



# Professional Standards and Accountability Bureau

## Audit and Review Unit

### Article 11 – Recruitment

### December 2022 FY Audit

#### **PUBLIC VERSION**

Report #Recr202212

Submitted by PSAB: December 22, 2022

Response from Recruitment: January 12, 2023

Final Report: January 13, 2023

#### **Audit Team:**

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

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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 2022. This is the second audit of the Recruitment Department conducted by the PSAB ARU team and covered the activities during the period from January 1, 2022, to December 1, 2022.

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 December 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.
- 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, Recruitment Director, 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:

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.

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## Initiating and Conducting the Recruitment Audit

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

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:**

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%	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 applicants 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%	11	-	-	-	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
	<b>Total</b>	<b>100%</b>	<b>72</b>	<b>-</b>	<b>-</b>	<b>-</b>	

**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. 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 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.

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**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.*

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

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

- **Sub-Item A: Strategic Thinking - Compliant:**  
According to page 5, paragraph 2 under “Recruiting Applicants with Needed Skills” of the 2021 Recruitment Report, NOPD focused recruitment efforts on local universities to attract applicants with critical thinking skills.
- **Sub-Item B: Problem Solving Skills - Compliant:**
  - According to page 5, paragraph 2 under “Recruiting Applicants with Needed Skills” of the 2021 Recruitment Report, NOPD focused recruitment efforts on local universities to attract applicants with problem-solving skills.
- **Sub-Item C: Interpersonal Skills - Compliant:**
  - According to page 8, “The POSIS Model” slide under “Panelist Trainer’s Manual”, NOPD focused understanding interpersonal

skills when interviews conducted. See Page 35: Communication / Interaction Skills.

- **Sub-Item D: Emotional Maturity – Compliant:**
  - According to page 8, “The POSIS Model” slide under “Panelist Trainer’s Manual”, NOPD focused understanding situational judgement and behavioral questions when interviews conducted. See Pages 18, 24: understanding applicant’s life experience and preparation, as well as situational responses.
- **Sub-Item E: Capacity to Use Technology – Compliant:**
  - According to documentation found job descriptions for Central Evidence and Property Intern Role as an example of needed computer skills as provided by Recruitment.
- **Sub-Item F: Fluency in Spanish/Vietnamese - Compliant**
  - According to page 4, paragraph 1 under “Recruiting Applicants with Needed Skills” of the 2021 Recruitment Report: An additional 5% pay incentive will be provided to officers fluent in Spanish and Vietnamese and are willing to serve as interpreters
- **Sub-Item G: Ability to Collaborate with a diverse cross-section of the community – Compliant:**
  - According to pages 5-6, paragraph 2 under “Recruitment Challenges” of the 2021 Recruitment Report, NOPD has actively made efforts to establish collaborative relationships with members of Vietnamese and Spanish communities. The report indicates efforts to recruit by participating in festivals, posting church bulletins, and overcoming language barriers.
  - Per the email correspondence from NOPD Recruiter Undine Jots, there have been collaborative efforts with the Mary Queen of Vietnam Church

**Scoring Indicators:**

<b>2021</b>	<b>Recruitment</b>	<b>Annual</b>	<b>Report</b>
( <a href="https://nola.gov/nola/media/NOPD/Consent%20Decree/2021-Recruitment-and-Applicant-Investigations-Annual-Report-Final.pdf">https://nola.gov/nola/media/NOPD/Consent%20Decree/2021-Recruitment-and-Applicant-Investigations-Annual-Report-Final.pdf</a> ).			

The email correspondence used for this portion of the audit can be located under PSAB Audit 2022 folder under “Recruiting Fluency in Vietnamese”

**I:\PSAB Audit 2022\#1 Annual Review of Recruitment Plan**

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**Item #2**

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

**Status: Compliant**

**Explanation/Notes:** The recruitment plan of 2022 was compared against the recruitment plan of 2021. There were no necessary changes.

**Scoring Indicators:**

Annual Recruitment Plan 2022 which can be located under PSAB Audit Folder #2

**I:\PSAB Audit 2022\#2 Recruitment Plan Updated**

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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 reviewed the 2021 and 2022 Recruitment SOP located in the recruitment folder. Upon comparison, the following updates were observed for 2022:

- *Page 11, Paragraph "A": Updates were made to remove previous suspension of walk-in testing that were put into place in 2021 due to covid restrictions. Walk-in testing options are currently available in 2022.*
- *Page 11, Paragraph "A": Updates were made to remove the suspensions of paper-based applications that were put into place in 2021 due to the COVID pandemic. Paper-based applications are currently active in 2022.*

**Scoring Indicators:**

**I:\PSAB Audit 2022\#3 SOP Annual Review**

SOP 2021 and 2022 which are in the PSAB Audit folder of #3 in the recruitment drive:

NOPD SOP Recruitment and Applicant Investigation Rev 05192022.pdf NOPD SOP Recruitment and Applicant Investigations Rev 11152021.pdf

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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:** Recruitment sent emails and a spreadsheet documenting recruitment and background checks in prior years compared to current. The emails discuss the spreadsheet highlights the backgrounds completed in the prior year compared to the current year.

- Email dated 9/15/2022 discussing applicant conversion challenges and the recommendation to increase those conversions.
- Email dated 11/3/2022 discussing recruitment challenges with data analysis of test takers from prior years compared to current year. An attachment was sent through the email of a 5-year analysis of backgrounds completed.
- Report of the Recruitment and Applicant Investigation Section – Recruitment Efforts.

**Scoring Indicators:**

I:\PSAB Audit 2022\#4 Data Outcomes and Analysis

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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 Joinnopd.org shows the current names and contact information for the recruiting department.
- **Sub-Item B: Working Cooperatively with Civil Service: Compliant**
  - Several emails 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.

**Scoring Indicators:**

I:\PSAB Audit 2022\#5 Identified Staff

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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:** Recruitment provided documents to support Investigator Rose Horner’s assignment as an Investigator to the Recruitment Unit.

- **Sub-Item A: Officers’ work history – Compliant**
  - Investigator Horner’s 2015-2017 attendance record via Attendance Card Report
- **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:**I:\PSAB Audit 2022\#6 KSA

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**Item #7**

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

**Status: Compliant**

**Explanation/Notes:** Recruitment Director sufficiently sent documentation that the Office of Recruitment is adequately staffed. All documents were submitted entitled “Recruitment and Applicant Investigation Staff (excel spreadsheet), 105 to Replace Commissioned with Civilian (PDF), Recruitment functional flowchart narrative Rev 10292021 (PDF), and Request to Replace

Commissioned investigator with Civilian (PDF). All documents account for the positions that are needed for the Office of Recruitment.

**Scoring Indicators:**

I:\PSAB Audit 2022\#7 Sufficient Staffing

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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 (all items)**

***Explanation/Notes:***

See sub-items below:

- **Sub-Item A: Background Investigations – Compliant:**
  - Recruitment Director provided certificates for her staff being trained in background investigations. However, these certifications are outdated. If these certificates do not need to be renewed then Recruitment Director needs to provide documentation that supports that.
  
- **Sub-Item B: Employment law – Compliant**
  - Recruitment Director provided a sign in sheet proving that her staff has received training in this area “Employment Law”. However, the last time this training was conducted was in January of 2018. An email was sent to HR October 25, 2021, and again on December 1, 2022, to request the training. These emails were unanswered as of the date where the ARU team was provided the information for this audit.
  - Recruitment stated they made efforts to receive the training that was previously provided by the former HR Director. However, they were met with negative results. The Recruitment Director ADDED the response from the new HR director regarding this request. Director Stolp also verbally advised that the EEOC training is at the federal level and would supersede any training that HR would provide.
  
- **Sub-Item C: CVSA – Compliant:**
  - Recruitment Director provided certificates, as well as an email requesting the training in December of 2022 which are valid for two years.

- **Sub-Item D: EEOC guidelines – Compliant**
  - Recruitment Director provided the slides from training “Federal Employment Law by EEOC” as well as a sign in sheet for the staff. This training was done in July of 2018. There is no documentation on of this training should be or would be done again.
  - Recruitment has scheduled with Judge Nancy Graham (EEOC) to have the EEOC course on January 18, 2023. This documentation has been ADDED to the folder.
  
- **Sub-Item E: Civil Service guidelines - Compliant**
  - Several policies were provided by Recruitment Director. However, there was nothing provided that supported a training being done. Nor that the employees had acknowledged the policies and changes that may have occurred.
  
- **Sub-Item F: Policy and protocols - Compliant**
  - Recruitment Director provided copies of chapters that pertain to recruitment and personnel from the NOPD policy booklet. She additionally provided sign in sheets for Roll Call trainings where she had her staff attend. Roll Call trainings covered various policies and protocols.
  
- **Sub-Item G: Dept career opportunities, benefits, salaries, and training – Compliant:**
  - The links where the information for trainings, benefits, and job opportunities/ salaried can be found were provided by Recruitment Director. These site pages include The Neutral Ground, JoinNOPD.com and New Orleans Employment portal.
  
- **Sub-Item H: The community and its needs – Compliant**
  - Recruitment Director provided information that one of her staff members went to a webinar titled "Motivation and Meaning for Law Enforcement Personnel". This was hoisted by the Denver Police Departments recruitment staff
  
- **Sub-Item I: Cultural awareness for different ethnic groups – Compliant**
  - This item should have been addressed in prior EEOC and HR trainings.
  - Folder 8l has been created and I have also added sign-in sheets from our relevant roll call trainings. See NOPD Hiring Criteria documents on shared drive under Recruitment PSAB Audit 2022.



- **Sub-Item J: Techniques of record keeping and systems for candidate tracking – Compliant**
  - There were emails sent by Recruitment Director to her staff with information on tracking and record keeping of candidates
- **Sub-Item K: Different components of the screening process – Compliant**
  - Documents provided by Recruitment Director detailing the selection process. The included application process for the recruits as well as a flow chart.
- **Sub-Item L: Hiring criteria that *may* disqualify candidates – Compliant**
  - Recruitment Director provided the NOPD Hiring Criteria document. This document was revised on September 16, 2022. Outlined in this document is a section that includes “Causes for POSSIBLE REJECTION”.
- **Sub-Item M: Hiring criterial that *will* disqualify candidates – Compliant**
  - Recruitment Director provided the NOPD Hiring Criteria document. This document was revised on September 16, 2022. Outlined in this document is a section that includes “Causes for AUTOMATIC REJECTION”.
- **Sub-Item N: Application error protocols – Compliant**
  - According to the previous audit this item is something that is done by Civil Service not by NOPD’s Recruitment staff. However, Recruitment Director did send documentation (emails) between her and civil service that inquired about applicant’s test taking (pass and fail).

**Scoring Indicators:**

I:\PSAB Audit 2022\#8 Staff Training

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**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
- Documentation was provided by Recruitment Director. This included a confidentiality statement that those who are partaking in the panel should sign. This could speak to the integrity of the panel, but that is the only document that would be supporting to the Item. A sign in sheet for a panelist training that was conducted on 10-13-2022 as well as a excel sheet with names of everyone who had been trained to be a panelist. However, the sign in sheet only accounts for one person, there are no sheets to support the excel sheet provided. Additionally, there are no certificates provided stating this training was completed. The documents provided do not cover the scope of the Item as it relates to goals of recruitment and hiring, community policing and non- discriminatory policing.

**Recruitment Response:** Included in folder 9 is the training presentation, 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. 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. The manual and presentation are provided but do not provide a script with word for word speaker points.

The sign in sheet only includes one name because during this COVID year, only one person received the training. We only include the sign in sheet for 2022 since this was the 2022 audit. The spreadsheet is comprehensive of ALL persons trained. I can, for the sake of documentation, include the sign in sheets to match the spreadsheet’s entries for prior years.

**Scoring Indicators:**

I:\PSAB Audit 2022\#9 Panelists Training

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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:*** The Recruitment department provided an Excel document titled “POSIS-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. The panelists are provided a “Panelist Trainer’s Manual” that provides instructions on how the applicants’ responses should be graded. In turn, the interview panelists utilize a score sheet for each applicant, which includes the following categories/Items:

1. Preparation and Life Experience
2. Job Interest
3. Officer with a Personal Problem
4. Mistaken Identity
5. Accident Scene
6. Leadership Ability
7. Why Are You the Best Choice?
8. Communication/Interaction Skills (CIS)
9. Overall Suitability
10. General Comments
  - The panelists use the following score point system to grade the applicant’s responses. The points are combined to provide a total score for each applicant.
  - The Recruitment department provided multiple archived candidate score sheets, from January 2021 – October 2021.

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

**Scoring Indicators:**

I:\PSAB Audit 2022\#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:

- 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 2021 Performance Evaluation period, each received a score of “Meets Expectations” or “Exceeds Expectations”.
- The copies of the performance evaluations used for this section of the audit are in the shared drive folder titled below:

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#11 Staff Evaluations.

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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:** According to the email correspondence from the Civil Service Personnel Director, Amy Trepagnier, the recruited candidates complete two standardized written psychological instruments. The psychologist, Dr. Kathryn Lawing, then 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 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.”.*

- The Recruitment department also provided a sample of an email communication with Dr. Kathryn Lawing that refers to a “psych results spreadsheet”. However, an example of this spreadsheet was not available for review at the time of the audit.
- The email correspondences used for this portion of the audit are located in the shared drive folder titled below:

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#12 Psych Info.

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**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 medical screenings being completed.

- Screen shot of Sales Force showing medical clearance
- Email Communications from Civil Service stating that  
“(candidate’s name) has been found psychologically and medically suitable for police work.”

Subject Title: “Cleared- Candidates Name”

- Per an email correspondence from the Civil Service Personnel Director, Civil Service 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.

The email correspondences used for this portion of the audit can be located at the shared drive folder titled below:

**Scoring Indicators:**

**I:\PSAB Audit Info\PSAB Audit 2022\#13 Medical Info**

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**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 auditor has found the recruitment unit to be compliant with conducting affirmative outreach to a broad group of community members. Multiple email correspondences between the recruitment office and administrators from the Louisiana National Guard, MLK High School, Grambling State University and several other universities were provided for review. All correspondences document that the recruitment unit interacted with each organization for the purpose and intention of NOPD recruitment and internship opportunities.

The recruitment unit also provided NOPJF and PCAB email communications as documentation of community meetings. The email correspondences used for this portion of the audit can be located in the shared drive folder titled below:

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#14 Outreach to Community

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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:*** The auditor found the recruitment unit to be compliant in regard to widely advertising the dates and times of the officer recruitment application period and testing dates.

- Advertising dates and times for Candidates—**Compliant**
  - Because of the departments immediate need for quality applicants the application period date has been scheduled to remain open. The recruitment unit has provided snapshot documentation of magazine advertisements, brochures, push cards and poster distribution spreadsheets used for the intent of NOPD recruitment purposes.
- Testing Dates for Candidates—**Compliant**
  - Through a NOLA.gov website check the auditor was able to confirm that testing dates and times are widely available for interested applicants to review

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#15 Advertised Date and Time for Test

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**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:

- A copy of the supervisor's questionnaire and personal reference questionnaire, showing that all Items asked are nondiscriminatory.
- Email correspondence between recruitment and HR. Attached in this email thread is a timeline of the background screening process which reflects that the EEOC discrimination policy was followed, and that there is no indication of discrimination.

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#16 Bias Free

**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 recorded in the 2021 Annual Recruitment Report that they received 2,795 applicants which can be found on page 1 of the 2021 Recruitment and Applicant Investigations Annual Report 01142022.
  - **Number of Interviewees—Compliant**  
The Recruitment and Applicant Investigations Data 2018-10312022.xlsx lists how many applicants were interviewed. For this reason, this item is now compliant.  
**Recruitment Response:** Prior to 2021, there was no audit that advised of the need to include specifically the total number of applicants interviewed. The 2021 audit report advised of this, however, there has been no subsequent Annual Report as the audit period is ahead of the completion and submission time frame.



Recruitment, however, did include (12/2/22) a data set with YTD summary of that included the total number of applicants who were a part of the background interview process and their dispositions.

- **Number of Selectees—Compliant**
  - The 2021 Recruitment and Applicant Investigations Annual Report 01142022 (page 1) advises that there were 238 Background Investigations Completed. Of these, 42 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 reports in shared drive)**
- **Sub-Item C: Problem-Solving Skills—Compliant**

The 2021 Recruitment and Applicant Investigations Annual Report 01142022; under the “Recruitment Applicants with Needed Skills” section; page 5, paragraph 2 advises that NOPD has also continued to focus 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 2021 Recruitment and Applicant Investigations Annual Report 01142022; under the “Recruitment Applicants with Needed Skills” section; page 4, paragraph 1 advises that a balanced workforce that is representative of the community continues to be a priority for the 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. This incentive has given the department a tool for recruiting individuals with foreign language skills, including officers fluent in Vietnamese and Spanish.

The 2021 Recruitment and Applicant Investigations Annual Report 01142022; 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 community in eastern New Orleans to help the community become more trusting of the police. 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 2021 Recruitment and Applicant Investigations Annual Report 01142022; under the “Recruitment Challenges” section; page 5, paragraph 2 speaks on understanding and moving past the language barriers and cultural sensitivities that can contribute to their ability to provide quality service to the community. Since the beginning of the COVID-19 pandemic, local gathering restrictions prohibited in-person events and festivals. NOPD is hopeful that the efforts put in place in 2018 will be able to be resumed efforts to further develop relationships and embed themselves within the Vietnamese and Hispanic communities.

**Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#17 Reports Outcomes

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**Item 18**

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

**Status: Compliant**

**Explanation/Notes:** According to “Applicant Profile – James Godwin’s SOPH Task List,” there is an applicant file for the Recruitment Unit to review for quality assurance, but as of 12/21/22, it states that it has not been reviewed.

**Recruitment Response:** We have provided copies of background investigations as part of the requested sample. Included in that is an investigative report.

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.

### **Scoring Indicators:**

I:\PSAB Audit Info\PSAB Audit 2022\#18 Quality Assurance Review of Files

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### **Item 19**

**The qualifications followed the Superintendent’s hiring criteria**

**Status: Compliant**

**Explanation/Notes:** A sample 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:**

I:\PSAB Audit Info\PSAB Audit 2022\#19 Followed Hiring Criteria

**Item 20****The Department's media outreach was reviewed for recruitment activities: (sub-items a-d)****Status: Compliant (all 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**
  - Recruitment Response: Recruitment has ADDED the copies from the website at www.joinnopd.org.
- **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:**

I:\PSAB Audit Info\PSAB Audit 2022\#20 Media Outreach

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:

- **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 (21)
- **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 pages 21, 37, and 82 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 (21)
- **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, Employment Law Training Sign in Sheet, CVSA Certificates, Background Investigation Training Course Certificates, Equal Employment Opportunity Commission (EEOC) Sign in Sheet, Crime Lab Training Certificate
- **Sub-Item E: Recruiter/Background Investigator performance evaluations (at least one half of staff for first audit period, remainder during following audit period) – Compliant**
  - 2021 Performance Planning and Evaluations for fourteen staff members were provided in assigned audit folder (21)

**Scoring Indicators:****I:\PSAB Audit Info\PSAB Audit 2022\#21 Specific Evidence**

Email communications between candidates and recruitment  
Brochure, Push Card, Where Y'at Magazine  
Spreadsheet – Recruitment Events  
Performance Evaluations from 2021

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**Item 22**

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

**Status: Compliant**

***Explanation/Notes:***

- **Sub-Item A: 15% of all available Applicant Interview Records for audit period – Compliant**
  - Listing of 15% of applicant files (38 candidates) placed into the folder on.
- **Sub-Item B: Selected personnel interviews for audit period – Compliant**
  - Listing of all recruitment staff and contact information were added to the folder
- **Sub-Item C: Civil Service Employment – Compliant**
  - Email communications with five Civil Service employees were provided in assigned audit folder (22)
- **Sub-Item D: Human Resources – Compliant**
  - Email communications with two Human Resource employees were provided in assigned audit folder (22)
- **Sub-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)
- **Sub-Item F: NOPJF (New Orleans Police and Justice Foundation) staff – Compliant**

- Email communications with NOPDJF staff were provided in assigned audit folder (22)
- **Sub-Item G: PCAB (Police Community Accountability Board) members - Compliant**
  - Though the PCAB had been dormant for a period, the Recruitment and Applicant Investigations team is in contact with Shannon Brewer and were added to the agenda for a meeting in 6/2022. Supporting documents were added to the PSAB Audit 2022 #22 Specific Evidence/PCAB folder on 12/2/2022.
- **Sub-Item H: Police Psychologist – Compliant**
  - Email communications with the police psychologist were provided in assigned audit folder (22)
- **Sub-Item I: Medical Testing Employees – Compliant**
  - Email communications with Concentra Medical Center staff were provided in assigned audit folder (22)
- **Sub-Item J: Local University representatives – Compliant**
  - email communications with representatives from Southern University New Orleans and Delgado Community College were provided in assigned audit folder (22)
- **Sub-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:**

**I:\PSAB Audit Info\PSAB Audit 2022\#22 Specific Evidence**

**Evidence of Selected Personnel Interviews for audit period**

Email Communications with Civil Service Employees

Email communications with HR

Email communication with NOPDJF

Email communication with Police Psychologist

Email Communications with Concentra

Email Communications with SUNO and Delgado

Email Communications from Bradley-Morris, Inc., and Recruit Military

**Conclusion and Recommendations****Recommendations**

1. It is recommended by the Auditing and Review Unit that the Recruitment Unit continue to 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 Sub-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 Sub-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.

**Innovation Manager, Auditing**

**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	<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,</b>					

	<b>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>Evidence of Selected Personnel Interviews for audit period</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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Deputy Supt. PSAB

Captain PSAB

Deputy Supt. PIB

Deputy Supt. FOB

Deputy Supt. MSB

OCDM

IPM