

HOLLIS POLICE DEPARTMENT

2019 RECRUITMENT PLAN

I. SCOPE:

The following plan consists of analysis and recommendations relative to the recruitment and hiring of viable candidates for any vacancies that exist within the Town of Hollis Police Department. Specific attention will be paid to the recruitment and hiring of minorities and women for both sworn Police Officer positions, and non-sworn administrative personnel positions.

As most law enforcement practitioners throughout the country will assert, attracting qualified staff, especially police officers, has been a challenge. In the absence of a high level of initiative, and innovative approaches to the recruitment of personnel, we will face significant challenges to hire and retain qualified staff members.

As we look to the future, several issues and trend have remained obvious. First, we continue to have vacancies within the Hollis Police Department. These vacancies have resulted in considerable time and money spent at recruiting qualified individuals for available sworn and non-sworn positions. Second, our police force does not reflect the demographics of our growing community. Although Hollis is a community with a population base that is predominantly white and single race, I am a firm believer that our agency should mirror the current demographics of the community. Third, we continue to struggle at finding candidates with the qualifications to serve in the law enforcement profession. Although we enjoy a strong relationship with our community, there is no doubt that some of the changes and views towards policing at both the state and national level has impacted our ability to recruit a high number of qualified candidates.

In order to meet the hiring needs of the Hollis Police Department, we need every member of the department to help us find the most qualified staff. This plan, which is not all encompassing, represents our ideas on moving to better our recruitment and selection processes and more specifically, to help achieve a staffing composition that best reflects the demographics of our community. Equal employment opportunities shall be provided to all applicants, regardless of race, sex, or ethnic background.

In summary of the content of this report, here are our agency goals as they relate to recruitment and selection:

- Achieve annual hiring goals to meet actual or anticipated staffing needs.

- By 2022, increase the number of female police officers to 3. This goal was established given the available demographic information for the Town of Hollis, which indicates that roughly 50% of our community's population is female.
- Increase our rates of retention and meet full staffing expectations by the end of the 2019 calendar year.
- Work to recruit higher numbers of minority and female applicants.

In addition to that of which is detailed above, this recruitment plan involves initiatives to achieve the goal of an ethnic, cultural, racial, and gender workforce composition within the sworn ranks of the police department that is in approximate proportion to the makeup of demographic data within the Town of Hollis, New Hampshire.

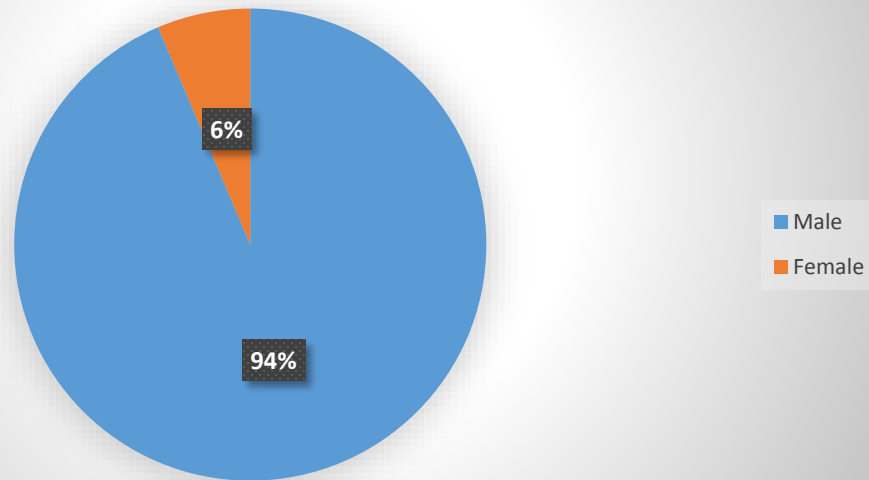
The responsibility of administering and analyzing the recruitment plan will fall under the Administrative Services Bureau Commander. The Administrative Services Bureau Commander will coordinate that plan and provide updates relative to the established goals to the Chief of Police. Other members of the Hollis Police Department, including the Operations Bureau Commander, and the members of the Patrol Division and the Criminal Investigation Division, may be tasked with assisting in the execution of this plan. The majority of the responsibility for implementing the plan shall fall with the Administrative Services Bureau Commander and the Chief of Police, with the input from the Operations Bureau Commander and Patrol Supervisors.

II. POLICE TESTING PROCESS ANALYSIS:

Since the previous Recruitment Plan was completed in 2016, we have completed two recruitment and selection processes for police officer vacancies within our agency. The first was conducted in the 2018 calendar year, which resulted in the hiring of two individuals. The second, and most recent process, was conducted in January 2019. It is our intention to hire two candidates by April 2019, with the goal of enrolling them in the May 2019 session of the New Hampshire Police Academy.

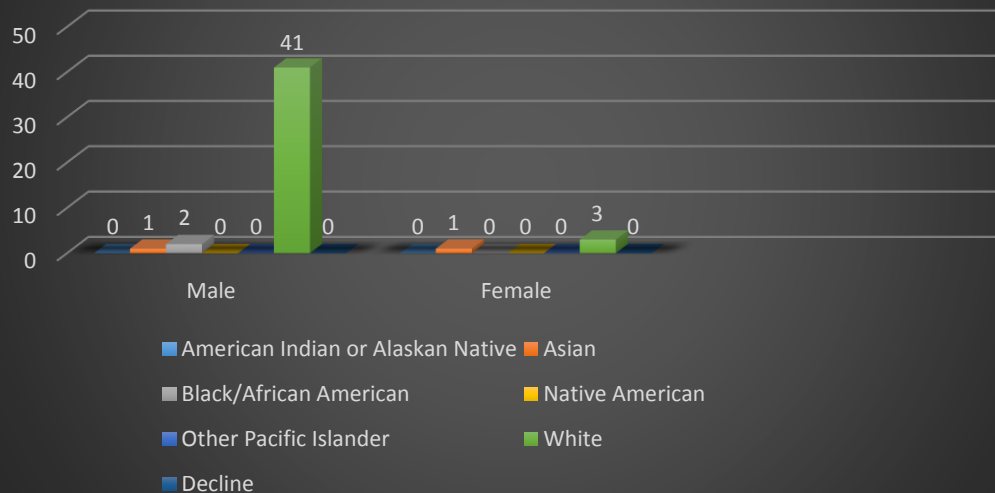
In regard to the police officer testing process completed in 2018, there were a total of 47 individuals who signed up for the test. 3 of the 47 applicants were female, constituting 6% of the applicant pool, while 44 of the 47 applicants were male, constituting 94% of the applicant pool. Please see the graph below titled, "Candidate Breakdown by Gender (2018 Police Officer Testing Process)":

Candidate Breakdown by Gender (2018 Police Officer Testing Process)



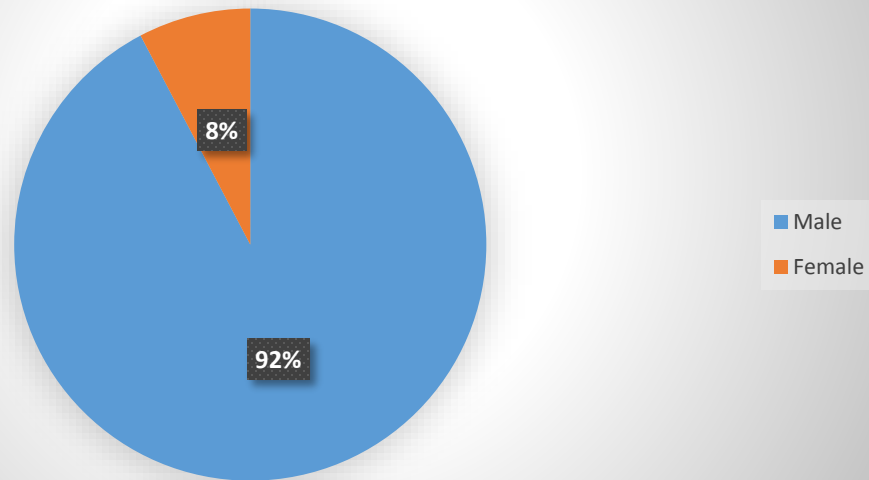
Post analysis of applicant data found the following information relative to the breakdown by gender and race of the 47 applicants:

Candidate Breakdown by Gender & Race 2018 Police Officer Testing Process



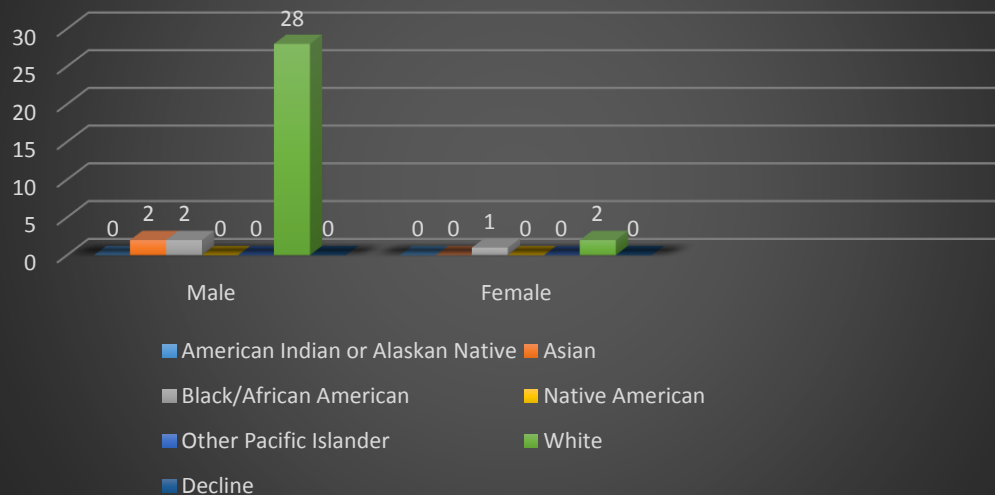
In regard to the police officer testing process conducted in January 2019, there were a total of 36 individuals who signed up for the written test. 3 of the 36 applicants were female, constituting 8% of the applicant pool, while 33 of the 36 applicants were male, constituting 92% of the applicant pool. Please see the graph below titled, “Candidate Breakdown by Gender (2018 Police Officer Testing Process)”:

Candidate Breakdown by Gender (2019 Police Officer Testing Process)



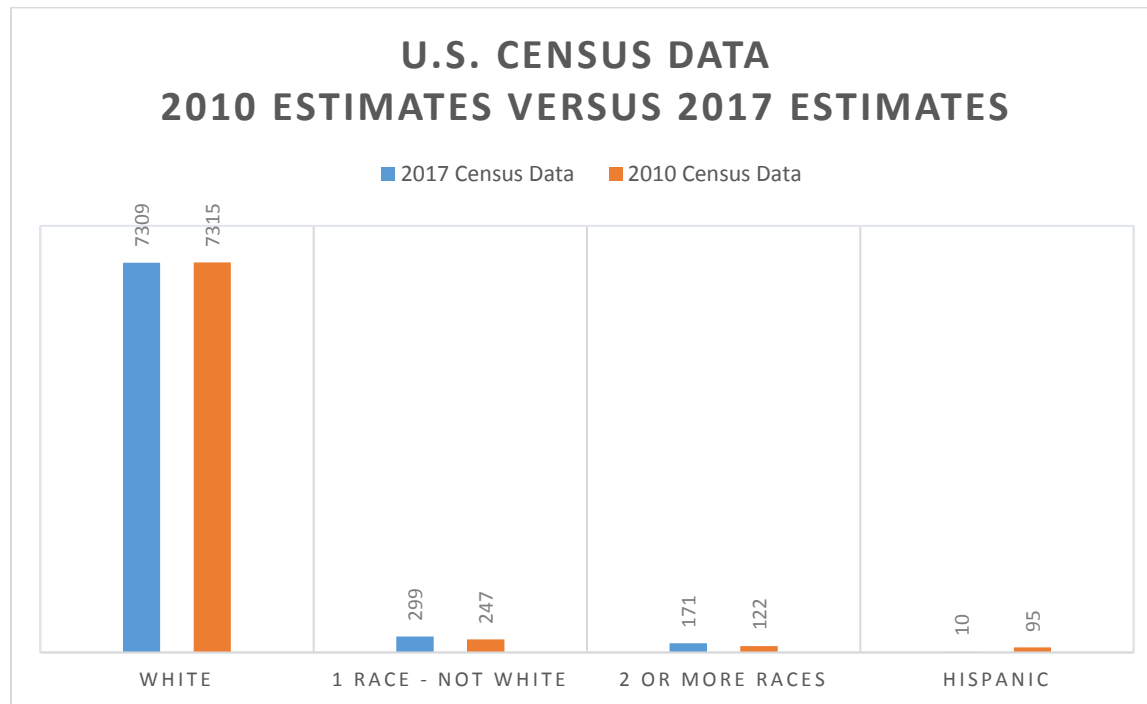
Post analysis of applicant data found the following information relative to the breakdown by gender and race of the 36 applicants:

Candidate Breakdown by Gender & Race 2019 Police Officer Testing Process



According to July 1, 2017 population estimates provided by the United States Census Bureau, Hollis, New Hampshire has a population of 7,779, with 51.6% being male and 48.4% being female. Of the population, 94% are categorized as white alone (not Hispanic or Latino); .4% are categorized as Black or African American alone; 0% are categorized as being American Indian and Native Alaskan alone; 3.1% are categorized as Asian alone, 0% are categorized as

Native Hawaiian and Other Pacific Islander alone; 2.2% are categorized as being two or more races; and .1% is categorized as being Hispanic or Latino.



As is indicated in the data provided above, the numbers of minority applicants are relatively consistent with that the demographic data available for the Town of Hollis. There is, however, a considerable inconsistency that exists between the percentage of our female within the workforce and the percentage of female applicants during the past two testing processes. According to United States Census data, roughly 2334 females (age 16 years or older) were in the workforce during this time period. This equates to 30% of the total population of the Town of Hollis.

In contrast, female applicants accounted for only 6% of the applicants during the 2018 testing process. Although this percentage was slightly higher during the 2019 testing process (8%), the female applicant pool remains below the percentage of female resident (age 16 years and older) currently in the workforce (30%).

Aside from increasing the number of male and female and minority applicants with future recruitment/testing processes, we will continue with our efforts to hire qualified female and/or minority applicants. Although this is our intention, our hiring and selection process maintains a standard of selecting the best possible candidate to fill a vacancy, regardless of gender and/or race.

III. DEMOGRAPHIC ANALYSIS:

Demographic analysis of the Town of Hollis Police Department revealed the following information for the years 2017 and 2018:

HOLLIS POLICE DEPARTMENT Sworn Personnel Demographic Analysis (2017 through 2018)		
	2017	2018
Total Number of Officers (Full-Time Part-Time)	16	16
Total Number of Male Officers Percentage	15 94%	15 94%
Total Number of Female Officers Percentage	1 6%	1 6%
Total Number of Sworn Black/African American Officers Percentage	0 0%	0 0%
Total Number of Hispanic Officers Percentage	0 0%	0 0%

We currently have a total of 16 sworn officers, 13 of which are full time personnel. As of the date of this publication, only 1 of the 13 full time sworn officers is female (7%) while the rest are male (93%). None of our 13 full time officers are minorities.

HOLLIS POLICE DEPARTMENT Non-Sworn Personnel Demographic Analysis (2017 through 2018)		
	2017	2018
Total Number of Officers (Full-Time Part-Time)	3	3
Total Number of Male Employees Percentage	1 33%	1 33%
Total Number of Female Employees Percentage	2 67%	2 67%
Total Number of Sworn Black/African American Employees Percentage	0 0%	0 0%
Total Number of Hispanic Employees Percentage	0 0%	0 0%

In total, the Hollis Police Department has a total workforce of 19 employees, which included both sworn and non-sworn full-time and part-time members. As of the date of this publication, 3 of the 19 employees are females (16%), while the remaining employees are males (16 or 84%).

Again, we can see that the male to female ratio of our workforce is below the ratio of the demographic data provided for the Town of Hollis. Additionally, we currently do not have any minority employees within the Hollis Police Department.

IV. RECRUITMENT GOALS:

Goal #1 - Achieve annual hiring goals to meet anticipated staffing needs.

Objective #1.1 – Reduce the time required for the hiring process to ensure that potential candidates can attend pre-scheduled sessions of the New Hampshire Police Standards and Training Council Police Academy.

Strategy #1.1.1 – Develop and implement a chart relative to the hiring process for police officers and other non-sworn positions, accurately depicting each step in the process. This will include the process from the initial filing of applicants to the final offer of employment, including the estimated time needed for each step.

Evaluation Criteria – After the selection process is completed, compare the identified timeline to the actual time period needed to hire a new employee.

Assigned to: Lt. Maloney

Objective #1.2 – Actively solicit the assistance of department employees in helping to identify and refer qualified candidates in each hiring cycle.

Strategy #1.2.1 – Offer a recruitment incentive stipend of \$1,500.00 for employees who refer either a sworn or non-sworn candidate that is ultimately selected for employment with the Hollis Police Department.

Evaluation Criteria – Conduct post testing surveys to determine the number of employees who were referred by a department employee.

Assigned to: Chief Hoebeke

Objective 1.3 – Offer hiring bonus for New Hampshire full-time certified law enforcement officers.

Strategy #1.3.1 – Offer a \$7,500.00 hiring bonus to any New Hampshire full-time certified police officer who is hired by the Hollis Police Department.

Evaluation Criteria – Survey certified candidates to determine if their reason for applying to the Hollis Police Department was impacted by the hiring bonus.

Assigned to: Chief Hoebeke

Objective #1.4 – Update recruitment materials.

Strategy 1.4.1 – Collect copies of current flyers for police officers and review their content to ensure the information is accurate. Updates will occur as needed.

Strategy #1.4.2 – Purchase a new recruitment display board, which will be used during department attendance at Career/Job Fairs.

Strategy #1.4.3 – Determine the number and type of recruitment materials, including exhibit promotional “giveaways,” and the amount of money needed to have the necessary materials printed.

Strategy 1.4.4 – Explore the possibility of developing a recruitment video that showcases Hollis Police Department.

Evaluation Criteria – Obtain candidate feedback on revised recruitment materials.

Assigned to: Lt. Maloney

Objective #1.5 – Personalize the Recruitment Process

Strategy #1.5.1 – Send personal emails to interested applicants for both sworn and non-sworn positions.

Strategy #1.5.2 – Offer candidates an opportunity to meet with members of the recruitment team and other agency members. Additionally, provide candidates with an opportunity to tour the Hollis Police Department facility.

Evaluation Criteria – Obtain feedback from candidates to determine whether emails, personal contacts, agency tours, and personal meetings influenced their desire to work for the Hollis Police Department.

Assigned To: Lt. Maloney and Chief Hoebeke

Goal #2 – Increase the numbers of Hispanic/Latino, Asian, and Black/African American applicants by 10%.

Objective #2.1 – Identify specific approaches and organizations with whom to partner in order to target candidates from the Hispanic/Latino, Asian, and Black/African American communities.

Strategy #2.1.1 – Compile a list of Hispanic/Latino, Asian, and Black/African American community groups, including faith-based organizations, and arrange informational meetings on employment opportunities with the Hollis Police Department.

Strategy #2.1.2 – Identify specific strategies to create awareness of career opportunities within the identified communities, including paid advertisement in the National Minority Update, which is a quarterly publication and online recruitment resource that addresses topics which affect the minority community in regard to employment and education.

Strategy #2.1.3 – Identify colleges and universities in the New England area with the highest percentages of minority-based student populations, and then develop and implement focused recruitment efforts. Examples of such efforts include directed job postings, outreach to Student Affairs/Career Services Departments, and attendance at on-campus attendance at career/job fairs.

Strategy #2.1.4 – Attend at least two career fairs at colleges/universities identified as having the highest numbers of minority-based student populations.

Evaluation Criteria: Track the number of Hispanic/Latino, Asian, and Black/African American candidates who apply for department positions and are subsequently hired.

Assigned To: Lt. Maloney

Goal #3 – Increase the number of female police officers to 3 by 2022.

Objective #3.1 – Identify specific approaches and organizations with whom to partner in order to attract female candidates.

Strategy #3.1.1 – Involve Officer McLynch on the process of identifying recruitment ideas to attract female candidates and organizations/groups within the community where prospective female candidates may be found.

Strategy #3.1.2 – Determine whether or not recruitment materials should be modified or developed specifically to recruit women.

Strategy #3.1.3 – Compile a list of community groups frequented by women, including faith-based organizations, and invite them to information meetings.

Evaluation Criteria – Track the number of women who apply for department positions and those who are subsequently hired.

Assigned to: Lt. Maloney.

Objective #3.2 – Involve Officer McLynch in the recruitment process.

Strategy #3.2.1 – Ask Officer McLynch if she would be willing to videotape a “My Story” testimonial as to why she chose a career with the Hollis Police Department, and what they have enjoyed about working for the organization, which will be added to the department website. Use some quotes from the video in recruitment materials specifically targeting female candidates.

Strategy #3.2.2 – Utilize Officer McLynch to attend job fairs, speak to community groups, and answer questions from candidates and/or their families.

Strategy #3.2.3 – Utilize Officer McLynch to help coach female candidates through the hiring process.

Evaluation Criteria – Solicit feedback from Officer McLynch on how effective she was in coaching candidates. Solicit feedback from candidates on the coaching process.

Assigned to: Lieutenant Maloney and Officer McLynch

Goal #4 – Increase employee retention with the hope of meeting and maintaining full-staffing status by the end 2020.

Objective #4.1 – Identify factors contributing to turnover.

Strategy #4.1.1 – Conduct exit interviews with employees who chose to leave their employment with the Hollis Police Department.

Strategy #4.1.2 – Implement high priority strategies to reduce employee turnover. This includes a focus on employee wellness.

Strategy #4.1.3 – Work with the collective bargaining unit and the Hollis Board of Selectmen to maintain a competitive pay scale for department employees. This pay scale should be competitive with agencies located in jurisdictions of similar demographics and agency size. Consideration of the geographic location of Hollis in relation to other well-compensated law enforcement agencies should also be considered.

Evaluation Criteria – Conduct an Employee Survey in the 2019 calendar year to determine if changes are improving the organizational culture and climate of the Hollis Police Department. Conduct exit interviews with employees who voluntarily resign. Track turnover and compare statistics with prior year staffing levels with the goal of a 50% reduction by 2022.

Assigned to: Chief Hoebeke

Goal #5 – Continue involvement with local colleges and universities in an attempt to draw qualified applicants.

Objective #5.1 – Expand outreach and increase interaction with students at local area colleges/universities.

Strategy #5.1.1 – The Chief of Police will continue to serve as an Adjunct Professor of Criminal Justice at both Southern New Hampshire University and New Hampshire Technical Institute.

Strategy#5.1.2 – Chief Hoebeke will work to utilize adjunct instructor status as a chance to network and outreach for the purposes of recruitment, and to broaden our list of applicants for any future vacancies.

Strategy #5.1.3 – Chief Hoebeke will continue to serve as a Criminal Justice Mentor for students at Southern New Hampshire University, and be available to assist students with their senior Capstone Project.

Strategy #5.1.4 – The Hollis Police Department will continue to offer student intern opportunities to local colleges and universities. Internships will be offered on a quarterly basis, with at least two interns being selected each calendar year.

Evaluation Criteria – Survey applicants to determine if they were motivated to seek employment with the Hollis Police Department given their involvement with some of the strategies identified above.

Assign to: Chief Hoebeke and Lt. Maloney

V. ANALYSIS OF THE PLAN:

The Administrative Services Bureau Commander will continually monitor the progress of the recruitment plan. At the end of each calendar year, he/she will report on the status of the plan to the Chief of Police. Additionally, the Administrative Services Bureau Commander will prepare a detailed memorandum for the Chief of Police following any police testing process. Such memorandum will include data relative to recruitment efforts, as well as the total numbers of men, women, and minority applicants. Based on the results of the findings, changes may be made in order to better to achieve the goals set forth by the Hollis Police Department.

Report Prepared By: Joseph R. Hoebeke, Chief of Police

Signature: _____

Date Prepared: _____