

RECOMMENDATIONS

The Civil Rights Commission needs the support of the Governor and his office in its effort to improve police-community relations in the State of Michigan. The Governor and his office will, by speaking clearly to the issue and making concrete recommendations, legitimize the concern of the Negro community regarding the police. The white community must be made to realize that the problem does, in fact, exist.

The following areas are those where the Governor's active support is necessary:

A. RECRUITMENT OF NEGRO AND LATIN-AMERICAN OFFICERS

Each department in a city with a minority population should reflect the proportion of Negro and Latin-Americans residing in the community. Police Departments must be pressed to take the same affirmative action in this area as private industry. Police departments must review their hiring procedures and eliminate and/or change any that tend to screen out minority applicants. The Governor could meet with the police chiefs from the 25 major communities and discuss actions that must be taken to recruit minority officers. The Governor could put these points into effect for the State Police immediately. Action in the following areas is necessary:

1. Background checks - Several factors must be taken into consideration when evaluating the background check on a Negro or Latin-American applicant. First, Negroes and Latin-Americans are more apt to have an arrest record than a white because minority groups are arrested in many circumstances where whites will be reprimanded and sent on their way. Second, credit ratings may not reflect the true picture because Negroes and Latin-Americans have found it difficult to obtain credit from reputable merchants and have been forced to deal with unethical merchants who oversell and then use garnishments. The minority applicant cannot be eliminated solely because he has a police contact or garnishments. His record must be evaluated in total. Has he been convicted? What kind of arrests or convictions? Does the record reflect that of a criminal?
2. Entrance Examinations - Tests must be developed that adequately test an individual's ability to become a good police officer and that do not screen out ethnic or racial groups because of cultural orientation. Entrance examinations for police officers vary from department to department, and most fail to measure the ability of the applicant. Like many private employment examinations, the questions tend to eliminate minority applicants.
3. Oral Interviews - Oral interviews at best are subjective and have tended to eliminate the Negro applicant. Oral interviews need to have structured questions. The Interview Board should be integrated and should include some other than police personnel. Half of the members should be appointed by the local Civil Service Commission and the remaining half by the police department.
4. Psychological Screening - All police departments should screen applicants for racial bias and sadistic tendencies.
5. Recruitment Methods -
 - a. Brochures and printed literature must include pictures of Negro and Latin-American officers. They must also include the fact that the department is an "Equal Opportunity Employer."
 - b. Departments must more aggressively seek Negro and Latin-American applicants. They must pass out publicity material in the minority community, send integrated teams of officers or an officer and a minority citizen to visit with potential young men in their homes. They must not wait for these applicants to come to them; they must go out after them.

- c. The Chief of Police must utilize local minority citizens by organizing a Citizens' Advisory Committee composed of leaders representative of all the groups and organizations in the minority community. This Advisory Committee could also assist in other needed areas.
- d. The Departments must shorten the time from application to acceptance or rejection of the applicant.
- 6. State and/or federal money must be obtained to give pre-service training to those who fail the written test but otherwise qualify for police service.
- 7. Local Civil Service Commissions to Take an Active Role in the Recruitment and Hiring of Police Officers - The local Civil Service Commissions on the whole have turned over the hiring process to the local police departments. The Civil Service Commission should assume more responsibility in the administering of the tests, evaluating of background investigations, and oral interviews. The Civil Service procedures should provide for the right of an applicant who is rejected by the police department to appeal his rejection to the Civil Service Commission.

B. PROMOTION OF MINORITY OFFICERS TO COMMAND POSTS

Police Departments must promote capable Negro officers into positions of leadership. This would require a reevaluation of promotional policies that specify a number of years in service before eligibility for promotion. This system has prompted capable men, white and black, with ambition, to leave police service for fields where promotions are more realistically obtainable.

C. SUPPORT THE CIVIL RIGHTS COMMISSION IN ITS EFFORT TO GET AFFIRMATIVE ACTION

The Governor should use his office to give support to the Civil Rights Commission in their effort to get police departments to set up Citizen Complaint procedures, police-community relations programs, and the recruitment of minority police officers.

D. ENCOURAGE POLICE DEPARTMENTS TO HAVE ADEQUATE LAW ENFORCEMENT PROCEDURES

Police Departments need to review their procedures to be sure they are adequate and that less is left to the discretion of the officer. The procedures need to cover such areas as:

- 1. Use of courtesy titles.
- 2. Use of force.
 - a. When to use force.
 - b. Use of deadly force on fleeing felons.
 - c. Use of mace and other similar devices.
- 3. Arrest procedures.
 - a. Informing arrested persons of charges.
 - b. Informing arrested persons of rights.

E. THE STATE POLICE

Much effort and some progress has been made in attempting to hire Negro troopers. Such efforts as the current one to assist Negroes to pass the entrance examination need to be expanded; and the screening process, while