

RECRUITING

Following management initiative in hiring a civilian personnel professional for the first time, a young black executive lured away from one of the automobile companies, grants funding provided for a number of recruiting improvements.

For the first time in any city, a new type of applicant-testing was introduced to minimize what some have called a "cultural bias" in conventional written aptitude tests. The new testing procedure, developed at the University of Chicago, bypasses the usual academic standards of aptitude based on conventional scholarship, and attempts to predict the applicant's future performance by measuring the qualities he possesses that are known to be the qualities of successful police officers.

In addition, grants funding supplemented by the donation of substantial creative time by a Detroit advertising agency (Campbell-Ewald Co.), produced an on-going advertising and promotional campaign aimed primarily at the black police prospect.

As a result of all these moves, recruiting, particularly of black police applicants, increased the sworn personnel strength of the department by 7.5 percent and the number of black police officers in the department by 45 percent over 1970.



PERSONNEL STRENGTH AND MINORITY RECRUITMENT

	Police Personnel	Non-White Personnel	% Non-White Personnel
1960	4,273	84	1.97%
1965	4,400	131	2.8
1966	4,286	161	3.8
1967	4,356	214	4.9
1968	4,647	363	7.8
1969	4,926	479	9.7
1970	5,159	568	11.0
1971	5,437	711	13.1
1972	5,558	835	15.0%

Since Dec. 31, 1969, non-white personnel increased by 356 men.

NUMBER OF RECRUITS ANNUALLY

	Total	White	Non-White	% Non-White
1960	100	97	3	3.0%
1961	192	184	8	4.2
1962	278	263	15	5.4
1963	179	167	12	6.7
1964	152	146	6	3.9
1965	181	165	16	8.8
1966	209	167	42	20.1
1967	323	252	71	22.0
1968	519	339	180	34.7
1969	561	434	127	22.6
1970	494	393	101	20.4
1971	656	486	170	25.9
1972	613	428	185	30.2

Since Dec. 31, more than 1,700 officers have been recruited. Department strength shows a net increase of more than 600.

UNRESOLVED PROBLEMS

Not everything that has occurred in the recent past has been favorable, including some things that have involved the police themselves.

The department has tried to deal with its problems, in such a way that they would not interfere with its progress in building better citizen cooperation and support, and in limiting the inroads of crime.

The department has continued to pay close attention to resolving the citizens' complaints that come in from various sources.

The Internal Affairs Section, without fanfare, has continued to monitor police performance. Where police misconduct, or worse, has been uncovered, the department itself has been responsible for the disclosures and corrective action.

Administratively, the residency question—the requirement that Detroit police officers must be bona fide residents of the city—was traumatic to some members of the department. But the department's position on the issue was not to debate the law but to accept it and enforce compliance.

The department had to deal with some internal racial friction, and it has continued to do so.

Police, after all, are mirrors of the community from which they come. There is friction among some black and white citizens, and so it is to be expected that there will be some among police officers.

The department cannot claim to be one totally happy family, any more than the Detroit community as a whole. But it is trying to enforce proper behavior, no matter what a man's internal attitudes and feelings may be.

THE FUTURE

The tremendous upheaval and departmental turnaround that this report has described is by no means the end of the story. It is only the beginning.

An internal department Management Analysis Section has been created, to assume on a continuing basis the role played by outside management consultants during the past two years, monitoring department operations and developing sustained long range improvements.

A special county-wide criminal justice training program, financed by the OCJP with \$1.2 million in additional Federal funds, is now in the works, to include other criminal justice agencies as well as the police.

A special new approach to youthful offenders has been launched with \$1.1 million in Federal funds, involving the entire local criminal justice system, to try to steer juveniles out of, instead of into, careers in crime.

Emphasis will be sustained on minority as well as total recruitment; on upgrading individual officer quality; and on up-grading supervision, with special concern for the advancement of black executives within the department, on a fully competitive basis, without prejudicing the opportunities for advancement for all qualified officers.

The Detroit Police Department continues to need community support, which it recognizes it must earn by effective, efficient and acceptable performance.

It is hoped that this summary of what has been attempted and accomplished so far, in such a relatively short period of time, will encourage both the members of the department and the community, so that citizens and police will continue to progress toward that ideal of understanding, support and total teamwork that is absolutely essential to the future quality of life in this city.

