



Hiring and Training a Modern *21st Century* Police Force



Brian A. Kyes
Chief of Police



MMA

Massachusetts
Municipal
Association

- Chelsea is a **Civil Service** Municipality
- Estimated Population of **45,000** Residents
- **52 %** of the Residents are Foreign Born
- **70%** of the Residents are Latino primarily from the Central American Countries of:
 - El Salvador, Honduras and Guatemala
- The Chelsea Police Department is comprised of **111 Sworn Officers** and 15 Civilian Employees
- The CPD is a MPAC **Accredited** Police Department





Massachusetts Chiefs of Police Association

Effective Community Engagement

A Bridge to Fostering Trust and Integrity in Your Agency



Task Force Final Report



Resulted in a total of **62 Recommendations** and **91** corresponding **Action Items**



MEMBERS OF THE TASK FORCE

Co-Chairs

Charles Ramsey, Executive Director, Massachusetts Chiefs of Police Association
Lucas Robinson, Police Chief, Boston Police Department

Members

Colin L. Alexander, Police Chief, Springfield Police Department
John Lopez, Police Chief, Boston Police Department
Thomas S. Blawie, Police Chief, Boston Police Department
Anthony M. Felton, Police Chief, Boston Police Department
Roger Lee Ellis, Police Chief, Boston Police Department
Christopher Rice, Police Chief, Boston Police Department
Sean Michael Street, Police Chief, Boston Police Department
Bryan Townsend, Police Chief, Boston Police Department
Roberto V. Rodriguez, Police Chief, Boston Police Department

14 Recommendations related to **Community Trust and Engagement** And **15 related Action Items**



Recruitment, Selection and Training of Personnel should be Focused on the **6 Pillars** from the **President's Task Force Report on 21st Century Policing**

The President's Task Force on 21st Century Policing is built around certain **Recommendations**, each with **Action Items**, and are organized around six (**6**) main topic areas known as "**Pillars**":

Pillar One: *Building Trust and Legitimacy*

Pillar Two: *Policy and Oversight*

Pillar Three: *Technology & Social Media*

Pillar Four: *Community Policing & Crime Reduction*

Pillar Five: *Training & Education*

Pillar Six: *Officer Wellness & Safety*

CHELSEA POLICE DEPARTMENT

Department Manual:

Policy No. **4.26**

SELECTION OF PERSONNEL POLICY

MASSACHUSETTS POLICE ACCREDITATION

STANDARDS REFERENCED: **16.2.3, 31.3.3; 31.3.4;**
32.1.1-7; 32.2.1; 32.2.2; 32.2.3; 32.2.7; 32.2.8; 32.2.9; 32.2.10

GENERAL ORDER

2008-11

Effective Date:

February 15, 2008

Modified (P.4) 12/1/17

Issuing Authority

Brian Kyes
Chief of Police



<https://www.mass.gov/service-details/civil-service-police-departments>

Civil Service Police Departments

Listing of police departments covered by civil service residency and age requirements.

169/351 Total Municipalities

Civil Service [Law Chapter 31, section 58](#), permits cities and towns to ask that residents be placed on entry-level police officer lists before non-residents. A resident is a person who has lived in the same city or town for the full year before the date of the examination. Cities and towns may opt for other residency requirements. Please check with the specific city or town.

Municipalities in bold are under the Federal Consent Decree

8 Castro Decree Communities

Castro: Must Adhere to Special Hiring rules: Latino & African American Candidates

No longer under civil service

22 Municipalities have left Civil Service

Acton, Burlington, Easthampton, Franklin, Grafton, Manchester-by-the-Sea, Marlborough,
Maynard, Milford, Millis, North Attleboro, North Reading, Norwood, Provincetown, Reading,
Sharon, Sudbury, Uxbridge, Walpole, Wayland, Wellesley, Westwood

Highly Recommend the Reserve Police Academy (380 hour self-sponsored) as a means to becoming Certified as a ***Reserve Intermittent Officer*** - eligible to work Part Time > Great path to full time employment in Non-Civil Service Agencies

182 Municipalities are NON-Civil Service

THE COMMONWEALTH OF MASSACHUSETTS
Human Resources Division

Police Officer Examination

Entry Level Municipal Civil Service Examination

CHELSEA POLICE DEPARTMENT and
Cities, Towns, the MBTA Transit Police, The Massachusetts State Police

Written Examination: **March 25, 2017**



Are you searching for an exciting and rewarding career? Law enforcement may be right for you! Massachusetts is looking for individuals who reflect the increasing level of diversity in our state to serve as Police Officers. Opportunities are available in the **City of Chelsea**, cities and towns of the Commonwealth of Massachusetts, the MBTA Transit Police Department or the State Police



Application Deadline: **February 21, 2017***

Examination fee of \$100.00 or \$150.00

Please Note: There will be an additional processing fee of \$50.00 for applications received after this date.

Applications will not be accepted after **March 1, 2017**

Minimum Qualifications:

- You must be at least 21 as of **March 25, 2017**.
- You must be a non-smoker at the time of and after appointment.
- If you will be 32 or older as of **March 25, 2017**, please obtain and read the detail examination announcement before applying. (**Note: there is no age restriction in the City of Chelsea**)
- You must pass a medical and physical examination prior to appointment.
- You must have a high school diploma or equivalency certificate approved by the Mass Dept. of Education, or, three years experience in the armed forces of the United States with last release or discharge under honorable conditions

Apply online at www.mass.gov/civilservice

Chelsea, other City and Towns, Transit Police OR State Trooper \$100.00
Chelsea, other City and Towns, Transit Police **AND** State Trooper \$150.00

Additional information about the examination and eligibility requirements is available on the web site or at the **Human Resources Division, One Ashburton Place, Room 301, Boston, MA 02108**
Hours are Monday through Friday, 8:45 AM – 5:00 PM.
You may also send an email to civilservice@state.ma.us OR call 617-878-9895 OR 800-392-6178

Women, minorities, veterans and people with disabilities are encouraged to apply

We do not recommend or endorse any private school, service or publisher offering preparation and/or publications for this examination and we are not responsible for their advertising claims

The Commonwealth of Massachusetts is an affirmative action / equal opportunity employer.



For information call:
617-878-9895

Outside the Boston area call:
1-800-392-6178

Apply online at: WWW.mass.gov/civilservice

- Candidates take the HRD Civil Service **Exam**
- Results are valid for a period of **2 years**
- City sends requisition to HRD requesting the **Certified List**
- Candidates sign expressing interest
- Complete Employment **Application**
- Comprehensive **Background** Check
- Oral Board **Interview** – Recommendation to Police Chief then Appointing Authority
- **Offer of employment** w/conditions
 - Drug Test
 - Physical Exam
 - Psychological Exam
 - HRD Physical Abilities Test
 - 2:10 Second course – 4 laps
- 900 + hour **MPTC Academy**

CHELSEA POLICE DEPARTMENT

Department Manual:

Policy No. **4.45**

Subject: **FIELD TRAINING OFFICER (FTO) PROGRAM POLICY**

MASSACHUSETTS POLICE ACCREDITATION
STANDARDS

REFERENCED: **33.2.4, 33.4.3 a - h, 33.5.3 a**

GENERAL ORDER

2009-22

Effective Date:

May 01, 2009

Issuing Authority

Brian Kyes
Chief of Police



Field Training Officers must meet the following selection criteria.

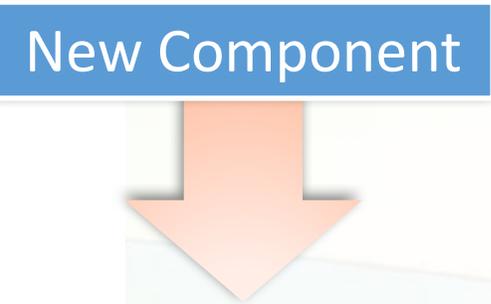
Must attend Mandatory
40 hour FTO Training

- **YEARS OF STREET EXPERIENCE:** A minimum of two (2) years post academy street experience as uniformed patrol officer is required.
- **ATTENDANCE AND DISCIPLINARY RECORDS:** A review of the Police Officer's attendance and disciplinary records will be conducted. Officers' attendance must be in compliance with satisfactory standards determined by the Chief of Police.
- **EDUCATIONAL EXPERIENCE:** Academic and professional education programs completed will be reviewed and considered.
- **INTERVIEW ALL CANDIDATES:**
- **FTO COMPENSATIONS:** Field Training officers while actually performing the function of an FTO will be compensated at the rate of two (2) hours per shift of Compensatory Time, provided they complete all requirements as outlined in the Field Training Officer Manual and provide a DOR to the FTO Administrative Supervisor.

Summary of Field Training Officer Forms: (Forms can be found on the “G” drive in the Forms folder which contains the FTO File).

- [FTO Standard Task Checklist](#)
- [Discussion Check List Form](#)
- [Daily Observation Report](#)
- [Incident Evaluation Form](#)
- [End of Phase Evaluation](#)
- [Unsatisfactory Performance Form](#)
- [Request for Extension of Training Form](#)
- [Recruit Probationary Officer FTO Critique Form](#)

New Component



Community-Based Exposure Training

- 20 hours of “Circle Training with ROCA
- 2 days with the Chelsea Collaborative
- 2 days with the Neighborhood Developers
- 2 days with the SROs
- 2 days with the Boys and Girls Club
- 2 Chelsea HUB Meetings
- 2 DTTF Meetings

Chelsea Police Department Recruitment Plan

Recommendation and Action Steps

Toward creating a more Diverse Police Department



Goal:

To create workforce within the Chelsea Police Department that consists of a broad range of diverse police officers and support staff including a variety of races, ethnicities, gender, languages, life experiences and a cultural backgrounds.

Specific Objective

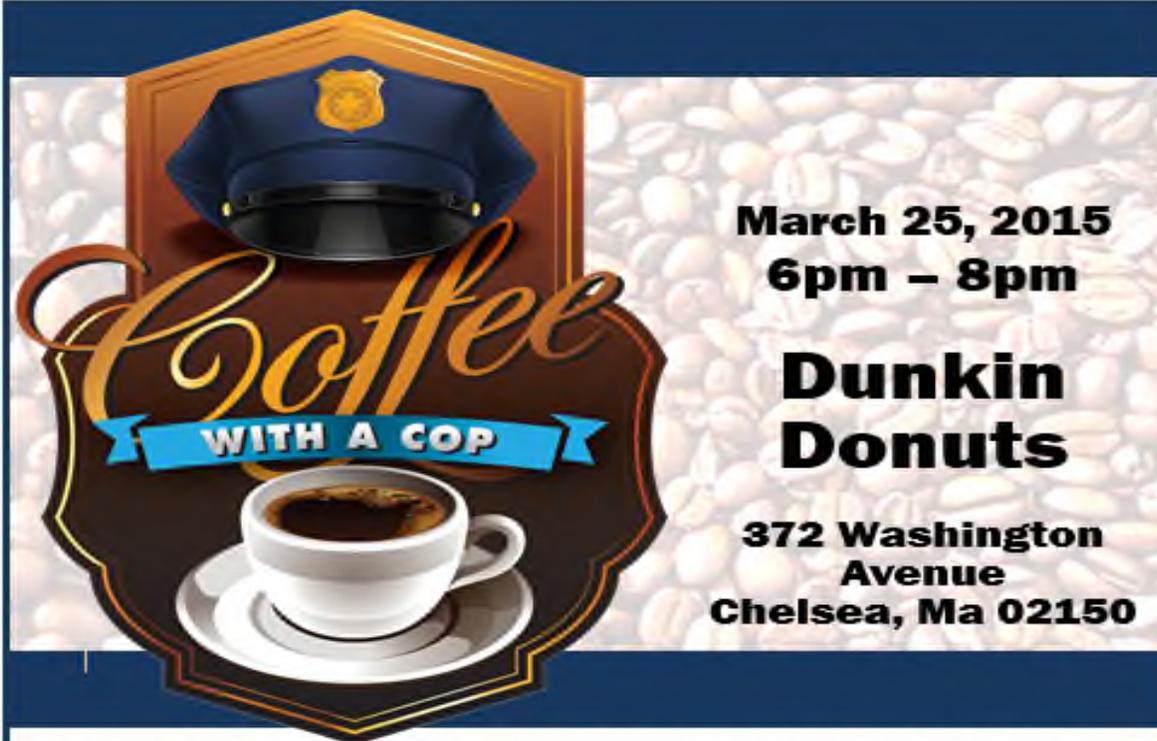
Strategic Action Steps

The Chelsea Police Department should continually strive to create a workforce that is reflective of the community that it serves including male and female candidates.

The Department should consist of a broad range of diversity including race, ethnicity, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all particular communities within the city of Chelsea.

- Representation of department personnel at all career days and job fairs at all area colleges including but not limited to Bunker Hill Community College, Northshore Community College, Northeastern University and Salem State College
- Discussion on Recruitment on Monthly Chelsea Community Cable TV Show – “Chief’s Corner – A Connection to a Closer Community”
- Weekly Posting in the Chelsea Record for three months before HRD examination
- CCCTV – Posting on Local Cable TV
- Social Media: Listing on CPD Facebook Page, CPD Twitter
- Recruitment Video – CPD Youtube site [Recruitment Video](#)
- Clearwater Digital Bulletin Board – Route 1 North
- CPD Electronic Bulletin Board
- Community Orientation @ CHS Auditorium
- Advertisement in Massachusetts Women in Law Enforcement Association Newsletter
- Internship Program with local Colleges and CHS
- Ride-along Program
- Convene a venue with Clergy representation
- WEBSITE >: www.ChelseaPolice.com





**March 25, 2015
6pm – 8pm**

**Dunkin
Donuts**

**372 Washington
Avenue
Chelsea, Ma 02150**

**JOIN YOUR NEIGHBORS AND POLICE
OFFICERS FOR COFFEE AND
CONVERSATION!**

**No agenda or speeches, just a chance to ask questions, voice
concerns, and get to know the officers in your neighborhood!**

For more information contact Officer Joanne O'Brien at
jobrien@chelseama.gov

**Chelsea Police
Department**



Great "*Out of the Box*"
approachable venue
for Recruiting Future
Candidates

Start Recruiting Early

- **SROs – "COPS Corner"**
- **"Copsicle 1"**
- **National Night Out**
- **Literacy Day**
- **Guest Speakers at various events**
- **Officers teaching in the area colleges**
- **Officers teaching in the Reserve/Full Time Academy**
- **Police Athletic League - PAL**
- **Christmas Toy Drive**
- **Summer Youth Employment Initiative**
- **Citizen Schools – "Community Junior Power"**

Officer RETENTION STRATEGIES

- **Wellness Program** – 60 Minutes of work-out time each Shift
- **Professional Development Program** – 2 weeks each month a Patrol Assigned to CID
- **MPTC Teaching Opportunities** – Officers certified as Firearms Instructors, Legal Update, CPR/First Aid, Procedural Justice, CISM Awareness, Terrorism Awareness, Defensive Tactics, Patrol-Procedures.
Task Force Officer Positions: **FBI Gang Task Force / JTTF, ATF, DEA**
- **Competitive Compensation Packages:** Benchmark Salaries and Benefits with similar sized departments in the state with similar policing issues & challenges
- **Specialized Training Opportunities** – SMIP, FBINA, Drug Investigations, Homicide Investigations, Accident Reconstruction, Interviews and Interrogations, Gang Investigations, Photography, Hostage Negotiation

- *"Coffee with a Cop"*
- *Department Tours*
- *Citizen Academy*
- *Youth Police Initiative – Regional*
- *CHS Community Criminal Justice Class*
- [*Anaheim Police Recruitment Video*](#)
- *Target speaking opportunities all Female Colleges*
- *CPD Newsletter*
- *Human-Interest Stories*
- *Continually Market the PD*

Stress your BRAND!

- **Equipment Expenditures**: 4-5 new cruisers each year, new unmarked vehicles, new firearms, new vests, ballistic vests and Kevlar helmets, ballistic shields, traffic vests, new badges, new hats, raid jackets, chain badges, command vehicle
- **Employee Recognition Policy**: Gallantry Star, Life Saving Award, Medal of Valor, Medal of Honor, Combat Cross, Group Recognition Award – Hanna Award Nominations 10 Officers have been recognized over the years – HUGE for morale / **"Chief's Day"** Awarded for seized Firearms
- **Removing Cynical Officers for "Substantial Misconduct"**: These individuals have the tendency to destroy morale & need to be removed.
- **Employee Surveys**: Ask them what they like and what they don't like – Honor their requests when feasible.

- **NEGLIGENT APPOINTMENT/HIRING**. This area involves the failure of supervisors and administrators to safeguard against employing someone clearly unfit for the position of police officer. It can involve (1) failing to adequately screen individuals or (2) hiring someone known to be unfit.
- **NEGLIGENT RETENTION**. This area of liability involves the failure of a supervisor to discipline or terminate an employee found unsuitable for police employment. Often this concerns failure to take action against 'problem' officers.
- **NEGLIGENT ASSIGNMENT**. This area is very similar to Negligent Retention. It involves the failure of a supervisor either to remove an employee from a 'sensitive' position for which he is known to be unfit or to assign him to such a position knowing him to be unfit.
- **NEGLIGENT ENTRUSTMENT**. The failure to control or supervise an employee's use or supervision of equipment or facilities to which the employee has access in his job assignment.
- **NEGLIGENT TRAINING**. One of the more consistent sources of litigation against police supervisors. This classification deals with the failure of a supervisor to train an employee adequately in the skills and expertise expected of a police officer.
- **NEGLIGENT SUPERVISION**. The generalized failure of the police administrator to supervise his subordinates. A supervisor can be held liable in this area if he fails to perform adequately as an administrator and the failure results in violations of Section 1983.
- **FAILURE TO DIRECT**. The failure of a supervisor to inform adequately an employee of the specific requirements as well as limitations of his job position. An administrator without, or with inadequate, written policies and procedural guidelines is especially vulnerable to this type of liability.



**Why is seeking
Certification then
Accreditation
important?**

MAPC Certification



There are 159 Mandatory Certification standards (absent any waivers). These carefully selected standards impact officer and public safety, address high liability/risk management issues, and promote operational efficiency throughout the agency including:

- Use of Force, Authority and Jurisdiction
- Recruitment, Selection, and Promotion of Personnel
- Training, Discipline and Internal Affairs
- Patrol and Criminal Investigations
- Victim/Witness Assistance
- Traffic Operations
- Prisoner Transportation
- Records and Communications
- Collection and Preservation of Evidence
- Property and Evidence Control

Verification by the Massachusetts Police Accreditation Commission Assessment Team that a Police Department meets the Commission's state-of-the-art 159 Mandatory Certification Standards as mentioned is part of a voluntary process towards ultimately gaining State Accreditation – a highly prized recognition of law enforcement professional excellence.



Currently there are **212** Law Enforcement Agencies in the Commonwealth of Massachusetts involved in the Accreditation Program broken down as follows:

- **75** Agencies **Accredited**;
- **20** Agencies **Certified**; and
- **117** Agencies in the **Self Assessment Phase**

- Of this number there are currently:
 - Nine (**10**) **Massachusetts Major|City Police Departments** that have been **Accredited** [Including Arlington, Brookline, Chelsea, Fall River, Framingham, MBTA Transit, Peabody, Salem, Woburn and Waltham];
 - Two (**2**) that have been **Certified** [Somerville and Weymouth] and
 - Twelve (**13**) that are currently in the **Self Assessment Stage** including Beverly, Cambridge, Everett, Fitchburg, Haverhill, Lowell, Lynn, Malden, Medford, Methuen, Plymouth, New Bedford and the Revere Police Department.

Website: www.MASSMajorCityChiefs.com



Massachusetts
Major City
Chiefs of Police
Association, Inc.



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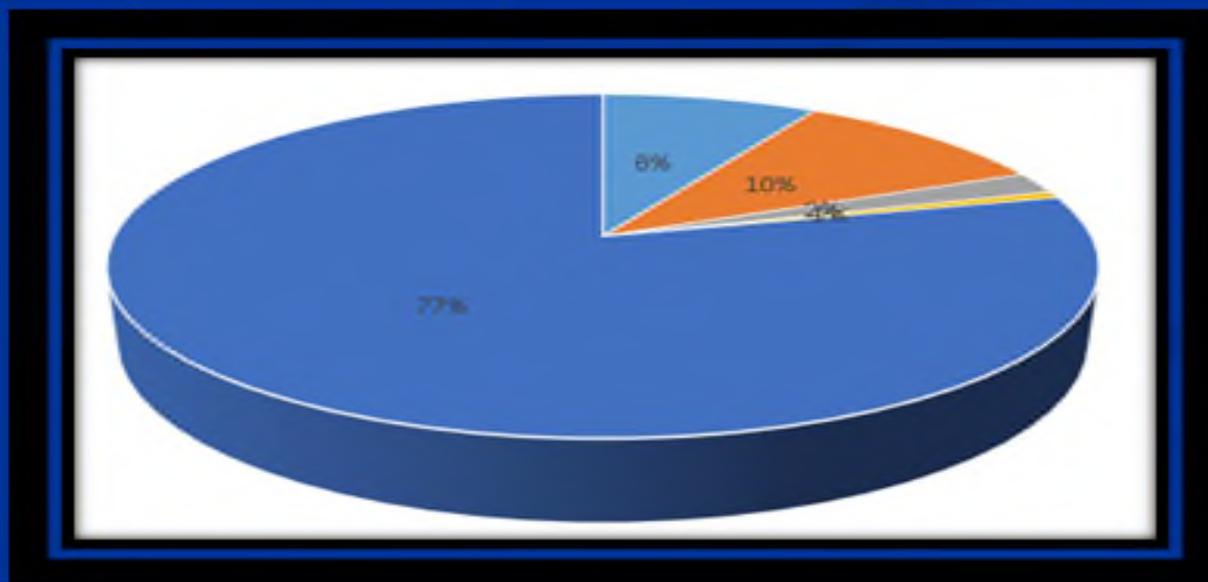


About the
Massachusetts Major
City Chiefs of Police

Diversity Breakdown

Overall *Diversity Rate* of 21%

Sworn Total	Latino American	African American	Asian American	Other	Caucasian Officers	Diversity Rate
7187	585	719	142	41	5560	
21%	8%	10%	2%	1%	77%	21%



	Sworn	Officers	American	Officers		Officers	Rate
Department	Total	Latino	African	Asian	Other	Caucasian	Diversity
Springfield	453	127	63	2	0	261	42%
Chelsea	109	37	3	2	2	65	40%
Lawrence	133	33	3	1	7	89	33%
Boston	2105	187	461	47		1410	33%
Brockton	187	11	41	1		134	28%
Cambridge	272	28	38	10	0	196	28%
Holyoke	118	30	2	0	0	87	27%
Transit	248	21	21	20	1	185	25%
Fitchburg	78	10	8	1		59	24%
New Bedford	249	23	35		1	190	24%
Somerville	123	10	11	3	3	96	22%
Worcester	343	48	22	3		270	21%
Lowell	250	32	6	12		189	20%
Brookline	120	8	6	9		101	19%
Lynn	170	16	6	4	1	143	16%
Framingham	126	12	7	1		106	16%
Malden	105	2	8	3	1	91	13%
Everett	113	4	3	0	7	100	12%
Chicopee	140	9	4	2	1	124	11%
Salem	93	9	1	0	0	83	11%
Haverhill	100	8	2	0	0	84	10%
Revere	96	4	0	2	3	87	9%
Methuen	92	8	0	0	0	92	9%
Pittsfield	99	3	4	1		82	8%
Newton	149	4	2	5	1	137	8%
West Springfield	87	6	2	0	0	79	8%
Waltham	144	7	2	0	2	133	8%
Medford	107	3	3	2		97	7%
Braintree	78	0	2	3		70	6%
Arlington	65	0	2	1	1	61	6%
Attleboro	83	2	2		1	78	6%

Diversity Rate: 21%

<u>Taunton</u>	112	2	2	0	2	106	5%
<u>Woburn</u>	76	4	0	0	0	72	5%
<u>Fall River</u>	222	0	6	1	4	211	5%
<u>Quincy</u>	209	1	1	7	0	200	4%
<u>Weymouth</u>	96	2	1	0	1	92	4%
<u>Plymouth</u>	119	0	1	0	2	88	3%
<u>Peabody</u>	94	1		1		89	2%
<u>Beverly</u>	77	0	1	0	0	76	1%
	Officers		Officers				
Total	7187	585	719	142	41	5560	
	21%	8%	10%	2%	1%	77%	

MMCC 2017 Women in Law Enforcement Study

Chelsea	109	8	0	0	0	0	7%	0%	0%
Chicopee	140	10	0	0	1	0	7%	0%	1%
Lynn	170	12	0	0	1	1	7%	1%	1%
West Springfield	87	6	0	0	0	0	7%	0%	0%
Lowell	250	17	1	0	0	3	7%	1%	0%
Holyoke	118	8	0	1	0	0	7%	0%	1%
Medford	107	7	0	0	0	0	7%	0%	0%
Methuen	92	6	0	0	0	0	7%	0%	0%
Beverly	77	5	0	0	0	0	6%	0%	0%
New Bedford	249	16	0	0	1	1	6%	0%	0%
Weymouth	96	6	0	0	1	0	6%	0%	1%
Plymouth	119	7	0	0	0	0	6%	0%	0%
Mass State Police	2109	125	2	3	16	21	6%	1%	1%
Fall River	218	12	0	0	0	1	6%	0%	0%
Lawrence	133	7	0	0	0	2	5%	2%	0%
Woburn	76	4	0	0	0	0	5%	0%	0%
Peabody	94	4	0	0	0	1	4%	1%	0%
Attleboro	83	3	0	0	0	0	4%	0%	0%
Taunton	112	4	0	0	0	0	4%	0%	0%
	Officers	Personnel	Chiefs						
Total	9645	876	9	8	31	72			
Respective %'s		9.08%	0.09%	0.08%	0.3%	0.75%			

Submitted Updated Data

Gender %	Command %	Supervisory %
9.08%	0.02%	0.75%