

# HOLLIS POLICE DEPARTMENT 2019 RECRUITMENT PLAN

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## **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 initiative and innovative approaches to recruitment personnel, we will face significant challenges to hire and retain qualified staff members.

As we look to the future, several priorities have been obvious. First, we have continued 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 to find 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 higher numbers 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.
- In 2019, work to increase the number of female police officers by one. 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.

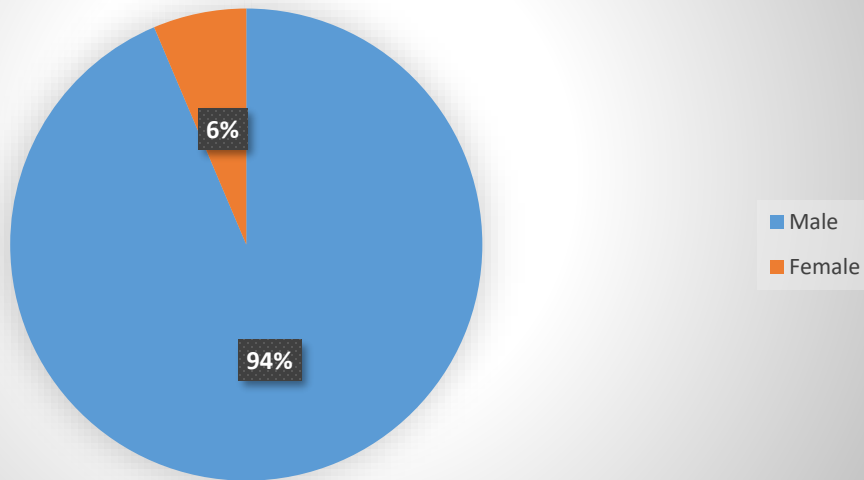
The responsibility of analyzing the recruitment plan will fall under the Administrative Services Bureau Commander. The Administrative Services Bureau Commander will coordinate that plan and provide updates relative to the established goals to the Chief of Police. Other members of the Hollis Police Department,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

## **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, was conducted in January 2019. It is our intention to hire two candidates by April 2019, in an effort to enroll them in the May 2019 session of the New Hampshire Police Academy.

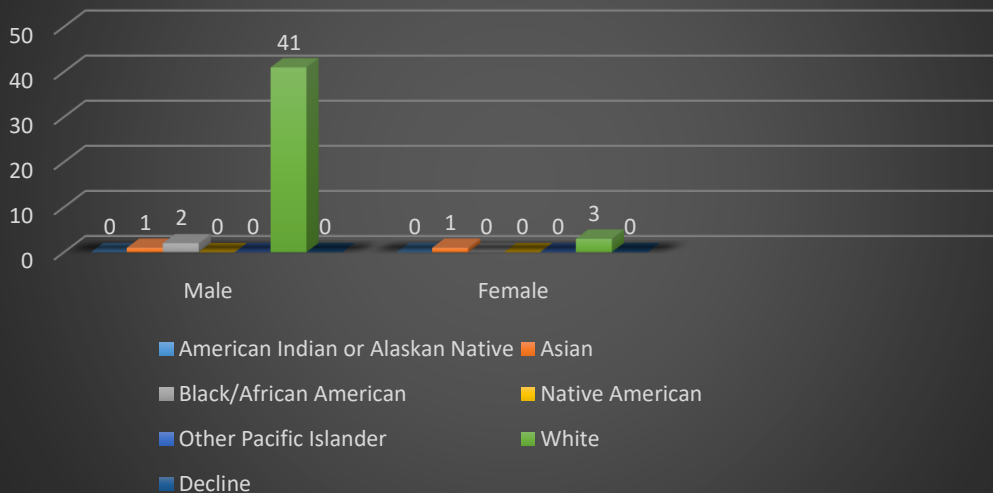
In regard to the police officer testing process completed in 2018, there were a total of 47 individuals who signed up for the test. 3 of the 47 applicants were female, constituting 6% of the applicant pool, while 44 of the 47 applicants were male, constituting 94% of the applicant pool. Please see the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

## Candidate Breakdown by Gender (2018 Police Officer Testing Process)



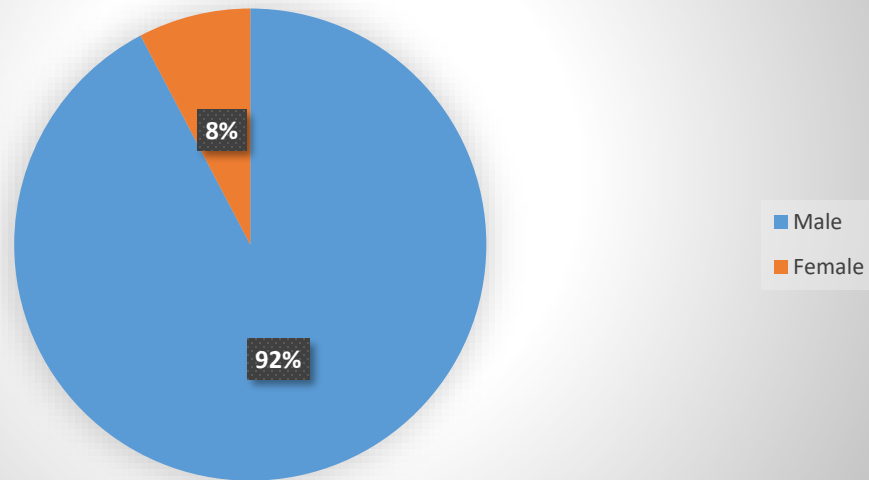
Post analysis of applicant data found the following information relative to the breakdown by gender and race of the 47 applicants:

## Candidate Breakdown by Gender & Race 2018 Police Officer Testing Process



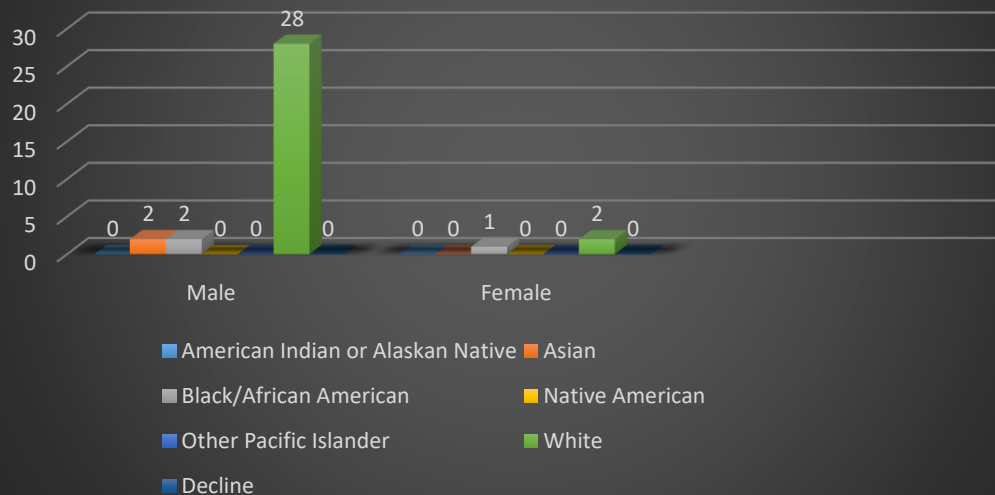
In regard to the police officer testing process conducted in January 2019, there were a total of 36 individuals who signed up for the written test. 3 of the 36 applicants were female, constituting 8% of the applicant pool, while 33 of the 36 applicants were male, constituting 92% of the applicant pool.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

## Candidate Breakdown by Gender (2019 Police Officer Testing Process)



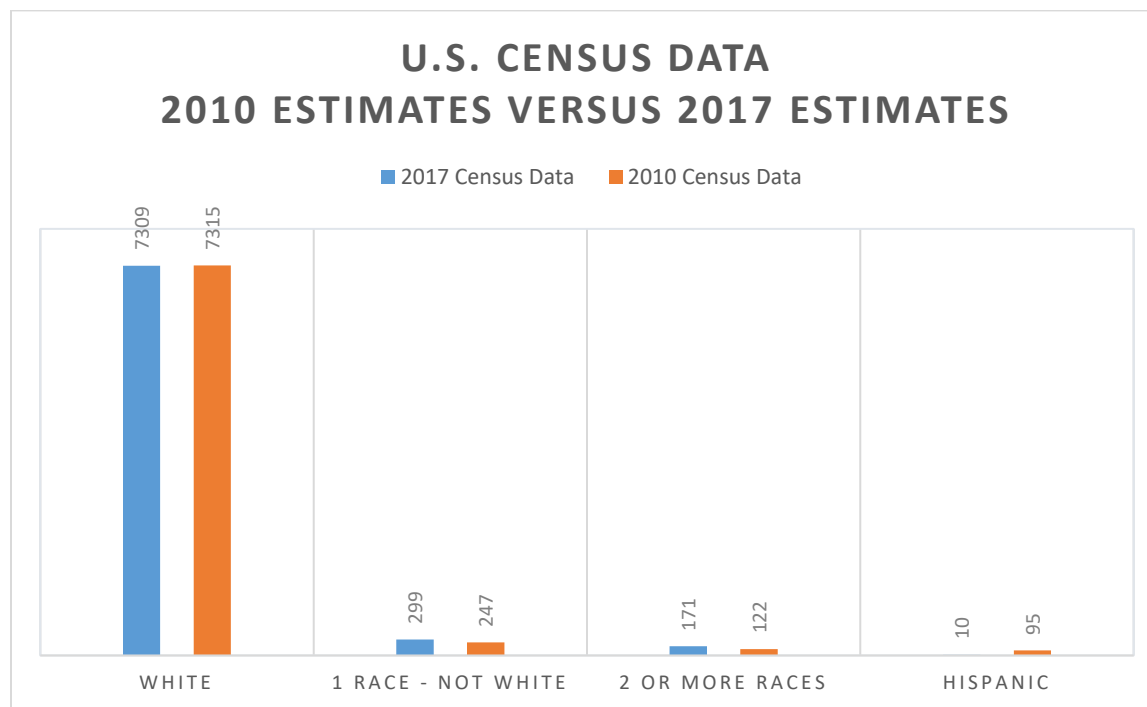
Post analysis of applicant data found the following information relative to the breakdown by gender and race of the 36 applicants:

## 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% is 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 population and the percentage of female applicants during the past two testing processes. In 2018, female applicants accounted for only 6% of the applicant bases. Although this percentage was slightly higher during the 2019 testing process, the female applicant pool remains low and well-below the ratio of male to female residents detailed in the census data.

Aside from increasing the number of male and female and minority applicants with our testing and selection process that will occur in June 2016, we will continue with our efforts to hire a qualified female and/or minority applicant. 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:

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

<b>HOLLIS POLICE DEPARTMENT</b> <b>Non-Sworn Personnel</b> <b>Demographic Analysis (2017 through 2018)</b>		
	2017	2018
<b>Total Number of Officers (Full-Time Part-Time)</b>	3	3
<b>Total Number of Male Employees</b>	1	1
<b>Percentage</b>	33%	33%
<b>Total Number of Female Employees</b>	2	12
<b>Percentage</b>	67%	67%
<b>Total Number of Sworn Black/African American Employees</b>	0	0
<b>Percentage</b>	0%	0%
<b>Total Number of Hispanic Employees</b>	0	0
<b>Percentage</b>	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. INITIATIVES:**

- a. **ATTEND COLLEGE JOB FAIRS:** The Administrative Services Bureau Commander and selected members of the Hollis Police Department will attend at

least two college job fairs. College job fairs allow recruiting agencies to reach a high number of diverse applicants. At this point, we are going to try and attend one college job fair in New Hampshire and one in Massachusetts.

- b. **VISIT COLLEGES:** In addition to attending at least two college job fairs, we will continue to educate students about a career in law enforcement and be able to impress upon them the professionalism of the Hollis Police Department. Both the Administrative Services Bureau Commander and the Chief of Police serve as Adjunct Professors of criminal justice at three colleges/universities in the State of New Hampshire. We hope to utilize this networking and outreach as a recruitment tool to broaden our list of applicants for any future vacancies.
- c. **POLICE EXAMS:** We are currently in the early stages of planning a police officer testing process to fill the one remaining vacancy at the Hollis Police Department. We are planning this test for either late May or early June with the hope that we will be able to send the individual hired to the full-time police academy class scheduled for the end of August 2016. This may change in the event we are able to hire a qualified certified police officer. Regardless, our goal is to expand our recruitment program to obtain higher numbers of minority and female applicants.
- d. **RECRUITING CERTIFIED MINORITY OFFICERS:** The Administrative Services Bureau Commander will attempt to network with and recruit certified minority police officers from other police agencies. Specifically, this will be accomplished by contacting and meeting with minority officers who express interest in the Hollis Police Department so they can be better informed about their decision to apply with this agency. Additionally, the Hollis Police Department will utilize internet based job posting sites with the specific purpose of attracting minority applicants.
- e. **ADVERTISE IN THE LOCAL MEDIA OUTLETS:** Testing announcements will be posted in various internet based job search engines, including those targeting minority and female applicants. Additionally, we will utilize the PoliceApp.com website to process all applications for testing received. The goal of these job postings will be to attract as many minority and female applicants as possible.
- f. **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. 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.