

Exhibit 3: Recruitment Data on Police Officers

Target Group	Step 1: Application (number of candidates)	Step 2: Screening Interview (number of candidates)	Step 3: Selection Testing (number of candidates)	Step 4: On-site Interview (number of candidates)	Step 5: Background & Drug Check (number of candidates)	Step 6: Hiring Decision & Job Offer (number of candidates)
Military Police	5	5	5	4	4	3
Corrections Officer	9	7	3	2	1	1
Security Guard	14	10	7	3	2	0
Criminal Justice Graduate	10	9	8	7	7	5
Other Police Departments	5	5	4	4	4	4

All candidates with the exception of active-duty police officers hired from other cities must complete a 12-week training course at the regional police academy prior to assuming active duty on the city's police force.

Notes on Target Groups and Recruitment Methods:

1. Military police are best contacted 6 weeks before discharge from active military service. Recruitment methods include placement on electronic job posting sites for military personnel, journals for military personnel, and employee referrals.
2. Corrections officers are best contacted at least 4 weeks before the anticipated job offer date (2 weeks for the recruitment and selection procedure plus 2 weeks' notice required by the current employer). Recruitment methods include newspaper ads, electronic job postings (local, state, and regional), job fairs, employee referrals, and walk-ins.
3. Security personnel are best contacted at least 4 weeks before the anticipated job offer date (2 weeks for the recruitment and selection procedure plus 2 weeks' notice required by the current employer). Recruitment methods include newspaper ads, electronic job postings (local, state, and regional), job fairs, employee referrals, and walk-ins.
4. Criminal justice graduates are best contacted at least 4 weeks before the anticipated job offer date (2 weeks for the recruitment and selection procedure plus 2 weeks' notice required by the current employer, if present). Recruitment methods include newspaper ads, electronic job postings (local, state, and regional), college career fairs, employee referrals, internships, "ride along" experiences, and walk-ins.
5. Active-duty police officers recruited from other police departments within the state are best contacted at least 6 weeks before the anticipated job offer date (2 weeks for the recruitment and selection procedure plus 2 weeks' notice required by the current employer plus 2 weeks for on-site visits and relocation). Recruitment methods include newspaper ads, electronic job postings (local, state, and regional), informal recruitment at police association and union

activities, informal recruitment during multi-agency training exercises, job fairs, employee referrals, and walk-ins.