

MANPOWER

Despite a rapidly accelerated increase in crime, the Detroit Police Department has been short of its authorized strength for the past 10 years. In terms of minority group representation, the Department has increased its black officers from approximately 2-1/2 percent in 1966 to slightly more than 10 percent at the close of 1969.

The Committee agreed that the issue of increased minority group representation in the Detroit Police Department was an important consideration in the manpower crisis. It has been projected that 1,600 officers will be eligible for retirement within the next six years and that the current rate of voluntary retirements will create a manpower deficit of over 2,000. This alarming statistic makes no allowance for an increase in the present authorized strength of the Department.

It has been estimated that Detroit's black population is approaching 47 percent, and the Detroit Police Department has been asked to accelerate its recruitment efforts to obtain more blacks and other minority group applicants. An analysis of 1969 recruitment statistics, supplied by the Detroit Police Department, shows that 47 percent of the total applicants that year were black. (Exhibit D)

The fact that 47 percent of all police applicants in 1969 were black shatters the myth that the black community is less interested in law enforcement and destroys a conclusion, held by some, that blacks are less interested in a police career.

Retiring officers often have accumulated leave time and take this leave prior to retirement. They are still carried on the active roll, which prevents

the hiring of a replacement. The Detroit Police Department is, therefore, constantly under authorized strength. In addition, Academy training and other factors operate to limit the number of officers ready and available for duty. Additional manpower should be furnished to compensate for these factors, permitting a total force as close to the authorized budgeted strength as possible.

Immediate steps should be taken to determine the specific number of policemen required to provide protection for our city. In the interim, we should begin to hire beyond the present authorized strength to anticipate known retirements and potential increases in authorized strength.

Recruitment Advisors

The present recruiting methods can be materially improved by the addition of advisors who would act in a supportive manner to the applicant. Interviews with young police applicants produced statements that outstanding traffic violations or other minor police contacts prevented them from continuing with applicant processing. It was felt by these young men that it was unfair to check outstanding traffic violations at the point where an applicant first appears at the Recruitment Office. In some cases, otherwise eligible young men with an interest in becoming police officers do not apply for fear of being detained because they are unable to pay for outstanding violations.

Some young men commented that they are treated harshly by the staff at the Recruitment Office. The manner in which recruitment personnel spoke to the applicant was seen by him to be hostile or in a tone that did not place

the candidate at ease. Some police applicants commented that they had no one to turn to when a problem arose. In some cases, black applicants felt there was discrimination based on their race, and other comments suggested that the recruitment staff was not particularly interested in helping the applicant become an officer.

It cannot be conclusively proven if all the statements have their basis in fact. However, the Committee felt that specially-trained personnel should be assigned to the Recruitment Office. They should be well equipped to deal with applicants in a manner that places them at ease. Further, it should be made clear to the applicant that personnel are there to help him and can be privately consulted when problems arise during the recruitment process. Such personnel should clearly be advocates for the applicant and assist during the process of pre-appointment screening.

Attracting Minority Applicants

The appointment of trained and qualified advisors will have a long-range impact on the recruitment of minority group applicants. Friendly, courteous and helpful assistance rendered by advisors will begin to filter into the minority community and increase the number of applicants interested in a police career.

Most major businesses have qualified staff who could be consulted and who would volunteer their services to train and equip recruitment staff to perform in a manner that would provide the friendly atmosphere desired.

The advisors could also be useful in attending various community events, meetings, functions and visitations to college campuses to discuss the desirability of a police career and attract qualified candidates.

Based on the information available and the particular concern that minority group representation in the Police Department be increased, it was strongly felt that the proper response to applicants, the creation of a friendly and congenial atmosphere and the specialized training of a recruitment staff would, in the long run, improve the quality and number of both black and of white applicants.

Personnel assigned to receive police applicants must be selected and trained to perform as advisors who can welcome courteously, advise intelligently and encourage the candidate.

Personnel assigned to the Recruitment Center (2424 West Grand Boulevard) should include civilians as well as police officers, with substantial black representation.

Special recruitment emphasis should be placed on increasing black representation in the Detroit Police Department. The successful recruitment program spearheaded by the Greater Detroit Chamber of Commerce in 1968 should be updated and reinstated.

Applicant Processing

In 1968, a special task force was appointed by the Mayor of Detroit to review and recommend changes in police recruitment practices that would produce more applicants, particularly minority group candidates. The findings and recommendations of the task force report suggested that the test battery was not valid and eliminated individuals from further processing.

In 1969, the Detroit Police Department appointed only 13 percent of the total applicants appearing at the Recruitment Center. This means that the

Center had to process eight applications for every acceptance. A review of the recruitment procedures shows that many applicants are rejected preliminarily for such reasons as age, below minimum height standards, 1-Y draft classifications, residency requirements, and not having a valid Michigan operator's license.

After preliminary screening, candidates are approved to take the written exam. A substantial number of minority group candidates and white applicants are eliminated from further processing because they fail the written exam.

A passing exam score permits the applicant to be scheduled for a physical examination. If he successfully clears the medical exam, he is placed under background and character investigation. Once cleared by the character investigation, he is scheduled for an oral exam before a panel of officers. Approval of the oral board qualifies the applicant for appointment and assignment to the Police Academy as a student officer.

Testing Procedures

The question of an appropriate testing procedure was sharply brought into focus upon analysis of recruitment statistics compiled by the Detroit Police Department in 1969. Minority group applicants during 1969 represented 47 percent of the total group. Approximately 64 percent of the black candidates taking the test battery failed to achieve a passing score. This failure prevented their proceeding further with applicant processing. Statistics show that three times as many blacks failed the written exam as did their white counterparts. (Exhibit E)

It should be pointed out that the development of an accurate and predictive test battery has been a concern of the Detroit Police Department for some time.

Senior officers have expressed the desire to develop a procedure that would improve the selection process, guarantee fairness and also increase the minority group representation in the Department. It is felt that the willingness of the Department, together with the experience of interested groups and agency representatives, can be brought together to develop the kind of procedure that would meet the long range needs of the Detroit Police Department and eliminate the suggestions of bias or unfairness directed toward present testing procedures.

Based upon the findings of the 1968 Recruitment Task Force study, it was concluded that the testing battery used in 1968 was not necessarily a valid instrument and that efforts should be taken to develop a testing procedure that is predictive of successful police performance and accurately measures the qualifications or potential of any police candidate. The Chicago Police Department, using a grant from the Department of Justice, developed a testing procedure that might be adapted to the Detroit situation. While the results of the Chicago effort do not exactly parallel the facts of the Detroit situation, it was felt that a panel of recognized authorities in the testing field should be convened to develop a testing procedure that could be validated in Detroit.

It would also be valuable to consider not only written test indicators, but the development of psychological indicators that would assist in selecting the best qualified applicant and give some assurance of the maturity and social attitudes of a police candidate. Whatever procedure is finally developed, there is strong indication that the test is but one factor in the total evaluation of any candidate. A number of Committee members questioned whether a failing score on a test should disqualify any candidate from further applicant processing.

Senior officers responsible for the recruitment activity indicated a willingness to change current procedures without lowering professional standards. To date, this effort has been blocked by disagreements as to what testing and psychological methods should be employed and further difficulty in obtaining funds to design and validate a new method for screening and testing applicants.

A distinguished panel of experts, in cooperation with other interested Detroit community groups and agencies, should be convened within the next three months to design and implement a testing procedure.

Selection procedures should be reviewed on a continuing basis. A test and psychological battery that is predictive of success on the job as a policeman should be designed. New developments in the personnel testing field, as well as alternatives recommended by other study groups, should be tried in Detroit. The best and most successful methods known, those that neutralize possible "cultural biases," guarantee absolute fairness, and provide a more accurate gauge of the candidate's potential for police work, should be investigated. (In process.)

Recruitment Center

To improve the facilities at the Recruitment Center at 2424 West Grand Boulevard, attention was given to some minor matters, easily correctible, but important. The present facility is ideally located and large enough to accommodate police applicants. Several ideas were suggested to improve the physical surroundings and provide greater comfort and privacy for police candidates.

Insure continued use of the present Recruitment Center, with its desirable location, parking facilities and floor space, by undertaking an extended leasing arrangement.

Remodel the Recruitment Center's reception area to make it more suitable for recruitment purposes and to give applicants reasonable privacy during their employment interviews.

Improved Recruitment Procedures

In 1968, the Mayor's Task Force on Recruitment recommended that the recruitment function handled by the Detroit Police Department be changed in several respects. These suggestions were based on statements from the black community questioning the fairness and treatment of black applicants. The Task Force suggested an integrated recruitment staff, not necessarily under the direction of a police officer. Recommendations were made to change recruitment procedures that could reduce negative impressions in the black community.

The Committee acknowledged that since 1968 there has been a significant increase in minority group applications for the Police Department as well as a striking percentage increase in the number of blacks appointed to the Detroit Police Department. During this same period, staff at the Recruitment Center has considered and implemented some of the suggestions and recommendations of the Mayor's Task Force on Recruitment. Discussion with senior police command revealed that other changes were in process that would improve the quantity and quality of all applicants.

Residency Rule

The Committee recognized that national recruitment trends permit the hiring of policemen who have not established local residency prior to hire.

Michigan law prohibits the hiring of non-Michigan residents. The Committee agreed that for the present the Michigan residency rule be followed.

With regard to the Detroit residency rule, cases are presently in court testing the provision that requires police who are non-Detroit residents to move into the Detroit city limits and establish residency within one year. Since this matter is currently before the court, the Committee did not wish to comment.

Campus Recruitment

The Detroit Police Department should adopt the technique used by business corporations to recruit on college campuses. This approach can result in the attraction of educated young men, formerly negative to the idea of pursuing a police career.

Crucial to a successful campus appearance is the selection and training of recruiters who can appeal to the social idealism of young adults. They must articulate the interesting and often exciting content of police work while underscoring the opportunity to assist people in trouble. A number of colleges have permitted police departments to give their written exams on campus and have cooperated in arranging personal interviews and providing other assistance

Establish a police recruitment program on college campuses in Michigan. Identify, select and train specialized recruitment staff for this assignment.

Attracting Servicemen

Another recruitment source for police applicants is soon-to-be-discharged servicemen. The Federal government presently approves early release for

servicemen anxious to pursue a police career. In addition, monthly stipends are available to assist the veteran during his first year in police training.

The National Urban League has attempted to contact servicemen regarding the possibility of pursuing a police career. In Detroit, this program has had limited results to date. Part of the problem relates to the difficulty of obtaining the name of a returning Michigan veteran in sufficient time. If police recruiters wait too long, eligible veterans select other career fields upon discharge.

Support was given to immediate efforts by the Detroit Police Department to secure the assistance of Michigan's Congressional Delegation. Efforts to advise eligible Michigan discharges of the opportunity to select a police career, well in advance of their discharge date, might increase and improve the pool of qualified applicants.

Ask Michigan's Congressional Delegation, both U.S. Senators and Congressmen and Congresswoman, to obtain a list from the Pentagon identifying servicemen six months prior to their discharge date. Appropriate materials should be forwarded to Michigan servicemen advising of the benefits of a police career; that monthly stipends are available during police training, and that governmental programs are available for continued education and police training at no cost to them. Vigorous recruitment efforts by the Detroit Police Department should be directed toward these eligible men.