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## HARTFORD POLICE DEPARTMENT

## RECRUITMENT INITIATIVE

(in accordance with C.G.S. Public Act 15-4)

January 1, 2016

## **Community Profile**

Hartford is the Capital City in the State of Connecticut and borders Bloomfield, East Hartford, Newington, South Windsor, West Hartford, Wethersfield, and Windsor. Hartford encompasses 18 square miles and has a population of 124,879 according to the 2014 CERC Town Profile. The approximate demographic breakdown of Hartford is 43.4% Hispanic, 38.7% Black, 15.8% White, and 2.1% Other.

## **Police Department Profile**

The Hartford Police Department is currently budgeted for 453 full time sworn positions, of which 390 are currently filled.

The Hartford Police Department demographic breakdown of sworn officers as of December 31, 2015 is as follows:

Asian American	5	1.3%
Black	49	12.6%
Hispanic	75	19.2%
White	261	66.9%

In addition, 41 of the above listed sworn officers are female, representing 10.5% of the department. The total representation of minorities in the Hartford Police Department among sworn officers is 38.2%.

The Hartford Police Department demographic breakdown of civilian employees as of December 9, 2015 is as follows:

Asian Americans	2	1.7%
Black	62	53.4%
Caucasian	20	17.2%
Hispanic	32	27.6%

In addition, 84 of the above listed civilians are female, representing 72.4% of the department. The total representation of minorities in the Hartford Police Department among civilians is 93.1%.

## **Purpose**

The purpose of this recruitment plan is to assist the Human Resources Department for the position of police officer, both lateral and entry level. The Hartford Police Department is committed to the equal opportunity principle of hiring the most qualified personnel based on employment qualifications and affirmative action goals.

Additionally, the Hartford Police Department is committed to ensuring all hiring practices are in compliance with the 1973 Cintron v. Vaughn Consent Decree.

### **Objectives / Plan of Action**

The community profile when compared to the agency profile is used as a needs assessment for forthcoming recruiting initiatives while conforming to all statutory law. Accordingly, the plan of action must adhere to Public Act 15-4 (Effective: October 1, 2015) (see appendix A).

According to Part I, Chapter VIII (Department and Department Heads), Section 5 (Government Administration), (e) Department of Human Resources, there "...shall be a department of human resources, which shall be responsible for the administration of the civil service system and all other matters affecting civil service employment, collective bargaining and the employees of the city." Additionally, Chapter 2 (Administration), Article VI (Human Resources, Merit Selection and Civil Service), Division 2 (General), Section 2-332 (Human Resources Policy of the City of Hartford), (B) [Responsibilities] states that "...the Human Resources Department shall be solely responsible for all personal matters relating to the classified service and shall perform all personnel functions for all city departments including but not limited to the following functions: a) Recruitment and testing; b) job description, classification and compensation" (see appendix B)

### **Timetable for Plan Implementation**

Recruitment initiatives will continually be reviewed and coordinated with the Human Resources Department. Public Act 15-4, (2) does require the Hartford Police Department "develop and implement guidelines for the recruitment, retention and promotion of minority police officers" no later than January 1, 2016.

### **On-going Recruitment Activities**

The Hartford Police Department is taking a holistic approach in examining future recruiting initiatives and has classified activity in three different categories: 1) General Recruiting Activity, 2) Collective Bargaining Issues, and 3) City Ordinances.

#### General Recruiting Activities

- Ensuring the Hartford Police Athletic League continues working with city youth to develop positive relationships. The Hartford Police Department currently has one full-time supervisor and three full-time officers assigned to PAL along with

numerous other police personnel who volunteer or are temporarily assigned. Approximately 150 children participate in a wide variety of PAL sponsored activities such as after school homework hour, gardening, football, boxing, summer camps, and life skills seminars.

- The Hartford Police Explorer Program currently has approximately 40 participants ranging from ages 13-20. Most participants are from Hartford. This program will continue to grow and provide an excellent opportunity for younger individuals to learn about careers in law enforcement.
- Continuing the Hartford Police Cadet Program for Hartford Youth 18-24 years of age. The Hartford Police Cadet Program currently has nine full-time cadets who work in a variety of different assignments including Traffic, Special Investigative Division, and the Police Academy. All cadets were City of Hartford residents at time of application and are on schedule to eventually become full-time police officers for the City of Hartford. Cadets receive continuous training in policies and procedures pertaining to both the City of Hartford and law enforcement in general.
- The Hartford Police Department will establish meaningful relationships with secondary schools located in Hartford, including the Hartford Public High School Law and Government and Capital Region Education Council public safety academies. Conducting assemblies and presentations to inform students about careers in law enforcement along with the PAL, Explorer and Cadet Programs will occur. In addition to presentations, Hartford Police Personnel will attempt to establish a positive working relationship with guidance counselors at the schools. Additionally, Hartford Police Personnel will offer tours of the department to interested students.
- Hartford Police Personnel will attend college job fairs and speak to prospective applicants about employment with the Hartford Police Department. This will include attending job fairs at Historically Black Colleges & Universities (HBCU) along with more regional institutions of higher education.
- Hartford Police Personnel will become more prevalent at community meetings and faith based organizations and attempt to discuss the careers in law enforcement for city residents.

- Hartford Police Personnel will attend sporting and cultural events and speak with prospective applicants about careers in the Hartford Police Department. This includes events such as high school athletics, collegiate athletics, Wolf Pack games, Yard Goat Games, Art and Cultural Festivals.
- Hartford Police Personnel will visit military bases in the region and speak with military personnel who are not reenlisting about a career with the Hartford Police Department.
- The feasibility of a mentoring program will be examined with the objective of helping newly hired officers in their first two years of employment navigate the employment process and understand their career path. This will help with the retention and eventual promotion of officers.
- Producing multilingual employment brochures will be examined.
- An examination of incentivizing the pension plan in order to retain younger officers and cadets from transferring to other departments where they would collect their pensions immediately upon a normal retirement.
- Implementation of Public Act 15-4, (3) which stated that "'... (3) implementation of policies providing that when there is a vacant position in such unit, such position shall be filled by hiring or promoting a minority candidate when the qualifications of such candidate exceed or are equal to that of any other candidate or candidates being considered for such position when such candidates are ranked on a promotion or examination register or list."

#### City Ordinances

- The Elimination of the CHIP Card for the state mandated physical agility requirement for City Residents applying for the position of police officer has already been implemented. This continual six month cost of \$65 of keeping one's CHIP card in good standing was a prohibiting factor in recruiting some quality candidates. The Hartford Police Department must continue to adhere to the physical agility requirements established by the Police Officer Standards and Training Council.
- Examining if the \$25 application fee should be universally waived for all city residents. Currently, a hardship letter is required to have this fee waived.

- Continual examination in determining if the preference points in Chapter 2, Article VI (Human Resources, Merit Selection and Civil Service), Division 6 (Hiring and Promotion), Sec. 2-374 (Preference Points, (B) *Hartford Resident*) given to Hartford residents when applying for the position of police officer is successfully encouraging and enabling more Hartford Residents to join the police department.
- The use of Assessment Centers in place of examinations in determining future promotions of supervisors and command staff.
- Determining if a take-home police vehicle for all Non-Probationary Police Personnel residing in the city of Hartford would increase the amount of personnel choosing Hartford as their residence.
- Examining a city policy that would allow the children of Hartford Police Officers residing in the city to opt out of the school choice lottery and allow their children to attend the school of their choice.
- The inclusion of all programs under Section 2-796 under Article XIV Public Safety Initiative (June 22, 2015). These programs include a Summer Youth Employment Program, an Extended Year Program (EYP), and Post-Secondary Program (see Appendix C)

# APPENDIX A

Effective: October 1, 2015

C.G.S.A. June Sp.Sess., P.A. 15-4, § 2

§ 2. Guidelines for promotion and retention of minority police officers [Tentative name line supplied by publisher]

Currentness

Not later than January 1, 2016, each law enforcement unit, as defined in section 7-294a, shall develop and implement guidelines for the recruitment, retention and promotion of minority police officers, as defined in section 7-294a. Such guidelines shall promote achieving the goal of racial, gender and ethnic diversity within the law enforcement unit.

**Credits**

(2015, June Sp.Sess., P.A. 15-4, § 2.)

<New sections of the Connecticut General Statutes are published under their Public Act section numbers pending assignment of statutory codification numbers by the Legislative Commissioners' Office of the Connecticut General Assembly.>

C. G. S. A. June Sp.Sess., P.A. 15-4, § 2, CT ST June Sp.Sess., P.A. 15-4, § 2

The statutes and Constitution are current with enactments from the 2015 Regular Session and the June Special Session.

Effective: October 1, 2015

C.G.S.A. June Sp.Sess., P.A. 15-4, § 3

§ 3. Recruitment of minority police officers in communities with high concentration of minority residents [Tentative name line supplied by publisher]

Currentness

If a law enforcement unit serves a community with a relatively high concentration of minority residents, the unit shall make efforts to recruit, retain and promote minority police officers so that the racial and ethnic diversity of such unit is representative of such community. Such efforts may include, but are not limited to: (1) Efforts to attract young persons from the community such unit serves to careers in law enforcement through enrollment and participation in police athletic leagues in which police officers support young persons of the community through mentoring, sports, education and by fostering a positive relationship between such persons and police officers, the implementation of explorer programs and cadet units and support for public safety academies; (2) community outreach; and (3) implementation of policies providing that when there is a vacant position in such unit, such position shall be filled by hiring or promoting a minority candidate when the qualifications of such candidate exceed or are equal to that of any other candidate or candidates being considered for such position when such candidates are ranked on a promotion or examination register or list. For purposes of this section, "minority" means an individual whose race is defined as other than white, or whose ethnicity is defined as Hispanic or Latino by the federal Office of Management and Budget for use by the Bureau of Census of the United States Department of Commerce.

**Credits**

(2015, June Sp.Sess., P.A. 15-4, § 3.)

<New sections of the Connecticut General Statutes are published under their Public Act section numbers pending assignment of statutory codification numbers by the Legislative Commissioners' Office of the Connecticut General Assembly.>

C. G. S. A. June Sp.Sess., P.A. 15-4, § 3, CT ST June Sp.Sess., P.A. 15-4, § 3

The statutes and Constitution are current with enactments from the 2015 Regular Session and the June Special Session.

## **APPENDIX B**

Sec. 2-332. - Human Resources Policy of the City of Hartford.

(A) *General Policy Statement.* As set forth in Chapter VIII, § 5(e)(2) of the Charter of the City, Hartford ("City" or "Hartford") shall establish and maintain, by ordinance, a civil service system that will ensure recruitment of the most qualified available persons to appoint to vacant positions, advance equal employment opportunity and affirmative action, continue training and evaluation of employees and bargain with the collective bargaining representatives of employees.

It is the policy of the City to uniformly apply criteria for recruitment, selection, assignment, evaluation, compensation, Promotion, discipline and other personnel actions without regard to race, color, sex, religion, national origin, age, mental or physical disability, sexual orientation, marital status or ancestry; to provide each employee with the opportunity to develop and succeed according to the individual's potential; to utilize and/or develop the skills of present employees to the fullest extent for Transfers, Promotions and assignments; to provide all employees counseling, training, opportunities and encouragement for advancement; to revise the Affirmative Action Plan annually and/or as needed to establish realistic goals and objectives and the steps necessary to achieve them; to train management and supervisory personnel at all levels with an understanding of the City of Hartford's Equal Employment Opportunity Program; to provide employees access to a prompt, effective system for processing and resolving complaints of discrimination; to implement the Affirmative Action Plan in every department throughout the City; and to make Equal Employment Opportunity a viable and effective program in the City of Hartford.

- (B) *[Responsibilities.]* As provided in the Charter of the City, Chapter VIII Section 5(e), the Human Resources Department shall be solely responsible for all personnel matters relating to the classified service and shall perform all personnel functions for all city departments including but not limited to the following functions:
- a) Recruitment and testing;
  - b) Job description, classification and compensation;
  - c) Administration of employee benefits, for both active employees and retirees, contract negotiations and contract interpretation; and
  - d) Arbitration, grievances, complaints and all employment discrimination actions.
- (C) *Financial Support from the City.* The financial authorities of the City shall provide necessary funds to carry out the purpose of this Article, and shall provide the Director and the Department with adequate staffing, office space, equipment and facilities.
- (D) *Intent of Article.* The intent of this Article is to afford rights and privileges to Classified Employees and, where specifically noted, to Unclassified Employees. Where a collective bargaining agreement incorporated by reference any provisions of the Personnel Rules and Regulations operational at the time of the effective date of this Article, such prior Personnel Rules and Regulations shall remain in effect for the duration of the collective bargaining agreement.

Nothing in this Article shall be considered to limit the provisions of sections 2-31 and 2-45 or limit the authority of the Mayor and Court of Common Council to appoint, assign and remove their staff. Nothing in this Article shall be considered to limit the role or authority of the Corporation Counsel or limit the role or authority of the Mayor as the City's Chief Negotiator.

(Ord. No. 07-05, 8-8-05; Ord. No. 15-14, 8-11-14)

**APPENDIX C**

Sec. 2-794. - Purpose.

The purpose of the public safety initiative is to increase the number of Hartford residents employed by the City of Hartford in its public safety jobs, by creating pathways by which Hartford residents may prepare for and enter public safety careers.

(Ord. No. 14-15, 8-10-15)

Sec. 2-795. - Goals.

The goals of the public safety initiative are to 1) hire more Hartford residents as police officers, 2) to interest, motivate, and support Hartford young people in pursuing careers in public safety, and 3) retain, as City employees, Hartford residents who have been hired as public safety staff.

(Ord. No. 14-15, 8-10-15)

Sec. 2-796. - Programs.

The public safety initiative shall consist of four (4) programs.

- (a) *Outreach and Recruitment*: The City shall implement ongoing outreach and recruitment campaigns to inform Hartford residents of all ages about the Public Safety Initiative and to recruit them as participants in the component programs.
- (b) *Summer Youth Employment Program*: There shall be a program that employs, each summer, at least forty-five (45) high school students who live in Hartford and who have expressed interest in exploring a public safety career. The program shall include placement in Fire and Police departments, first aid and CPR training, physical fitness, team building, and experience with practical law enforcement skills.
- (c) *Extended Year Program (EYP)*: There shall be a program during the school year for youth who have participated in the public safety summer youth employment program. Participants shall meet monthly, take part in a monthly activity, receive mentoring and counseling by trained individuals, and receive stipends.
- (d) *Post-Secondary Program*: There shall be a program of support for Hartford residents who have enrolled in a post-secondary or degree program and who plan to pursue a career in law enforcement. Such support shall include mentoring and counseling, tuition assistance, stipends for books and materials, activities during semester breaks, and summer employment and/or internships. There shall also be a program to prepare Hartford residents to take examinations to enter the Police Academy and to apply for other public safety jobs. The program shall include the Police and Fire Explorer and Cadet programs; counseling and mentoring, Integrated Basic Education Skills Training (I-BEST), provision of a written exam training manual, a test preparation course, and wellness and fitness training. All Explorers and Cadets shall be Hartford residents.

(Ord. No. 14-15, 8-10-15)