

Ridgewood Police Department

Written Directive System



PE.04.3 RECRUITMENT

Chapter: Personnel

Section: Recruitment & Selection

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The Ridgewood Police Department will, through its recruitment and selection process, identify and employ the best candidates available for any open position. The Department will place emphasis on quality recruitment, in full compliance with the law, in order to yield benefits in terms of lower rate of personnel turnover, fewer disciplinary problems, higher morale, better community relations, and more services. Although responsibility for recruitment exists with the Chief of Police, all Department personnel must personally be involved in the recruitment process. The Ridgewood Police Department is an equal opportunity employer.

In order to most effectively serve the communities of New Jersey, it is important for law enforcement agencies to strive for workforces that reflect the diversity of the jurisdictions they serve and that can effectively interact with all community members. With this need in mind, in October 2020 the Legislature passed a law requiring each law enforcement agency in New Jersey to establish a program designed to ensure every agency was “comprised of law enforcement officers who reflect the diversity of the population of the community the agency is charged with protecting.” N.J.S.A. 52:17B-4.10 et seq. (the “Act”). The Act directed the Attorney General to develop these Guidelines to ensure its uniform application.



Article: 2 - Policy | Recruitment Diversity Program

Section: 2.01 - Policy | NJAG Guideline – Recruitment Diversity Program

- .001 - The Ridgewood Police Department will adhere to the NJAG Guideline pertaining to the Recruitment Diversity Program where applicable to this department.
- .002 - The Ridgewood Police Department Recruitment Diversity Program will be memorialized in Department Policy; specifically, Policy # PE.02.5 – Recruitment Diversity Program – [Click Here](#).

Section: 2.02 - Policy | Definitions

- .001 - **Applicant** - An “applicant” in a CSC jurisdiction is an individual seeking employment as a law enforcement officer and who:
 - (a) - is included on a CSC certified list of eligible candidates received by a hiring law enforcement agency; and,
 - (b) - responded timely to the hiring agency with an expression of interest in the position.

“Applicant” also includes individuals who are exempted from the CSC examination requirement under [N.J.S.A. 11A:4-1.3](#) and who submit a completed employment application as provided by the hiring agency.
- .002 - **Appointment** - A law enforcement officer is “appointed” by the resolution of the agency’s governing body.
- .003 - **Law Enforcement Agency** - Defined as a department, division, bureau, commission, board or other authority of the State or of any political subdivision thereof which has by statute or ordinance the responsibility of detecting and enforcing the general criminal laws of this State.
- .004 - **Law Enforcement Officer** - Defined as any person who is employed as a permanent full-time member of an enforcement agency, who is statutorily empowered to act for the detection, investigation, arrest, and conviction of persons violating the criminal laws of this State and statutorily required to successfully complete a training course approved, or certified as being substantially equivalent to an approved course, by the Police Training Commission pursuant to P.L.1961, c.56 (C.52:17B-66 et seq.).



Section: 2.03 - Policy | New Jersey Attorney General Guideline

- .001 -** The Ridgewood Police Department (RPD) will establish a program to:
- (a) - Identify underrepresented groups; and,
 - (b) - Take action(s) to address any underrepresentation.
- .002 -** The RPD is governed by the laws, provisions, guidelines, directives, statutes, and policies of the Civil Service Commission (CSC).
- (a) - This system requires the agency to hire police officer candidates from certified lists supplied by the CSC following a state-administered testing process.
 - (b) - The CSC typically administers this testing process every two to three years, and the CSC uses the results to compile a ranked list of qualified law enforcement candidates.
 - (c) - The RPD is limited to the list of qualified candidates provided by CSC—only candidates who fail background checks, medical/psychological exams, residency requirements (or similar, non-discretionary factors), may be removed from, or bypassed on the lists.
 - (d) - More specifically, pursuant to the CSC’s “rule of three,” the CSC provides an agency seeking to hire a new officer with the top three (3) candidates from the CSC’s certified list. The RPD is then limited to those three (3) candidates to fill the vacancy.
 - (e) - Veterans of military service who pass the exam are given preference and placed at the top of the certified list.
- .003 -** Agencies governed by the CSC will face additional processes in their efforts to address underrepresentation.
- (a) - The NJAG Guidelines provide suggestions for actions to be taken in that regard, including making CSC test preparation courses widely available.
 - (b) - In addition, the Chief of Police (or designee) should be aware of, and become familiar with, 2021 legislation, P.L.2021, c.234, 235, 236, which aims to address various barriers to diversity that arise in CSC jurisdictions and contain certain CSC data collection requirements.
- .004 -** The RPD will (as required by Section F of the NJAG Guideline) publically post the RPD Recruitment Diversity Program, including a description of the data used to determine the existence of any



underrepresentation, on the official Internet website of each law enforcement agency not later than June 7, 2022, which is six months from the issuance of these Guidelines.

i As of December 10, 2021, the RPD Website does not exist as it was removed due to consistency and design issues. In cooperation to adhere to this order, the posting will be displayed on the Village of Ridgewood (VOR) Website.

Section: 2.04 - Purpose | Recruitment Diversity Program

- .001 - As expressly required by the NJAG, the RPD shall establish a program “in furtherance of the goal of the agency being comprised of law enforcement officers who reflect the diversity of the population of the community the agency is charged with protecting.”
- .002 - The RPD shall make a good faith effort to meet specific goals for recruiting a diverse workforce, in terms of people of color and gender diversity.

i The NJAG recognizes that achieving a truly diverse workforce involves numerous other considerations in addition to the race, ethnicity, and gender categories specified in the Act. For example, LGBTQ+ Law Enforcement Liaisons operating throughout the state perform valuable engagement with members of that community.

Section: 2.05 - Setting Goals | Recruitment Diversity Program

- .001 - The RPD will be responsible for establishing program goals. In forming its program goals, the Department should—at least annually—analyze the demographics of its law enforcement officers and determine if there is a substantial disparity between the racial, ethnic, and gender representation within the law enforcement officer ranks as compared with the racial, ethnic, and gender representation in the relevant population of the jurisdiction served by the agency.
- .002 - Any demographic group for which there is a substantial disparity, in terms of less representation on the police force, should be considered an “underrepresented” group.
- .003 - In determining whether a disparity is substantial, the RPD should consider whether reducing the disparity would help achieve the NJAG’s goal of each agency’s police force “reflect[ing] the diversity of the population of the community the agency is charged with protecting” and thereby making the police force more effective at promoting public safety.
- .004 - The Program goals should describe:



- (a) - the identified underrepresentation of any group;
- (b) - the means for addressing the underrepresentation; and,
- (c) - the intended time frame for doing so.

Section: 2.06 - Procedures | Addressing Underrepresentation

.001 - Identified underrepresentation may be addressed by some, or all, of the below-listed actions, as well as others, which should be detailed in the Program goals.

⚠ The means of addressing underrepresentation shall not include quotas or any other legally impermissible provisions.

.002 - Using recruitment methods that target underrepresented demographic groups, especially local recruitment efforts. This approach may include outreach to law enforcement officer organizations based on race, ethnic group, gender, or religion; local colleges with significant student diversity; minority-serving educational institutions; and military veterans.

.003 - Such methods may also include ensuring recruitment materials that:

- (a) - reflect visible diversity;
- (b) - are reviewed by a diverse team prior to release; and,
- (c) - are delivered by a diverse recruiting team.

ℹ The diversity of those conducting applicant interviews should also be considered.

.004 - Finally, recruiting methods may involve establishing pipeline programs that foster and enhance an interest in law enforcement among diverse youth populations as early as middle school.

.005 - Implementing standardized forms in the application process that reduce subjective responses that may impact the hiring of underrepresented groups, and training the recruiting and hiring team on explicit and implicit bias.

.006 - Instituting clear criteria for hiring and an oversight process for reviewing hiring decisions. With respect to hiring, consider making publicly available information on examples of background-check issues that can disqualify applicants.

.007 - Assessing whether particular hiring eligibility requirements adversely affect any underrepresented group and, if so, reassessing whether the requirement is essential. If the requirement is deemed



essential, consider developing appropriate supportive initiatives or alternative paths, such as remedial training or deferral options.

i For example, if background checks consistently disqualify an underrepresented group due to prior financial issues such as bad credit history or bankruptcy, consider whether a mechanism for waiving the requirement in appropriate cases is warranted.

.008 - Assessing what the barriers are to applications by underrepresented groups and devising solutions to overcome those barriers.

i For example, underrepresented groups may not submit applications because the process is online and potential applicants do not have ready access to resources to complete the application.

In such a case, the Program might seek to address the problem by using mobile units equipped with computers to allow onsite applications.

.009 - Connecting with community stakeholders for underrepresented groups in order to better understand the factors affecting those groups in the application process.

.010 - Establishing mentorship programs for applicants from underrepresented groups that provide support for resume review and physical training requirement preparation, as well as mentorship for current officers seeking promotion.

i In civil service jurisdictions particularly, working with the CSC's mentoring program for applicants pursuant to P.L.2021, c.235.

.011 - Raising awareness about the police officer testing and hiring process through flyers, advertising on social media, and appearing at job fairs and community events.

i In civil service jurisdictions, partnering with the CSC itself may be beneficial.

.012 - In civil service jurisdictions, partnering with community stakeholders, including law enforcement organization affinity groups (see note below), or the CSC itself (see P.L.2021, c.234 (requiring CSC to aid exam prep in certain low-income communities)), to identify and encourage free civil service test preparation programs, and encouraging diverse potential applicants to attend.

i **Such organizations include, but are not limited to:** Hispanic American Law Enforcement Association, Hispanic Law Enforcement Association of Union County, Muslim American Law Enforcement Association, National Coalition of Latino Officers, National Organization of Black Law Enforcement Executives (NJ Chapter), New Jersey Asian American Law Enforcement Officers Association, New Jersey Latino American Trooper Society, New Jersey Muslim Officers Society, and New Jersey Women in Law Enforcement.

Section: 2.07 - Procedures | Methods of Evaluation

.001 - The Program shall include methods for evaluating whether the goals are achieved, which should include, but are not limited to:



- (a) - Performing demographic analysis described in [§2.04 ¶1.001](#) at least annually;
- (b) - Determining whether any substantial disparities have been reduced; and,
- (c) - Revising the Program goals accordingly.

Section: 2.08 - Procedures | Additional Contingent Measures

- .001 - The Program should provide that additional contingent measures will be taken if the Program goals are not met under the methods of evaluation implemented pursuant to §2.06.

Section: 2.09 - Policy | Monitoring of the Program

- .001 - The Bergen County Prosecutor’s Office (BCPO) shall, from time to time, review the results of the Programs for the RPD, and provide input, feedback, or recommendations to the respective agencies as the Prosecutor deems appropriate.
- .002 - The BCPO shall report an annual summary of each agency Program within its jurisdiction for the preceding calendar year to the Attorney General by the last day of February.
- .003 - The Attorney General shall, from time to time, review the results of the Programs for each State law enforcement agency, and provide input, feedback, or recommendations to the respective agencies as the Attorney General deems appropriate.

Section: 2.10 - Procedures | Annual Reporting

- .001 - **Data to be Included** - By January 31st of each year, the RPD shall report to the BCPO (who will in turn gather and transmit the information to the Attorney General), the following information for the preceding calendar year:
 - (a) - The age, gender, race, and ethnicity of the law enforcement officers currently appointed to the law enforcement agency as of December 31st (or, if that data is unavailable, data from a different date reasonably close to year-end) of the preceding calendar year;
 - (b) - The age, gender, race, sexual orientation (if provided), and ethnicity of applicants for a law enforcement officer position in the preceding calendar year;



- (c) - The age, gender, race, and ethnicity of applicants appointed to the agency in the preceding calendar year, with transfer applicants listed separately;
- (d) - The reasons for denying applicants an appointment to the law enforcement agency; and,

i (Appendix A contains a list of denial reasons)

- (e) - The age, gender, race, and ethnicity of each law enforcement officer eligible for promotion and promoted within the agency in the preceding calendar year, including the position to which the officer was promoted.

⚠ The information should not include the names of each individual.
i See Appendix A for the agency reporting form, which will also generate the agency's annual report.

.002 - First Reporting Date - The first reporting date shall be January 31, 2022, and the information reported should cover the time period from the effective date of these Guidelines through December 31, 2021.

.003 - Demographic Data Collection - Demographic information should be collected from applicants and promotion candidates on a distinct form from any application so as to remain separate from the selection process. The data collected should follow the below standards, as reflected in Appendix A (which may be updated in the future):

- (a) - Race:
 - i. - American Indian or Alaska Native;
 - ii. - Asian;
 - iii. - Black or African American;
 - iv. - Native Hawaiian or other Pacific Islander;
 - v. - White;
 - vi. - Two or more races; or,
 - vii. - Other.
- (b) - Ethnicity:
 - i. - Hispanic or Latino; or,
 - ii. - Not Hispanic or Latino.



- (c) - Gender:
 - i. - Female;
 - ii. - Male;
 - iii. - X; or,
 - iv. - Non-Binary.
- (d) - Sexual orientation (for applicant reporting only):
 - i. - Do you identify as LGBTQ+, yes or no?

.004 - Additional Requirements - The annual reports described in §2.09 ¶1.001 should also include the agency's summary of the data based on the below prompts that are also included in Appendix A:

- (a) - Whether the agency is governed by civil service rules;
- (b) - A description of the agency's application process, to include when in the hiring process a formal application is submitted, and when appointment occurs if hired;
- (c) - A description of the data used to determine any underrepresentation;
- (d) - A detailed assessment as to whether representation has improved for any previously identified underrepresented groups; and,
- (e) - Any new or modified Program goals to be implemented in the upcoming year.

.005 - Publishing - The data collected pursuant to §2.09 ¶1.001 shall be published in the respective annual reports of the RPD, in the annual report of the BCPO.

.006 - The RPD shall update the description of its Program on the agency's official Internet website accordingly, at least after each annual reporting.



Section: 3.01 - Department Policy | Applicant Recruitment

- .001 - Recruitment for the RPD is primarily provided by the NJCSC.
 - (a) - Entrance and promotional exams are researched, reviewed and administered by the CSC. The CSC is responsible for printing and distributing announcements of job openings, sets closing dates, and processes applications.

- .002 - Job Postings for Civilian Positions will be posted utilizing appropriate webpages (e.g. policejob.com, indeed.com, etc.), on a VOR website, and in the Department's Press Release.

- .003 - The RPD will endeavor to recruit qualified candidates by making CSC postings, test dates, and other information available to the public through a variety of means to include, but not limited to:
 - (a) - Postings on social media;
 - (b) - Postings on RPD, or VOR, websites;
 - (c) - Postings at Police Headquarters; or,
 - (d) - By distributing information to local community groups.

- .004 - The Chief of Police (or designee) is responsible for all police personnel activities involving recruitment and selection.

- .005 - The Chief of Police will call upon selected command and sworn personnel to provide assistance and will coordinate participation, assistance, and support of the recruitment process within the department. These employees will be known as a Recruitment Team.



- (a) - The Chief of Police (or designee) shall endeavor to ensure that a wide variety of the department's demographic are assigned to the Recruitment Team, so they may be available as a resource for potential applicants through the recruitment process.

⚠ Note: RPD Employees are NOT required to report information to the RPD that pertains to the employee's race, background, religious affiliation or beliefs, sexual preferences, gender identity or any other similar beliefs/characteristics. The RPD will NOT ask, nor compel, an employee to disclose such information, unless permitted to do so by law. Employees who wish to be a part of the recruitment process, and feel that a particular belief/characteristic that they address, or support, could bring value to the process may report this information to the Chief of Police (or designee) voluntarily. **See §2.06 ¶.002**

.006 - The Recruitment Team, and any other employees involved in the recruitment process, will be briefed by the Chief of Police (or designee) to ensure that they are knowledgeable on personnel matters, especially the departments "Equal Employment Opportunity" policy and its "Affirmative Action" plan as it affects the operations of the department.

.007 - The Recruitment Team will also be knowledgeable in the examination process of the CSC and the selection process within the RPD.

.008 - The Recruitment Team will receive annual training (via PowerDMS or equiv.) on the Recruitment Process to include, but not limited to:

- (a) - Equal Opportunity Employment;
- (b) - Recruitment Needs;
- (c) - CSC Regulations;
- (d) - Recruitment Demographical Information; and,
- (e) - Other pertinent information that may provide guidance to the Team when in Recruitment practices.

Section: 3.02 - Policy | Recruitment Team

.001 - Employee assigned to the Recruitment Team will possess excellent communication skills.

- (a) - Since the audience demographics may vary, it is important that these officers have the ability to communicate on a level appropriate to the audience.

.002 - Recruitment Team Member's activities must present a professional, conservative, and impressive personal appearance and will be neatly groomed and attired.



- .003 - Unless otherwise ordered by the Chief of Police (or designee) the Recruitment Team will utilize the Class C Uniform during recruitment activities.
- .004 - All Department personnel are encouraged to help identify potential police applicants, who may then be actively recruited. Suggestions, as to possible applicant candidates, should be forwarded to the Recruitment Team Manager (RTM) at any time.
- .005 - The RTM will then designate a follow-up member who will attempt to contact and inform the potential candidate of the hiring and testing procedures of civil service.



Section: 3.03 - Policy | Recruitment Plan

- .001 - The objective of the RPD recruitment plan is to maintain actual sworn officer strength as close as possible to Authorized Budgeted Sworn Officer Limitations, by having available a list of fully qualified, high quality applicants at all times.
- .002 - The Authorized Budgeted Sworn Officer Limit is at the discretion of the Village of Ridgewood, by statute, or the order of the Village Manager.
- .003 - When authorized to hire new Officers, the Department will “certify” the current list and pull candidates from the CSC eligibility list.
- .004 - Funding in support of recruitment for publications, written examinations, credit bureau checks, medical examinations, laboratory tests, and psychological evaluations, are included in the Departmental annual budget.
- .005 - The Chief of Police (or designee) will ensure full departmental support of the recruitment effort in order to ensure availability of the highest quality applicants possible.

Section: 3.04 - Policy | Recruitment Plan | Annual Report

- .001 - The Chief of Police (or designee) will ensure that an annual analysis of the RPD Recruitment Plan is conducted which will evaluate:
 - (a) - measurement of recruitment activities against quantitative objectives;
 - (b) - analysis of the effectiveness or ineffectiveness of recruitment; and,
 - (c) - recommendations and goals for improvement
- .002 - This Analysis will be sent to the Chief of Police (or designee) for review.
 - (a) - A copy shall be forwarded to the Accreditation Unit.
- .003 - Unless otherwise ordered, the RTM will be responsible for such report.
 - (a) - The RTM will also be responsible for the NJAG annual reporting, utilizing Appendix A.




Section: 3.05 - Policy | Recruitment Plan Use of Community Outreach

- .001 - The Chief of Police (or designee) will seek recruitment assistance, referrals, and advice from community organizations and key leaders and post job announcements with appropriate community organizations.
- .002 - Recruitment Team Members may be assigned to participate in all available job fairs, career days, etc., in an effort to recruit within our community service area.
- .003 - All personnel requesting to speak before public groups or events, particularly those involving young adults, will, as part of their programs, mention career opportunities within the police department.

Section: 3.06 - Policy | Recruitment Utilizing the Colleges, Military, and the Student Intern Program

- .001 - The RPD has established a law enforcement “Student Intern Program” at the college level. Participating “interns” will be advised of departmental career opportunities.

 **Cr. SS.02.3 – Student Intern Program – [Click Here](#)**

- .002 - When possible, the Recruitment Team will attend organized career day programs at the Ridgewood High School, Bergen Community College, and/or other local colleges in order to attract candidates for employment.
- .003 - When possible, the Recruitment Team may coordinate with local Military Recruiters in order to attract potential candidates for employment.

Section: 3.07 - Policy | Announcements and Publicity

- .001 - Announcements concerning openings for open positions will include job prerequisites as well as State mandated and physical requirements.
- .002 - Any job vacancies will be publicized at least ten (10) working days prior to any official application filing deadline.
 - (a) - Filing deadlines will be boldly indicated on announcements and advertisements.
- .003 - At the direction of the Chief of Police (or designee), the Public Information Officer (PIO) will advertise procedures and filing deadlines in the local newspaper or other appropriate news media.

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- .004 - The PIO, in dealing with media personnel, will request media cooperation in publishing stories, news items, and public service announcements relative to attracting qualified applicants.

- .005 - All recruitment information, and any other advertisement published by the Village of Ridgewood, will indicate that the Police Department is an “Equal Opportunity Employer”.



Article: 4 - Policy | Affirmative Action and Equal Employment Opportunity

Section: 4.01 - Recruitment Policy | Equal Opportunity Employment

- .001 - The RPD is an equal opportunity employer.
- .002 - In adherence with CSC Guidelines, the RPD shall comply with all laws and rules pertaining to EEO as provided for in [N.J.S.A. 4A:7](#).
- .003 - All recruitment efforts made by the department will be in conformance with the agency's "Affirmative Action Plan".



Article: 5 - Reference Materials

Section: 5.01 - Reference | Demographic

- .001 - Demographic data for local populations—searchable by municipality and county—is available at the U.S. Census website: <https://data.census.gov/cedsci/>.
- .002 - Pre-filtered table on the Census website that shows data for the adult population of all New Jersey municipalities and counties - Click Here

Section: 5.02 - Reference | State Statutes

- .001 - N.J.S.A. Title 4A – [Click Here](#)
- .002 - N.J.S.A. 4A:7 – [Click Here](#)
- .003 - N.J.S.A. 11A:1-1 et seq - “This title shall be known and may be cited as the "Civil Service Act.""
- .004 - N.J.S.A. 11A:4-1.3 - Certain entry-level law enforcement applicants, exemption from examination requirement:
 - (a) - The Civil Service Commission shall exempt from the requirement to take an examination for an entry-level law enforcement position a person who has successfully completed a full Basic Course for Police Officers training course at a school approved and authorized by the New Jersey Police Training commission.
 - (b) - The Civil Service Commission shall promulgate, pursuant to the "Administrative Procedure Act," P.L. 1968, c.410 (C.52:14B-1 et seq.), rules and regulations and establish administrative processes that are reasonable, necessary, and consistent with the provisions of this act.



- (c) - A municipal or county police department may hire a person, exempt from the requirement to take an examination for an entry-level law enforcement position pursuant to subsection a. of this section, upon adoption of an ordinance or resolution by the governing body authorizing such hiring by the police department and the adoption of a conflict of interest and nepotism policy.

 Added by L. 2021, c. 7,s. 1, eff. 8/4/2021.

.005 - **Policy # PE.02.5 – Recruitment Diversity Program – [Click Here](#)**