



Professional Standards and Accountability Bureau

Audit and Review Unit

Article 11 – Recruitment

December 2024 FY Audit

Report #Recr202412

Submitted by PSAB: January 21, 2025

Response from Recruitment: February 6, 2025

Final Report: February 11, 2025

Audit Team:

This audit was managed and conducted by the Professional Standards and Accountability Bureau.

Executive Summary

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 2024. This is the fourth audit of the Recruitment Department conducted by the PSAB ARU team and covered the activities during the period from January 1, 2024, to December 1, 2024.

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

Overview of Items and Compliance Status: Overall Compliance Score is 100%.

Items 1 - 22 Compliant (100%)

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.
- It is also recommended that Recruitment provided a statement/documentation for items that are Not Applicable for the audited year.

Explanations for the “Not Applicable” Items

During the audit review, the Recruitment lieutenant provided explanations for the items that were not applicable during the 2024 review period. These explanations can be found in the pdf document entitled *Recruitment Audit Notes from the lieutenant*, located in the Recruitment share drive, and include the following:

- **Item #8, Sub-Item A: Background Investigations – Not Applicable:** The Recruitment lieutenant advised that the Background Investigation training has not been required since 2019. This training is applicable when there has been a new hire to join the Recruitment division.
- **Item #8, Sub-Item C: CVSA – Not Applicable:** The Recruitment lieutenant advised that there were no new staff members that were required to take the training in

the year of 2024. She also advised that there will be training for recertification and certification.

- **Item #8, Sub-Item E: Civil Service Guidelines – Not Applicable:** The Recruitment lieutenant provided the following explanation regarding the Civil Service Guidelines training:

“N/A: The staff was not required to do this specified training this year. There were no changes to the civil service guidelines. New staff members were provided on the job training as it relates to civil service guidelines.”

- **Item #8, Sub-Item J: Techniques of Record Keeping and Systems for Candidate Tracking – Not Applicable:** Per the email response from the Recruitment lieutenant, training for techniques and record keeping was not required in 2024. Please note that during the 2023 Recruitment Audit, the Recruitment lieutenant advised that this training only occurs when there are new hires to the Recruitment unit. Additionally, when the training is conducted, there is no documented proof that it occurred due to the training is provided via senior office staff to trainee through an on-the-job training method.
- **Item #8, Sub-Item L: Hiring Criteria That *May* Disqualify Candidates – Not Applicable:** Per the email response from the Recruitment lieutenant, the training was not required in 2024 due to there were no revisions to the hiring criteria since April 2023.
- **Item #8, Sub-Item M: Hiring Criteria That *Will* Disqualify Candidates – Not Applicable:** Per the email response from the Recruitment lieutenant, the training was not required in 2024 due to there were no revisions to the hiring criteria since April 2023.
- **Item #8, Sub-Item N: Application Error Protocols – Not Applicable:** According to the 2023 audit, this item is completed by Civil Service and not by the Recruitment staff. However, documentation (email) between Recruitment and Human Resources regarding missing recruit information in Salesforce was provided.
- **Item #20, Sub-Item D: Policeone.com – Not Applicable:** The Recruitment lieutenant advised that the NOPJF managed the Policeone.com account for NOPD, which was discontinued and no longer active as of 2023.
- **Item #22, Sub-Item F: NOPJF (New Orleans Police and Justice Foundation) staff – Not Applicable:** The Recruitment lieutenant advised that communication between NOPJF did not occur in 2024 due to the contract ending in 2023.

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Introduction

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 corresponded with the administrator of the Recruitment Unit, the Recruitment lieutenant, to prepare for the audit. It was agreed that the administrator would create electronic files that contained evidence 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:

file:///cno-file04.cityofno.com/NOPD_DeptData/Headquarters/Recruitment/

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

Initiating and Conducting the Recruitment Audit

As in prior audits, the Recruitment lieutenant agreed to place each item of evidence into a folder, specifically located at: \\cno-file04\NOPD_DeptData/Headquarters/Recruitment\. Each folder was labeled with the item number from the Recruitment Checklist.

During this audit prep, the 22 audit items (questions) were reviewed by ARU auditors

Each Item category 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 Items from the protocol document as the tool to review and analyze the contents of the folders for compliance.

Audit and Review Findings and Scorecard

Scorecard:

Recruitment Table

Review Period: Dec 2024

ARU percentages for Consent Decree requirements for Recruitment Checklist Audit.

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%	8	-	-	6	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 outreach was 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	100%	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	100%	65	-	-	14	

Detailed 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 shared drive. The below “Recruitment Checkoff” items were answered according to the documents provided. A summary of the scoring indicator/data used is included.

The following information summarizes the outcome of the audit review. Each item is listed with an explanation of the finding, and, if noted as “Compliant”, with the “Supporting Evidence” identifying where the auditor was able to confirm compliance from the information the Unit provided.

Item #1

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

Status: 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.

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

- **Sub-Item A: Strategic Thinking:** According to page 4, paragraph 2 under “Applicant Recruitment and Investigation Procedures” of the 2023 Recruitment Annual Report, NOPD implemented online testing and the scheduling of additional test events to increase the conversion rate of applications received to applicant test-takers.
 - The 2023 percentage rate of applicants to test takers increased to 24% from the 2022 percentage rate of 18%.
 - The online test required the applicants to pay an online testing fee of \$55, which is considerably less than the cost of having to travel from out-of-state to take the exam in person.
- **Sub-Item B: Problem Solving Skills** According to page 4, paragraph 2 under “Applicant Recruitment and Investigation Procedures” of the 2023 Recruitment

Annual Report, NOPD focused on increasing the number of potential applicants hired by implementing an online entrance test.

- NOPD received 2,987 applications in 2023, with 730 completing the entrance exam. This is compared to 2022's count of only 495 applicants' completing the exam.
- **Sub-Item C: Interpersonal Skills:** According to page 8, under the POSIS Model slide of the POSIS Panelist Trainer's Manual, NOPD focused on understanding interpersonal skills during oral examinations for entry-level police officer candidates.
 - Page 31 of the POSIS Panelist Trainer's Manual additionally provides situation questions to evaluate each candidate's leadership and interpersonal skills.
- **Sub-Item D: Emotional Maturity:** According to page 8, under the POSIS Model slide of the POSIS Panelist Trainer's Manual, NOPD focused on understanding situational judgment and behavioral questions during oral examinations for entry level police officer candidates.
 - Pages 24 -27 of the POSIS Panelist Trainer's Manual additionally provide situational questions to evaluate each candidate's situational judgements.
- **Sub-Item E: Capacity to Use Technology:** According to the Central Evidence and Property Intern job posting, knowledge of basic computer skills and related technology is listed as a preferred skill. This documentation was provided by the Recruitment Unit. The Lieutenant has advised that there have not been any changes to this posting since previously audited in 2023.
- **Sub-Item F: Fluency in Spanish/Vietnamese:** According to page 7, paragraph 2 under "Recruiting and Retaining" of the 2023 Annual Recruitment Report, Additional pay incentives will be provided to Spanish and Vietnamese officers willing to serve as interpreters.
 - Per the LEP Audit email correspondence provided by Recruitment, there have been 6 bilingual officers recruited between March 2024 and August 2024 who have indicated bilingual skills. In 2024, there were 587 self-identifying bilingual recruits, with 377 speaking Spanish and 9 speaking Vietnamese.
- **Sub-Item G: Ability to Collaborate with a diverse cross-section of the community:** According to page 6, paragraph 2, under "Diversity and Inclusion

in Recruitment” of the 2023 Recruitment Annual Report, NOPD has actively made efforts to establish collaborative relationships with members of Vietnamese and Hispanic communities. The report indicates efforts to recruit by participating in community events and making announcements in the Mary Queen of Vietnam Church bulletin.

- Per the 2023 Annual Recruitment Report, newly, NOPD participated in the National Asian Peace Officer Conference.
- Per the 2023 Annual Recruitment Report, NOPD participated in two career fairs hosted by the local Chamber of Commerce and the Hispanic Serving Institutions Career Fair.

Supporting Evidence:

2023 Recruitment Annual Report
Recruitment Annual Report 2023.pdf

POSI Panelist Trainer’s Manual
POSI Panelist Trainer's Manual.pdf

Recruiting Fluency in Vietnamese Email Correspondence
Recruiting Fluency in Vietnamese 2024.pdf

LEP Audit Email Correspondence
Sept 1.2023 _Feb 29.2024 LEP Audit.pdf

Central Evidence and Property Intake Intern
Central Evidence and Property Intern Role Description.pdf

Cadet Program Brochure
Cadet Program.pdf

Internship Packet
Internship Packet.pdf

**Supporting evidence folder location: \\cno-
file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#1 annual review
of recruitment plan**

Item #2

The recruitment plan was updated, if necessary, during the annual review.

Explanation/Notes: The Recruitment Plan of 2024 was compared against the Recruitment Plan of 2023.

- No updates were made during the 2024 annual review of the recruitment plan.

Supporting Evidence:

Annual Recruitment Plan 2024
Recruitment Plan 2024.pdf

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#2 recruitment plan

Item #3

There is a documented annual review of the Recruitment Standard Operating Procedure (SOP), including documentation of any necessary updates.

Status: Compliant

Explanation/Notes: According to the provided email communication, the 2024 Recruitment Standard Operating Procedure (SOP) was updated as of June 24, 2024. The following sections were revised:

- Hiring Criteria
- Day-to-day Operations and Responsibilities
- Office Support Staff
- Application Process: Local Applicants
- Application Process: Out-of-Area Applicants
- Panel Interview Process
- Failed Assessments
- Police Aide Position
- Security Jacket for Applicants in Access Database
- Investigative Report
- Hiring Process
- New Employees
- List of Appendices

Supporting Evidence:

Recruitment SOP 2024 Email Communication
Recruitment SOP 2024 Email Communication.pdf

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#3 sop annual review

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: The 2024 Recruitment data outcomes were documented and provided during the unit’s Recruit Stat meetings. The data is retrieved using the NOPD Recruitment Customer Relation Management System; including, but not limited to, the following data categories:

- All Background Checks Completed YTD 2024
- General Recruitment Information
- Closed Pre-Screenings
- Open Background Investigations
- Closed Background Investigations; and
- Psychology Screenings

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#4 data outcomes and analysis

Item #5

The recruitment staff is: (Sub-Items A-C):

Status: Compliant

Explanation/Notes: See sub-items below:

- **Sub-Item A: Publicly identified - Compliant**

- The Recruitment unit sent an email request to have the website updated with the current staff's names and contact information on December 4, 2024.
- On the nola.gov website, under Administration-Bureaus-Management Services-Recruitment and Applicant Division, the current names and contact information for the Recruitment department staff is provided.
- **Sub-Item B: Working Cooperatively with Civil Service - Compliant**
 - Several emails provided of compliant communication with Civil Service officers, regarding recruitment activities and applicant eligibility.
- **Sub-Item C: Interacting directly with candidates applying for NOPD positions – Compliant**
 - Emails sent directly from unit staff to the candidates regarding application processes and communication are provided.

Supporting Evidence:

Website Edits Email Communication

Website Public Names Edit Email Communication 2024.pdf

Nola.gov Recruitment Department Contact Information

NOPD - Administration - Bureaus - Management Services - Recruitment and Applicant Division - City of New Orleans

Supporting evidence folder location: \\cno-

file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#5 identified staff

Item #6

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

Status: Compliant (See sub-items below)

Explanation/Notes: Recruitment provided documents to support the most recent KSA applicants, including applications for the positions of Sergeant and Commissioned Investigator for the Recruitment and Applicant Investigation Section. There were seven (7) KSA packets received for review, and include the following applicants:

- 3 Sgts.
- 4 Officers

- **Sub-Item A: Officers’ Work History – Compliant**
 - Detective’s resume, detailing work history from 2005-Current. The application packet included an interoffice correspondence face sheet, with a date of March 12, 2024.
 - Sgts. 2023-2024 attendance record via Attendance Card Report.
- **Sub-Item B: Discipline history – Compliant**
 - Officer’s Short Form from PIB to document disciplinary history; printed March 11, 2024.
- **Sub-Item C: Length of employment - Compliant**
 - Sgts. Short Form from PIB which documents the length of employment; printed on March 13, 2024.
- **Sub-Item D: Demonstrated commitment to community policing – Compliant**
 - Officer provided his 2023 Performance Planning and Evaluation which demonstrated his commitment to community policing.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#6 KSA

item #7

Recruitment unit is staffed sufficiently to permit the unit to fulfill its responsibilities

Status: compliant

Explanation/notes: the documents submitted included the recruitment office staff log and the recruitment functional flowchart narrative (pdf). The recruitment division lieutenant advised that the unit is not sufficiently staffed, which has changed since the 2023 audit review. The recruitment lieutenant also provided the following summary via email:

- “The recruitment and applicant investigations currently have the following staffing:
 - 1 – lieutenant
 - 0 - administrator
 - 1 – IT

- 1 – sergeants
- 5 – commissioned officers
- 3 – recruiters with 1 recruiter [assigned to] ADD
- 10 – professional staff and 1 professional staff is ADD

The unit's total manpower is 18. At this number the unit is not sufficiently staffed. The unit is currently down two professional staff personnel and one commissioned officer position. I'm currently actively reviewing the eligibility list for the professional staff positions. In 2025, we will increase the number of commissioned officers assigned to Recruitment.

By expanding our recruitment team with additional personnel, we will enhance our capacity to source, engage, and recruit qualified applicants. This strategic investment will strengthen our efforts by enabling broader outreach, more proactive applicant relationship management, and greater efficiency in meeting our hiring goals.”

Supporting evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#7 sufficient staffing

Item #8

The Recruitment Staff is trained on recruiting a qualified and diverse workforce, including: (Sub-items A-N).

Status: Compliant

Explanation/Notes: Refer to the sub-items below:

- **Sub-Item A: Background Investigations – Not Applicable**
 - The Recruitment lieutenant advised that the Background Investigation training has not been required since 2019. This training is applicable when there has been a new hire to join the Recruitment division.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
- **Sub-Item B: Employment law – Compliant**
 - Recruitment conducted an EEOC Training presentation for staff members and provided the staff sign-in sheet. This training was conducted on March 20, 2024.

- Refer to folder 8b Employment Law.
- **Sub-Item C: CVSA – Not Applicable**
 - The Recruitment lieutenant advised that there were no new staff members that were required to take the training in the year of 2024. She also advised that there will be training for recertification and certification.
 - Refer to the pdf document entitled *Recruitment Audit Notes from the Recruitment lieutenant* located in the Recruitment share drive.
- **Sub-Item D: EEOC Guidelines – Compliant**
 - Recruitment conducted an EEOC Training presentation and provided the staff sign-in sheet. This training was conducted on March 20, 2024.
 - Refer to folder 8d EEOC.
- **Sub-Item E: Civil Service Guidelines – Not Applicable**
 - The Recruitment lieutenant provided the following explanation regarding the Civil Service Guidelines training:

“N/A: The staff was not required to do this specified training this year. There were no changes to the civil service guidelines. New staff members were provided on the job training as it relates to civil service guidelines”
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
- **Sub-Item F: Policy and Protocols - Compliant**
 - The staff sign-in sheets were provided for roll call trainings, which covered various policies and protocols, including Nepotism and Employment Conflicts, Taser Energy Weapons, Body Worn Camera, Alcohol and Drug Use Testing, and Supervisory Referrals for Mandatory Psychological Evaluations.
 - Refer to folder 8f Policy and Protocols.
- **Sub-Item G: Department Career Opportunities, Benefits, Salaries, and Training – Compliant:**
 - Per the email correspondence from the Recruitment lieutenant, the Recruitment staff were provided with information regarding taking advancement courses through the City of New Orleans Civil Service and additional training opportunities with the NOPD Academy.

- The 2024 Growth & Development Opportunities manual was provided, which lists the offered Civil Service classes, such as Human Relations, Employee On-Boarding, and Civil Service Human Resource Training Series.
- Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
- Refer to folder 8g Career Ops.
- **Sub-Item H: The Community and its Needs – Compliant**
 - Recruitment provided email communications with the Community Engagement Unit regarding attendance and recruitment opportunities at multiple community events.
 - The Recruitment lieutenant advised via email that the recruiters met regularly with the districts' community liaison officers to discuss participating in community events or to provide information.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
 - Refer to folder 8h The Community and its Needs.
- **Sub-Item SUPPORTING EVIDENCE FOLDER LOCATION: \\cno-file04\NOPD_DEPTDATA\HEADQUARTERS\RECRUITMENT Cultural Awareness for Different Ethnic Groups – Compliant**
 - Recruitment provided the staff attendance schedule for the 2024 Managing Bias Strategies for Law Enforcement, conducted November 11, 2024 – November 15, 2024, by the NOPD Academy.
 - Refer to folder 8i Cultural Awareness.
- **Sub-Item J: Techniques of Record Keeping and Systems for Candidate Tracking – Not Applicable**
 - Per the email response from the Recruitment lieutenant, training for techniques and record keeping was not required in 2024.
 - Please note that during the 2023 Recruitment Audit, the Recruitment lieutenant advised that this training only occurs when there are new hires to the Recruitment unit. Additionally, when the training is conducted, there is no documented proof that it occurred due to the training is provided via senior office staff to trainee through an on-the-job training method.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.

- Refer to January 11, 2024, email from the Recruitment lieutenant located in Folder 8j Record Keeping Techniques.
- **Sub-Item K: Different Components of the Screening Process – Compliant**
 - The training occurred on January 12, 2024, and was conducted by Recruitment staff.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
 - Refer to Folder 8k The Screening Process.
- **Sub-Item L: Hiring Criteria That May Disqualify Candidates – Not Applicable**
 - Per the email response from the Recruitment lieutenant, the training was not required in 2024 due to there were no revisions to the hiring criteria since April 2023.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
 - Refer to folder 8l Hiring Criteria May DQ.
- **Sub-Item M: Hiring Criteria That Will Disqualify Candidates – Not Applicable**
 - Per the email response from the Recruitment lieutenant, the training was not required in 2024 due to there were no revisions to the hiring criteria since April 2023.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
 - Refer to folder 8m Hiring Criteria WILL DQ.
- **Sub-Item N: Application Error Protocols – Not Applicable**
 - According to the 2023 audit, this item is completed by Civil Service and not by the Recruitment staff. However, documentation (email) between Recruitment and Human Resources regarding missing recruit information in Salesforce was provided.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
 - Refer to Folder 8n Application Error Protocols.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#8 staff training

Item #9

Recruitment interview panelists are trained in: (Items A-D)

Status: Compliant

Explanation/Notes: See criteria below:

- a. Goals of recruitment and hiring
 - b. Integrity
 - c. Community Policing
 - d. Non-discriminatory policing
- The Recruitment lieutenant has provided evidence to support that NOPD’s recruitment interview panelists had been trained on goals of recruitment and hiring, integrity, community policing and non-discriminatory policing. The training occurred on January 12, 2024.
 - The evidence included the sign in sheet, confirmation email, and the signed confidentiality form for the Police Officer Structured Interview System (POIS) training.
 - A copy of the POIS Panelist’s Trainer’s Manual was provided.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#9 panelists training

Item #10

The interview panelists used a standardized scoring process, and the scores were maintained in the recruitment unit.

Status: Compliant

Explanation/Notes: The Recruitment department provided evidence that the interview panelist maintained a standardized scoring system for conducting interviews. These files have been maintained through digital means.

- Recruitment provided the POSIS Score Sheet which includes the following scoring methods:

PO SIS Score Sheet					
	Unacceptable	Acceptable	Good	Very Good	Excellent
Points Assigned	6 or 6.5	7 or 7.5	8 or 8.5	9 or 9.5	10

PO SIS Score Sheet							
	Very Poor	Poor	Unacceptable	Acceptable	Good	Very Good	Excellent
Points Assigned	4 or 4.5	5 or 5.5	6 or 6.5	7 or 7.5	8 or 8.5	9 or 9.5	10

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\PSAB audit 2024\#10 POSIS

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 items used to evaluate the staff member's performance for the year, that were applicable to the unit, included:

- Did the employee produce quality written reports?
- Did the employee demonstrate good decision-making skills?
- Did the employee employ safety measures?
- Did the employee conduct community policing by engaging and communicating with community?
- Did the employee conduct community policing by using problem-solving strategies regarding community needs?
- Attendance: I verify the employee is compliant with attendance policies.
- Training: I verify the employee has completed all required training.
- 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 2023 Performance Evaluation period, each received a score of “Meets Expectations” or “Exceeds Expectations”.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#11 staff evaluations.

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: According to the email communication provided, the department utilizes a web source, *psychologicaldimension.com*, to complete pre-employment screenings. The screening evaluations include administration of a select psychological test and a detailed semi-structured formal interview with a licensed psychologist. The results are provided for each applicant with a copy of the written report.

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.”.

Additionally, an example of a communication between Civil Service and Recruitment that expresses when a candidate is not suitable to continue with the recruitment process. The clearance statement includes the following verbiage:

“The following applicant has been found psychologically marginally suitable for police work.”

“Marginally suitable” refers to significant concerns that the applicant showed psychological traits and behavior patterns that would interfere with the performance of essential job functions.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#12 psych info.

Item #13

The recruitment unit documents candidates’ complete medical screenings.

Status: Compliant

Explanation/Notes: The Recruitment unit has provided the items listed below as documentation of completed medical screenings:

- Class #202 Candidate Assessment Spreadsheet which details the medical clearance status for each candidate; it is dated for June 7, 2024.
- Per the email correspondence from the Civil Service Personnel Director, 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.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#13 medical info

Item #14

The recruitment unit conducts affirmative outreach to a broad group of community members, including (items a-d):

- a. College and Universities**

- b. Military
- c. PCAB and community meetings in districts
- d. New Orleans Police and Justice Foundation (NOPJF)

Status: Compliant (for all sub-items)

Explanation/Notes:

The recruitment unit also provided NOPJF and PCAB email communications as documentation of community meetings

The Recruitment unit provided a spreadsheet of the recruitment events that occurred during the dates of January 24, 2024, through November 17, 2024. These recruitment events included, but were not limited to, the following:

- Colorado Mountain College Virtual Career Fair on April 11, 2024.
- Louisiana National Guard Recruitment Event on November 17, 2024.
- City of New Orleans Budget Town Meeting Resource Fair on August 27, 2024.
- Night Out Against Crimes Community Event on October 8, 2024.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#14 outreach to community

Item #15

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

Status: Compliant

Explanation/Notes: The Recruitment unit was found to be compliant regarding widely advertising the dates and times of the officer recruitment application period and testing dates based on the following:

- Advertising Dates and Times for Candidates
 - Due to the department's immediate need for quality applicants, the date for the application period is scheduled to remain open indefinitely. In addition, the Recruitment unit has provided snapshot documentation of advertisement flyers used for NOPD recruitment purposes.
- Testing Dates for Candidates

- With the implementation of the new virtual and remote testing options for new applicants, the applicant can schedule their test using the website: nationaltestingnetwork.com.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#15 advertised date and time for test

<https://joinnopd.org/hiring-process/>

<https://nola.gov/next/civil-service/topics/jobs/join-the-nopd/>

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: It's the auditors 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:

- Provided email correspondence between Recruitment and Human Resources which states that there was one (1) record of a filed employee grievance received by Employee Relations in October 2024. However, the grievance was not in reference to the application process and was not based on race, color, religion, national origin, gender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#16 bias free

Item #17

The Recruitment Unit annually reports its activities and outcomes, including (sub-items A-E)

Status: Compliant

Explanation/Notes: See sub-items

- **Sub-Item A: The number of applicants, interviewees, and selectees – Compliant**
 - **Applicants Received—Compliant:**
 - Recruitment has recorded in the 2024 Annual Recruitment Report that they have received 2,987 applicants which can be found on page 2 of the 2023 Recruitment and Applicant Investigations Annual Report Final (Annual Report 2023).
 - **Number of Interviewees—Compliant**
 - Recruitment provided a spreadsheet titled Recruitment and Applicant Investigations Data, which shows a total of 730 applicants.
 - The report was published on April 25, 2024, with data for the date range of 1/1/2023 – 10/31/2023.
 - **Number of Selectees—Compliant**
 - The 2023 Recruitment and Applicant Investigations Annual Report Final (page 2) advises that there were 317 background investigations completed. From this total, 105 applicants were hired (all commissioned position types).
- **Sub-Item B: The extent to which the Unit has been able to recruit applicants with needed skills, including: (not an Item, but a subheading; please see annual report in Recruitment share drive)**
- **Sub-Item C: Problem-Solving Skills—Compliant**
 - The 2023 Recruitment and Applicant Investigations Annual Report Final, under the “Recruitment Applicants with Needed Skills” section, page 4, paragraph 2 advises the following:
 - “NOPDs recruitment process is not merely about filling vacancies; it is an opportunity to infuse the department with individuals who possess the necessary skills and qualifications and embody the values and ethos of the NOPD.

It is a meticulous journey of attracting individuals who are ready to uphold the law and are committed to serving the community with respect, empathy, and professionalism.”

- **Sub-Item D: Fluency in Spanish and/or Vietnamese—Compliant**

- The 2023 Recruitment and Applicant Investigations Annual Report Final; under the “Diversity and Inclusion in Recruitment” page 6, paragraph 2, advises that despite concerted efforts, Vietnamese and Hispanic officers continue to represent a small fraction of our commissioned workforce. By actively participating in events like the National Asian Peace Officer Conference and fostering close ties with local communities, NOPD sets a strong foundation for building a more representative and culturally competent police force.
- The 2023 Recruitment and Applicant Investigations Annual Report Final, under the “Diversity and Inclusion in Recruitment” page 6, paragraph 4 provides the following:
 - “NOPD remains committed to enhancing our recruitment strategies to reflect the diversity of our communities. As we move into 2024, we are optimistic that our sustained efforts since 2018 will continue to yield positive results, deepening our connections with Vietnamese and Hispanic communities.”

- **Sub-Item E: Documentation of challenges to recruiting highly qualified applicants—Compliant**

- The 2023 Recruitment and Applicant Investigations Annual Report Final, under the “Conclusion” page 7, paragraph 5 addresses the following:
 - “[T]he challenges faced during 2024 have been significant, particularly in the context of changing societal perception of law enforcement and a competitive job market. Yet, these challenges have also been catalysts for growth and innovation within our department. We have responded with agility and determination, adapting our strategies to meet these challenges head on. We are dedicated to enhancing our engagement with the community, further refining our recruitment processes, and nurturing the professional growth of our officers. We aim to maintain public safety and foster a

culture of trust, respect, and collaboration between the NOPD and the community we are privileged to serve.”

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#17 reports outcomes

Item #18

The Recruitment Unit has reviewed each hired applicant’s file for quality assurance.

Status: Compliant

Explanation/Notes: Document provided, entitled “Backgrounds Completed Year-To-Date Report”. This report included Background checks completed for all applicants in 2024 and the resulting status.

The Background Disposition categories include “Acceptable”, “Withdrawn”, and “Unacceptable”:

- Acceptable: 128 applicant files were reviewed and approved by appropriate NOPD personnel (Sergeant/Lieutenant).
- Withdrawn: 13 applicants were acceptable candidates and did not violate the hiring criteria but were withdrawn from the hiring process.
- Unacceptable: 198 applicants were found to be unacceptable candidates who were in violation of the hiring criteria.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#18 quality assurance review of files

Item #19

The qualifications followed the Superintendent’s hiring criteria.

Status: Compliant

Explanation/Notes: The hiring criteria documents provided for review, titled “New Orleans Police Department Hiring Criteria” and “New Orleans Police Department Hiring Civilian Hiring Criteria”. Both documents were last revised on April 24, 2023. The documents provided detailed information on the qualifications for a candidate and reasons a candidate may/shall be disqualified.

- There were twenty (20) applicant files provided for review and documented on whether the candidates were “Acceptable” and did not violate the hiring criteria and/or were “Unacceptable” candidates in violation of the hiring criteria.
- Five (5) of the candidates were deemed acceptable while 2 of the candidates were deemed unacceptable.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#19 followed hiring criteria

Item #20

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

Status: Compliant

Explanation/Notes: See sub-items

- **Sub-Item A: Nola.gov - Compliant**
 - Nola.gov - Job bulletin details for the position “Police Recruit” via the City of New Orleans website (nola.gov) were placed in the assigned audit folder (20a).
- **Sub-Item B: Joinnopd.org - Compliant**
 - Joinnopd.org – webpages including “Salary and Benefits”, “Contact Information”, and the “Join NOPD” homepage were placed in the assigned audit folder (20b).
- **Sub-Item C: JoinHandShake.com - Compliant**
 - Handshake.com – job postings for the positions of “Internship” and “Police Recruit” were placed in the assigned audit folder (20c).

- **Sub-Item D: Policeone.com – Not Applicable**

- The Recruitment lieutenant advised that the NOPJF managed the Policeone.com account for NOPD, which was discontinued and no longer active since 2023.
- Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#20 media outreach

Folders entitled 20a-20d – Nola.Gov, Joinnopd.org, and JoinHandshake.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

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:

- **Sub-Item A: Documentation of personalized email blasts to candidates – Compliant**
 - Email communications regarding making updates to the recruitment brochures and push cards for email blasts were provided.
- **Sub-Item B: Documented samples of media advertisements/commercials, posters, and brochures – Compliant**
 - Documentation of multiple digital billboard advertisements were provided. This includes a map of all the locations where the digital billboards are displayed, and a descriptive detailed list of the

billboards which specifies the style, facing, height by weight measurement, number of weekly impressions and if it is illuminated.

- **Sub-Item C: Documented Job Fair records – Compliant**
 - Spreadsheets indicating recruitment leads and events specifically stating the date, job fair location, name of the recruiter, as well as the outcome of those fairs were provided.
- **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 2024 training records for the Recruitment staff were provided. This documentation included certificates or sign-in sheets for the following training:
 - Ethics Training for Public Servants
 - Security Awareness Foundations
 - Preventing Sexual Harassment
 - Managing Mass Demonstrations and Protecting Civil Liberties
 - LLETS Inquiry Only Operator Certification
 - When You Report, We Get Stronger
 - Signal Codes and Leadership
- **Sub-Item E: Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period) – Compliant**
 - 2023 Performance Planning and Evaluations provided for eight (8) of the Recruitment staff members.

Supporting Evidence:

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#21 job fairs\#21 specific evidence

Item #22

Acceptable and Compliant review and evidence of Selected Personnel Interviews for audit period (Sub-Items A-K)

Status: Compliant**Explanation/Notes: (See sub-items below)**

- **Sub-Item A: 15% of all available Applicant Interview Records for audit period – Compliant**
 - Provided Investigator’s Findings documentation for twenty (20) of the applicants in 2024.
- **Sub-Item B: Selected personnel interviews for audit period – Compliant**
 - A list of all recruitment staff and contact information were added to the folder.
- **Sub-Item C: Civil Service Employment – Compliant**
 - Email communication with Civil Service employee Shanquell Wilson regarding an applicant was provided.
- **Sub-Item D: Human Resources – Compliant**
 - Email communications with Human Resource employees, Erica Burkhalter, Shandon Davis, and Sheila Best, were provided.
- **Sub-Item E: Background Investigators – Compliant**
 - The Recruitment Office Staff Log was provided which includes the names of the Recruitment department’s current staff members, their job title, role, email address, and phone number was provided.
- **Sub-Item F: NOPJF (New Orleans Police and Justice Foundation) staff – Not Applicable**
 - The Recruitment lieutenant advised that communication between NOPJF did not occur in 2024 due to the contract ending in 2023.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
- **Sub-Item G: PCAB (Police Community Accountability Board) members - Compliant**
 - Email communication with PCAB liaison, Sgt. Shannon Jones, regarding PCAB meetings with members, was provided.
- **Sub-Item H: Police Psychologist – Compliant**

- Email communications with Civil Service analyst, Juliet Hogue, were provided. Civil Service provides the psychological test results and any additional information, from Psychological Dimension.
- **Sub-Item I: Medical Testing Employees – Compliant**
 - The Recruitment lieutenant advised that this service (drug testing) is directly handled by Civil Service and not. However, Recruitment was able to provide an email communication with Human Resources representative, Shandon Davis, regarding an applicant’s drug test.
 - Refer to the pdf document, entitled *Recruitment Audit Notes from the Recruitment lieutenant*, located in the Recruitment share drive.
- **Sub-Item J: Local University representatives – Compliant**
 - The Recruitment Leads and Events excel spreadsheet was provided, which includes each college and university event held in 2024, and details of the communications that occurred at each one.
- **Sub-Item K: Local Military Representatives – Compliant**
 - Email communication regarding establishing a recruiting table with the LA National Army Guard, for soldiers during their drill service, was provided.

Supporting Evidence:

Email Communications with Civil Service Employee
Email communications with HR employees
Email communication with NOPD

Supporting evidence folder location: \\cno-file04\nopd_deptdata\headquarters\recruitment\psab audit info\PSAB audit 2024\#22 specific evidence

Conclusion

Based on the 2024 audit review findings, the Recruitment unit has satisfactorily documented that the recruiting activities for the year have been accurately completed. Additionally, it shown that the recruiting processes were fair, bias free, and respectful.

Recommendations

1. It is recommended by the Auditing and Review Unit that the Recruitment Unit continue the process of updating and maintaining their evidence source files for the year, in an “as they go” method. The Recruitment Unit should continue to populate the folders for the following years 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 properly updated and Sub-Items are added.
2. For compliance, it is recommended that Recruitment provide a statement and/or document for items that are Not Applicable for the audited year.

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**

Chelsea Albritton, Auditor

**Audit and Review Unit
Professional Standards and Accountability Bureau**

Appendix A – Recruitment Checklist Table Form

Audit Check-List Template - Article 11 (Recruitment)

#	Sub-Item	Yes	No	NA	U	Explanation/Notes
1	There is documented annual review of the recruitment plan which includes strategies for:					
	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	The recruitment plan was updated, if necessary, during the annual review.					
3	There is a documented annual review of the Recruitment SOP, including documentation of any necessary updates.					
4	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					
5	The recruitment staff is:					
	a. Publicly identified					
	b. Working cooperatively with Civil Service					
	c. Interacting directly with candidates applying for NOPD positions.					
6	The NOPD applies specific criteria for assigning officers to the Recruitment Unit, including:					
	a. Officers' work history					
	b. Discipline History					
	c. Length of employment					
	d. Demonstrated commitment to Community Policing					
7	Recruitment Unit is staffed sufficiently to permit the unit to fulfill its responsibilities					
8	The Recruitment staff is trained on recruiting a qualified and diverse workforce, including:					
	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	Recruitment interview panelists are trained in:					
	a. Goals of recruitment and hiring					
	b. Integrity					
	c. Community Policing					
	d. Non-discriminatory policing					
10	The interview panelist used a standardized scoring process, and the scores are maintained in the recruitment unit.					
11	The recruitment staff meets or exceeds specific performance criteria to evaluate staff effectiveness.					
12	Recruitment unit utilizes a system of psychological screening and assessment of candidates which includes a set criterion for individuals suitable for policing.					
13	The recruitment unit documents candidates complete medical screenings					
14	Recruitment unit conducts affirmative outreach to broad group of community members					
15	The recruitment unit widely advertises the dates and times of the officer recruitment application period and testing dates.					
16	Available HR and legal records indicate no evidence of recruitment unit discrimination on the basis of race, color, religion, national origin, fender, age, physical or mental disability, sexual orientation, creed, culture, or ancestry.					
17	Recruitment unit annual reports its activities and outcomes, including:					
	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	The recruitment unit has reviewed each hired applicant's file for quality assurance					
19	The qualifications followed the Superintendents hiring criteria					
20	The Department's media outreach was reviewed for recruitment activities:					
	a. nola.gov					

	b. Joinnopd.org					
	c. Handshake.com					
	d. Policeone.com					
21	Acceptable and Compliant review and evidence of (please note summary of findings in supplemental narrative section below - 21a)					
	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	Evidence of Selected Personnel Interviews for audit period					
	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					

Appendix B – Report Distribution

Superintendent, NOPD

Deputy Supt. PSAB

Captain PSAB

Deputy Supt. PIB

Deputy Supt. FOB

Deputy Supt. MSB

OCDM

IPM