

**Police Department**  
**City of Keene, New Hampshire**

**Date:** January 14<sup>th</sup>, 2019  
**To:** Steven Russo, Police Chief *SR-140*  
**From:** Todd B. Lawrence, Police Captain *TBL*  
**Subject:** Calendar Year 2018 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 2018 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 4,300 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 2018 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 (2018)**

- 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 75,960 (2018)

- 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 (2018)

- 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) 2018 sworn ranks was:

- Authorized full time strength during 2018 was 46
- Number of positions frozen during 2018 was two
- 40 positions filled at end of CY 2018
- 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 44 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 2018 the Department's sworn officer shortages stayed fairly consistent between 4-5, budgeted positions. Our highest number of officer vacancies was once at seven (7) budgeted positions. Seven (7) Probationary Officers were hired in calendar year 2018. Two (2) out of the seven (7) officers hired were results from hiring processes held in 2017. This brings the Department strength to 40 sworn at the end of 2018. This leaves us at the end of the CY with four open, budgeted sworn positions.

In CY 2018 our department experienced two officer retirements. Two additional officers also left our agency. One (1) Probationary Officer was terminated due to performance issues and one other Probationary Officer resigned to seek employment in the private sector. We also experienced two civilian employment departures. Both were full time dispatchers. One dispatcher retired as the other one resigned.

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.

The department has changed course with using the Great Bay Community College testing alliance as our primary recruiting mechanism. We found it more beneficial to advertise our open positions on-line through the website, Indeed. By soliciting applications on a more consistent basis, it allows the department to administer a hiring process almost monthly. Great Bay testing alliance ran their exams quarterly. The department continues to successfully use the established testing alliance of Great Bay Community College (GBCC) Regional Police Entrance Exam lists as our secondary recruiting mechanism.

Additionally, we have signed up for several colleges Job Boards advertising our open positions. We attended two (2) Career Fairs 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](http://kpdjobs.com). This site leads candidates to our department employment website. Also as mentioned above we also use the employment website Indeed.

In CY 2018 we created a recruitment video. The video was professional done in order to attract candidates to our department. The video focuses on 5 different officers within the

department. Each officer explains what they may encounter on a daily basis. Some of the officers talk about the overall atmosphere of the agency. Other officers discuss why they were interested in applying to our department. The video also demonstrates the different types of department teams and other ancillary responsibilities within the department. The video lasted 2 minutes and 27 seconds. The video was posted on all of our social media sites as well as YouTube. The following link plays our video on YouTube:

<https://www.youtube.com/watch?v=h81th1q-ZGg&feature=youtu.be>

As of this writing the video was viewed 1,026 times on YouTube, and 16K views on our Facebook page.

We have also worked diligently with our City's Human Resources Office and the City Manager's Office on new hiring incentives. The goal of the incentive was to attract candidates from the heavier populated areas of the state (Central and Seacoast) and Certified Police Officer whether In-State or Out-of-State Certified.

These incentives were implemented after receiving city manager approval. The incentives were posted on our department website and social media sites. The incentive packages are as follows:

#### **NH Certified Officers (\$5,000)**

-Successful completion of Departmental Orientation (usually 30 days)	\$ 1,500
-6 months	\$ 1,500 (successful interim evaluation)
-12 months	\$ 2,000 (+step increase, probation completion)
	<b>\$ 5,000</b>

#### **Out of State Certified Officers**

-Successful Admittance to a NH Police Academy Class	\$ 1,000
-6 months	\$ 1,500 (successful interim evaluation)
-12 months	\$ 1,500 (+step increase, probation completion)
	<b>\$ 4,000</b>

#### **Uncertified hires**

-6 months	Probationary schedule increase (successful interim evaluation)
-12 months	Step increase (probation completion)

#### **All newly hired probationary officers (certified or uncertified)**

#### **Vacation leave**

-40 hours of vacation leave during the probationary period after completion of 6 months of employment and a successful interim evaluation

**Relocation Assistance** (if required to move meet department residency requirement to live within 30 minutes of Keene PD)

-Up to \$1,000 paid out on a reimbursement basis for moving, housing, or related expenses

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.

Although in CY 2018 the department has hired 7 new officers under the hiring incentive program, it is difficult to say if the hiring incentives played a role in the candidate's interest in the Keene Police Department. Two (2) out of the seven (7) officers hired were already certified police officers. Only one of those certified officers is still employed today. I have had 3 other certified officer express interest in our department. One officer withdrew from our process during the background. One failed the required entry level physical fitness test. The third certified officer recently submitted his application. After speaking with all the candidates we hired, only one certified candidate applied earlier than he planned due to the hiring incentive. This candidate would have eventually applied regardless. The other non-certified candidates applied due to other factors. In order to fully assess the weight the hiring incentive program brings to the department, I would recommend keeping the incentives in place for at least one more calendar year.

As briefly noted above 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 section IV.

In CY 2018 we also ran hiring processes for and hired one Parking Operations Manager, one full-time Dispatcher and one part-time dispatcher. We are currently in the background phase for another full-time Dispatcher. We continue our practice of seeking assistance from the City's 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 2018, the Department conducted **twelve** hiring processes. One of the processes was garnered from our GBCC Written Police Exam testing alliance. Four hiring processes were in-house processes. Four other processes were mixed processes. Three hiring processes were certified officer hiring processes. An **in-house process** is when candidates express self-initiated interest in a career with our department. **Mixed hiring processes** are candidates that express self-initiated interest in a career with our department and candidates

from the GBCC test. A **certified officer hiring process** are candidates previously certified that express interest in our department.

Those that take a Police Written Exam with our testing alliances are invited to the hiring process if they score a 75% or higher in either the overall score 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 most candidates from the previous processes that failed the written test or physical fitness test (PFT), with an emphasis on getting female and minority candidates to return if possible.

The **first** hiring process was held on January 29, 2018, an in-house process based on self-initiated interest. We invited fourteen (14) candidates. From that, we received:

- 8 stated they would attend
- 7 showed for the process- 5 males and 2 female
- 3 wishing to be informed of the next testing date

Five (5) candidates passed the written exam and scored a 75% or higher on the test (71.4% pass rate). The two (2) female candidates that showed for the written test, both passed.

Later that day the five (5) candidates that passed the written test were invited for a PFT. All the candidates showed for the PFT testing process (100%). One (1) of the five (5) candidates failed the required testing. (80% pass rate)

This brings the total number of invitees to fourteen (14), twelve (12) males and two (2) females. Out of the fourteen (14) total invitations only four (4) moved onto the oral board phase of the hiring process (28.5%).

On January 30, 2018 oral boards were conducted as scheduled. Three (3) of the four (4) candidates were recommended by the oral board (75%). 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 two (2) other candidates were unable to successfully complete our background. No candidates were hired from this process.

Our **second** hiring process was held on February 26, 2018, an in-house process based on self-initiated interest. Twenty-seven (27) invitations were sent. Along with these twenty-seven (27) candidates, four (4) additional candidates (2<sup>nd</sup> invitees) were invited from past exams or processes.

From that we received

- 11 replies of the 31 invitees (35.4% of invitees)
- 9 of those stating they would attend were male, 2 female.
- 2 people declined invitation
- 7 showed for the process

Six (6) out of the seven (7) passed the written test (85.7% pass rate). Later in the day all 6 candidates showed up (100 %) for the PFT and two (2) of the six (6) passed the PFT (33.3% pass rate).

On February 27<sup>th</sup>, 2018 oral boards were conducted for the two (2) candidates as scheduled. Both of the applicants were recommended by the oral board (100%). Both candidates were unable to successfully complete our background. No candidates were hired from this process.

Our **third** hiring process (GBCC hiring process) was held on March 11<sup>th</sup>, 2019. We received the results of the GBCC February 3<sup>rd</sup>, 2018 Police Written Exam on February 13. 105 candidates took the exam and 81 scored a 75% or higher on the cognitive portion of the test, which is our passing score. Six (6) of those passing were female (7.4%).

Prior to this process one (1) candidate took an in-house Police Written Exam on 3/7/18 and passed. This candidate was not able to make the February 26<sup>th</sup> in-house written exam. This brings the total number of invitees to eighty-two (82), seventy-six (76) males and six (6) females for our PFT. From that we received

- 4 replies of the 82 invited (4.8%)
- No females replied positively for the PFT
- 3 showed for the PFT

Three (3) of the four (4) who said they would attend the PFT showed up for the PFT (75%). All three (3) candidates passed the PFT (100%). On March 12, 2018 oral boards were conducted as scheduled. All three (3) candidates who passed the PFT participated in the oral boards. One (1) of the three (3) candidates was recommended by the oral board (33.3%). That one (1) candidate was unable to successfully complete our background. No candidates were hired from this process.

Our **fourth** hiring process was held on March 26<sup>th</sup>, 2018, as a mixed hiring process. Twenty-two (22) invitations were sent to those who expressed interest in employment. Along with these twenty-two (22) candidates, seven (7) additional candidates were invited from past GBCC exam held in February. These candidates' scores were delayed for an unknown reason by GBCC. I also invited back two (2) more candidates that failed previous PFT.

From that we received

- 10 replies of the 31 total invitees (32.2% of invitees)
- 9 stating they would attend, 1 candidate declined.
- 8 attended the process

Eight (8) candidates showed up for the written test. Six (6) candidates passed the written exam and scored a 75% or higher on the test (75% pass rate). One of the candidates was female, who did not pass the exam

Later that day the six (6) candidates that passed the written test were invited for a PFT. All the candidates showed for the PFT testing process (100%). One (1) of the six (6) candidates failed the required testing. (83.3% pass rate).

This brings the total number of invitees to thirty-one (31), twenty-seven (27) males and four (4) females. Out of the thirty-one total invitations only five (5) moved onto the oral board phase of the hiring process (6.2%).

Oral boards were conducted as scheduled. All candidates above participated in the oral boards. Three (3) out of five (5) candidates were recommended by the oral board. (60% pass rate). One of the candidates (male) from this process withdrew after successfully completing the background. The candidate withdrew due to a family members medical issue. The two (2) other candidates were unable to successfully complete our background. No candidates were hired from this process.

Our **fifth** hiring process was held on April 30, 2018, an in-house process based on self-initiated interest. Twenty-seven (26) invitations, twenty-two (22) males and four (4) females) were sent,

From that we received

- 12 replies of the 26 invitees (46.1% of invitees)
- 10 of those stating they would attend were male, 1 female
- 1 candidate declined invitation
- 6 showed for the process

Four (4) out of the six (6) passed the written test (66.6% pass rate). Later in the day all 4 candidates showed up (100 %) for the PFT and all passed the PFT (100% pass rate). However one of the candidates could not meet the Basic Hiring Criteria and was removed from the process.

Oral boards were conducted for the three (3) candidates as scheduled. One (1) out of 3 candidates was recommended by the oral board. (33.3% pass rate). That one (1) candidate was unable to successfully complete our background. No candidates were hired from this process.

Our **sixth** hiring process was held on June 4th, an in-house process based on self-initiated interest. Twenty-six (26) invitations were sent to those who expressed interest in employment.

From that we received



- 11 replies of the 26 total invitees (42.3% of invitees)
- 9 out of the 11 candidates showed for the written test (81.8% of the replies)
- The only female candidate failed the written test

Four (4) out of the nine (9) candidates passed the written test (44.4% pass rate). All candidates later took the PFT and passed the PFT (100% pass rate).

On June 5<sup>th</sup> oral boards were conducted as scheduled. Three (3) of the four (4) candidates were recommended by the oral board. Two (2) of the candidates were unable to successfully complete our background. **One candidate** successfully completed our background and was hired from this process. His start date was delayed to January 7<sup>th</sup>, 2019, due to an educational commitment. This candidate will be our first new hire of 2019.

Our **seventh** hiring process was held on August 13<sup>th</sup>, 2018, as a mixed hiring process. Twenty-eight (28) invitations were sent to those who expressed interest in employment. Along with these twenty-eight (28) candidates, Ninety-two (92) additional candidates were invited from the GBCC exam held in June.

From that we received

- 17 replies of the 120 total invitees (14.1% of invitees)
- 10 candidates attended the process from in house application process
- 2 candidates attended from GBCC
- 5 candidates did not show up

Eight (8) candidates of the ten (10) who attended passed the written test (80% pass rate). Ten (10) candidates (including the 2 GBCC candidates) later took the PFT. Eight (8) candidates passed the PFT (80% pass rate).

On August 14<sup>th</sup> oral boards were conducted as scheduled. Five of the eight candidates were recommended by the oral board (62.5% pass rate). **Three candidates** were hired from this process. They started on November 26<sup>th</sup>, 2018. The two (2) other candidates were unable to successfully complete our background.

Our **eighth** hiring process hiring process was held on October 1<sup>st</sup>, as a mixed hiring process. Twenty-six (26) invitations were sent to those who expressed interest in employment. Along with these twenty-six (26) candidates, six (6) additional candidates were invited from the GBCC exam held in June. These particular candidates requested a 2<sup>nd</sup> invitation, as they were not available for the August 2018 hiring process.

From that we received

- 13 positively replied of the 32 total invitees (40.6% of invitees)
- 8 candidates attended the process from in house application process
- 3 candidates attended from GBCC.

- 2 candidates did not show up.

Seven (7) candidates of the eight (8) who attended passed the written test (87.5% pass rate). All ten (10) candidates (including the 3 GBCC candidates) later took the PFT. Six (6) candidates passed the PFT (60% pass rate).

On October 2nd oral boards were conducted as scheduled. One of the candidates withdrew the morning of his scheduled oral board. Four (4) out of five (5) candidates were recommended by the oral board. (80% pass rate). All four (4) candidates were unable to successfully complete our background. No candidates were hired from this process.

Our **ninth** hiring process was held on December 3rd, as a mixed hiring process. Twenty-six (26) invitations were sent to those who expressed interest in employment. Along with these twenty-six (26) candidates, seventy-four (74) additional candidates were invited from the GBCC exam held in October.

From that we received

- 18 positively replied of the 100 total invitees (18% of invitees)
- 10 candidates attended the process from in house application process
- 3 candidates attended from GBCC.
- 5 candidates did not show up.

Seven (7) candidates of the ten (10) who attended passed the written test (70% pass rate). All ten (10) candidates (including the 3 GBCC candidates) later took the PFT. Six (6) candidates passed the PFT (60% pass rate).

On December 4<sup>th</sup>, oral boards were conducted as scheduled. Three (3) out of six (6) candidates were recommended by the oral board. (50% pass rate). At the time of this report, only one of the three (3) candidates is still in our background. The two (2) other candidates were unable to successfully complete our background.

During this CY we gave **three certified officer hiring processes**. All of these candidates were males. The processes were held during different times of the year. Three (3) out of the four (4) candidates during these processes passed the physical fitness exam (75% pass rate). The three candidates that moved onto the oral boards were recommended by the oral board (100% pass rate). One candidate withdrew from the background portion of the hiring process. **Two certified officer candidates** were hired.

## V. Overall Statistics for 2018:

Invited candidates, Male: 403

Invited candidates, Female:	54
Total	457
Invited candidates that actually showed up:	80 (17.5% of total invitees)
Passed PFT:	47 (58.7% of those that showed up)
Passed oral board:	28 (59.5% of those who passed PFT)
Passed background investigation:	9 (32.1% of those who passed oral board)
Hired	7 (77.7% of those who passed oral board; 14.8% of those who passed the PFT; 1.5% of all those invited)

## **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 junior Field Training Officer and a OC instructor. The third is on the Departments bike team, Collision Analysis Team, and is our current SRO. The fourth was recently hired in November 2018.

## **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 our own hiring process and 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 content hiring processes gives us the best chance of drawing a variety of minority and females from a wide area of New England. We also continuously attempt to recruit certified officers from surrounding agencies and elsewhere.

