the department. That incentive has given the department a tool for recruiting individuals with foreign language skills, including officers fluent in Vietnamese and Spanish.
  - The 2020 Annual Recruitment Report; under the *“Recruitment Challenges”* section; page 5, paragraph 2 advises that Vietnamese officers still only make up about 0.4% of the commissioned workforce at NOPD and Hispanics are nearly 5%. The push to hire Spanish and Vietnamese-speaking officers continues to present challenges yet Recruitment team members have established initial relationships with members of the Vietnamese officers to aide in service to a community that has

traditionally taken care of their own. NOPD is hopeful that an increase in Vietnamese-speaking officers will help the community become more trusting of the police. In 2019, NOPD participated in festivals and had an announcement in bulletin at a local Vietnamese church. NOPD is committed to understanding and moving past the language barriers and cultural sensitivities that can contribute to their ability to provide quality service to the community.

- **Sub-Item E: Documentation of challenges to recruiting highly qualified applicants—Compliant**
  - The 2020 Annual Recruitment Report; under the “*Recruitment Challenges*” section; page 5 speaks on overcoming the challenges with regards to the language barriers in the community, the challenges experienced with the cyber incident that caused a disruption in the entire recruitment, application and hiring process for several months. During this time, Civil Service was unable to score assessments thus causing significant delays in the process for affected applicants by the difficulties faced with establishing sufficient work-a-rounds to continue the recruitment process.

**Scoring Indicators:**

Annual Report found at link [2020-Recruitment-and-Applicant-Investigations-Annual-Report.pdf \(nola.gov\)](#)

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**Item 18: The Recruitment Unit has reviewed each hired applicant’s file for quality assurance.**

**Status: Compliant**

***Explanation/Notes:***

- Background Investigation Checklist
  - Each candidate that is selected to proceed with a background is thoroughly investigated by way of an extensive checklist is attached to each selected candidate’s file to ensure that all necessary and sufficient documentation is received, reviewed, and completed efficiently.
  - In addition, each checklist is signed off by the following 3 recruitment personnel:
    - Investigator completing the background,
    - the Verifying Supervisor, and
    - Acknowledged by the Director/Commander of Recruitment
  - This ensures that the quality of the background has been completed in its entirety.
- Supervisor Review / Investigator’s Findings:
  - A summation/comments and recommendations page are completed for each background investigation.
  - These recommendations from the Supervisor advises on the disposition of whether or not a candidate is “acceptable” or not for hire. This one-page document is signed off by the Recruitment and Applicant Section Administrative Sergeant.
  - Through the chain of command, the Lieutenant of the Recruitment and Application Section created a one-page document to advise of the disposition of the candidate whether or not they are “acceptable” for hire.

- Finally, the Recruitment Administrator/Civilian Director, provides a one-page documents that advises whether or not the candidate is “acceptable” for hire.
- Each of the forms are signed and dated thus ensuring that all commission and civilian supervisors have thoroughly ensured that all quality assurance and the investigation process has been completed properly and sufficiently.

**Item 19: The qualifications followed the Superintendent’s hiring criteria**

**Status: Compliant**

***Explanation/Notes:***

A sample of containing a full Investigative Report with summary and recommendations as well as, a Background Investigation Check List was placed in assigned audit folder (19).

**Scoring Indicators:**

Supporting documents found at link [\\cno-file04\NOPD\\_DeptData\Headquarters\Recruitment\PSAB Audit 10252021](\\cno-file04\NOPD_DeptData\Headquarters\Recruitment\PSAB Audit 10252021)

**Item 20: The Department's media outreach was reviewed for recruitment activities: (sub-items a-d)**

**Status: Compliant (see sub-items below)**

***Explanation/Notes:*** See sub-items

- **Sub-Item A: Nola.gov - Compliant**
  - Job bulletins for the positions of ‘Police Officer (Entrance)’ and ‘Police Recruit Academy’ via the City of New Orleans website (nola.gov) were placed in the assigned audit folder (20a)

- **Sub-Item B: Joinnopd.org - Compliant**  
The joinnopd.org website highlighting the hiring process, salary & benefits, as well as other pertinent information related to joining NOPD, is currently active and can be accessed using the following web address: <https://joinnopd.org/home/>
- **Sub-Item C: JoinHandShake.com - Compliant**  
Job bulletins for the positions of ‘Police Recruit’, NOPD Student Internship and ‘Internship’ the website (joinhandshake.com) were placed in the assigned audit folder (20c)
- **Sub-Item D: Policeone.com - Compliant**
  - Job posting for of the position of ‘Police Recruit’ via policeone.com was placed in the assigned audit folder (20d)

#### **Scoring Indicators:**

Folders entitled 20a-20d – Nola.Gov, Joinnopd.org, JoinHandshake.com and Policeone.com  
 “Job Bulletin – Police Officer” PDF  
 “Job Bulletin – Police Recruit” PDF  
 “Joinnopd Website Hiring.JPG”  
 “JoinHandshake.com  
 Police Recruit Job - New Orleans Police Department - New Orleans, Louisiana.pdf

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#### **Item 21: Acceptable and Compliant review and evidence of (sub-items A-E)**

**Status: Compliant**

***Explanation/Notes:*** (please note summary of findings in supplemental narrative section below - 21a)

- **Sub-Item A: Documentation of personalized email blasts to candidates – Compliant**



- Email communications consisting of welcome email and next steps showing direct interaction between recruitment and named candidates were provided in the assigned audit folder (21a)
- **Sub-Item B: Documented samples of media advertisements/commercials, posters, and brochures – Compliant**
  - Samples of brochure, push card, and ‘Where Y’At Magazine’ with recruitment advertisement noted on page 29 were provided in the assigned audit folder (21)
- **Sub-Item C: Documented Job Fair records –Compliant**
  - Spreadsheet indicating recruitment leads and events specifically stating the date, job fair location, name of the recruiter, as well as the outcome of those fairs was provided in the assigned audit folder (21a)
- **Sub-Item D: Recruiter/Background Investigator training records (at least one half of staff for first audit period, remainder during following audit period) – Compliant**
  - The file shows relative documents for the current audit period of 2020; therefore, this section is **COMPLIANT**. The assigned audit file consisted of several training records for various years: CVSA Recertification Certificates (2021), Employment Law Training Sign in Sheet (January 2018), CVSA Certificates (2016 and 2017), Background Investigation Training Course Certificates (2017), Equal Employment Opportunity Commission (EEOC) Sign in Sheet (July 2018), Crime Lab Training Certificate (2017)
- **Sub-Item E: Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period) – Compliant**
  - 2020 Performance Planning and Evaluations for eighteen staff members were provided in assigned audit folder (21)

**Scoring Indicators:**

Email communications between candidates and recruitment

Brochure, Push Card, Where Y’At Magazine  
Spreadsheet – Recruitment Events  
Performance Evaluations from 2020

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**Item 22: Acceptable and Compliant review and evidence of (Sub-Items A-K)**

**Status: Partially Compliant**

***Explanation/Notes:***

- **Item A: 15% of all available Applicant Interview Records for audit period – Compliant**
  - Initially scored non-compliant as no indication in the folders that this was covered. It was not explicitly stated. There were no documents to review in the assigned audit folder
  - Recruitment Response: Listing of all 15% of applicant files placed into the folder on 12/5.
  
- **Item B: Selected personnel interviews for audit period – Compliant**
  - Initially scored non-compliant as no indication in the folders that this was covered. It was not explicitly stated. There were no documents to review in the assigned audit folder
  - **Recruitment Response:** Listing of all recruitment staff and contact information were added to the folder on 11/2 and 11/4.
  
- **Item C: Civil Service Employment – Compliant**
  - Email communications with five Civil Service employees were provided in assigned audit folder (22)
  
- **Item D: Human Resources – Compliant**
  - Email communications with two Human Resource employees were provided in assigned audit folder (22)
  
- **Item E: Background Investigators – Compliant** (at least one half of staff for first audit period, remaining during second audit period)

- An excel spreadsheet listing the names of the department’s 23 current staff members, their job title, role, email address, and phone number was provided in assigned audit folder (22)
- **Item F: NOPJF (New Orleans Police and Justice Foundation) staff – Compliant**
  - Email communications with NOPDJF staff were provided in assigned audit folder (22)
- **Item G: PCAB (Police Community Accountability Board) members – Non-Compliant**
  - There were no documents to review in the assigned audit folder. Recruitment will work to correct this in the future.
- **Item H: Police Psychologist – Compliant**
  - Email communications with Dr. Kathryn Lawing, Licensed Psychologist, were provided in assigned audit folder (22)
- **Item I: Medical Testing Employees – Compliant**
  - Email communications with Concentra Medical Center staff were provided in assigned audit folder (22)
- **Item J: Local University representatives – Compliant**
  - email communications with representatives from Southern University New Orleans ad Delgado Community College were provided in assigned audit folder (22)
- **Item K: Local Military Representatives – Compliant**
  - Email communications with a representative from Bradley-Morris, Inc. & Recruit Military were provided in assigned audit folder (22)

**Scoring Indicators:**

Email Communications with Civil Service Employees

Email communications with HR

Email communication with NOPDJF

Email communication with Dr. Kathryn Lawing, Psychologist  
Email Communications with Concentra  
Email Communications with SUNO and Delgado  
Email Communications from Bradley-Morris, Inc., and Recruit Military

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## Conclusion and Recommendations

### Recommendations

1. It is recommended by the Auditing and Review Unit that the Recruitment Unit maintain their files for the year in an “as they go” method. The Recruitment Unit can create the folders for the year as they did for this audit, and as the year progresses, copy emails, recruitment activities, reports, etc. into the appropriate folders. PSAB will then monitor the folders quarterly to ensure they are being “used” and items are added.
2. All Recruitment Unit training should require a sign-in sheet or email with read receipt. For example, if training is on a policy (such as Equal Opportunity Employment) this policy and/or document can be sent to the employee with a read receipt; upon reading/opening the email, the read receipt is dropped into the appropriate folder and used for proof of training on the required item. Recruitment currently conducts “Roll Call Training” as advised by the MSB Captain. Those sign in sheets are available on request.
3. It is also recommended that PCAB be alerted to invite Recruitment to its scheduled meetings in an effort to inform the community of recruitment related activities. This will ensure the Recruitment team has direct access to PCAB and its members.

The recommended actions will ensure that all Recruitment activities are documented appropriately for audit and review, and the subsequent scores accurately reflect the Unit’s performance.

**Timothy A. Lindsey, Innovation Manager, Auditing  
Professional Standards and Accountability Bureau**

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## Appendix A – Recruitment Checklist Table Form

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### Audit Check-List Template - Article 11 (Recruitment)

#	Question	Yes	No	NA	Unk	Explanation/Notes
1	<b>There is documented annual review of the recruitment plan which includes strategies for:</b>					
	a. Strategic Thinking					
	b. Problem-Solving Skills					
	c. Interpersonal Skills					
	d. Emotional Maturity					
	e. Capacity to use Technology					
	f. Fluency in Spanish/Vietnamese					
	g. Ability to collaborate with a diverse cross-section of the community					
2	<b>The recruitment plan was updated, if necessary, during the annual review.</b>					
3	<b>There is a documented annual review of the Recruitment SOP, including documentation of any necessary updates.</b>					
4	<b>There is documentation that Recruitment Data outcomes were analyzed for the prior year to ensure the Unit is using resources where they are most effective in their outreach efforts</b>					
5	<b>The recruitment staff is:</b>					
	a. Publicly identified					
	b. Working cooperatively with Civil Service					
	c. Interacting directly with candidates applying for NOPD positions.					
6	<b>The NOPD applies specific criteria for assigning officers to the Recruitment Unit, including:</b>					
	a. Officers' work history					

	b. Discipline History					
	c. Length of employment					
	d. Demonstrated commitment to Community Policing					
7	<b>Recruitment Unit is staffed sufficiently to permit the unit to fulfill its responsibilities</b>					
8	<b>The Recruitment staff is trained on recruiting a qualified and diverse workforce, including:</b>					
	a. Background investigations					
	b. Employment Law					
	c. CVSA					
	d. EEOC guidelines					
	e. Civil Service guidelines					
	f. Policy and Protocols					
	g. Dept career opportunities, benefits, salaries, and training.					
	h. The community and its needs					
	i. Cultural awareness for different ethnic groups.					
	j. Techniques of record keeping and systems for candidate tracking.					
	k. Different components of the screening process.					
	l. Hiring criteria that may disqualify candidates					
	m. Hiring criteria that will disqualify candidates					
	n. Application error protocols					
9	<b>Recruitment interview panelists are trained in:</b>					
	a. Goals of recruitment and hiring					
	b. Integrity					
	c. Community Policing					
	d. Non-discriminatory policing					
10	<b>The interview panelist used a standardized scoring process, and the scores are maintained in the recruitment unit.</b>					
11	<b>The recruitment staff meets or exceeds specific performance criteria to evaluate staff effectiveness.</b>					

12	<b>Recruitment unit utilizes a system of psychological screening and assessment of candidates which includes a set criterion for individuals suitable for policing.</b>					
13	<b>The recruitment unit documents candidates complete medical screenings</b>					
14	<b>Recruitment unit conducts affirmative outreach to broad group of community members</b>					
15	<b>The recruitment unit widely advertises the dates and times of the officer recruitment application period and testing dates.</b>					
16	<b>Available HR and legal records indicate no evidence of recruitment unit discrimination on the basis of race, color, religion, national origin, fender, ager, physical or mental disability, sexual orientation, creed, culture, or ancestry.</b>					
17	<b>Recruitment unit annual reports its activities and outcomes, including:</b>					
	a. The number of applications, interviewees, and selectees					
	b. The extent to which the unit has been made able to recruit applications with needed skills, including:					
	c. Problem solving skills					
	d. Fluency in Spanish and/or Vietnamese					
	e. Documentation of challenges to recruiting highly qualified applicants					
18	<b>The recruitment unit has reviewed each hired applicant’s file for quality assurance</b>					
19	<b>The qualifications followed the Superintendents hiring criteria</b>					
20	<b>The Department's media outreach was reviewed for recruitment activities:</b>					
	a. nola.gov					
	b. Joinnopd.org					
	c. Handshake.com					



	d. Policeone.com					
21	<b>Acceptable and Compliant review and evidence of (please note summary of findings in supplemental narrative section below - 21a)</b>					
	a. Documentation of personalized email blasts to candidates					
	b. Documented samples of media advertisements/commercials, posters, and brochures					
	c. Documented Job Fair records					
	d. Recruiter/Background Investigator training records (at least one half of staff for first audit period, remainder during following audit period)					
	e. Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period)					
22	<b>Acceptable and Compliant review and evidence of (please note summary of findings in supplemental narrative section below - 22a)</b>					
	a. 15% of all available Applicant Interview Records for audit period					
	b. Selected personnel interview for audit period					
	c. Civil Service Employment					
	d. Human Resources					
	e. Background Investigators (at least one half of staff for first audit period, remaining during second audit period)					
	f. NOPJF (New Orleans Police and Justice Foundation) staff					
	g. PCAB (Police Community Accountability Board) members					
	h. Police Psychologist					
	i. Medical Testing Employees					
	j. Local University representatives					
	k. Local Military Representatives					

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## Appendix B – Report Distribution

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Chief Otha Sandifer - Deputy Supt. PSAB

Captain Precious Banks - Captain PSAB

Chief Arlinda Westbrook - Deputy Supt. PIB

Chief John Thomas - Deputy Supt. FOB

Chief Christopher Goodley – Deputy Supt. MSB

Chet Epperson - OCDM

Stella Cziment - IPM