



Durham Police Department

Memo

To: Chief Kurz
From: Captain Holmstock ~~W~~
CC: Deputy Chief Kelley
Date: 1/10/2020
Re: 2019 EEO Plan Analysis

The following is an analysis of the 2017-2019 Recruitment Plan based on data derived in 2019. The recruitment plan will be updated for 2020. This analysis includes a description of progress towards the objectives in our plan, any revisions to the plan if needed, and demographic data regarding sworn personnel currently serving our department.

Progress towards Objectives

The Durham Police Department remains committed to attracting the most qualified persons to perform the essential functions of the position occupied. Training, promotion, and career development opportunities continue to be made available to all members within the department. The Durham Police Department EEO Plan identifies the following objectives and goals:

Objectives:

1. Increase the diversity of the agency personnel.
2. Maintain career and specialized assignment development.

Goals:

1. Seek to have female applicants account for 20% of the entire applicant pool.



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2. Pursue the goal to have the minority applicant pool reflect the percentage of minorities within the State of NH.
3. Seek to have the Durham Police workplace demographic to reflect those of the State of New Hampshire demographics.
4. Pursue the objective that the workplace demographics of the Durham Police exceed 25% females.
5. Identify at least one new partnership with an organization representing minority applicants during the current 2017-2019 planning period.

Objective #1: Increase the Diversity of Agency Personnel

The Durham Police Department is currently authorized for 21 full-time sworn officers. The composition of the Durham Police Department is as follows:

GENDER COMPOSITION	2018	2019
Authorized Full Time Sworn	21	21
Actual Full Time Sworn Male and Female	21	21
Sworn Females Full Time	5	5
Sworn Females Part Time	1	1

Total: 21 Full-time Sworn Officers

16 – Male
5 – Female

15 - Male: White
1 – Male: Black
5 – Female: White

Part-Time Sworn Officers

1- Female: White

We have been very successful in the past with our recruitment of qualified female applicants. Of the 21 full-time sworn officers authorized for the Durham Police Department, we currently have 5 full-time sworn female officers (24%), 16 full-time sworn male officers (76%), and 1-full-time sworn black male officer representing (5%) racial diversity in the department.

In 2019, the Durham Police Department did not conduct a hiring process for the position of police officer.

Total State Population	1,316,470
Population claiming one race	98.4%
Population claiming two or more races	1.6%
Percent White	93.8%
Percent Black/African American	01.1%
Percent Asian	02.1%
Percent Hispanic	02.8%

State of NH and Durham Police Department Workforce Racial Diversity Composition

	Service Population		Available Workforce		Total Full-Time Sworn Officers		Full-Time Female Sworn Officers	
	#	%	#	%	#	%	#	%
Caucasian	13,730	93.8	27,864	93	21	95	5	25
African-American	126	0.9	316	1	1	5	0	0
Hispanic	300	2.0	663	2	0	0	0	0
Other	482	3.1	1100	4	0	0	0	0
Total	14,638	100	29,943	100	22	100	5	25

Racial diversity within the Durham Police Department is (5%). Although we are above the percentages for the State of New Hampshire, we continue our attempts to attract candidates from many ethnic backgrounds. An improved economy and negative press from national media outlets towards law enforcement are just two challenges to our recruitment efforts of qualified candidates of all minority classes.

Our recruitment efforts continue to include minority groups such as the NH Seacoast Chapter of the NAACP, the Office of Multi-Cultural Affairs at UNH, and local community organizations. Officers attended multiple job fairs at UNH during this time period. In 2018 we maintained a liaison with the Massachusetts Association of Minority Law Enforcement Officers (MAMLEO) and the President of the NAACP Conference.

We remain limited to some degree by the type of hiring process we choose to participate in. Because we participate in the Great Bay Community College Police Testing Alliance (GBCC), we are limited to the candidates that choose to take the

GBCC written test. We will continue to send out letters to the organizations listed above and inform them of the upcoming dates that the Great Bay Police Testing Alliance Test will be given.

Hiring Process Procedures

If we did have the need to conduct a hiring process in 2019, we would have used our EEO Plan as a guide. The following steps would have been taken to ensure that our department remained in compliance with all applicable standards as set forth in our policies and procedures.

1. A hiring notice would be posted in the front lobby.
2. Letters would be sent to all of the un-solicited candidates that sent us information within the past year. Each letter would be accompanied with an updated recruitment brochure.
3. Hiring information would be posted on Durham Cable Access Television, Facebook, and the Town of Durham website.
4. Hiring ads would be posted on Monster.com, Seacoastcareers.com, and possibly Indeed.com.
5. Recruitment ads would be advertised in two newspapers operated by the Seacoast Media Group. That step is optional and the cost would only be incurred with the approval of the Chief of Police.
6. The information would be posted in the Town of Durham Friday Updates newsletter.
7. We would contact (Great Bay Community College) to let them know we were starting a hiring process.
8. Candidates with a cognitive score of 80% or above on the Great Bay Community College Alliance Test (GBCC) would be contacted and instructed on how to apply for job openings with the Durham Police Department. Candidates would be provided with a closing date for each hiring process.
9. If the application was received, the candidate would be invited to attend a scheduled physical fitness test. No candidates would be rejected during the hiring process due to minor omissions or deficiencies that could have been corrected prior to the testing or interview process.
10. All oral board participants would be contacted and verified to participate in the oral board process. Every oral board consists of a command level officer, sergeant, patrol officer, and two citizens from the community. Prior to the interview, we would instruct the oral board members in AA/EEO and ADA issues

as they applied to the oral board process. The examination is conducted using valid and job related rating criteria. Questions are administered in a uniform manner and standardized evaluation guidelines are used at all times during the process to ensure consistency of rater evaluations. The evaluations are scored, evaluated, and interpreted in a uniform manner. All of the candidates are advised in writing of their eligibility status following the oral board examination.

11. We take the time to personally call each candidate at the conclusion of the oral board process and letters are sent to those that are not selected. Score sheets used by the board members would be added to all of the candidate's files.
12. A written test is administered to all of the candidates preceding the administration of the oral board. This process consists of the candidate completing a three paragraph hand written essay in response to the question, "Please describe why you want to become a police officer." The written essay is scored by Deputy Chief Kelley and Captain.
13. A complete background investigation is conducted using the guidelines provided by the New Hampshire Police Standards and Training Academy, utilizing policy 301.05, Background Investigations as a guideline. The background investigation for all officers is completed by an investigator from the Larmonie Group, LLC Investigative Services. The investigators for this agency are trained specifically in conducting background investigations. All investigations contained at a minimum:
 - Verification of qualifying credentials
 - A review of their criminal and motor vehicle record
 - Verification of at least three personal references

Objective #2: Maintain Career and Specialized Assignment Development.

"The Durham Police Department provides career counseling forms as a part of the performance evaluation process for each officer; in addition to providing specialized assignments. The career counseling forms provide the officer with the opportunity to identify the type of training they wish to attend.

Although many of the specialized assignments are limited to the number of officers that can fill the assignment, other assignments, such as instructor positions, are available at almost any time. Assignment to the color guard and evidence collection team only requires the officer to volunteer to participate. In 2019, we filled several positions with both male and female officers that expressed interest in participating. Officers continue to be provided training based off of their career development forms requests and as the needs of the department allow.

Revisions to Plan As Needed:

Our EEO Plan will be updated in 2020. The plan was last revised on August 31 2018, after a CSM review noted that the plan was confusing regarding the frequency that the

Captain was to review the plan. All recommendations regarding clarification to the plan were added immediately.

As I have stated many times previously, I believe the selection process is fair and impartial as conducted. Our selection process remains extensive and reliable for the identification of qualified police officer candidates. As previously noted, we limit ourselves to the candidates taking the Great Bay Police Alliance Test and this can be a challenge when looking to increase racial diversity within the department. I do not believe that flaw outweighs the benefits however. All departments across New Hampshire are dealing with the same recruitment challenges, and the size of the department does not appear to be a factor. The departments that are receiving a larger pool of candidates are running their own testing processes and do not participate in the Great Bay Police Alliance Testing. Additionally, some agencies are failing to adhere to best practices in hiring and therefore they ignore many of the checks and balances commonly used by many of the accredited agencies. This

The process should be reviewed on a continuous basis for improvement opportunities.

Reviewed By:

Deputy Chief Kelley: *Rene Kelly* Date: 01/11/2020

Chief Kurz: *[Signature]* Date: 1/13/2020