

Detroit Urban League
Submits the Following

POLICE PROPOSAL

Problem

The Detroit Urban League has participated in various efforts designed to improve the employment picture for blacks in the Detroit Police Department. Since the publication of DUL's original 1958 study, efforts have ranged from vocal criticism to the counseling and educational preparation of potential candidates. Especially significant is a recent program operated during the winter and early spring of 1972. Under the auspices of the Educational Services Department of DUL, special training classes were conducted for the sole purpose of preparing candidates for eventual qualification to enter the Detroit Police Department's Police Cadet Program.

The City of Detroit has made a commitment to the citizenry to make the DPD more representative of the minority population. The DPD has set a hiring goal of ⁴⁵40% (percent) minority employees by 1980. An extensive recruitment program has been developed by the DPD to ^{interest} ~~attract~~ minority applicants ~~into~~ ⁱⁿ selecting police work as a career ~~choice~~. The current recruitment program has been successful in stimulating minorities to apply for the patrolman position. However, few minority applicants have been admitted into the DPD. Minority representation has not exceeded 20% in spite of the recruitment program. Minority applicants, according to the police officials, either have not passed the written examinations or they have been disqualified because they have failed the oral examinations or they have been disqualified for other reasons.

The Director of police recruitment has indicated that perhaps many applicants who failed the written examinations could successfully pass that examination provided they receive additional preparatory training. The DUL believes that it can assist

improve its record of minority hiring by developing a program which would provide the necessary remedial skills needed by many marginal applicants in order that they might successfully pass the written examinations.

Proposal Objectives

The primary objective of this proposal is to provide previously unsuccessful applicants with the necessary remedial skills which will enable them to pass DPD written examinations and to successfully complete all department requirements in order that they may become employed as patrolmen by the DPD. Essentially the educational content of the program will consist of instructional material designed to enable a student to adequately complete standard G.E.D. test requirements. However, the program will be tailored to meet the requirements of the DPD for entry level employment.

Greater Opportunities Industrialization Center
applied
DUL in conjunction with GOIC and the Guardians will conduct a remedial skills program, which will also include counseling and other supportive services, which hopefully will prepare minority applicants to successfully pass the DPD written examinations.

Upon completion of the preparatory program candidates will be expected to perform as follows:

1. Demonstrate basic ability to perform at acceptable levels of achievement in reading comprehension, written and language skills and mathematical computation, which should enable him to pass the DPD written examination.
2. Demonstrate basic ability to successfully complete an oral examination as administered by the DPD. The oral examination attempts to ~~receive~~ *reveal* educational and attitudinal considerations important to police work. Consequently, candidates must:
 - A. Indicate why he wants to be a police officer
 - B. Discuss the function of the patrolman and the DPD
 - C. Explain principals of law enforcement
 - D. Demonstrate acceptable attitude and interest in police work

indicate satisfactory employment history

Candidates must have a Michigan drivers license and an acceptable driving record for the last two years.

4. Candidates shall have a good attendance record while enrolled in the program and demonstrate that he will report promptly for DPD testing, physical examinations, and interviewing.

Present a arrest record free of felony convictions

5. ~~Demonstrate a felony free criminal arrest and conviction record.~~

Program Operation

It is proposed that the program operate for one year. During the year four three-month classes would be operated. ^{one} Classes would be located at the GOIC Center on Grand River^{and}. ~~Two~~ classes will operate at the DUL Neighborhood Center location on Oakland Avenue, and if there is the demand classes will be held at the League office at 208 Mack Avenue. Classes will be conducted in the evening and will last from three to four hours. Classes will meet three to four nights a week. Class size will be restricted to a maximum of 25 persons per class per center location. The Program enrollment goal for the extent of the program shall be set at 300 persons.

Detroit Police Department Input

Although it was indicated earlier that the proposal would be implemented through the collective efforts of the DUL, GOIC and the Guardians, the input of the DPD, of course, is vital to the success of the program.

The DPD via the Director of Recruitment will provide the names, addresses and phone numbers of individuals to be enrolled in the program. These individuals will be persons who previously were rejected as applicants to the Police Department. These persons as determined by the DPD were unsuccessful applicants for reasons which in the considered opinion of the DPD can be corrected. The DPD is expected to provide information stating why the individual was rejected. Such information will aid in the screening process and will make placement of enrollees more effective.

In addition, the DPD shall provide information and direction concerning departmental qualifications, instructional material, field trips, etc. The DPD will make the necessary arrangements for the training staff to meet with consultants from the University of Chicago who are working on the current validation studies of the police examinations. From this meeting the training staff will acquire important insights into the dimensions of testing and student pre-test preparation.

Linkage and Agency Participation

Pass experience of the DUL in conducting police preparatory programs indicate that a successful police preparatory training program must include participation in the following areas:

Police Preparatory Training Program

- A. Recruitment and Public Relations
- B. Pre-Screening and Orientation
- C. Classroom instruction and preparation

Counseling and follow-up

E. Evaluation

The proper coordination of efforts between participating agencies is essential to the success of the program. Therefore it is important that the division of responsibility be clearly delineated. Perhaps the delineation of responsibilities can best be illustrated by use of a chart.

Agency Task Assignment Chart

	DPD	DUL	GOIC	Guardians
Recruitment	x	x		
Pre-Screening		x		x
Orientation		x	x	x
Instruction		x	x	
Oral Interview				x
Counseling & Follow-up		x	x	
Evaluation		x	x	x
Field Trips	x			

Recruitment

The first step necessary in producing more black police officers is producing more black candidates. Firstly, the DPD will submit a list of potential applicants from their files of rejected applicants. DUL must lend its support to the DPD in its efforts to improve recruitment. Secondly, meaningful input to recruitment will require the development of a block recruitment program to take place at the DUL offices. The block recruitment effort shall be a joint effort between the DUL and the DPD in which potential candidates will be recruited and scheduled for block interviews given by the DPD recruitment team. In addition, the League's efforts in recruitment may require the canvassing and pre-screening of Urban League applicant banks, close contact with DPD in the development of

ing and promotions, liason with community organizations, etc. The basic option is that an adequate flow of black officers can be assured by increasing the flow of black candidates.

Screening

All participants of the program shall be closely screened. It is important for all concerned that potentially damaging factors that might cause the participants to be disqualified be uncovered before training is initiated.

During the screening process each participant of the program will be assigned to a counselor. Arrangements will be made for ~~him~~^{enrollees} to undergo a physical examination.

MCHRD and Comprehensive Health Services shall be asked to provide this service. *Table I indicates many applicants were rejected for medical reasons. In some cases medical problems can be corrected such as hearing, eye glasses, etc.*

Individual and group counseling sessions will be arranged for the enrollees to determine whether or not the enrollees have any special problems which could be resolved by the counseling staff. Applicants will be asked if they have a criminal record. In certain cases minor offenses can be expunged from a person's record. Bus tickets will be supplied for those persons who are unemployed and have transportation problems. Each applicant will be asked to produce a drivers license and a copy of his driving record. If the enrollees' driver's record is not satisfactory the applicant will be asked to take the necessary corrective steps. Counselors will make referrals for enrollees who need legal assistance to correct legal deficiencies *such as credit problems.*

Counselors will keep attendance records on each enrollee and the enrollee will be encouraged to bring problems to the attention of his counselor that prohibit this attendance and participation in the program.

Classroom Instruction & Preparation

The preparation phase of the program will consist of classroom instruction in english, reading comprehension, report writing and math. As an innovative *at present* source material related to the actual work performed by officers during their daily activities will be utilized. In addition, material in sociology and

nology will be utilized especially as it is related to delinquency and ethnic groups' life styles and behavior. To the extent possible, material of a technical nature will be utilized. For example, enrollees will be asked to complete police accident reports, interview clients, make identification of police equipment, write reports on the meaning of laws affecting police activities and procedures. Mock oral examinations will be given to each enrollee. The Guardians will be asked to conduct the oral interviews of all enrollees. Utilization of such material is not intended to assume or replace the functions of the police academy, but it is intended to service the dual purposes of familiarizing and preparing the recruit with information basic to police work. The material is also intended to give the recruit a sense of reality as to the nature of police work. If the individual is not interested in police work, he will have some information on which to make a decision to remain in the program or withdraw. It is important that maximum attention be given to those who are sincerely interested in becoming policemen. Hopefully, the program will result in successful recruits who pass the entrance exam and who will be better prepared for the course work in the police academy.

Counseling and Follow Up

*The DUL shall designate staff counselors to provide counseling and supportive services to those recruits who are considering dropping out of the program. The DUL shall notify by letter those applicants who are to appear for physical examination or written tests and urge them to appear at the appropriate time. A major problem affecting the recruitment effort has been drop-outs. Many potentially good applicants for various reasons do not appear for examination or physicals. It is hoped that an agency independent from the DPD can be more effective in convincing applicants to remain ^{enrolled in the} ~~in the~~ program and ^{to} complete the program. The poor image the police department has in the black community may be responsible for the minority applicant drop-out problem. Perhaps this pattern can be reduced if an independent group encourages the applicant to remain in the program. However, ~~it is the author's~~

the program sponsors have observed that

that this pattern will not be ^{substantially} altered until appropriate changes are made within the DPD to change procedures relative to the processing of complaints against the department. Furthermore, the DPD must be willing to admit its errors and wrongdoings and affect the necessary corrective disciplinary measures when needed before the department can expect to improve its creditability and make the image of police work more favorable to the black community.

After the completion of the program all enrollees will be contacted to determine if they successfully passed the police entrance examinations. Enrollees will be asked to assess the strengths and weaknesses of the curriculum, and they will be asked to suggest changes that would improve the curriculum. Furthermore, an important function of enrollee follow-up will be to monitor the progress of enrollees while they are in the police academy. The DUL police study ^{revealed} ~~revealed~~ that a high percentage of minority applicants do not complete training at the academy. It is important to learn why these applicants have difficulty and to recommend methods to improve the success rate.

Evaluation

The final specific responsibility of the program sponsors is to conduct an evaluation of the effectiveness of program activities. In addition ^{sponsors} ~~have~~ the responsibility to make suggestions regarding police hiring and promotional guidelines which they feel affect the outcome of minority hiring. In a city such as Detroit, where blacks constitute nearly half of the city's population, it is incumbent upon all city departments that equal employment opportunity be practiced. Since studies show that a disproportionately large percentage of blacks are disqualified during the police screening process, and that few black officers are in the ranks of supervising, and that some of the more important police bureaus have poor black representation, concern is aroused and the program sponsors must respond constructively to this problem with positive recommendations. There are some apparent inadequacies somewhere, either with the black recruits available or with DPD itself. DUL is obliged as a representative of the Detroit community at large to seek answers. Therefore, the League in conjunction with co-sponsors shall attempt to identify

problems within the DPD which negatively affect the recruitment of black officers, and will make recommendations for changes to the DPD for its consideration and implementation.

Staff and Budget

Implementation of this program requires funding for staff, administrative and project costs. Full time and part time employees would be hired to implement the program. In addition in-kind services & staff would be provided by the sponsors to increase the effectiveness of the program and to reduce the amount of requested funding. The program budget is outlined as follows:

<u>STAFF</u>	<u>SPONSOR SHARE</u>	<u>PROGRAM COST</u>
Administration - staff of DUL 30% <i>Project administration \$18,000 + Fringe benefits 17% \$20,000</i>	\$12,000 + \$15,000	\$5,000
In-Kind WSD Counselor at 30% time Counselor	\$3,000	\$9,000 to \$9,500
One Teacher salary or 2 part time teachers Fringe benefits 17%, Work. Comp., Hosp., Ins.		\$10,500 to 10,900 1,850
One clerk typist		5,500 to 6,000
Secretary-Bookkeeper - <i>clerical</i> Perform services for the combined budgets of DUL & GOIC Fringe benefits 17%		7,800 to 8,800 1,020
<u>Administrative Costs</u>		
Office supplies		700
Three Desks (3)		450
Equipment rental - <i>purchase</i> movie projector, visual aides		300
One electric typewriter		400
Office space (rent & Utilities)		3,000
Ten chairs		150
Renovation, janitorial service, equipment repair & service		2,000
Administration costs (<i>other direct</i> <i>accounting service</i> bookkeeping cost-computer costs of checks, telephone, postage, printing, mis., etc.)		3,000