Performance Audit:
Police Hiring Practices

April 2021

City Auditor's Office

City of Atlanta

File #21.03

CITY OF ATLANTA

City Auditor's Office
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Performance Audit:

Police Hiring

Why We Did This Audit

We undertook this audit due to City Council concerns regarding Police hiring. Recent civic unrest has highlighted what media articles term a crisis in police hiring and retention across the country. We reviewed best practices for law enforcement agencies, recruitment, background, training, and hiring procedures for recruits and sworn officers. Lastly, we assessed how the Atlanta Police Department's hiring practices address community concerns.

What We Recommended

To improve the hiring process, Police should:

- partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application system, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system
- develop a procedure to track applicants who withdraw from the hiring process
- ensure consistent record retention and organization of background files
- work with Human Resources to make the updates in Taleo, or other application system, for applicant and personnel consistency
- work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers
- work with ACRB to consider requiring ACRB staff to prepare after-action reports of officer termination or disciplinary actions

For more information regarding this report, please use the "contact" link on our website at www.atlaudit.org

What We Found

While Police works with the city's Human Resources Department on portions of the hiring process, Police employees handle much of the applicant processing independently of Human Resources. From 2017 through September 2020, 12,129 individuals entered applications for police officer positions in the city's Taleo system. Of those applications, Police hired 171(1.4%) officers. Police's recruitment process is rigorous and is designed to disqualify candidates who fail to meet the department's hiring standards, which are structured to comply with POST's (Peace Officer Standards Training Council) standards and other best practices. As a result of these stringent standards, Police need a large pool of applicants to fill vacancies.

Police generally have a three-part recruitment process: 1) initial application, 2) waiver packet completion, and 3) background investigations. We found that 92% of applicants who began completing the waiver packet failed to finish it. Even a small improvement in waiver packet completion would have a beneficial impact—a 5% increase in waiver packet completion would yield an almost 50% increase in hiring, assuming the same rate of applicants passed the background checks. Police do not consistently use Taleo, the city's recruiting system, that is integrated with Oracle. From January 2019 to November 2020, Police hired 88 officers who never had records entered into Taleo.

We reviewed a sample of personnel files for 34 police officers hired between January 2017 and September 2020 and found that overall, the files indicated that the Police Department is following its hiring process and most of the files contained most applicable records.

Furthermore, Police partners with other agencies to offer several community-focused activities throughout the city, aimed at strengthening the department's relationship with residents and promote hiring of officers from the community. The officers hired by the Police Department are demographically consistent with the makeup of the city's residents. City Council recently expanded ACRB's (Atlanta Citizen Review Board) authority to include making hiring recommendations of police recruits, and observing applicant hiring interviews; Police and ACRB have not yet implemented this expanded role. Participating in the police officer hiring process is not unique to Atlanta; we identified five other cities whose citizen oversight entities have similar roles.

Management Responses to Audit Recommendations

Summary of Management Responses	
Recommendation #1:	We recommend that the Chief of Police partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application system, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system.
Response & Proposed Action:	A video tutorial will be created to assist applicants in completing their waiver packets. **Agree**
Timeframe:	April 2021
Recommendation #2:	We recommend the Chief of Police develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing.
Response & Proposed Action:	Currently APD is tracking applicants who withdraw from the hiring process. A formalized survey will be developed. **Agree**
Timeframe:	April 2021
Recommendation #3:	We recommend that the Chief of Police continue to ensure consistent record retention and organization of background files. Furthermore, we recommend the Chief of Police ensure that officers note when background files are removed for any reason.
Response & Proposed Action:	A file tracking log has been maintained and will continue to be maintained. **Agree**
Timeframe:	March 2021

Recommendation #4:	We recommend the Chief of Police work with Human Resources to make the following updates in Taleo, or other application system: identify the appropriate step and status tool within the system to track and communicate with all applicants, thus managing the applicant's expectations during the hiring process, contact AIM (Atlanta Information Management) to configure the Police website home screen and revise application content as needed, meet with Human Resources Talent Acquisition staff to review the requisition to determine the correct "rolling" position I.D. , Police should indicate if the candidate "passed or failed" within Taleo when the background investigation is completed, complete the employment verification and upload supporting documentation into Taleo, and schedule a Taleo training session with Human Resources regarding downloading and printing the online applications from the Taleo system.	
Response & Proposed Action:	APD will provide AIM with the necessary input to revise application content to meet our needs. APD will provide HR with the necessary input to develop future application processing systems to meet our needs, as Taleo does not meet our applicant/background investigation needs.	**Partially Agree**
Timeframe:	TBD by HR and AIM	
Recommendation #5:	We recommend the Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers.	
Response & Proposed Action:	The Background and Recruiting Unit will post job fairs on the departments facebook page and the Background and Recruiting Facebook page, so that ACRB members can participate in the initial interview process.	**Agree**
Timeframe:	June 2020	
Recommendation #6:	We recommend that the Atlanta Citizen Review Board consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate.	
Response & Proposed Action:	The ACRB commits to the development and implementation of an after-action process and reporting of officer termination or disciplinary actions to include an audit process of the hiring and disciplinary protocols and requirements on specific actions.	**Agree**
Timeframe:	June 2021	

CITY OF ATLANTA

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April 1, 2021

Honorable Mayor and Members of the City Council:

We undertook this audit due to recent civic unrest that highlighted a national crisis in police hiring and retention across the country. Our recent audit of city hiring processes excluded public safety because the processes followed are different. We reviewed the recruitment, background investigation, and hiring procedures for recruits and sworn officers to address how the Atlanta Police Department's hiring practices address community concerns.

We found that the Atlanta Police Department's hiring processes are consistent with best practices and internal procedures. Our recommendations focus on better use of technology to communicate with and track applicants to expand the candidate pool. We also recommend the department work with ACRB (Atlanta Citizen Review Board) to define its role in hiring consistent with recent legislation.

The Audit Committee has reviewed this report and is releasing it in accordance with Article 2, Chapter 6 of the City Charter. We sent the draft report to management on March 2, 2021, and received the final response on April 20, 2021. We appreciate the courtesy and cooperation of city staff throughout the audit. The team for this project was Randi Hadeen, Duane Braithwaite, and Imani Adams.

Amanda Noble
City Auditor

Daniel Ebersole, Vice Chair
Vice Chair, Audit Committee

Police Hiring Practices

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List of Exhibits

Introduction

The City Council expressed interest in a performance audit of the hiring process, and our August 2020 audit of city hiring processes excluded public safety because the processes are different. Recent civic unrest has highlighted what the media refers to as crisis in police hiring and retention across the country. The audit will review best practices and assess congruence between the Atlanta Police Department's hiring processes and strategies and its mission. The audit will also review the recruitment, background, and hiring procedures for recruits and sworn officers and assess whether they are consistent with benchmarks for law enforcement agencies. The audit also examines how the Atlanta Police Department's hiring practices address community concerns.

Background

Police Face Public Scrutiny and Unique Hiring Challenges

The Bureau of Labor Statistics projects that employment of police and detectives will grow five percent from 2019 to 2029, faster than the average for all occupations. Despite these demands, agencies are facing difficulty in recruiting and hiring police officers. The profession is facing a workforce crisis, with fewer people applying to become police officers and more people leaving the job, often after only a few years. In three of the past four years, separations exceeded hires for Atlanta police officers. According to a 2019 member survey conducted by the International Association of Chiefs of Police, the challenge of recruiting officers is widespread and affects agencies of all types, sizes, and locations across the country. The survey found that the difficulty in recruiting officers is due to multiple social, political, and economic reasons. Public perception, media coverage, and challenges in applicants progressing through the hiring process, particularly passing background checks, were also cited as barriers to hiring.

Civil unrest resulting from use of force incidents has led to officer turnover in the department. The COVID-19 pandemic has further complicated the recruitment process. According to the department, the pandemic has slowed hiring by extending the process for completing applicant background checks, because the department relies on external agencies to provide background information. Also, social distancing requirements limit the number of new officers entering the Police Academy.

Police's Hiring Process Differs from Other City Departments

Although the Police Department works with the city's Human Resources Department to advertise positions, review applications, enter positions into Oracle, and assist in onboarding officers, Police employees handle much of the applicant processing independently of Human Resources. In other city departments, applicant background checks are managed by Human Resources. Police's applicant screening process is also more comprehensive than the process the city uses to screen other employees.

The Atlanta Police Department is divided into six different divisions, as shown in Exhibit 1. The Background and Recruitment Unit manages the recruiting and hiring process. The unit is located within the Corporate Services Section, which is under the Support Services Division in the department.

Exhibit 1: Background and Recruitment Unit Manages Police Hiring
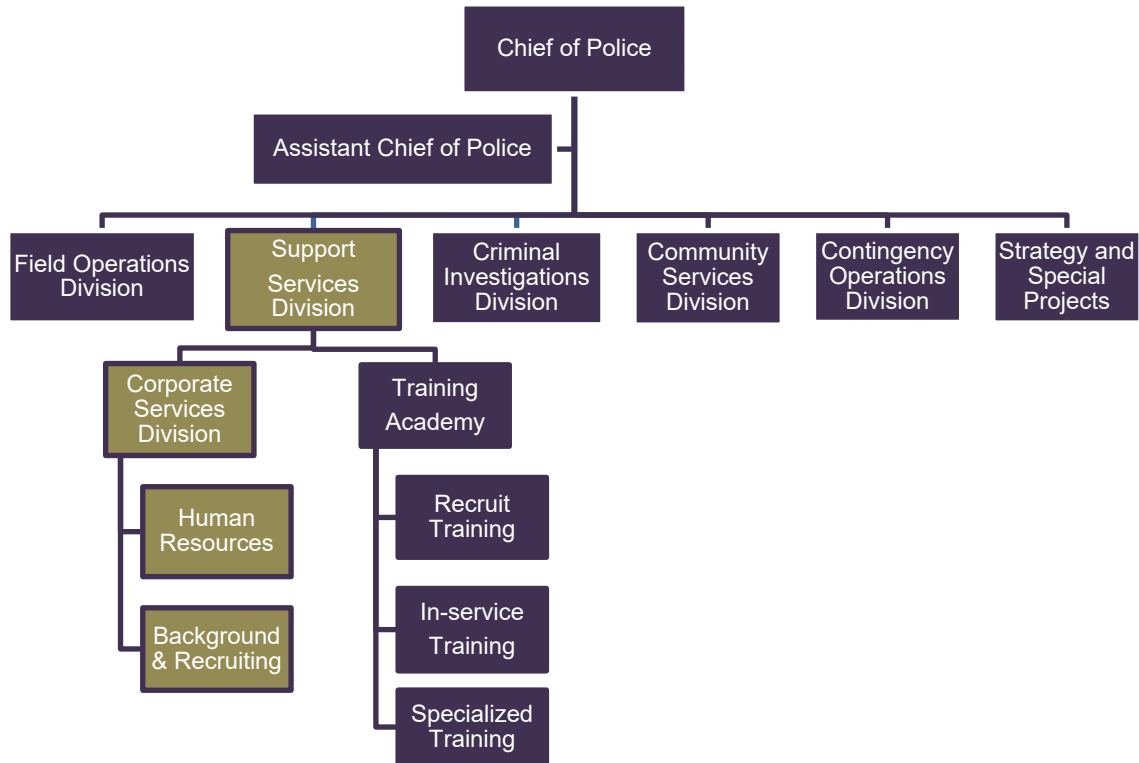
Source: Developed by auditors with information from the Atlanta Police Department website.

The recruiting process for police officers is as follows:

Requisition created - Human Resources' Information Systems (HRIS) staff create a requisition for the position and Human Resources Talent Acquisition (HRTA) staff posts it in Taleo, the city's online recruiting system. Because the positions are subject to high turnover, they are posted without an end date, called "evergreen" positions (see Exhibit 2). The positions are accessible through Taleo from a link on the city's website.

Applicants apply in Taleo - applicants apply for posted positions by completing an online application and questionnaire and submitting supporting documents. Talent Acquisition staff reviews the submittals and sends a list of eligible candidates to Police. Police began using Taleo to accept applications in July 2019. Depending on the applicants' responses to the questions on the questionnaire, they may be deemed ineligible to move to the next step in the hiring process.

Exhibit 2: Applicants Are Initially Screened by Human Resources
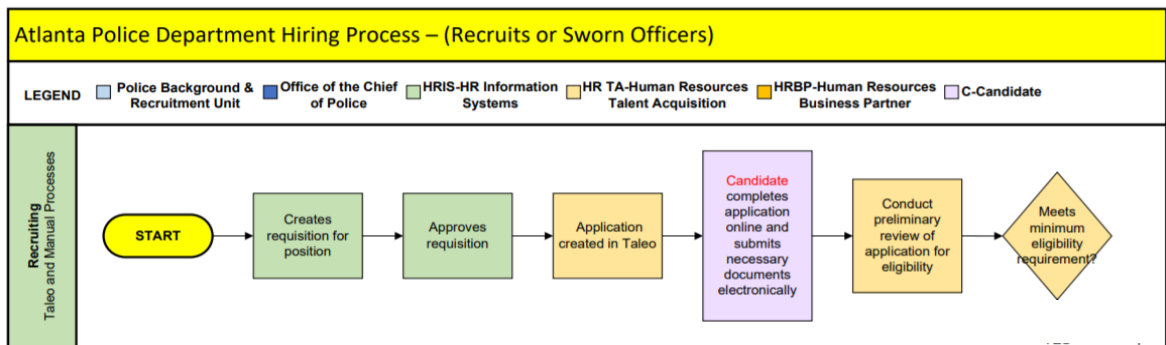
Source: Developed by auditors based on Human Resource's procedures.

Waiver packet completed – Police background and recruitment staff contacts eligible applicants through email and sends a "waiver packet" for applicants to complete. The waiver packet requires applicants to provide information such as contact information, social security number, employment, residential, and financial history, and references. Applicants must also sign an employment waiver stating that employment is contingent on completing a background investigation and fitness test.

Police staff reviews waiver packets for completeness. If the packet is complete and the applicant passes criminal and credit checks, Police schedules the applicant for an initial interview.

Background investigation – a police background and recruitment investigator is assigned to begin the background review which includes:

- seven-year driver's license check
- in-person interview
- physical agility test
- fingerprinting
- Accuplacer test (educational assessment) if applicant does not provide S.A.T. or A.C.T. scores
- employment history, military history, and character reference history check

Once these steps are completed, the investigator forwards the file to a police sergeant in the recruitment unit for review. The sergeant reviews the file and notes any concerns on a memorandum stating whether the applicant is recommended or not for conditional hire. The memo must also contain the signature and recommendation of a lieutenant and major in the recruitment unit, and if all officers recommend the applicant, the file is sent back to the investigator (see Exhibit 3).

The applicant's file is placed into a conditional hired status. Applicants must then pass the following to move forward in the process:

- drug screening
- psychological screening
- medical evaluation
- Computer Voice Stress Analyzer (CVSA) test, in which a technician asks the applicant a series of questions and seeks to infer deception from stress measured in the voice

After completing the four screenings, a sergeant reviews the file and drafts a final approval memorandum for review by the lieutenant, major, deputy chief, assistant chief, and police chief, with any areas of concern noted from the assessments. If all officers recommend the applicant for approval, Police sends a copy of the final memorandum, along with an affidavit certifying the results of the medical and drug screening tests, to the Human Resources Business Partner (HRBP). The police chief makes the final hiring decision. Police then contacts the applicant by telephone and email and extends an offer of employment.

Offer of employment - if the applicant accepts the offer of employment, a Human Resources Business Partner (HRBP) starts the onboarding process. Human Resources staff meets with the police recruits to explain the hiring process, enters the employee record in the city's Oracle system, and the applicant is then released to the training academy (see Exhibit 4). Academy recruits are considered full-time

employees but are not yet sworn officers until they graduate from the Police Training Academy. The academy lasts for 22 weeks and includes a minimum of 920 hours of classroom training and 480 hours of field training.

Exhibit 3: Background Investigation is Conducted by Police
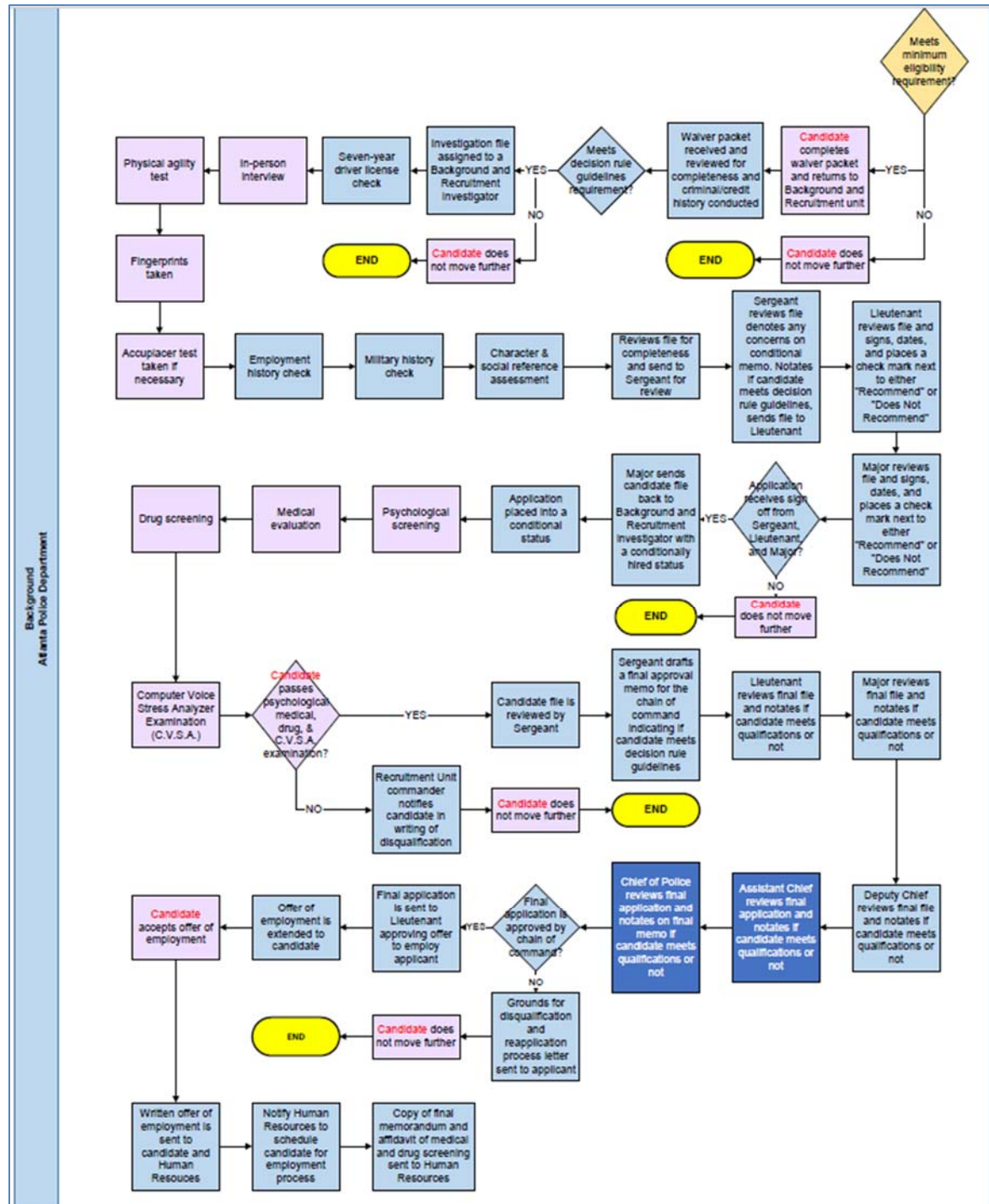
Source: Developed by auditors based on Atlanta Police Department procedures.

Exhibit 4: Human Resource Business Partners Assist in Onboarding Police Recruits
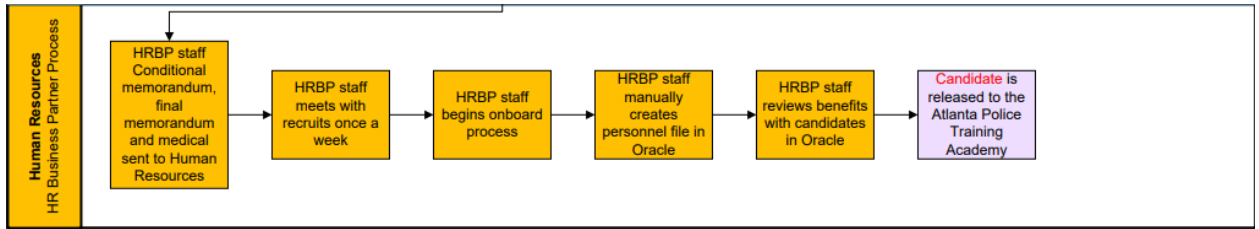
Source: Developed by Auditors based on Human Resource's procedures.

Applicants Must Meet Minimum Hiring Criteria

To be eligible as a sworn officer, applicants must meet a comprehensive set of minimum criteria. Applicants must be United States citizens, on track to graduate from the police academy by at least the age of 21 years old, hold a driver's license, and have received a high school diploma. Applicants with military history must have been honorably discharged. Successful completion of the cognitive skills assessments must be shown, and applicants must have a visual ability of at least 20/100 in each eye, corrected to 20/20 with glasses, contact lenses, or surgery.

Police also use various disqualification factors and conditions for applicants such as:
- any felony conviction including cases under the First Offender Act and expunged or sealed cases
- pending traffic or criminal charges
- deliberate omissions or falsehoods during interview questions
- any repeated convictions of an offense indicating disrespect for the law, a lack of good moral character, or disposition towards violence and disorder
- discharge from employment, where the discharge indicates poor behavior and/or an inability to adjust to discipline
- any discharge documentation suggesting that service ended under less than honorable conditions
- conviction for larceny or theft over $500
- conviction for any domestic violence offense
- failure to pass all medical, physical, and psychological examinations
- use of illegal drugs in violation of the Police Department's pre-employment drug policy
- any alcohol or drug convictions or five or more moving violations within three years of the date of application

- refusal to submit to blood alcohol content test will be treated as a conviction
- three or more convictions for speeding in excess of 30 miles per hour over the speed limit within the entire driving record
- three or more chargeable traffic accidents within five years prior to the date of application
- a driver's license that is currently suspended, revoked, or expired
- conviction for vehicular homicide, or hit and run
- probation or parole status
- tattoos displaying the following are prohibited: racism, obscenity or profanity, political in nature, gang or drug-related, undermining city of department values, sexism or sexually suggestive or explicit, and any head or face tattoos

Hiring Practices Must Comply with Legal Requirements

Federal equal employment laws are in place to protect against discriminatory hiring practices. Also, state guidelines are in place for minimum requirements for police officers. Both the federal and state requirements are incorporated in the city code and in the Atlanta Police Department's hiring procedures for officers.

Specifically, Title VII of the Civil Rights Act – 42 U.S. Code Section 2000e-2(a), makes it unlawful for an employer to refuse to hire an individual due to their race, color, religion, sex, or national origin. Also, the Americans with Disabilities Act – 42 U.S. Code Section 12112(a) states that no employer shall discriminate against a qualified individual on the basis of disability in regard to job application procedures.

Additionally, state regulations establish standards to become a peace officer in Georgia. The Georgia (POST) Peace Officer Standards and Training Council, established in 1970, in Title 35 Chapter 8 of the Official Code of Georgia, provides guidelines for qualified, trained, competent peace officers. The training council sets the standard for training and certification and offers technical support to law enforcement. The Council is responsible for establishing the minimum training standards and curriculum for law enforcement personnel. Some of the minimum requirements provide that officers must be at least 18 years old, a United States citizen, hold a high school diploma or GED, not have any felony or state convictions, and consent to fingerprinting and a criminal background check. Officers must also be free from any physical, emotional, or mental conditions that might affect the exercise of any assigned duties.

City code Sections 114 et. seq. incorporates and is consistent with federal and state law requirements by defining recruitment criteria. The Police Department has also incorporated these employment guidelines into their recruiting and hiring procedures.

Audit Objectives

This report addresses the following objectives:

- Are Police's hiring processes for recruits and sworn officers consistent with benchmarks for law enforcement agencies?

- Are Police following recruitment, background, training, and hiring procedures for its recruits and sworn officers?

- How do Police's hiring practices address community concerns?

Scope and Methodology

We conducted this audit in accordance with generally accepted government auditing standards. We reviewed departmental procedures and hiring data from calendar years 2017 to September 2020.

Our audit methods included:
- interviewing Human Resources, Human Resource Information Systems, and Police to determine departmental practices

- analyzing data of new hires, and terminations from January 2017 to November 2020 to analyze attrition

- conducting a review of a sample of Police hires to examine whether Police followed and documented its hiring processes

- tracing applicants through the recruitment process data from January 2019 to November 2020 to identify stages in the process in which officers became disqualified

- reviewing city code, state code, and federal regulations related to Police recruitment and hiring

- reviewing Police's recruitment policies and procedures and interviewing staff to understand hiring practices

- creating process maps of Police hiring steps to understand the entirety of the hiring process

- reviewing relevant media articles

- reviewing hiring applications from the Atlanta Police Department, East Point Police Department, Clayton County Police Department, Dekalb Police Department, and Gwinnett Police Department to identify whether applicant qualifications are comparable

- reviewing best practices in other cities and industry resources to determine benchmarks for officer recruitment

- reviewing Georgia Police Officer Standard Training regulations to identify state requirements

- reviewing Atlanta Citizens Review Board policies and interviewing its executive director to understand the agency's role in selecting police officers

Generally accepted government auditing standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Findings and Analysis

Rigorous Hiring Process Seeks to Disqualify Unsuitable Candidates

From 2019 through September 2020, individuals entered 12,129 applications for police officer positions in the city's Taleo system, and of those, Police hired 171(1.4%) officers. Police's recruitment process is rigorous and is designed to disqualify candidates who fail to meet the department's stringent hiring standards, which are structured to comply with POST's (Peace Officer Standards Training Council) standards and other best practices. As a result of these stringent standards, Police needs a large pool of applicants to fill vacancies. The city's requirements are similar to other large cities in the metropolitan area. The department's ideal police officer candidate would meet POST requirements, ideally have a military background or college experience, be invested in the community, and driven to help Atlanta's citizens, which is consistent with the department's mission.

Police has a three-part recruitment process: 1) initial application, 2) waiver packet completion, and 3) background investigation. We found that 92% of applicants who began the waiver packet failed to finish it. Even a small improvement in waiver packet completion would have a beneficial impact—a 5% increase in waiver packet completion would yield a 50% increase in hiring, assuming the same rate of applicants passed the background investigation. To increase the applicant pool, we recommend that the Chief of Police partner with Human Resources to assess the feasibility of automating waiver packet distribution in Taleo, or other application system, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system. Police do not consistently use Taleo, the city's recruiting system, that is integrated with Oracle. From January 2019 to November 2020, Police hired 88 officers who never had records entered into Taleo. We recommend that Police work with Human Resources Information Systems staff to automate as much of the application process as possible, which would help to streamline the hiring process and improve communication between applicants and Police, likely increasing the number of applicants eligible for hire. It would also help Police better track the number of individuals who apply for positions.

We reviewed a sample of personnel files for 34 police officers hired between January 2017 and September 2020 and found that overall, the files indicated that the Police Department is following its hiring process and files contained most applicable records. The files were well-

organized. While some files were missing documentation, they provided sufficient evidence that the department followed its hiring process. We recommend that the Chief of Police ensure records are kept in the files and officers note when background files are removed for any reason.

Large Applicant Pool Is Needed to Hire Officers

Over the last two years, individuals entered 12,129 applications for positions in the city's Taleo system, and of those, Police hired 171(1.4%) officers. The largest number of applicants voluntarily discontinued the process during the waiver packet completion phase; 92% of applicants who received a waiver packet failed to submit the completed packet. The packets are emailed to applicants, who must print them out, complete them by hand, then scan and email them back to Police recruiting staff. In order to identify a suitable pool of applicants to fill vacancies, Police needs a large number of applicants from which to select; making it easier to complete the packets may help to increase the applicant pool. To increase the applicant pool, we recommend that the Chief of Police partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application systems, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system.

Over the same period, 74% of applicants who underwent background investigation were suspended from the process, with 19% withdrawing voluntarily. We recommend the Chief of Police develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing.

Police hired about one percent of applicants over a two-year period. Applicants entered 12,129 applications into Taleo between January 2019 to November 2020, and 171(1.4%) recruits successfully completed the hiring process and were subsequently hired by Police. We analyzed the number of applications that candidates entered into the Taleo system to begin the recruitment process and tracked applicants through the various phases of the hiring process. In some cases, applicants entered more than one application into the system. We identified the stage in which applicants exited the process—either voluntarily or failed to meet the qualifications to move to the next phase. We identified actual hires by reviewing employee data from Oracle.

As shown in Exhibit 5, of the 12,129 applications received, 35% were either incomplete or did not meet requirements. Of the 7,864 applications that were complete, 91.5% of the subsequent waiver packets were incomplete. Of the 667 applicants who were eligible to

move to the background investigation phase, 171 applicants were hired which account for about 1% of the total applications received.

Overall, only a small number of applicants were able to complete required documents, pass the background investigation process and be recommended for hire. Of the 12,129 applications initially entered into Taleo, only 171 applicants were hired as recruits. Police's rigorous recruitment process is designed to weed out applicants who do not meet the department's standards and are not well-suited for the job; as a result, Police must rely on a large pool of applicants to fill vacancies.

Exhibit 5: Few Applicants Are Able to Complete Police's Hiring Process

667 applicants began background investigation

- 12,129 applications entered into Taleo
- 4,265 (35.2%) applications incomplete/disqualified

Application

Waiver Packet
- 7,197 (91.5%) waiver packets incomplete/ disqualified

7,864 applications qualified

- 496 (74.4%) applicants suspended from background investigation

Background Investigation

Applicants Hired
- 171 (1.4%)

171 applicants passed background investigation

Source: Developed by auditors from data obtained from Human Resources, Taleo and Oracle.

Even small improvements in applicants completing waiver packets would have a beneficial effect on hiring. As shown in Exhibit 5, 91.5% of applicants failed to complete the waiver packet, which is the recruitment phase in which the largest number of applicants are disqualified. According to state Peace Officer Standard Training (POST) guidelines, applicants are required to complete and submit a packet that includes a waiver, personal history, and application documents. Police recruiting officers email the packets to applicants, and applicants must print them out, complete them by hand, and scan and email them back to the officer. Police told us that the current process requires an officer to communicate with each applicant through email on a one-on-one basis, which is time-consuming and difficult to manage. Frequently miscommunication occurs between Police and applicants causing a delay

or resulting in applicants being disqualified from the process. Also, applicants are unsure of their status in the recruitment process.

Improving the method in which applicants can complete waiver packets and putting a better communication method in place could make the process more efficient and would likely increase the number of completed waiver packets, increasing the applicant pool. A 5% increase in waiver packet completion would yield a 50% increase in hiring, assuming the same rate of applicants passed the background checks. To increase the applicant pool, we recommend that the Chief of Police partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application system, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system.

The department should also survey applicants who voluntarily withdraw from various stages of the recruiting process. As shown in Exhibit 6, 19% of applicants who returned the waiver packet voluntarily withdrew from the background investigation. We recommend the Chief of Police develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing.

Exhibit 6: 19% of Applicants Who Started the Background Investigation Withdrew Voluntarily
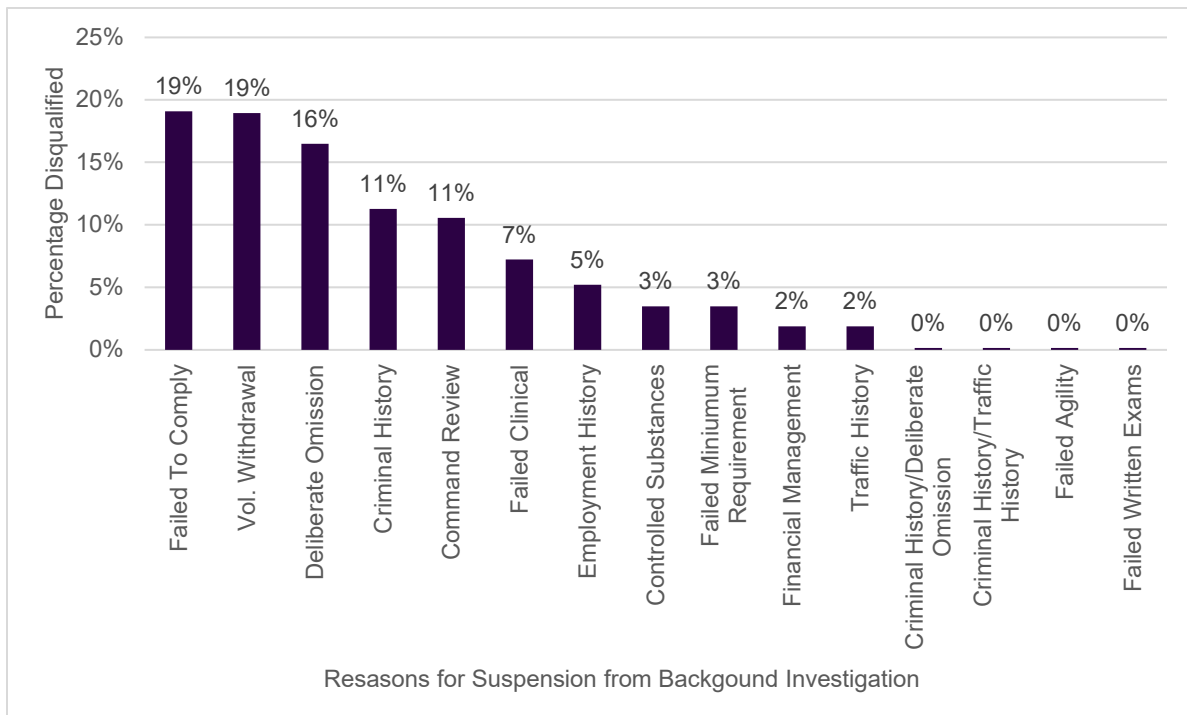
Source: Developed by auditors based on Police suspension data.

As shown in Exhibit 7, we found that 346 applicants were not processed through the Taleo system, and of those, 88 were hired. Human Resources confirmed that Police does not use the Taleo application for every hire, and instead allow applicants to apply directly to Police.

Exhibit 7: 88 Applicants Were Hired Without Being Entered into Taleo

Initial Applicants
In Taleo: 12,129
Outside Taleo: Unknown

Started Waiver Packet
In Taleo:7,864
Outside Taleo: Unknown

Underwent Background
Investigation
In Taleo: 667
Outside Taleo:346

Hired
In Taleo: 171
Outside Taleo: 88

■ Applicants in Taleo
■ Applicants Outside of Taleo
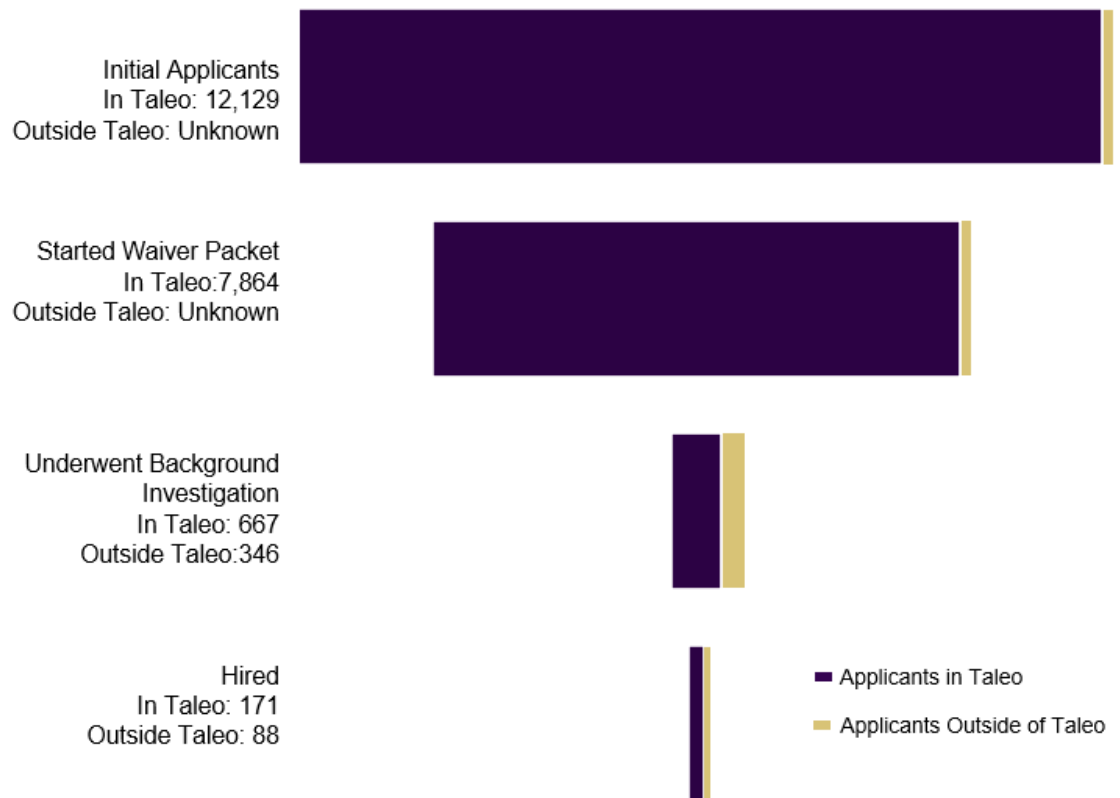
Source: Developed by auditors based on Human Resources Taleo data.

Some recruits do not complete the Police Academy, which further reduces the hiring population. According to command staff of the Police Training Academy, from February 2017 to October 2020, an average of 79% of recruits who started the academy graduated. This further reduces the already small hiring population; however, it is consistent with Police's goal of weeding out unqualified applicants (see Exhibit 8).

Police recruits receive a minimum of 920 hours of classroom instruction at the Academy and 480 hours of field training. Recruits become sworn officers once they complete the classroom portion of the Police Academy. The field training provides opportunity for the newly sworn officers to be observed in the environment in which they will eventually

work. Police told us that immediate disqualifiers from field training are accidental weapon discharge, driving under the influence (DUI), domestic violence, and any disciplinary actions.

Exhibit 8: Recruits Are Weeded Out in the Police Training Academy
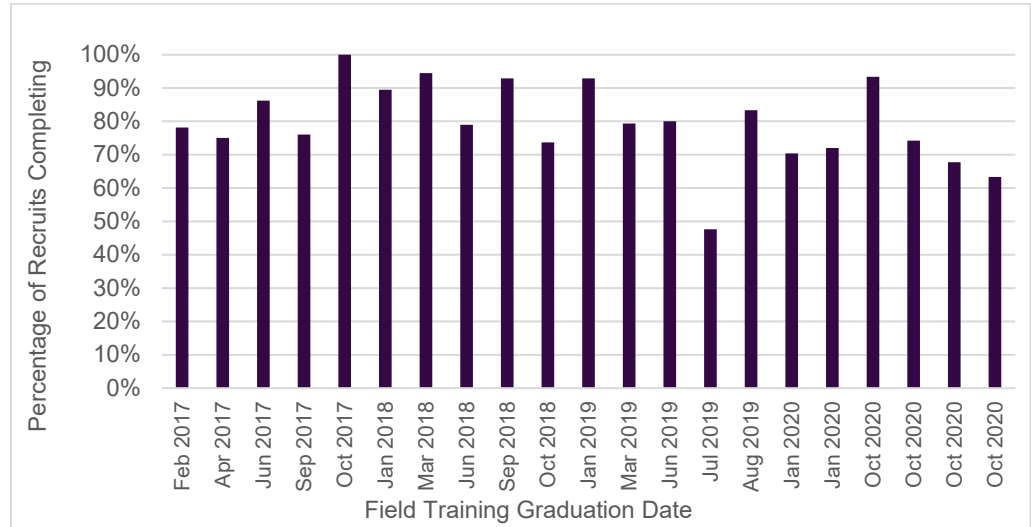
Source: Developed by auditors based on Police Training Academy data.

Police Are Following Internal Hiring Procedures

Our review of a random sample of 34 police officer personnel files hired between January 2017 and September 2020 found that overall, the Police Department is following its hiring process and the files contained most applicable records. The files were well-organized. Nine of the files were missing fingerprint cards, which Police told us were removed to be scanned and uploaded to a federal database. They said the fingerprints were located and placed back in the files. Three files were missing command staff signatures from the conditional and final memoranda, and two files were missing the clinical psychological screening signature and physical agility test records.

We recommend that the Chief of Police continue to ensure consistent record retention and organization of background files. Furthermore, we recommend the Chief of Police ensure that officers note when background files are removed for any reason.

Our review of a sample of personnel files of 34 officers found that overall, Police is following its hiring process, and most of the files contained complete records to document the recruitment steps. Also, the files were well-organized and orderly. We randomly selected a sample of Police officers hired between January 2017 to September 2020 based on the proportion of hires for each calendar year. We

selected 35 Police hires' background files to review. Police were unable to locate four files; therefore, we randomly selected an additional five background files and reviewed three of them.

We identified the high-risk processes covered in Police's background investigation process and used these as criteria to review the 34 employee files. We reviewed each file to review whether the following steps in the hiring process appeared to be followed and each item was documented:

- final memorandum: final hire memorandum noting any areas of concern for the applicant that requires signatures of a sergeant, lieutenant, major, deputy chief, assistant chief, and chief of police to note whether the applicant is recommended for hire
- conditional memorandum: conditional hire memorandum noting any areas of concern for the applicant that requires a sergeant, lieutenant, and major's signatures to note if the applicant is recommended for hire
- background results: background history, controlled substance usage, employment history, military history, test results, fingerprints and character statements, social references, and criminal/credit checks
- examinations: computer voice stress analyzer, drug screening, medical evaluation, clinical psychological examination, medical psychological examination, and physical agility test
- personal data form
- hire date

In our sample of 34 files, the hire dates from six files did not match the hire dates in Oracle. In two files, the final memorandum was missing a signature from a major and lieutenant. Also, a lieutenant's signature was missing from one of the conditional memoranda. A total of nine files were missing fingerprints, and one file was missing employment history from the background results. Two files in the examinations section were missing the clinical psychological screening signature and physical agility test (see Exhibit 9).

Police provided written responses to the missing documentation or discrepancy located in the background files. Police told us that the hire date in the file is tentative; therefore, it will not always match the hire date in Oracle. For the missing components in the background results and examinations sections, Police stated the documentation was located in a different area of the background files. Police explained that fingerprint cards are taken out of the files to be scanned and uploaded to a federal database and may not be returned to the files.

Police told us they located all missing fingerprints and added them to the files.

Exhibit 9: Overall, Police's Personnel Files Indicated Compliance with Hiring Process and Contained Supporting Documents

Review Criteria	# of Files with Instances of Non-Compliance
Hire Date	6
Final Memorandum	2
Conditional Memorandum	1
Background Investigation Results	10
Examinations and Assessments	2

Note: Missing documentation may be contained in multiple files.
Source: Prepared by auditors based on information received from Police and the Department of Human Resources.

We recommend that the Chief of Police ensure consistent record retention and organization of background files. Furthermore, we recommend the Chief of Police ensure that officers note when background files are removed for any reason.

Hiring Processes Are Consistent with Best Practices and Departmental Mission

The Atlanta Police Department's rigorous hiring process is consistent with POST's (Georgia Peace Office Standard Training) guidelines for selecting police officers. POST establishes the minimum training requirements to become a qualified, professionally trained officer, which Police are required to follow. Atlanta's police officer requirements and recruitment processes are also similar to other metro areas in the state. The department's ideal police officer candidate would meet POST requirements, possess a military background or college experience, be invested in the community, and driven to help Atlanta's citizens, which is consistent with the department's mission.

Hiring practices follow (POST) Georgia Peace Officer Standards and Training Council requirements. POST establishes best practices for police agencies to consider when vetting candidates during the hiring process. Police follow the POST Background Manual for Investigators to ensure that it selects quality candidates who will protect life and property, and prevent, detect, and investigate crimes. POST's Background Manual for Investigators contains a 12-step process for agencies to use to vet candidates properly:

1. preparing the packet, which includes a waiver, personal history, and required documents involved in the application process, which vary by agency
2. meeting with the candidate to explain the packet and communicate agency specific policies
3. reviewing the personal history statement and other completed/returned materials
4. meeting with the candidates to review the information provided, affirm that documents are correct and up-to-date, request explanations for responses as needed, and correct errors or oversights
5. collecting and submitting fingerprints to the F.B.I. and Georgia Crime Information Center
6. conducting background investigation
7. administering "detection of deception" exam, such as a polygraph, and voice stress analysis
8. conducting an interview to discuss inconsistencies
9. completing a narrative report
10. extending a conditional offer of employment to candidates
11. administering medical and psychological examinations and following up as necessary
12. extending a formal offer of employment, and the background should be completed

Police prepares a waiver packet, reviews personnel history documentation, collects fingerprints, completes a deception exam, compiles background reports, and follows a formal offer of employment with completed background investigation for recruits. Although POST guidelines recommend meeting with the applicant to explain the waiver packet, Police communicate primarily using e-mail.

Police's rigorous application process is consistent with POST's officer requirements, which state that candidates must:
- certify as a peace officer
- be a United States citizen
- be at least 18 years old
- have a high school diploma
- have no criminal convictions
- possess good character
- provide fingerprinting
- pass a psychological and physical examination
- complete applicable medical testing

We also compared Police's applicant requirements to DeKalb, Clayton, Gwinnett, and East Point Police Departments and found that the hiring processes and requirements were similar in each jurisdiction.

The Atlanta Police Department's recruitment techniques reflect the agency's philosophy and values. According to Police's website, it is "constantly looking for dedicated, community-minded individuals" to join its ranks. Police's core values are professionalism, integrity, commitment, and courage, which they promote through recruitment advertisements. Best practices state that agencies should clearly identify and prioritize specific traits and characteristics they desire consistent with the community's needs, and then hire officers who possess these ideals. Police identified specific traits it seeks in its candidates, including fairness, open-mindedness, and compassion to "create a safer Atlanta by reducing crime, ensuring the safety of our residents and building trust in partnership with our community."

According to Police, the ideal police officer candidate would comply with POST requirements, possess a military background or college experience, be community-minded, and driven to help Atlanta's citizens (See Exhibit 10). These characteristics align with the department's mission.

Exhibit 10: Police Department's Hiring Practices Reflect its Ideal Candidate

Utilize hiring practices guided by Georgia Peace Officer Standard Training Council and Internal Atlanta Police Department Standards

Promote applicants with Military Background and College Experience

Invest in the community by developing pathways in the Explorer Program, Police Athletic League (PAL), At Promise Youth Center, and Citizen's Police Academy

Use a rigorous hiring process to eliminate the potential of racial bias throughout the hiring process

Recruit individuals who are compassionate and driven to help the citizens of Atlanta

Mission Statement:
The mission of the Atlanta Police Department is to create a safer Atlanta by reducing crime, ensuring the safety of our residents and building trust in partnership with our community.

Source: Prepared by auditors using information from Police's website.

Police hired a private marketing firm to develop advertisement materials, including billboards and flyers. Best practices state that agencies should use recruitment videos, webpages, social media sites to market the agency, and brochures to demonstrate the agency's philosophy and values and provide a realistic view of what police duties involve. Police markets open positions through social media and on their website.

We reviewed six Police recruitment advertisements from college job boards, social media, and the department's website. The college job boards targeted college students and students with military backgrounds, offering incentivized pay for the latter. Police social media posts provided users with job advertisements. The department also appears to be actively recruiting a diverse workforce reflective of

the community, which is in line with its philosophy and values of "building trust in partnership with our community."

Consistent Use of Application Systems Could Improve Efficiency and Recordkeeping, and Keep Applicants Engaged in the Process

Police's hiring process differs from other city departments in that the screening process is more comprehensive than for other city employees and the majority of the applicant screening is conducted by Police recruiting staff rather than Human Resources. Also, Police do not always use Taleo, the city's recruiting system, that is integrated with Oracle. From January 2019 to November 2020, Police hired 88 officers who never had records entered into Taleo. According to Human Resources when the process is followed correctly, sworn police officer applicants should complete an employment application in Taleo and fill out a Police questionnaire. This questionnaire is reviewed by Human Resources staff, who review these documents and makes an initial eligibility determination.

We also found that over 90% of applicants failed to complete the waiver packet, which suggests that efforts to improve this stage would be beneficial. Using Taleo more consistently and automating the waiver packets in the system would help to streamline the hiring process and improve communication between applicants and Police, likely increasing the number of applicants eligible for hire. It would also help Police better track the number of individuals who apply for positions.

The Department of Human Resources manages Taleo. The city launched the newest version of Taleo in January 2019; however, Police did not begin to use the application until June 2019, and then only on a limited basis. According to Human Resources, staff must manually enter candidate information into Oracle during the police's hiring process because the department is not fully integrated into the city's general hiring process in Taleo. The process could potentially be improved for Police if certain information did not require manual entry.

Police told us that Taleo did not meet its needs and was not suitable for the department's hiring process. They said they were unable to:
- integrate application documents into the system, such as the, employment waiver packet, physical agility waiver, reimbursement acknowledgment form, history release form, drug awareness statement, sworn application statement, and tattoo form
- require mandatory documents to be attached before the application can be submitted
- upload sensitive medical documents

- provide for Police and the applicants to view the status of employment applications
- permissions within Taleo do not allow Police to make edits to correct applicant's personal information (social security, date of birth, race, sex, and place of birth)
- add additional documents for applicants to have completed, including residential histories and character reference forms

Human Resources Information Systems (HRIS) staff told us they could make modifications in Taleo to accommodate some of Police's needs, primarily in uploading documents for applicants to complete and allow both Police and applicants to track the status of applications. We recommend the Chief of Police work with Human Resources to make the following updates in Taleo, or other application system:

- identify the appropriate step and status tool within the system to track and communicate with all applicants, thus managing the applicant's expectations during the hiring process
- contact AIM (Atlanta Information Management) to configure the Police website home screen and revise application content as needed
- meet with Human Resources Talent Acquisition staff to review the requisition to determine the correct "rolling" position I.D.
- Police should indicate if the candidate "passed or failed" within Taleo when the background investigation is completed
- complete the employment verification and upload supporting documentation into Taleo
- schedule a Taleo training session with Human Resources regarding downloading and printing the online applications from the Taleo system

Recruiting and Community Partnerships Promote Inclusiveness in Hiring

Through various partnerships, police involvement with the community strengthens the potential candidate pool for sworn officers by building awareness and trust. Best practices recommend that law enforcement agencies build confidence in the community and work closely with community groups to avoid losing the trust of residents. Police partner with other agencies to offer several community-focused activities throughout the city, aimed at strengthening the department's relationship with residents and promote hiring of officers from the community.

The officers hired by the Police Department are demographically consistent with the makeup of the city's residents. The department's

recruitment activities include outreach to women and minorities, in an effort to hire officers who are reflective of the communities served by the city. We also noted that Police's hiring process does not appear to be biased in terms of gender or race; the hiring criteria are primarily objective. Also, the demographics of the applicant pool, when compared to the final hires, do not indicate that applicants were eliminated based on gender or race— the demographic characteristics of hires is similar to the demographic characteristics of the applicants.

City Council recently expanded ACRB's (Atlanta Citizen Review Board) authority to include making hiring recommendations of police recruits, and observing applicant hiring interviews; Police and ACRB have not yet implemented this expanded role. Participating in the police officer hiring process is not unique to Atlanta; we identified five other cities in which citizen oversight entities have similar roles. To help promote public confidence in the Police Department's hiring process, we recommend the Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers. We also recommend that the Board consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate. This would align with the Board's expanded role in participating in the police hiring process.

Community Involvement Helps Strengthen the Candidate Pool

Best practices recommend that law enforcement agencies establish community programs to promote hiring within its community and build trust. The Atlanta Police Department builds trust in the community through programs such as the Explorer Program, Police Athletic League, At Promise Youth Center, college internship program, and Citizen's Police Academy. The programs provide an opportunity for the department to interact with city residents in positive interactions, which helps to build trust and potentially increase the applicant pool.

Police form partnerships that build community awareness and develop trust. The city implements best practices by establishing community programs such as the Explorer Program, Police Athletic League, At Promise Youth Center, college internship program, and Citizen's Police Academy, allowing the city to invest in officers from the community. Best practices state law enforcement should advance inclusiveness in the hiring process and promote hiring within their communities by investing in officers from their community. Law enforcement agencies often lack community trust, which results in a

lack of interest and involvement in Police careers. Police community partnerships aim to invest in the community and promote trust.

Community partnerships include:

- **Internship program** - the Police department seeks interns who possess integrity, honesty, professionalism, and dedication. The participants are not paid, but students who participate will receive invaluable personal enrichment and law enforcement work experience. Applicants will be considered and placed according to their academic field of study.

- **Police Athletic League** - is a non-profit public benefit corporation. Its goal is to provide a safe environment for youth while also allowing police and the community to participate in athletics geared to improving the quality of life for participants. The Police Athletic League promotes confidence, self-esteem, civic engagement, academic achievement, and social principles, helping youth become productive members of society.

- **Citizens Police Academy** - provides 24 hours of skilled and professional instruction delivered in three-hour sessions to city residents or employees who are at least 21 years old and can pass a background check. The class topics include crime lab procedures, 911 operations, narcotics, internal affairs, identity theft, use of force, and active shooter training.

- **At-Promise Youth Center** - is a learning and community center for youth and a gathering place for residents. The center allows the opportunity to participate in the revitalization efforts of the community. The At-Promise center is a part of the Atlanta Police Foundation's youth crime prevention efforts. The initiative offers specialized programs for youth and adults and services include education, recreation, social/emotional, therapeutic, and workforce development.

Police's Hiring Practices Result in Demographics that Reflect City Makeup

We reviewed the demographics of the police officers hired by the city from January 2019 through November 2020 and found that the demographic makeup of the officers is consistent with that of the city's residents. We also noted that Police's hiring process does not appear to be biased in terms of gender or race; the hiring criteria are primarily objective (see pages 10-11). Also, the demographics of the applicant pool, when compared to the final hires, do not indicate that applicants

were weeded out based on gender or race—the demographic characteristics of hires is similar to the demographic characteristics of the applicants.

Census data shows that the city of Atlanta, as of July 2019, had a population of about 507,000 people. The city's racial makeup at that time was estimated at 49% Black or African American, 39% White, 5% Asian, 5% Hispanic and 2% other. The racial makeup of the Police Department's applicants and hires were similar (see Exhibit 11).

Exhibit 11: Police Department's Applicants are Diverse

Legend		
B – Black	W – White	O – Other
M – Male	F – Female	U - Undisclosed

All Applicants Applying in Taleo							
Race				Total	Gender		
B	W	O	U		M	F	U
5,689	1,549	698	4,193	12,129	5,663	2,445	4,021
46.9%	12.8%	5.8%	34.6%		46.7%	20.2%	33.2%

⬇

Initial Application: Taleo Pre- Employment Screening - Applicant completes Taleo questionnaire and marked eligible or ineligible							
Applicants Disqualified							
Race				Gender			
B	W	O	U	M	F	U	Total
865	264	132	3,004	907	382	2,976	4,265
20.3%	6.2%	3.1%	70.4%	21.3%	9.0%	69.8%	35.2%
Applicants Qualified							
Race				Gender			
B	W	O	U	M	F	U	Total
4,824	1,285	566	1,189	4,756	2,063	1,045	7,864
61.3%	16.3%	7.2%	15.1%	60.5%	26.2%	13.3%	64.8%

⬇

Phase I: Police Waiver Packet - Applicant completes pre-employment packet to move on to the next phase							
Applicants Disqualified							
Race				Gender			
B	W	O	U	M	F	U	Total
4,372	1,172	510	1,143	4,310	1,883	1,004	7,197
60.7%	16.3%	7.1%	15.9%	59.9%	26.2%	14%	91.5%
Applicants Qualified							
Race				Gender			
B	W	O	U	M	F	U	Total
452	113	56	46	446	180	41	667
67.8%	16.9%	8.4%	6.9%	66.9%	27%	6.1%	5.5%

⬇

Phase II: Background Investigation - Applicant passes Police Background Investigation to be hired							
Applicants Disqualified							
Race				Gender			
B	W	O	U	M	F	U	Total
340	82	41	33	326	140	30	496
68.5%	16.5%	8.3%	6.7%	65.7%	28.2%	6%	74.4%
Applicants Qualified							
Race				Gender			
B	W	O	U	M	F	U	Total
112	31	15	13	120	40	11	171
65.5%	18.1%	8.8%	7.6%	70.2%	23.4%	6.4%	1.4%

Source: Developed by auditors using data obtained from Human Resources

Citizen Review Board Involvement Should Increase Community Trust

The ACRB (Atlanta Citizen Review Board) was created in 2007 to provide citizen oversight of misconduct against the city's sworn law enforcement officers. The functions and duties of the Board are alike in similar citizen oversight agencies in major cities throughout the country. City Council recently expanded ACRB's authority to include making hiring recommendations of police recruits, and observing applicant hiring interviews; Police and ACRB have not yet implemented this expanded role. Participating in the police officer hiring process is not unique to Atlanta; we identified five other cities whose citizen oversight entities have similar roles. To help promote public confidence in the Police Department's hiring process, we recommend the Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers. We also recommend that the Board consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate. This would align with the Board's expanded role in participating in the police hiring process.

City Council passed legislation in June 2020 to expand the authority of the ACRB to allow it to participate in Police's hiring process. The ACRB was established in 2007 to provide citizen oversight of misconduct accusations against sworn members of the police and corrections departments in the city. It is governed by a five-member Board and operationally led by an executive director.

Ordinance No. 20-O-1445 provides that the Board "shall make recommendations to the Chief of Police on the employment suitability of all applicants for employment as police recruits. These recommendations shall involve observation by one ACRB Board member or staff member of the applicant interview." Police told us that ACRB is not yet involved in the hiring process. To help promote public confidence in the Police Department's hiring process, we recommend the Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers.

Functions of Police oversight entities are similar throughout the country. We reviewed the structure and function of 50 police oversight boards across the country and compared duties and functions with those of ACRB and found functions to be similar across the 50 entities. We reviewed the top 50 cities from the National Association for Civilian Oversight of Law Enforcement, based on population, in the 2019 census. Standard components of the police oversight agencies are to: create a

mutually beneficial relationship between police and community, serve as an alternate location for filing complaints, monitor or review complaint investigations to ensure they are fair and thorough, serve in an independent investigative role, make policy recommendations to enhance and improve policies and procedures, and review officer-involved shootings. A summary of the functions of citizen oversight boards in the 50 cities is shown in Appendix B.

In addition to Atlanta, 5 of the 50 cities' police oversight agencies are actively involved in some portion of the police department's hiring process. Those cities are Denver, Houston, Milwaukee, Oakland, and Pittsburgh. Denver's citizen oversight agency makes policy-level recommendations regarding hiring and training. Houston's oversight board reviews and makes recommendations to the police chief and mayor regarding the hiring of new police officers, provides training on proper treatment of citizens, and evaluates officer conduct and community concerns relating to police misconduct. In Milwaukee, a commission appoints all employees of the two public safety Departments, including the department heads. Oakland's board requires the Mayor to appoint any new police chief from a list of candidates provided by its commission and has the authority to terminate the police chief for cause. Pittsburgh's citizen oversight agency conducts pre-employment background investigations for Public Safety job candidates.

The ACRB should consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process. It may be beneficial to review the termination files for sworn employees to understand the reasons why officers were terminated. After-action reports could provide Police with an opportunity to identify potentially missed flags in the hiring process. This would assist Police in considering whether changes should be made to the hiring practices. Identifying these issues could improve hiring practices, employ better candidates, and potentially lower Police's turnover rates. This activity would also align with the Board's expanded role in participating in the police hiring process.

Recommendations

To improve the hiring process, the Chief of Police should:

1. partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application systems, develop a video tutorial to assist in waiver packets completion, allowing applicants to upload supporting documents to the system, and update applicant status in the system

2. develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing

3. continue to ensure consistent record retention and organization of background files and ensure that officers note when background files are removed for any reason

4. work with Human Resources to make the following updates in Taleo, or other application system:

   • identify the appropriate step and status tool within the system to track and communicate with all applicants, thus managing the applicant's expectations during the hiring process

   • contact AIM (Atlanta Information Management) to configure the Police website home screen and revise application content as needed

   • meet with Human Resources Talent Acquisition staff to review the requisition to determine the correct "rolling" position I.D.

   • Police should indicate if the candidate "passed or failed" within Taleo when the background investigation is completed

   • complete the employment verification and upload supporting documentation into Taleo

   • schedule a Taleo training session with Human Resources regarding downloading and printing the online applications from the Taleo system

5. work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers

6. work with ACRB to consider requiring ACRB staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate

Appendices

Appendix A: Management Review and Response to Audit Recommendations

Report # 21.03	Report Title: Police Hiring	Date: April 2021

Recommendation 1:

We recommend that the Chief of Police partner with Human Resources to assess the feasibility of automating the waiver packets in Taleo, or other application systems, develop a video tutorial to assist in waiver packets completion, allow applicants to upload supporting documents to the system, and update applicant status in the system.

Proposed Action: A video tutorial will be created to assist applicants in completing their waiver packets. **Additional Comments:** Discussions regarding the suitability of Taleo for APD's application and background investigation process does not meet our needs.	**Response:** Agree
Person Responsible: Major Leanne Browning	**Implementation Date:** April 2021

Recommendation 2:

We recommend the Chief of Police develop a procedure to track applicants who withdraw from the hiring process and survey the applicants to obtain their reason for withdrawing.

Proposed Action: Currently APD is tracking applicants who withdraw from the hiring process. A formalized survey will be developed.	**Response:** Agree
Person Responsible: Lt. K. Knight	**Implementation Date:** April 2021

Recommendation 3:

We recommend that the Chief of Police continue to ensure consistent record retention and organization of background files. Furthermore, we recommend the Chief of Police ensure that officers note when background files are removed for any reason.

Proposed Action: A file tracking log has been maintained and will continue to be maintained.	**Response:** Agree
Person Responsible: Lt. K. Knight	**Implementation Date:** March 2021

| **Recommendation 4:** |
| We recommend the Chief of Police work with Human Resources to make the following updates in Taleo, or other application system: identify the appropriate step and status tool within the system to track and communicate with all applicants, thus managing the applicant's expectations during the hiring process, contact AIM (Atlanta Information Management) to configure the Police website home screen and revise application content as needed, meet with Human Resources Talent Acquisition staff to review the requisition to determine the correct "rolling" position I.D. , Police should indicate if the candidate "passed or failed" within Taleo when the background investigation is completed, complete the employment verification and upload supporting documentation into Taleo, and schedule a Taleo training session with Human Resources regarding downloading and printing the online applications from the Taleo system. |

Proposed Action: APD will provide AIM with the necessary input to revise application content to meet our needs. APD will provide HR with the necessary input to develop future application processing systems to meet our needs, as Taleo does not meet our applicant/background investigation needs.	**Response:** Partially Agree
Person Responsible: Major Leanne Browning	**Implementation Date:** TBD by HR and AIM

| **Recommendation 5:** |
| We recommend the Chief of Police work with ACRB to develop procedures to comply with the new legislation and incorporate ACRB into the hiring process for officers. |

Proposed Action: The Background and Recruiting Unit will post job fairs on the departments facebook page and the Background and Recruiting Facebook page, so that ACRB members can participate in the initial interview process.	**Response:** Agree
Person Responsible: Deputy Chief Stacie Gibbs	**Implementation Date:** June 2020

| **Recommendation 6:** |
| We recommend that the Atlanta Citizen Review Board consider requiring staff to prepare after-action reports of officer termination or disciplinary action to identify potentially missed flags in the hiring process that could have indicated an unsuitable candidate. |

Proposed Action: The ACRB commits to the development and implementation of an after-action process and reporting of officer termination or disciplinary actions to include an audit process of the hiring and disciplinary protocols and requirements on specific actions. Initial AAR Process Development Actions: Meet with APD Recruitment/Hiring Team – understand recruitment and hiring process, standards, and decision-making. Meet with APD to discuss the APD Discipline Process To perform the after-action review the ACRB would receive notification from APD of an officer termination or disciplinary action and supporting documentation (hiring documents and documents associated with the termination or discipline), conduct a review of the officer's hiring and termination/discipline process and	**Response:** Agree

documentation, audit the officer's hiring and discipline process with an established protocol, perform Q&A with appropriate APD personnel regarding questions arising from review, draft AAR report with recommendations to be forwarded to the APD. Conduct follow up AAR discussions with APD as needed.	
Person Responsible: Samuel L. Reid II, Executive Director, ACRB	**Implementation Date:** June 2021

Appendix B: Cities with Police Oversight Agencies

City	Type of Agency	Create a Mutually Beneficial Relationship Between Police and Community	Serve as Alternate Location for Filing a Complaint	Monitor or Review Complaint Investigations to Ensure They are Fair and Thorough	Independent Investigative Role	Make Policy Recommendations to Enhance and Improve Policies and Procedures	Review Officer Involved Shootings	Involved in Police Hiring Process	Partners with the Mayor and/or Police Chief to Review Recommendations and Findings
Albuquerque, NM	Civilian Investigative Panel		✔	✔	✔				
Anaheim, CA	Internal Affairs	✔	✔	✔	✔	✔	✔		✔
Atlanta, GA	Oversight Agency	✔	✔	✔	✔	✔	✔		
Aurora, CO	Accountability Department/City Agency	✔	✔	✔		✔			✔
Austin, TX	Advisory Board		✔		✔		✔		
Baltimore, MD	•Board of Commissioners •City Agency	✔	✔	✔	✔	✔	✔		✔
Boston, MA	• Review Board • Advisory Commission	✔		✔					
Charlotte-Mecklenburg, NC	Oversight Office	✔	✔	✔	✔	✔	✔		✔
Chicago, IL	Review Board	✔	✔	✔	✔	✔	✔	✔	✔
Cincinnati, OH	Independent Auditor	✔	✔			✔			
Cleveland, OH	Review Commission		✔	✔	✔	✔	✔		✔
Dallas, TX	Review Board	✔	✔	✔	✔	✔	✔		✔
Denver, CO	Oversight Office	✔	✔	✔		✔			✔
Detroit, MI	City Agency		✔		✔				
Durham, NC	City Agency	✔	✔	✔	✔				✔
Fort Worth, TX	•City Agency •Review Board	✔	✔	✔	✔	✔			✔
Fresno, CA	•Oversight Commission •City Agency	✔		✔	✔	✔			✔
Greensboro, NC	Review Commission	✔	✔	✔		✔	✔		✔
Houston, TX	Review Board			✔		✔	✔		✔
Indianapolis, IN	Board of Commissioners	✔	✔	✔	✔				
Kansas City, MO	•Complaint Review Board •City Agency	✔	✔	✔	✔	✔	✔		✔
Las Vegas, NV	Advisory Council			✔		✔			
Lincoln, NE	Independent Auditor	✔	✔	✔			✔		
Long Beach, CA	Advisory Board	✔	✔	✔	✔	✔	✔		✔
Los Angeles, CA	Review Board	✔	✔			✔	✔		✔
Memphis, TN	Citizen Commission	✔	✔		✔				✔
Miami, FL	Community Review	✔	✔	✔	✔	✔	✔	✔	✔
Milwaukee, WI	Review Board	✔		✔	✔				
Minneapolis, MN	• Review Board • City Agency		✔		✔	✔		✔	✔
Nashville, TN	Oversight Board	✔	✔	✔	✔	✔	✔	✔	✔
New Orleans, LA	Police Review	✔	✔	✔		✔			
New York, NY	Civilian Oversight	✔	✔	✔	✔	✔	✔		✔
Oakland, CA	Advisory Commsions	✔				✔			✔
Oklahoma City, OK	Civilian Oversight	✔	✔	✔					✔
Orlando, FL	Review Panel			✔	✔	✔			✔

City	Type of Agency	Create a Mutually Beneficial Relationship Between Police and Community	Serve as Alternate Location for Filing a Complaint	Monitor or Review Complaint Investigations to Ensure They are Fair and Thorough	Independent Investigative Role	Make Policy Recommendations to Enhance and Improve Policies and Procedures	Review Officer Involved Shootings	Involved in Police Hiring Process	Partners with the Mayor and/or Police Chief to Review Recommendations and Findings
Philadelphia, PA	Oversight Office	✔	✔	✔		✔			✔
Pittsburgh, PA	Oversight Board	✔	✔	✔	✔				✔
Portland, OR	Review Board	✔	✔	✔		✔			✔
Riverside, CA	Review Board	✔	✔	✔	✔	✔	✔		✔
Sacramento, CA	Oversight Board		✔	✔	✔	✔	✔		✔
San Antonio, TX	Review Board	✔	✔	✔	✔	✔	✔		✔
San Diego, CA	Oversight Panel	✔		✔					✔
San Francisco, CA	•Independent Montior •Oversight Board	✔	✔	✔	✔	✔		✔	✔
San Jose, CA	•City Agency •Police Board	✔	✔	✔	✔	✔	✔		✔
Seattle, WA,	Review Board			✔	✔				✔
St. Louis, MO	•Community Police Commission •City Agency	✔	✔	✔	✔	✔	✔		✔
St. Paul, MN	City Agency	✔	✔	✔	✔	✔			
Tucson, AZ	Commission Board		✔		✔	✔	✔	✔	✔
Virginia Beach, VA	Review Board			✔		✔			✔
Washington, DC	•Independent Reviewer •Auditor	✔	✔	✔		✔	✔		✔
Total		38	40	42	33	37	24	6	38
Percentage		76%	80%	84%	66%	74%	48%	12%	76%

Source: Compiled by auditors using data from the National Association for Civilian Oversight of Law Enforcement and United States Census data.