

Police Department
City of Keene, New Hampshire

Date: January 11, 2018

To: Steven Russo, Police Chief *SR-140*

From: Todd B. Lawrence, Police Captain *TBL #123*

Subject: Calendar Year 2017 Recruiting Analysis

I. Identified Objectives

It is the policy of the Keene Police Department to actively conduct a recruitment program to the best extent able in order to fill all vacant positions as quickly as possible, using validated methods and instruments, and ensuring positions are filled with the most qualified candidates while balancing the ethnic/gender composition of sworn members with the ethnic/gender composition of the available workforce in the community.

II. Demographics

The 2017 population of Keene stood at 23,409 (Suburbanstats.org). Males composed 46.9% (10,979) and females 53.1% (12,430). This does not include the population of Keene State College's (KSC) approximate 4,200 students or Antioch University, with an estimated 1,100 students. Additionally, Keene is the County Seat and the shopping and business center of Cheshire County. Keene is also home to Keene High School (KHS) with approximately 1,800 students and teachers present per day in attendance. It is estimated (by the City's planning department) that during a weekday there may be between 60,000 and 75,000 people in the City of Keene.

In 2017 the population of Cheshire County was at 77,117. The State's population is 1,342,795. It is a rural state, with the largest population density located in the area south and East of Concord, NH and, specifically, Manchester, NH. For recruitment purposes the following demographics are offered:

City of Keene: Population 23,409 (2017)

- Females comprised 53.1 % of the population (12,430)
- Males comprised 46.9% of the population (10,979)
- 95% of the population is white
- <1% of the population is black
- 2% of the population is Asian
- <1% of the population is American Indian
- 1% of the population is Hispanic
- 1% identified as two or more races

Cheshire County: Population 77,117 (2017)

- Females comprise 51% of the population
- 96.3% of the population is white
- 0.5% of the population is black
- 1.2% of the population is Asian
- 0.2% of the population is American Indian
- 1.4% of the population is Hispanic

New Hampshire: Population 1,342,795 (2017)

- Females comprise 50.2% of the population
- 93.9% of the population is white
- 1.1% of the population is black
- 2.1% of the population is Asian
- 0.2% of the population is American Indian
- 2.8% of the population is Hispanic

The Keene Police Department's end of calendar year (CY) 2017 sworn ranks was:

- Authorized full time strength during 2017 was 46
- Number of positions frozen during 2017 was two
- 40 positions filled at end of CY 2017
- 90% of sworn officers were male (36)
- 10% of sworn officers were female (4)
- 0% of sworn officers are racial minorities

Achieving a 50% female number of sworn officers for the department is unrealistic. Therefore we use a nationally accepted number of 14%. If fully staffed at 46 sworn positions, this would lead us to a goal of having on staff a minimum of 6-7 (6.5) female officers, a goal we continually strive for. Using the actual authorized position fill due to frozen positions would equate to having six female Officers.

The Keene Police Departments full and part-time non-sworn ranks (excluding crossing guards and Parking Services) were as follows:

- 16 non-sworn positions (includes ACA prosecutor)
- 10 were female (62.5%)
- 6 were male (37.5%)
- All were Caucasian

III. Recruitment Efforts

In 2017 the Department's sworn officer shortages stayed fairly consistent between 4-5, budgeted positions. Three Probationary Officers were hired in calendar year 2017. There was a fourth position hired just after the New Year 2018 from a hiring process in 2017. This

brings the Department strength to 40 sworn at the end of 2017. This leaves us at the end of the CY with four open, budgeted sworn positions.

In 2014, through efforts with the City Manager, City Council, and Finance Department, we have been authorized to hire one extra Officer above funded strength. This effort has been made to help mitigate the issue of only hiring to authorized strength, only to lose a trainee in the FTEP or having an Officer retire and leaving us again short of authorized funded strength. We see this effort as a step in the direction of having qualified Officers already hired before another Officer retires or resigns. As of this writing, we are still trying to fill this "one above" position, having never been able to achieve this through qualified candidates.

In CY 2017 our department experienced no retirements. However 2 Officers resigned in order to work for other Departments. 2 more officers resigned to seek employment in the private sector.

The Department continues to successfully use the established testing alliance of Great Bay Community College (GBCC) Regional Police Entrance Exam lists as our primary recruiting mechanism. We used to use the testing alliances with New Hampshire Technical Institute (NHTI), River Valley Community College (RVCC). However these institutes did not administer any Police Entrance Exams this CY. These alliances give us a broad access to applicants, many of whom are students with the remainder being attracted from a wide area around the colleges, to include Massachusetts, Maine, and Vermont. These alliances also give the testing process wide view on each of their web sites, as well give us our best chance of attracting and hiring females and minorities.

Additionally, we have signed up for several colleges Job Boards advertising our open positions. We attended one Career Fair at Keene State College. Again we have found minimal value of obtaining potential candidates in attending these Career Fairs.

Given the non-existence of minority or specialized radio stations in the area, coupled with budgetary restraints, radio advertisement has not been used as a recruiting tool in recent memory. The same can be said for print advertisements, with past years advertisement costs not passing a cost benefit analysis for sworn positions.

What we have established this year is advertising our open positions with the use of social media. The department has accounts with Facebook, Twitter and LinkedIn. The department also advertises our open positions on the City's website and has a dedicated website called kpdjobs.com. This site leads candidates to our department employment website.

Due to the significant officer shortage, we have the ability to start certified officers at a hirer pay grade within the CBA contract. The department in the past has bought out certified officer's contracts with other local departments to allow them to move to KPD sooner than they would have been able to.

We have also worked diligently with our City's Human Resources Office and the City Manager's Office on new hiring incentives. These incentives have not yet been implemented nor have they been approved through our city council. These hiring incentives include: the

accumulation of vacation time during the first 6 months of employment rather than the accumulation of time after the entire 12 month probationary period. Another incentive was a hiring bonus. This undetermined amount would be paid to the employee with the condition the employee stay employed with our department for an undetermined duration of time. The bonus amount and duration of employment will be worked out with the City's HR and Finance Departments.

In 2012 we had started an initiative to reach out to Veterans. We began to hold several veteran processes in-house, which allowed veterans to take the Police Written exam at the KPD versus waiting for the next alliance test. This allowed them to get into the process quicker and we thought it would also reach a wider female and minority group. This had intermittent success, and, in 2014 we reached out via letters to all of the Adjutant Generals of the Army Guard in all six New England States. These veteran processes are held in conjunction with inviting certified Officers from all over the country that have contacted us through a variety of modes.

Through this initiative, we partnered with the Massachusetts (MA ANG) Army National Guard's transition Office. We coordinated a veteran's hiring process at the MA National Guard Armory in Springfield, MA in November, 2014. Unfortunately the turn out and results were much lower than we had hoped (30 signed up, 10 showed up, none passed the initial process). However, though fewer turned out and none passed the initial portions of the hiring process, it did result in more minorities attending that we have had in the past, somewhat validating the process. Also, this initiative spread greatly through military e-mails and web sites and it has increased our contacts with potential candidates. The above information remains in this year's analysis as it is pertinent to the number of military applications and/or enquiries we receive.

In CY 2017 we expanded the offering of in-house written testing for all those who sent in applications. This has met with mixed results, which can be seen below.

In CY 2017 we also ran hiring processes for and hired one part-time Parking Enforcement Officer, and one part-time Community Service Representative. We continue our practice of seeking assistance from the Cities Human Resources (HR) Department for the hiring of non-sworn positions. This assistance centers on advertisement, the use of their automated database for candidates to apply to rather than applying directly to the Police Department, as well as assistance in notification to those who have applied for the position posted.

IV. 2017 Sworn Officer Hiring Processes:

During CY 2017, the Department conducted seven hiring processes. Three of the processes were garnered from our GBCC Written Police Exam testing alliance. The other four hiring processes were in-house processes. An in-house process is a mixture of candidates that expressed self-initiated interest in a career with our department and other candidates from the GBCC test that were unable to make the previous GBCC hiring processes. We also held three individual hiring processes. These candidates expressed interest in a career with our department that were not able to make any of the hiring processes.

Those that take a Police Written Exam with one of our testing alliances are invited to the general hiring process if they score a 75% or higher in either the overall score (RVCC, NHTI, and KPD in-house written exams), or the cognitive score (GBCC). GBCC written exams consist of three scores, cognitive, personality, and overall. Those who take our in-house test must score a 75% or higher on a validated Police Written Exam we purchase through a vendor.

It should be noted that we invite back candidates from the previous process that failed the physical fitness test (PFT), with an emphasis on getting female and minority candidates to return if possible.

The **first** hiring process was held in April 2017, a general hiring process based on the GBCC February 2017 written exam results. We invited 105 candidates as well as 10 second invites from past processes, for a total of 115 invitations. From that, we received

- 12 replies (10.5% of invitees), 11 males and 1 female
- 4 wishing to be informed of the next testing date
- 11 stated they would attend
- Additionally, one NH certified local Officer was scheduled for the oral boards

10 of the 12 showed up (91.6% of those that responded yes) for the PFT and all passed (100%). The NH certified Officer had already passed the PFT.

On April 3rd, 2017 oral boards were conducted as scheduled. 5 of the 10 candidates were recommended by the oral board (50%). One of them was the NH certified Officer. We hired two candidates from this process, which includes the certified officer mentioned above.

Our **second** hiring process (1st in-house process) was held in June 2017. 13 invitations were sent to those who expressed interest in employment. Along with these 13 candidates, 4 additional candidates (2nd invitees) were invited from past exams or processes.

From that we received

- 9 replies of the 17 invitees (52% of invitees)
- 1 wishing to be informed of the next testing date (.5 % of invitees)
- 9 stating they would attend, did attend (100% of the replies)
- 8 of those stating they would attend were male, one female.

On June 19th, 2017, 5 out of the 9 passed the written test (55% pass rate). On June 25th 2017, 3 of the 5 candidates showed up (60 %) for the PFT and 2 of the 3 passed the PFT (66% pass rate). The single female candidate did not show up.

On June 26th 2017 oral boards were conducted for the 2 candidates as scheduled. Neither of the applicants were recommended by the oral board (0%). No candidates were hired from this process.

Our **third** hiring process (GBCC hiring process) was held in July 2017. We received the results of the GBCC 6/3/17 Police Written Exam in the middle of June. 96 candidates took the exam and 67 scored a 75% or higher on the cognitive portion of the test, which is our passing score. 7 of those passing were female (10.4%).

We also invited 2 candidates back from the June 2017 In-House Hiring Process. These candidates were all rolled into the Physical Fitness Test (PFT) on 7/16/17 and the subsequent oral board on 7/17/17. The overall number of invitees was 69

- 7 of those invitees being females (10.1%).
- 11 replies of the 69 invited (15.9%)
- No females replied positively for the PFT

On July 16th, 2017, 8 of the 11 who said they would attend showed up (72.7% of those who said they would attend) for the PFT and 7 of the 8 passed the PFT (87.5% of those who showed up and took the test). On July 17th, 2017 oral boards were conducted as scheduled. Three of the seven applicants were recommended by the oral board (42.8%). From this process we hired one candidate who is now in the NH Police Academy.

Our **fourth** hiring process (2nd in-house process) was held in September 2017. 7 invitations were sent to those who expressed interest in employment. Along with these 7 candidates, 4 additional candidates were invited from past exams or processes.

From that we received

- 3 replies of the 11 total invitees (27% of invitees)
- 3 stating they would attend did attend (100% of the replies)
- 3 stating they would attend were all male

On September 18th, 2017, 1 out of the 3 passed the written test (33% pass rate). On September 19th 2017, that one candidate showed up (100 %) for the PFT and passed the PFT (100% pass rate).

On September 19th, 2017 oral boards were conducted as scheduled. The sole applicant was recommended by the oral board (100%). No candidates were hired from this process.

Our **fifth** hiring process (GBCC hiring process) was held in November 2017. We received the results of the GBCC 10/4/17 Police Written Exam at the end of October. 103 candidates took the exam and 86 scored a 75% or higher on the cognitive portion of the test, which is our passing score. 19 of those passing were female (22%).

- 7 out of the 86 invitees responded positively to the hiring process.
- 1 candidate was a female (1%)
- 3 out of the 7 positive invitees showed for PFT (42%)

On November 12th, 2017, 2 of the 3 passed the PFT (66.6% pass rate). On November 13th 2017 oral boards were conducted as scheduled. Both applicants were recommended by the oral board (100%).

One of the candidates (female) from this process withdrew after successfully completing the background. The candidate decided to commit to another agency in the central part of the state. The second candidate (male) also successfully completed the background and has appointments in January 2018 for his Medical and Psychological examinations.

Our **sixth** hiring process (3rd in-house process) was held in late November 2017. 10 invitations were sent to those who expressed interest in employment. Along with these 10 candidates, 7 additional candidates (2nd invitees) were invited from past exams or processes.

From that we received

- 5 replies of the 17 total invitees (29% of invitees)
- 2 out of the 5 candidates showed for the written test (40% of the replies)
- None of the 2nd invitees showed (0%)
- The only female candidate failed to show

On November 27th 2017, the 2 candidates passed the written test (100% pass rate). Both candidates later took the PFT and passed the PFT (100% pass rate).

On November 28th, 2017 oral boards were conducted as scheduled. One of the two candidates was recommended by the oral board. The one candidate who was recommended withdrew from the process during their polygraph examination. No one was hired from this process.

Our **seventh** hiring process (4th in-house process) was held in mid-December 2017. 3 invitations were sent to those who expressed interest in employment.

From that we received

- 3 replies of the 3 total invitees (100% of invitees)
- All 3 showed for the written test (100% of the replies)
- None were female candidates.

On December 12th, 2017, all passed the written test (100% pass rate). All the candidates later took the PFT and passed the PFT (100% pass rate).

On December 13th, 2017 oral boards were conducted as scheduled. Two of the three candidates were recommended by the oral board (66.6% pass rate). One Candidate is currently in the Polygraph Examination portion of the hiring process. The other candidate withdrew from the process during the polygraph examination.

During this CY we gave **three independent individual** hiring processes. The processes were held during different times of the year. As stated above none of these candidates could make any of the other hiring processes. Two out of the three candidates during these processes passed the written police exam (66.6% pass rate). One out of the two candidates passed the PFT (50% pass rate). The lone candidate that moved onto the oral boards was recommended by the oral board.

This candidate successfully passed the background investigation and other required examinations. This candidate was hired on January 2nd, 2018.

As of this writing we are short four Officers. Additionally, we have never been able to fill the "one above manning" authorized by the City Council in 2015 and are attempting to fill that position from this latest hiring process.

V. Overall Statistics:

Invited candidates, Male:	278
Invited candidates, Female:	43
Total	321
Invited candidates that actually showed up:	47 (14.6% of total invitees)
Passed PFT:	28 (59.5% of those that showed up)
Passed oral board:	16 (57.1% of those who passed PFT)
Passed background investigation:	6 (37.5% of those who passed oral board)
Hired	4 (25% of those who passed oral board; 66% of those who passed background; 14.2% of those who showed up to take PFT; 1.2% of all those invited)

Note: The above Background Investigation statistic counts for the 1 candidate who is currently in the hiring process that passed the background investigation, but has yet to take their physical and psychological examinations. Another candidate under this statistic withdrew from the process to seek employment with another department in the central part of the state after successfully completing her background investigation with us.

VI. Ongoing Activities:

Both our College Liaison Officer (CLO) at Keene State College and our School Resource Officer (SRO) at Keene High School continue to provide meaningful interaction between both high school and college students at their respective schools, solidifying the visibility and professionalism of the Department. Our current SRO is a female Officer.

In light of the difficulty of hiring female officers, the Department has strived to retain those that we have on staff. To this end, one has achieved the position of detective and remains in that position as of this writing, as well as being a defensive tactics instructor and being on the

current Sergeants promotion list; one is a senior Field Training Officer and has served on the NH Attorney Generals Drug Task Force. The third is on the Departments bike team, Collision Analysis Team, and is our current SRO. The fourth was recently hired in July 2014.

VI. Conclusion:

Recruiting in this part of the state has historically been challenging, and continues to be. Younger candidates are often pulled through social and family contacts to the more populated areas of the south central and eastern portion of the State. This, coupled with resource and budgetary constraints, makes non-standard recruiting practices difficult. Over the recent past we have used a variety of techniques, to include newspaper and radio ads, the mentioned Police Testing Alliances, college fairs, local job fairs, various web sites, and word of mouth. We have also committed to the recruitment of veterans.

What we have found is that the best outcomes is the continuation of the established testing alliances to rely on a large number of candidates, as well as our web site, FaceBook page, public web sites such as PoliceOne.com, and college bulletin boards. These testing alliances give us the best chance of drawing a variety of minority and females from a wide area of New England. Lastly, we have established contact with veteran organizations and the National Guard and Reserves, which gives us numerous contacts. We also continuously attempt to recruit certified officers from surrounding agencies and elsewhere.

