

Police Department
City of Keene, New Hampshire

Date: January 30, 2020

To: Steven Russo, Police Chief

SA-140

From: Todd B. Lawrence, Police Captain

TBL #123

Subject: Calendar Year 2019 Recruiting Analysis

I. Identified Objectives

It is the policy of the Keene Police Department to actively conduct a recruitment program to the best of our degree 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 2019 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 2019 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 (2019)

- 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 (2019)

- Females comprise 51.2% of the population
- 96% of the population is white
- Below 1% of the population is black
- 1% of the population is Asian
- Below 1% of the population is American Indian
- 1% of the population is Hispanic
- 1% of the population is two or more races

New Hampshire: Population 1,316,470 (2019)

- Females comprise 50.6% of the population
- 93% of the population is white
- 1% of the population is black
- 2% of the population is Asian
- Below 1% of the population is American Indian
- 2% of the population is Hispanic
- Below 1% of the population is two or more races

The Keene Police Department's end of calendar year (CY) 2019 sworn ranks was:

- Authorized full time strength during 2019 was 46
- Number of positions frozen during 2019 was two
- 38 positions filled at end of CY 2019
- 88% of sworn officers were male (34)
- 12% 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) were as follows:

- 18 non-sworn positions (includes ACA prosecutor)
- 9 were female (56.2%)
- 8 were male (43.8%)
- 1 unfilled position.
- All were Caucasian

III. Recruitment Efforts

In 2019 the Department's sworn officer shortages stayed fairly consistent between 4-5, budgeted positions. Our highest number of officer vacancies was once at and currently is at six (6) budgeted positions. Three (3) Probationary Officers were hired in calendar year 2019. One (1) out of the three (3) officers hired were results from hiring processes held in 2018. This brings the Department strength to 38 sworn at the end of 2019. This leaves us at the end of the CY with six (6) open, budgeted sworn positions.

In CY 2019 our department experienced no officer retirements. Two (2) non-probationary officers left our agency. Three (3) probationary officers resigned from the department. We did not experience any retirements from our civilian employees.

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 continues to use the Great Bay Community College testing alliance as our secondary recruiting mechanism. The Great Bay Community College testing alliance did run their three (3) exams in 2019. The department continues to successfully use the established testing alliance during our mixed hiring processes. The Department finds 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 in-house hiring processes more frequently.

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.

We continue to advertise 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. Also as mentioned above we also use the employment website Indeed.

In CY 2018 we created a recruitment video. Since the video was created in CY 2018, the video is still relevant to today's department. The video was professionally done in order to attract candidates to our department. The video focuses on five 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 lasts 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 1,761 times on YouTube, and 18K views on our Facebook page.

We continue to have incentives in place 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.

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)
- \$ 5,000**

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)
- \$ 4,000**

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 higher 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 2019 the department has hired three (3) 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. One out of the three officers hired was already certified police officer. I have had three other certified officers express interest in our department. Of those three, one officer was removed from the hiring process during oral boards, one officer was removed from our hiring process during the background, and one officer failed the required entry-level physical fitness test. 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 non-certified candidates applied due to other factors. Based on our current shortage of officers 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 2019 we also ran 4 different hiring processes for full-time Dispatcher. We did hire a dispatcher from the last hiring process, who will start in January 2020. 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 rather than applying directly to the Police Department, as well as assistance in notification to those who have applied for the position posted.

IV. 2019 Sworn Officer Hiring Processes:

During CY 2019, the Department conducted **ten (10)** hiring processes. Five hiring processes were in-house processes. Two other processes were mixed processes. Three hiring processes were certified officer/individual 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 February 25, 2019, an in-house process based on self-initiated interest. We invited thirty-two (32) candidates. From that, we received:

- 15 stated they would attend
- 13 showed for the process- 11 males and 2 female
- None wished to be informed of the next testing date

Seven (7) candidates passed the written exam and scored a 75% or higher on the test (53.8% pass rate). Two (2) female candidates that showed for the written test, only one (1) passed.

Later that day the seven (7) 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 seven (7) candidates failed the required testing. (85.7% pass rate)

This brings the total number of invitees to thirty-two (32), twenty-seven (27) males and five (5) females. Out of the thirty-two (32) total invitations only six (6) moved onto the oral board phase of the hiring process (18.7%).

On February 26, 2019 oral boards were conducted as scheduled. Two (2) of the six (6) candidates were recommended by the oral board (33.3%). One of the candidates (male) was hired by the department after successfully completing the remainder of the hiring process.

Our **second** hiring process was held on May 6th 2019, an in-house process based on self-initiated interest. Twenty-two (22) invitations were sent out. I also invited a Massachusetts certified police officer for this hiring process. From that we received:

- 11 who stated they would attend
- 10 of those stating they would attend were male, 1 female.
- 4 people declined invitation
- 6 showed for the process

All Six (6) candidates passed the written test (100% pass rate). Later in the day all 6 candidates showed up (100 %) for the PFT and all six (6) failed the PFT (0% pass rate).

No candidates made it to the oral board. No candidates were hired from this process.

Our **third** hiring process was held on May 29th 2019, an in-house process based on self-initiated interest. Four (4) invitations were sent out. The invited candidates all had

previously passed the written exam, but failed the PFT. These candidates were invited back, just to take the PFT again.

- 1 stated he would attend
- 3 people declined invitation
- 1 showed for the process

The 1 candidate that showed up failed the PFT (0% pass rate).

This candidate did not make it to the oral board. No candidates were hired from this process.

Our **fourth** hiring process was held on July 29th, 2019, 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, Ninety-Five (95) additional candidates were invited from the past GBCC exam held in June. These candidates' scores were delayed for an unknown reason by GBCC.

From that we received

- 15 replies of the 121 total invitees (12.3% of invitees)
- 11 stating they would attend, 4 candidates declined.
- 6 attended the process

Six (6) candidates showed up for the written test. Five (5) candidates passed the written exam and scored a 75% or higher on the test (83.3% pass rate). 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%). Three (3) of the five (5) candidates failed the required testing. (40% pass rate).

This brings the total number of invitees to one hundred twenty-one (121), one hundred-six (106) males and fifteen (15) females. Out of the 121 total invitations only two (2) moved onto the oral board phase of the hiring process (1.6%).

Oral boards were conducted as scheduled. Both candidates participated in the oral boards. Both candidates were recommended by the oral board. (100% pass rate). No candidates were hired from this process.

Our **fifth** hiring process was held on September 23, 2019, an in-house process based on self-initiated interest. Ten (15) invitations, twelve (12) males and three (3) females were sent,

From that we received

- 6 positive replies of the 10 invitees (60% of invitees)
- 3 of those stating they would attend were male, 3 female
- 6 candidates declined invitation
- 4 showed for the process

Two (2) out of the four (4) passed the written test (50% pass rate). Later in the day the 2 candidates showed up for the PFT and one (1) of the two (2) candidates passed the PFT (50% pass rate). However, the one candidate who passed the PFT could not meet the Basic Hiring Criteria and was removed from the process.

Our **sixth** hiring process was held on November 4, 2019, 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, one-hundred twenty-six (126) additional candidates were invited from past GBCC exam held in October. I also invited two (2) candidates that had previously failed the PFT from the September hiring process.

From that we received

- 14 positive replies of the 150 total invitees (9.3% of invitees)
- 2 candidates declined the invitation.
- 11 attended the process

Seven (7) candidates showed up for the written test. Four (4) candidates already passed the written test from previous exams. Six (6) candidates passed the written exam and scored a 75% or higher on the test (85.73% pass rate).

Later that day the ten (10) candidates that passed the written test were invited for a PFT. All the candidates showed for the PFT testing process (100%). Six (6) of the ten (10) candidates failed the required testing. (40% pass rate).

This brings the total number of invitees to one hundred fifty (150), one hundred-twenty-five (125) males and twenty-five (25) females. Out of the 150 total invitations only four (4) moved onto the oral board phase of the hiring process (.06%).

Oral boards were conducted as scheduled. All four (4) candidates participated in the oral boards. Only three (3) candidates were recommended by the oral board. (75% pass rate). At this time of this writing, two (2) candidates are still in the background.

Our **seventh** hiring process was held on December 16, 2019, as an in house hiring process. Twenty-two (22) invitations were sent to those who expressed interest in employment. Along with these twenty-two (22) candidates, six (6) additional candidates were invited for just the PFT from the previous November hiring process.

From that we received

- 19 replies of the 28 total invitees (67.8% of invitees)
- 11 candidates positively replied, but only 7 showed up.
- 18 candidates either deferred until the next test or declined the invite.

All seven (7) candidates who attended passed the written test (100% pass rate). Four (4) of the seven (7) candidates passed the PFT (57.1% pass rate). These four candidates were invited back for oral boards.

On December 17th oral boards were conducted as scheduled. Three (3) of the four (4) candidates were recommended by the oral board (75% pass rate). At this time of this, writing the three (3) candidates are still in the background.

During this CY we gave **two certified officer hiring processes** with a total of three candidates. All of these candidates were males. The processes were held during different times of the year. All three (3) candidates passed the physical fitness exam (100% pass rate). The two (2) of the three (3) candidates that moved onto the oral boards were recommended by the oral board (66.6% pass rate). One candidate was removed from the background portion of the hiring process. **One certified officer candidates** was hired.

The department did give an **individual hiring process** to a male military veteran. This candidate was unable to attend the May and July 2019 hiring process due to his deployment. In August this candidate passed the written, PFT and oral boards. This candidate was removed from the background portion of the hiring process.

V. Overall Statistics for 2019:

Invited candidates, Male:	318
Invited candidates, Female:	58
Total	376
Invited candidates that actually showed up:	52 (13.8% of total invitees)
Passed PFT:	20 (38.4% of those that showed up)
Passed oral board:	12 (60% of those who passed PFT)
Passed background investigation:	2 (16.6% of those who passed oral board)
Hired	2 (16.6% of those who passed oral board; 10% of those who passed the PFT; .05% 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.

On a monthly basis, we will be recruiting at Keene State College, where we will operate and set up an informational booth for recruitment starting in January 2020.

In an effort to try something different to increase the hiring of protected classes and females, we have reached out to the Keene State College Department for Inclusion and Diversity. We hope interactions with this department during CY 2020 may give more

insight to other steps we can take. Also in this light, in CY 2020 we will be sending out letters to KSC sport team coaches in an effort to create a relationship with them and their students/athletes. Student athletes can represent the qualities we are looking for in our candidates, such as dedication, discipline and teamwork. Student athletes can provide a diverse group. We are also working with the KSC office of career counseling to improve our presence at KSC and interact closer with professors and students.

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 Field Training Officer and a OC instructor. The third is on the Departments bike team and Collision Analysis Team. The fourth officer recently finished her probationary period.

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 constant 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.