



HOLLIS POLICE DEPARTMENT

2017 Recruit Analysis

January 27, 2018 Police Testing/Applicant Data

Prepared By: Lieutenant James Maloney
Date: February 8, 2018

The Hollis Police Department did not conduct a Recruit Drive or any police testing in 2017. Several officers were hired in 2016 and 2017 based on the candidate list from the 2016 testing. Additionally, a female certified officer was hired in 2017.

As there is no independent 2017 recruit test data to analyze and compare to our recruit plan, Due to this, I have reviewed the data from our January 2018 Recruit Drive and compared that as well as the information from our recent hiring's to analyze how we are doing with our recruit plan.

I. PURPOSE:

This memorandum is intended to provide data collected from individuals who applied for and/or participated in the written and physical fitness tests held on Saturday, January 27, 2018. This memorandum is broken into five parts. Section II provides the total numbers of applicants who signed up for the written and physical tests and the actual number of individuals who were present on the testing date or alternate testing date.

Section III contains gender and minority information about all those applicants who applied to participate in the testing. This is illustrated in actual numbers and diagrams. This data was collected from the PoliceApp.com website, which was utilized to process applications for the written and physical tests.

Section IV contains gender and minority information about those who were present for the written and physical tests on January 27, 2018. Additionally, this section contains the following information collected from individuals who were present for the written

and physical tests: how they learned about the position; their highest level of education; what their preference is in regard to having both the written and physical fitness test on one day; and, how many hiring processes each applicant was involved in at the time of the testing.

Finally, Section V provides an analysis of recent testing data and our recent police hires. Also included is an evaluation of how our results correlate with some of the components of the Hollis Police Department's 2016 Recruitment Plan, which was completed in April 2016. Information from recent hires off the 2016 eligibility list is considered and analyzed with the testing data.

II. JANUARY 27, 2018 WRITTEN/PT TEST ATTENDANCE INFORMATION:

There were a total of 47 individuals who signed up for the testing on Jan 27, 2018. Of the 47 individuals who submitted applications through the PoliceApp.com website, 25 individuals actually showed up to participate.

Total number of application received through the PoliceApp.com Website 47	Total number of applicants present on the date of the written/physical fitness tests 25
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Of the 25 individuals in attendance, there were 5 individuals who failed the written test and 6 who failed the physical fitness test. Although all of the certified applicants (3 total) were exempt from taking the written test and only needed to pass the physical fitness test, only one certified candidate actually showed up for the PT test. He successfully completed the test.

At the conclusion of the written and physical fitness tests, there were a total of 14 candidates remaining in the applicant pool. This constitutes a 29.78% retention rate from the original applicant pool of 47 individuals.

III. GENDER/MINORITY DATA – TOTAL NUMBER OF APPLICANTS:

	American Indian or Alaskan Native	Asian	Black/African American	Native Hawaiian	Other Pacific Islander	White	Decline
Male	0	1	2	0	0	41	0
Female	0	0	0	0	0	3	0
Decline to Answer	0	0	0	0	0	0	0
Totals	0	1	2	0	0	44	0

47 Applicants
No Applicant Information Missing

IV. AFFIRMATIVE ACTION SURVEY/TESTING SURVEY RESULTS:

Gender	
Male	23
Female	2
Total	25

Female candidates represented 8% of all the recruits who participated in testing.
Male candidates represented 92% of the recruits who tested.

Race/Ethnic Group	
Caucasian	23
Black	1
Latino	1
American Indian	0
Asian	0
Other	0
Total	25

Caucasian candidates comprised 92% of those who tested on January 27, 2018.
Black or African American candidates comprised 4% of those who tested.
Latino candidates comprised 4% of those who tested.

TESTING SURVEY RESULTS

How did you learn about position?		
	Respondents	Total %
Internet site	23	92%
College fair	0	0
Newspaper	0	0
Other	1	4%
No answer	1	4%
Total	25	100%

92% of our candidates who tested on Jan 27, 2018 heard about our testing process on the internet. Specifically, 5 different websites with test advertising were mentioned in the survey. This information can be misleading as candidates are required to apply through the website www.policeapp.com. This website was cited as where the most candidates heard about our recruiting efforts, but all candidates had to visit this site to register for the test. Importantly, no candidates heard about our testing in a newspaper or at a college fair.

Highest level of education		
		Total %
High school	3	12%
Some college	8	32%
4-year college	11	44%
2-year college	2	8%
Masters	0	0
No answer	1	4%
Total	25	100%

Which Test Scheduling Method Do You Prefer?		
	Respondents	Total %
Same day	21	84%
Separate days	3	12%
No answer	1	4%
Total	25	100%

The overwhelming majority of candidates surveyed prefer the written and physical testing on the same day. Based on the feedback received as well as the inconvenience to the agency and candidates that goes along with scheduling an additional date in an already multi-stepped hiring process, we should be looking for ways to streamline our process rather than extend it.

How many hiring process are you involved in?		
		Total %
Zero	16	64%
One	5	20%
Two or more	2	8%
No answer	2	8%
Total	25	100%

This feedback is noteworthy as there are currently several other police agencies in Southern NH who are actively advertising and testing for new recruits, yet the majority of our candidates are not in any other hiring processes. This does not preclude the idea that they may have already tested at other agencies in the past.

V. ANALYSIS OF RECENT HIRES AND TESTING DATA:

The data listed above from the January 2018 testing demonstrates the results of our efforts to target female and minority applicants as outlined in the Hollis Police Department Recruitment Plan for 2016. The ratio of male to female applicants dropped slightly from previous testing (8% of all candidates vs. 10% and 9% from previous tests). We were successful in processing and hiring a female candidate who also happened to be a certified police officer. Unfortunately, due to attrition, we still only have one female officer on the force at this time.

The numbers of minority applicants decreased significantly. Combined, Black/African and Hispanic individuals accounted for 8% of the applicant pool compared to 18% in previous testing. Because we are testing relatively small numbers of candidates, one or two additional minority applicants who show up on test day could raise this number back to our target. Our percentage of minority applicants reflects well with the overall population of the Town of Hollis, but is not as high as we would like. We were unable to hire a minority officer since our last recruit plan was put into effect.

Portions of our Recruitment Plan are working. Since its implementation in April 2016, we have hired a total of 5 officers. Included in the 5 are 2 certified officers, one of which who is female. Unfortunately we have not hired any minority officers. The following Initiatives are listed in the 2016 Recruit Plan: A brief assessment of where we are at follows each Initiative:

1. **Attend College Fairs:** our participation in college fairs did not result in any candidates who participated in testing. This is not unusual, as many college students have high ambitions and do not take local law enforcement careers seriously until they try to find gainful employment after graduation. The time invested in attending a college fair and possibly finding a candidate that is the right fit for Hollis PD is worth the investment. It is clear most of our target applicants have at least some college experience.
2. **Visit Colleges:** The Hollis Police Department should continue to look for ways to participate in interactions with colleges and college students beyond college fairs. One female candidate at our January 2018 test was a student of Hollis Police Chief Hoebeke at Southern NH University. We have a lot of young officers with recent college experiences and should consider using them as liaisons with their own colleges if appropriate.
3. **Police Exams:** One of our goals and objectives in 2018 is to become fully staffed as an agency. While we are currently in the middle of a recruit drive, once it is apparent we will exhaust the current list of eligible candidates we should immediately begin preparing for our next police entry level application process. We have been hiring regularly to replace officers lost to retirement or attrition.
4. **Recruiting Certified Minority Officers:** Importantly, we hired one female certified officer during 2017. Our initiative to recruit minority certified officers is mostly reactive upon learning of any interest they may have in applying here, but retired Chief Jay Sartell demonstrated our dedication to this initiative by facilitating the testing and hiring process for this candidate in a timely matter. We continue to do an excellent job in networking with all certified applicants. As our recent numbers show, only 1 in 3 certified applicants

showed up to participate in testing in Jan 2018. In today's economy most competent certified officers have their pick of agencies to transfer or apply to. Our offer of a one-time financial incentive of \$5000 to certified officers who are hired here should continue as a perk of applying here.

This idea of networking with certified candidates should be expanded to include all candidates who are interested in taking advantage of our openness to provide them information about Hollis PD. Over the past few months, Chief Hoebeke and the staff have taken the time to meet with several prospective non-certified candidates prior to the test date in a one on one setting. This can only result in a more prepared candidate with more buy-in to our testing and hiring process. Each candidate who had a personal meeting showed up for the written and physical testing.

5. **Advertise In Local Media Outlets:** We have followed this initiative to the letter, and our candidates' feedback shows that internet advertising is the most successful method of notifying prospective candidates we are hiring. Our proactive use of Facebook, Twitter, and our HPD website also is putting positive information about Hollis PD on the internet as well.

In 2018, the Hollis Police Department should continue to follow the above initiatives as sound methods of attracting recruit candidates. Interestingly, many candidates who participated in our testing on January 27, 2018 commented about the approachability of our officers. Many noted that they appreciated the friendly and organized way that we approached them during the testing that day. We gave them the impression that we were happy to have them test with us. This is a valuable attitude that is shared and demonstrated among the vast majority of Hollis officers. We need to maintain this positive attitude and continuously look for additional ways to develop qualified female and minority candidates. Looking for opportunities to recruit military veterans at any available military career fairs should be a new priority as we continue to seek qualified applicants for the Hollis Police Department.

Respectfully submitted,

Lt. James Maloney
Administrative Services Bureau Commander