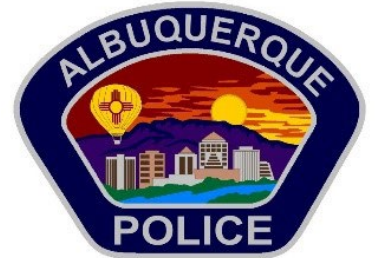


Albuquerque Police Department
Recruiting Data Analysis, 2022
Final Report



Prepared by:
Data Analytics Division
15 March 2023

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Calendar Year (CY) 2022 Recruiting Activities

The Albuquerque Police Department’s (APD) Recruitment Unit planned 600 recruiting events and conducted 577 events spanning 12 distinct event types during Calendar Year (CY) 2022. The event types were Applicant Engagement, In-Person Hiring, Community Engagement, Testing, Recruiting Unit(s) Staged, Virtual Hiring, CPC Meeting, Media Interview, Community Meeting, Process Improvement, and Social Media Post. Among the 577 events conducted, Applicant Engagement occurred 297 times, reflecting over 50% of all events conducted. Applicant engagement includes in-person meetings, academy tours, paperwork review, no score PT, paperwork review, and other matters relevant to processing any given applicant. In-person hiring comprised the second most numerous event type with 172 events. These events were held at Albuquerque Isotopes minor-league baseball games, the Balloon Fiesta, several high schools, malls, job fairs, NM Workforce Connections, and other venues across New Mexico. Also during CY 22, 36 community engagement and meeting events were conducted, the third largest event type. Not all events were aimed solely at recruiting. The goal behind some, particularly the community engagement events, was to foster community partnerships and to provide the public with a forum that may help APD recruit applicant pools that are fully representative of the community. Examples of these events include area command Community Policing Council (CPC) presentations, conferences, and town hall meetings. Null refers to two events not assigned an event type.

Figure 1a: Recruiting Events (600 in Total, Including 23 Canceled Events)

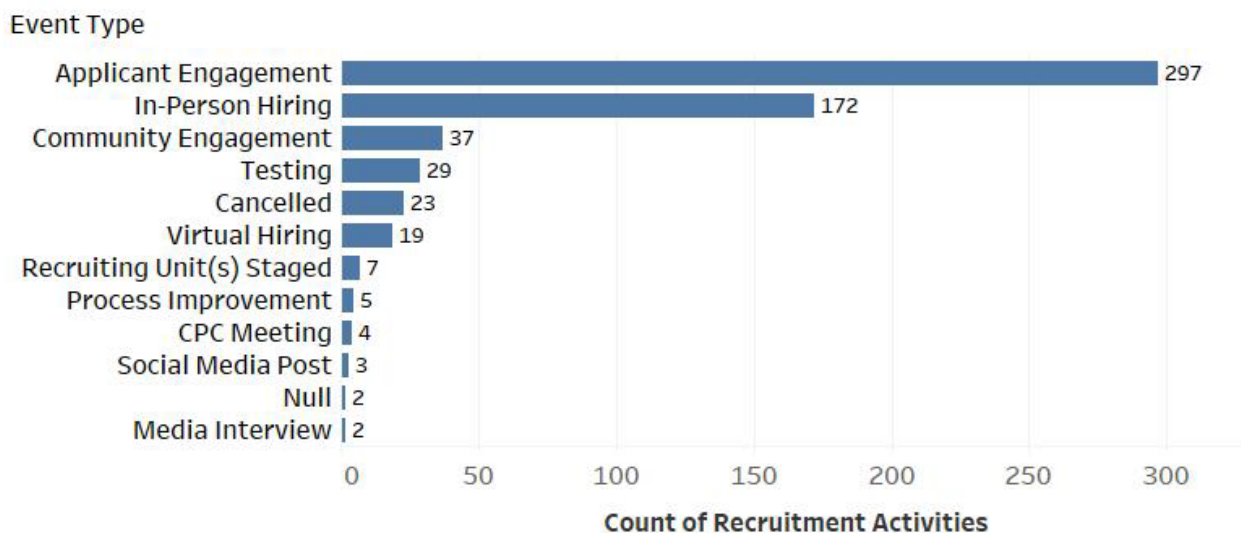
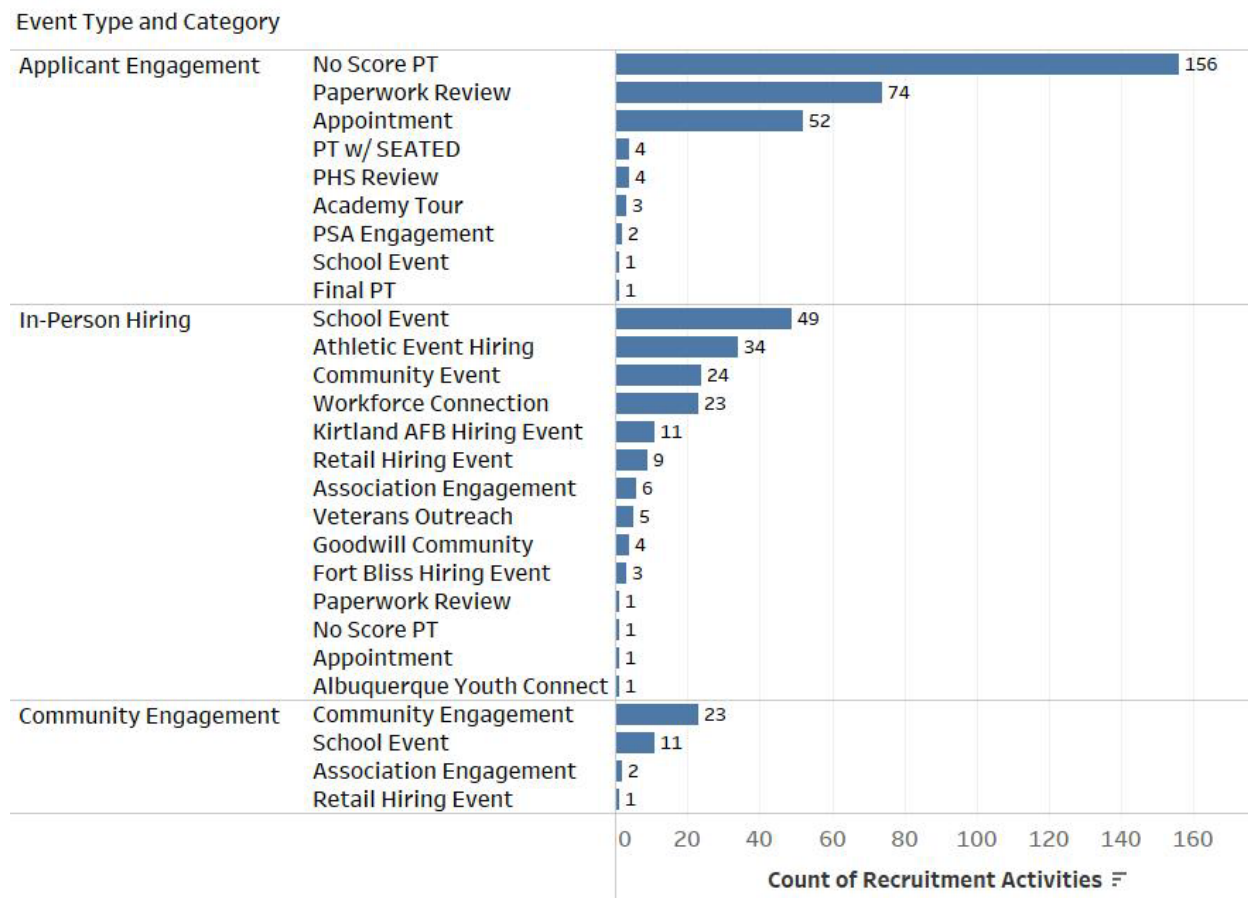


Figure 1a provides a detailed break-down of the event categories comprising the top three event types which reflect 506 out of 577 or 88% of all events conducted.

Figure 1b: Top 3 Recruiting Events and Activity Types (506 in Total)



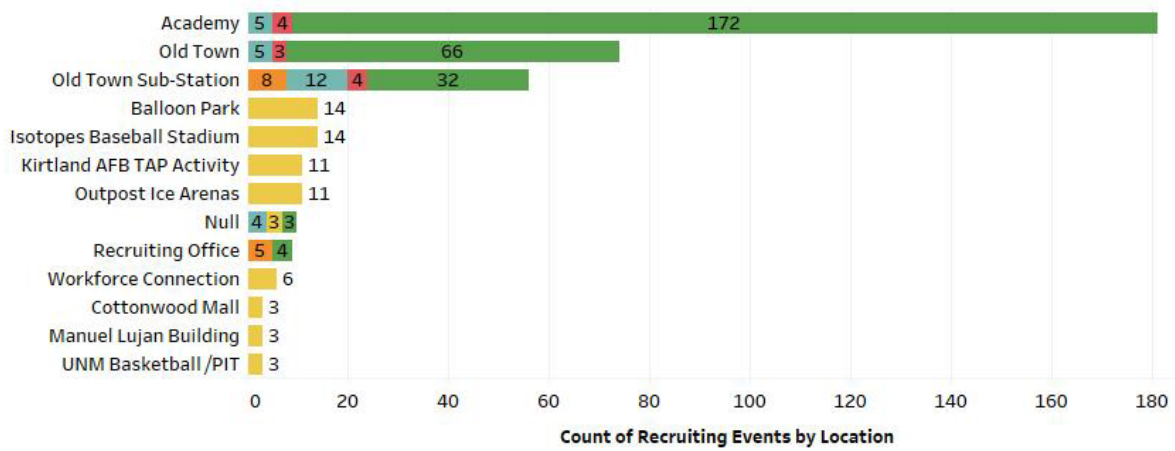
Event Locations

The majority of recruiting events were held in APD facilities, with the Academy serving as the single largest hub of activity, comprising 181 events out of 573 events (31.6%). A further 74 events were conducted in Old Town and another 56 events occurred in the Old Town Sub-Station. These top 3 locations account for 311 events out of the 395 events that occurred among the top 12 locations. All other locations had 2 or fewer events occur and have been excluded from the chart to render it readable. The figure below lists the top 12 event locations as well as including the null field (which is shown but reflects an unspecified location) and reflects a count of event types at each location. The remaining events location listed unique addresses. Figure 2 reflects 68.9% of all events conducted during the year.

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Figure 2: Top 12 Recruiting Events by Location (395 in Total)

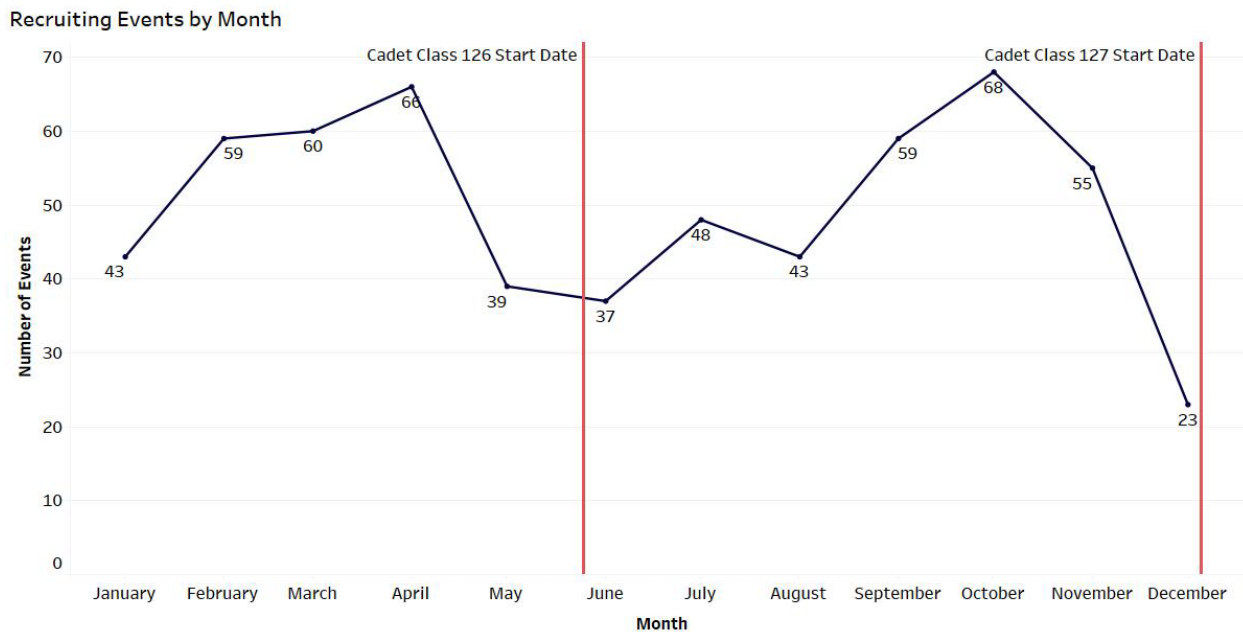
Event Location and Type



Recruiting Events by Quarters & Months

Recruiting events appear to ramp up over a 4 to 6 month period and then decline during what appears to be a 45-60 day window prior to a Cadet Class start date. The pattern is distinctly cyclic.

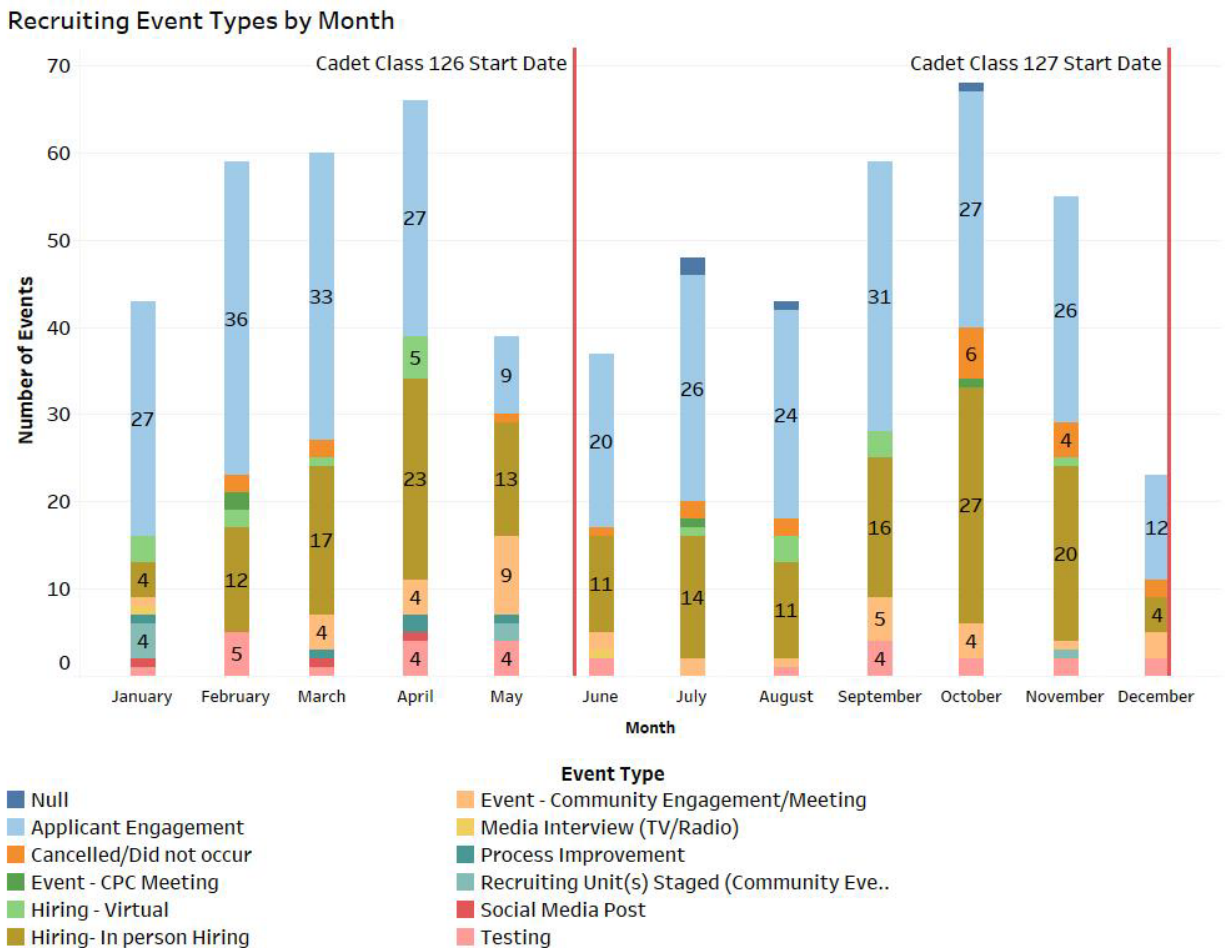
Figure 3a: Recruiting Events by Month



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This is likely indicative of the cycle time for the processes that determine eligibility to enter the Academy, an observation supported by an apparent reduction in hiring events and a proportional increase in applicant engagement to roughly half of all recruiting activity in the month preceding a Cadet Class start date. Figure 4 subdivides the content of Figure 3 into the recruiting event types.

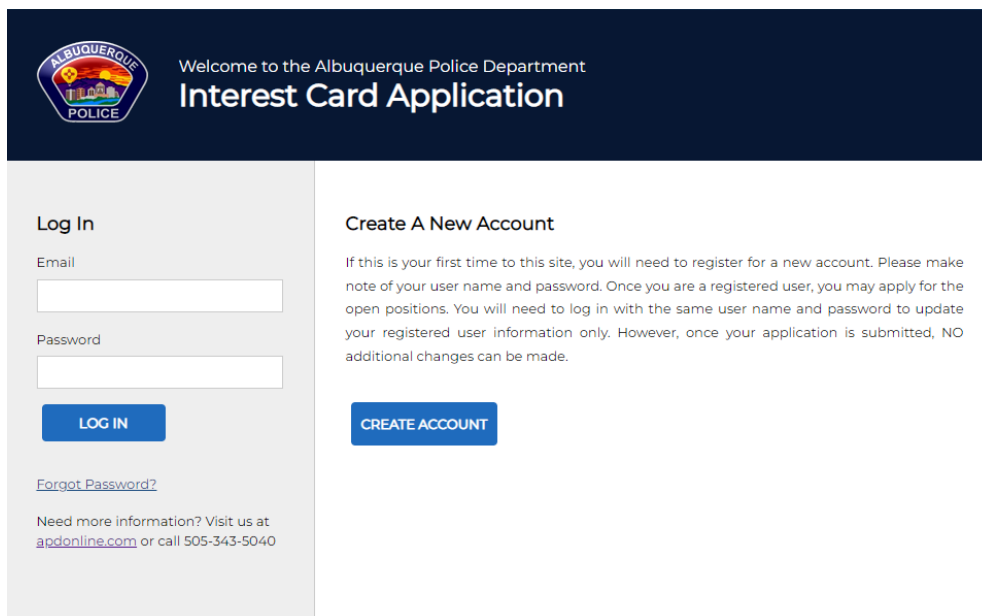
Figure 3b: Recruiting Event Types by Month



Applicant Recruitment Cards

Prospects interested in learning more about becoming a police officer enter the system by completing an Electronic Business Reply Card (EBRC) or Interest Card Application at [APD - Apply Online \(apdonline.com\)](#), which is one mouse-click from here: [Police — City of Albuquerque \(cabq.gov\)](#). There are also QR Code products that link to 505-591-1082, which most likely directs any given prospect to the same location, given that APD refers all potential applicants to the recruitment website.

Figure 4: The First Step in the Application Process



The screenshot shows the 'Interest Card Application' page for the Albuquerque Police Department. The header features the department's logo and the text 'Welcome to the Albuquerque Police Department Interest Card Application'. The page is divided into two main sections: 'Log In' and 'Create A New Account'. The 'Log In' section includes input fields for 'Email' and 'Password', a 'LOG IN' button, and a link for 'Forgot Password?'. Below this, it provides contact information: 'Need more information? Visit us at [apdonline.com](#) or call 505-343-5040'. The 'Create A New Account' section contains a paragraph of instructions: 'If this is your first time to this site, you will need to register for a new account. Please make note of your user name and password. Once you are a registered user, you may apply for the open positions. You will need to log in with the same user name and password to update your registered user information only. However, once your application is submitted, NO additional changes can be made.' and a 'CREATE ACCOUNT' button.

The journey starts with creating a prospect account. The Interest Card Application collects contact and demographic information from prospects opting to complete the card, as is visible in the screen capture provided below. Applicants requiring assistance are advised to contact the Recruiting Unit. Interest Card Applications capture data that help determine any given prospect's eligibility to enter the selection process.

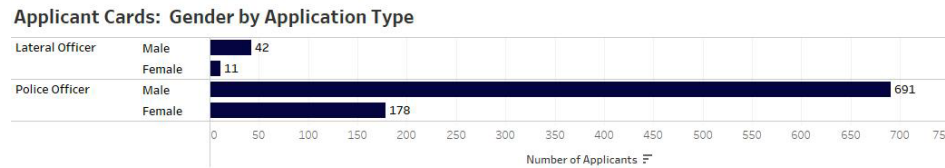
Figure 5: The Interest Card Application

The screenshot shows the 'Interest Card Application' form for the Albuquerque Police Department. The header includes the department logo and the text 'Welcome to the Albuquerque Police Department Interest Card Application'. The form is titled 'Create a New Account' and includes a disclaimer: 'If this is your first time to this site, you will need to register for a new account. Please make note of your user name and password. Once you are a registered user, you may apply for the open positions. You will need to log in with the same user name and password to update your registered user information only. However, once your application is submitted, NO additional changes can be made.' The form is divided into several sections: 'New Applicant Credentials' with fields for Email, Confirm Email, Password, and Confirm Password; 'Applicant Information' with fields for First Name, Last Name, SSN, and Date of Birth (mm/dd/yyyy); and 'Contact & Demographic Information' with fields for Address, City, State (New Mexico), Country (United States), Zip Code, Phone, Gender (Select an option...), and Ethnicity (Select an option...). A blue 'CREATE ACCOUNT' button is located at the bottom left of the form.

During a later phase in the process, police cadet applicants must answer twenty-three general background questions that range from whether an applicant has a valid driver's license to whether the applicant has been arrested and/or convicted of a felony or misdemeanor.

The recruitment card seeks identifying information about the applicants to include name, gender, ethnicity, city applying from, lead source, and whether the application is for Police Officer or a Lateral Transfer. During 2022, a total of 926 recruitment cards were received. Of these, 4 applicants did not provide their ages and were ultimately excluded from recruitment. Of the remaining 922 Interest Card Applications, 869 were for police cadets (94.3%) and 53, or 5.7%, were lateral transfer applicants (applicants with prior law enforcement experience). Overall, men comprised a significantly higher percentage compared to women (79.5% to 20.5%). Lateral applicants had a similar gender composition with 79.2% male and 20.8% female.

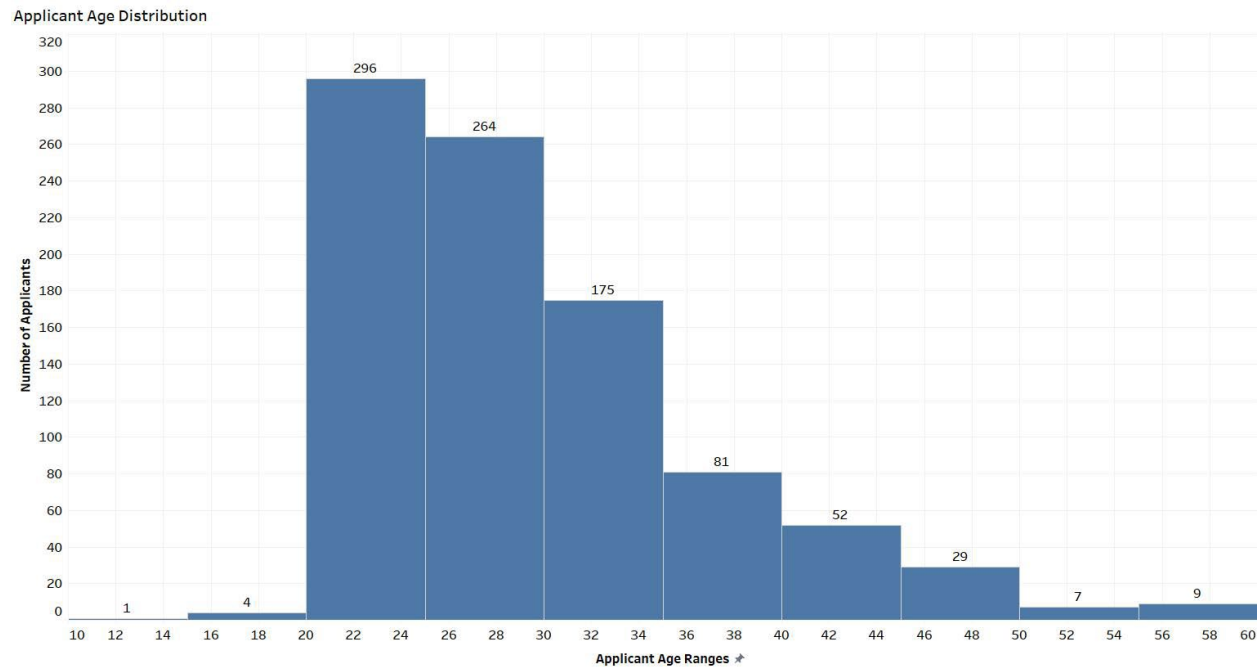
Figure 6: Gender by Applicant Type



Applicant Age

Of the total 922 valid Interest Card Applications received, 32.1% were in the 20-25 age range and 28.6% were in the 25-30 age range for a total of 60.7% were in the prime age range of 20-30. The range of ages run from a minimum age of 11 to a maximum age of 59. The age distribution decreases from maximum count of 296 found at the 20-25 age range, most likely reflecting a declining interest to begin a career as a police officer as individuals age and have alternate career paths established. Note that 4 applicants did not list their age in the recruitment card and have been excluded from the 922 valid Interest Card Applications. Among men, the average age was 29.4 and among women the average age was 28.8 years old, resulting in an average of 29.0 years of age for all applicants.

Figure 7: Applicant Age Distribution



Applicant Race, Gender, and Ethnicity

The majority of all applicants were Hispanic or Latino, at 481 (52.2%). According to the Census Bureau, in 2022 this population segment represented 49.8% of the population. Among men, 51.7% Hispanic or Latino while women were slightly greater at 54.0%. White, Non-Hispanic applicants were the next most numerous, comprising 255 (27.7%) of all applicants. White, Non-Hispanic people comprise 37.4% of Albuquerque’s population. White, Non-Hispanic women represent 20.6% of all female applicants while White, Non-Hispanic men comprise 29.5% of all male applicants. Black or African American applicants were the next largest group with 59 (6.4%) Interest Cards. Albuquerque is 3.2% Black or African American. Black or African American men comprise 7.1% of all Interest Cards from men and 3.7% of all Interest cards from women.

Figure 8: Applicant Race/Ethnicity by Gender

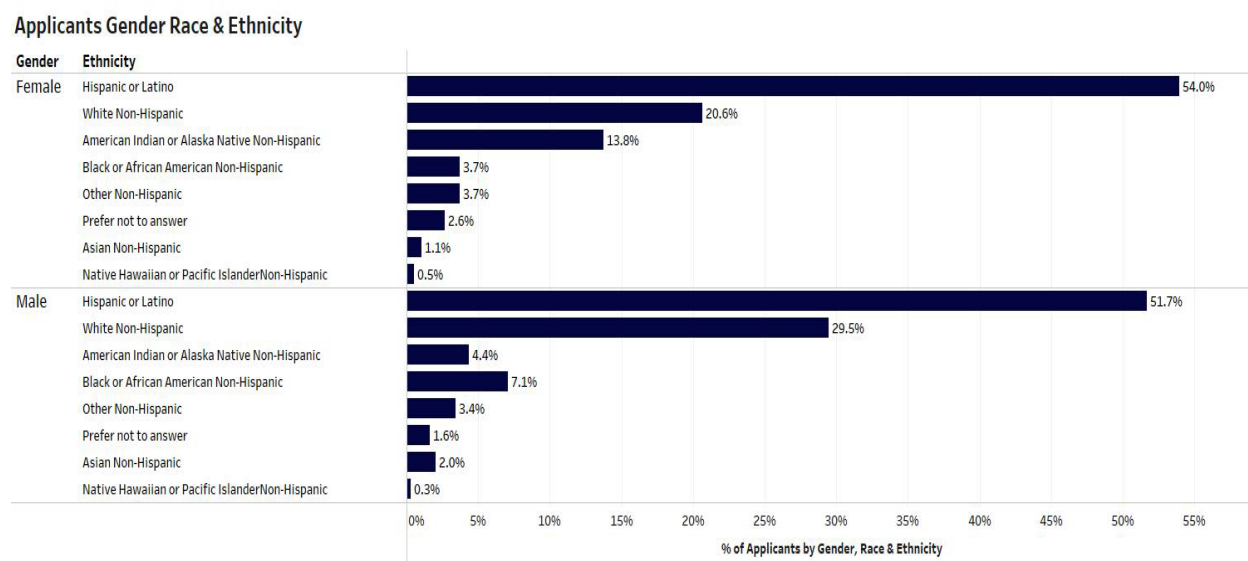


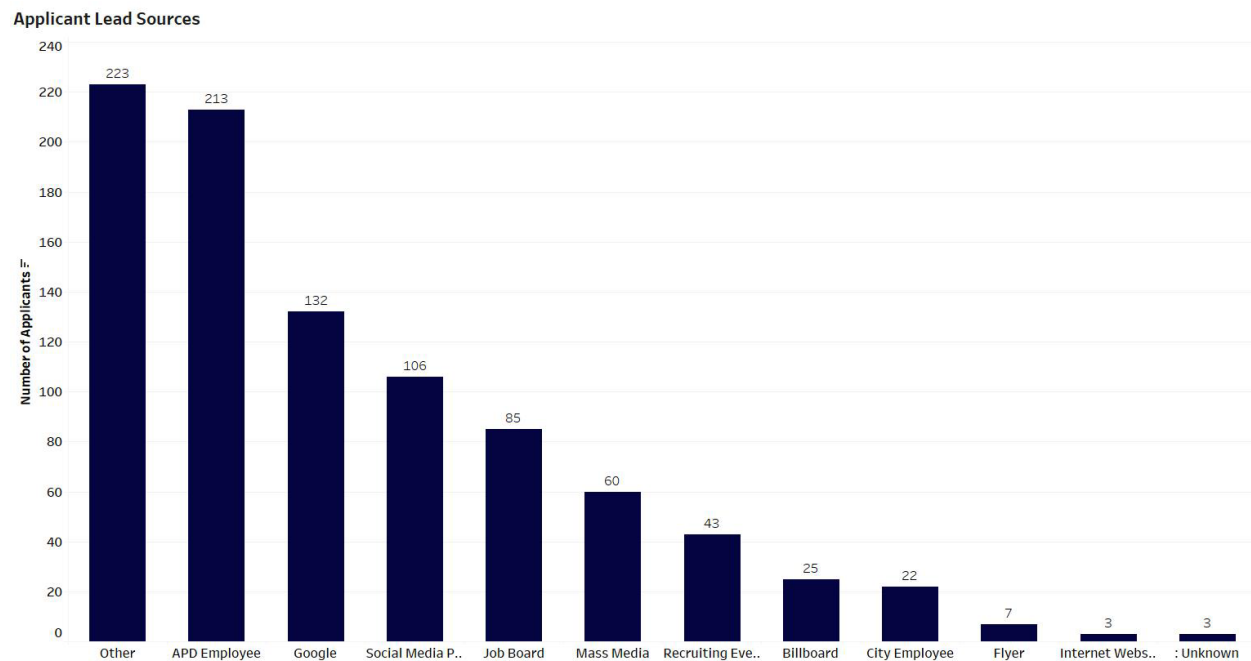
Figure 9a: Applicant Gender Distribution by Race/Ethnicity

Race/Ethnicity	Male			Female			Total
	N	Row %	Column %	N	Row %	Column %	
Hispanic or Latino	379	78.8%	51.7%	102	21.2%	54.0%	481
White	216	84.7%	29.5%	39	15.3%	20.6%	255
Black/African American	52	88.1%	7.1%	7	11.9%	3.7%	59
American Indian/Alaska Native	32	55.2%	4.4%	26	44.8%	13.8%	58
Prefer not to Answer	12	70.6%	1.6%	5	29.4%	2.6%	17
Other	25	78.1%	3.4%	7	21.9%	3.7%	32
Asian	15	88.2%	2.0%	2	11.8%	1.1%	17
Native Hawaii/Pacific Islander	2	66.7%	0.3%	1	33.3%	0.5%	3
Total/Average	733	79.5%		189	20.5%		922

Lead Source Analysis

Of the total 922 applicants, 223 or 24.2% listed ‘Other’ as how they heard about APD recruitment. Drilling down into the “Other” category revealed 217 free text responses such as: “APD website,” “family” and “friend” referrals, “did not hear from anyone,” “always wanted to be cop,” “moving to NM or Albuquerque,” “want a better job,” among other responses. The remaining 6 “Other” responses were either blank or had a one-word response that shed no insight. Referral by an ‘APD employee’ is the highest single source listed by applicants of how they heard about the job at APD, providing recruiting personnel with 213 leads or 23.1% of all applicants that submitted a recruitment card. The third most significant lead source was Google searches, at 132 instances or contributing 14.3% of all Interest Card Applications. The top 3 sources reflect 61.6% of all Interest Card Applications.

Figure 10: Applicant Lead Sources



Applicant Locations

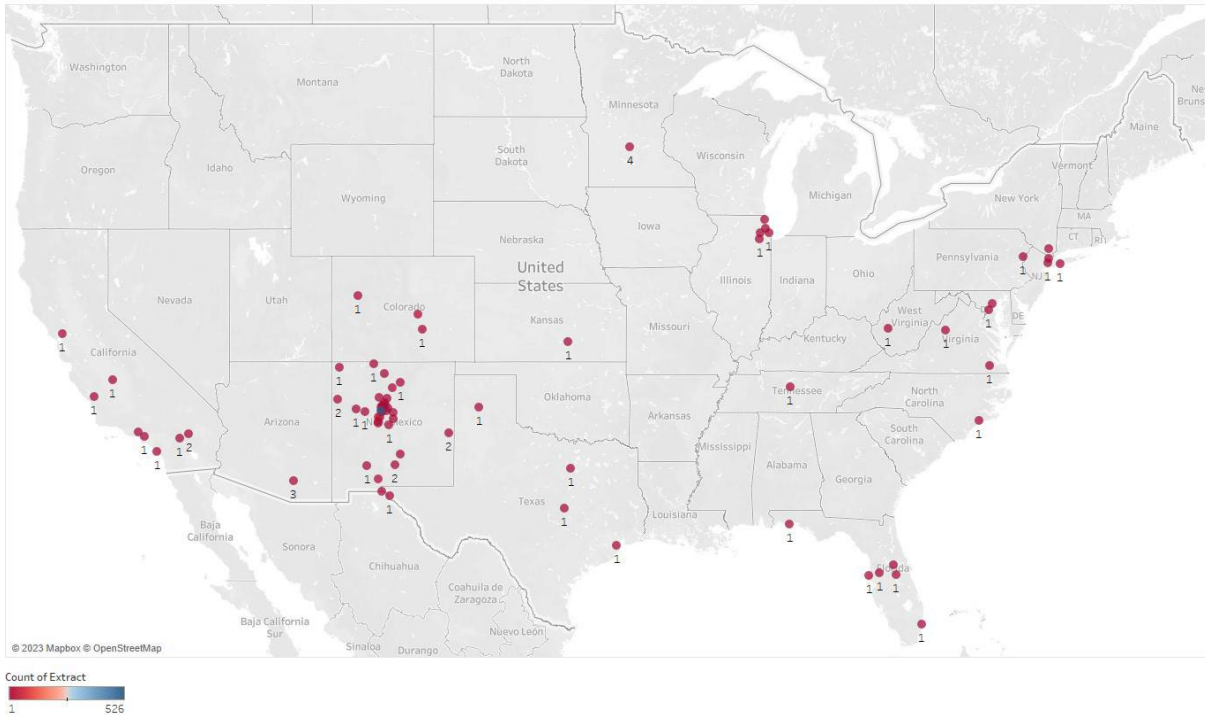
Applicants span the Continental United States but New Mexico provides the greatest number of applicants. Bernalillo County represents the single largest source within the state. Out of the 922 Interest Card Applications received, 96 (or a little of 10%) lacked sufficient location data to map.

Figure 11: Map of Locations from which Applicants Applied

Applicants Location

Unknown=96

Majority of the applicants as seen in the map below applied from New Mexico

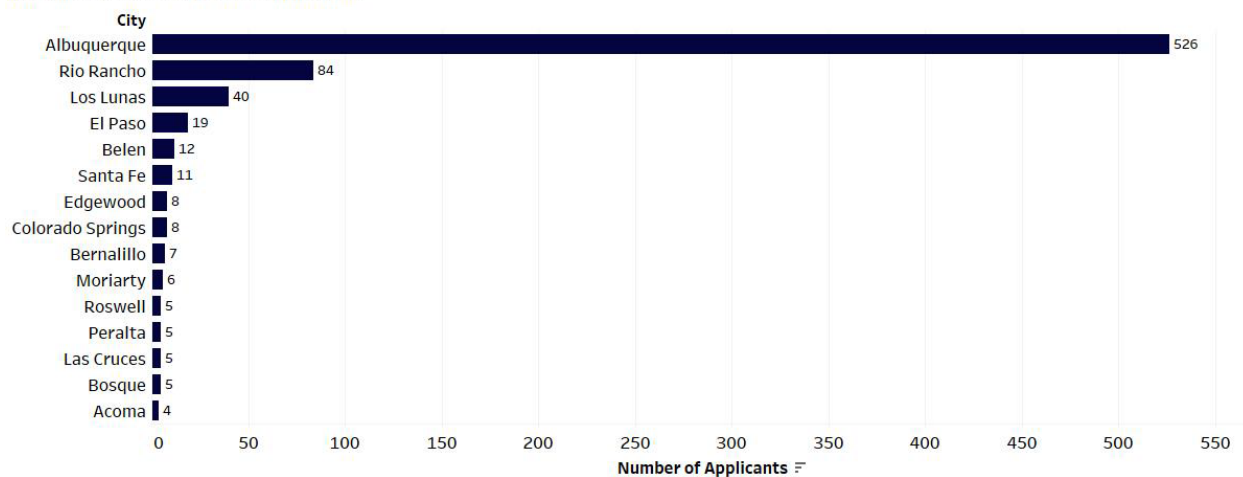


The majority (526 or 57%) of all applicants are current residents of Albuquerque. Applicants from Rio Rancho were the next most numerous at 84 or 9% of all applicants. Figure 12 provides a snapshot of top 15 locations from which applicants submitted their Interest Card Applications. The top 15 locations reflect 715 out of 922 applicants, or 77.5% of all applications.

Figure 12: Locations (Generally Cities) from Which Applications were Received

Top 15 Locations from which Applications were Received

(The Top 15 Reflects 745 out of 922 Application)



Well-Qualified Applicants and Lateral Transfers

Applicants schedule a “test weekend,” during which they are required to complete physical and academic assessments. Candidates also complete the written portion of the psychological evaluation during the same event. Candidates who successfully complete weekend testing advance to be considered "Well Qualified Applicants" and background investigations may proceed at this point.

Well-Qualified Applicants

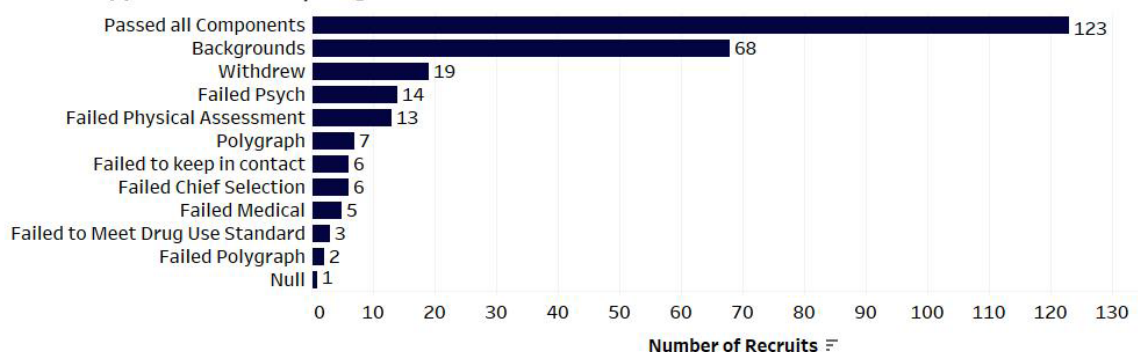
After completing their Interest Card Applications and undergoing processing, some of which is oriented on preparing applicants for their testing weekend, prospective applicants undergo testing to determine whether they are “well-qualified applicants.” During CY 2022, out of 922 applicants that completed their Interest Card Applications, a total of 267 candidates successfully completed their processing and weekend testing to become considered "Well-Qualified Applicants". No exceptions were granted for any candidate during CY 2022.

Applicant Retention and Attrition

Once an applicant is considered well-qualified, APD conducts background investigations, physical, and psychological assessments to determine suitability. Figure 13 depicts the disposition for all 267 well-qualified applicants. There were 123 applicants that passed all components of the process. This results in 14.2% conversion from the 869 completed Interest Card Applications (non-Lateral Transfer) and 46.1% conversion from the 267 applicants comprising the well-qualified applicant pool. The leading cause for attrition from the well-qualified applicant pool was the results of background investigations, at 68 instances or 25.5%. The next most common reason was the 19 withdrawals (7.1%), followed by the 14 applicants that failed their psychological evaluation (5.2%), and finally the 13 that failed their physical assessment (4.9%).

Figure 13: Disposition of All Well-Qualified Applicants

Recruits Application Status/Stage of Removal

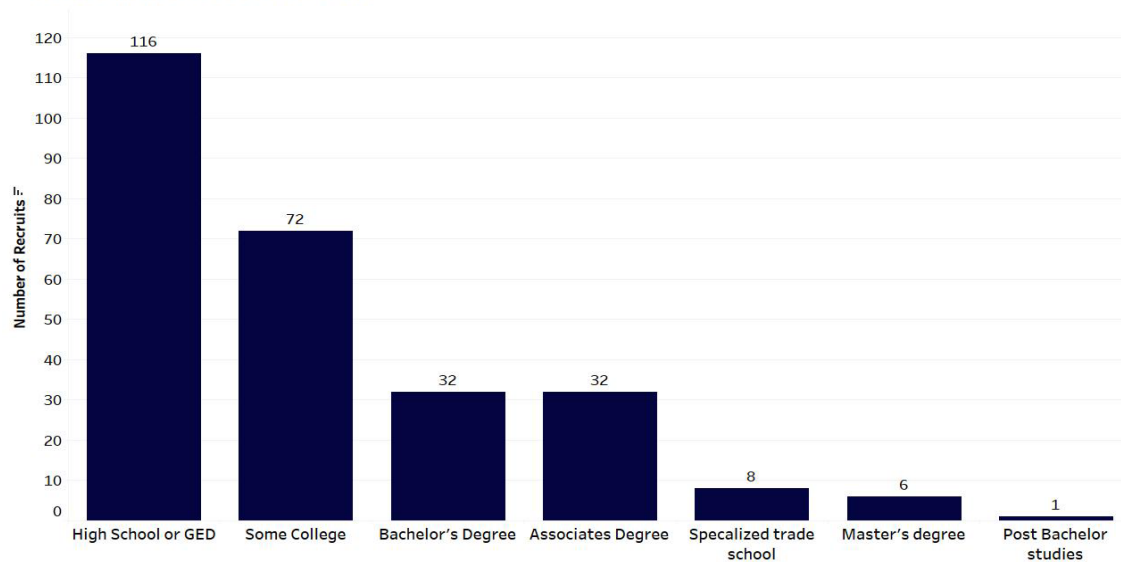


Applicant Education Level

Among the well-qualified applicants, the most common education level was High School diploma or GED with 166 (43.4%) well-qualified applicants. The second and third most common education levels were some college (72 or 27.0%), and those holding Associates or Bachelor’s degrees (32 or 12.0% each). Combined, these four groups comprise 252 observations or 94.4% of the well-qualified applicant pool.

Figure 14: Education Level Among Well-Qualified Applicants

Recruits Highest Education Level



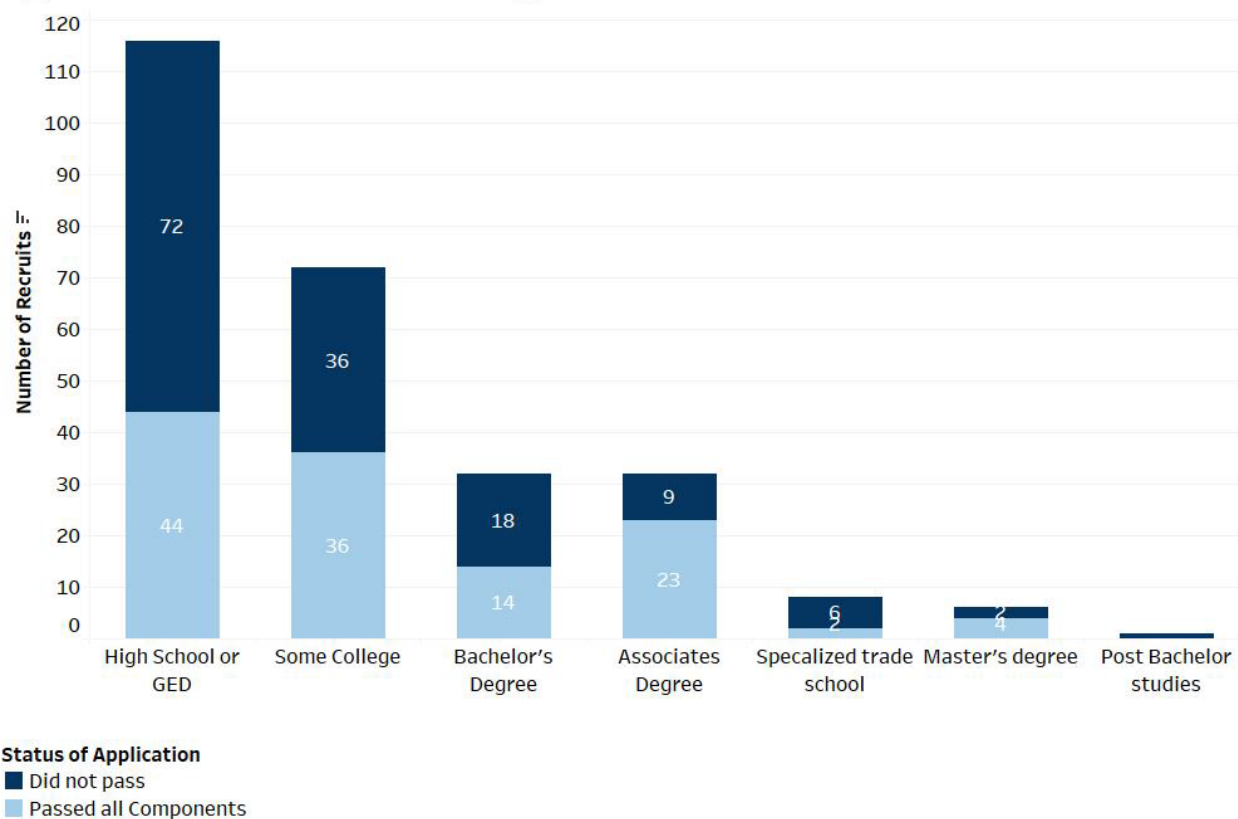
Analysis of Applicant Education Level and Retention

With respect to converting from a well-qualified applicant to one that has passed all components, considering education alone, the best three performing education levels were those holding Associate’s degrees, those holding Master’s degrees, and those with some college, presented in descending order. Among those holding Associate’s degrees, 23 out 32 (or 71.9%) converted

from “well-qualified” to “passed all components.” Community College graduates may be a prime market segment for increasing future recruiting efforts. 4 out of 6 (66.7%) of all well-qualified applicants having Master’s degrees also converted from “well-qualified” to “passed all components.” While this is a good conversion ratio, the supply of Master’s degree holders is unlikely to provide a sustainable recruiting base. Finally, 36 out of 72 (50%) of all well-qualified applicants with some college converted, which should justify sustaining events in post-secondary educational settings. Only 44 out of 116 (37.9%) High School graduates and those with GED certificates passed all components. Even though the conversion rate is lower for this group, it makes up the largest group of individuals passing all components. Future tracking should consider dividing this category into High School Diploma Graduates and GED certificate holders, separately. There may be behavioral differences between the two groups, particularly in terms of retention throughout the accessions cycle. Future analysis should examine multiple years of data to determine whether the observed trends hold over longer periods of time.

Figure 15: Education Level Conversion Data

Applicant Education Level and Status of Application



Analysis of Applicant Multi-Lingual Capability

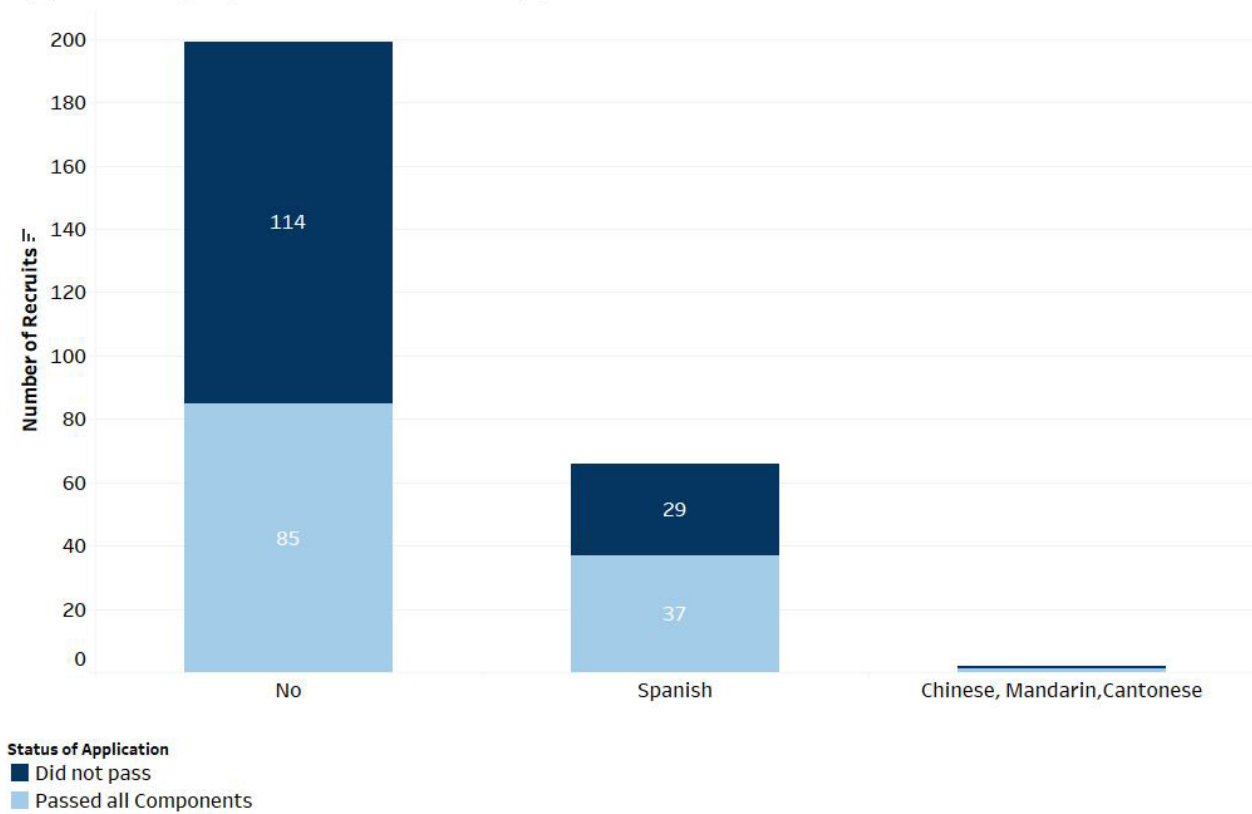
Within the well-qualified applicant pool (267), there were 199 (74.5%) that were monolingual, 37 (24.7%) that were bilingual Spanish-speaking, and 2 (0.8%) that spoke Mandarin/Cantonese.

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Out of the 199 well-qualified applicants whose sole language was English, 85 (42.7%) passed all components while 37 (56.1%) out of the 103 bilingual Spanish-speaking applicants did the same. One (50%) of the Chinese Mandarin/Cantonese-speaking applicants converted. Out of the 123 applicants that passed all components, 69.1% speak English as their sole language.

Figure 16: Mono-Lingual/Multi-Lingual Conversion Data

Applicant Language Skills and Status of Application

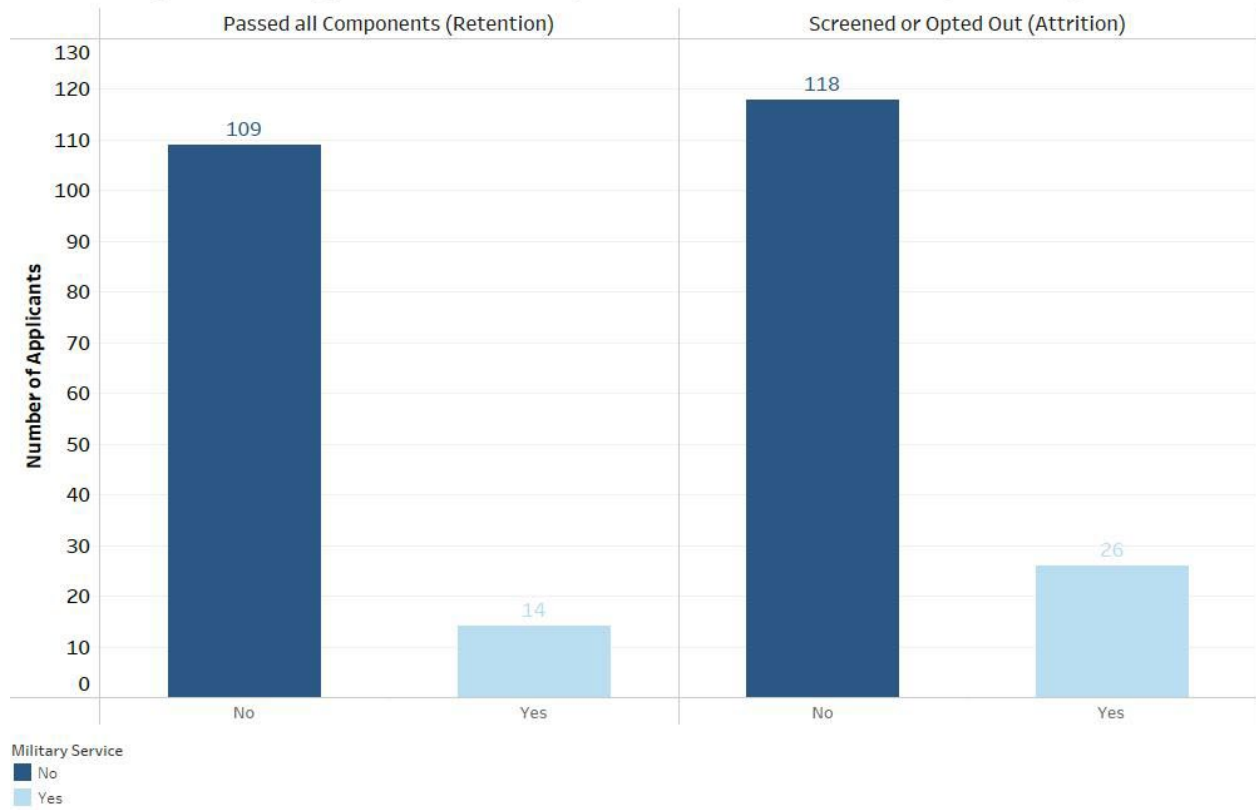


Applicant Education Level, Military Service & Application Status

A total of 40 (15.0%) well-qualified applicants had prior military service. The graph below identifies well qualified recruits by whether they passed all components of the testing, their highest level of education, and whether they served in the military. 14 (11.4%) out of 123 applicants who passed all components had military service. 19 (47.5%) out of the 40 applicants having prior military service had a High School or GED education. For the remainder, 13 (32.5%) had some college, 3 (7.5%) had specialized trade school, 3 (7.5%) had a Bachelor’s degree, 2 (5%) had Associate degrees.

Figure 17: Relationships Between Prior Military Service and Attrition

Relationship Between Applicant Prior Military Service and Retention Through All Components

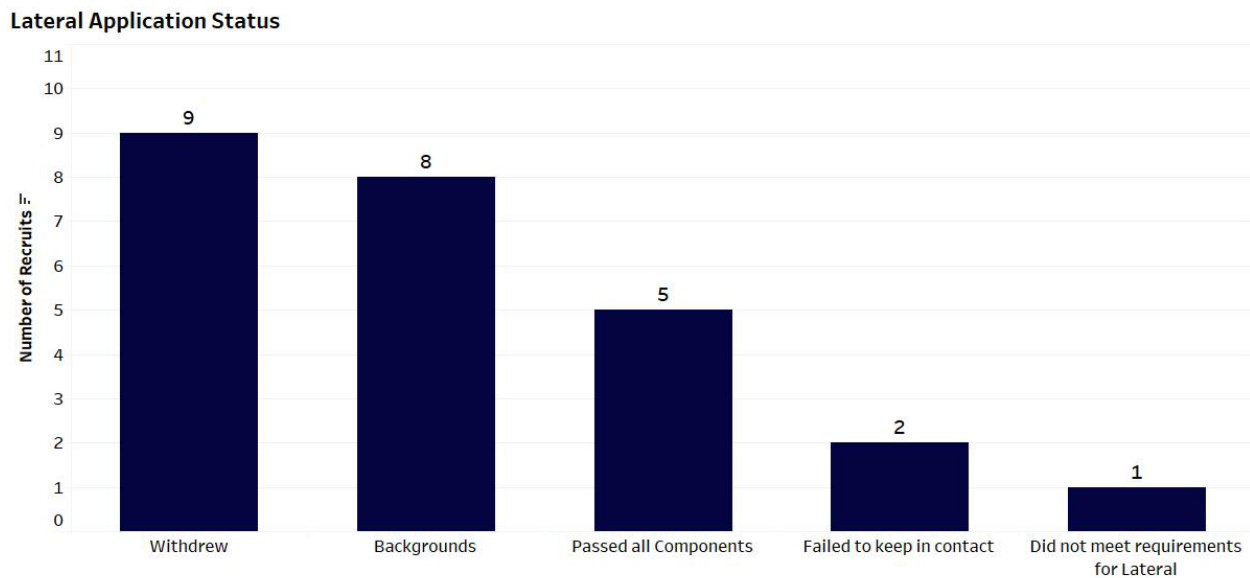


Lateral Transfer Applicants

Application Status

During CY 2022, a total of 53 lateral transfers completed Interest Card Applications and, of these, 25 (47.2%) lateral transfer applicants advanced to become well-qualified applicants. Of these, 5 (20%) passed all components. The leading cause for attrition was 9 withdrawals (36.0%), followed by 8 background checks (32%), 2 failed to maintain contact (8.0%), and 1 did not meet the requirements for a lateral transfer (4.0%). The conversion rate from Interest Card Applications is 9.4% and from well-qualified applicant is 20%. No applicant claimed prior military service and no exceptions were granted for any lateral candidate.

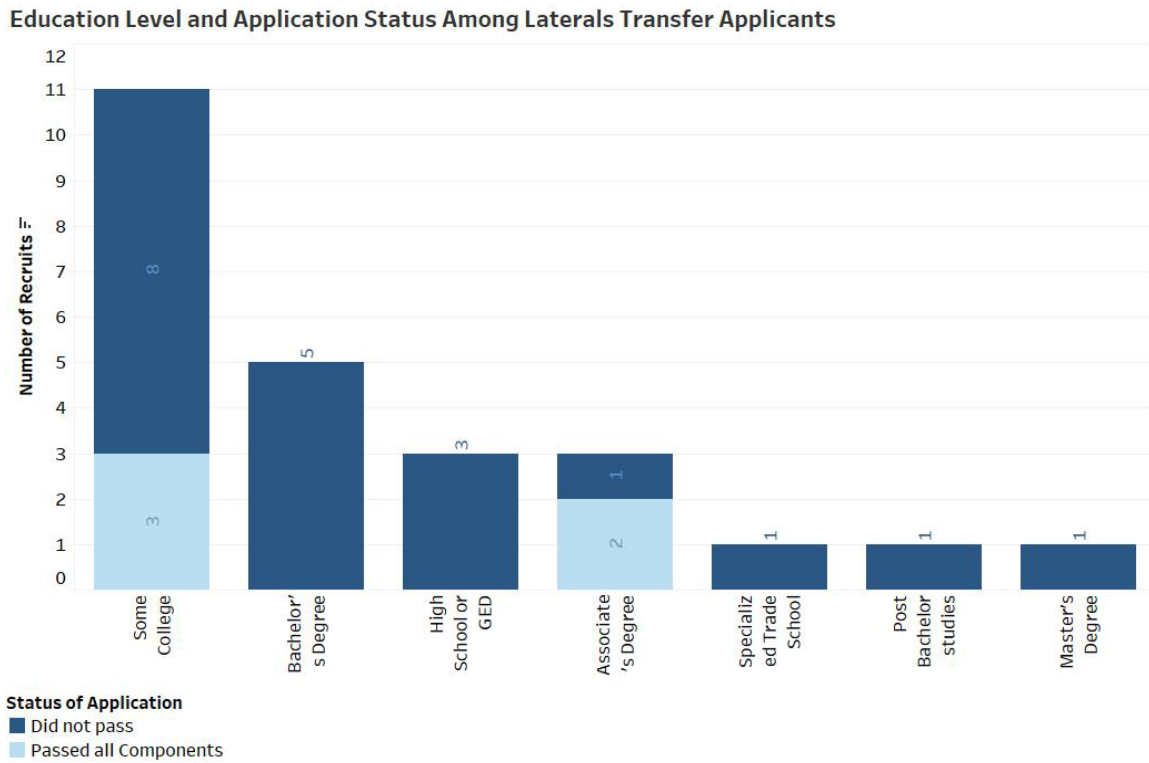
Figure 18: Disposition of All Lateral Transfers



Education Level and Application Status

Among lateral transfer applicants, out of the 25 to be designated as well-qualified, the top three education levels were some college, a Bachelor's degree, and High School or GED. 11 (44.0%) well-qualified applicants had some college, 5 (20%) had Bachelor's degrees, 3 (12.0%) had an Associate's degree, and a further 3 (12.0%) High School or GED education. 2 (66.7%) out of the 3 applicants having Associate's degrees converted to passing all components while 3 (27.3%) out of the 11 applicants having some college did likewise.

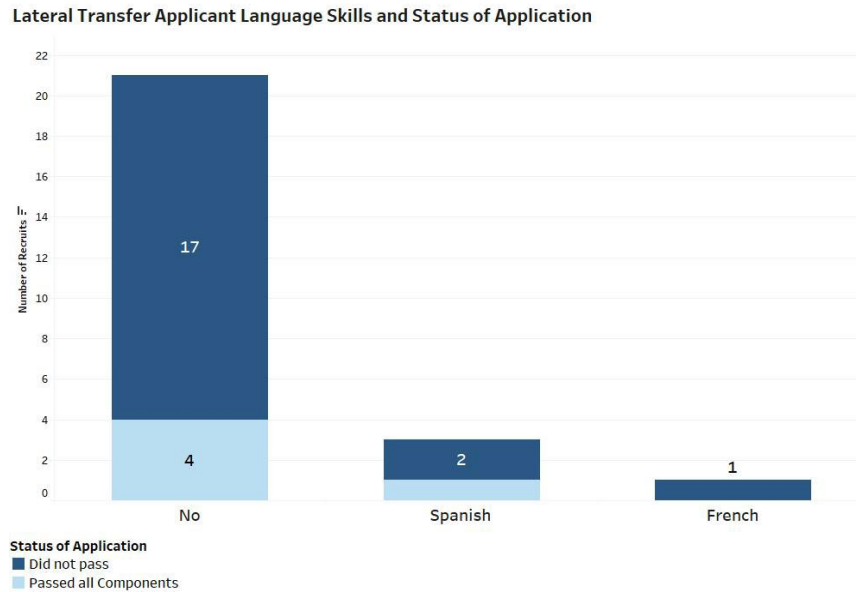
Figure 19: Education Level Conversion Data Among Lateral Transfer Applicants



Spoken Language and Status of Application

Of the 25 well-qualified lateral transfer applicants, 21 (84.0%) were mono-lingual English speakers, 3 (12.0%) were bi-lingual in Spanish, and 1 (4.0%) was bilingual in French. 1 (33.3%) out of the 3 bi-lingual Spanish applicants converted, as did 4 (19.0%) of the mono-lingual applicants. The bilingual French applicant did not convert to passing all components.

Figure 20: Mono-Lingual/Multi-Lingual Conversion Data



Detailed Lateral Transfer Applicant Previous Law Enforcement Experience and Attrition

Result	Previous LE Organization	Length of Experience (Mo)
Backgrounds	Ruidoso PD	180
Backgrounds	King City PD	69
Backgrounds	Nolan County SO	60
Backgrounds	Bosque Farms	36
Backgrounds	US Air Force Security	36
Backgrounds	Santa Fe County Sheriff's Office	34
Backgrounds	Espanola PD	23
Backgrounds	Bayou Vista Police Department	7
Unqualified for Lateral	The City of Peoria	36
Failed to keep in contact	West Baton Rouge PD	36
Failed to keep in contact	Rio Rancho PD	12
Passed all Components	Alamosa Sheriff's Office	120
Passed all Components	The City of Aztec	48
Passed all Components	State of New Mexico Second Judicial District Attorney	36
Passed all Components	Bernalillo County Sheriff's Office	35
Passed all Components	Los Lunas PD	24
Withdrew	Albuquerque PD	168
Withdrew	Colona PD	132
Withdrew	Glendale PD	72
Withdrew	APD	60