

STRAFFORD COUNTY SHERIFF'S OFFICE



2021 RECRUITMENT PLAN

ANALYSIS OF THE 2020 RECRUITMENT PLAN –

PROGRESS TOWARD STATED OBJECTIVES:

Very early in 2020 we were all affected by the worldwide pandemic; COVID-19. This pandemic had an extremely adverse effect on the Sheriff's Office, as well as the entire county administration / complex. Almost immediately; the pandemic reduced inmate transportation to an absolute minimum for Federal, State, and Local prisoner transports.

In the previous several years, our office has grown to meet the ever growing demands of our federal partners at Immigration, Customs, and Enforcement. We tried to re-structure our personnel resources, in an effort to save jobs, but revenue reimbursement dropped off exponentially. Focus was on retaining the personnel that we had, with no consideration of adding any positions during the ever increasing pandemic.

In August of 2020, the county was in financial trouble and we had to lay off ten Deputy Sheriffs. Through attrition, we were able to hire back two deputies from the layoff – one full time male and one full time female Deputy. The recall and hiring of laid off deputies was spelled out in union agreements and the most senior deputy laid off in 2020 would be the first recalled, (if needed), until the end of August of 2021.

CURRENT STATUS DISCUSSED

The majority of recruitment for full time employees comes through our current staff. This is done through relationships and networking with other law enforcement agencies. We have been very successful in recruiting the majority of our current staff through this process. The majority of our deputies are full time certified police officers from other agencies and do not require to attend the NH PS&TC. In the past years we have only sent two deputies to attend the part time police academy. In 2018 this agency hired two full time deputies that completed the full time police academy in Concord NH. We have not sent anyone to the full time police academy since then, and we have no current plans to do so.

In 2021, we plan to send one existing female employee to the part time academy.

DEMOGRAPHIC ANALYSIS

1. Strafford County Demographic Information:

Strafford County Population	128,613	
Female	51.3%	
Male	48.7%	
White	93.1%	
Black	1.2%	
Asian	3.4%	
Hispanic	2.3%	2018 US Census is not yet available

Source: 2017 US Census Estimations

2. Strafford County Sheriff's Office Sworn Demographic Information:

Based on full time / part time / and per-diem deputies

Female	17%
Male	83%
White	81%
Black	4.75%
Asian	4.75%
Hispanic	4.75%
Pacific Islander	4.75%

HISTORICAL PERSPECTIVE

In order to get a broader picture of the Sheriff's Office workforce, we must look beyond the sworn personnel listed above, and discuss the role of the Per Diem Deputy in

accomplishing the agency's goals. For purposes of this discussion, Per Diem Deputies fall into the category of Reserve Officers, as defined in Appendix A, of the CALEA handbook.

Reserve: A sworn officer, armed or unarmed, who works less than full time, with or without compensation, and who, by their assigned function or as implied by their uniform, performs duties associated with those of a police officer.

Most police agencies that utilize Reserve Officers to accomplish their mission, will have a relatively small number of Reserves as a part of their total workforce. With respect to the Strafford County Sheriff's Office, Per Diem Deputies make up fully 50% of the total workforce, which include non-sworn employees such as secretaries and dispatchers. Although some of the Per Diem Deputies only work a few hours a month, and sometimes less, Per Diem Deputies are a critical resource for prisoner transportation, court security and serve a variety of paperwork and writs, such as Writ of Execution, Small Claim Complaints, Order of Notice and Writ of Attachment. All of the Per Diem Deputies are either current, full time sworn officers in a police agency in Strafford County, or are retired full time police officers from various local agencies. In either case, these Per Diem Deputies are a vital in achieving the mission of the Sheriff's Office.

Due to the ongoing COVID-19 Pandemic; We expect the number of Per Diem (On Call) Deputies will far exceed the number of our full and part time deputies. This recruitment plan will continue to be focused on achieving a diverse workforce as we move forward with on call deputies and filling existing positions through attrition.

On call deputies are retained at a very low cost, when our workload is low. When work increases, deputy hours increase as well as revenue. A full or part time deputy is on duty every week – whether needed or not.

We still have no way to project when and if Prisoner Transportation will increase. We currently are staffing two Federal video court positions at the jail, which severely reduces the number of physical transports to the U.S. District Court in Concord. At one time, a crew of two deputies was going to Concord every day of the week, just for the US Marshals. The pandemic has also had an adverse effect on the Federal budget and we may see many more video court appearances.

APPLICANT DEMOGRAPHIC INFORMATION

In 2020 all applicants for full-time and part-time positions were put on hold, due to the Pandemic.

OBJECTIVES

The Strafford County Sheriff's Office adheres to the philosophy of hiring the best available candidate based upon consideration of the individual candidate's qualifications. As such, the following are specific objectives the department is seeking to accomplish.

- Hire the most qualified candidates based upon the individual's qualifications.
- Have a diverse workforce that is comparable to the county's demographic regarding race, ethnicity and gender.

GOALS AND TIMETABLES

- Have total applicant pool be 20% of the entire applicant pool
- Bring total minority applicant pool to at least the percentage of minorities within the County of Strafford County
- Have a workplace demographic at least at the Strafford County demographic for minorities
- Have a workplace demographic at least 25% of the Strafford County demographic for females

RECRUITMENT PLAN GOALS

In order to meet the stated objectives of having highly qualified candidates, having the agency promoted as an equal opportunity employer, and enjoy a workforce that is comparable to the county's demographic regarding race, ethnicity, and gender; the following plan of action has been created.

- Encourage current Strafford County employees to network within the field to recruit quality candidates
- Conduct recruitment that fits into alternative schedules; providing additional support and flexibility to applicants who may not be available at specific testing dates
- Create and widely utilize advertisement for the agency that showcases the diversity of the agency as well as the attributes that may be appealing to a qualified applicant

DEMOGRAPHIC ANALYSIS: FINDINGS AND CONCLUSIONS

County demographics paint a fairly clear picture of a Sheriff's Office that is generally unchallenged by the need to provide multi-lingual or other special services to the population base.

- The county is roughly 93% white, with minority populations interspersed within the general population. There are no ethnic neighborhoods within Strafford County where office personnel would serve significant cultural or ethnic differences.
- Strafford County's female population is slightly more than 51%. At the present time, females make up 17% of the sworn personnel in the Sheriff's Office.

Because the overall office demographic shows a minority representation less than that of the county, there is a need to conduct equal opportunity recruiting for ethnic, race, and gender populations to increase current overall minority representation, or increase representation in other minority groups. Additionally, recruitment directed at female applicants will be used to attempt to reach a higher level of qualified applicants. In February of 2019, two female candidates are currently being considered for full time.

PLAN ADMINISTRATION

The administration of the Strafford County Sheriff's Office Recruitment Plan is the responsibility of the Chief Deputy, with advice and input from Command Staff.

REVIEW AND UPDATE PROVISION

In accordance with Standard Operating Procedures, SOP-713, Recruitment and Application Procedures, this recruitment plan shall be reviewed and updated each year in the month of February.

THE 2020 EQUAL OPPORTUNITY RECRUITMENT PLAN – ACTION PLAN/ REVISIONS FOR 2021

- A. On the whole, our equal opportunity recruitment efforts have continued to provide us with the qualified candidates that we need for selection. Problems and issues do not seem to be localized or the result of anything that we are doing, or failing to do, with regard to recruitment. The improved economic conditions and police community relations being a national storyline makes other career paths and professions seem more lucrative financially and socially. With these challenges, it is incumbent on us to build personal relations with local agencies in an effort to recruit members of minority professional groups.
- B. I would recommend that our efforts be continued with certain additional recruitment efforts added in an attempt to increase market share and percentages of qualified minority and female applicants. Accordingly, our goals should be as follows:

1. Continue our attempts to successfully recruit female deputy applicants through equal opportunity in recruitment so those female candidates represent approximately 25% of the applicant pool. Promote the need for female officers during job fairs, and showcase our updated recruitment flyer, which shows minorities and females members in the photos.
 2. Continue our attempts to maintain minority candidate representation within the applicant pool so that it is at least equivalent to minority representation within the community through equal opportunity in recruitment.
 3. Continue to hire the best available candidate, regardless of gender, race, creed, color, age, religion, national origin, physical impairment, or ethnic background. A policy of equal opportunity in recruitment and equal employment opportunity results in a selection process that is fair and equitable.
 4. Bring workplace demographic regarding minorities to at least the minority demographic for the State of NH. Efforts should be made to reach out to additional applicants from outside law enforcement agencies and affiliates.
- C. The 2021 Equal Opportunity Recruitment Plan should include the following action steps to be taken to achieve our goals and address the concerns raised in the previous section:
1. Continue with Conduct recruitment that fits into alternative schedules; providing additional support and flexibility to applicants who may not be available at specific testing dates.
 2. Recruitment efforts should continue to be directed towards markets that hold the most promise in reaching qualified male/female/minority candidates. This recruitment should be conducted through networking with police agencies.
 3. Recruitment advertising should take advantage of the Strafford County Sheriff's Office website, Facebook page (launched in 2017), and online recruiting websites (such as Indeed). The Strafford County Sheriff's Office should take advantage of other agencies paving the way for social media advertising and begin utilizing this method.
 4. Update agency website and social media to depict females, minorities in law enforcement roles. Showcase the agency in multiple action roles such as crime scene investigations, detective, school resource officer and SWAT in order to generate interest from potential candidates.

CONTINUING EVALUATION OF EQUAL OPPORTUNITY PLAN

- A. The Chief Deputy shall monitor the progress of the equal opportunity recruitment plan, and shall report on its status/progress on a monthly basis in conjunction with the Agency's monthly report.
- B. A review of the 2021 plan shall be conducted in February of 2022 by the Chief Deputy and at that time either continued or revised as necessary and appropriate to meet the overall Equal opportunity Recruitment Goals of the Strafford County Sheriff's Office.