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W00A
Department of State Police
FY 2024 Operating Budget
Response to Department of Legislative Services Analysis

House Appropriations Committee
Public Safety & Admin. Subcommittee
Delegate Tony Bridges, Chair
Hearing Date March 1, 2023

Senate Budget and Taxation Committee
Public Safety Trans. & Env. Subcommittee
Senator Sarah Elfreth, Chair
Hearing Date March 2, 2023

Fiscal 2024 Overview of Agency Spending

DSP should comment on how VTPC uses crime statistics in order to target funds to areas experiencing high rates of car thefts and carjackings.

Agency Response: The statute requires that, to the extent possible, the Council must allocate grants among the subdivisions of the State on a pro rata basis determined by the total number of vehicles registered in each subdivision divided by the total number of vehicles registered in the State. Last year, Senator McCray submitted SB 13, Vehicle Theft Prevention Fund – Allocation of Grants, to change the funding formula to include the number of vehicle thefts. The bill failed passage in the House. Over the last several years, when awarding funds to particular jurisdictions, the Council's decision was highly weighted on the magnitude of vehicle thefts and carjackings in those jurisdictions experiencing high rates of theft and carjackings.

Personnel Data

The department should comment on the efforts being taken to retain and recruit for its civilian positions.

Agency Response: The Maryland State Police has partnered with the Maryland State Ad Agency (MSAA) in a multi-year \$350,000 advertisement recruiting campaign. The campaign will combine traditional marketing techniques with online and social media techniques designed to reach applicant and influencer audiences alike. Marketing products will be distributed using geofencing, specifically those on social media platforms (Google, LinkedIn, Instagram, and

Twitter). Geofencing will allow the Department to get the right content, out at the appropriate time, to targeted audiences.

As outlined in our Civilian Recruitment Plan of Action (report attached), cadet recruiting and hiring has been reassigned to sworn recruiters. This realignment has streamlined the testing and selection process, reduced barriers and resulted in faster more efficient review and evaluation times. Since the Plan was enacted more than 17 new cadets have been hired.

The addition of five new civilian recruiters has helped the Department tremendously. With the increase in staff, the posting and processing of vacant positions has been timelier and more efficient. Additionally, the upstaffing has allowed the Human Resource Division to assign recruiters to specific units/divisions experiencing recurring vacancies. This “focused recruitment approach” has allowed recruiters to become subject matter experts for the technical field or service experiencing the vacancy. Some division and units such as the Forensic Sciences Division, Licensing Division, Police Communications Support Division and Commercial Vehicle Enforcement Division have all seen the benefits of full-time focused recruiters, dedicated to filling recurring vacancies. Despite continued turnover and the addition of 41 new positions, the additional recruitment staff has allowed the Department to hire 121 new employees in 2022; an increase of 62 new hires over 2021.

Salary enhancements for civilian positions are expected to increase the number of applicants and decrease the number of vacancies. The Department has also received approval to post hard to hire positions at the third-quartile salary point; as opposed to the traditional starting point. The Department continues to work with the Department of Budget and Management on annual salary reviews to address pay inequities and the lack of growth potential for existing staff in applicable and appropriate positions and classifications.

These reviews have resulted in the Police Communications Operator classification series being converted to the newly created MSP Emergency Dispatcher (ED) series. Based on years of service, current dispatchers were elevated 3 - 4 grade levels. New hires (MSP ED Trainee) are being hired at grade 12, step 4 and once training is completed, they are advanced to grade 14 step 4 (MSP ED I). At five years of service they advance to grade 15 (MSP ED II) and at 10 years of service grade 16 (MSP ED III). In addition to the ED series, the DSP Maintenance Tech (Aviation) series was created. This new series consists of 24 new classifications, including an independent pay schedule which reflects eight grade levels and 14 steps. These salary enhancements allow for upward mobility via a career ladder and are expected to enhance recruiting and retention efforts.

Lastly, the Department expects that data analysis and findings provided by researchers from Morgan State University who are coordinating the Maryland State Police Diversity, Equity and Inclusion Focus Group and Workforce Assessment Project will be used to make recommendations and adjustments to department policies, procedures and operational practices, aimed at enhancing employee engagement and shaping a workplace culture that supports retention.

Issues

DLS recommends adding annual budget language restricting funds pending the receipt of the 2022 UCR.

Agency Response: The Department concurs with this recommendation

DSP should comment on the operational difficulties that it faces due to the delay in the 2021 UCR publication and what actions, if any, it can take to prevent the 2022 UCR publication from being similarly delayed.

Agency Response: The DSP is currently experiencing operational difficulties related to the implementation of NIBRS resulting in a delay of the 2021 Crime in Maryland Book (CIM) publication. DSP is implementing measures to prevent the 2022 CIM publication from being similarly delayed. Unlike “Summary” hierarchy rules—which say that agencies should report only the most serious offense—NIBRS requires all offenses to be reported.

NIBRS is a powerful tool for law enforcement, but for agencies transitioning to NIBRS, the system presents new challenges around data collection and reporting.

The DSP identified various nuances with NIBRS data reporting, including the following: how NIBRS reports data as compared to Summary reporting; “Summary” reporting was largely a manual process, whereas most data reported to the NIBRS repository is automated through an Report Management System (RMS), requiring less human interaction, leading to reporting issues if elements aren’t configured properly or an officer’s input is not complete or correct; and State statute and NIBRS mappings do not always align, causing issues for officers when completing a report. Unfortunately, this can be a frequent occurrence, leading to reporting issues.

The issues identified during the 2021 CIM development will assist DSP in correcting the issues that carry over into the 2022 data. The following actions will include: upon completion of the 2021 CIM Book, DSP will immediately begin to address the issues identified for the 2022 data; the actions DSP is taking now will correct future reporting; additional training will be provided where needed; and all lessons learned will be passed on to the contributors.

Due to the differences in reporting, DSP decided it would be best to publish a book with both “Summary” and NIBRS data due to the split reporting. This model will be able to be used for future publications reducing the time for creation. DSP will continue to assist and support our data contributors during this period of transition and beyond.

The department should comment on the efforts taken by the division to ensure compliance with mandated application review and determination timeframes, including the use of contractual positions. DSP should further comment on how the addition of 22 positions in the working appropriation will help the division to manage its caseloads and the ability to fill those positions given the existing difficulties with hiring civilian positions.

Agency Response: The Licensing Division has three types of applications that must be processed within strict timetables set forth by Maryland Law. Those applications are: Wear & Carry Handgun Permit (90 days), Handgun Qualification License (30 days) and Firearms Purchase/Transfer Application (7 days).

The Licensing Division has taken extraordinary steps over the last 36 months to ensure full compliance within the timetables listed above. The division has implemented several changes, including: setting minimum staffing for all division sections; imposing leave restrictions; implementing mandatory overtime for both sworn & civilian personnel; temporarily reassigning department personnel to assist Licensing Division; temporarily reassigning personnel from allied state law enforcement agencies; created additional contractual positions; and training nearly two hundred department personnel to process applications to supplement Division employees on overtime.

The Licensing Division received 21 new positions in FY21. Of those 21 positions, eight were sworn trooper positions, all of which have been filled with the exception of two that will be filled on 3/8/2023. The remaining 13 civilian positions had all been filled. There are four vacant civilian positions as a result of recent resignations or retirements, with the oldest vacancy of 9/26/22 and most recent of 2/7/23. The Division has announced and administered multiple recruitments in the last six months for all full time and contractual vacant positions. Licensing Division has seen a significant amount of success in hiring upwards of 20 new employees within the past 14 months, with nearly 10 more in the various stages of the current hiring process.

Upon receipt of the 22 positions, the Division will process contractual conversions of all eligible employees. All remaining positions will be immediately added to any active recruitments or reposted for recruitment, if necessary, to fill them as soon as possible. The additional positions will help reduce caseloads, mandatory overtime, and requests for assistance from other units and outside agencies.

DLS recommends the addition of committee narrative to require DSP to continue reporting on the progress that it makes toward achieving its diversity action plan.

Agency Response: The Department concurs with this recommendation.

If possible, DSP should comment on its cooperation with the DOJ investigation and on the class-action lawsuit.

Agency Response: The DSP has fully cooperated with the Department of Justice (DOJ) by answering all questions asked and providing all documents requested. DSP has agreed to waive service of the summons and complaint, and the parties have filed a Joint Motion to Stay the proceedings until May 4, 2023 to allow time to engage in discussions concerning the class-action lawsuit.

There have been no disputes between the DOJ and the DSP concerning any aspect of the investigation. In short, DSP has fully cooperated with the DOJ.

Operating Budget Recommended Actions

1. Adopt committee narrative requesting an update on implementation of the Workforce Diversity Action Plan.

Agency Response: The Department concurs with the recommendation.

2. Add a section restricting funds pending the submission of the 2022 Uniform Crime Report.

Agency Response: The Department concurs with the recommendation.

Maryland State Police Civilian Recruiting Plan of Action



Larry Hogan
Governor

Boyd K. Rutherford
Lieutenant Governor

Colonel Woodrow W. Jones III
Secretary

Lt. Colonel Dalaine M. Brady
Chief, Support Services Bureau

Issued: December 31, 2022

POLICY

The Maryland State Police (MSP) strives to achieve and maintain a statewide workforce whose demographics parallel its State's demographics.

The MSP is unconditionally committed to maintaining a qualified and diverse workforce. As such, the MSP provides employment and promotional opportunities without regard to age; ancestry; color; creed; gender identity and expression; genetic information; marital status; mental or physical disability; national origin; race; religious affiliation, belief or opinion; sex; or sexual orientation.

The MSP recognizes the credibility and efficacy of the Department is directly linked to the integrity of our hiring and personnel practices.

The MSP recognizes the importance of connecting with potential applicants before the age of majority to build a relationship of trust and confidence to develop future applicants into informed, disciplined public servants.

This plan provides a framework which will help the MSP achieve its goals for civilian hires.

MISSION STATEMENT AND ROLE OF THE CIVILIAN RECRUITER

Mission: To develop and implement strategies and procedures which enable the Human Resources Division (HRD) to populate existing and future civilian vacancies with the best qualified individuals. Annually, the HRD director sets hiring goals for the civilian recruiters; generally, the expectation of the recruiters is to increase civilian hiring by 10% over the previous year.

Civilian Recruiter's Role: The role of the civilian recruiter is to recruit with integrity, fairness and dignity in order to hire highly qualified and diverse applicants. Civilian recruiters will, by their own actions, inspire applicants by creating an atmosphere of pride, professionalism and trust. Personal excellence, esprit de corps, and teamwork are inseparable in reaching Department goals. Unless otherwise stated, in this document recruiter means civilian members assigned to the HRD.

Recruiters are focused on delivering quality customer service to Department personnel and applicants and are committed to recruiting and hiring the best-qualified persons for our workforce by: recognizing the Department's civilian staffing needs, ensuring that recruiters work with hiring managers throughout the hiring process, and maintaining contact with applicants throughout the hiring process.

Recruiters will maintain confidentiality, recruit, and process applicants without regard to age; ancestry; color; creed; gender identity and expression; genetic information; marital status; mental or physical disability; national origin; race; religious affiliation, belief or opinion; sex; or sexual orientation.

An applicant's competitiveness will be evaluated during all steps of the process to provide opportunities to succeed. An applicant will be removed from further processing when it is in the best interest of the applicant and the Department. Without a signed authorization for release of

information form that specifically identifies the person or persons with whom the applicant's information may be shared, recruiters shall not discuss or review an applicant's process with anyone other than the applicant and authorized members of the Department who are part of the recruitment process: civilian recruitment supervisor, ESS Commander, HRD Deputy Director, HRD Director, The Polygraph Unit, the Applicant Background Unit and the Director of the Office of Equity and Inclusion.

Civilian Recruiters are responsible for:

- Having a thorough understanding of the civilian recruitment process, to include the State of Maryland JobAps on-line system;
- Establishing the MSP's presence and partnerships in the public and private sector (colleges, technical/trade schools, and workforce development centers);
- Conducting presentations and assisting with applicant orientations;
- The recruitment of qualified individuals who possess the minimum qualifications for designated positions;
- Reviewing applications for completeness, competitiveness, and compliance with the Department of Budget and Management (DBM) and MSP regulations;
- Providing a list of qualified eligible applicants to hiring managers, so that applicant interviews may be scheduled;
- Being a technical resource to hiring managers throughout the hiring process;
- Scheduling applicants for various tests in the hiring process (polygraph, psychology, medical);
- Conducting background investigations during high volume demands; and
- Creating a hiring packet for the applicant selected for hire.

STRUCTURE

It is the policy of the MSP to recruit and process all civilian applicants who meet the minimum requirements for a prospective position. As such, units within the HRD maintain a highly trained and ready contingent of staff, who are responsible for completing recruitment, selection, and investigative responsibilities in support of the Department's hiring goals and objectives.

The Personnel Command is within the Support Services Bureau (SSB) and is commanded by a Major. The Personnel Command coordinates the wide range of personnel services needed to support the operational elements of the MSP. These services include recruitment, selection, and retention of sworn and civilian personnel, administration of human resources, management of the sworn promotional process, training and development of sworn and civilian personnel, the administration of disciplinary procedures and grievances for sworn and civilian personnel and administrative hearings.

The Human Resources Division (HRD) is within the Personnel Command, and is commanded by a Director, who serves as the Director/Division Commander; a Deputy Director, who manages the sworn and civilian employment processes, position classifications, compensation, and salary administration. The Employment Services Section (ESS) is responsible for all sworn and civilian recruitments and selections.

Lieutenant/commander, Employment Services Section (ESS) oversees the recruiting of both civilian and sworn MSP employees. The lieutenant is responsible for ensuring standard operating procedures (SOP's) are updated annually and that all recruiters are adhering to recruiting policies, State and federal laws. The commander of ESS is responsible for developing training to ensure the ESS staff is well versed in fair and equitable hiring practices, DBM and COMAR. The commander reviews hiring packets to ensure conformance with established policies and State and federal regulations.

First Sergeant/assistant commander, ESS oversees the recruiting staff and ensures hiring packets are complete and thorough. The assistant commander establishes expectations for the recruiters and provides instruction on proper workflow and format.

The Human Resources (HR) Officer I HR, Officer II and HR Officer III

(Civilian Recruiters - 4) confer with hiring managers to ensure the documentation required to publish and recruit for a vacant position is received and processed. The HR Officer creates Job Requisitions and Job Planners during the recruitment process by utilizing JobAps, creates a Training and Experience or Streamlined Exam Plan to establish parameters to rate the applicants, prepares and maintains recruitment files for the DBM annual audits, provides recruitment-related advice and guidance to Departmental personnel, and conducts training sessions on the civilian recruitment/hiring process for Department personnel.

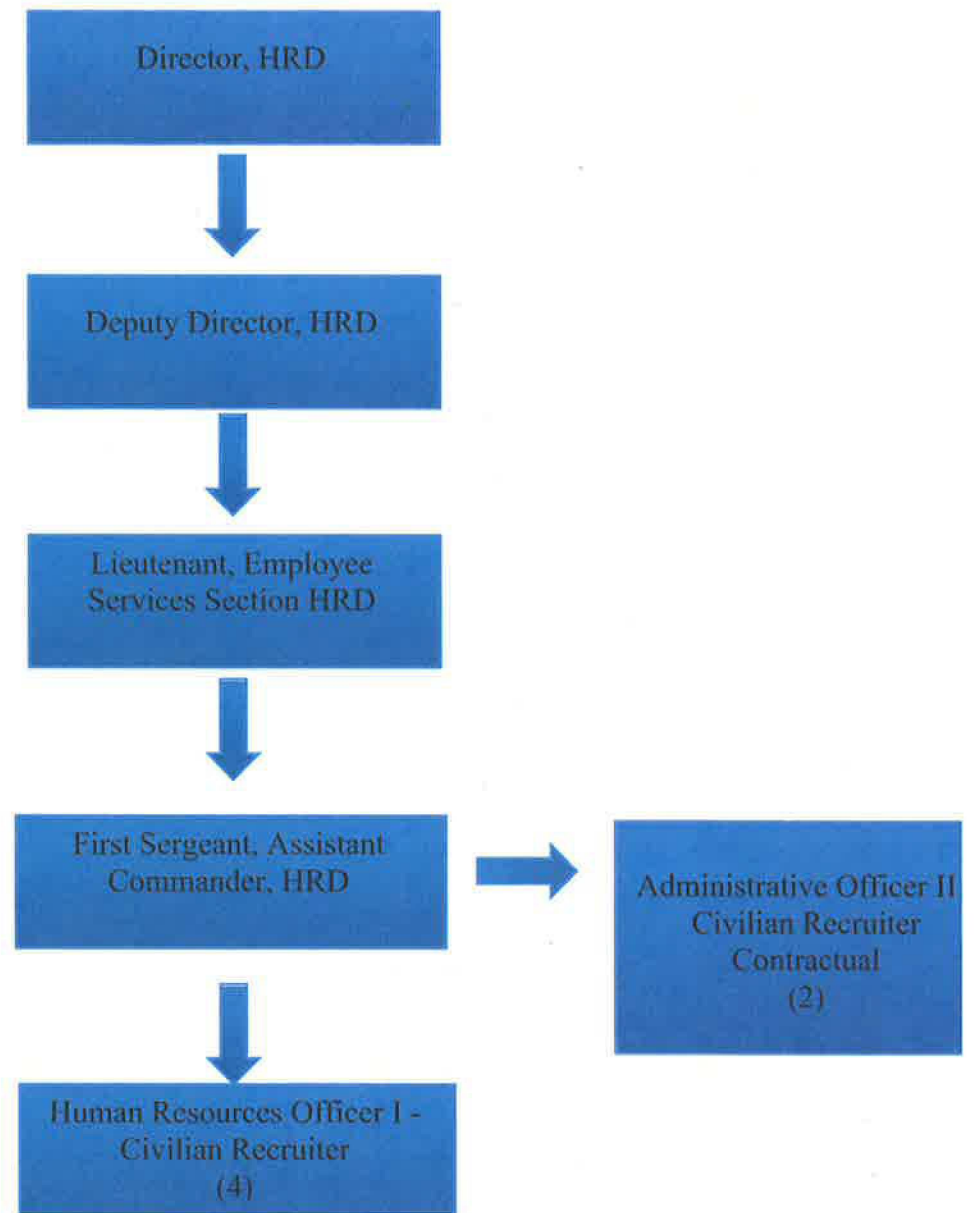
The Human Resources (HR) Administrative Officer (Civilian Recruiter/Contractual – 2)

confers with hiring managers to ensure the documentation required to publish and recruit for a vacant position is received and processed. The HR Administrative Officer creates Job Requisitions and Job Planners during the recruitment process by utilizing JobAps, create a Training and Experience or Streamlined Exam Plan to establish parameters to rate the applicants, prepares and maintains recruitment files for the DBM annual audits, provides recruitment-related advice and guidance to Departmental personnel, and conducts training sessions on the civilian recruitment/hiring process for Department personnel. Each contractual position is typically assigned a focused recruitment for high volume recruitment customers such as Licensing and Forensic Sciences Division vacancies. Each contractual position may be assigned other recruitments as determined by the ESS Assistant Commander.

The Human Resources Officer, and Administrative Officer conduct general civilian recruiting for all positions, however, each has a particular focused recruiting area such as: Police Communications Operators, Aviation Division, Forensic Sciences Division and recruiting events/job fairs.

Chart A:

ESS – Civilian Recruitment Unit - Organizational Chart (Dec 31, 2022)



APPEARANCE

Civilian recruiters will present a neat, professional appearance at all times. Participation in job fairs and career day programs will be conducted in the appropriate civilian attire. Appearance and grooming standards will be in compliance with all Departmental policies.

CONDUCT

Civilian recruiters must always act in a professional manner because of the high-profile nature of the position. Their demeanor and appearance must be appropriate to affect a positive response from all individuals contacted. There must be strict adherence to Department regulations pertaining to appearance and actions.

All information disclosed by an applicant is confidential and will only be released to authorized members of the Department or designated individuals when a signed Human Resources Division Authorization for Release of Information Form (Form 81) is presented.

Civilian recruiters will keep all contacts with applicants and potential applicants strictly professional. Fraternization with applicants or potential applicants is not allowed. Any recruiter whose conduct reflects negatively upon the image of the Department or HRD shall be subject to disciplinary action, reassignment or separation of employment.

QUALIFICATIONS

Civilian Recruiters must be able to:

- Communicate (both in writing and verbally) well with Department personnel, applicants, and citizens;
- Enumerate the opportunities awaiting an individual who pursues a career with the Department with 100% accuracy;
- Be prepared to competently respond to issues and concerns important to the individuals encountered;
- Exhibit confidence, enthusiasm, and professionalism when dealing with large and small groups of people; and
- Make presentations that are informative and easily understood.

KNOWLEDGE

Civilian Recruiters must possess a thorough knowledge of the Department's general duties, policies, employment benefits, and responsibilities. Further, civilian recruiters must maintain a knowledge of DBM hiring policies, Equal Employment Opportunity requirements and COMAR. Civilian Recruiters must have a comprehensive understanding of the recruiting process and be able to explain the advantages of being an employee of the Department to include: promotional opportunities, specialized units, retirement, and employment benefits.

CIVILIAN RECRUITMENT / RECRUITER TRAINING

The MSP will maintain a strong relationship with the Department of Budget and Management to ensure new and tenured civilian recruiters are provided with updated training on recruiting and hiring practices. The following training and practices will enhance the current recruiting policies and procedures:

- Reviewing all HRD SOPs;
- Reviewing the DBM policies and guidelines regarding the role of Human Resources personnel within the Department;
- Reviewing Streamlined Selection vs. Streamlined Certification requirements;
- Reviewing DBM's JobAps List Sharing procedures to identify, if needed, qualified applicants for similar positions from Certification Lists from other State agencies;
- Learning the "Best Practices" of HRD civilian recruiting through training provided by DBM's Recruitment and Examination Division (RED);
- Civilian recruiters may also refer citizens to sworn recruiters for sworn Trooper Candidate positions; and
- Utilizing trained agency specialists in identified units, to assist with civilian recruiting.

MINIMUM QUALIFICATIONS FOR CIVILIAN POSITIONS

- Education and experience requirements will be listed on the job posting for each class specification; and
- Specialized and technical civilian positions may require advanced education and certifications which will be listed in detail on the job posting.

CIVILIAN EMPLOYEE BENEFITS

- Paid leave vacation:
 - 10-25 days per year, based on years of service
 - Sick Leave: 15 days per year
 - Personal Leave: 6 days per year
 - Holidays: 12 days per year
 - Military Leave: Up to 15 days per year
- Military credit toward retirement;
- 401K and 457 options;
- Retirement options; and
- Health, prescription, dental and life insurance benefits (employee and family).

RECRUITING PROCESS

JobAps Application – This is the first step in the application process. Applicants must go on-line to the Department of Budget and Management's website (www.dbm.maryland.gov) and submit a properly completed job application. Once completed, annotated and approved, interviews will be scheduled and conducted by the hiring manager.

HRD maintains a Vacancy Log, which the recruiters are responsible for, the initial entry and updating the Vacancy Log as the recruit process advances through the various stages, until complete. The log allows HRD supervisors and HRD Command staff to monitor the progress and provide updates to questions by hiring managers or other vested/interested parties.

Annotation - Annotation is generally completed by the civilian recruiter using the MS-22 or other related documentation. For specialized hiring, specifically Forensic Science and Information & Technology related, the annotation is completed by the hiring manager due to the technical terminology associated with the position.

Eligibility List - The eligibility list is composed by the civilian recruiter who was responsible for the job posting. The recruiter provides the list to the installation commander/director with directions on how to proceed. All hiring will be done in conformance with PER 03.05.

Civilian Applicant Interviews – Applicant interviews are assigned to installation commanders/directors by the HRD. Commanders/Directors or their designee will chair the interview boards which will consist of three members who will document their assessment and submit their findings. HRD Recruiters must ensure that hiring managers are aware that the following HUB training: MDTRN - DBM: Interviews: Panels and Processes must be completed before any person can serve on an interview and selection panel. Each hiring manager and the HRD Director can verify if board members have completed the required training. Whenever possible, interview boards will be composed of a diverse group of Department members.

HRD is the central repository for all Department MS-22s. Commanders/directors are encouraged to obtain the most up-to-date MS-22s from HRD. Commanders/Directors will be responsible for ensuring the applicant is provided with a current Form MS-22 for the position applied for, so the applicant may review the essential job functions prior to the interview.

Each board member (assessor) will reach their score independently and will rate the applicant in terms of their knowledge of the position, subject matter and their overall fitness for the position. The board will review their independent scores and confirm all assessors are scoring within two points of each other on each question before the oral board packet is submitted. All interview material will be forwarded to the respective HRD recruiter in a timely fashion.

Background Investigations – Assignment of background investigations will be the responsibility of the Commander/Director where the vacancy exists unless the HRD agrees to conduct the investigation. In this case, the background investigations will be tracked and assigned by the Applicant Background Investigation Unit (ABIU) supervisor. All background investigations will be completed within 30 days with 100% accuracy, and all will be forwarded to the ABIU

supervisor who will review for completeness and accuracy. The ESS commander will review the background investigation for conformance to policy and statute.

Background investigations will normally also include a polygraph examination. The civilian recruiter will direct a polygraph to be done for all applicants with the exception of Central Records Division employees, who will be required to complete a pre-employment polygraph examination. The pre-employment polygraph examination will be conducted by the Maryland State Police Polygraph Unit. The polygraph examination will be given to the applicant only after a conditional offer of employment is made by HRD. The completed booklet will then be reviewed by the civilian recruiter for any obvious problems/disqualifications then forwarded to the Polygraph Unit supervisor for a second review and forwarding to an examiner for scheduling.

Medical Exams (Only if applicable) – The medical phase of the process will be administered at the direction of the Department Physician and will consist of a physical examination, vision and hearing tests, urinalysis, psychological evaluation (PCO only), drug screening, and other testing as needed, based on the applicant's medical history. The ESS will communicate directly with Medical Section personnel. Applicants who fail the medical portion will be removed from the process for the amount of time specified by the Department Physician. Completed medical processes will be valid for one year or as indicated by the Department Physician.

Final Offer of Employment – Final offers of employment are issued by the Director of the Human Resources Division to an applicant that has successfully completed all phases of the application process and has been selected by the hiring manager.

CIVILIAN RECRUITMENT TIMELINE

There are several variables to consider in the civilian recruitment timeline, beginning with the job posting and continuing to the start date of employment. The ideal applicant could be hired in approximately 3 months. This takes into consideration that the applicant successfully completes all phases of the hiring process and does not require any additional follow-up action in any of the phases. The hiring process timeline may be extended up to 6 months, and in some cases longer depending on the variables associated with each phase of the process. The following variables can affect the processing time:

- The submission of the MSP Form 12 and the Hiring Freeze Exemption Request, which is dependent upon the timely submission by the hiring manager, and review by the Chain of Command / DBM;
- Submission / Approval of Job Requisition (1-2 days);
- Submission / Approval of Job Planner (1-2 days);
- Job Announcement / Posting (14-day minimum posting);
- Annotation of applications which is dependent upon the job classification and type of recruitment;
- Establishing the eligibility list (1 day);
- Scheduling and conducting interviews for applicants on the eligibility list (2-3 weeks);

- Scheduling of Polygraph examination and the receipt of the examination results/report (7-21 days, and this does not include re-tests or postponements);
- Scheduling of the psychological examination, physical examination, and drug testing (if applicable) and the receipt of the examination results/report (7-21 days);
- The scheduling of the Background Investigations (30 days required), and the receipt of the investigation results/report;
- The Administrative Review of the hiring packet by the Office of Equity and Inclusion (mandatory) and an Appointing Authority (7 days); and
- Final offer of employment is sent to the applicant after the completion of the administrative review (7 days).

To ensure applicants are processed, and vacant positions are filled in a consistent and timely manner, the following will assist in reducing the time to fill vacancies:

- Submitting the MSP Personal Acquisition Request Form (Form 12) and Hiring Freeze Exception Form (HFE) by the hiring manager, prior to the effective date of the resignation/retirement of a current employee for the soon to be vacated position;
- Interviews should be scheduled within a week of receiving the eligibility list from HRD, and the interviews should be conducted within two (2) weeks of receiving the eligibility list, absent extenuating circumstances;
- Establish a timeframe for hiring managers to return applicant interview packets to the HRD Civilian Recruiters (within 48 hours / 2 business days after the completion of the last applicant interview);
- Background Investigations are to be assigned and completed in 30 days and returned to the ABIU; and
- The Assistant Commander of HRD will contact the appropriate hiring manager if there is a delay in any of the aforementioned phases to address any concerns, and to ensure applicants are processed in a timely manner.

POSITION IDENTIFICATION NUMBER (PIN) TRACKING PROGRAM

The PIN Tracking Dashboard has been created and is maintained by the Department's Information Technology Division (ITD). The dashboard can track the effectiveness of hiring practices by monitoring the age / length of requisitions to fill vacancies. The PIN Tracking Dashboard will allow the Department to track, monitor, and evaluate standard speed and performance measurements for the different stages of the civilian hiring process.

CIVILIAN RECRUITMENT ADVERTISING

The HRD will utilize the Department's resources, to include the Office of Media Communications (OMC), and the Department photographer to create civilian recruiting materials and advertisements that can be used to promote the Department's vacant civilian positions.

- Recruiting brochures advertising open/continuous vacant civilian positions within the Department;

- Flyers listing job titles and brief job descriptions for the most commonly vacant positions; and
- Publishing vacant positions and their locations, as well as open/continuous positions on the MSP Civilian Employment webpage.

Civilian recruiting brochures and flyers are distributed to barracks/units/divisions, as well as regional field recruiters, similar to sworn recruiting brochures for display/disbursement at local recruiting events.

The Maryland State Police has partnered with Maryland State Ad Agency in a multi-year \$350,000 advertisement recruiting campaign. MSAA will produce Public Service Announcements for the Maryland State Police recruitment campaign for 2023 and for future campaigns. This partnership will help the Maryland State Police recruit new employees with an emphasis on increasing minority applicants including African American, Hispanic, and Asian. The campaign will concentrate in Baltimore City, Baltimore County, Montgomery County, Prince George's County and the District of Columbia.

Funding will be allocated for the following media areas:

- Ads for commercial radio and/or audio services such as Pandora;
- Media ads for Historical Black Colleges and Universities;
- Ads posts for social media platforms such as:
 - Google, LinkedIn, Instagram, and Twitter.

Any advertisement and/or posting will include geofencing. Geofencing will allow the Department to get the right content out at the appropriate time. Using a geofence helps to disseminate information about the Department and will dramatically assist with focused recruiting. Ads and notifications released during the appropriate times can help get applicants to our door.

LEADERSHIP and CAREER DEVELOPMENT SEMINAR

The Department actively engages young adults during the Leadership and Career Development Seminar. The three-day event is open to junior and senior high school students and college freshmen. The event strives to provide young adults with the opportunity to explore the many facets of a career in law enforcement and a career in our many civilian disciplines. Attendees will be exposed to various training workshops geared toward developing a greater understanding of law enforcement as well as leadership, character development and life skills. The program will include both classroom lectures and practical exercises.

The program includes the following curriculum: Maryland Department of State Police History, Paramilitary Organizations and Military Etiquette Emergency Communication, Defensive Tactics and Physical Skills, Firearms – Responsible Firearms Ownership, Arson and Explosives Investigations, Crime Scenes and Forensic Sciences, Criminal Intelligence (Crime Data Analytics), Medical Emergencies Troopers Encounter, Emergency Vehicle Operations and The Road to Becoming Maryland's Finest.

CADET PROGRAM

The Maryland State Police Cadet Program is managed by the assistant commander of the Employment Services Section. The program is designed to expose high school graduates that are 18 years of age to the duties and responsibilities of Maryland State Troopers and prepare them to become Troopers at the age of 21.

Cadets are assigned to work under the supervision of a Trooper within the Commercial Vehicle Enforcement Division (CVED) at a truck inspection station or on patrol. Cadets are tasked with inspecting commercial vehicles at a weight and inspection facility and assisting with roving operations. The cadet position is unique in that it is a civilian position, and cadets perform duties that do not require police authority.

The Employment Services Section's (ESS) Sworn Recruitment Unit of HRD will, with the assistance of CVED, recruit qualified applicants to the MSP Cadet Program. Cadet applicants undergo the same hiring process as individuals applying for sworn Trooper positions. This process is comprised of:

- an applicant orientation;
- a functional fitness assessment;
- a written examination;
- an oral interview;
- a polygraph and background investigation;
- medical and psychological examinations;
- and approval by the Police Selection Committee.

The ESS Civilian Recruiter will maintain contact with each cadet applicant throughout the hiring process and ensure they advance through each phase in a timely manner.

INTERNSHIP PROGRAM

The Department's internship program is designed to meet both the academic and career objectives of students while providing useful administrative and operational support services to the Maryland State Police. The program is managed by an Administrative Specialist III, Volunteer Coordinator, who is assigned to HRD. The objective is to place interns within one of the Department's three (3) Bureaus or the Superintendent's Office in positions closely related to their field of study and tracking their progress and experience throughout their internship. The goals of the internship program are to:

- Provide students the opportunity to become familiar with police operations and better understand, through direct experience and training, the complexities of the criminal justice system;
- Assist students interested in pursuing a law enforcement career with the Maryland State Police or other law enforcement agencies prepare for the police officer application process;

- Enable high school, college and graduate school students to earn course credits and gain valuable career-related experience through meaningful and appropriate volunteer work; and
- Retain interns that perform well during their internship, and encourage them to apply to vacant civilian positions of interest or within their field of study, or to Trooper Candidate positions.

Every intern applicant must first complete our on-line application and pass an abbreviated background investigation.

The Department will use the Agency's website, social media and recruiters to advertise and promote the Department's internship program. Internships will be completed in the fall, the spring or the summer. Applications for internships should be submitted within the following time frames:

- Fall: May 15 - June 15
- Spring: October 15 - November 16
- Summer: March 1 - March 3

*The above timeframe may be waived at the discretion of HRD.

MANAGEMENT ACCOUNTABILITY SYSTEM

The Department recognizes that every employee is a recruiter and their daily personal interactions with potential applicants are the most meaningful and impactful. Performance toward objective attainment will be monitored monthly by the Superintendent and executive command staff during the Department's Management Accountability System (MAS) meetings. The HRD will be responsible for providing commanders with the guidance, resources and tools necessary to achieve expectations.

ANNUAL UPDATE

The Director of the Human Resources Division will be responsible for the Civilian Recruiting Plan of Action and will update it annually by December 1st.