

Special Commission On the Hiring and Promotional Practices Of the Massachusetts State Police

December 2018

December 28, 2018

Speaker of the House Robert DeLeo
Senate President Karen Spilka
House Clerk Steven James
Senate Clerk William Welch

Pursuant to Section 78 of Chapter 154 of the Acts of 2018, the Special Commission on the Hiring and Promotional Practices of the Massachusetts State Police is pleased to provide the following report. The Commission, comprised of representatives of the Legislature, Department of the State Police, Department of Veterans Services, State Police Association of Massachusetts, Massachusetts Commission Against Discrimination, and four different law enforcement officer associations, was charged with reviewing the hiring and promotion practices of the Massachusetts State Police. Further, the Commission was tasked with submitting “a report of its investigation and study and its recommendations, if any, together with drafts of legislation necessary to carry those recommendations into effect by filing the same with the clerks of the house and senate not later than December 31, 2018.”

This Commission, chaired by the Chairmen of the Joint Committee on Public Service, began its work in September 2018 and met in person on three occasions. Prior to the first meeting, the commission received a wealth of information from the Department of the State Police regarding its current hiring and promotional practices, as well as comprehensive demographic breakdowns of the force by officer rank. The Department responded to questions posed by individual commission members after the first meeting through additional documents submitted to committee staff, which were subsequently distributed to the members via electronic mail.

Throughout the course of the in-person meetings and following conversations, the Commission spent considerable time discussing the issues most pertinent to the assigned task. Among these issues were the Department’s funding and difficulty with recruitment, the Department’s bi-annual affirmative action plans, barriers to entry for prospective female and minority applicants, and the general process for hiring and promoting sworn officers.

We want to thank each of the members for the time, effort and thought that they dedicated to the Commission over the past four months. We understand that this is a complex and often emotional issue, with many differing opinions from parties with a wide range of experience and familiarity with the Department and the hiring process itself. In drafting the report, staff received input on recommendations from several members, and due consideration was given to each.

The Chairs would also like to extend their gratitude to the staff members who put forth a great deal of time and effort in the coordination and research involved in the course of this Commission.

The report was sent to members for a vote via electronic mail on December 21, 2018. The record of the vote is as follows:

Representative Jerald Parisella, Commission Co-Chair.....	YES
Senator Paul Feeney, Commission Co-Chair.....	YES
Representative Harold Naughton Jr.....	YES
Senator Michael Moore.....	YES
Representative Timothy Whelan.....	YES
Robert Gore.....	YES
Representative Frank Moran.....	YES
Representative Colleen Garry.....	YES
Representative Tackey Chan.....	YES
Colonel Kerry Gilpin.....	YES
Secretary Francisco Urena.....	YES
Commissioner Monserrate Quiñones.....	YES
Sergeant Mark Lynch.....	NO
Detective Larry Ellison.....	ABSTAIN
Lieutenant Lisa Butner.....	NO
Chief Christopher Santiago.....	YES
Captain Anthony Khabir.....	YES

In closing, we urge that further consideration be given to the recommendations included in this report. This is certainly an issue in need of addressing, and it is our hope that the Department of the State Police is willing and able to adopt some of these measures.

Sincerely,

Rep. Jerald Parisella
Commission Co-Chair

Sen. Paul Feeney
Commission Co-Chair

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I. Commission and Process

Section 78 of Chapter 154 of the Acts of 2018 established a special commission to review the hiring and promotional practices of the Massachusetts State Police. The commission consists of:

“the House and Senate chairs of the Joint Committee on Public Service, who shall serve as co-chairs of the commission; the House and Senate chairs of the Joint Committee on Public Safety and Homeland Security; 1 person to be appointed by the Minority Leader of the House of Representatives; and 1 person to be appointed by the Minority Leader of the Senate; the chair, or a designee of the following legislative caucuses: the Massachusetts Black and Latino Legislative Caucus, the Massachusetts Caucus of Women Legislators and the Massachusetts Asian-American Legislative Caucus; the Colonel of State Police or a designee; the Secretary of Veterans’ Services or a designee; the chair of the Massachusetts Commission Against Discrimination or a designee; 1 member of the State Police Association of Massachusetts; and 1 representative of each of the following: the 42 of 63 Massachusetts Association of Minority Law Enforcement Officers, Inc., the Massachusetts Association of Women in Law Enforcement, Inc., the Massachusetts Latino Police Officers Association, Inc. and the Benevolent Asian Jade Society of New England, Inc.”

In accordance with the statutory guidelines, the members of the commission are:

- **Rep. Jerald Parisella**, Co-Chairman, House Chair of the Joint Committee on Public Service
- **Sen. Paul Feeney**, Co Chairman, Senate Chair of the Joint Committee on Public Service
- **Rep. Harold Naughton Jr.**, House Chair, Joint Committee on Public Safety & Homeland Security
- **Sen. Michael Moore**, Senate Chair, Joint Committee on Public Safety & Homeland Security
- **Rep. Timothy Whelan**, Designee of the House Minority Leader
- **Robert Gore**, Designee of the Senate Minority Leader
- **Rep. Frank Moran**, Designee and Chair, Massachusetts Black & Latino Legislative Caucus
- **Rep. Colleen Garry**, Designee, Massachusetts Caucus of Women Legislators
- **Rep. Tackey Chan**, Designee and Chair, Massachusetts Asian-American Legislative Caucus
- **Col. Kerry Gilpin, Lt. Stephen Koch**, Colonel of the Massachusetts State Police and Designee
- **Secretary Francisco Urena**, Massachusetts Department of Veterans Services
- **Commissioner Monserrate Quiñones**, Massachusetts Commission Against Discrimination
- **Sgt. Mark Lynch**, President, State Police Association of Massachusetts
- **Det. Larry Ellison**, President, Massachusetts Association of Minority Law Enforcement Officers
- **Lt. Lisa Butner**, Designee, Massachusetts Association of Women in Law Enforcement, Inc.
- **Chief Christopher Santiago**, President, Massachusetts Latino Police Officers Association, Inc.
- **Capt. Anthony Khabir**, Designee, Benevolent Asian Jade Society of New England, Inc.

Purpose

The purpose of the Special Commission is to recommend steps to increase transparency and accountability with respect to recruitment, hiring, retention and promotion decisions. Specifically, the Special Commission was charged with:

“examin[ing] state police recruitment, hiring, retention and promotional practices, including the relevancy of testing requirements to essential job functions, preferential treatment on the competitive examinations for initial enlistment and promotion, preferential treatment based on personal contacts, the impact of any criminal record on an applicant’s candidacy, the collection, analysis and sharing of data on race, gender, gender identity and sexual orientation, and the role of the affirmative action office in hiring practices.”

The commission is required to submit a report of its recommendations, if any, with the clerks of the House of Representatives and the Senate no later than December 31, 2018.

Process

The Commission held public hearings on September 24, November 8, and December 4 of 2018. The Commission heard testimony from Jack Flynn, former Chief Administrative Officer of the Massachusetts State Police, who provided an overview of the state police hiring and promotion practices, as well as efforts to recruit minority and female candidates. Colonel Kerry Gilpin, superintendent of the State Police, also testified before the Commission, and also serves as a member of the Commission. Additionally, the Commission solicited written and oral testimony from Commission members and the general public.

Recommendations from individual members were solicited during and after the final in-person meeting of the Commission on December 4. A draft of the report was distributed to members and interested parties on December 18 for a comment period of two days, and a final version of the report was distributed for an email vote on December 21. Not all members of the Commission submitted their own recommendations, and not all recommendations from members were incorporated into the final version of the report.

II. Structure of the State Police

The Massachusetts Department of State Police divides its workforce into five (5) organizational “Divisions”:

- Division of Field Services (**DFS**)
- Division of Investigative Services (**DIS**)
- Division of Standards and Training (**DST**)
- Division of Administrative Services (**DAS**) and
- Division of Homeland Security and Preparedness (**DHS**)

As of September 20, 2018, the Department of State Police employed 2,149 sworn members and 510 civilian support personnel.

Summary of Current Demographics as of 9/20/18

Provided by Department of the State Police, 9/24/18

Female	% Female	TOTAL
123	6%	
Male	% Male	
2026	94%	2149

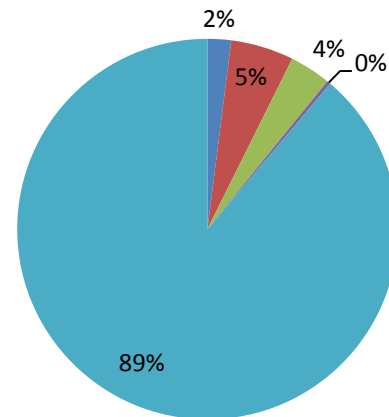
	Male	Female	Count	% of Sworn
Minority	228	12	240	11.17%
White	1,798	111	1,909	88.83%
Totals:	2,026	123	2,149	100.00%

	Male	Female	Count	% of Sworn
Asian	42	1	43	2.00%
Black	108	7	115	5.35%
Hispanic	71	4	75	3.49%
Indian	7	0	7	0.33%
White	1,798	111	1,909	88.83%
Totals:	2,026	123	2,149	100.00%

Rank	Asian Female	Asian Male	Black Female	Black Male	Hispanic Female	Hispanic Male	Indian Male	White Female	White Male	TOTALS
Colonel								1		1
Deputy Sup									1	1
Lt. Colonel									4	4
Major								1	14	15
Det. Captain									5	5
Captain								3	26	29
Det. Lt			1	1				7	35	44
Lieutenant		3	1	7	1	3		9	132	156
Sergeant		4		17		7	2	20	248	298
Trooper	1	35	5	83	3	61	5	70	1,333	1,596
TOTALS	1	42	7	108	4	71	7	111	1,798	2,149

Overall Dept. Diversity

- Asian
- African American
- Hispanic
- Indian
- White



INITIAL APPOINTMENT AS A SWORN MEMBER

Pursuant to M.G.L. Chapter 22C Section 10

- Candidates must be at least twenty-one years and not more than thirty-five years old as of the last date to file for said examination to take the initial enlistment examination.
- No person who smokes any tobacco product may be appointed to the Massachusetts State Police (MSP).
- No person shall be enlisted as an officer of the MSP until he/she has passed the medical and physical fitness examinations.

Pursuant to M.G.L. Chapter 22C Section 11

- Each appointment for initial enlistment as a uniformed member of the MSP shall be made from a list established as the result of an open competitive examination.
- The open competitive examination is developed and administered by the Commonwealth's Human Resources Division. This entry level police examination is administered every two years. Typically the Massachusetts State Police elects to receive appointment scores every other test cycle or every four years. The MSP elected to receive the scores from the Commonwealth's 2017 police examination but has yet to appoint a class from this list. (The Department is presently processing candidates from the 2017 list in anticipation of a class starting in 2019.) At this point in time the Department has no plans to utilize the 2019 entry level examination, but rather will continue to process candidates from the 2017 list until 2021. The cost to take the 2017 written examination was \$100 if the applicant wanted his/her scores sent to municipal departments and/or the MBTA police; \$100 if the applicant wanted his/her scores sent exclusively to the State Police or \$150 if the candidate wanted his/her scores sent to municipal departments, the MBTA police and the State Police.
- The names of those persons who pass the examination are placed on the list in the order of their respective scores.
- Veterans receive two additional points added to their scores.
- The son or daughter of any uniformed member killed in the line of duty who passes the examination shall be placed at the top of the list.
- Any appointment shall be made from the first three names on the list.

Pursuant to M.G.L. Chapter 22C Section 14

- No person convicted of a felony or any offense punishable under Chapter 94C or who has been convicted of a misdemeanor and confined to a Jail or House of Correction shall be appointed to the MSP.

Pursuant to Article 10 of the Massachusetts State Police Rules and Regulations

- Candidates for appointment must:
 - demonstrate themselves of good moral character, sound work ethic and decision making, be qualified and determined suitable to possess a Massachusetts Firearms License,
 - possess a high school diploma or equivalent,
 - be a U.S. citizen,
 - possess a valid Massachusetts Driver's License,
 - satisfy all statutory requirements,
 - be free of visible tattoos when in the summer duty uniform (head, face, neck and arms).

In sum, to be appointed to the State Police Academy, you must:

- Earn a score high enough on the Commonwealth's entry level police examination to be "reached"
- Successfully pass the physical fitness test.
- Successfully pass the medical examination of which one component is a psychological evaluation
- Successfully pass pre-employment drug screening
- Successfully pass the background investigation

Once appointed to the State Police Academy, trainees must successfully complete the rigors of a 24 week residential academy. The training program is both mentally and physical challenging; recruits receive classroom instruction and physical training in a strict paramilitary environment. Those who graduate do so with the confidence and the knowledge needed to be part of the Massachusetts State Police. The curriculum includes the following subject areas:

- Criminal law
- Motor vehicle law
- Evidence identification
- Firearms training
- Public speaking
- Self-defense tactics
- Defensive driving
- Patrol procedure
- Military drill
- Court procedure
- Ethics
- Diversity awareness
- Community policing
- Physical fitness

Examination for Initial Appointment

Since 1992 and the Consolidation of four former statewide policing agencies (i.e., the Division of State Police, the Metropolitan District Commission Police Force, The Registry of Motor Vehicle's Law Enforcement Division and the Capitol Police Department) the newly consolidated "Department of State Police" has utilized seven different examinations from which appointments have been made (see table below):

Initial Appointment Examinations					
Recruit Training Troop (RTT)	RTT Start Date	Examination from which the RTT members were appointed	Class Size	Percent Women	Percent Minorities
70th RTT	1992	1988 Former Division of State Police List and the 1988 Civil Service List. This was the first Class to be conducted after the enactment of the "Police Consolidation Act". Consequently a decision was made to appoint from both the State Police list and Civil Service list that was active at the time. (i.e., 2 lists)	177	11%	16%
71st RTT	1993	1992*	191	18%	10%
72nd RTT	1994		107	18%	12%
73rd RTT	1996		98	11%	18%
74th RTT	1999	1998	102	6%	2%
75th RTT	2000		132	7%	5%
76th RTT	2002		122	6%	8%
77th RTT	2004	2002	137	1%	6%
78th RTT	2005		174	6%	7%
79th RTT	2006		149	5%	7%
80th RTT	2011	2009	208	2%	13%
81st RTT	2013		174	6%	11%
82nd RTT	2015	2013	158	5%	9%
83rd RTT	2017		174	5%	16%

The table illustrates the duration and the extent of use for each of the lists the MSP has used since 1992. In general terms, examinations are typically used for four years and provide candidates for three classes. During the life of a list, the State Police process about 25% of those who are on the list. The numerical scores received for any particular examination appear somewhat irrelevant in that those scores are reflective of the difficulty factor as opposed to how far down the list we may get before the list is replaced by a successor list.

Examination	Total Classes Appointed From the Exam	Total Candidates on The List	Number of Candidates Processed From the List	Percent Processed From the List	Lowest Score Reached
1992	3	16,502	4,253	26%	85
1998	3	13,458	Data Compromised	Data Compromised	87
2002	3	13,448	3,095	23%	95
2009	2	8,539	2,094	25%	97
2013	2	11,635	3,544	30%	97.4
2017	0	6,649	1,212	18%	93.5

PROMOTIONS FOR SWORN MEMBERS

Examination Based Promotions

Promotions to the rank of Sergeant, Lieutenant and Captain are made in accordance with M.G.L. c. 22C sections 25, 26 and 27. Promotions to these ranks are made from promotional lists that are generated in accordance with the above referenced statutes.

Examination Cycle

Prior to 2004, the schedule for promotional examinations was established by the Colonel subject to need and financial means. This approach yielded a great deal of uncertainty among the rank and file, often leading to feelings of mistrust and suspicion. In 2004 the Department established a strategic approach to the examination cycle. Specifically, the Department announced its commitment to administer one promotional examination per year, such that each of the three promotional examinations would be administered once every three years. Since 2004 there have been several formal changes to the promotional examination cycle. The documents and/or directives that address the Department's examination cycle are discussed and identified below:

- 2004: Original plan to administer one promotional examination per year on a continuous cycle (Sergeant, Lieutenant, Captain). The Department is presently unable to locate the document or directive that originally advanced the strategic examination schedule.
- 2006: (06-SM-06) - This Superintendent Memo changed the target month for examinations from January to April.
- 2010: (10-SM-08) – This Superintendent Memo stayed the administration of all promotional examinations. This order was issued as a result of the financial compression that occurred in FY2010. The economic collapse of this period had a profound impact on government operations. Like most other state agencies, State Police operations were constricted because of a severe and unpredictable decline in revenue. One of the outcomes of this decline in revenue was a virtual freeze on all hires and promotions. The decision to stay the administration of all promotional examinations during this period of limited restricted growth was intended to preserve active promotional lists so that those members on the active lists would have fair opportunity to be promoted once the financial climate improved.
- 2015: (15-SM-07) – This Superintendent Memo changed the sequence of the examination cycle. Rather than administering the examinations in rank order (i.e., Sergeant, Lieutenant, Captain), the sequencing was changed to Lieutenant, Sergeant, Captain. This modification was intended to reduce the possibility of rapid, sequential promotions. By changing the sequencing of the examination cycle, members would have to serve in the next subordinate rank for at least twelve months before taking the next promotional examination. This change was implemented between 2016 and 2017. In 2016 the Department administered a Sergeant's examination when it was previously scheduled to administer a Captain's examination and in 2017 it administered a Captain's examination when it was scheduled to administer a Sergeant's examination.
- 2016: (16-SM-09) – This Superintendent Memo changed the Captain's examination date from April to the following October.
- 2017: (17-SM-16) - This Superintendent Memo changed the Lieutenant's examination date from the spring of 2018 to the fall of 2018.

Promotion to the Rank of Sergeant

- In order to participate in the Sergeant promotional process members must have completed not less than one year of service as a Trooper prior to the final date for filing an application for the examination. (M.G.L. 22C section 26).
- The Sergeant's promotional process includes two scoring components; a written test that accounts for 75% of the candidate's overall score and a longevity calculation that accounts for the remaining 25%. (M.G.L. 22C section 26).

- The passing score for the written examination is a 70%.
- Veterans who receive a passing score on their written examination shall have their written examination score increased by two points.
- Longevity is calculated from a maximum allowable base of twenty years. Any member with twenty years or more of service receives the full 25% and those with less than twenty years receive a pro-rata adjustment.

The Sergeant's written examination is prepared by an independent consulting firm with demonstrated expertise in the field of industrial/organization psychology. The examination is reviewed and validated by five to six subject matter experts who hold a rank within the MSP superior to the rank being tested. The subject matter experts meet privately with the test developer for approximately 80 hours before finalizing the written examination. The study materials for the promotional test are formally announced approximately four months prior to the examination by way of Department Order. Written examination guides are made available to all test takers.

The written examination is a timed (3 hours) 100 item multiple choice examination. The written examination is designed to assess the candidate's understanding and knowledge of certain job related materials, including Policy & Procedure, Rules and Regulations, the Unit 5A Collective Bargaining Agreement, the Massachusetts State Police Employee Evaluation System, Criminal Law/Procedure, Motor Vehicle Law, emergency planning and response, strategic planning, supervision and leadership. At the conclusion of the written examination, candidates are permitted to retain their examination booklets and are provided a copy of their answer sheet. All written examinations are scored on the day of the examination. A combined written examination score and longevity calculation is posted to the Department's internal web page after the scoring has been completed.

After initial scoring and pursuant to Department Order and Rules and Regulations candidates are granted an opportunity to appeal the scoring/marking of written examination items. Appeals are typically filed within one month of the written examination date.

Promotion to the Rank of Lieutenant and Captain

In accordance with MGL Chapter 22C section 26, the promotional process for the rank of Lieutenant and Captain consists of a written examination, a longevity based calculation and a structured oral interview.

- In order to participate in the Lieutenant or Captain promotional process, members must have completed not less than one year of service in the next lower rank or, in the alternative, have spent at least some time in the next lower rank and have completed at least ten years of service as a uniformed member prior to the final date for filing applications for such examination. (M.G.L. 22C section 26).
- The Lieutenant and Captain promotional processes includes three scoring components; a written test that accounts for 70% of the candidate's overall score, a longevity calculation that accounts for 20% of their overall score and a structured oral interview that accounts for 10% of their overall score (M.G.L. 22C section 26).
- The passing score for the written examination is a 70%.
- Veterans who receive a passing score on their written examination shall have their written examination score increased by two points.
- Longevity is calculated from a maximum allowable base of twenty years. Any member with twenty years or more of service receives the full 20%; those with less than twenty years receive a pro-rata adjustment.
- The structured oral interview accounts for 10% of the overall test score.

The study material for the rank of Lieutenant and Captain is somewhat similar to the material used for the rank of Sergeant. The study material selected for the rank of Lieutenant and Captain does however place a greater emphasis on the topics of supervision, leadership and strategic planning. Written examination and structured oral interview guides are made available to all test takers.

The written examination and the structured oral interview for the ranks of Lieutenant and Captain are prepared by an independent consulting firm with demonstrated expertise in the field of industrial/organization psychology. The written examination and oral interview questions are reviewed and validated by five to six subject matter experts who hold a rank within the MSP superior to the rank being tested. The subject matter experts meet privately with the test developer for approximately 125 hours before finalizing the written examination and oral interview questions. The same test materials are used to develop the written examination and the structured oral interview questions. The study materials for these promotional processes are announced approximately four months prior to the written examination by way of Department Order.

The written examination is a timed (3 hours) 100 item multiple choice examination designed to assess the candidate's understanding and knowledge of certain job related materials including Policy & Procedure, Rules and Regulations, the Unit 5A Collective Bargaining Agreement, the Massachusetts State Police Employee Evaluation System, Criminal Law/Procedure, emergency planning and response, strategic planning, supervision and leadership. At the conclusion of the written examination, candidates are permitted to retain their examination booklet and are provided a copy of their answer sheet. All written examinations are scored on the day of the examination. A combined written examination score and longevity calculation is posted to the Department's internal web page after the scoring has been completed.

The structured oral interview is conducted approximately one month after the written examination and presents in the form of three interview questions. These questions require the candidate to problem solve a practical and/or theoretical scenario by applying and integrating one or more specifically referenced study material dimensions into their response. Each candidate is required to respond to the same three oral interview questions. On the day of the oral interview candidates are sequestered in a holding area before being called for their interview. Candidates are called to their oral interview in the order of a randomly selected number drawn on the day of the written examination. Candidates are called in groups of 12 -15 and moved from a staging area to the "preparation room". In the preparation room candidates are provided twenty minutes to privately review the three oral interview questions and make notes. At the conclusion of the twenty minutes the group is moved from the preparation room to the interview rooms. Each candidate is assigned to an interview room. In each interview room there is a "reader", two audio/video cameras and a third audio recording device. The reader will read each question to the candidate and provide the candidate five minutes to answer each interview question. The candidate may use the notes they developed during the preparation phase when answering the oral interview questions. At the conclusion of their structured oral interview the candidate's audio/video recordings are collected and secured. All structured oral interviews are conducted on a single day.

Approximately three to four weeks after the structured oral interview, each candidate's oral interview is evaluated. Three evaluation panels, each panel consisting of three MSP officers holding rank higher than the position being tested are assigned by the Colonel to evaluate the oral interviews. Each panel evaluates the same question for each candidate. (i.e., "Panel 1" will evaluate all responses to oral interview question 1, "Panel 2" will evaluate all responses to question 2 and "Panel 3" will evaluate all responses to oral interview question 3. This approach ensures that all questions are evaluated in a consistent and standardized fashion.

Each of the structured oral interview questions are assessed according to a pre-defined scoring tool. At the time of development the test developer and the Department SME's create not only the interview questions but also the model answer for each question. The scoring tool takes the form of a checklist and is used by the evaluation panel to identify and credit all responsive statements offered by the candidate.

Non-Examination Based Appointments/Designations

Beyond the "Examination Based" Promotional Ranks discussed above, are the ranks/titles of Detective Lieutenant, Detective Captain, Major, Lieutenant Colonel, Lieutenant Colonel/Deputy Superintendent and Colonel/Superintendent. These ranks/titles are filled by way of appointment and/or designation. The Colonel/Superintendent is appointed by the Governor; all other non-examination based appointments/designations are made by the Colonel.

In accordance with State Police Rule and Regulation Article 3, and Policy and Procedure ADM-06, the ranks/title of Major, Lieutenant Colonel and Deputy Superintendent are recognized as "Staff Officers" and as such are part of the Colonel's "Command Staff". All members of the Colonel's Command Staff are appointed / designated by the Colonel and serve at the Colonel's pleasure. All members of the Colonel's Command Staff were promoted through the rank of Captain in accordance with the examination processes outlined above. The Colonel may return any member of the Command Staff to the rank of Captain (their last test rank) at any time and without cause.

Appointment to the Rank of Colonel/Superintendent

There is one Colonel/Superintendent in the Department. In accordance with M.G.L. c.22C section 3, the Colonel shall be appointed by the Governor, upon the recommendation of the Secretary of Public Safety, and shall be a person who has been employed by the Department in a rank above the rank of Lieutenant immediately prior to such appointment. The Colonel shall serve for a term coterminous with that of the Governor.

Appointment to the Rank of Lieutenant Colonel/Deputy Superintendent

There is one Lieutenant Colonel/Deputy Superintendent in the Department. Appointment to the rank of Lieutenant Colonel/Deputy Superintendent is made by the Colonel in accordance with M.G.L. c.22C section 4 and section 27, as well as Article 3 of the Rules and Regulations of the Department of State Police. The Deputy Superintendent is a member of the Colonel's Command Staff. The Deputy Superintendent is designated by the Colonel and serves at his/her pleasure. All Lieutenant Colonels were promoted through the rank of Captain in accordance with the examination based promotional processes outlined above. The Colonel may return any Division Commander to the rank of Captain (their last test rank) at his/her discretion. This position is not typically posted.

Appointment to the Rank of Lieutenant Colonel

There are four Lieutenant Colonel/Division Commanders in the Department. Appointments to the rank of Lieutenant Colonel/Division Commander are made by the Colonel in accordance with M.G.L. c.22C section 4 and section 27, as well as Article 3 of the Rules and Regulations of the Department of State Police. Pursuant to said authority the Colonel is authorized and directed to appoint Division Heads/Lieutenant Colonels. The State Police Divisions are as follows:

- the Division of Field Service,
- the Division of Investigative Services
- the Division of Standards and Training
- the Division of Homeland Security and Preparedness
- the Division of Administrative Services

All Divisions, except the Division of Administrative Services, are commanded by a uniformed member holding the rank of Lieutenant Colonel. (The Division of Administrative Services is commanded by a civilian member of the Department holding the title of “Chief Administrative Officer”). All Lieutenant Colonels are “Staff Officers” and as such are members of the Colonel’s Command Staff. Staff Officers are appointed by the Colonel and serve at his/her pleasure. All Lieutenant Colonels were promoted through the rank of Captain in accordance with the examination based promotional processes outlined above. The Colonel may return any Division Commander to the rank of Captain (their last test rank) at his/her discretion. These positions are typically not posted.

Appointment to the Rank of Major

There are fifteen Majors in the Department; of this total, seven are assigned to the Division of Field Services, three to the Division of Investigative Services, two to the Division of Standards and Training, two to the Division of Homeland Security and Preparedness and one to the Division of Administrative Services. In accordance with M.G.L. c.22C sections 5, 6, 7 and 8 as well as Article 3 of the Rules and Regulations of the Department of State Police, the Colonel is authorized to appoint Majors to each Division to assist in the governance of the respective Divisions. All Majors are “Staff Officers” and as such are members of the Colonel’s Command Staff. Staff Officers are appointed by the Colonel and serve at his/her pleasure. All Majors were promoted through the rank of Captain in accordance with the examination based promotional processes outlined above. The Colonel may return any Major to the rank of Captain (their last test rank) at his/her discretion. These positions are typically not posted.

Appointment to the Rank of Detective Captain

There are currently five Detective Captains in the Department; of this total three are assigned to the Division of Investigative Services and two to the Division of Homeland Security and Preparedness.) Appointments to the rank of Detective Captain are made in accordance with Article 3 of the Rules and Regulations of the Department of State Police. Pursuant to Article 3, the Colonel is authorized to fill vacancies in the rank of Detective Captain from officers holding the rank of Captain. Any officer appointed to the rank of Detective Captain may be returned to their previous rank at the discretion of the Colonel/Superintendent. All Detective Captains were promoted through the rank of Captain in accordance with the examination based promotional processes outlined above. The Colonel may return any Detective Captain to the rank of Captain (their last test rank) at his/her discretion. But for a brief period between 2014 and 2016 the rank of Detective Captain has been informally recognized as a rank within the Colonel’s Command Staff. These positions are typically not posted.

Appointment to the Rank of Detective Lieutenant

There are currently forty-four Detective Lieutenants in the Department; of this total, nineteen are assigned to the Division of Investigative Services, seventeen to the Division of Standards and Training, four to the Division of Homeland Security and Preparedness, two to the Division of Field Services, one to the Division of Administrative Services and three to the Office of the Superintendent.

Appointments to the rank of Detective Lieutenant are made in accordance with Article 3 of the Rules and Regulations of the Department of State Police. Pursuant to Article 3 of the Rules and Regulations, the Colonel is authorized to fill vacancies in the rank of Detective Lieutenant from officers holding the rank of Lieutenant. Any officer appointed to the rank of Detective Lieutenant may be returned to their previous rank (Lieutenant) at the discretion of the Colonel/Superintendent. All Detective Lieutenants were promoted through the rank of Lieutenant in accordance with the examination based promotional processes outlined above. The Colonel may return any Detective Lieutenant to the rank of Lieutenant (their last test rank) at his/her discretion. Of the sixty-two

appointments to the rank of Detective Lieutenant made over the last six years thirty-one were the subject of a vacancy announcement. In these instances the positions were posted on the Department's internal web site. Vacancy postings are consistent in format; they include a job description, work location, hours, responsibilities, requirements and application instructions. In those instances where the Department elects to post a vacant Detective Lieutenant position, it does so in a manner consistent with the transfer protocols established pursuant to ADM-27, "Non-Biddable Assignments". Although appointments to the rank of Detective Lieutenant are made at the discretion of the Colonel, the Department has historically utilized the process set-forth in ADM-27 when posting and filling Detective Lieutenant vacancies that would not otherwise be filled with a programmed candidate.

Absent the few exceptions noted above, the rank of Detective Lieutenant is generally reserved for use within the Division of Standards and Training and the Division of Investigative Services. Within the Division of Standards and Training those members assigned to the Internal Affairs Section hold the rank of Detective Lieutenant. The Internal Affairs Unit works closely with the Senior Command Staff to investigate allegations of internal wrongdoing. In every instance since 2012 where the Division of Standards and Training has filled a vacancy, it has done so by an open and competitive process that has been the subject of a job announcement.

Within the Division of Investigative Services there are currently nineteen Detective Lieutenants. These Detective Lieutenants are assigned to various independent prosecutorial agencies or other public safety enforcement agencies (i.e., district attorneys' offices, the attorney general's office, the Fire Marshal's Office, the Gaming Commission). Whereas these Detective Lieutenants work particularly close with the respective prosecutors or agency heads to which they are assigned, a uniquely trusting relationship is quintessential. Accordingly, the Colonel provides great deference to the respective prosecutor or agency head's preference when appointing Detective Lieutenants to these units. Absent a bona-fide reason to deny a request for a particular candidate, (and provided the candidate satisfies the minimum criteria for appointment) the Colonel will routinely appoint the person who has been requested by the prosecutor or agency head. In the event it is determined that a particular member will be appointed to one of these Detective Lieutenant positions the Department will not publish a vacancy announcement; the Department is of the position that such an action would be disingenuous and purport to be something that it is not.

Transfers

Transfers are authorized when the operational needs of the Department so dictate. Transfers may occur within a Division or from Division to Division. Transfers may be made to either bid or non-bid assignments. Certain members of the MSP are vested with "bid rights". Bid rights are contractual and apply only to Bargaining Unit 5A members holding the rank of Trooper or Trooper First Class. Although Sergeants are members of BU 5A Sergeants do not have bid rights. Moreover, members holding the rank of Lieutenant, Detective Lieutenant, Captain, Detective Captain, Major, Lieutenant Colonel and Colonel are not bargaining unit employees and consequently do not have bid rights.

Bid Assignments

Pursuant to Article 28 of the Collective Bargaining Agreement, assignments within Field Operations of the Division of Field Services (absent those that have been specifically excluded by agreement) are deemed biddable assignments. Members holding the rank of Trooper and Trooper First Class with five years or more of longevity will be assigned to an approved biddable assignment by seniority. In the event the Colonel determines that a vacancy in a biddable assignment is to be filled, the most senior Trooper or Trooper First Class (with five years or more of service) will be transferred into that assignment.

Non-Bid Assignments

Non-bid assignments are filled in accordance with State Police Policy Procedure ADM-27. Non-bid assignments are not subject to the five year bid right as set forth in Article 28 of the Collective Bargain Agreement.

Recruitment

The Department of the State Police has an Office of Diversity and Equal Opportunity (ODEO), which is comprised of one Lieutenant and four troopers. One of the primary functions of the ODEO is the recruitment of qualified and interested candidates. Over the past year, the ODEO has been actively recruiting candidates focusing its efforts on urban venues, educational institutions, female sports organizations, and military organizations. In the course of the Commission's meetings, testimony and written documents were provided by the State Police explaining the department's efforts to recruit future troopers, including female and minority candidates.

In addition to its conventional recruitment efforts, the Recruitment Unit is pursuing candidates through a candidate interest intake program and a mentoring program. These programs are designed to ensure that all recruitment candidates are tracked and supported through the entire selection process. The programs will also provide data that is necessary to facilitate an analysis of the target demographic in order to better understand why candidates are eliminated from or elect out of the selection process. The interpersonal contact that is the foundation of these program models will serve as a support system for those we seek to appoint thereby increasing the percentage of minorities and females that ultimately engage the selection process.

Recruiting candidates for police positions has become a challenge throughout the Commonwealth and country. A recent Washington Post story noted "Nationwide, interest in becoming a police officer is down significantly. In Nashville, job applications dropped from 4,700 in 2010 to 1,900 last year. In Seattle, applications have declined by nearly 50 percent in a department where the starting salary is \$79,000. Even the FBI had a sharp drop, from 21,000 applications per year to 13,000 last year, before a new marketing campaign brought an upswing."

State Police Student Trooper Program

The Student Trooper Program is an intensive, one week, residential learning experience for young adults, ages 15 through 17. The program is held at the Massachusetts State Police Academy in New Braintree and designed to expose young adults to the demands of police training and to develop better relationships between the youth of our communities and the police that serve them. The program is funded and sponsored by the American Legion and runs two sessions per year.

The Student Trooper Program uses the MSP paramilitary approach to training, and discipline is strict. The program is physically and mentally demanding requiring vigorous physical training, including running and calisthenics. Student Troopers have a 5:30AM wakeup call and "lights out" is at 10:00PM. The program also requires Student Troopers to work as a team to succeed in daily challenges.

Student Troopers receive classroom and hands-on training in topics such as First Aid/CPR, Criminal Law, Officer Safety, Crime Scene Investigations, Safe Driving, Leadership, Internet Safety, Team Building, and Physical Fitness. Student Troopers also observe and participate in demonstrations by members of State Police specialty units such as tactical teams, the K-9 Unit, and the Air Wing.

The Student Trooper Program is open to all, regardless of race, color, religion, sex or nationality however, applicants must:

- Be high school students, 15-17 years of age, in good scholastic standing.

- Be of good moral character and present a well-groomed appearance with hair neatly trimmed. Males must be clean shaven.
- Not require any special diet or have special physical needs due to the rigorous training and stress involved in a paramilitary-type academy.
- Pass a physical examination.
- A medical form requiring a doctor's signature will be required upon your acceptance to the program.

Graduates of the program should be proud of their accomplishments and gain valuable life experience but receive no other tangible benefit from the program.

III. Funding for State Police Forces

Introduction

State Police Departments from across the nation use an assortment of funding methods for training academies. Massachusetts uses either the general fund or a combination of the municipal police training fund and the general fund. In contrast, Virginia uses a mixture of funds, such as the general fund, highway maintenance fund, and some federal funds. Many states attempt to fund recruit classes on an annual or biannual basis to ensure stability in their forces. The cost to train a class varies by state depending on their pay scales.

Massachusetts State Police Funding

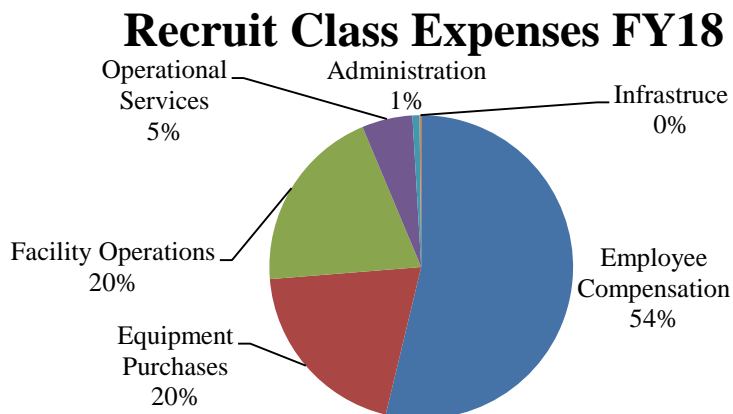
Funding for the State Police is concentrated in seven accounts, ranging from the state crime lab to regular operations and recruiting. In addition, all twelve District Attorneys have troopers assigned to their offices, as does the Attorney General and Department of Children and Families.

Administration and operation is the largest account for the department. Their budget has certain legislative earmarks that require the department to expend specific amounts of money or other logistical resources. Since FY12, the operations account has seen an increase of \$54.91 million. In FY18 the state police had an operational budget of \$268.87 million.

State Police Academy Funding

The length of a class is 24 weeks of training and it includes living in a barracks from Monday through Friday. Based on an analysis from the state police, it costs \$5.9 million for a class of 110 graduates and \$7.60 million for 160 graduates [Appendix B RTT Funding].

The legislature last approved a total of \$2.80 million to fund a class from the Public Safety Training Fund in FY18. According to the comptroller's office, the state police spent \$2.79 million of that appropriation. The legislature has provided partial or entire funding for a class of 150 recruits in every state budget since FY2012, with the exception of FY17. Throughout these budgets, the language has varied in regards to the sources of the funding. In some cases, it comes entirely or partially from the Municipal Training Fund. In other instances, the appropriation comes directly from the general fund. Below is a spending breakdown of the last graduating class.¹



¹ Data provided by the Massachusetts State Comptroller's Office

The Commission also considered how other states fund their recruiting classes and academies. Four state funding breakdowns are detailed below.

Virginia

The Finance Division of the State Police is responsible for preparing, monitoring, and accounting an annual operating budget. The chief source for the funding of the Department of State Police is the Commonwealth's general fund.

General Fund: 77%

Special Fund: 13%

- Revenue from DMC calculated at \$2 per vehicle registered in the Commonwealth used to support the safety program
- Revenue generated from the food service is provided to the students attending the State Police Academy used to support Cafeteria Operations
- Cash from the State Corporation Commission
- HEAT Program
- Insurance Fraud Program
- Twenty Four FTE's transferred to VSP via 1995 Session of the General Assembly
- Revenue from the Sale of concealed weapon permits
- Revenue generated from the fee charged to perform sex offender registry searches
- Revenue received from the sale of surplus properties
- Court awards of seized assets

High Maintenance Funds: 5%

Federal Funds: 5 %

New Jersey

Fiscal Year 2017 Governor's Budget included \$1.5 million to fund the recruitment and selection of the 158th State Police Recruit Class, which is estimated to commence in Fiscal Year 2018.

The 158th State Police Recruit Class consisted of 161 new members.

- 147 were men and 14 were women

Maryland

State budget allocates funding towards police training and correctional training commissions.

- Budget does not consistently say what amount is dedicated toward local and county training and which is designated for Maryland State Police.

Connecticut

The state's budget allocated \$390,741 in Fiscal Year 2018 and Fiscal Year 2019 for Fire Training Schools in 9 locations.

- Department aims to refill patrol positions in the State Police Division and graduate 60 troopers per class, average amount of retirees each year
- Approximately \$3 million towards Trooper Classes in FY 2018 and FY 2019 Budgets

IV. Recommendations

The Commission was charged with examining state police recruitment, hiring, retention and promotional practices, including the relevancy of testing requirements to essential job functions, preferential treatment on the competitive examinations for initial enlistment and promotion, preferential treatment based on personal contacts, the impact of any criminal record on an applicant's candidacy, the collection, analysis and sharing of data on race, gender, gender identity and sexual orientation, and the role of the affirmative action office in hiring practices. Further, the Commission was authorized to recommend steps to increase the transparency and accountability with respect to recruitment, hiring, retention and promotional decisions. In accordance our mission and December 31, 2018 reporting deadline the commission recommends the Massachusetts State Police and appropriate governing bodies take the steps necessary to:

1. Institute an annual maintenance class
 - Failure to have a consistent funding source for training academies undercuts diversity outreach.
2. Remove the existing tattoo policy
 - Eliminate current policy and institute non-visible tattoo policy, if desired.
3. Provide credit for language skills
 - Institute policy for skills-based language proficiency in interview process.
4. Eliminate oral boards from the promotional process
 - This would remove subjectivity from the promotional process.
5. Openly advertise the availability of entrance exam fee waivers
 - Would encourage applicants facing economic hardship to take the Civil Service Exam and apply to the MSP.
6. Compile exit interview data
 - Perform comprehensive exit interviews to understand and address reasons for applicants who decline an offer for a trooper position or who drop out of the academy.
7. Enhance the Student Trooper Program and study the feasibility of a cadet program.
 - The existing Student Program should be expanded and enhanced so that successful graduates are given credit on a future civil service exam. The MSP should study the feasibility of creating a cadet program.
8. Require the Department to file a periodic report with the Legislature.
 - A comprehensive report filed every other year will ensure that the MSP is held accountable to the findings and recommendations of this Commission.

Institute an Annual Maintenance Class

The commission recommends a regularly planned and strategic approach to hiring and training of new troopers with either an annual or biannual training class. Currently, the MSP holds an academy sporadically, once funding is specifically appropriated for a class. Since 2001, there have been eight funded classes, with an average of about one every other year, during which there was a six year period where no training academy was offered. The most recent class joined in January 2017. Between these classes the MSP only loses sworn employees, there is no other mechanism to hire non-civilian employees outside of the academy.

At every hearing the commission heard testimony about how the lack of predictability severely undercuts the MSP's recruiting efforts. The MSP has attended nearly seventy different recruitment events in the first half of 2018 and at each event the MSP was unable to tell interested parties when they would be able to take the next civil service exam, or even tell those individuals who took the exam in January of 2017 when the next academy would be held. Recruits typically have to wait three or four years from the time of the examination to actually being hired by the State Police. Recruits frequently apply for multiple departments when taking the civil service exam and it is not uncommon for highly qualified candidates to accept offers with other departments that are able to provide quicker, firmer timetables.

The commission believes by providing consistent funding and definitive timetables for recruits the MSP will be able to take much of the uncertainty out of the hiring process, maximize recruiting efforts and consistently implement the strategies outlined in its annual Affirmative Action Plans and Quarterly Affirmative Action Reports filed with the Human Resources Division's Office of Diversity and Equal Opportunity.

Remove the Existing Tattoo Policy

Presently, recruits are required to be free of visible tattoos when in the summer duty uniform (head, face, neck and arms) before being appointed to the academy. The commission heard extensive testimony from members about how the existing tattoo policy is too onerous and discourages applicants, particularly veteran and minority recruits. Even the MSP testified that it is not uncommon for recruits to pay for expensive tattoo removal or physically remove a tattoo on their own in order to qualify for the academy. While the commission can understand the desire to prohibit highly visible tattoos, like on the face, neck and even hands, we believe the current policy is too onerous given the alternatives. The MSP could accomplish the same goal without discouraging applicants by requiring recruits with visible arm tattoos wear long-sleeved shirts year round or sleeves specifically designed to cover tattoos.

Provide Credit for Language Skills

Currently, additional credit is not given to bi-lingual applicants. The MSP and the Commission agreed that instituting a minor preference for a demonstrated proficiency in a language, in addition to English, would qualify as a skills-based metric, and would act as a means to increase recruitment of minority candidates. We recommend that applicants with a proficiency in a second language have one point added on to the score of their written entrance exam. A higher number of troopers and other sworn officers with the ability to speak a second language would improve the department's capacity in victim assistance, interviews with witnesses, emergency calls and in outreach to communities. According to testimony heard at the third meeting of the commission, the City of Boston has an established preference for bi-lingual applicants, and the proficiency testing should be modeled in that fashion. This policy would be important as the non-English speaking population of the state continues to rise.

Eliminate Oral Boards from the Promotional Process

The Commission recommends that the oral interview from the promotion process for the ranks of Lieutenant and Captain be eliminated. Currently, the oral interview is weighted at 10% of a candidate's total score, with questions designed to further assess the candidate's understanding of the study materials. Many members believe that the oral interview is redundant and point where subjectivity can enter the promotional practices. The MSP and several commission members had suggested placing a greater emphasis on time in grade, by giving candidate's with greater time in the next subordinate rank with greater points toward their final examination score in place of the oral

interview. While we understand the merit behind promoting a candidate who has successfully performed the duties of the next subordinate rank for a longer period of time, based on the current demographics of the state police a greater emphasis on time in grade could potentially slow the diversification of the promotional ranks. Currently, the MSP does not have any data to show how greater emphasis on time in grade would affect female or minority promotions. The commission recommends that the oral board be removed from the promotional process for the ranks of Lieutenant and Captain and the MSP study the effects of placing a greater emphasis of time in grade on the current workforce.

Openly Advertise the Availability of Exam Fee Waivers

Currently, applicants for a civil service position are eligible for a potential exam fee waiver if they participate in a public assistance program through the federal or state government. These programs include, but are not limited to, the Supplemental Nutritional Assistance Program, Temporary Assistance for Needy Families, Supplemental Security Income, and Unemployment Insurance. The Commission recommends that the MSP ensure that all recruitment materials and postings clearly and visibly state the availability of an entrance exam fee waiver for candidates receiving certain state or federal public assistance. The costs associated with taking a Civil Service Exam can be a burden to those with limited economic resources. Conspicuous advertising of the fee waiver on all recruiting materials and job postings will likely remove a potential barrier for some otherwise qualified candidates.

Compile Exit Interview Data

The MSP currently performs exit interviews for applicants that accept an appointment to academy and then resigns from their position as a trainee. The department does not formally interview candidates who drop out prior to being appointed to the academy, but has recently started to collect data on why candidates drop out of the hiring process prior to the appointment of the academy. Additionally, the department has started following up with candidates that are appointed to the academy and fail to report. With the latest recruitment class, the MSP has implemented an intake program that will follow interested candidates from first contact with the Recruitment Unit through graduation from the Academy. Through surveys the department will record why a candidate leaves or is dismissed from the hiring process. Further, the department has begun tracking interested candidates throughout the hiring process into a program that records voluntarily provided information such as gender, race, year of birth, military experience, and contact information with the goal is to identifying any biases and areas that need to be improved upon in the hiring process. The commission recommends the MSP continue to track interested candidates throughout the hiring process for all future classes and institute a set of policy and procedures for reviewing the data and improving the hiring process. Further, the Commission recommends that the MSP continue to interview candidates that drop out of the academy prior to graduating.

Enhance the Student Trooper Program and Study the Feasibility of Cadet Program

The Student Trooper Program is an excellent means for developing a relationship with the youth of our communities and increasing the understanding of the job of police officers. Currently, the program is sponsored and funded by the American Legion with limited enrollment. The commission recommends the MSP assert more autonomy over the program and believes it should be enhanced and enrollment expanded so that the program can be used as a mechanism for targeting and recruiting populations who are underrepresented on the MSP. An enhanced program can help further increase diversity outreach, community relationships and help prepare those with a high dropout rate at the academy. While the Commission recognizes the value in the learning experience provided to

students, we believe that an enhanced version of the program could also warrant a tangible benefit be provided to graduates. A tangible reward like the inclusion of civil service fee waiver, or even possible credit, on a future exam for successful graduates would greatly incentivize participation in the program and further encourage young adults to pursue a career in law enforcement.

Moreover, the Commission believes the MSP Police should explore the feasibility of instituting a cadet program. The Commission believes a cadet program could be a valuable tool for further promoting a skilled and diverse workforce. Some commission members were reluctant to fully advocate for a program, and we recognize the inherent difficulties of creating a cadet program for a state-wide police force with an already large civilian work-force. The Commission believes the State Police study the feasibility of instituting a cadet program, including identifying the costs and barriers of instituting the program, the role cadets would serve on the force and the criteria for the program.

Require the Department to File a Periodic Report with the Legislature

The Commission recommends that the MSP prepare and file a biennial report with the Joint Committee on Public Service. The report should detail the steps the MSP has taken to implement the recommendations of this commission and the progress being made to achieve the Department's diversity goals. The report should also include the findings ascertained by the Department's exit interviews. Finally, the Commission recommends the commission reconvene in two years for the purposes of hearing and discussing the progress the MSP has made on implementing the commission's recommendations.

Conclusion

The commission recognizes that the Massachusetts State Police cannot unilaterally impose these recommendations and a number of statutory and regulatory hurdles have to be removed. However, we believe if the appropriate legislative and administrative authorities adopt these recommendations the Massachusetts State Police will be a more transparent, more diverse and qualified police force.

V. Appendix A. Recruiting Events

From January to July of 2018, the ODEO has attended a number of job fairs and informational seminars in its effort to recruit and inform. The following is a list of those appearances:

January 18 Westport High School career fair	April 18 Framingham State University (information table)
January 25 83RTT Graduation information table	April 24 Veterans Employment Resource fair (Rhode Island)
February 20 Nichols College career fair	April 25 Bristol Community College career fair
February 28 Attleboro High School career fair/ and teen empowerment	April 27 Bridgewater State University (classroom speaking engagement)
February 28 Community and Policing Meeting (Dorchester)	May 2 Hanover High School informational session
March 6 Massachusetts CORI Job fair (Holyoke)	May 2 Fall River Career Center fair (Mayor's Office)
March 7 UMass Boston career fair	May 2 Bristol Community College (information table)
March 7 Westfield State University career fair	May 3 UMass Boston classroom presentation
March 14 Dean College career fair	May 7 Asian American Government career fair
March 15 Mansfield High School career fair	May 9 South Shore Vocational Technical High School (informational session)
March 16 Northeastern University Government career fair	May 9 North Shore Veteran and Community career fair
March 20 Mount Ida College career fair	May 10 Worcester State University (informational table)
March 21 UMass Dartmouth Spring career fair	May 16 Dartmouth High School career fair
March 22 Quincy College career fair	May 16 Hiring Our Hero's (Fenway Park), Veteran's career fair
March 22 Criminal Justice Counsel meeting (Bunker Hill Community College)	May 22 People of Color in Criminal Justice Conference
March 27 Bridgewater State university CJ career night	May 23 New Bedford ROTC (classroom presentation)
March 28 UMass Boston career fair	May 24 Lombardo's career fair (Randolph)
March 28 UMass Lowell career fair	May 29 Brockton High School ROTC (classroom presentation)
April 2 Springfield Technical Community College Speaking engagement	May 30 Swansea High School career fair
April 3 University of New Hampshire career fair	May 30 Brockton High School ROTC (classroom presentation)
April 3 Nichols College criminal justice night	June 4 Otis Airforce Base Veteran career fair
April 4 Westfield State University career fair	June 5 Otis Airforce Base Veteran career fair
April 4 Curry College career fair	June 5 Lakeville Middle School B-Fit event with the Boston Bruins
April 4 Stonehill College career fair	June 7 Middleboro High School career fair
April 5 Mass Maritime Academy career fair	June 8 Lawrence High School ROTC program presentation
April 10 Lesley University career fair	
April 11 Worcester State University career fair	
April 11 UMass Dartmouth career fair	
April 11 Boston College career fair	
April 12 Bridgewater State University career fair	
April 16 Anna Maria College career fair	

June 11 5th grade speaking series (Grew School/Hyde Park)
June 12 Otis Airforce Base Veteran career fair
June 13 Otis Airforce Base Veteran career fair
June 13 Mayor's career fair (Dorchester)
June 14 Reggie Lewis Center career fair
June 18 North Quincy High School ROTC (classroom presentation)
June 25 Grew Elementary school graduation
June 29 First Responders Day (children with special needs)

July 9 G3 Basketball Girls summer Camp (Boston P.D.)
July 10 G3 Basketball Girls summer Camp (Boston P.D.)
July 10 Brockton Career Center
July 11 JBS Security career fair (Boston)
July 12 G3 Basketball Girls summer Camp (Boston P.D.)
July 12 1600/Quincy Career Center (speaking engagement)
July 14 Westover Airforce Base Air Show
July 15 Westover Airforce Base Air Show

VI. Appendix B. RTT Funding

Graduating 110 Troopers		
Class length, 24 weeks		Class Cost
		FY20
		POL
Number of Graduating Troopers		110
		100.00%
	Weeks	24.0
AA:	SALARIES: TRAINEES	
\$573.00	\$573/wk X FTEs for 24 weeks	\$1,512,720
	OVERTIME	
	Supply: 2 FTEs	\$3,528
	Academy 1 FTE	\$6,816
	Human Resources 3 FTEs	\$9,240
	Sworn OT: Barracks coverage/night training/Instructors	\$1,402,500
	Sworn OT: Barracks coverage/backfill	\$170,000
	Sworn OT: Certification Unit background checks	\$51,000
	Total Overtime	\$1,643,084
	TOTAL AA	\$3,155,804
DD:	MEDICAL SCREENING/PAYROLL TAXES	
	\$230 X FTEs medical screening tests	
	FY19 COST	\$101,200
	Payroll Taxes chargeback @ 1.73%	\$54,595
	Sickle cell & Hep b	\$5,600
	ILD	\$100,000
	TOTAL DD	\$261,395
EE:	ADMIN SUPPLIES & EXPENSES	
	Graduation ceremony	\$40,000
	awards, invitations, programs, diplomas, etc.	\$5,000
	Printing Admin Supplies	\$18,000
	Water/adm supplies	\$15,000
FF:	UNIFORM PARTS & WEAPONS	
	PT gear for instructors	\$21,500
	Law and medical books	\$22,000
	Weapon, vest and parts for cruisers)	\$990,000
	Prescription drugs/pharmaceuticals	\$5,000
	Drug Testing Kits	\$5,610
	TOTAL FF	\$1,044,110
GG:	CRUISER FUEL	
	Driver Training	\$20,000
	TOTAL GG	\$20,000
HH:	PSYCHOLOGICAL TESTS	
	Psychological screening tests phases 1, 2, & 3	\$154,500
	TOTAL HH	\$154,500
JJ:	OPERATIONAL SERVICES	
	Meals \$95/wk per FTE for a class of 100 ave 150	\$376,200
	Laundry	\$18,831
	Bus Rental	\$10,000
	Outside Speakers	\$20,000
	TOTAL JJ	\$425,031
KK:	EQUIPMENT PURCHASE	
	Radios	\$561,000
	Tasers	\$181,500
	TOTAL KK	\$742,500
NN:	INFRASTRUCTURE	
	Add'l amt for Building Cleaning	\$27,692
	TOTAL NN	\$27,692
	COST OF CLASS - with Radios	\$5,909,032
	per recruit cost	\$53,718.48

Graduating 160 Troopers		
Class length, 24 weeks		Class Cost
		FY20
		POL
Number of Graduating Troopers		160
		100.00%
	Weeks	24.0
AA:	SALARIES: TRAINEES	
\$573.00	\$573/wk X FTEs for 24 weeks	\$2,200,320
	OVERTIME	
	Supply: 2 FTEs	\$3,528
	Academy 1 FTE	\$6,816
	Human Resources 3 FTEs	\$9,240
	Sworn OT: Barracks coverage/night training/Instructors	\$1,402,500
	Sworn OT: Barracks coverage/backfill	\$170,000
	Sworn OT: Certification Unit background checks	\$51,000
	Total Overtime	\$1,643,084
	TOTAL AA	\$3,843,404
DD:	MEDICAL SCREENING/PAYROLL TAXES	
	\$230 X FTEs medical screening tests	
	FY19 COST	\$147,200
	Payroll Taxes chargeback @ 1.73%	\$66,491
	Sickle cell & Hep b	\$5,600
	ILD	\$100,000
	TOTAL DD	\$319,291
EE:	ADMIN SUPPLIES & EXPENSES	
	Graduation ceremony	\$40,000
	awards, invitations, programs, diplomas, etc.	\$5,000
	Printing Admin Supplies	\$18,000
	Water/adm supplies	\$15,000
	TOTAL EE	\$78,000
FF:	UNIFORM PARTS & WEAPONS	
	PT gear for instructors	\$21,500
	Law and medical books	\$32,000
	Weapon, vest and parts for cruisers)	\$1,440,000
	Prescription drugs/pharmaceuticals	\$5,000
	Drug Testing Kits	\$5,610
	TOTAL FF	\$1,504,110
GG:	CRUISER FUEL	
	Driver Training	\$20,000
	TOTAL GG	\$20,000
HH:	PSYCHOLOGICAL TESTS	
	Psychological screening tests phases 1, 2, & 3	\$154,500
	TOTAL HH	\$154,500
JJ:	OPERATIONAL SERVICES	
	Meals \$95/wk per FTE for a class of 100 ave 150	\$547,200
	Laundry	\$18,831
	Bus Rental	\$10,000
	Outside Speakers	\$20,000
	TOTAL JJ	\$596,031
KK:	EQUIPMENT PURCHASE	
	Radios	\$816,000
	Tasers	\$264,000
	TOTAL KK	\$1,080,000
NN:	INFRASTRUCTURE	
	Add'l amt for Building Cleaning	\$27,692
	TOTAL NN	\$27,692
	COST OF CLASS - with Radios	\$7,623,028
	per recruit cost	\$47,643.92

² Information provided by the Department of the State Police, 12/3/18

VII. Appendix C. 2017 Exam Scores³

2017 Initial Enlistment Exam

	With Vet Points	Without Vet Points
Average Score	86.41	86.14
White Average	86.66	86.38
Non-white Average	85.45	85.22
Male Average	84.98	84.66
Female Average	85.56	85.44

6649	Total Counts	%
4774	White	72%
1547	Non White	23%
328	Did Not Iden	5%
5640	Male	85%
1009	Female	15%

Score Group	Total Count	Males	Females	% F in Score Group	White	Non-white	% non-W in Score Group
95+	737	647	90	12%	631	106	14%
90-94	1630	1429	201	12%	1285	345	21%
85-89	1643	1366	277	17%	1250	393	24%
below 85	2639	2197	442	17%	1936	703	27%
	6649						

Score Group	Total Count	Males	Females	% F in Score Group	White	Non-white	% non-W in Score Group
100+	12	8	4	33%	12	0	0
99	18	17	1	6%	15	3	17%
98	82	75	7	9%	73	9	11%
97	135	122	13	10%	114	21	16%
96	205	179	26	13%	179	26	13%
95	285	246	39	14%	238	47	16%
	737						

Veterans	Total Count	Males	Females	% F Vets	White	Non-white	% non-W Vets
	865	823	42	5%	644	182	21%

	1212 Processed for 84th RTT	Percentage
Males	1062	88%
Females	150	12%
	1212 Processed for 84th RTT	Percentage
White	1017	84%
Non-White	195	16%

³ Information provided by the Department of the State Police, 9/24/18

VIII. References

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