

through its actions demonstrate to the public that it is a professional organization devoted to fair treatment of all. Only in this way can it claim and continue to gain the respect and cooperation of the total community.

#### IV. PROMOTIONS

##### *Conclusions*

(1) During the period the committee has been in existence, the complaint most often lodged against the system of promotions has been in regard to service ratings. The claim is made that if, for any reason, an individual's commanding officer seeks to deny a promotion, he can do so by giving an unfair service rating. In order to evaluate the fairness of a service rating, one would have to know the individual rated and his work record, as well as the officer giving the rating and how he rated other men in comparison.

(2) It is difficult, however, to convince the public that no discrimination exists in the promotion of personnel since no Negro has in recent years held a position higher than the rank of sergeant. Some groups point to the many years Negroes have served on the force and claim that promotions have been withheld even when individuals have done very well in the written examination.

(3) Although there are avenues of appeal open to individuals who feel they have not been given a fair rating, it is a common observation that such avenues of appeal are seldom if ever used.

(4) The feeling that there is not equal opportunity for promotions in the department has a bad effect on the morale of personnel and inhibits rather than encourages them to perform to the utmost of their abilities. This feeling in the community also discourages the number of qualified men willing to enter police service since men of high qualifications do not want to be limited to the lower positions in the department.

##### *Recommendations*

(1) In order to eliminate the feeling that partiality exists in promotions, department officials must assure the public as well as all individuals in the department that good performance will be recognized and promotions given without regard to race, creed or nationality.

(2) All individuals regardless of race, creed, or nationality who have demonstrated that they are of command caliber should be given opportunity for a wide variety of assignments and responsibilities in order to give them the necessary experience and opportunity to make their maximum contribution to the department and the community.

(3) All individuals who have taken a promotional examination should be notified in writing regarding their comparative success in all areas considered and all individuals who failed to qualify should likewise be informed of their specific areas of weakness.

#### V. PUBLIC RELATIONS

##### *Recommendations*

(1) The committee recommends that the department make its policies of fair and impartial treatment of all individuals, groups and organizations clear to both the public and department personnel. Such statements of policy must be concerned with the civil rights of individuals, public accommodation laws and proper investigation and arrest procedures. Police officials, in their many contacts with men in the department and individuals and groups in the community, should be continually mindful of the opportunity to discuss these policies in order not only to inform the public but also to make these policies perfectly clear to police personnel. These policies should be so definite and unequivocal that any command officer can meet with any group in the community to discuss these matters. Where individual departures from these departmental policies occur, they should be publicly acknowledged and corrected. The soundest public relations course is to recognize that situations involving improper police action may occur, but that the department will neither condone nor tolerate such action.

Preventive action by the department is much more effective in creating good public relations than anything that might be done after an incident between the police and citizens has occurred. The public must be assured, however, that improper police performance will be dealt with promptly and with adequate severity by departmental action.

(2) The committee recommends that the department consider a public-relations program portraying police services to the community. This program