

# HOLLIS POLICE DEPARTMENT

## 2023 RECRUITMENT PLAN

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### **I. PURPOSE AND SCOPE OF RECRUITMENT PLAN:**

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 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. This is especially true for smaller agencies, like the Hollis Police Department, as there are limited promotional and specialty assignment opportunities.

Since the previous version of the Hollis Police Department Recruitment Plan was published in 2019, there have been considerable changes in the law enforcement landscape. The deaths of George Floyd in Minneapolis and Tyre Nichols in Memphis have brought about renewed calls for police reform. Included in these efforts have been strategies to diversify the ranks of law enforcement so the demographics of officers align more with the demographics of a given community.

Given the foregoing fact about the relative lack of diversity in our local and state populations, and given the competitiveness of police recruitment and hiring, our agency continues to struggle with recruiting a diverse pool of candidates to serve in the law enforcement profession. There is no doubt that the ability to recruit a diverse pool of candidates is directly correlated to public trust and support of a law enforcement organization, and the policing profession of a whole. Although the Hollis Police Department enjoys strong relationships with our community, it is evident that the changes and views towards policing at both the state and national level have impacted our ability to recruit a high number of qualified candidates with diverse backgrounds.

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. As we often assert, the best ambassadors of our police department are those within our ranks. This plan, which is not all encompassing, represents and details our strategies to better our recruitment and selection processes, and more

specifically, help us recognize a staffing composition that best reflects the demographics of our community. Equal employment opportunities shall be provided to all applicants, regardless of race, ethnicity, sex, sexual orientation, 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.
- Maintain full staffing levels by focusing on retention and recruitment efforts (fully staffed as of December 31, 2022).
- By 2025, increase the number of female police officers to 4. This goal was established given available demographic information for the Town of Hollis, which indicates that roughly 50% of our community's population is female. The previous Recruitment Plan, published in 2019, established a goal of having a composition of three sworn female officers by the conclusion of the 2022 calendar year. We did achieve this goal as we currently have three sworn female police officers serving within the ranks of the Hollis Police Department. This is the highest number of female officers this agency has ever had.
- Increase our retention of officers and ensure we maintain a qualified list of applicants to fill any anticipated vacancies due to resignations or retirements.
- Work to recruit higher numbers of minority and female applicants.

In addition to that of which is detailed above, this recruitment plan includes 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 with the Administrative Services Bureau Commander. The Administrative Services Bureau Commander will coordinate this 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. EVALUATION OF PREVIOUS RECRUITMENT PLAN:**

With the creation of the 2019 Recruitment Plan, we instituted a major shift in our efforts of recruiting and selecting officers for vacancies that exist within the Hollis Police Department. Instead of identifying one or two testing periods during a given year, we shifted our focus and strategy to an open enrollment process for applicants. This was an important tool as it allowed us to identify viable candidates throughout the year, as opposed to simply limiting applicant periods to a narrowly defined time period.

Before providing statistical information on applicant numbers and demographic descriptors for the time period 1 January 2019 through 31 December 2022, it is important to detail personnel

changes resulting in vacancies. Below, please find information relative to personnel changes since the implementation of the 2019 Recruitment Plan:

|  |            |                    |                     |  |
|--|------------|--------------------|---------------------|--|
| 2019   | 1/2/2019   | Nicholas McPhee    | Police Officer (FT) | Resigned - Failure to Meet Training Requirements |
|  | 4/1/2019   | Brendan LaFlamme   | Captain             | Promotion  |
|  | 4/22/2019  | Brooke Kennedy     | Police Officer (FT) | Hired (Non-Certified)                            |
|  | 4/26/2019  | Craig Conant       | Police Officer (FT) | Resigned in Lieu of Termination                  |
|  | 4/1/2019   | Amanda Cusato      | Records Clerk (PT)  | Hired  |
|  | 4/30/2019  | Dianne West        | Records Clerk (PT)  | Resigned   |
|  | 8/20/2019  | Kyle Connors       | Police Officer (FT) | Hired (Non-Certified)                            |
|  | 10/1/2019  | Brooke Kennedy     | Police Officer (FT) | Resigned - Failure to Meet Training Requirements |
|  | 12/18/2019 | Michael Trapani    | Police Officer (FT) | Hired (Non-Certified)                            |
|  | 12/30/2019 | Richard Bailey     | Police Officer (PT) | Resigned   |
|  | 12/31/2019 | James Sartell      | Police Officer (PT) | Resigned   |
| Staffing as of 12/31/2019 = 14 FT Police Officers   1 PT Police Officer   2 FT Civilian Employees   1 PT Civilian Employee   1 Kennel Maint. Worker (Per Diem) |            |                    |                     |  |
| Total Staffing = 15 SWORN   3 NON-SWORN   18 TOTAL EMPLOYEES   |            |                    |                     |  |
| 2021   | 1/18/2021  | Joshua Hooper      | Police Officer (FT) | Hired (Certified Officer)                        |
|  | 4/20/2021  | Julie Hinckley     | Police Officer (FT) | Hired (Non-Certified Officer)                    |
|  | 12/20/2021 | Nicholas Esposito  | Police Officer (FT) | Hired (Non-Certified Officer)                    |
| Staffing as of 12/31/2021 = 17 FT Police Officers   1 PT Police Officer   3 FT Civilian Employees   1 Kennel Maint. Worker (Per Diem)                          |            |                    |                     |  |
| Total Staffing = 18 SWORN   3 NON-SWORN   21 TOTAL EMPLOYEES   |            |                    |                     |  |
| 2022   | 5/6/2022   | Nicholas Collishaw | Police Officer (FT) | Voluntary Resignation - Took Job with Hudson PD  |
|  | 12/19/2022 | Kayla Bitondo      | Police Officer (FT) | Scheduled for Hire (Non-Certified)               |
| Staffing as of 12/31/2022 = 17 FT Police Officers   1 PT Police Officer   3 FT Civilian Employees   1 Kennel Maint. Worker (Per Diem)                          |            |                    |                     |  |
| Total Staffing = 18 SWORN   3 NON-SWORN   21 TOTAL EMPLOYEES   |            |                    |                     |  |

As the table demonstrates, there have been significant personnel changes over the past four years, which has created the need to engage in proactive, efficient, and effective recruitment and selection processes.

In an effort to determine the effectiveness of our recruitment efforts, it is important to provide data relative to applicant descriptors, such as gender, race, and ethnicity of our applicant pool. Between January 1, 2019 and December 31, 2022, we processed 116 applicants for police officer vacancies, all of which were full-time positions. Of those 116 applicants, 98 identified as male (84.5% of total applicants), 17 identified as female (14.7% of total applicants), and 1 applicant did not provide a response (.9% of total applicants).

A total of 7 applicants identified as being Black/African American (6% of total applicants), 1 identified as being Asian (.9% of total applicants), and 85 identified as being White (85% of total applicants). Please note that 8 applicants (6.9% of total applicants) failed to respond to the question relative to their identification on race, while 1 applicant did not provide a response to questions relative to gender or race identification (.9%).

## Candidate Breakdown by "Gender" / "Race "

Application Dates: 1/1/2019 to 12/31/2022

|                                   | Male | Female | Decline to Answer | No Response |
|-----------------------------------|------|--------|-------------------|-------------|
| American Indian or Alaskan Native | 0    | 0      | 0                 | 0           |
| Asian                             | 1    | 0      | 0                 | 0           |
| Black/African American            | 5    | 2      | 0                 | 0           |
| Native Hawaiian                   | 0    | 0      | 0                 | 0           |
| Other Pacific Islander            | 0    | 0      | 0                 | 0           |
| White                             | 84   | 15     | 0                 | 0           |
| Decline                           | 2    | 0      | 0                 | 0           |
| No Response                       | 6    | 0      | 0                 | 1           |

Although not included in the above data table, a more detailed effort to extrapolate metrics relative to the ethnicity of applicants found that 13 applicants indicated they were of Hispanic/Latino origin (11% of the total applicant pool), 86 indicated they were not of Hispanic/Latino origin (74% of total applicant pool), and 17 applicants did not provide a response to this question (15%).

According to 2021 population estimates provided by the United States Census Bureau, Hollis, New Hampshire has a population of 8,324, with 50.6% being female and 49.5% being male. Of the population, 86% are categorized as white alone (not Hispanic or Latino); 3% are categorized as Asian alone; 1% are categorized as Black or African American alone; 7% are categorized as being two or more races; and 2% are categorized as being Hispanic or Latino.

## Hollis town, Hillsborough County, NH

County Subdivision in: [Hillsborough County, NH](#), [New Hampshire](#), [United States](#)

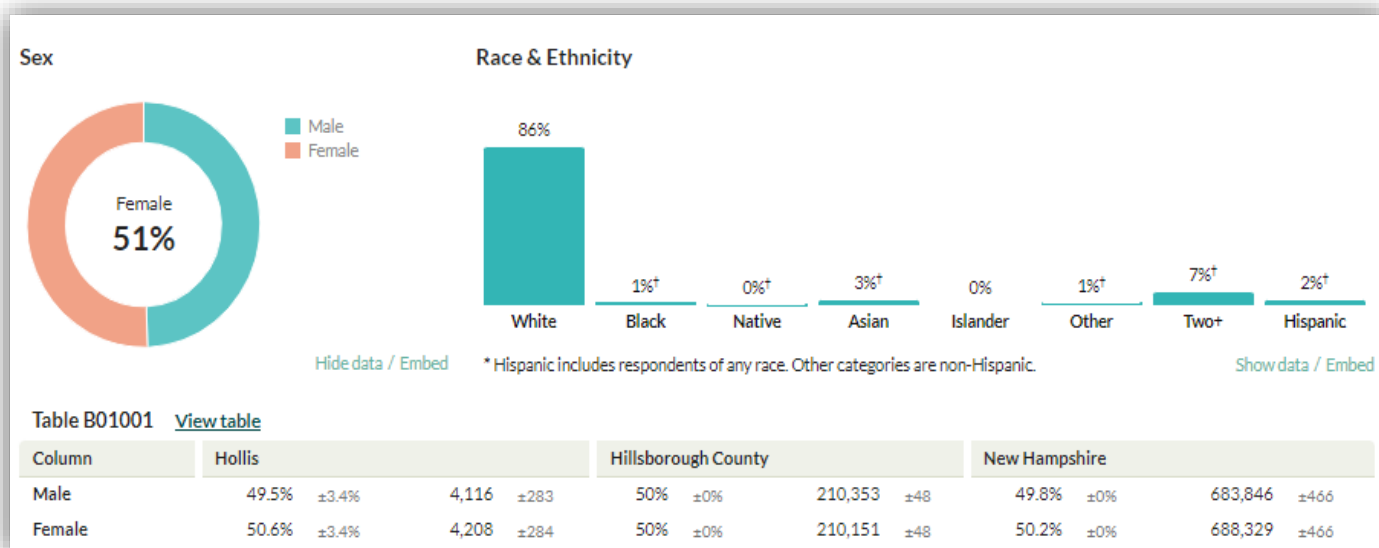
**8,324**

Population

**31.7** square miles

**262.3** people per square mile

Census data: ACS 2021 5-year unless noted



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. Please note that 14.7% of the total applicants between January 1, 2019 and December 31, 2022 identified as female, which constitutes an 84% increase in the total number of female applicants recorded in the 2019 Recruitment Plan. More importantly, women make up 17% of our total compliment of officers, which is some 4% above the national average. Overall, women make up 24% of our total workforce at the Hollis Police Department, which includes both sworn and non-sworn positions.

This data clearly demonstrates the effectiveness of our efforts to bring more diversity into the Hollis Police Department, with the intent of having a workforce more reflective of the community we service. Although we have struggled to recruit and hire applicants of color and those of Hispanic origin, we have increased our compliment of female officers to the highest level in the history of the agency. Aside from focusing future recruitment efforts on increasing the numbers of male, female, and minority applicants, we will place renewed emphasis on hiring qualified female and/or minority applicants. Although this is our intention, our hiring and selection process maintains the highest standards as it relates to selecting the best possible candidate to fill a vacancy, regardless of gender and/or race. We will not reduce standards in order to fill vacancies as this elevates risk to the agency and our community.

### **III. DEMOGRAPHIC ANALYSIS:**

Between January 1, 2019 and December 31, 2022, demographic analysis of the Town of Hollis Police Department revealed the following information:

| <b>Hollis Police Department<br/>Sworn Personnel<br/>Demographic Analysis (2019 through 2022)</b> |           |           |           |           |
|--|-----------|-----------|-----------|-----------|
|  | 2019      | 2020      | 2021      | 2022      |
| Total Number of Officers<br>(Full-Time & Part-Time)  | 15        | 15        | 18        | 18        |
| Total Number of Male Officers<br>Percentage  | 14<br>93% | 14<br>93% | 16<br>89% | 15<br>83% |
| Total Number of Female Officers<br>Percentage  | 1<br>7%   | 1<br>7%   | 2<br>11%  | 3<br>17%  |
| Total Number of Black/African America Officers<br>Percentage                                     | 0<br>0%   | 0<br>0%   | 0<br>0%   | 0<br>0%   |
| Total Number of Hispanic Officers<br>Percentage  | 0<br>0%   | 0<br>0%   | 0<br>0%   | 0<br>0%   |

As of the date of this publication (February 17, 2023), we currently have a total of 18 sworn officers which includes 17 full-time officers and 1 part-time officer. 3 of the 18 sworn officers are female (17%) while the rest are male (83%). None of our 18 sworn officers are minorities.

| <b>Hollis Police Department<br/>Non-Sworn Personnel<br/>Demographic Analysis (2019 through 2022)</b> |          |          |          |          |
|--|----------|----------|----------|----------|
|  | 2019     | 2020     | 2021     | 2022     |
| Total Number of Non-Sworn Employees  | 3        | 3        | 3        | 3        |
| Total Number of Male Non-Sworn Employees<br>Percentage   | 1<br>33% | 1<br>33% | 1<br>33% | 1<br>33% |
| Total Number of Female Non-Sworn Employees<br>Percentage   | 2<br>67% | 2<br>67% | 2<br>67% | 2<br>67% |
| Total Number of Black/African America Non-Sworn Employees<br>Percentage                              | 0<br>0%  | 0<br>0%  | 0<br>0%  | 0<br>0%  |
| Total Number of Hispanic Non-Sworn Employees<br>Percentage   | 0<br>0%  | 0<br>0%  | 0<br>0%  | 0<br>0%  |

In total, the Hollis Police Department has a total workforce of 21 employees, which includes both sworn and non-sworn full-time and part-time members. As of the date of this publication, 5 of the 21 employees are females (24%), while the remaining employees are males (16 or 76%). Please note that we are currently at full-staffing levels and do not have any anticipated vacancies.

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. FUTURE RECRUITMENT GOALS AND OBJECTIVES:**

##### **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 – Should vacancies exist within the agency, we will work to develop a timeline of 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 applications 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. James 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 – Continue to offer a recruitment incentive stipend for employees who refer either a sworn or non-sworn candidate that is ultimately selected for employment with the Hollis Police Department. With the formation of this updated Recruitment Plan, the stipend will be raised from \$1,500.00 to \$2,500.00.

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

***Assigned to: Chief Joseph Hoebeke***

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

Strategy #1.3.1 – Offer a \$10,000.00 hiring bonus to any New Hampshire full-time certified police officer who is hired by the Hollis Police Department. The hiring bonus established in the previous Recruitment Plan was \$7,500.00.

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 Joseph Hoebeke***

Objective #1.4 – Update recruitment materials.

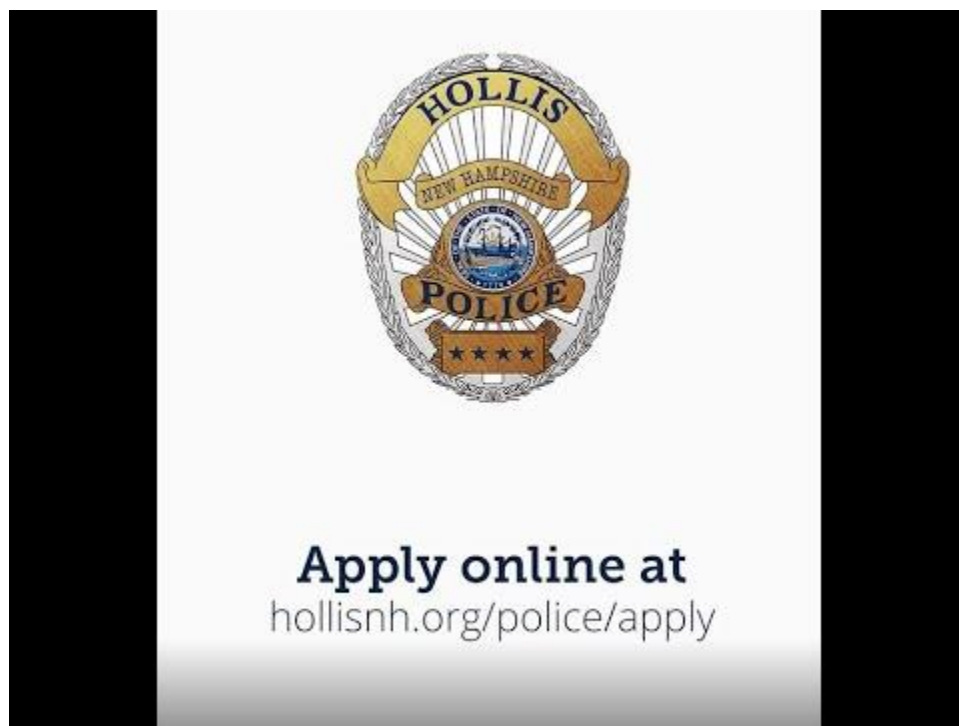
Strategy 1.4.1 – Collect copies of current flyers for police officers and review their content to ensure the information is accurate. Updates will occur as needed.

Strategy #1.4.2 – Updated pictures on our 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 – Consider updating the Recruitment Video created in 2021. This video was well-received within the community and was an effective tool to showcase the organizational culture of the Hollis Police Department.

Evaluation Criteria – Obtain candidate feedback on revised recruitment materials, and elicit participation in helping to create an updated version of the Hollis Police Department Recruitment Video.



***Assigned to: Lt. James 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. James Maloney and Chief Joseph Hoebeke*

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**Goal #2 – Increase the numbers of Hispanic/Latino, Asian, and Black/African American applicants by 5%.**

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. James Maloney*

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**Goal #3 – Increase the number of female police officers to 4 by end of 2024.**

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

Strategy #3.1.1 – Involve female Hollis Police Officers in 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. James Maloney***

Objective #3.2 – Involve female Hollis Police Officers in the recruitment process.

Strategy #3.2.1 – Ask female Hollis Police Officers if they would be willing to videotape a “My Story” testimonial as to why they chose a career with the Hollis Police Department, and what they enjoy most 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 female Hollis Police Officers to attend job fairs, speak to community groups, and answer questions from candidates and/or their families.

Strategy #3.2.3 – Utilize female Hollis Police Officers to help coach female candidates through the hiring process.

Evaluation Criteria – Solicit feedback from female Hollis Police Officers on how effective they were in coaching candidates. Solicit feedback from candidates on the coaching process.

***Assigned to: Lt. James Maloney and selected female Hollis Police Officers***

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**Goal #4 – Increase employee retention with the hope of meeting and maintaining full-staffing status through the end of 2024.**

Objective #4.1 – Identify any 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 Select Board 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 anonymous Employee Climate Survey in the 2023 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 Joseph Hoebeke*

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**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 will make himself 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 to students so long as the agency possesses the capacity to properly proctor the program.

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 Joseph Hoebeke and Lt. James 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

Date: February 21, 2023

