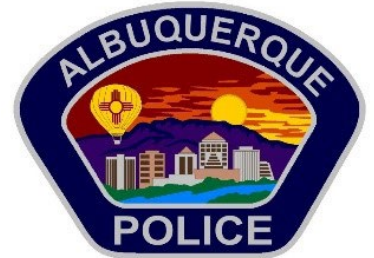


Albuquerque Police Department  
Recruiting Data Analysis, 2023  
Final Report



Prepared by:  
Data Analytics Division  
29 March 2023

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## Calendar Year (CY) 2023 Recruiting Activities

The Albuquerque Police Department’s (APD) Recruitment Unit conducted 177 events spanning 6 distinct event types during Calendar Year (CY) 2023. This reflects a refinement from prior year’s methodologies by separating applicant processing and follow-up activities from the recruiting events. The result is greater fidelity in quantifying the effort expended in the prospecting activities intended to expand the applicant pool and the associated effort expended toward determining applicant qualifications to enter the Academy. The recruiting event types were In-Person Hiring, Community Engagement, Community Meeting, Recruiting Unit(s) Staged, CPC Meeting, and Social Media Post. Among the 177 events conducted, in-person hiring comprised the most numerous event type with 126 events. Also during CY 23, 40 community engagement and 5 community meeting events were conducted, the second and third most common event types, respectively. 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.

Figure 1a: Recruiting Events

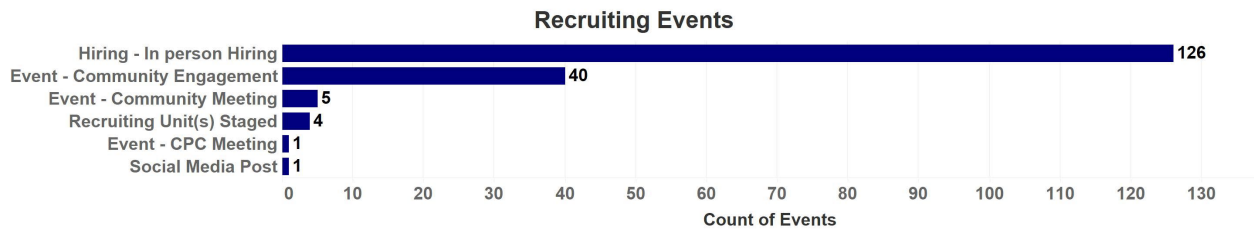


Figure 1a provides a break-down of the event categories comprising the top three event types which reflect 171 out of 177 or 97% of all events conducted. A comprehensive list of hiring events is provided at Annex A. Community Meetings, Recruiting Unit(s) Staged, CPC Meetings, and Social Media Post comprise 11 out of the 177 events conducted and are detailed below:

Figure 1b: Other Recruiting Events and Activity Types

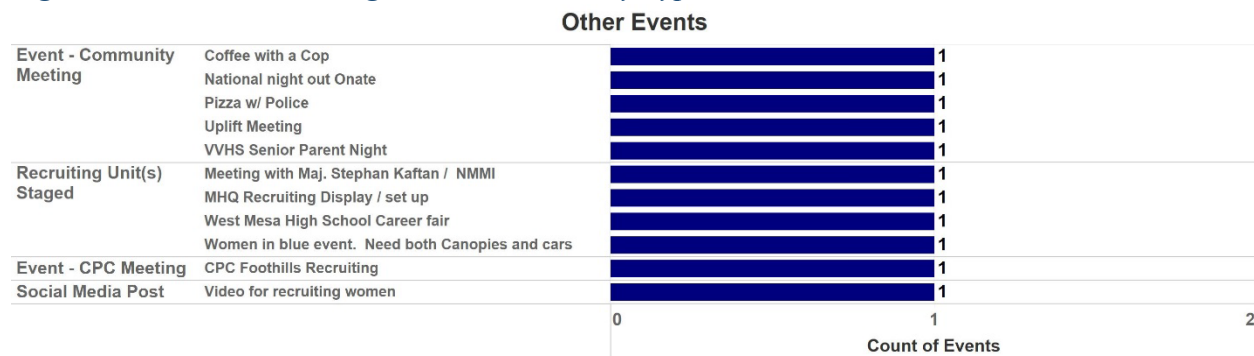


Figure 1b provides a detailed break-down into the eleven one-off events contained within community meetings, staging the recruiting unit(s), the CPC meeting, and social media posts.

Figure 1c: Community Engagement Events and Activity Types

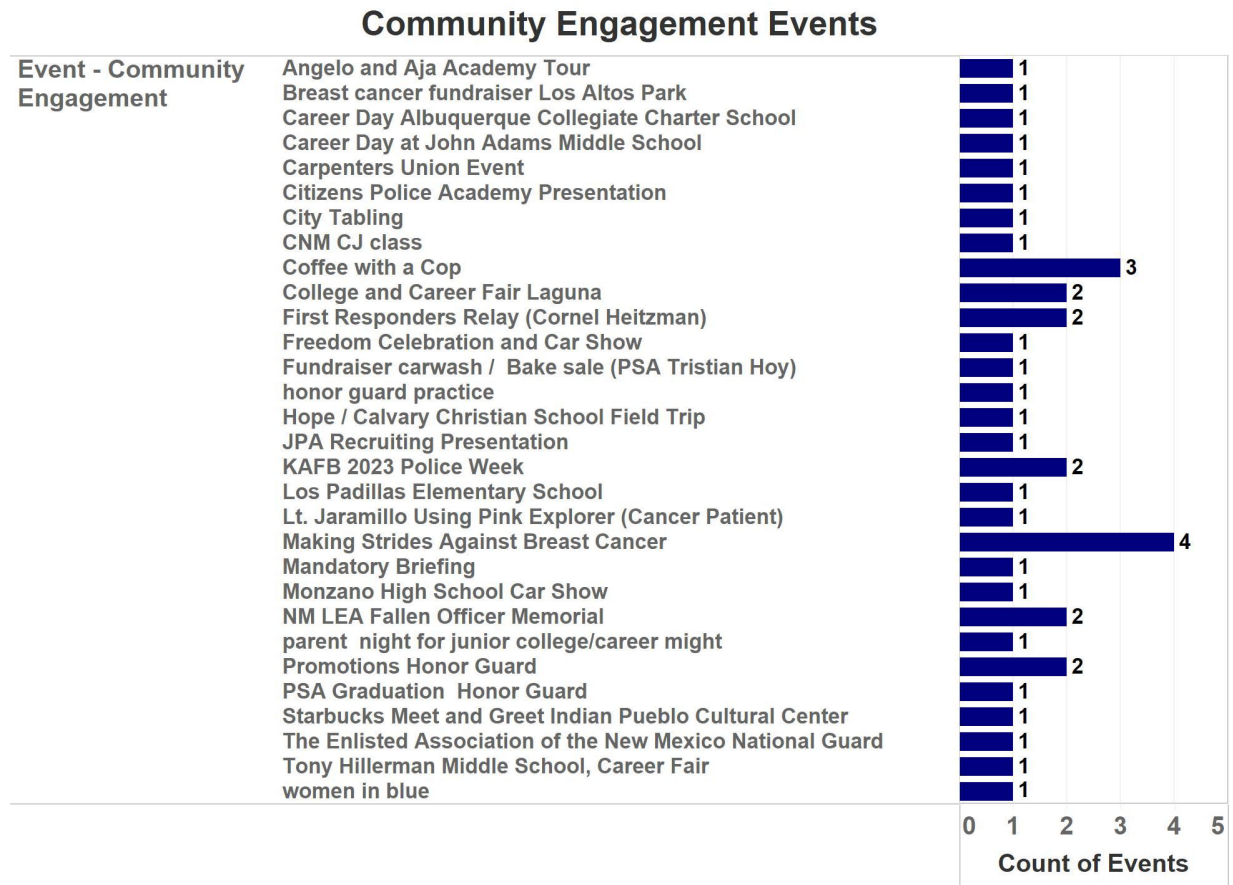


Figure 1c details the recruiting activities comprising Community Engagement Events which cover a wide range of topics from cancer awareness and support groups, to career days/fairs, to military transition, to car shows, to other topic areas including Coffee with a Cop. Forty such events were conducted. At the detail level, occurrences ranged from one to four, with single occurrences being the most common.

### Event Venues

Among the 126 hiring events conducted, 30 (23.8%) were at career/hiring/job fairs. A further 17 events (13.5%) were conducted at military transition events (Kirtland AFB, Fort Bliss, and Holloman AFB) and another 14 events (11.1%) occurred at Albuquerque Isotopes games. These top 3 locations account for 61 events out of the 126 events (48.4%) that occurred among all 25 venue types. Among all venues, 11 represented single events. The figure below lists all venue types for which in person hiring was used.

Figure 2: Recruiting Venues Leveraged by In-Person Hiring Events



### Recruiting Events by Month

Recruiting events follow a cyclic pattern that is responsive to the Academy start dates in July and January. A roughly 60-day lead/lag is apparent between recruiting events and academy class placement.

Figure 3a: Recruiting Events by Month

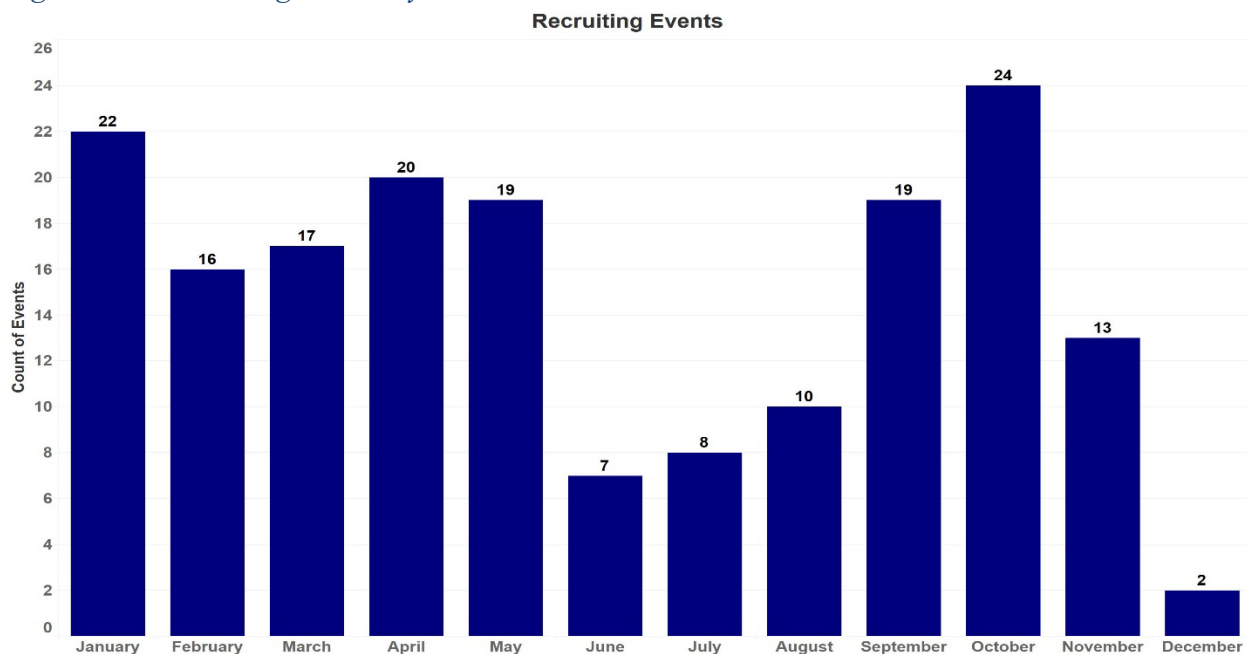
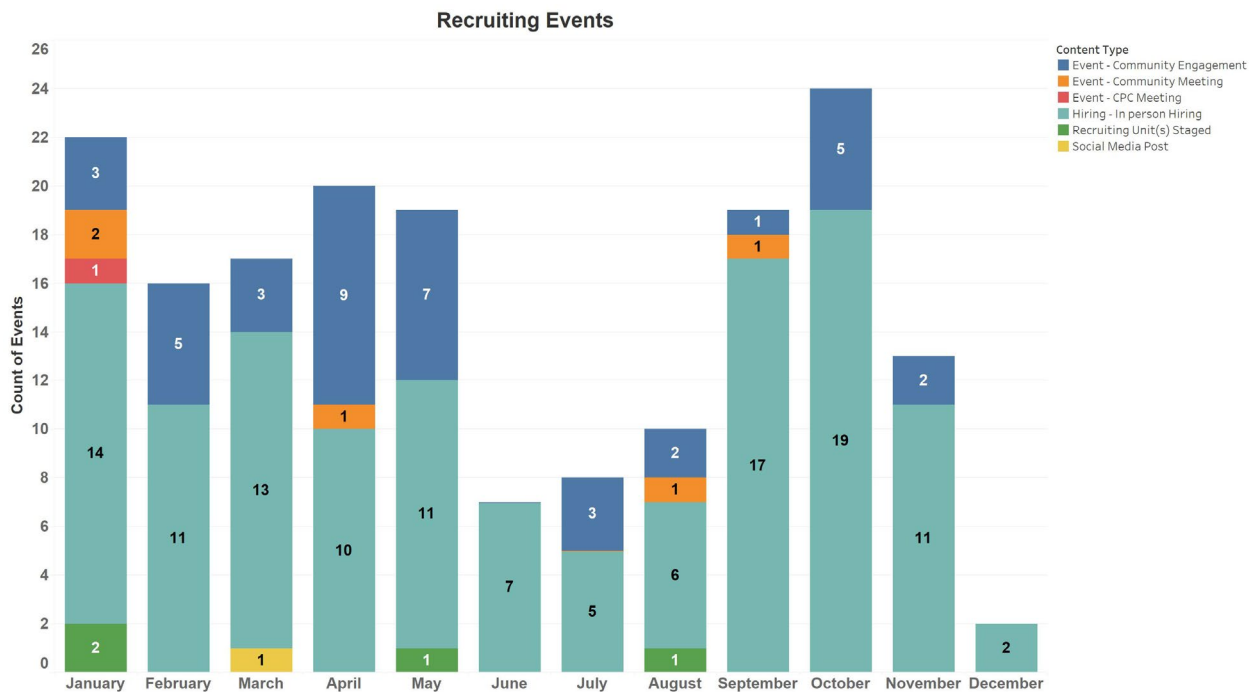


Figure 3b subdivides the content of Figure 3a into the recruiting event types.

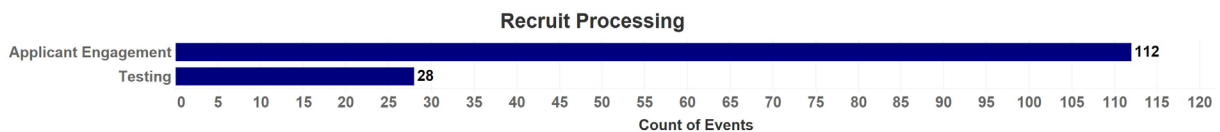
Figure 3b: Recruiting Event Types by Month



### Recruit Processing Activity

Over the course of 2023, the recruiting unit conducted 140 events relevant to recruit processing. Recruit processing includes applicant engagement and testing events. Applicant engagement includes paperwork reviews, packet reviews, and practice physical training assessments. Testing events reflect administering the Nelson-Denny test and any follow-up examinations necessary.

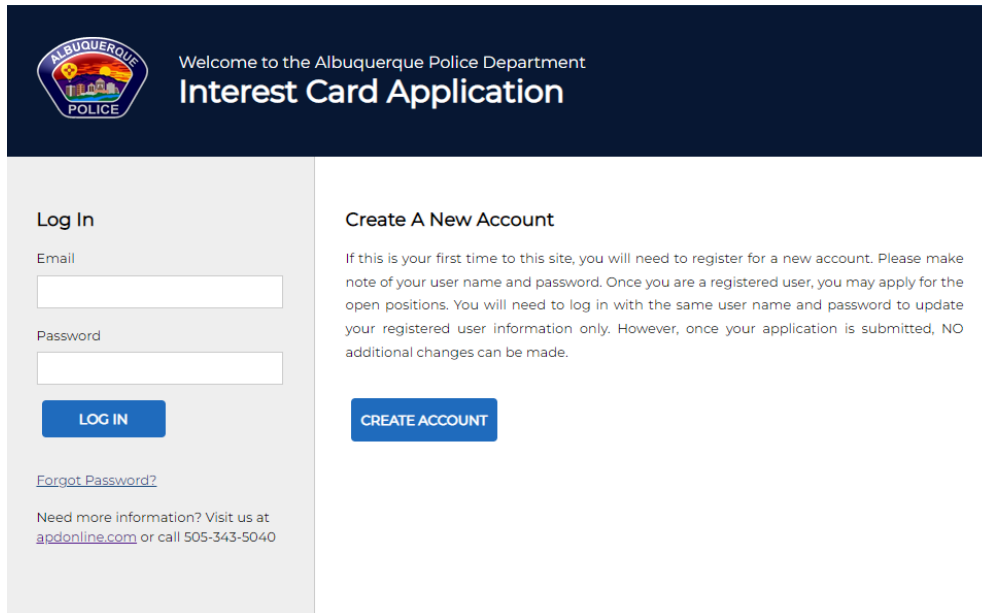
Figure 4: Recruit Processing Activity



## 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 \(apdonline.com\)](https://apdonline.com), which is one mouse-click from the APD website: [Police — City of Albuquerque \(cabq.gov\)](https://www.cabq.gov). There are also QR Code products, including APD business cards, that link to 505-591-1082 or to the APD website.

*Figure 5: The First Step in the Application Process*



The screenshot shows the 'Interest Card Application' page for the Albuquerque Police Department. The page has a dark blue header with the APD logo on the left and the text 'Welcome to the Albuquerque Police Department' and 'Interest Card Application' on the right. Below the header, the page is split into two columns. The left column is titled 'Log In' and contains two input fields for 'Email' and 'Password', a blue 'LOG IN' button, and a link for 'Forgot Password?'. Below the login section, it says 'Need more information? Visit us at [apdonline.com](https://apdonline.com) or call 505-343-5040'. The right column is titled 'Create A New Account' and contains a paragraph of text: '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.' Below this text is a blue '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 6: The Interest Card Application

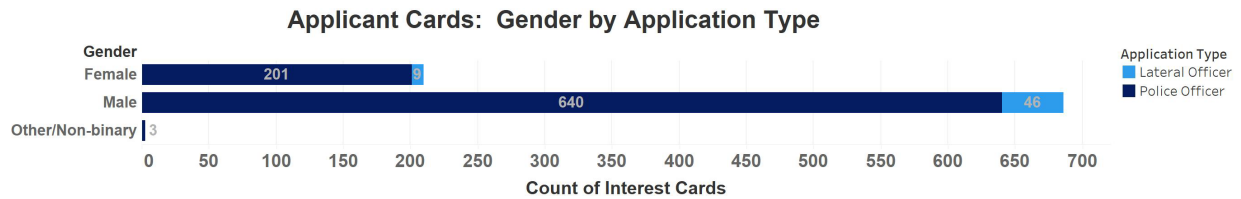
The screenshot shows the 'Interest Card Application' form for the Albuquerque Police Department. The header includes the department logo and the text 'Welcome to the Albuquerque Police Department Interest Card Application'. The form is titled 'Create a New Account' and includes a disclaimer: 'If this 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.

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 2023, a total of 899 recruitment cards were received. Of these, 3 applicants did not provide their ages and a further 30 were under the age of 21 and were excluded from recruitment for either academy cycle. Of the remaining 866 Interest Card Applications, 811 were for police cadets (93.6%) and 55, or 6.4%, were lateral transfer applicants (applicants with prior law enforcement experience). Overall, men comprised a significantly higher percentage compared to women (75.8% to 23.8%) plus 0.4% of interested parties recording a non-binary gender preference. Interest cards from women increased by over 2% from 2022. Lateral applicants had a more male-dominated gender composition at 83.6% male and 16.4% female.



## Gender of Interest Card Submitters

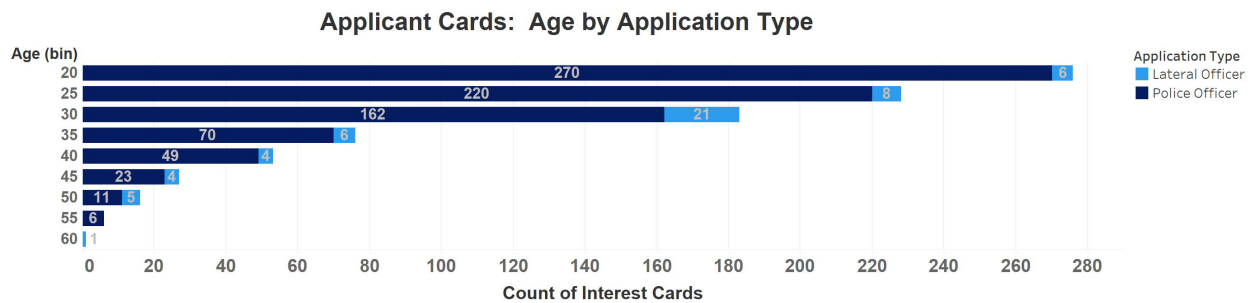
Figure 7: Gender by Applicant Type



## Age of Interest Card Submitters

Of the total 866 valid Interest Cards received, 31.9% were in the 20-25 age range and 26.3% were in the 25-30 age range for a total of 58.2% were in the prime age range of 20-30. The range of ages run from a minimum age of 18 to a maximum age of 61. The age distribution decreases from maximum count of 276 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 3 applicants did not list their age in the recruitment card and a further 30 were under age 21 and have been excluded from the 866 valid Interest Card. Among men interested in beginning a police career, the average age was 28.8, among women the average age was 28.9 years old, and other/non-binary had an average of 33.3 resulting in an average of 28.8 years of age for all. Among those interested in a lateral transfer, among men the average age was 34.8 and was the same among women. No lateral transfers selected the third option, so the average age among those interested in a lateral transfer was 34.8.

Figure 8: Applicant Age Distribution



### Race, Gender, and Ethnicity Among Interest Card Submitters

The majority of all interest card submitters were Hispanic or Latino, at 420 (48.5%). According to the Census Bureau, in 2022 this population segment represented 49.8% of the population. Among Hispanics or Latinos interested in beginning a career in law enforcement, 74.6% were men, 25.2% were women, and 0.2% were Other/Non-binary. 87.5% of all Hispanics or Latinos interested in a lateral transfer were men and 12.5% were women. White, Non-Hispanic applicants were the next most numerous, comprising 255 (29.4%) of all applicants. White, Non-Hispanic people comprise 37.4% of Albuquerque’s population. Among White, Non-Hispanic people interested in entering law enforcement, 82.4% were men, 17.2% were women, and 0.4% were Other/Non-Binary. For White, Non-Hispanics interested in considering a lateral transfer, 81.2% were men and 18.8% were women. Black or African American applicants were the next largest group with 69 (8.0%) of Interest Cards. Albuquerque’s population is 3.2% Black or African American. Among Black or African American people submitting an interest card to begin a career in law enforcement, 83.3% were men and 16.7% were from women. The three individuals that considered a lateral appointment in APD were all men. Overall, with respect to interest in police service, when taking the ratio of the proportion of racial and ethnic categories with the application interest pool against the proportion of corresponding racial and ethnic groups in the population and subtracting 1 from the result, Hispanics or Latinos appear to be neutrally propensed, White, Non-Hispanic people appear to be negatively propensed, and African-American interest reflects strongly positive propensity.

Figure 9a: Applicant Race/Ethnicity by Gender

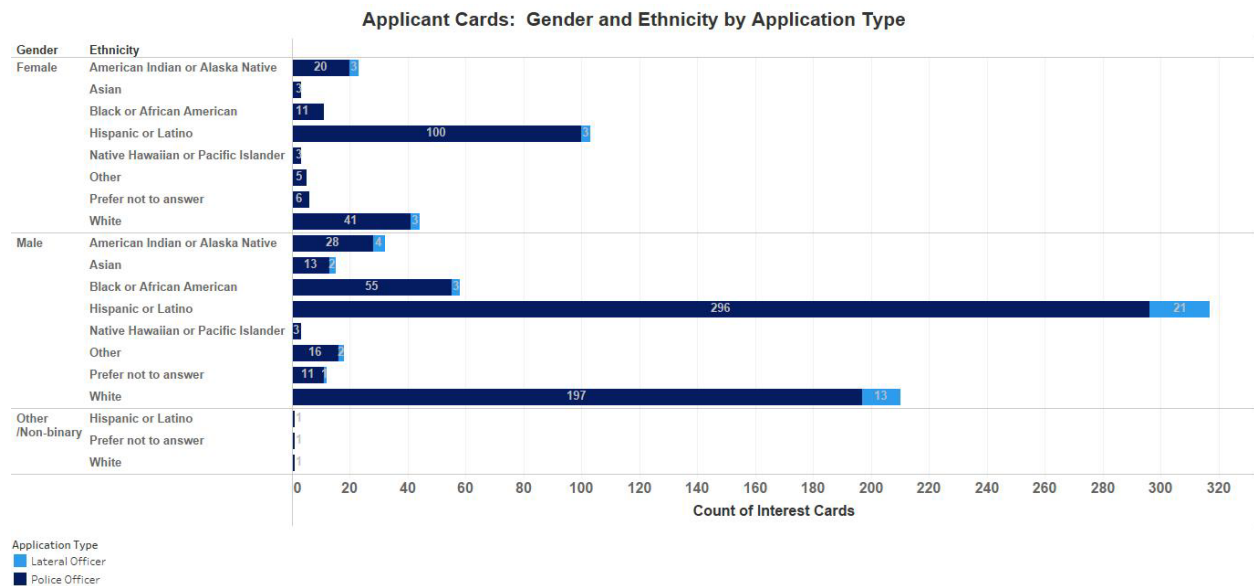


Figure 9b: Applicant Gender Distribution by Race/Ethnicity

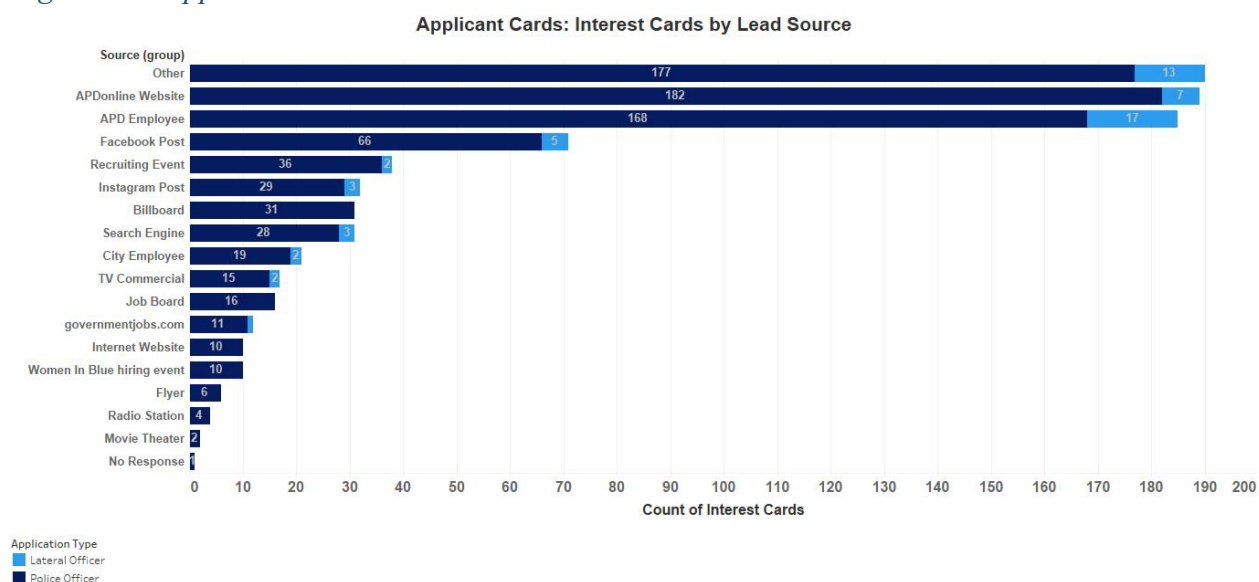
**Applicant Cards: Gender and Ethnicity by Application Type**

Application Type	Ethnicity	Gender			Grand Total
		Female	Male	Other /Non-binary	
Lateral Officer	American Indian or Alaska Native	3	4		7
	Asian		2		2
	Black or African American		3		3
	Hispanic or Latino	3	21		24
	Other		2		2
	Prefer not to answer		1		1
	White	3	13		16
Police Officer	American Indian or Alaska Native	20	28		48
	Asian	3	13		16
	Black or African American	11	55		66
	Hispanic or Latino	100	296	1	397
	Native Hawaiian or Pacific Islander	3	3		6
	Other	5	16		21
	Prefer not to answer	6	11	1	18
	White	41	197	1	239
	<b>Grand Total</b>	<b>198</b>	<b>665</b>	<b>3</b>	<b>866</b>

## Lead Source Analysis

Of the total 866 people that submitted interest cards, 190 or 21.9% listed “Other” as their lead source. Drilling down into the “Other” category revealed 178 distinct free text responses including the word or phrase “APD”, “family” referrals, “friend” referrals, “advertisements,” “always wanted to be cop,” “moving to NM or Albuquerque,” and “want a better job,” among other responses. 189 or 21.8% listed the APD Online Website as how they heard about APD recruitment, which is the second most prevalent lead source listed. Referral by an APD employee” was the third highest single source listed by applicants of how they heard about the job at APD, providing recruiting personnel with 185 leads or 21.4% of all interest cards. The top 3 sources reflect 65.1% of all interest cards. Social media is gaining prevalence as a lead source with Facebook and Instagram combining to provide 103 or 11.9% of all interest cards. Only 38 or 4.4% of submitters attributed their interest card submission to a recruiting event.

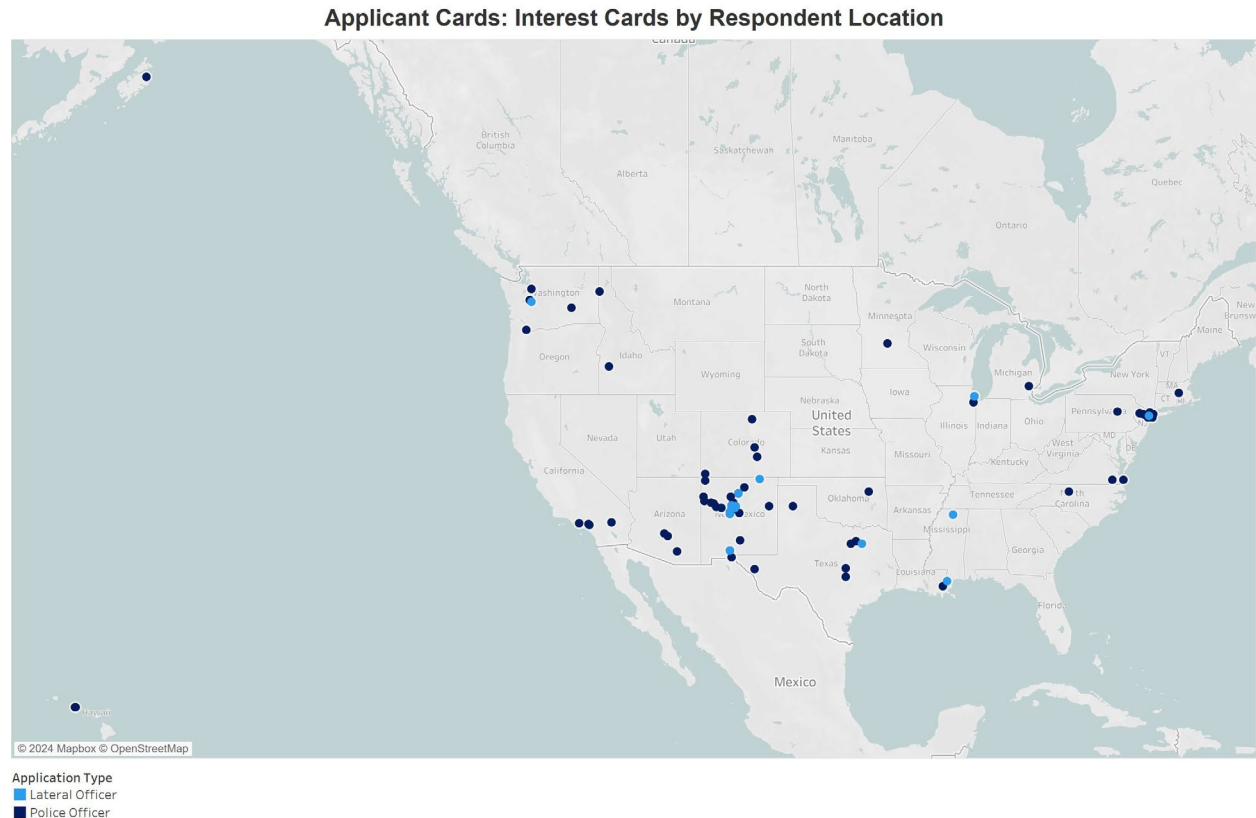
Figure 10: Applicant Lead Sources



## Applicant Locations

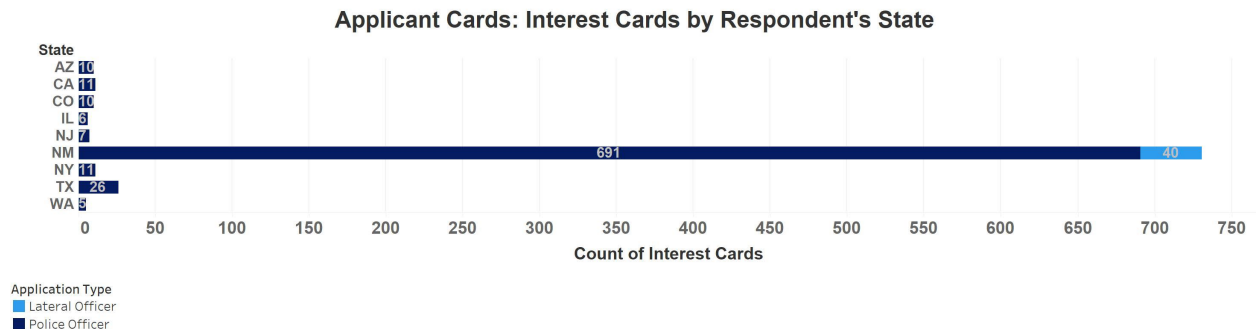
Applicants span the United States but, predictably, New Mexico provided the greatest number of interest cards. It is, however, interesting that Albuquerque as a venue and/or APD as an employer can draw this kind of interest across the entire country.

Figure 11: Map of Locations from which Applicants Applied



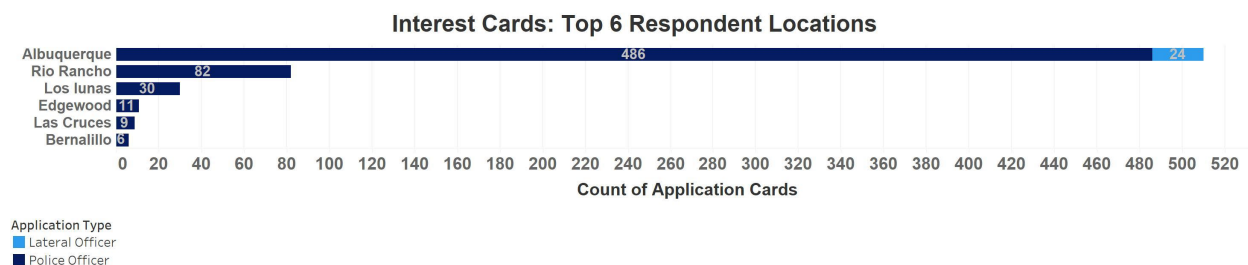
Notwithstanding the broad footprint represented by the interest cards received, the greatest amount of interest is resident in New Mexico, from which 731 out of the 866 (84.4%) of all valid interest cards were received. The top 9 States reflect 817 of all valid interest cards received.

Figure 12: Top 9 States from which Interest Cards were Received



The majority (510 or 58.9%) of all interest cards were from current residents of Albuquerque. Applicants from Rio Rancho were the next most numerous at 82 or 9.5% of all interest cards. Los Lunas was the next largest contingent at 30 or 3.5% of all interest cards. Figure 13 provides a snapshot of top 6 cities from which applicants submitted their Interest Cards. The top 6 cities reflect 648 out of 866, or 74.8%, of all interest cards.

*Figure 13: Cities from Which Interest Cards were Received*



## Highly-Qualified Applicants and Lateral Transfers

After completing their Interest Card Applications and entering the early stages of the processing phase, some of which is oriented on preparing applicants for their testing weekend, applicants undergo testing to determine whether they are “highly-qualified applicants.” As part of the early processing, 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. Applicants are scheduled for a “test weekend,” during which they are required to complete physical and academic assessments as well as complete the written portion of the psychological evaluation. Applicants who successfully complete their “test weekend” advance to be considered "Well Qualified Applicants" and background investigations may proceed at this point.

### Highly-Qualified Applicants

During CY 2023, out of 866 applicants that completed their Interest Card Applications, a total of 266 applicants successfully completed their processing and were positioned to attempt the Nelson-Denny examination. No exceptions were granted for any applicant during CY 2023.

### Highly-Qualified Applicant Retention and Attrition

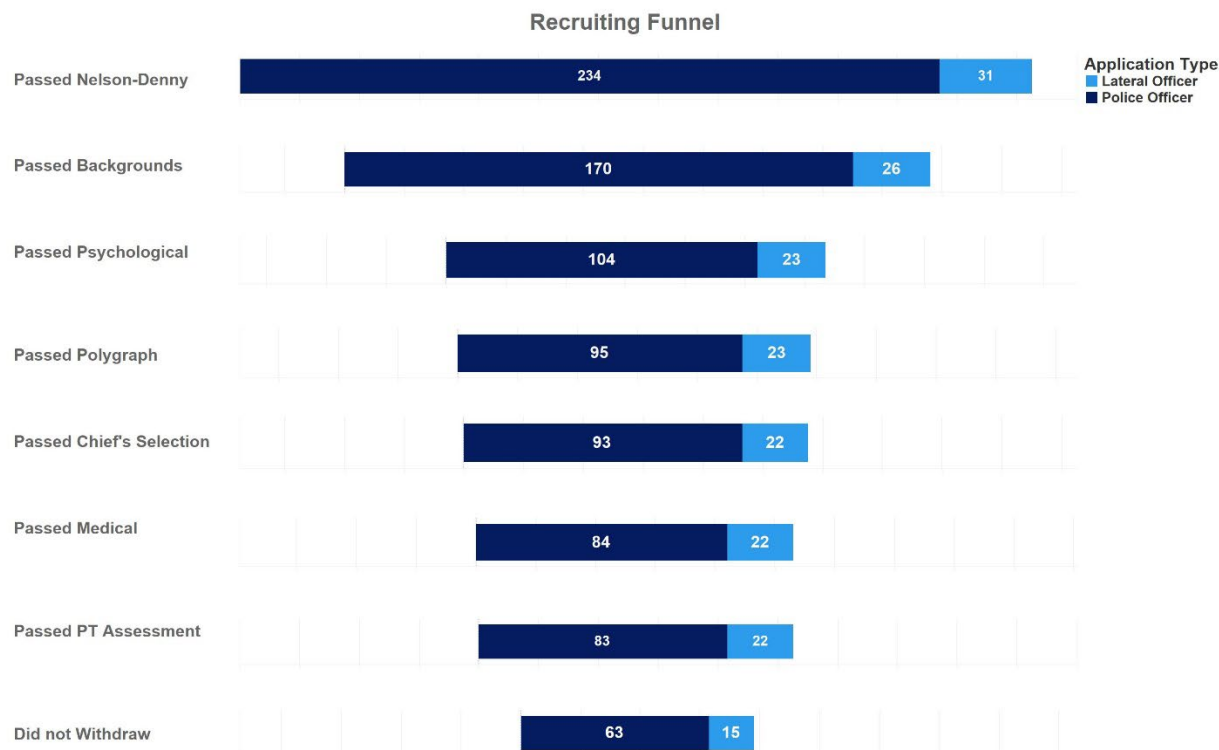
Once an applicant is considered highly-qualified, APD conducts background investigations, physical, and psychological assessments to determine suitability. Figure 14 depicts the disposition for all 265 highly-qualified applicants, from which there were 78 applicants that passed all components of the process. Among all applicants, this resulted in 9.0% conversion

from the 866 completed Interest Card Applications (non-Lateral Transfer) and 29.4% conversion from the 265 applicants comprising the highly-qualified applicant pool. Lateral officer applicants were much less sensitive to the events producing attrition than was the case for police officer applicants.

Among the 234 police officer applicants, background investigations and the psychological examination were the leading causes for attrition from the highly-qualified applicant pool with 64 instances (27.4%) at the background investigation stage and 66 instances (28.2%) at the psychological examination. The polygraph claimed 9 (3.8%) applicants and the Chief’s Selection step reduced the applicant pool by a further 2 (0.9%) applicants. Medical examinations eliminated 9 (3.8%) applicants and one applicant (0.4%) failed the physical training assessment. Finally, 20 (8.6%) applicants chose to withdraw at some point in the process, leaving 63 (26.9%) to enter the Academy.

Among the 31 lateral officer applicants, all passed the Nelson-Denny and 5 (16.1%) were eliminated by their background investigations. A further 3 (9.7%) were lost through the psychological examination but all remaining applicants passed the polygraph test. The Chief’s Selection process reduced the applicant pool by one (3.2%). All remaining applicants passed both their medical examination and physical training assessment, which seems a reasonable expectation. Finally, 7 (22.6%) applicants withdrew at some point in the process. As noted, lateral officers fared better, with 48.4% of their original number entering the next lateral class.

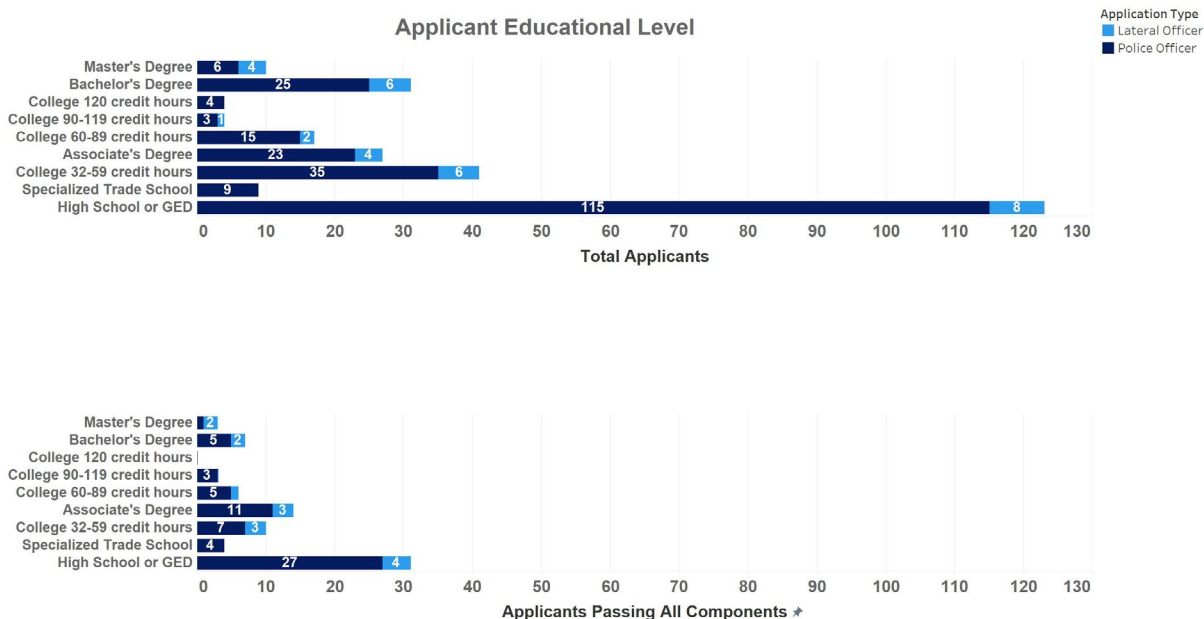
Figure 14: Disposition of All Highly-Qualified Applicants (Recruiting Funnel)



## Applicant Education Level

Among the highly-qualified applicants, the most common education level was High School diploma or GED, which category held 123 (46.4%) highly-qualified applicants. The second and third most common education levels were college sophomores (32-59 credit hours), of whom there were 41 (15.5%), and those holding Bachelor’s degrees (31 or 11.7%). Combined, these three groups comprise 195 observations or 73.6% of the highly-qualified applicant pool.

Figure 15: Education Level Among Highly-Qualified Applicants



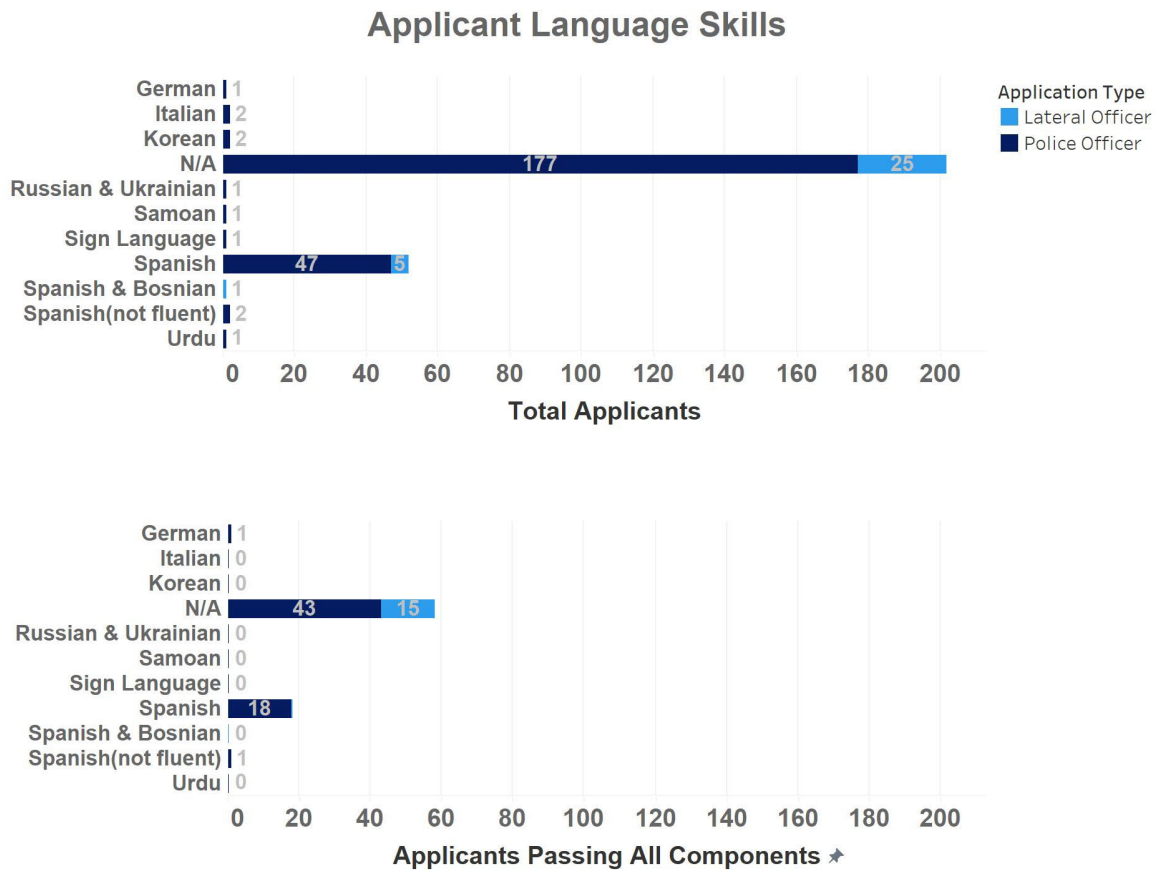
## Analysis of Applicant Education Level and Retention

With respect to converting from a highly-qualified applicant to one that has passed all components, when considering education alone, the best three performing education levels were college seniors (90 – 119 credit hours), those holding Associate’s degrees, and those that completed specialized trade school, presented in descending order. Among college seniors, 3 out of 4 (or 75.0%) converted from “highly-qualified” to “passed all components.” 14 out of 27 (51.9%) of all highly-qualified applicants having Associate’s degrees also converted from “highly-qualified” to “passed all components.” Taken in conjunction with CY22’s results, Community College graduates and students may be a prime market segment for increasing future recruiting efforts. Finally, 4 out of 9 (44.4%) of all highly-qualified applicants with specialized trade school converted, which also supports maintaining a presence in community colleges. While those with a highest educational level of High School or GED were the largest numerical contingent (31 or 39.7%) among the 78 applicants passing all components, only 31 out of 123 (25.2%) passed all components.

### Analysis of Applicant Multi-Lingual Capability

Within the highly-qualified applicant pool (265), there were 202 (76.2%) that were monolingual, 52 (19.6%) that were bilingual Spanish-speaking, and 2 each (0.8%) that spoke Italian or Korean. There was a further 2 (0.8%) that spoke Spanish, but not fluently. Out of the 202 highly-qualified applicants whose sole language was English, 58 (28.7%) passed all components while 18 (34.6%) out of the 52 bilingual Spanish-speaking applicants did the same. Among those having other languages only the applicant speaking German and the applicant with non-fluent Spanish passed all components. Out of the 78 applicants that passed all components, 58 or 74.4% speak English as their sole language.

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



### Applicant Education Level, Military Service & Application Status

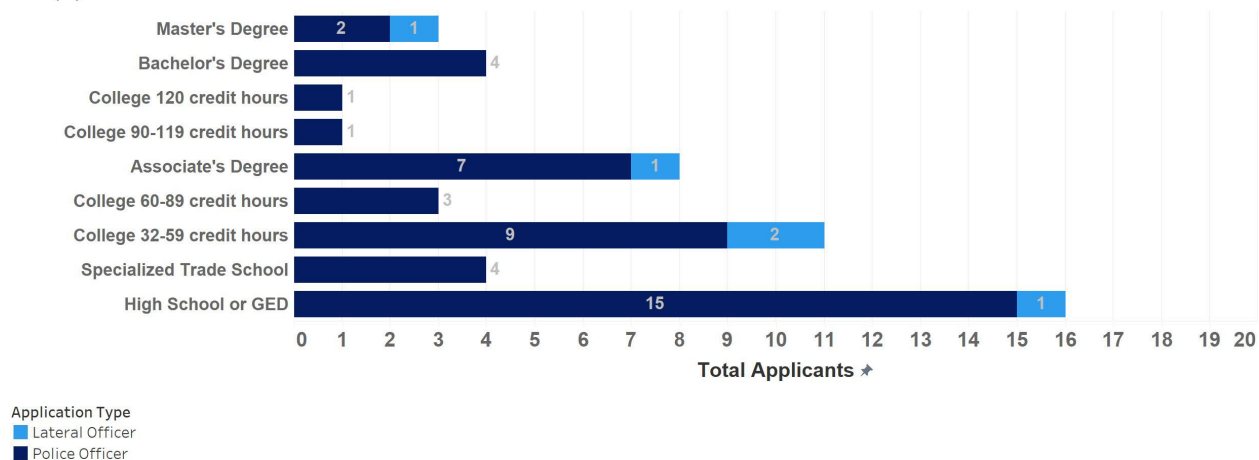
A total of 51 (19.2%) highly-qualified applicants had prior military service. Figure 17 provides the highest level of educational attainment amongst all veterans. The most common educational



level was High School or GED with 16 (31.4%). The next most prevalent educational attainment was at the college sophomore level (32-59 credit hours), of which there were 11 (21.6%). Associate’s degree holders were the third largest contingent, with 8 (15.7%). Combined, the top three educational tiers account for 68.7% of all veterans.

Figure 17: Educational Attainment Among Applicants with Prior Military Service

PS (5)



Out of the 51 applicants identifying as veterans, 14 (27.4%) passed all components. Of these 46 applied as police officers and 12 (26.1%) passed all components, as compared to 189 of their peers without prior military service, of whom 51 (27.0%) passed all components. Among the 5 veterans that applied as lateral officers, 2 (40%) passed all components while, among their 26 non-veteran peers, 13 (50%) passed all components. Interestingly, veteran status does not appear to be predictor for success through the recruiting process.

In order to take a deeper dive into the apparent veteran experience in the recruiting process, we next examine the veteran’s years of service. 13 veterans (25.5%) did not provide their service dates and a further 11 (21.6%) provided service dates that evaluate to less than a year, reflecting data entry errors on their part or a term of service bounded by an Initial Active Duty for Training (IADT) order alone, suggesting a period of service covered by a DD Form 220 rather than a DD Form 214.

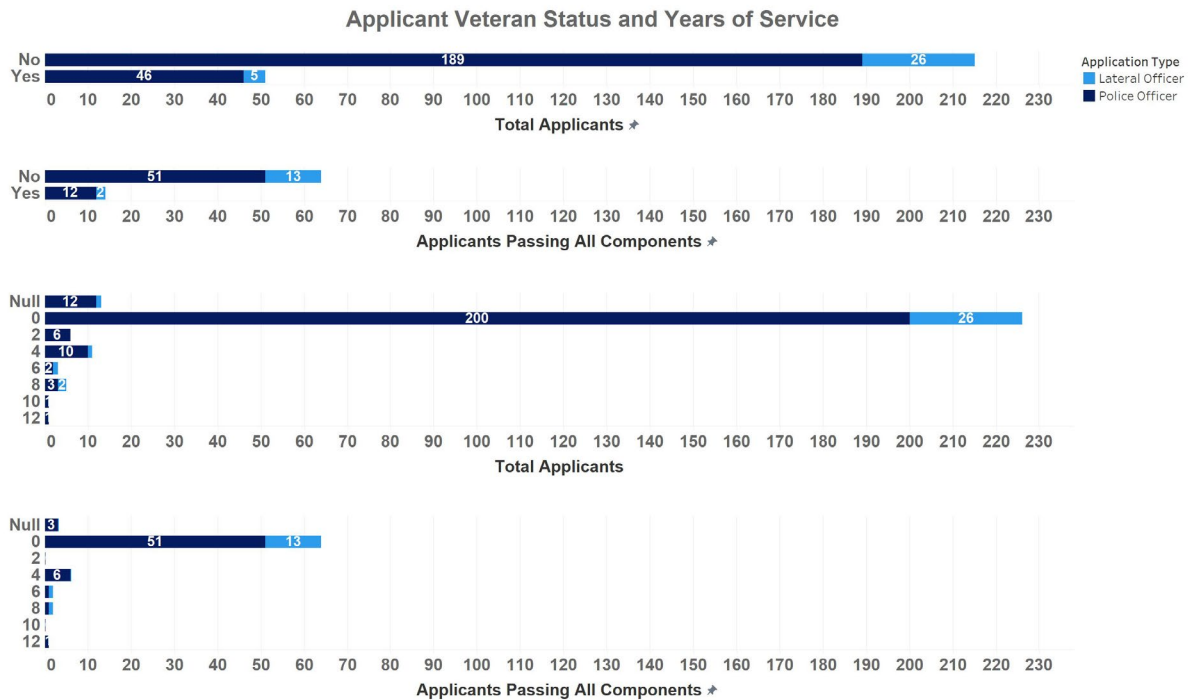
Among the veterans applying as police officers, 12 did not enter their service dates and, among these, 3 (25%) passed all components. There were 11 veterans with 0 years of service, none of whom (0%) passed all components. For those with 2 years of service, none (0%) also passed all components. At 4 years of service, 6 of 10 (60%) of veterans passed all components. 1 out of 2 (50%) veterans with 6 years of service passed all components, 1 out of 3 (33.3%) of veterans with 8 years of service passed all components, 0 out of the 1 (0%) of veteran with 10 years passed all components, and 1 out of the 1 (100%) veteran with 12 years of service passed all components.

Among veterans with applications for lateral officer, 0 out of the 1 (0%) veterans that did not provide service dates passed all components. The veteran with 4 years of service didn’t make it,

either, but 1 out the 1 (100%) veteran with 6 years of service passed all components, as did 1 out of the 2 (50%) veterans with 8 years pass all components.

Eliminating from consideration the veterans not providing service dates or with fewer than 2 years of service reduces the veteran count to 27, in which case the 11 veterans with 4, 6, 8, and 12 years of service reflect a 40.7% pass rate.

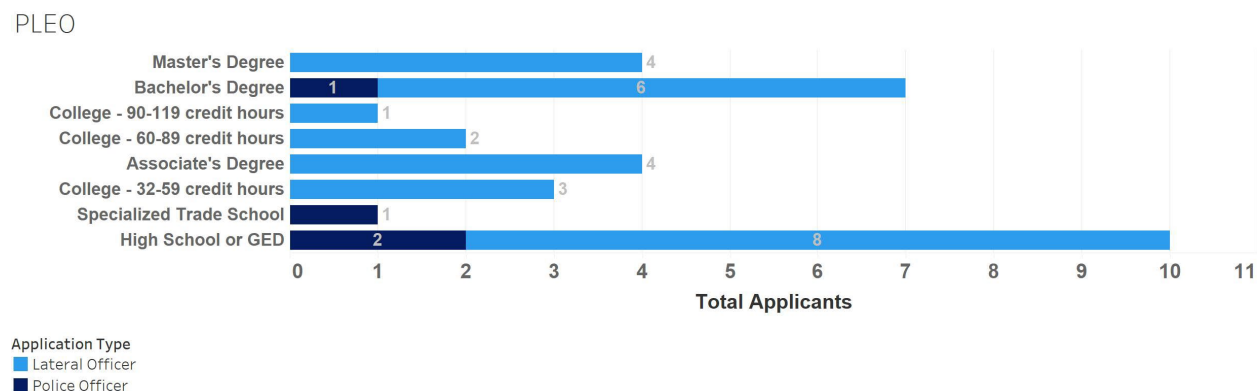
Figure 18: Relationships Between Prior Military Service and Attrition



### Applicants with Prior Law Enforcement Service & Application Status

Figure 19 provides the highest level of educational attainment amongst all applicants with prior law enforcement experience. The most common educational level was High School or GED with 10 (31.2%). The next most prevalent educational level was Bachelor’s degree at 7 (21.9%). Master’s and Associate’s degree holders tied for the third largest contingent at 4 each (12.5%). Combined, the top four educational tiers account for 78.1% of all those with prior service in law enforcement.

Figure 19: Disposition of All Lateral Transfers

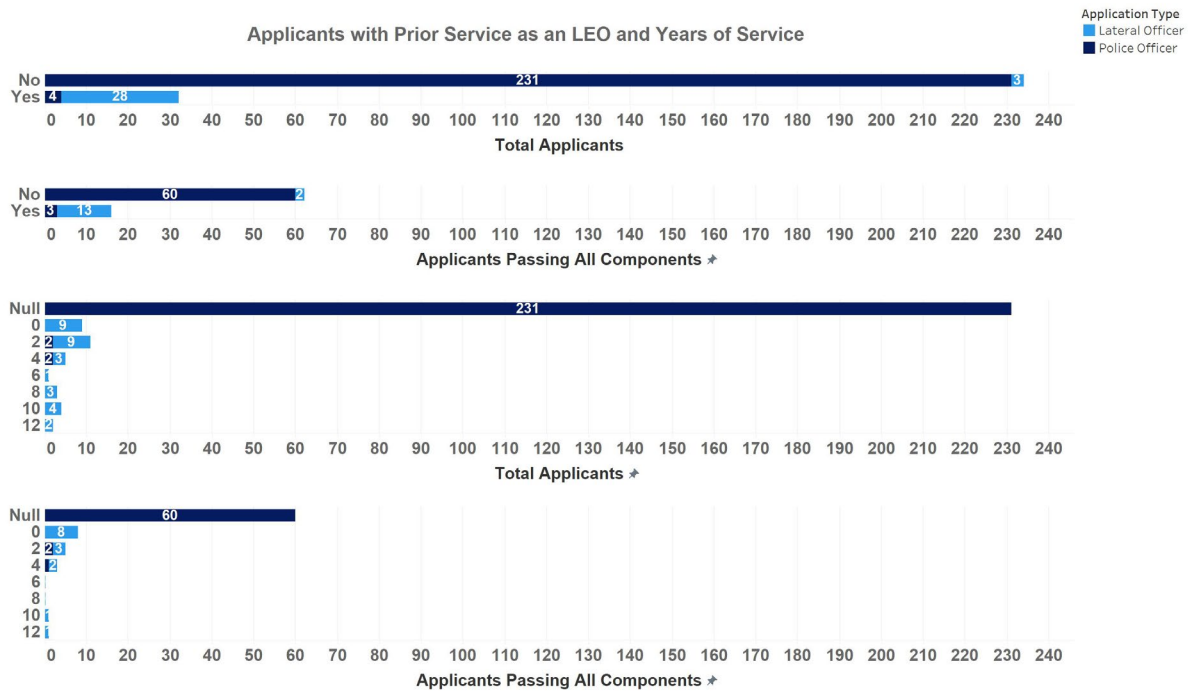


There were 32 (12.0%) Highly-qualified applicants with prior law enforcement service, of whom 16 (50.0%) passed all components.

Among the 4 applicants that applied as police officers, 3 (75.0%) passed all components. Of these, 2 had 2 years of prior law enforcement experience and both (100%) passed all components. The other two had 4 years of experience and one (50.0%) passed all components.

Losses amongst laterals were more significant. Out of 31 persons applying to be lateral officers, 15 (46.4%) passed all components, including 3 applicants applying as lateral officers reflecting no prior law enforcement experience. When considering prior experience, 8 out of 9 applicants (88.9%) with 0 years of experience passed all components. At 2 years of experience, 3 out of 9 (33.3%) passed all components and 2 out the 3 (66.7%) having 4 years of experience passed all components. Neither the sole applicant with 6 years of experience nor the 3 applicants with 8 years of experience passed all components. One applicant out of the 4 (25%) with 10 years of experience and one out of the two (50%) with 12 years of experience passed all components.

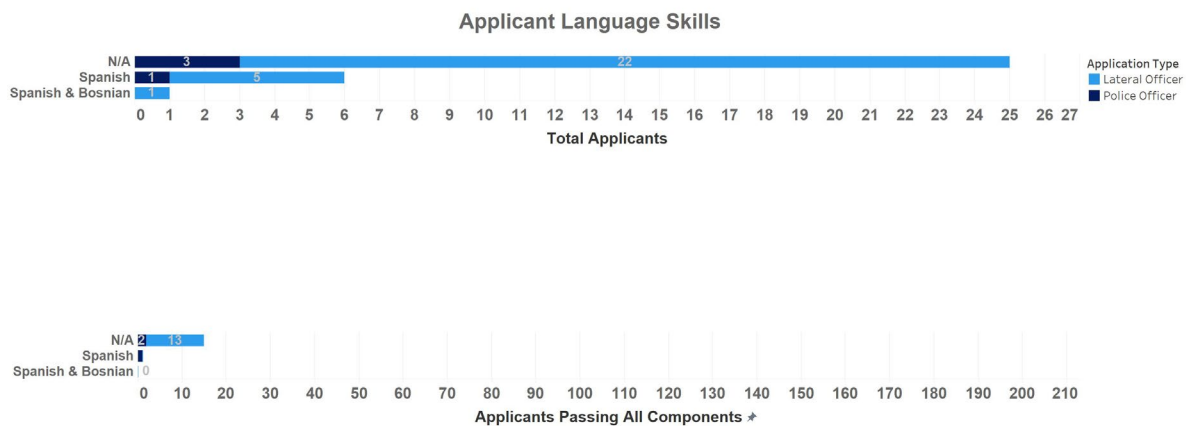
Figure 20: Disposition of All Lateral Transfers



### Spoken Language and Status of Application

Of the 32 highly-qualified lateral transfer applicants, 25 (78.1%) were mono-lingual English speakers, 6 (18.8%) were bi-lingual in Spanish, and 1 (3.1%) was tri-lingual in Spanish and Bosnian. 1 (16.7%) out of the 6 bi-lingual Spanish applicants converted, as did 15 (60.0%) of the mono-lingual applicants. The tri-lingual applicant did not pass all components.

Figure 21: Mono-Lingual/Multi-Lingual Conversion Data



Detailed Lateral Transfer Applicant Previous Law Enforcement Experience and Attrition

### Applicant's Previous Agencies

