

Document Begins

MEMO

TO: Dr. Kornegay  
Executive Director  
Detroit Urban League

FROM: John Lewis  
Acting Intergroup  
Relations Director

DATE: May 31, 1973

RE: Police Proposal

Attached are copies of the police proposal. The corrections which were indicated by Mr. Lang have been made.

The proposal can now be presented to Reverend Allen.

**Detroit Police Department  
Applicant  
Preparatory Training Program**

**Proposal Submitted By**

**The Detroit Urban League  
Greater Opportunities Industrialization Center  
of Metropolitan Detroit**

PROPOSALI. Introduction

The present attrition rate as a result of retirement, its promotion, termination, and other job opportunities for the Detroit Police Department will necessitate the hiring of fifty policemen per month for the next two years. The Detroit Police Department has taken the position of making its staff more representative of the population that it is commissioned to serve. Its past record has indicated that many of its minority citizens cannot or have not passed the written or psychological examinations. This has caused the Detroit Police Department to seek help in hiring minorities.

This help is being sought from the Greater Opportunities Industrialization Center of Metropolitan Detroit which is a comprehensive manpower training program, the Detroit Urban League, the Michigan Department of Education, Division of Vocational Rehabilitation, and the Detroit Police Division of Recruitment and placement.

### 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 the Detroit Urban League's original 1958 study, its 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 the Detroit Urban League, 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 Detroit Police Department more representative of the minority population. The Detroit Police Department has set a hiring goal of 45% minority employees by 1980. An extensive recruitment program has been developed by the Detroit Police Department to interest minority applicants in selecting police work as a career. 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 Detroit Police Department. 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 for other reasons.

Analysis of police statistics reveal that historically many blacks have been rejected because they failed the written exams.

Table I taken from the Urban League Police Report, Employment Progress of Black Officers in the Detroit Police Department, October 24, 1972, indicates the number of blacks who failed the written test. This trend occurred in 1963 and it has continued to the present

TABLE I. ANALYSIS OF RECRUITMENT FOR PATROLMEN

	Disposition of Applicants			
	1963 Total*	Total	1971 White Black	
Total Applicants	4,106	8,107	4,472	3,625
Total Accepted	217	656	486	170
Total Applicants Rejected	3,889	7,451	3,986	3,455
Prewritten Rejections	2,543	4,647	2,610	2,037
Age	438	141	81	60
Education	459	588	353	235
Residence	52	167	76	91
Height	**1,045	426	236	190
Weight		654	386	268
Medical	242	95	65	30
Police Record	124	158	82	76
1 Year Draft Status		746	369	377
No Valid Driver's License		382	130	252
Still in Military		7	5	2
Traffic Record		218	105	111
Vision		767	552	215
Not Ready for Exam		131	80	51
Miscellaneous	183	167	88	79
Written Examination Rejections	790	1,407	510	897
Failed Written Exams	477	755	233	522
Failed to Appear for Written Exam	313	652	277	375
Physical Examination Rejections	74	744	488	290
Failed to Appear for Physical Exam	18	619	397	222
Failed Physical Exam	56	155	87	68
Post Physical Examination Rejections	114	623	443	180
Withdrew	13	290	226	64
Failed to Appear for an Oral Exam	3	18	15	3
Oral Examination Rejections	68	139	105	34
Investigation Rejections	30	176	97	79

\*\* height & weight combined in 1963

\* In 1963, the rejection of applicants who applied to join the police force was not kept by race. However, the racial count is listed under 1971 column. 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.

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The DUL believes that it can assist the Detroit Police Department in improving 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 Detroit Police Department written examinations and to successfully complete all department requirements in order that they may become employed as patrolmen by the Detroit Police Department. 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 Detroit Police Department for entry level employment.

The Detroit Urban League in conjunction with the Greater Opportunities Industrialization Center 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 Detroit Police Department 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 enables him to pass the Detroit Police Department written examination.

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2. Demonstrate basic ability to successfully complete an oral examination as administered by the Detroit Police Department. The oral examination attempts to 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 Detroit Police Department
  - C. Explain principles of law enforcement
  - D. Demonstrate acceptable attitude and interest in police work
  - E. Indicate satisfactory employment history
3. 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 they will report promptly for Detroit Police Department testing, physical examinations, and interviewing.
5. Present an arrest record free of felony convictions.

#### Program Operation

It is proposed that the program operate for one year. During the year, four three-month classes would be operated. One class would be located at the GOIC Center on Grand River and two classes will operate at the Detroit Urban League Neighborhood Center located on Oakland Avenue. Classes will be conducted in the evening and will last from three to four hours and if there is the demand, classes will be held at the League Office at 208 Mack Avenue. 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 candidates.

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### Detroit Police Department Input

Although it was indicated earlier that the proposal would be implemented through the collective efforts of the Detroit Urban League, GOIC the input of the Detroit Police Department, of course, is vital to the success of the program.

The Detroit Police Department 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 Detroit Police Department were successful applicants for reasons which in the considered opinion of the Detroit Police Department can be corrected. The Detroit Police Department 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 Detroit Police Department shall provide information and direction concerning departmental qualifications, instructional material, field trips, etc. The Detroit Police Department 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

Past experience of the Detroit Urban League in conducting police preparatory programs indicate that a successful police preparatory training program must include participation in the following areas:

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## Police Preparatory Training Program

- A. Recruitment and Public Relations
- B. Pre-Screening and Orientation
- C. Classroom instruction and preparation
- D. 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 the use of a chart.

	DPD	DUL	GOIC	Mich. Dept. of Educ.
Recruitment				
Pre-Screening		X		
Orientation		X	X	
Instruction		X	X	
*Oral Interview				X
Counseling & Follow-Up		X	X	
Evaluation		X	X	
Field Trips	X		X	

\*Interviews conducted by persons trained in personnel work

### Recruitment

The first step necessary in producing more black police officers is producing more black candidates. First, the Detroit Police Department will submit a list of potential applicants from their files of rejected applicants. The Detroit Urban League must lend support to the Detroit Police Department 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 Detroit Urban League and the Detroit Police Department in which potential candidates will be recruited and scheduled for block interviews given by the Detroit Police Department 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 the Detroit Police Department in the development of advertising and promotions, liason with community organizations, etc. The basic assumption 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.

Arrangements will be made for trainees to undergo a physical examination. The Michigan Department of Education 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 hernias, eye glasses, etc.

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During the screening process each participant of the program will be assigned to a counselor. Individuals and group counseling sessions will be arranged for the enrollees to determine whether or not the enrollees have any special problems which could be solved by the counseling staff. Applicants will be asked if they have a criminal record. In certain areas 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' driving 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 interfere with his 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 approach, source material related to the actual work performed by officers during their daily activities will be utilized. In addition, material in sociology and psychology will be utilized especially as it is related to delinquency and ethnic groups life styles and behavior. To the extent possible, material related the the technical aspects of police work 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.

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Persons trained in personnel work 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 serve 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 Detroit Urban League shall designate staff counselors to provide counseling and supportive services to those recruits who are considering dropping out of the program. The Detroit Urban League shall notify by letter those applicants who are to appear for physical examinations 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 Detroit Police Department can be more effective in convincing applicants to remain enrolled 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.

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However, the program sponsors have observed that this pattern will not be subsequently altered until appropriate changes are made within the Detroit Police Department to change procedures relative to the processing of complaints against the department. Furthermore, the Detroit Police Department must be willing to admit its wrong-doings 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 examination. Enrollees 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 Detroit Urban League police study 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.

Follow-up will further include a record of:

- (1) The total number in training
- (2) The total number that pass
- (3) The total number that fail
- (4) Interview of failures to ascertain reasons for failure and retraining potential
- (5) Interview of faculty to ascertain reasons for success and failure

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 supervision, 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 shown here, either with the black recruits available or with the Detroit Police Department itself. The Detroit Urban League 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 those problems within the Detroit Police Department which negatively affect the recruitment of black officers, and will make recommendations for changes to the Detroit Police Department for its consideration and implementation.

<u>Equipment</u>	<u>SPONSOR SHARE</u>	<u>PROGRAM COST</u>
One electric typewriter	\$ 550	\$ 550
4 desks \$114 each		460
2 secretary desks \$150 each		300
2 chairs \$39.50 each		80
4 chairs \$67.50 each		270
14 chairs \$19.00 each		270
calculator victor MI-72-85-54		350
repair service		380
movie projector, visual aides		300
4 file cabinets - 4 drawer \$60, 2 drawer \$56		270
Subtotal	\$ 550	\$ 7,075
<u>Office space</u>		
rent and utilities		3,000
Renovation, janitorial service		4,050
DUL \$2,000		
GOIC \$2,052		
Subtotal		\$ 7,050
<u>Other direct costs</u>		
copier paper		300
desk top supplies and instructional material (textbooks) telephone, postage, bank costs printing costs		1,000
		1,000
*Consultant fees (\$4,000-5,000)		5,000
Physical examination (in-kind costs MCHRD)		
DUL will check blood pressure of all trainees - \$15 per examination x 300 trainees	4,500	
Total cost of project	\$23,050	\$26,400

\*Consultant agencies will be paid for service to the program. Consultants will assist in the development of pre-screening orientation and evaluation aspects of the program. Persons skilled in personnel work will give assistance in conducting oral interviews of trainees.

\*Equipment purchased for this project becomes the property of the sponsors. Unexpended funds will be returned to the funding agent.

Staff and Budget

Implementation of this program requires funding for staff, administrative and project costs. Full time and part time employees will be hired to implement the program. In addition in-kind services and 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>
Administrative - staff of DUL 30%		
Project Administration, \$18,000 to \$20,000	\$13,000 to 15,000	\$5,000
Fringe Benefits 17%		850
In-Kind VSD Counselor at 30% time \$9,000	3,000	23,000
(2) Counselor/Coordinators \$10,000 to 11,500 each		3,910
(2) Teachers or 4 part-time teachers salary \$10,000 to 10,900		21,800
		3,710
Bookkeeper-Clerical (perform services for DUL-OIC) \$7,800 to 8,800		8,800
Fringe Benefits 17%		1,020
Receptionist/Clerical (OIC)		2,650
Fringe Benefits 17%		450
Subtotal	\$18,000	\$71,190.00
<u>Travel</u>		
Transportation costs for trainees (bus fare)		200.00
Field trips		800.00
Staff 11 cents per mile		400.00
Subtotal		\$ 1,400.00

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