

From: [Janet Hadley Champlin](#)
To: [DOJ: Commission on Law Enforcement Accountability](#)
Subject: Recommendations for the NH Governor's Law Enforcement Commission
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To the New Hampshire Governor's Commission on Law Enforcement Accountability,
Community and Transparency,

My name is Janet Hadley Champlin, and I'm a retired law enforcement professional. My career began in 1983, and I served at every rank, retiring in 2017 as Chief of Police in Bartlett, NH. Twenty years of my career was served at the Portsmouth, NH Police Department, where I held the rank of Captain of Detectives.

Based on my experience, below are ten recommendations for the Commission's consideration:

1. Establish new police officer recruitment processes that will address the critical need for diversity and high ethical standards for all New Hampshire law enforcement agencies.
2. Through the NH Police Standards and Training Council, mandate all NH law enforcement agencies, as part of their background investigations of police officer candidates, to specifically include assessment of racial, religious or gender discrimination, resulting in candidate disqualification.
3. Establish a consistent, statewide standard for psychological background testing of police officer candidates. This would include updated standards and a specific component to identify racial, religious or gender bias that would result in candidate disqualification.
4. Through NH PSTC, mandate the incorporation of 'ethical dilemma' scenarios for entry level police officer candidate oral board interviews, to also include 'use of force' scenarios, at all NH law enforcement agencies.
5. Incorporate an 'Ethics' course as part of the core curriculum for new recruits at the NH PSTC Academy, and require this course for police officers of every rank and at every agency, as part of annual in-service training and ongoing certification.
6. Implementation of a standardized, statewide policy for all NH law enforcement agencies regarding 'use of force' that addresses prejudices and resulting abuse of power. These policies must include the culpability of officers who know of misconduct by another officer and do not report it, or do not take immediate action to intervene if they are a witness to it.
7. The implementation of a Civilian Review Board led in conjunction with NH PSTC and the NH Attorney General's Office for oversight of 'use of force' incidents by law enforcement agencies statewide.
8. The implementation of a standardized, statewide policy for every NH law enforcement agency that addresses the proper identification and treatment of police officer Post Traumatic Stress Disorder (PTSD).

9. Improvement of the database at the NH PSTC that will specifically track problem officers who move, or attempt to move, to and from law enforcement agencies within the State.

10. The creation of more civilian positions within law enforcement agencies, specifically to assist police with citizens who have mental health issues, and to include: drug addiction, domestic violence, child abuse and neglect, juvenile delinquency and victim/witness advocacy.

Respectfully,

Janet Hadley Champlin

Intervale, New Hampshire