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A VALIDITY STUDY OF
POLICE OFFICER SELECTION,
TRAINING AND PROMOTION

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VOLUME III

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PREFACE

This report describes a comprehensive study of the City of Houston Police Department's selection, training, and promotional procedures. The report is divided into nine volumes as follows:

- Volume I Research Overview, Summary and Bibliography for the Validity Study of Selection, Training and Promotion within the Houston Police Department
- Volume II Analysis of the Labor Force Composition within the Recruiting Area of the Houston Police Department
- Volume III Adverse Impact Analyses of the Selection, Training, Assignment and Promotion Procedures of the Houston Police Department
- Volume IV Job Analysis of Positions within the Houston Police Department
- Volume V Evaluation of the Selection Requirements of the Houston Police Department
- Volume VI Validation of the Physical Requirements for the Selection of Police Officers
- Volume VII Validation of the Personal Background Requirements for the Selection of Police Officers
- Volume VIII Evaluation and Validation of the Houston Police Department Academy and Probationary Training Period
- Volume IX Validation of the Houston Police Department Promotional Process

While each volume is intended to stand alone as a unified component of the study, much of the data is referred to in several volumes, but presented in detail in only one volume. For example, the job analysis data reported in Volume IV

served as a foundation for the research described in Volumes v through IX. Consequently, at times the reader will need to refer to two or more volumes to obtain a comprehensive understanding of a specific component of the research.

It is expected that this report will be read by individuals who have a wide range of familiarity with the technical nature of the research study. Consequently, the authors have attempted to provide sufficient explanations of research methodology, statistical analyses, etc., to facilitate understanding by readers who do not have formal training or experience in the applied demographic and psychological research disciplines. At the same time, however, the authors have included appropriate technical information in the report, whereby professionals experienced in demographic and validation research can review the work of the research team.

Appendix A of Volume I is a comprehensive bibliography. The bibliography also contains detailed descriptions of reference materials cited or quoted (referred to by author and date) throughout all volumes of the report.

VOLUME III

ADVERSE IMPACT ANALYSES
OF THE SELECTION, TRAINING,
ASSIGNMENT AND PROMOTION PROCEDURES
OF THE HOUSTON POLICE DEPARTMENT

TABLE OF CONTENTS

	<u>Page</u>
CHAPTER 1. INTRODUCTION	1
CHAPTER 2. IMPACT OF RECRUITMENT AND SELECTION PROCEDURES ON THE COMPOSITION OF THE CURRENT CLASS A WORK FORCE	7
CHAPTER 3. IMPACT OF SELECTION PROCEDURES ON JOB APPLICANTS	16
CHAPTER 4. DETAILED IMPACT OF INITIAL SCREENING AND SELECTION STAGES	30
CHAPTER 5. ADVERSE IMPACT ANALYSES OF PHYSICAL REQUIREMENTS	48
CHAPTER 6. ADVERSE IMPACT ANALYSES OF PERSONAL/BEHAVIORAL CHARACTERISTIC REQUIREMENTS	56
CHAPTER 7. IMPACT OF JOB ASSIGNMENT PROCEDURES	61
CHAPTER 8. IMPACT OF THE PROMOTIONAL PROCESS	70
CHAPTER 9. SUMMARY OF ADVERSE IMPACT ANALYSES	96
APPENDIX A. HOUSTON POLICE DEPARTMENT STRENGTH REPORT BY RACE AND SEX, SEPTEMBER 12, 1975	
APPENDIX B. COMPOSITION OF APPLICANTS APPROVED FOR ACADEMY CLASSES 72 THROUGH 76	
APPENDIX C. APPLICATION FOR EMPLOYMENT WITH THE CITY OF HOUSTON	

APPENDIX D. REQUIREMENTS FOR APPLICANTS FOR CLASSIFIED POSITIONS IN THE HOUSTON POLICE DEPARTMENT

APPENDIX E. HOUSTON POLICE DEPARTMENT PHYSICAL AGILITY TEST FORM

APPENDIX F. HOUSTON POLICE DEPARTMENT ADDITIONAL INFORMATION QUESTIONNAIRE

APPENDIX G. CITY OF HOUSTON REPORT OF MEDICAL EXAMINATION

APPENDIX H. FORMAT FOR CODING HOUSTON POLICE DEPARTMENT APPLICANT DATA

APPENDIX I. DEFINITIONS OF TERMINATION FACTORS USED IN THE APPLICANT RECORDS CODING PROCESS

APPENDIX J. APPLICANT FLOW BY RACE AND SEX

APPENDIX K. CHI-SQUARE RESULTS FOR THE ADVERSE IMPACT ANALYSES OF APPLICANT FLOW BY SELECTION STAGE

APPENDIX L. CHI-SQUARE RESULTS FOR THE ADVERSE IMPACT ANALYSES OF THE HEIGHT AND WEIGHT REQUIREMENTS

APPENDIX M. PERSONAL/BEHAVIORAL FACTORS IN APPLICANT REJECTIONS BY RACE AND SEX

APPENDIX N. CHI-SQUARE RESULTS FOR COMPARISON OF RATES OF REJECTION FOR PERSONAL/BEHAVIORAL CHARACTERISTICS BY RACE AND SEX

APPENDIX O. FORMAT AND CODES FOR COLLECTION OF "TRACKING SYSTEM" DATA

APPENDIX P. REPORT OF EMPLOYEE PERFORMANCE RATING

CHAPTER 1

INTRODUCTION

One of the primary objectives underlying the conduct of the overall research study for the Houston Police Department has been the completion of comprehensive adverse impact analyses of the Department's selection, training and promotional processes. Adverse impact analysis has its foundation in several sources including Title VII of the Civil Rights Act of 1964, as amended; various guidelines issued by the Equal Employment Opportunity Commission (EEOC) and the Office of Federal Contract Compliance (OFCC); and a variety of court decisions (Taylor, 1976) beginning with Griggs et. al. vs. Duke Power Company. The most recent guidelines relative to the definition, computation and interpretation of adverse impact analyses have come from the OFCC Testing and Selection Order Guidance Memorandum No. 8, July 24, 1974, the latest draft guidelines of the Equal Employment Opportunity Coordinating Council (EEOCC) published in the Federal Register, Volume 41, No. 136, July 14, 1976, and the Federal Civil Service Commission Guidelines (Federal Register, Volume 41, No. 227, November 23, 1976). Accordingly, these references have guided the conduct of the adverse impact analyses reported in this volume.

There are two primary reasons for conducting the adverse impact analyses presented in this volume. First, the results of such analyses pinpoint components of the Houston Police Department's employment-related processes that have differential impact and

which, as appropriate, might need to be remedied by some form of affirmative action. Second, the results of the adverse impact analyses identify the specific components of the various employment-related processes that should be job related and valid if that employment process is to be continued by the Department. Thus, in the current study the results of the adverse impact analyses had considerable influence on the design of the job relatedness and validity studies described in separate volumes of this report.

It should be mentioned that the adverse impact analyses of the various employment-related processes were conducted from a very broad perspective, as well as on a very detailed level that examined all specific reasons for acceptance (completion) or rejection. The conduct of these detailed analyses followed the latest EEOCC and U. S. Civil Service guidelines (July 14 and November 23, 1976) which provide that when "the total selection process for a job has no adverse impact, the individual components ... need not be evaluated separately for adverse impact. If a total selection process does have adverse impact, the individual components ... should be evaluated for adverse impact." However, at times the researchers have gone beyond the requirements set forth by the above guidelines. In particular, there are several instances in which a "total" process was found to have *no* adverse impact on a particular protected class. Even in these instances, the researchers continued with the more detailed analyses of "individual components", examining each for potential differential

impact on any subgroup. This was accomplished in order to provide the Houston Police Department with as comprehensive knowledge as possible about the impact of each individual component of the employment process is analyzed in this study.

Organization of this Volume

The organization of the adverse impact analyses presented in this volume follows a systematic examination of the Houston Police Department's employment practices, beginning with recruitment, selection and training, and proceeding to job placement, performance evaluation and promotion. Chapter 2 presents the analyses of the Department's current workforce in comparison to the composition of the labor force in the Department's recruiting area. Chapters 3 to 6 discuss the analyses made of the applicant selection process for commissioned police officers. Since the overall selection process consists of three major phases - screening and selection, Academy training and a six-month probationary training period - these phases were first analyzed on an overall basis (Chapter 3) and then in detail by selection phase (Chapter 4) and separately for individual physical requirements (Chapter 5) and personal characteristic requirements (Chapter 6). The adverse impact analyses of the job assignment or placement process (to determine if minority members of the Department's force were differentially assigned to certain divisions) is presented in

Chapter 7. Chapter 8 describes the adverse impact analyses of the Houston Police Department's officer performance evaluation and promotional process. Finally, Chapter 9 is an overall summary of the previous chapters.

Terminology

As used in this report, the term "differential impact" is defined as statistically different rates of completing a given employment practice (recruitment, screening, training, etc.) for the various sex or racial groups which compose that study sample. "Adverse impact" refers to statistically significant differences in rates of selection (completion) between "protected class" groups (i.e., females, Blacks or Hispanics) and the majority class group, with results favoring the majority class. Conversely, "disproportionate impact" refers to rate differences between "protected" and majority class groups which statistically favor a "protected group", [i.e., Whites or males have lower rates of selection (completion) than females, Blacks or Hispanics].

Analytical Procedures

The primary analytical procedure used to determine the occurrence of differential, adverse or disproportionate impact was the Chi-Square (χ^2) statistic. This statistic "tests" the differences between two or more sets of categorical data that are expressed in terms of nominal or ordinal measures. This statistic is

appropriate for determining whether members of different classes (i.e., the majority class vs. the protected class) differ with respect to their "success" or "failure" rates at any step of an employment-related process. In visual form, the general table below diagrams the data as required by Chi-Square:

	Majority Class	Protected Class
Successful	n_1	n_2
Unsuccessful	n_3	n_4

In the above diagram, n_1 , n_2 , n_3 and n_4 are the number of individuals observed in each cell. To conclude that there is no adverse impact is equivalent to saying that $n_1/n_3 = n_2/n_4$. Obviously, this equality will rarely hold when actual data are obtained, so a test has been devised to determine whether the equation holds "reasonably well". The Chi-Square test measures the degree to which the data agree with the "equality" equation.

Values of Chi-Square have been tabulated and by using such tables it is possible to obtain the probability that $n_1/n_3 = n_2/n_4$ given a set of actual observations. If this probability is sufficiently low, then the hypothesis that there is no adverse impact is rejected. A comprehensive discussion of Chi-Square may be found in Siegal (1956), Nonparametric Statistics for the Behavioral Sciences.

Statisticians have traditionally used a probability level of .05 as a decision point, i.e., if the probability is less than .05, then the hypothesis of no adverse impact is rejected. The .05 level of confidence has been established to evaluate the results of all Chi-Square analyses reported in this volume.

CHAPTER 2

IMPACT OF RECRUITMENT AND SELECTION PROCEDURES ON THE COMPOSITION OF THE CURRENT CLASS A WORK FORCE

Current Commissioned Work Force

The first analysis of potential adverse impact in the Houston Police Department's selection and employment procedures focused on analyzing the composition of the organization's Class A work force. Utilizing the Department's strength report of September 12, 1975¹ the protected class composition of the Department across all ranks and categories of commissioned Class A personnel was calculated and is reported in Table 1. (The original information that served as a source for this table is reported in Appendix A.) The data in Table 1 were utilized to compute indices of representation for each protected class group as reported in Table 2. These indices are a function of the proportions of the Department's Class A work force that are members of each protected class relative to the proportions of the labor force that are members of that protected class. The labor force proportions used in these analyses are estimates for the Houston Police Department's geographical recruiting area calculated by the research team for 1975 as presented in Volume II, Table 1 of this report.

¹This date was selected because it approximated the starting date of this project and generally corresponded to the timeframe associated with the analysis of the labor force composition given in Volume II.

TABLE 1
 PROTECTED CLASS WORK FORCE COMPOSITION
 OF THE HOUSTON POLICE DEPARTMENTS'S¹ CLASS A POSITIONS
 SEPTEMBER 12, 1975

TOTAL CLASS A PERSONNEL = 2486

<u>PROTECTED CLASS</u>	<u>NUMBER</u>	<u>PERCENT OF TOTAL</u>
Black	99	4.0
Hispanic	129	5.2
All Racial Minorities ²	229	9.2
Female	135	5.4
All Members of Protected Classes ³	331	13.3

1 See Appendix A for original source data

2 Includes Male and Female Blacks, Hispanics and one Oriental

3 Includes Female Whites plus all Blacks, Hispanics and one Oriental

TABLE 2
 WORK FORCE COMPOSITIONS AND
 PROTECTED CLASS REPRESENTATION INDICES
 FOR THE HOUSTON POLICE DEPARTMENT
 1975

<u>Protected Class</u>	<u>Recruiting Area Labor Force Composition¹</u>	<u>Houston Police Department²</u>	<u>Representation Index</u>
Black	15%	4.0%	.27
Hispanic	9%	5.2%	.58
Female	28%	5.4%	.19
All Members of Protected Classes ³	44%	13.3%	.25

¹Labor force proportions as reported in Volume II, Table 1 of this report.

²Houston Police Department proportions as reported for Class A officers in Table 1.

³Includes female Whites plus all Blacks, Hispanics and one Oriental.

If perfect employment parity had been achieved by the Houston Police Department, the representation index for each protected class would be 1.0. However, as reported in Table 2, the indices for each protected class are less than 1.0. Consequently, the commissioned work force composition of the Houston Police Department in terms of protected class proportions is not equal to the respective protected class proportion found in the labor force within the Department's recruiting area.

Recent Commissioned Employees

From the above data it is clear that past selection and employment procedures have resulted in a Departmental work force composition that is significantly different from the protected class representation in the recruiting area labor force. However, the above data do not reflect the results of recent employment practices. In order to test the fairness of current practices, the recruiting area labor force composition should be compared with the composition of applicants that have been approved for Academy training. These comparisons are presented in Table 3 and are given for two Academy Class groups. The first group consists of Academy Classes 65 through 71 which were comprised of applicants selected between May 1, 1974 and July 31, 1975. As indicated in Table 3 the Academy Classes had almost six percent more Whites than are found in the eligible labor force within the Department's recruiting area. Conversely, there were about 3½ percent less Blacks and two percent less

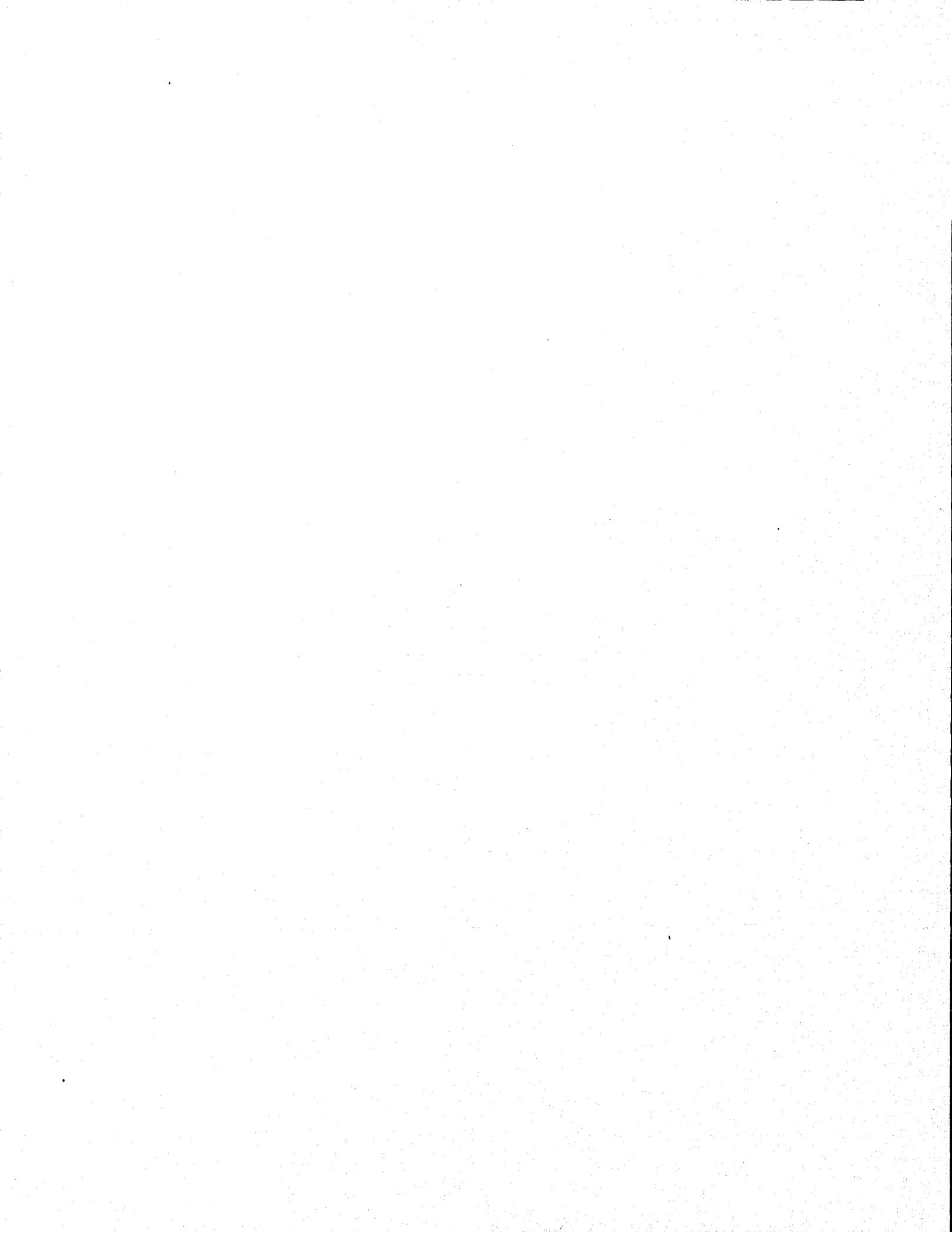


TABLE 3

COMPARISON OF LABOR FORCE AND ACADEMY CLASS COMPOSITIONS
FOR MEMBERS OF PROTECTED CLASSES

	1975 Labor Force Composition Within Recruiting Area ¹ (Percents)	Composition of Applicants Approved for Academy Classes 65 through 71 ² (Percents)	Composition of Applicants Approved for Academy Classes 72 through 76 ³ (Percents)
White	76	81.6	72.4
Black	15	11.5	15.8
Hispanic	9	6.9	11.8
All racial minorities	24	18.4	27.5
Males	73	78.3	97.3
Females	27	21.7	2.7
All members of protected classes ⁴	44	34.9	28.5

¹These data are given in Volume II, Table 1.

²The base data are given in Tables 7 and 8 of this report.

³The base data are given in Appendix B.

⁴Includes all Blacks, Hispanics and White females.

Hispanics represented in Academy Classes 65 through 71 than were found in the labor force. Also, there were about five percent fewer females among those approved for Academy training relative to the female composition of the labor force.

During the course of this investigation, the Houston Police Department expended considerable effort to recruit and employ racial minorities. The results of this effort also are reflected in Table 3 and are described by the racial distribution of applicants approved for the Academy Classes initiated since August 1975 (i.e., Academy Classes 72 through 76). Overall, these latest classes reflect a greater percentage of Academy-approved racial minorities than expected from the labor force in the Department's recruiting area. Thus, the Black representation in these Academy classes is slightly greater than the Black composition of the labor force; and the Hispanic Academy representation is 2.8 percent greater than the Hispanic proportion of the recruiting area labor force.

Consequently, on an overall basis since August 1975, the Houston Police Department has been able to recruit and select Academy classes with a racial composition equal to or greater than that of the area labor force. However, the one area in which the Department has experienced a decline in recent employment efforts is in the selection of female employees. Among the most recent Academy classes, females have been under-represented relative to the labor force by about 24

percent. Subsequent sections of this report will identify the reasons for the relatively low employment rate for females.

The foregoing discussion is summarized by the data reported in Table 4, which attaches statistical significance levels to the comparisons of the labor force composition with the Houston Police Department work force, with Academy Classes 65 through 71 and with Academy Classes 72 through 76. It was assumed that the labor force proportions represented a known universe, so that the null hypothesis that the representation of each protected class on the force and in the Academy equalled the representation of that protected class in the labor force could be tested.

Standard normal deviates (Z scores) were computed to test each hypothesis.² As shown in Table 4, representation on the force of each protected class was substantially lower than corresponding representation in the labor force. However, although representation of each protected class was still proportionately less than in the labor force for Academy Classes 65 through 71, only for Blacks was the difference statistically significant ($p < .05$). After making substantial efforts to recruit minorities (Academy Classes 72 through 76), representation of Blacks and Hispanics exceeded corresponding representation in

²The binomial distribution was approximated by the normal distribution; Z was calculated as $Z = \frac{O - nP_0}{\sqrt{nP_0(1-P_0)}}$, where O = observed number in protected class
n = total number
P₀ = proportion of protected class in labor force

TABLE 4

STANDARD NORMAL DEVIATES FOR THE COMPARISON OF PROTECTED CLASS REPRESENTATION
 IN THE LABOR FORCE WITH CURRENT HOUSTON POLICE DEPARTMENT WORK FORCE
 WITH ACADEMY CLASSES 65 THROUGH 71 AND WITH ACADEMY CLASSES 72 THROUGH 76

Protected Class	Houston Police Department Commissioned Work Force (September 1975)		Academy Classes 65 through 71		Academy Classes 72 through 76	
	Z Scores	Significance Level	Z Scores	Significance Level	Z Scores	Significance Level
Blacks	-15.69	p < .001	-2.01	p < .05	+3.85	-
Hispanics	-6.72	p < .001	-1.47	-	+1.79	-
Females	-24.52	p < .001	-1.74	-	-9.93	p < .001

the labor force. However, the representation of females in the latest classes dropped and was well below ($p < .001$) the proportion of females in the labor force.

CHAPTER 3

IMPACT OF SELECTION PROCEDURES ON JOB APPLICANTS

The next adverse impact analysis focused on the applicant selection process during a specified period of time. As previously indicated, the total selection process for commissioned law enforcement personnel in the Houston Police Department includes three major segments: 1) recruiting, screening and selection for entrance to the Academy; 2) graduation from the Department's Academy; and 3) successful completion of a six-month probationary period. In order to complete a comprehensive examination of all three phases of the selection process (and especially the employment screening phase), the period from May 1, 1974 through July 31, 1975 was selected for detailed data analysis. This time frame effectively included the application period for Houston Police Department Academy Classes 65 through 71. However, a few individuals who were accepted to Academy Class 65 had actually applied to the Department prior to May 1, 1974, and a few individuals who entered Academy Class 71 actually applied after July 31, 1975. Thus, there is a slight variation in the number of individuals in the baseline group between the initial screening and academy phases of the selection process.

Total Selection Process

The selection ratios for the number of applicants that apply for commissioned employment to the number of individuals who successfully complete the Department's six-month probationary period are reported in Table 5 by race and in Table 6 by sex.

RATIO OF APPLIED TO SUCCESSFUL
COMPLETION OF PROBATION BY RACE

	WHITE		BLACK		HISPANIC		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Applied for Commissioned Employment ¹	5,796	100.0	1,823	100.0	917	100.0	8,536	100.0
Successfully Completed 6 mo. Probationary Training ²	250	4.31	35	1.91	29	3.16	314	3.67

1 Applicants of May 1, 1974 through July 31, 1975

2 Graduates of Academy Classes 65 through 71

TABLE 6

RATIO OF APPLIED TO SUCCESSFUL
COMPLETION OF PROBATION BY SEX

	MALE		FEMALE		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Applied for Commissioned Employment ¹	6,179	100.0	2,357	100.0	8,536	100.0
Successfully Completed 6 mo. Probationary Training ²	297	4.80	72	3.05	314	3.67

1 Applicants of May 1, 1974 through July 31, 1975

2 Graduates of Academy Classes 65 through 71

As indicated by these data, the Houston Police Department has been highly selective among all classes of individuals, with only 3.67 percent of all applicants successfully completing the three phases of the selection process. Chi square analyses of the selection ratios yield the following results:

White vs Black	$\chi^2 = 22.06$	df = 1	p < .001
White vs Hispanic	$\chi^2 = 2.63$	df = 1	p > .10
Male vs Female	$\chi^2 = 12.66$	df = 1	p < .001

As indicated by the above analyses, and given a level of significance (α) equal to .05, during the timeframe to which these data apply, there was adverse impact upon Blacks and females, but *not* Hispanics, as a result of the Department's total selection process. Consequently, as provided for in the Equal Employment Opportunity Guidelines and following the precedence established by a number of related court decisions, further analyses of the specific selection processes are warranted to identify the source(s) of adverse impact. Specifically, the most recent guidelines provide that when adverse impact for a protected group has occurred in an overall employment related process, then the process should be examined in detail to identify the reasons for the adverse impact. Thus, while such an analysis probably is not *legally* required for Hispanics as a group (since there was no adverse impact against this class in the total selection process), data are nevertheless reported in subsequent analyses for all protected classes,

including Hispanics.

Phase 1: Initial Screening and Selection

The next level of analyses examined each of the three major phases of selection independently for adverse impact. The data reported in Table 7 describe the numbers and percents of individuals by race that applied for commissioned employment with the Houston Police Department between May 1, 1974 and July 31, 1975 and were subsequently accepted for Academy training. Similar data are given in Table 8 for male and female applicants.

It is important to note that the data reported in Tables 7 and 8 include both applicant rejections and voluntary withdrawals. Thus, while 74.33 percent of all applicants are rejected, another 20.77 percent voluntarily withdraw, and consequently only 44.90 percent of all applicants are accepted for Academy training. Furthermore, these rates of rejection and withdrawal are very similar for both majority and minority groups of individuals. Consequently, the percent of individuals within any particular classification that are actually approved for Academy training is somewhat similar, and ranges from 5.88 percent for Whites to 2.63 percent for Blacks. However, the different selection ratios do indicate adverse impact when a Chi-Square analysis ($\alpha = .05$) is used to compare the numbers of individuals selected to the numbers of applicants rejected for majority and minority groups. The Chi-Square results are as follow:

TABLE 7

RATES OF APPLICANT ACCEPTANCE FOR ACADEMY TRAINING BY RACE
(MAY 1, 1974 THROUGH JULY 31, 1975)

	WHITE		BLACK		HISPANIC		TOTAL	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Applied For Commissioned Employment	5,796	100.00	1,823	100.00	917	100.00	8,536	100.00
Rejected	4,249	73.31	1,398	76.69	698	76.12	6,345	74.33
Withdrawn Voluntarily	1,206	20.81	377	20.68	190	20.72	1,773	20.77
Accepted For Academy Training	341	5.88	48	2.63	29	3.16	418	4.90

TABLE 8

RATES OF APPLICANT ACCEPTANCE FOR ACADEMY TRAINING BY SEX
(MAY 1, 1974 THROUGH JULY 31, 1975)

	MALE		FEMALE		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Applied For Commissioned Employment	6,179	100.00	2,357	100.00	8,536	100.00
Rejected	4,561	73.81	1,748	75.68	6,345	74.33
Withdrew Voluntarily	1,297	20.99	476	20.20	1,773	20.77
Accepted For Academy Training	321	5.20	97	4.12	418	4.90

White vs Black	$\chi^2 = 30.80$	df = 1	p < .001
White vs Hispanic	$\chi^2 = 11.48$	df = 1	p < .001
Male vs Female	$\chi^2 = 4.71$	df = 1	p < .05

As indicated by the above results, there is adverse impact upon all three protected classes resulting from the Department's process of selecting applicants for Academy training.

Phase 2: Academy Training

The number and percent of individuals by racial group that are accepted, enter and subsequently complete the Academy phase of the total selection process are reported in Table 9 for members of Academy Classes 65 through 71. Similar results for males and females are given in Table 10. First it is noted that virtually all applicants that are accepted for training actually enter the Academy. However, once enrolled, almost 12 percent of all cadets resign for some personal reason. The resignation rate is lowest for Hispanics and highest for Blacks. Chi Square analyses ($\alpha = .05$) of the differential rates of resignation for Blacks relative to Whites, and females relative to males, yielded the following results:

White vs Black	$\chi^2 = 3.10$	df = 1	p > .05
Male vs Female	$\chi^2 = 3.36$	df = 1	p > .05

Accordingly, there are no significant ($\alpha = .05$) differences between majority and minority group members in their respective rates of Academy resignation (i.e., there is no adverse impact).

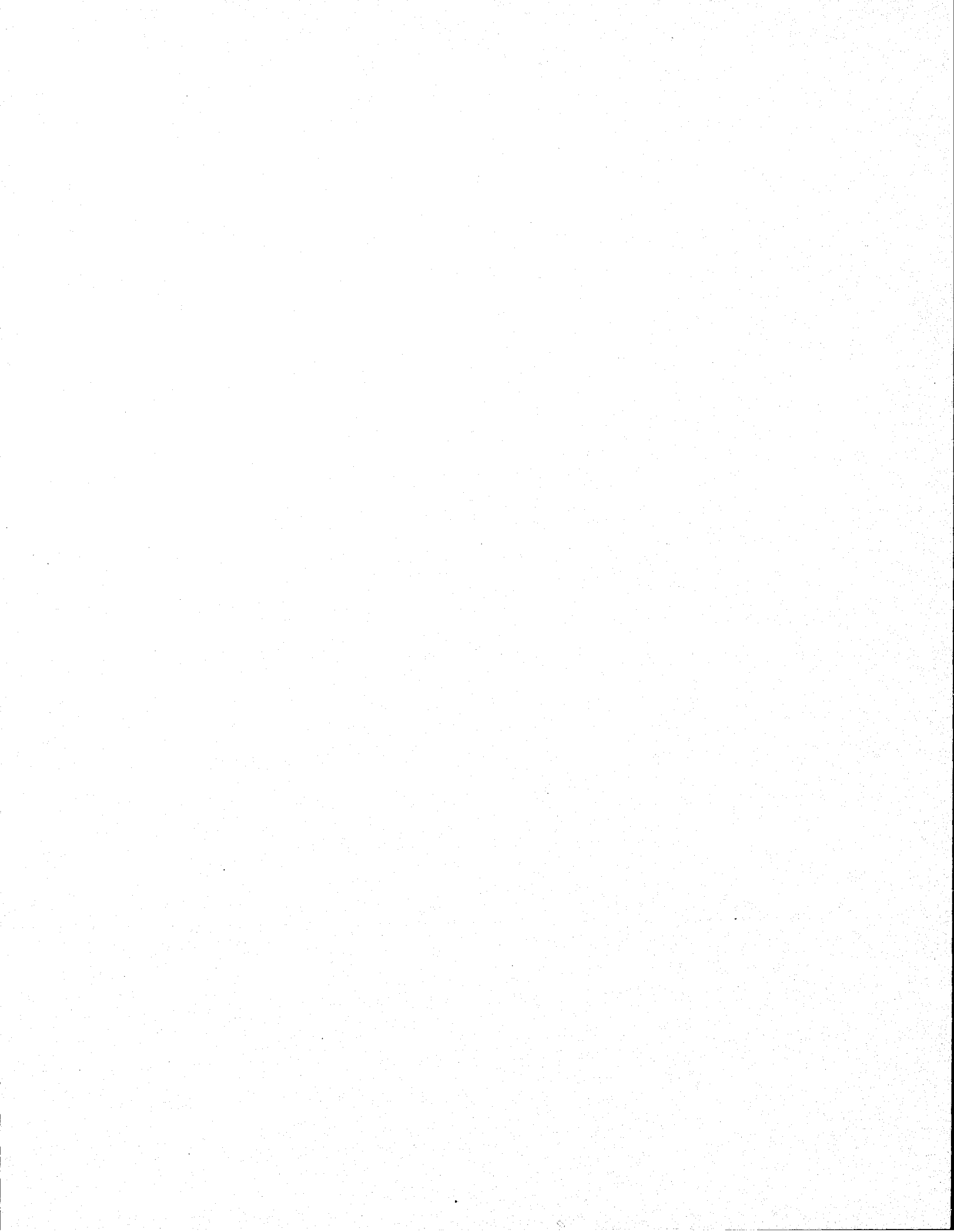


TABLE 9

RATES OF COMPLETION FOR THE HOUSTON POLICE DEPARTMENT
ACADEMY CLASSES 65 THROUGH 71 BY RACE

	WHITE		BLACK		HISPANIC		TOTAL	
	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT	NUMBER	PERCENT
Accepted Into Academy	377	100.0	51	100.0	33	100.0	461	100.0
Entered Academy	371	98.4	51	100.0	32	97.0	454	98.5
Dismissed-Personal Reasons	41	11.1*	10	19.6*	3	9.4*	54	11.9*
Dismissed-Disciplinary Action	5	1.3*	1	2.0*	0	0.0*	6	1.3*
Dismissed-Academic Reasons	13	3.5*	5	9.8*	0	0.0*	18	4.0*
Graduated From Academy	312	84.1*	35	68.6*	29	90.6*	376	82.8*

TABLE 10

RATES OF COMPLETION FOR THE HOUSTON POLICE DEPARTMENT
ACADEMY CLASSES 65 THROUGH 71 BY SEX

	MALE		FEMALE		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Accepted into Academy	361	100.0	100	100.0	461	100.0
Entered Academy	355	98.3	99	99.0	454	98.5

Resigned-Personal Reasons	37	10.4*	17	17.2*	54	11.9*
Dismissed-Disciplinary Action	6	1.7*	0	0.0*	6	1.3*
Dismissed-Academic Reasons	11	3.1*	7	7.1*	18	4.0*

Graduated From Academy	301	84.8*	75	75.7*	376	82.8*

(*) Percent of those who actually entered the Academy

As indicated in Tables 9 and 10, graduation rates for Academy Classes 65 through 71 are also different for members of the three protected classes. Hispanics have the highest graduation rate (90.6 percent), while Blacks have the lowest (68.6 percent). Again, Chi-Square analyses ($\alpha = .05$) were used to test the differences in Academy failure rates for Blacks relative to Whites, and females relative to males.

White vs Black $\chi^2 = 5.08$ df = 1 p < .05

Male vs Female $\chi^2 = 4.44$ df = 1 p < .05

The above results indicate that there is a significant difference in the graduation rate for Blacks relative to Whites, as well as for females relative to males. As reported in Table 9, Blacks fail to graduate from the Academy primarily because of academic rather than disciplinary problems. On the other hand, females resign for personal reasons more frequently than males, thus resulting in a lower female graduation rate (see Table 10).

Phase 3: Probationary Training

The final phase of the total selection process requires cadets to successfully complete a six-month on-the-job probationary period. This part of the selection process also was examined for adverse impact utilizing data for Academy Classes 65 through 71. The number and percent of cadets who graduated from the Academy and then successfully completed the six-month probationary period are reported in Table 11 for each racial group and in

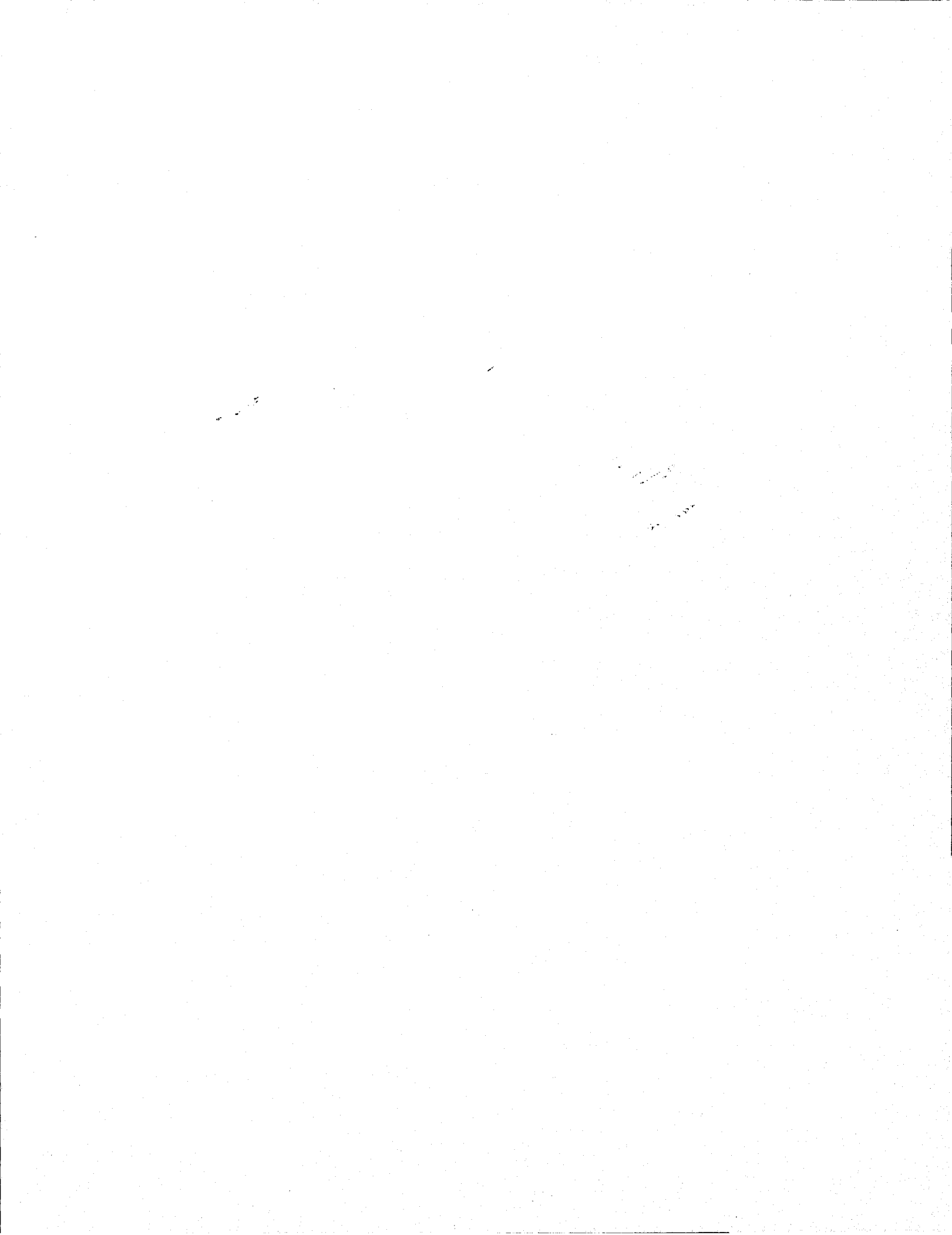


TABLE 11

RATE OF SUCCESSFUL COMPLETION OF SIX-MONTH PROBATIONARY PERIOD
FOR ACADEMY CLASSES 65 THROUGH 71 BY RACE

	WHITE		BLACK		HISPANIC		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Graduated From Academy	312	100.0	35	100.0	29	100.0	376	100.0
Resigned-Personal Reasons	7	2.2	0	0.0	0	0.0	7	1.9
Successfully Completed 6 mo. Probation	305	97.8	35	100.0	29	100.0	369	98.1

Table 12 for males and females. During the probationary period, there was about a two percent resignation rate, but it was not significantly different for any particular group. (No Blacks or Hispanics resigned; male vs female $\chi^2 = 2.34$, $df = 1$, $p > .05$.) Further, while the completion rate was lowest for female cadets (96 percent), their rate of completion was not significantly different from males ($\chi^2 = 1.18$, $df = 1$, $p > .05$). Consequently, no adverse impact on any protected class resulted from the probationary training phase of the overall selection process.

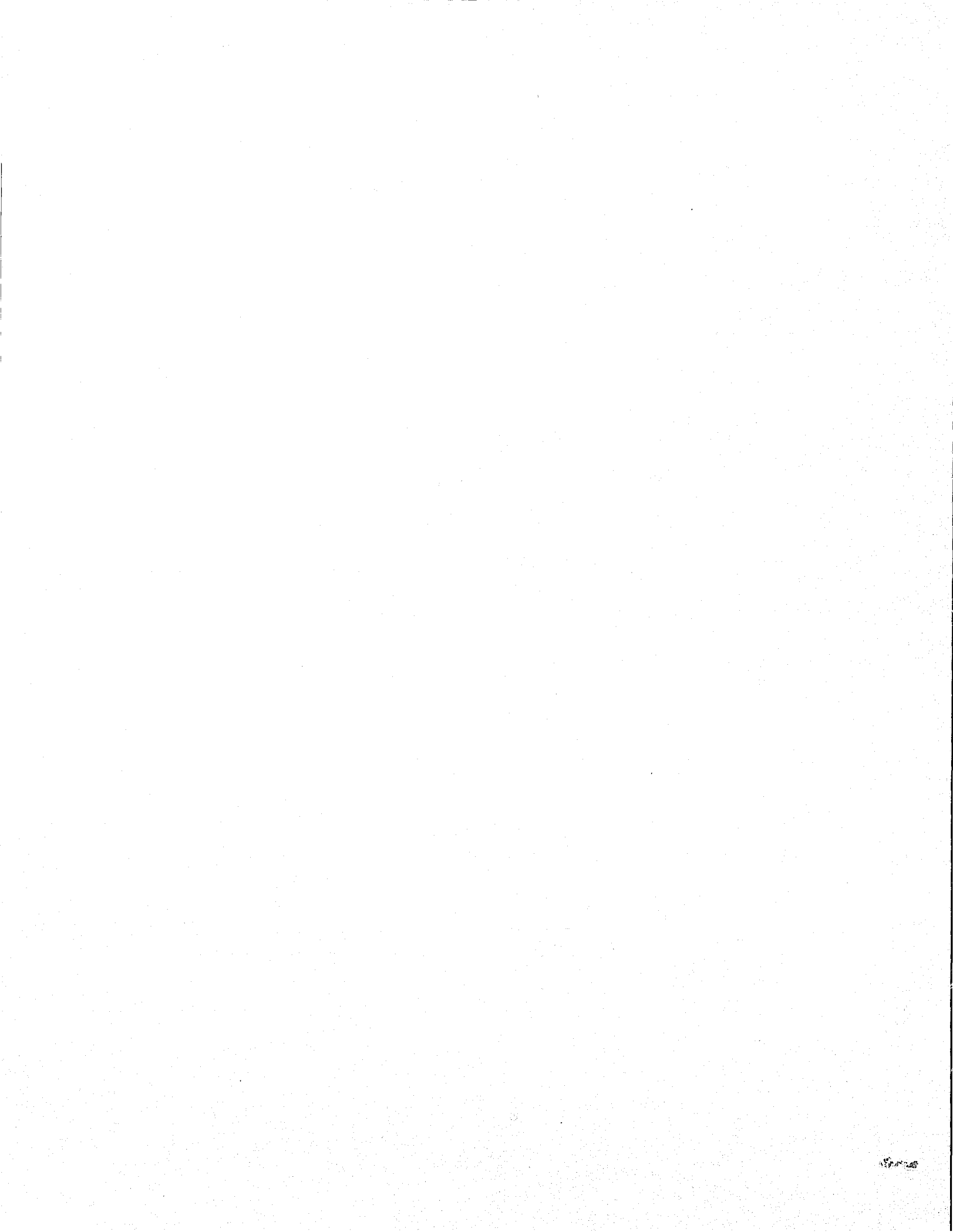


TABLE 12

RATE OF SUCCESSFUL COMPLETION OF SIX-MONTH PROBATIONARY PERIOD
FOR ACADEMY CLASSES 65 THROUGH 71 BY SEX

	MALE		FEMALE		TOTAL	
	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>	<u>NUMBER</u>	<u>PERCENT</u>
Graduated From Academy	301	100.0	75	100.0	376	100.0
Resigned-Personal Reasons	4	1.3	3	4.0	7	1.9
Successfully Completed 6 mo. Probation	297	98.7	72	96.0	369	98.1

CHAPTER 4

DETAILED IMPACT OF INITIAL SCREENING AND SELECTION STAGES

As indicated in the previous section of this report, there has been an adverse impact on certain protected classes in the initial phase of the total selection process. Consequently, as provided for in the Equal Employment Opportunity Guidelines, further analyses have been completed to identify the reasons for the disparate rates of initial selection among applicants for commissioned employment and Academy training. In order to develop information on the variables that influence initial screening and selection, an extensive data gathering process was completed by the research team. This process provided for the review and coding of all applicant information used in the selection of individuals who applied for commissioned employment with the Houston Police Department between May 1, 1974 and July 31, 1975. As a first step, comprehensive coding procedures were developed in order to categorize all the information obtained about applicants from the time they submitted an initial application with the Houston Civil Service Commission through the final selection interview with officials of the Recruiting Division of the Houston Police Department. A brief description of the three stages of this selection process follows:

Stage 1: Prospective employees complete an Application for Employment with the City of Houston (Appendix C) and submit

it to the City of Houston Civil Service Commission. A nurse with the Civil Service Commission then administers a vision test. Applicants must meet both uncorrected visual acuity (20/100) and corrected visual acuity (20/20) standards. If an applicant does not meet the uncorrected vision standard, he/she is rejected. If an applicant does not meet the corrected vision standard, he/she is so advised and given the opportunity to obtain the necessary corrective lenses. Once applicants have passed the vision test, they are referred to the Recruiting Division of the Houston Police Department. Applicants are then weighed and measured to ensure that they meet current standards (5'6" tall, with weight being in proportion to height). Next, applicants are given a preliminary interview by a police officer to verify that they meet several other entrance requirements as follow: citizen of the United States; 19 through 35 years of age; reside within a 500-mile radius of Houston (may be waived); and possess a valid driver's license. Additionally, during the preliminary interview applicants are asked about such matters as their marital status, driving record, medical history, physical defects, credit history, military history and discharge, criminal or civil convictions by a court of law (or military court martial) and involvement with or use of any controlled substances. The purpose of the preliminary interview is to initially determine if the applicant meets all of the requirements for

commissioned employment (see Appendix D). (It is noted that most of these entrance requirements have been derived directly from Vernon's Civil Statutes, State of Texas, Article 1269m, Fireman's and Policemen's Civil Service, and Procedural and Substantive Rules 210.10.02.001-.007 - Minimum Standards for Appointment promulgated by the Texas Commission on Law Enforcement Standards and Education under the authority of Article 4413 (29aa) Vernon's Civil Statutes, State of Texas.)

At the end of Stage I, an applicant is either approved for investigation or rejected. It is recognized that some applicants elect to voluntarily withdraw their application at this time and are classified accordingly.

Stage II: During this stage, applicants must pass a five-part physical agility test which includes a speeded run, run and climb, dragging exercise, a standing broad jump and a pull up (see Appendix E). Applicants who successfully complete the physical agility test then are requested to complete the Police Department, City of Houston, Additional Information Questionnaire (see Appendix F); have their fingerprints and photograph taken; and submit copies of the following documents: birth certificate, educational certificate (high school diploma, college diploma, GED certificate), military Form DD-214 (if applicable) and receipt for a credit report to be sent to the Police Department by the Credit Bureau

of Greater Houston. Once the above documents are received, the application process then proceeds to the third stage.

Stage III: The information and documents provided in Stage II are compiled and assigned to an investigating police officer for conduct of a background investigation. During this investigation, information is verified and obtained relative to an applicant's past behavior and habits (driving, use of alcohol, morals, etc.), family background and stability, and employment history. At the completion of the background investigation, the applicant is requested to take a polygraph examination. Finally, the applicant participates in a final selection interview (usually with three members of the Recruiting Division with at least one member holding a supervisory position) and must pass a physical examination given by a City of Houston Medical Examiner (see Appendix G). Following the final interview, a typewritten report is prepared for the Recruiting Division Captain's signature with a recommendation for approval/disapproval. The report is forwarded to the City of Houston Civil Service Commission for final approval/disapproval via the Recruiting Division Director and Chief of Police. The Civil Service Commission makes the final employment decision and notifies applicants by letter as to their acceptance or rejection.

Data Collection Methodology

As previously mentioned, this entire process was analyzed by

each stage and selection requirement in order to determine at what points, and for what reasons, adverse impact was occurring in the initial screening and selection process. The coding scheme developed to categorize the necessary information required to complete the analyses was developed as follows.

Research team psychologists reviewed the entire selection process by directly observing each of the stages and interviewing approximately 15 members of the Recruiting Division staff. Additionally, an extensive review was made of the application files compiled for previous applicants in order to determine how these records would be utilized in the coding process. Next, a coding scheme was developed so that all relevant information could be transferred into a form suitable for analysis by electronic data processing. The coding scheme (given in Appendix H) provided for the collection of the following information on each applicant: sex; race; age; month and year of application; marital status; residence location; voluntary vs non-voluntary termination; point of termination if disapproved (i.e., preliminary interview, agility test, background investigation stage, etc.); and factor(s) in termination if disapproved. The specific factors (requirements) coded included: education; citizenship; age; separation from spouse; residence location; valid driver's license; driving record; subversive party affiliation; height; weight; vision; medical record; physical defects; stated general health; physician's findings - physical; physician's finding - mental;

physical agility events 1 through 5; military discharge; military conviction record; civilian conviction record; driving habits; credit record; admitted excessive use of alcohol; admitted drug use or involvement; admitted illegal or immoral offenses; admitted family instability; admitted employment instability; personal references; employment references; appearance and bearing during final interview; emotional adjustment; contradictory information; polygraph results; predicted unsuccessful Academy performance; other (miscellaneous reasons); and voluntary withdrawal. Specific definitions of these factors established for coding purposes are provided in Appendix I. Members of the research staff coded all applicant records from May 1, 1974 through July 31, 1975, and this data subsequently was keypunched onto EAM cards. Computer programs were then written by a member of the research team to analyze all of the data. Edit routines were utilized to identify coding errors and all data was verified for accuracy before developing finalized adverse impact statistics.

Applicant Flow

The flow of applicants through the three primary stages of the initial selection process is reported in Table 13 for all individuals that applied to the Houston Police Department between May 1, 1974 and July 31, 1975. The data in Table 13 indicate the number of applicants that entered each stage, the number and percent rejected, the number and percent voluntarily withdrawing, and the percent of applicants remaining after each

TABLE 13

APPLICANT FLOW BY STAGE - ALL APPLICANTS

(Applicants of 5/1/74 - 7/31/75)

N = 8,536

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	8,536	4,975	58.28	557		35.19
Stage II						
Physical Agility Test*	1,221	155	12.69	-	-	-
Police Department Background Questionnaire	2,849	24	0.84	1,078	37.84	20.47
Stage III	1,747	1,191	68.17	138	7.90	4.90
Passed Selection Process	418					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

stage. Because the physical agility test was not put into effect by the Department until January 20, 1975 all applicants studied were not evaluated by this selection test. Consequently, a common baseline applicant number could not be utilized for the two components of Stage II. Accordingly, the two components of Stage II are reported separately. Similar applicant flow data is reported in Tables 14 through 18 for Whites, Blacks, Hispanics, males and females, respectively.

As indicated in the last column (labeled Percent Remaining) in Tables 13 through 18, the greatest number of applicants are rejected in the first stage of the selection process, which includes the City of Houston Civil Service screening, height and weight measurements, and the preliminary interview.

Stage I should be the primary disqualification point since this is where the Police Department determines whether or not applicants meet the basic entrance requirements; if they do not satisfy the basic minimum, there obviously is no reason to proceed any further with the selection process.

The greatest number of withdrawals occur at the time applicants are requested to complete a detailed background questionnaire and submit the necessary documents in support of their application. Most of the withdrawals are a function of applicants' failing to return the information needed to initiate the background investigation (see Appendix F).



TABLE 14

APPLICANT FLOW BY STAGE - WHITES

(Applicants of 5/1/74 - 7/31/75)

N = 5,796

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	5,796	3,239	55.88	386	6.66	37.46
Stage II						
Physical Agility Test*	943	98	10.39	-	-	-
Police Department Background Questionnaire	2,073	16	0.77	710	34.25	23.24
Stage III	1,347	896	66.52	110	8.17	5.88
Passed Selection Process	341					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE 15

APPLICANT FLOW BY STAGE - BLACKS

(Applicants of 5/1/74 - 7/31/75)

N = 1,823

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	1,823	1,188	65.17	108	5.92	28.91
Stage II						
Physical Agility Test*	153	35	22.88	-	-	-
Police Department Background Questionnaire	492	5	1.02	255	51.83	12.73
Stage III	232	170	73.28	14	4.38	2.63
Passed Selection Process	48					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE 16
 APPLICANT FLOW BY STAGE - HISPANICS
 (Applicants of 5/1/74 - 7/31/75)
 N = 917

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	917	548	59.76	63	6.87	33.37
Stage II						
Physical Agility Test*	125	22	17.60	-	-	-
Police Department Background Questionnaire	284	3	1.06	113	39.79	18.32
Stage III	168	125	74.40	14	8.33	3.16
Passed Selection Process	29					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE 17

APPLICANT FLOW BY STAGE - MALES

(Applicants of 5/1/74 - 7/31/75)

N = 6,179

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	6,179	3,543	57.34	431	6.97	35.69
Stage II						
Physical Agility Test*	1,149	92	8.01	-	-	-
Police Department Background Questionnaire	2,113	19	0.90	765	36.20	21.51
Stage III	1,329	907	68.25	101	7.60	5.20
Passed Selection Process	321					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE 18

APPLICANT FLOW BY STAGE - FEMALES

(Applicants of 5/1/74 - 7/31/75)

N = 2,357

<u>Selection Stage</u>	<u>Number Entered</u>	<u>Number Rejected for Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent of Original Applicants Remaining</u>
Stage I	2,357	1,432	60.75	126	5.35	33.90
Stage II						
Physical Agility Test*	72	63	87.50	-	-	-
Police Department Background Questionnaire	736	5	0.68	313	42.53	17.73
Stage III	418	284	67.94	37	88.52	4.12
Passed Selection Process	97					

* The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

Adverse Impact Analyses

While there are a variety of ways in which the data could be categorized in order to analyze it for adverse impact, it was concluded by the researchers that the most meaningful analyses would separate the physical and personal characteristic requirements. That is, the analysis should be sensitive to differential rates of rejection that are a function of the physical requirements established by the Police Department, relative to those factors that are related to the past behavior or personal characteristics of applicants. Further, in planning for the conduct of the validity studies (reported in Volumes VI and VII), the experimental designs and research procedures associated with these studies were a function of whether physical or personal (behavioral) characteristics were under investigation. Accordingly, the following results focus on analyses oriented toward identifying adverse impact separately associated with either physical or personal/behavioral characteristics and requirements.

In order to more fully identify those components of the selection process that were related to physical requirements relative to those that focused on personal or behavioral characteristics, the coding procedures utilized by the research team provided for a more detailed categorization of each of the primary stages of the initial selection process. Specifically, each stage was categorized as follows:

	<u>Physical Characteristics</u>	<u>Personal/Behavioral Characteristics</u>
Stage I	Houston Civil Service Vision Testing	Application (education, citizenship, age, residence and driver's license requirements)
	Basic Physical Requirements (height, weight and medically-related or physical defects)	Preliminary Interview (marital status, driving record, military history, criminal or civil convictions, credit record, use of drugs)
Stage II	Physical Agility Tests	Police Department Background Questionnaire
Stage III	Medical Examination	Background Investigation, Polygraph/Final Interview (driving habits, use of alcohol, morals, family background and stability, employment history, emotional maturity)
Final Recommendation		

The applicant flow by each of the specific components of the three stages is reported in Tables J1 through J6 in Appendix J.

The first statistical adverse impact analysis examined the overall rates of withdrawals for members of various groups. The overall withdrawal rate was 20 percent for females and 21 percent for all other groups (males, Whites, Blacks and Hispanics). There are no significant differences in withdrawals, and no adverse impact is associated with the withdrawal process. It is a voluntary process occurring equally among all applicants regardless of group membership.

The next set of analyses examined differences in rejection rates, exclusive of withdrawals. Thus, the rates of rejected and accepted applicants at each particular stage were compared to identify sources of race or sex related adverse impact. In all analyses, the majority group was compared with a specific minority group.

The results of the Chi-Square analyses ($\alpha = .05$) utilized to test for adverse impact are reported in Tables K1 through K6 in Appendix K. Summaries of these results are reported in Table 19. The data indicate that the physically related requirements resulted in adverse impact against both racial minority groups and females. Additionally, Blacks and Hispanics were rejected at differential rates on certain personal characteristics that are identified by the Houston Police Department either at the time of application and preliminary interview (for Blacks) or during the background investigation (for Hispanics).

To reiterate, Equal Employment Opportunity Guidelines and precedence established by prior court decisions provide that when an overall process is found to have adverse impact, it should be examined in detail to further identify the reasons for disproportionate rates of selection. Accordingly, the above data require further analyses of the various physical requirements that adversely impact racial minority groups and females, and analyses of the personal characteristics related

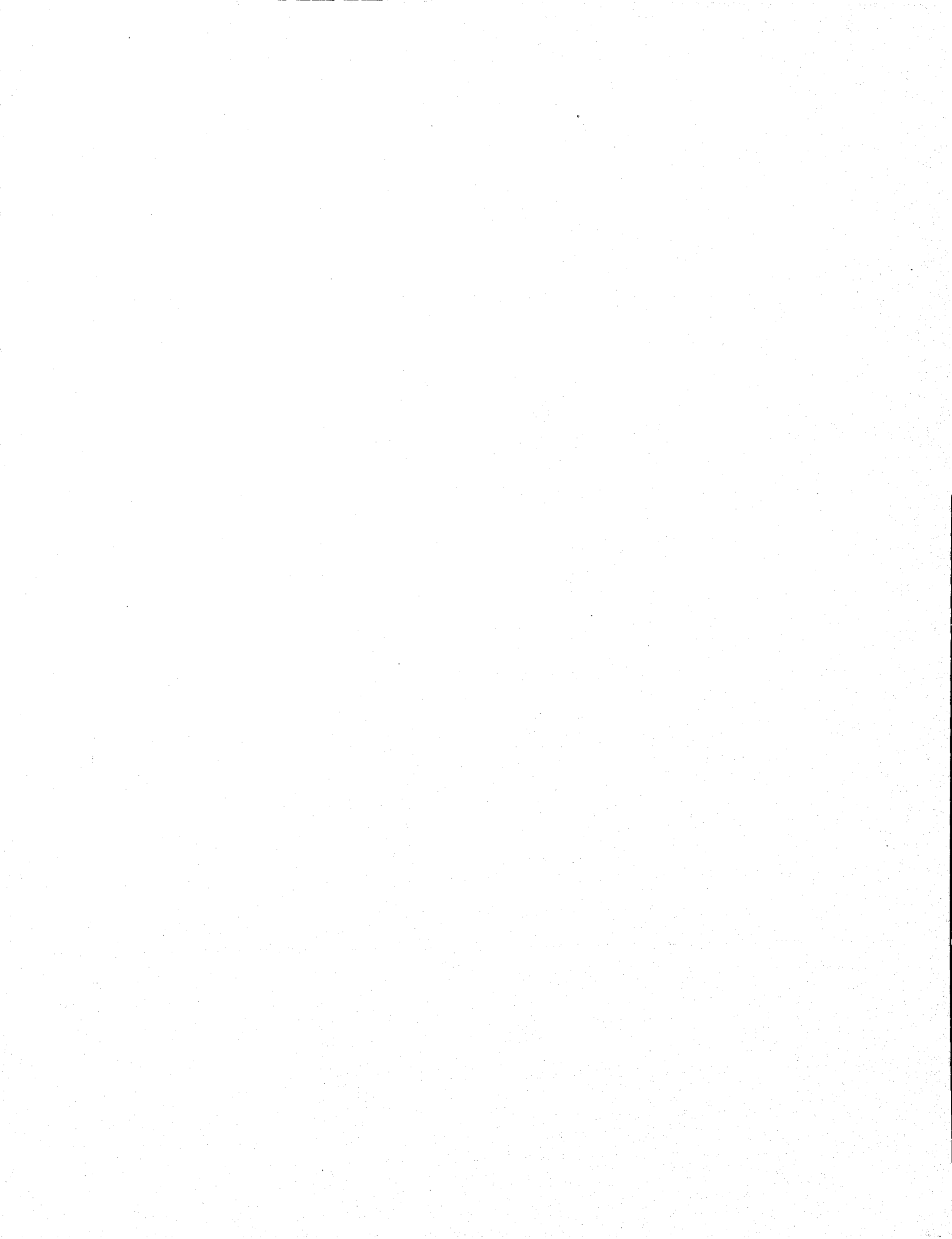


TABLE 19

SUMMARY RESULTS OF ADVERSE IMPACT ANALYSES BY PHYSICAL VS PERSONAL/BEHAVIORAL CHARACTERISTICS

(Applicants of 5/1/74 - 7/31/75)

<u>Physical Characteristics</u>	<u>Adverse Impact on Protected Class(es)</u>
Houston Civil Service Vision Testing	Females
Basic Physical Requirements	Blacks, Hispanics, Females
Physical Agility Test	Blacks, Hispanics, Females
Medical Examination	None
 <u>Personal/Behavioral Characteristics</u>	
Application	Blacks
Preliminary Interview	Blacks
Police Department Background Questionnaire	None
Background Investigation/Polygraph/Final Interview	Hispanics
Final Recommendation	None

to the selection process that have an adverse impact on Blacks and Hispanics.

CHAPTER 5

ADVERSE IMPACT ANALYSES OF PHYSICAL REQUIREMENTS

Vision Test

The first physical requirement studied in detail was the vision test administered by the Houston Civil Service Commission. This test was shown in the previous chapter of this volume to have an adverse impact on females. Because of the current vision requirements, applicants could be rejected for one of two reasons: 1) their uncorrected vision was less than 20/100 in either eye; or 2) their corrected vision was not 20/20, generally indicating a need for a change in prescriptive lenses. A further analysis was completed to learn whether females were rejected more frequently than males because their *corrected* vision was not 20/20. A random sample of 100 female and 100 male applicants rejected by the Houston Civil Service vision test was selected, and the visual acuity test results were coded as to the reason for rejection. Subsequent analysis of the coded data indicated that six percent of the males and seven percent of the females were rejected because their *corrected* vision did not reach 20/20. (These applicants would be eligible to continue in the selection process if changes in their prescription lenses would bring their visual acuity to 20/20.)

The above results do not account for the significant differential rate of rejection for females, and accordingly it

is concluded that the adverse impact is a result of a greater proportion of females having *uncorrected* vision less than 20/100 relative to males. This conclusion is substantiated by a report on a national study (sample size = 2228) of the visual acuity of adults conducted for the U. S. Department of Health, Education and Welfare (Roberts, 1964), which includes information on the uncorrected vision of both males and females by age. Analyzing the national study data for subjects between the ages of 18 and 34 years yielded a significant difference ($\chi^2 = 6.24$, $df = 1$, $p < .02$) between males and females having *uncorrected* visual acuity of less than 20/100. A comparison of the Houston Police Department data with the national study results is given below:

	<u>Male</u>	<u>Female</u>	<u>Ratio Female/Male</u>
Houston Civil Service Vision Test Rejections (corrected and un- corrected rejections)	7.8%	11.9%	1.53
National Study (un- corrected - less than 20/100)	3.4%	5.7%	1.68

The applicant rejections by the Houston Civil Service, of course, include both those with uncorrected vision less than 20/100 as well as those whose corrected vision does not meet the 20/20 standard. Overall, the Houston Civil Service Commission is rejecting 1.53 females for every male that does not meet the visual requirements. However, the national study

indicates that on the *uncorrected* standard alone, the Department should reject 1.68 females for every rejected male.

From the above data it is concluded that the adverse impact upon females created by the Houston Police Department vision standards is a function of true male-female differences existing in the population that probably have a biological or genetic foundation. Consequently, differential rates of applicant rejection for males and females should be expected if visual acuity is important to the performance of the police officer job.

Height and Weight

The basic physical requirements which consist of height and weight criteria are the second set of physical requirements analyzed in detail. Previous findings have indicated a potential adverse impact on Blacks, Hispanics and females. However, it was reasoned by the researchers that the adverse impact on the racial groups (especially Blacks) might be a function of sex rather than race *per se*. Consequently, the data were further analyzed by race and sex as reported in Table 20. As indicated by these data, when White males are used as a standard of comparison, there is no adverse impact on Black males resulting from the Department's height and weight requirements. Rather the adverse impact reported for Blacks is really a function of the higher rejection rate for Black females which makes the overall White-Black comparison statistically significant.

REJECTIONS DUE TO BASIC PHYSICAL REQUIREMENTS
BY SEX AND RACE

(Applicants of May 1, 1974 - July 31, 1975)

	<u>WHITE MALES</u>	<u>WHITE FEMALES</u>	<u>BLACK MALES</u>	<u>BLACK FEMALES</u>	<u>HISPANIC MALES</u>	<u>HISPANIC FEMALES</u>
Number Entered Stage	3,810	997	727	739	666	130
Number Rejected - Basic Physical Requirements*	506	169	100	204	147	19
Percent Rejected - Basic Physical Requirements	13.3	17.0	13.8	27.6	22.1	14.6
Number Rejected - Height Requirement	131	51	22	60	69	3
Percent Rejected - Height Requirement	3.4	5.1	3.0	8.1	10.4	2.3
Number Rejected - Weight Requirement	412	129	83	152	96	21
Percent Rejected - Weight Requirement	10.8	12.9	11.4	20.6	14.4	16.2

*Rejected by height, weight or both height and weight requirements.

-51-

From the data given in Table 20 (and appropriate statistical tests reported in Appendix L using White males as a standard) it is concluded that the height requirement has an adverse impact on White females, Black females, and Hispanic males; and the weight requirement has an adverse impact on Black females and Hispanic males. In conclusion, both the height and weight entrance requirements established by the Houston Police Department have adverse impact on members of protected classes.

Physical Agility Test

The final requirement of a physical nature to be studied in detail was the physical agility test. Again, as indicated in earlier analyses, the agility test was shown to have adverse impact. However, similar to the reasoning underlying the analyses of height and weight, the racial adverse impact potentially could be more a function of sex than race. Accordingly, as reported in Table 21 the physical agility test results from the time of installation (January 20, 1975) through July 31, 1975 were examined for each sex by race. Black males have the highest success rate in the physical agility test followed by White males and Hispanic males. A statistical comparison of the rejection rates for White and Hispanic males ($\chi^2 = 13.9$, $df = 1$, $p < .001$) indicated a significant adverse impact on the latter group. Females also are adversely impacted by the physical agility test as evident

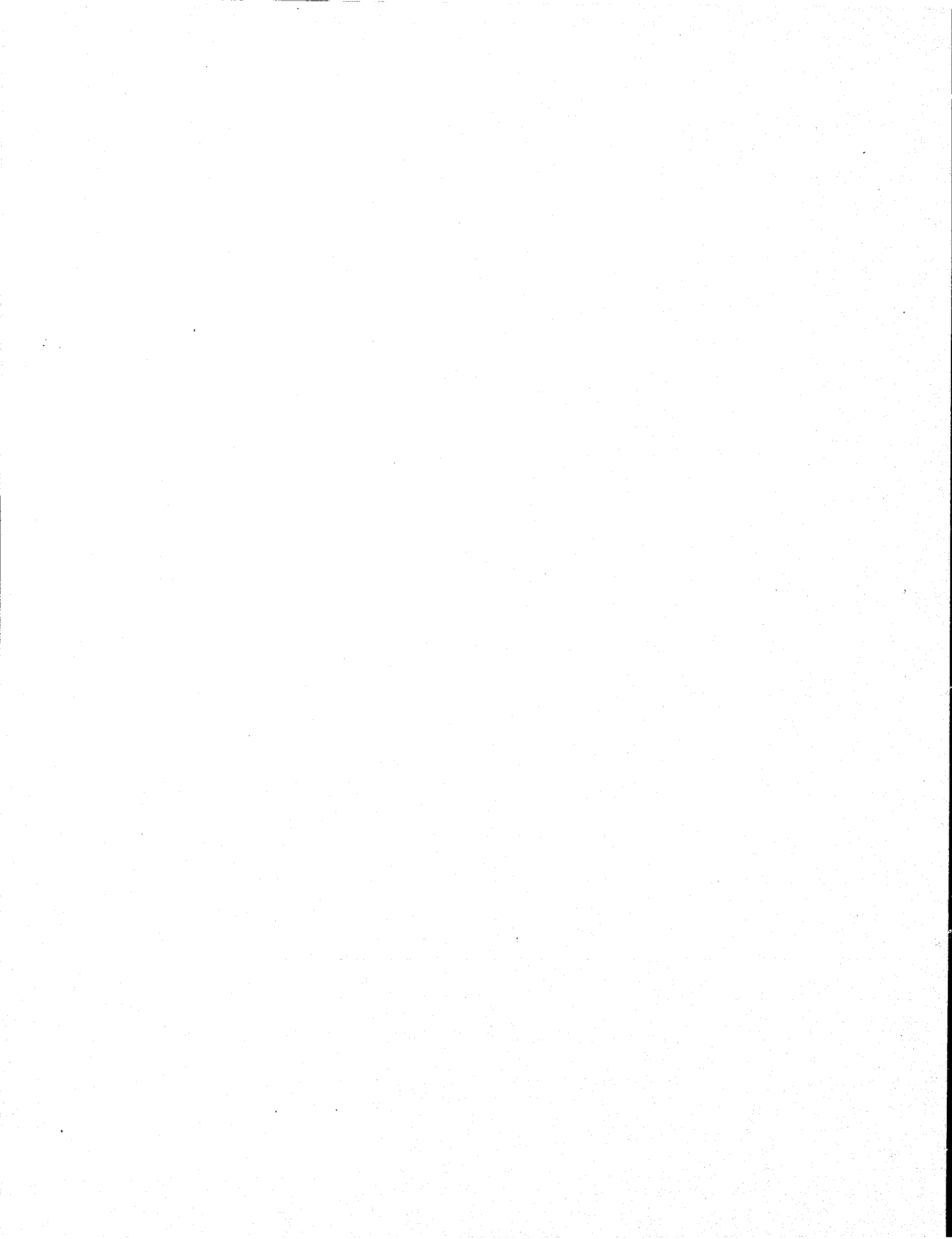
(Applicants of January 20, 1975 through July 31, 1975)

	WHITE		BLACK		HISPANIC		<u>TOTAL</u>
	<u>MALES*</u>	<u>FEMALES</u>	<u>MALES</u>	<u>FEMALES</u>	<u>MALES</u>	<u>FEMALES</u>	
Number Applicants Attempting Physical Agility Test	903	40	122	31	124	1	1,221
Number Applicants Passing On First Attempt	833	5	113	3	101	0	1,055
Number Applicants Retaking Test	7	3	2	4	6	0	22
Number Applicants Passing Retake Test	6	1	2	0	2	0	11
Number Applicants Failing Physical Agility Test	64	34	7	28	21	1	155
Number Applicants Passing Physical Agility Test	839	6	115	3	103	0	1,066
Percent Passing	92.9	15.0	94.3	9.7	83.1	0	87.3

* Includes two Orientals

by the data in Table 21.

As stated previously, the physical agility test consists of five parts, each of which must be passed in order for an applicant to qualify for employment. The Department provides applicants the opportunity to retake the test if they desire, although, as indicated in Table 21, few applicants take advantage of this opportunity. In order to further analyze the reasons applicants fail the physical agility test, results for only those rejected by the test were analyzed by each specific event. These data are reported in Table 22 for White males, Hispanic males, and all females. Chi-Square analyses ($\alpha = .05$) to test the significance of rejection rates by physical agility events were computed with White males serving as a standard. The results are reported in Table 22. When rejected White and Hispanic males are compared with each other, there are no significant differences in the rejection rates on an event-by-event basis. However, when rejected females and White males are compared there are significant differential rejection rates on the first four physical agility test events. From the above analyses it is concluded that the physical agility test does have an adverse impact on protected classes, and four of the five events differentially reject females in comparison to males.



(Applicants of January 20, 1975 through July 31, 1975)

	<u>WHITE MALE</u>		<u>HISPANIC MALE</u>			<u>ALL FEMALES</u>		
Number Applicants Failing Physical Agility Test on First Attempt	70		23			72		
<u>Failures By Event On First Attempt</u>	<u>N</u>	<u>Percent</u>	<u>N</u>	<u>Percent</u>	<u>χ^2</u>	<u>N</u>	<u>Percent</u>	<u>χ^2</u>
Event 1 (Run)	3	4.3	2	8.7	0.08 (1)	28	38.9	22.9 (1)
Event 2 (Run & Climb)	18	25.7	6	26.0	0.001	54	75.0	34.5*
Event 3 (Drag)	5	7.1	2	8.7	0.04 (1)	24	33.3	15.0*
Event 4 (Jump)	20	28.6	7	30.4 (1)	0.03	43	59.7	14.0*
Event 5 (Pull Up)	63	90.0	20	87.0	0.0004	71	98.6	3.46 (

(1) Corrected for small cell frequency

Significance levels: df = 1

* p < .001

CHAPTER 6
ADVERSE IMPACT ANALYSES OF PERSONAL/BEHAVIORAL
CHARACTERISTIC REQUIREMENTS

As previously mentioned, when an overall selection process has been found to have adverse impact, it should be examined in detail to identify the specific reasons for differential rates of selection. Results presented in an earlier chapter of this volume indicated that the Stage I and Stage III components of the initial selection process which focus on a number of personal or behavioral characteristics of applicants have some adverse impact on minority racial groups. However, no adverse impact due to personal or behavioral characteristics was found for females relative to males on an overall basis. Consequently, there appears to be no *legal* reason or precedent that would require further adverse impact analyses of the personal and behavioral characteristics for male-female differential rejection rates. However, there does appear to be a *professional* obligation to examine all available data in detail, whereby the researchers can provide the best possible guidance to the Houston Police Department in the development of selection procedures that are fair to all applicants regardless of race or sex. Therefore, this chapter focuses on all the personal and behavioral characteristics of applicants considered during the initial selection process and presents adverse impact analysis for each protected class.

As previously described, a total of 32 personal and behavioral selection factors were identified and coded for a sample of 8,536 applicants seeking employment with the Department between May 1, 1974 and July 31, 1975. The number and percent of applicants that have been rejected on the basis of any given personal or behavioral characteristic are reported in Tables M1 and M2 of Appendix M by race and sex. Since applicants may have either one or several factors that result in their rejection, the percents reported in Appendix M will add to more than 100. Chi-Square analyses ($\alpha = .05$) were utilized to examine each factor for adverse impact by comparing the rejected-accepted rates for majority and minority groups. The Chi-Square results (Tables N1 and N2) are reported in Appendix N. A summary of these results given in Table 23 shows which group has a disproportionate rate of rejection, if any, because of a given characteristic, and which factor has created adverse impact for a protected class. Whites are rejected at a significantly higher rate on 12 factors, Blacks on 3 factors, and Hispanics on 1 factor. When males and females are compared, males are disproportionately rejected on 17 factors, while females are differentially rejected on 4 factors. Of course, some of the male-female differential rejection rates would be expected on such characteristics as dishonorable military discharge and military convictions. However, it is evident from the data that on most selection variables related to an applicant's behavior and past history,

the Houston Police Department selection process is generally more "biased" against majority groups and actually favors minorities. The exceptions, of course, are those factors identified in Table 23 as having adverse impact. Specifically, Blacks and females are both rejected at disproportionate rates on two variables: 1) they do not possess a valid driver's license; and 2) because of a marital separation. (It should be noted that neither of these factors is totally disqualifying, in that if applicants are able to obtain a driver's license and do so, or resolve their marital problems, they can continue in the selection process.) Additionally, Blacks are disproportionately rejected because of their past credit history; females are rejected more frequently than males because of immoral behavior and family instability; and Hispanics are disproportionately rejected because in the judgment of the Houston Police Department their past academic records indicate they will not be able to successfully complete the Department's Academy. (It is noted from an earlier analysis that among applicants selected for the Academy, the Hispanics have the highest completion ratio.)

In conclusion, while there are not differential rates of rejection for females relative to males on an overall basis across all factors of a personal or behavioral nature, females are rejected on the basis of immoral acts, family instability, marital separation and lack of a valid driver's license more frequently than males. Blacks are rejected at disproportionate

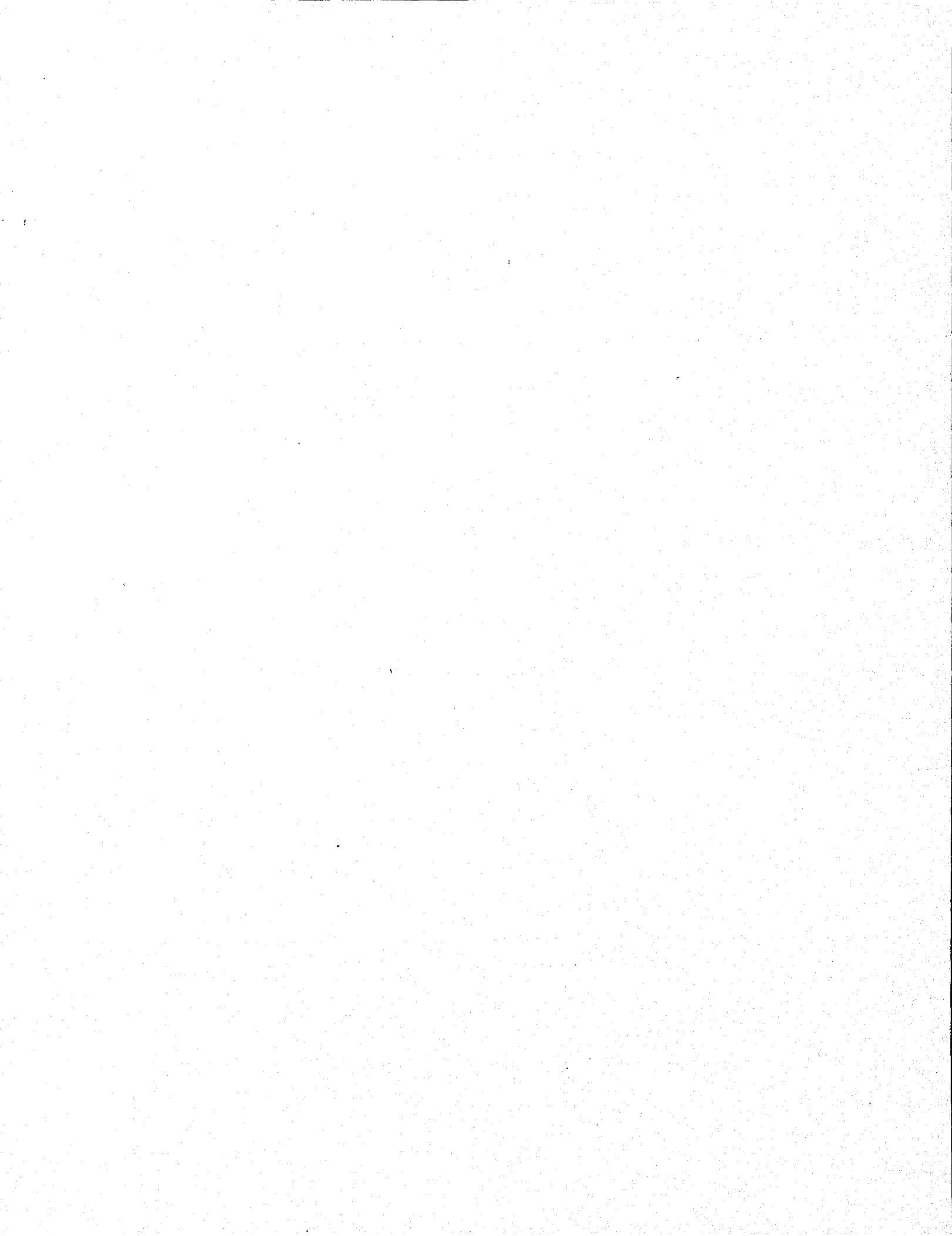


TABLE 21
SUMMARY RESULTS OF THE ADVERSE IMPACT ANALYSES OF THE PERSONAL/BEHAVIORAL SELECTION FACTORS

<u>Personal/Behavioral Selection Factors</u>	<u>Group(s) Significantly Different</u>	<u>Adverse Impact on Protected Class(es)</u>
Educational Level	Males	None
Citizenship	None	None
Age	None	None
Residence Location	Whites, Males	None
No Driver's License	Blacks, Females	Blacks, Females
Separation from Spouse	Blacks, Females	Blacks, Females
Driving Record	Males	None
Driving Habits	Whites, Males	None
Subversive Organization Affiliation	None	None
Disqualifying Illnesses/Injuries - Medical History	Whites, Males	None
Military Conviction(s)	Males	None
Civilian Conviction(s)	Males	None
Dishonorable Military Discharge	Males	None
Physical Defects/Handicaps	Males	None
Credit Record	Blacks	Blacks
Drug Use	Whites, Males	None
Miscellaneous/Other	Males	None
Physicians' Findings - Physical	None	None
Physicians' Findings - Mental	None	None
Excessive Use of Alcohol	Males	None
Committed Illegal Offense(s)	Whites, Males	None
Committed Immoral Offense(s)	Whites, Females	Females
Family Instability	Females	Females
Employment Instability	Whites, Males	None
Personal References	Whites	None
Employment References	Whites	None
Appearance and Bearing During Interview	None	None
General Health	Whites	None
Emotional Adjustment	Whites	None
Polygraph Information	Whites, Males	None
Contradictory Information	Males	None
Predicted Unsatisfactory Academy Performance	Hispanics, Males	Hispanics

Note: See Appendix N for Chi Square Analyses.

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1 OF 3

rates relative to Whites due to the driver's license requirement, marital separation and past credit history; and Hispanics are rejected disproportionately on the basis of predicted unsuccessful performance in the Academy.

CHAPTER 7

IMPACT OF JOB ASSIGNMENT PROCEDURES

Once officers with the Houston Police Department successfully complete their six-month probationary period, they are assigned to one of the major divisions in the Department. After the initial assignment, officers may be transferred from one division to another because of specific staffing needs of the Department or by officer request. Thus, during the time individuals hold the rank of Police Officer they may serve in one assignment or in many different assignments. However, when officers are promoted to the rank of Sergeant or Detective, their assignments are much more a function of specific Departmental needs. Usually, such promotions do not occur until a specific vacancy exists in a particular division. Then the civil service promotional procedures are followed in accordance with Article 1269m - the Fireman's and Policeman's Civil Service Act for Texas. This same policy also applies to the other ranks of officer personnel (i.e., Lieutenant through Deputy Chief). Consequently, job assignments and placements above the rank of Police Officer provide for equal treatment of all officers regardless of protected class membership. Of course, at the more senior levels, the Chief of Police can and should ensure that specific job assignments are made according to the capabilities and experience of the officers at the rank of Captain and above. Thus, the only relevant information regarding potential adverse impact in

the placement policy of the Department is that related to the assignments of individuals holding the rank of Police Officer.

Data Collection

In order to provide information for the above-mentioned adverse impact analyses, as well as to provide supporting data for the study of the promotional system, an extensive data collection effort was completed by the research team. Specifically, the researchers designed a process whereby the files of all past and current commissioned officers were reviewed and coded in terms of all their job assignments during their careers. Identified as the "Tracking System" data, the information collected also included the race and sex of all officers, their previous performance ratings, and the date of each performance evaluation. The data collection coding format and codes are given in Appendix O.

In order to assess the possibility of adverse impact with respect to officer job assignments, jobs were grouped into six assignment categories as follows:

- 1) Patrol
- 2) Traffic
- 3) Special Investigations (i.e., narcotics, vice)
- 4) Juvenile
- 5) Staff Services/Administrative (i.e., training, recruiting, personnel, etc.)

6) Special Services (i.e., communications, garage, etc.)

Using the Tracking System data, the job assignments of all officers who joined the Houston Police Department since 1970 were categorized separately by race and sex of officer. This was completed as follows: The job categories of all officers hired since 1970 who had served at least one year were tabulated; then, the job categories of all officers who had served at least two years were tabulated; and continuing through all officers that had served at least five years. The tabulations included all the job categories (assignments) in which the officer had served, but counted an assignment only once if the officer had returned to a previously-held job category after serving elsewhere. Job categories counted for officers who had served a given number of years included all categories in which they *ever* had been assigned.

Results by race are shown in Tables 24 and 25 for officers during their first year and first three years, respectively. By use of Chi-Square, it was determined that the placement of Hispanics did not differ significantly from that of Whites. However, placement of Blacks was considerably different than Whites. Whereas 61 percent of Whites were assigned to Patrol at some point in their first year of service, only 37 percent of Blacks were assigned to Patrol. On the other hand, a considerably greater proportion of Blacks were assigned to Special Investigations (16.7 percent compared to 1.1 percent

TABLE 24

JOB ASSIGNMENTS BY RACE DURING FIRST YEAR OF SERVICE WITH THE HOUSTON POLICE DEPARTMENT

	<u>Whites</u>		<u>Blacks</u>		χ^2 (Relative to Whites)	<u>Hispanics</u>		χ^2 (Relative to Whites)
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>	
Patrol	615	60.9	20	37.0	11.2*	38	57.6	<1
Traffic	209	20.7	10	18.5	<1	12	18.2	<1
Special Investigations	11	1.1	9	16.7	59.2*	3(1)	4.5	3.4
Juvenile	42	4.2	8	14.8	10.7*	3(1)	4.5	<1
Staff Services/Administrative	7	0.7	2(1)	3.7	2.5	1(1)	1.5	<1
Special Services	147	14.6	6	11.1	<1	10	15.2	<1
Total	1009		54			66		

¹Corrected for small cell frequency.

*Significance levels: $df = 1, p < .01$

TABLE 25

JOB ASSIGNMENTS BY RACE DURING FIRST THREE YEARS OF SERVICE

WITH THE HOUSTON POLICE DEPARTMENT

<u>Job Assignment Category</u>	<u>Whites</u>		<u>Blacks</u>		χ^2 (Relative to Whites)	<u>Hispanics</u>		χ^2 (Relative to Whites)
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>	
Patrol	444	74.6	16	72.7	<1	23	67.7	<1
Traffic	184	30.9	7	31.8	<1	11	32.4	<1
Special Investigations	35	5.9	10	45.5	43.5**	6	17.7	5.5*
Juvenile	48	8.1	2	9.7	<1	2	5.9	<1
Staff Services/Administrative	20	3.4	4	18.2	8.8**	2	5.9	<1
Special Services	118	19.8	3	13.6	<1	9	26.5	<1
Total Personnel	595		22			34		

Significance Levels: df = 1

*p < .05

**p < .01

of Whites) and Juvenile (14.8 percent compared to 4.2 percent of Whites). Yet, after three years of service, there was no significant difference among the racial groups in their assignment to Patrol (74.6 percent of Whites, 72.7 percent of Blacks, 67.7 percent of Hispanics), Traffic, Juvenile or Special Services. Differences occurred in assignments to Special Investigations (5.9 percent of Whites, 45.5 percent of Blacks, 17.7 percent of Hispanics), where both Blacks and Hispanics differed significantly from Whites. In addition, Blacks were assigned disproportionately to the Staff Services category when compared to Whites (3.4 percent of Whites, 18.2 percent of Blacks).

The three-year assignment histories, which show differential assignment to Special Investigations and to Staff Services, do not necessarily indicate bias in the opinion of the researcher. Since Special Investigations are often carried out in ethnic neighborhoods, there is probably good and sufficient reason to expect a higher proportion of minority officers to be assigned to this type of work. Similarly, the Staff Services category includes the recruiting function. Since the Department has been engaged in an extensive minority recruiting program, it is reasonable that a higher proportion of minority personnel have been assigned to this area.

Assignments of female officers differed significantly from males in all categories, for both the first year of service

and the first three years of service. Since only 18 females had completed three years of service at the time this data was gathered, the results are not necessarily definitive. Even so, as shown in Table 26 no female officer that had at least three years or more of service with the Department at the time of data collection had been assigned to Patrol or Traffic, and virtually all had been assigned to Juvenile and to Special Services. However, when considering female officers with just one year or more of service (Table 27) the data indicates that one female was assigned to Patrol and three females to Traffic. Again, a majority of Females with one year of service were assigned to either Juvenile or Special Services. The conclusion to be drawn from these data is that the Department generally has assigned females to selected jobs which have been oriented toward dealing with juveniles or working in administrative/technical areas.

TABLE 26

JOB ASSIGNMENTS BY SEX DURING FIRST THREE YEARS OF SERVICE
WITH THE HOUSTON POLICE DEPARTMENT

<u>Job Assignment Category</u>	<u>Males</u>		<u>Females</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Patrol	483	76.3	0	0
Traffic	202	31.9	0	0
Special Investigations	45	7.1	6	33.3
Juvenile	35	5.5	17	94.4
Staff Services/Administrative	21	3.3	5	27.8
Special Services	114	18.0	16	88.9
Total Personnel	633		18	

TABLE 27

JOB ASSIGNMENTS BY SEX DURING FIRST YEAR OF SERVICE

WITH THE HOUSTON POLICE DEPARTMENT

<u>Job Assignment Category</u>	<u>Males</u>		<u>Females</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Patrol	672	64.6	1	1.2
Traffic	228	21.9	3	3.7
Special Investigations	18	1.7	5	6.2
Juvenile	17	1.6	36	44.4
Staff Services/Administration	5	0.5	5	6.2
Special Services	133	12.8	30	37.0
Total Personnel	1040		81	

CHAPTER 8

IMPACT OF THE PROMOTIONAL PROCESS

The promotional process for commissioned personnel within the Houston Police Department is determined by the Firemen's and Policemen's Civil Service Article 1269m, Vernon's Civil Statutes. Accordingly, three factors influence promotional opportunities as specified by the Civil Service law: tenure, performance evaluation and competitive exam score. These three factors are assigned "points" and then the points are combined to develop a total promotion score and promotional list which exists for a period of one year. The maximum possible score for each factor is as follows: tenure - 10 points; performance rating - 30 points; written exam - 70 points. The officer with the highest number of points is "first" on the list and when a promotional vacancy occurs is the first individual eligible to fill the position. The process continues in a similar manner throughout the list, but the number of officers that actually may be promoted in any year is a function of the number of vacancies. Thus, for example, in one year the top 20 officers on the Detective promotional list may be promoted, but in another year the top 30 officers on the promotion list may advance in rank. New promotion lists are created each year, and officers cannot "carry" their position on a promotional list from one year to the next. In other words, eligibility is open on a completely competitive basis each time a new promotional list

is created.

In order to analyze the promotional process for adverse impact, promotional opportunities for the Sergeant and Detective positions were selected for study. These positions were chosen because they comprise the largest number of promotional positions, and because the greatest number of officers attempt to qualify for vacancies in these two ranks. The numbers of officers are especially important when applying statistical analyses to these type of data, whereby it is necessary to obtain as large a sample size as possible. The promotional period for the years 1971 through 1975 was selected, since most data needed by the researchers was available for this time frame, but not for earlier periods.

Total Promotional Scores

The average total promotional scores for officers (grouped by race and sex) seeking advancement to the Sergeant or Detective position are reported in Table 28. In addition to the mean (average) scores for each group, Table 28 also presents the standard deviation of the scores and t values for tests of the significance of the differences between majority and protected class groups.

According to the data in Table 28, total promotional scores were significantly lower for Blacks relative to Whites in four of the ten exam groups. Similarly, when total promotion

TABLE 28
 COMPARISON OF TOTAL PROMOTION SCORES BY RACE AND SEX
 (1971 - 1975)

			Total Promotion Score					Total Promotion Score					Total Promotion Score						
			No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value			
Sergeant	1971	Whites	84	69.78	8.87	-2.62	1971	Whites	84	69.78	8.87	-0.72	1971	Males	92	69.06	9.02	-0.77	
		Blacks	8	61.09	10.23	***		Hispanics	3	66.06	3.43			Females	3	64.94	14.29		
	1972	Whites	86	78.48	11.05	-0.38	1972	Whites	86	78.48	11.05	-2.01	1972	Males	96	77.94	10.88	-2	
		Blacks	4	76.34	6.79			Hispanics	7	69.82	9.33			Females	1	-	-		
	1973	Whites	159	72.39	13.27	-0.09	1973	Whites	159	72.39	13.27	-0.33	1973	Males	174	72.41	13.18	-1.09	
		Blacks	7	71.93	13.31			Hispanics	10	70.98	12.16			Females	2	62.19	2.19		
	1974	Whites	152	70.33	9.17	-1.62	1974	Whites	152	70.33	9.17	-2.42	1974	Males	176	69.53	9.13	-0.23	
		Blacks	15	66.38	6.95			Hispanics	15	64.32	9.02			Females	6	68.67	10.65		
	1975	Whites	200	74.20	9.72	-1.69	1975	Whites	200	74.20	9.72	1.31	1975	Males	229	74.16	9.48	-	
		Blacks	13	69.55	7.42			*	Hispanics	16	77.44			6.33	Females	0	-		-
	Detective	1971	Whites	150	77.51	11.36	-1.55	1971	Whites	150	77.51	8.36	-0.59	1971	Males	163	76.92	11.60	0.95
			Blacks	9	71.30	16.24			Hispanics	8	75.11	11.36			Females	4	82.48	9.23	
1972		Whites	120	68.27	12.67	-1.41	1972	Whites	120	68.27	12.67	-1.82	1972	Males	125	67.84	12.59	-1.21	
		Blacks	6	60.80	11.38			Hispanics	3	54.91	3.65			Females	4	60.07	15.28		
1973		Whites	152	70.74	10.39	-1.10	1973	Whites	152	70.74	10.39	-1.35	1973	Males	164	70.18	10.15	0.69	
		Blacks	8	66.59	11.12			Hispanics	10	66.22	7.39			Females	6	73.16	15.04		
1974		Whites	169	67.43	11.07	-2.06	1974	Whites	169	67.43	11.07	-0.79	1974	Males	178	66.70	10.90	1.62	
		Blacks	7	58.72	7.00			**	Hispanics	9	64.47			6.47	Females	7	73.46		8.79
1975		Whites	196	73.76	9.54	-2.71	1975	Whites	196	73.76	9.54	-2.39	1975	Males	210	72.87	9.34	1.15	
		Blacks	10	65.46	7.08			****	Hispanics	12	67.08			5.76	Females	8	76.81		13.72

¹The significance of the t value was based on one-tailed tests.

²Insufficient data to compute t value.

Significance levels: df = 1

scores are compared for Hispanic and White groups, the Hispanic officers had significantly lower scores in four out of ten groups. However, when male and female scores are compared, there are no significant differences.

It should be noted that the above-cited statistical tests of the significance of the differences between test scores are influenced by the number of officers in each group. Thus, it is difficult, if not impossible, to make generalizations relative to adverse impact of the promotional scores for any given group, when the protected class group consisted of ten or less officers in many "promotion years". However, considering the consistent differences in mean scores, and the trends reflected by the data across the five year period, it is concluded that there is adverse impact with regard to ethnic minorities, but not females, in the overall promotional process.

Following the procedures established in the earlier chapters of this report, the components of the total promotional score were analyzed separately in order to identify the source of the adverse impact.

Tenure

As previously mentioned, an officer's tenure contributes to the total promotional score in that one point is credited to the total promotion score for each year of service up to a maximum of ten points (i.e., ten years of service). Thus, as

officers serve longer with the Department their "tenure points" will be higher than shorter tenure officers, giving the longer tenure individuals an advantage in terms of their total promotion score.

A comparison of the tenure points received by officers (grouped by ethnic group and sex) competing for sergeant and detective positions is given in Table 29. As indicated by these results there was one year in which the average "tenure points" was significantly higher for Blacks relative to Whites. Otherwise, there were no differences between protected class and majority groups, and it is concluded that tenure points have not had an adverse impact for any group.

Competitive Written Exams

The scores on competitive written exams have the greatest weight in the promotional process, accounting for about 65 percent of the total promotion score. The mean scores on the sergeant and detective exams given in 1971 through 1975 are reported in Table 30 by ethnic group and sex. As indicated, Whites have generally scored higher than either Blacks or Hispanics on these exams. On the other hand, there is not a significant difference between the exam scores of males and females. Again, recognizing the limitations of statistical tests with small samples, but considering the trends and mean differences in scores on a year-by-year basis, it is concluded that there is adverse impact associated with the competitive

TABLE 29

COMPARISON OF HOUSTON POLICE DEPARTMENT TENURE SCORES BY RACE AND SEX FOR SERGEANTS AND DETECTIVES

(1971 - 1975)

			Tenure						Tenure						Tenure			
			No.	Mean	S.D.	t ¹ Value			No.	Mean	S.D.	t ¹ Value			No.	Mean	S.D.	t ¹ Value
Sergeant	1971	Whites	84	6.95	3.10	-1.45	1971	Whites	84	6.95	3.10	-0.34	1971	Males	92	6.77	3.17	0.30
		Blacks	8	5.25	3.96			Hispanics	3	6.33	4.04			Females	3	7.33	4.62	
	1972	Whites	86	7.33	2.80	1.90	1972	Whites	86	7.33	2.80	0.22	1972	Males	96	7.48	2.76	.2
		Blacks	4	10.00	0.0			Hispanics	7	7.57	2.57			Females	1	-	-	
	1973	Whites	152	6.38	2.90	-0.08	1973	Whites	159	6.38	2.90	-0.61	1973	Males	174	6.32	2.91	0.81
		Blacks	7	6.29	3.68			Hispanics	10	5.80	2.70			Females	2	8.00	2.83	
	1974	Whites	152	5.68	2.68	0.91	1974	Whites	152	5.68	2.68	0.81	1974	Males	176	5.76	2.69	0.67
		Blacks	15	6.33	2.41			Hispanics	15	6.27	2.82			Females	6	6.50	1.98	
	1975	Whites	200	5.84	2.58	0.33	1975	Whites	200	5.84	2.58	1.45	1975	Males	229	5.92	2.59	-
		Blacks	13	6.08	2.47			Hispanics	16	6.81	2.79			Females	0	-	-	
Detective	1971	Whites	150	6.35	3.12	1.01	1971	Whites	150	6.35	3.12	-0.65	1971	Males	163	6.39	3.14	-0.24
		Blacks	9	7.44	3.61			Hispanics	8	5.63	2.72			Females	4	6.00	3.16	
	1972	Whites	120	6.52	2.95	-0.41	1972	Whites	120	6.52	2.95	-0.87	1972	Males	125	6.53	2.99	-1.49
		Blacks	6	6.00	4.38			Hispanics	3	5.00	4.36			Females	4	4.25	3.86	
	1973	Whites	152	5.99	2.95	1.16	1973	Whites	152	5.99	2.95	0.53	1973	Males	164	6.12	2.99	-0.91
		Blacks	8	7.25	3.81			Hispanics	10	6.50	2.76			Females	6	5.00	2.45	
	1974	Whites	169	5.49	2.83	1.50	1974	Whites	169	5.49	2.83	1.33	1974	Males	178	5.62	2.87	-0.18
		Blacks	7	7.14	3.58			Hispanics	9	6.78	2.91			Females	7	5.43	3.26	
	1975	Whites	196	5.42	2.63	1.03	1975	Whites	196	5.42	2.63	1.47	1975	Males	210	5.58	2.66	-1.38
		Blacks	10	6.30	2.71			Hispanics	12	6.58	3.12			Females	8	4.25	2.55	

¹The significance of the t value was based on one-tailed tests.

²Insufficient data to compute t value.

Significance levels: df = 1

*p < .05

**p < .025

***p < .01

****p < .005

TABLE 30

COMPARISON OF HOUSTON CIVIL SERVICE WRITTEN PROMOTION TEST SCORES BY RACE AND SEX FOR SERGEANT AND DETECTIVE EXAMS

(1971 - 1975)

			Houston Civil Service Written Exam Score					Houston Civil Service Written Exam Score					Houston Civil Service Written Exam Score					
			No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value		
Sergeant Exam	1971	Whites	84	36.52	8.01	-2.19	1971	Whites	84	36.52	8.01	-0.55	1971	Males	92	36.04	7.97	-0.99
		Blacks	8	30.03	7.75	**		Hispanics	3	33.97	1.97			Females	3	31.36	10.68	
	1972	Whites	86	44.27	9.98	-0.97	1972	Whites	86	44.27	9.98	-2.04	1972	Males	96	43.65	10.10	.3
		Blacks	4	39.34	7.94			Hispanics	7	36.18	11.46	**		Females	1	-	-	
	1973	Whites	159	39.55	11.97	-0.17	1973	Whites	159	39.55	11.97	-0.13	1973	Males	174	39.62	11.92	-1.44
		Blacks	7	38.72	12.37			Hispanics	10	39.03	11.99			Females	2	27.44	3.96	
	1974	Whites	152	38.22	8.60	-2.11	1974	Whites	152	38.22	8.60	-2.78	1974	Males	176	37.36	8.64	-0.55
		Blacks	15	33.41	6.16	**		Hispanics	15	31.77	8.30	****		Females	6	35.37	9.09	
	1975	Whites	200	41.64	9.46	-1.67	1975	Whites	200	41.64	9.46	0.77	1975	Males	229	41.52	9.28	-
		Blacks	13	37.18	7.17	*		Hispanics	16	43.51	7.73			Females	0	-	-	
Detective Exam	1971	Whites	150	45.01	10.28	-1.99	1971	Whites	150	45.01	10.28	-0.38	1971	Males	163	44.43	10.59	0.93
		Blacks	9	37.77	15.01	**		Hispanics	8	43.61	9.28			Females	4	49.42	10.66	
	1972	Whites	120	35.58	10.90	-1.67	1972	Whites	120	35.56	10.90	-1.79	1972	Males	125	35.14	10.91	-1.05
		Blacks	6	28.01	9.41	*		Hispanics	3	24.24	1.96	*		Females	4	29.33	11.28	
	1973	Whites	152	38.46	9.62	-1.42	1973	Whites	152	38.46	9.62	-1.43	1973	Males	164	37.84	9.33	0.94
		Blacks	8	33.53	8.79			Hispanics	10	34.05	6.54			Females	6	41.53	13.95	
	1974	Whites	169	35.60	10.03	-6.84	1974	Whites	169	35.60	10.03	-2.51	1974	Males	178	34.76	9.87	1.55
		Blacks	7	25.04	3.54	****		Hispanics	9	31.05	4.91	**		Females	7	40.64	9.89	
	1975	Whites	196	41.63	9.74	-2.82	1975	Whites	196	41.63	9.74	-2.88	1975	Males	210	40.59	9.53	0.96
		Blacks	10	32.83	7.02	****		Hispanics	12	33.43	6.06	****		Females	8	45.69	14.98	

¹The significance of the t value was based on one-tailed tests.

²Standard deviations for the groups were significantly different at the .05 level; therefore, t test was based on the separate variance estimates for σ_p^2 , rather than the normal pooled-variance estimate.

³Insufficient data to compute t value.

Significance levels: df = 1

exam scores that has influenced the promotional opportunities for Blacks and Hispanics, but not for females.

Performance Evaluations

The final component of the total promotional score is the officer performance rating. All officers in the Houston Police Department usually are evaluated by their supervisors on a semi-annual basis. (Some officers may receive more than two evaluations if they are transferred or promoted.) The evaluation is conducted by supervisors completing a "Report of Employee Performance Rating" (Appendix P). This rating requires the supervisor to evaluate the job performance of an officer in terms of five separate factors. In turn, a weighted sum of the ratings on the factors is computed to obtain an overall proficiency rating. Typically, the final performance rating ranges from about 23.0 to 28.0.

As specified by the Firemen's and Policemen's Civil Service (Article 1269m, Vernon's Civil Statutes), each applicant for promotion "shall receive a credit of not to exceed thirty (30) points based on the average of his semi-annual efficiency reports filed with the Commission from the effective date of this Act, but not to exceed the last two (2) semi-annual efficiency reports prior to the time of examination".

Consequently, if there is adverse impact associated with the performance ratings it could influence promotional opportunities for members of a protected class.

The average performance evaluation scores, as well as standard deviations and t values, for officers competing for the Sergeant and Detective exams are reported in Table 31. When comparing the mean performance ratings of Blacks relative to Whites, or females relative to males, there are no significant differences. However, there were two promotion situations in which Whites received higher ratings relative to Hispanics. In both cases, however, the number of Hispanics was small, and the statistical evidence is not sufficient to reject the hypothesis of no adverse impact. In fact, the trends throughout all of the data would indicate that there is no adverse impact.

Recognizing that the above analysis only applies to the performance ratings of officers seeking promotion to Sergeant or Detective positions between 1971 and 1975, a more definite test of the potential adverse impact in performance ratings for all officers was completed during the study. Specifically, the proficiency reports for all officers that have been on active duty (excluding the initial probationary period) with the Houston Police Department since 1960 were obtained from the City of Houston Civil Service Commission. The semi-annual total performance ratings were then coded by members of the research staff and keypunched onto EAM cards for statistical analyses.

Since length of service usually is highly correlated with performance ratings, the analyses of the data provided for

TABLE 31

COMPARISON OF PERFORMANCE EVALUATIONS BY RACE AND SEX

(1971 - 1975)

	H.P.D. Performance Rating Score					H.P.D. Performance Rating Score					H.P.D. Performance Rating Score								
		No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value		No.	Mean	S.D.	t ¹ Value				
Sergeant	1971	Whites	84	26.31	0.96	-0.71 ²	1971	Whites	84	26.31	0.96	-0.99	1971	Males	92	26.25	1.05	0.00	
		Blacks	8	25.81	1.94			Hispanics	3	25.75	0.25			Females	3	26.25	1.56		
	1972	Whites	86	26.86	0.99	0.28	1972	Whites	86	26.86	0.99	-4.66 ²	1972	Males	96	26.80	0.99	.3	
		Blacks	4	27.00	1.15			Hispanics	7	26.07	0.34		****	Females	1	-	-		
	1973	Whites	159	26.46	2.41	1.22 ²	1973	Whites	159	26.46	2.41	-0.77 ²	1973	Males	174	26.46	2.32	0.18	
		Blacks	7	26.82	5.90			Hispanics	10	26.15	1.14			Females	2	26.75	1.06		
	1974	Whites	152	26.43	1.01	0.75	1974	Whites	152	26.43	1.01	-0.52	1974	Males	176	26.42	1.01	0.89	
		Blacks	15	26.63	0.96			Hispanics	15	26.28	1.05			Females	6	26.79	0.81		
	1975	Whites	200	26.72	0.96	-1.10 ²	1975	Whites	200	26.72	0.96	1.60	1975	Males	229	26.73	0.98	-	
		Blacks	13	26.30	1.36			Hispanics	16	27.12	0.87			Females	0	-	-		
	Detective	1971	Whites	150	26.15	1.18	-0.15	1971	Whites	150	26.15	1.18	-0.64	1971	Males	163	26.10	1.19	1.59
			Blacks	9	26.08	1.64			Hispanics	8	25.88	0.91			Females	4	27.06	0.83	
1972		Whites	120	26.18	2.60	1.28 ²	1972	Whites	120	26.18	2.60	-0.34	1972	Males	125	26.18	2.57	0.25	
		Blacks	6	26.79	1.03			Hispanics	3	25.67	1.53			Females	4	26.50	0.71		
1973		Whites	152	26.30	1.05	-1.28	1973	Whites	152	26.30	1.05	-1.83	1973	Males	164	26.23	1.05	0.91	
		Blacks	8	25.81	0.96			Hispanics	10	25.68	0.87		*	Females	6	26.63	0.89		
1974		Whites	169	26.33	2.26	0.51 ²	1974	Whites	169	26.33	2.26	0.40	1974	Males	178	26.32	2.21	1.28	
		Blacks	7	26.54	0.94			Hispanics	9	26.64	1.30			Females	7	27.39	1.05		
1975		Whites	196	26.69	0.95	-1.16	1975	Whites	196	26.69	0.95	1.37	1975	Males	210	26.69	0.97	0.31	
		Blacks	10	26.33	1.28			Hispanics	12	27.08	0.86			Females	8	26.80	0.77		

¹The significance of the t value was based on one-tailed tests.

²Standard deviations for the groups were significantly different at the .05 level; therefore, t test was based on the separate variance estimates for σ_p^2 , rather than the normal pooled-variance estimate.

³Insufficient data to compute t value.

Significance Levels: df = 1

*p < .05

**p < .025

***p < .01

****p < .005

examining the average performance ratings for each officer group on a year-by-year basis. These data are reported in Table 32 by race and Table 33 by sex. The data in each table indicate the number of current officers that have been on the Department's force for 1, 2, 3 ... up to 15 years. Also for each year of tenure, the average performance ratings and the standard deviations of the ratings are reported in the two tables. As clearly indicated by the data, as length of service increases, so do the average performance ratings of the officers regardless of their race or sex. Further, when examined on a year-by-year basis, there are no differences in the average performance ratings of Whites, Blacks or Hispanics. Further, there are no statistical differences in the performance ratings of male officers relative to female officers.

In conclusion, the above data indicate that there is no adverse impact associated with the performance ratings of police officers, and the Department does not discriminate in evaluating officer performance on the basis of race or sex.

Summary

The foregoing analyses of the promotional process have indicated that there is potentially adverse impact against ethnic minorities associated with the total promotion score (and thus position on an eligibility list) because of the differences in scores on the Houston Civil Service competitive

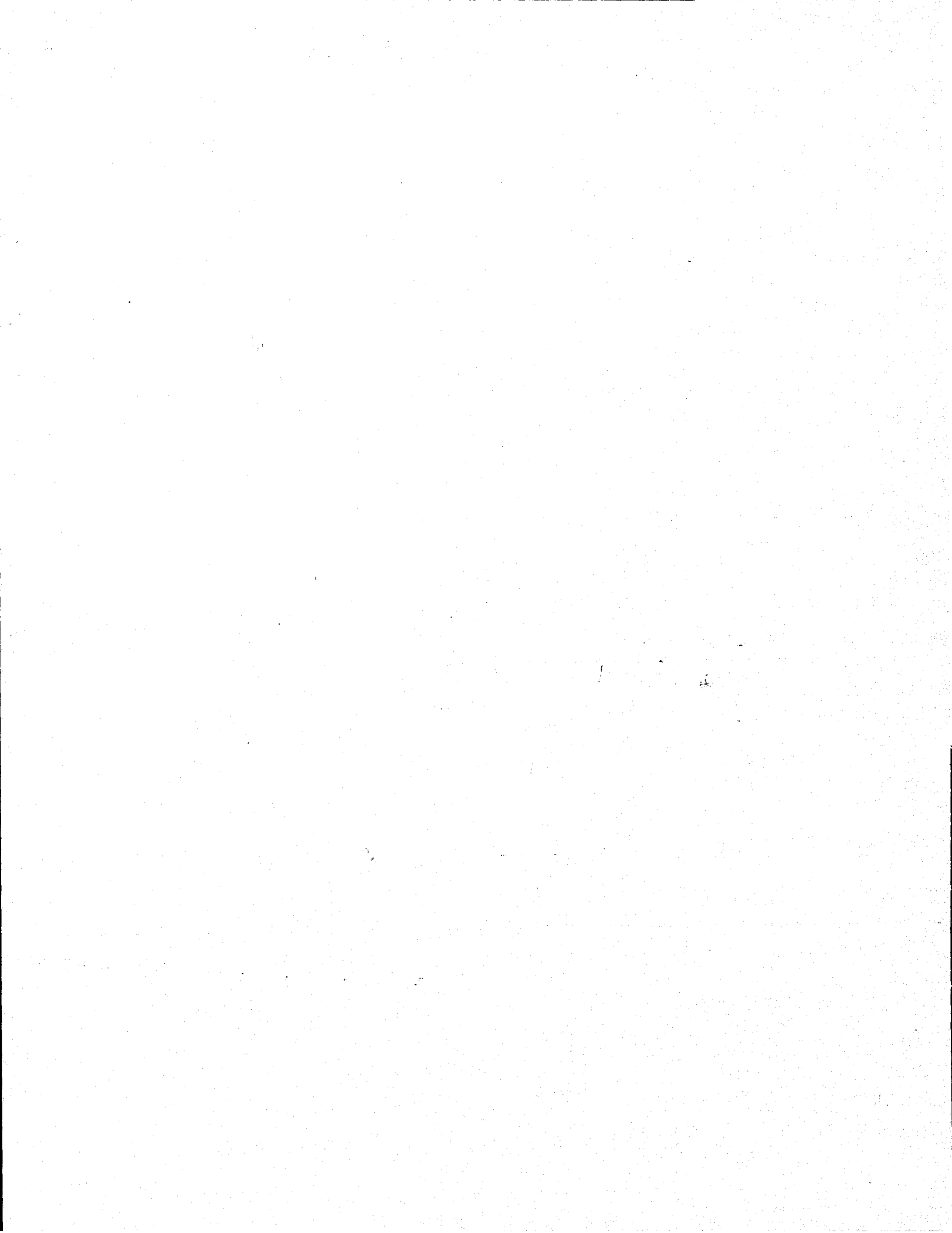


TABLE 32

AVERAGE PERFORMANCE RATINGS OF OFFICERS EMPLOYED SINCE 1960

BY YEAR OF SERVICE AND RACE

<u>Years of Service</u>	<u>Whites</u>			<u>Blacks</u>			<u>Hispanics</u>		
	<u>Number</u>	<u>Average Rating</u>	<u>Standard Deviation</u>	<u>Number</u>	<u>Average Rating</u>	<u>Standard Deviation</u>	<u>Number</u>	<u>Average Rating</u>	<u>Standard Deviation</u>
1	2,427	23.58	1.85	112	23.67	2.03	138	23.36	1.87
2	2,846	24.95	1.41	105	24.70	1.87	153	24.78	1.35
3	2,524	25.81	1.27	92	25.43	1.38	127	25.71	1.39
4	2,188	26.14	1.08	79	25.84	1.26	107	26.17	1.10
5	1,774	26.30	1.10	64	25.84	1.29	98	26.18	1.19
6	1,343	26.38	1.03	50	25.88	1.67	75	26.19	1.27
7	1,047	26.44	1.03	34	26.35	0.93	51	26.52	1.04
8	754	26.55	0.97	20	26.63	0.89	34	26.59	0.75
9	555	26.57	0.98	10	26.35	0.47	23	26.85	0.68
10	464	26.58	0.93	9	26.56	0.68	20	27.35	0.93
11	405	26.63	0.95	6	26.58	0.92	14	27.04	1.22
12	252	26.75	0.93	5	27.20	1.10	7	27.43	0.79
13	139	26.60	0.86	3	26.67	1.16	1	28.00	0.00
14	82	26.78	0.91	3	26.33	0.58	0	0.00	0.00
15	38	26.87	0.93	0	0.00	0.00	0	0.00	0.00

TABLE 33

AVERAGE PERFORMANCE RATINGS OF OFFICERS EMPLOYED SINCE 1960
BY YEAR OF SERVICE AND SEX

<u>Years of Service</u>	<u>Males</u>			<u>Females</u>		
	<u>Number</u>	<u>Average Rating</u>	<u>Standard Deviation</u>	<u>Number</u>	<u>Average Rating</u>	<u>Standard Deviation</u>
1	2,555	23.52	1.84	122	24.49	1.95
2	3,001	24.90	1.42	103	25.76	1.22
3	2,672	25.77	1.28	71	26.54	1.11
4	2,319	26.11	1.09	55	26.67	0.94
5	1,885	26.27	1.11	51	26.75	0.83
6	1,427	26.34	1.08	41	26.82	0.86
7	1,105	26.43	1.03	27	26.87	0.99
8	789	26.55	0.97	19	26.76	0.63
9	571	26.57	0.97	17	26.79	0.75
10	481	26.60	0.93	12	27.13	0.88
11	417	26.63	0.96	8	27.44	0.90
12	259	26.77	0.93	5	27.20	1.10
13	141	26.60	0.86	2	27.00	1.41
14	85	26.76	0.91	0	0.00	0.00
15	38	26.87	0.93	0	0.00	0.00

written examination. However, there is clearly no adverse impact resulting from tenure, or the Houston Police Department's semi-annual officer performance evaluations. In fact, the performance ratings have been shown to have no adverse impact for *all* officers in the Department, as well as for officers seeking promotion to Sergeant or Detective positions.

The foregoing analyses, however, have not presented conclusive evidence as to the adverse impact associated with the promotional process. While specific data has been analyzed for a specified time period, there are several variables that potentially could influence the results that were not accounted for in the analyses. Of specific concern is the number of officers in any given protected class group actually seeking promotion relative to those that are in the Department and eligible for promotion; and the number of officers seeking promotion relative to those officers obtaining a promotion. A final concern is the influence that job assignment might have on promotional opportunity, i.e., are officers in one division more likely to receive a promotion than officers in another division? If so, this could lead to potential adverse impact, since the data discussed in Chapter 7 indicated that officers in the three protected classes have been assigned more frequently to certain divisions relative to job assignments for majority group members.

Promotional Probability

In order to determine whether the proportion of promotions received by members of protected class groups differs from majority groups, the researchers calculated the expected number of promotions for each group. Data used for this analysis was obtained from the Tracking System data (see Chapter 7), which included information on officers hired since 1960.

Superficially, it would be possible to determine the proportions of the work force in the majority and in each protected class and assume that fairness requires similar proportions or promotions. That is, if ten percent of the Department's work force is Black, then ten percent of all promotions should be given to Black officers. To make such an assumption about fairness is misleading, however, because of the effects of tenure on the promotional system. That is, the Firemen's and Policemen's Civil Service, Article 1269m, requires that an officer must serve two years (after probation) before becoming eligible to qualify for the Sergeant or Detective position. (Similar two-year requirements exist for other, more senior promotional positions.) In addition, the promotional process "weights" against short-tenure individuals by the assignment or tenure "points". Inasmuch as the Department has been strenuously recruiting protected class members over the past two years, it is to be expected that the average tenure of protected class members will be less

than majority class members. Consequently, many members of protected classes who comprise the total Department work force are not yet eligible for promotion.

In Table 34 is given the probability of promotion to Sergeant or Detective by year of service, as obtained from actual Tracking System data for all officers who joined the Houston Police Department since 1960. By way of explaining the data in Table 34, the number .237 opposite year 10 means that of all officers who have completed 10 years of service, 23.7 percent have been promoted (not necessarily in year, but by year 10). This table includes data for all protected class and majority group officers.

Table 35 also was constructed from the Tracking System data, so that the number of individuals who were in their first, second, third, up to sixteenth year of service was obtained for each group of officers. The number of individuals was then multiplied by the promotional probabilities as given by Table 34, to obtain the "expected" number of promotions. Thus, any group whose members averaged higher tenure would be expected to receive a greater proportion of promotions. As Table 35 shows, Whites were expected to receive 93.53 percent of promotions, Blacks 2.50 percent and Hispanics 3.97 percent. Males were expected to receive 97.4 percent and females 2.55 percent of all promotions. The data are summarized in Table 36, in which the expected number of promotions are calculated

TABLE 34
 PROBABILITY OF PROMOTION
 BY NUMBER OF YEARS OF SERVICE

<u>Years of Service</u>	<u>Promotion Probability</u> ¹
1	0.000
2	0.000
3	0.000
4	0.003
5	0.013
6	0.039
7	0.075
8	0.119
9	0.173
10	0.237
11	0.306
12	0.358
13	0.452
14	0.582
15	0.635
16	0.716

¹Probability that an officer reaching this year of service will have been promoted in that year or some earlier year.

TABLE 35

TENURE BY RACE AND SEX FOR OFFICERS HIRED SINCE 1960 AND EXPECTED NUMBER PROMOTED TO SERGEANT

Years of Service	Whites		Blacks		Hispanics		Males		Females	
	Number	Expected Promotions ¹	Number	Expected Promotions ¹	Number	Expected Promotions ¹	Number	Expected Promotions ¹	Number	Expected Promotions ¹
1	140	0.000	18	0.000	13	0.000	128	0.000	43	0.000
2	213	0.000	18	0.000	19	0.000	212	0.000	38	0.000
3	116	0.000	6	0.000	6	0.000	127	0.000	1	0.000
4	161	0.483	6	0.018	12	0.036	169	0.507	10	0.030
5	185	2.405	7	0.091	4	0.052	194	2.522	2	0.026
6	157	6.123	3	0.117	8	0.312	166	6.474	2	0.078
7	128	9.600	9	0.675	11	0.825	140	10.500	8	0.600
8	106	12.614	5	0.595	6	0.714	115	13.685	2	0.238
9	101	17.473	7	1.211	6	1.038	112	19.376	2	0.346
10	42	9.954	0	0.000	1	0.237	40	9.480	3	0.711
11	4	1.224	0	0.000	0	0.000	4	1.224	0	0.000
12	112	40.096	0	0.000	5	1.790	115	41.170	2	0.716
13	59	26.668	1	0.452	5	2.260	65	29.380	0	0.000
14	75	43.650	2	1.164	3	1.746	76	44.232	4	2.328
15	29	18.415	1	0.635	0	0.000	30	19.050	0	0.000
16	33	23.628	1	0.716	0	0.000	33	23.628	1	0.716
Total	1661	212.33	84	5.67	99	9.01	1726	221.22	118	5.79
Percentage of Prom.	93.53%		2.50%		3.97%		97.45%		2.55%	

¹Number multiplied by promotion probability from Table 34.

TABLE 36

ACTUAL PROMOTIONS BY RACE AND SEX AND EXPECTED PROMOTIONS
 FACTORED BY PERCENT OF WORK FORCE, AND BY PERCENT OF WORK FORCE
 AND OFFICER TENURE FOR OFFICERS HIRED SINCE 1960

	Whites	Blacks	Hispanics	Males	Females
Total Force ¹	1661	84	99	1726	118
Percent of Force	90.08%	4.56%	5.36%	93.60%	6.40%
Percent of Force by Tenure ²	93.53%	2.50%	3.97%	97.45%	2.55%
Total Promoted ¹	226	4	6	227	9
Expected Promotions Based on Percent of Force	212.59	10.76	12.65	220.89	15.10
Expected Promotions Based on Percent of Force Factored by Tenure	220.73	5.90	9.37	229.98	6.02

¹ Hired since 1960; Source: Tracking System data compiled by research team.

first as a percentage of the work force, and then by percentage of force by tenure. Blacks actually received 4 of the 236 promotions tabulated during this period. Since Blacks now represent 4.56 percent of the work force, if promoted proportionately to their correct numbers there would have been 11 promotions for Black officers. However, there should have been only six Black officers promoted when the tenure of Black officers is taken into consideration.

Similarly, six Hispanics have been promoted, whereas 13 would have been expected as a percentage of the current work force and nine when tenure is taken into account. Finally, 15 female promotions would be expected as a percentage of the current Department force, but only six when tenure is considered. Actually, nine females have been promoted.

From the above data it is concluded that members of protected classes are being promoted in reasonable accordance with, but not in completely equal proportion to, their representation in the Department when *tenure* is taken into consideration. Further, if the hiring and promotional practices of the past few years are maintained, there should be a significant increase in the number of Black, Hispanic and female promotions to Sergeant and Detective positions as these officers gain longer tenure in the Department.

The proportions of Sergeant and Detective promotions during 1971 through 1975 were examined by comparing the number and

percent of protected class members who sought promotion to the number and percent actually promoted as shown in Table 37. These data were compared for males and females, and for Whites, Blacks and Hispanics. According to these data, there was no adverse impact when comparing the percentage of females seeking promotion versus the percentage of females promoted. It should be mentioned once again that because of the extremely small number of females that were seeking promotion, the application of a statistical test of significance (χ^2) is not completely appropriate. Therefore, the results are not totally conclusive.

When comparing the data for Whites, Blacks and Hispanics, only for one promotion opportunity (Detective position, 1975) was the number of minorities actually promoted significantly less than chance. An initial examination of the number of ethnic minority group members seeking promotion versus the number promoted might indicate that overall there was adverse impact. However, if each year is studied carefully, the data indicate that Whites comprise about 90 percent of those seeking a promotion each year. Because only a small number of officers (about 10 to 20 percent) in each group actually were promoted, and because of the small number of minority officers seeking promotion, it would not be statistically significant in most instances if no ethnic minorities were promoted. In fact, the only way to determine adequately if there is adverse impact in the promotion process is for a larger number of minorities

TABLE 37

COMPARISON OF PROMOTION RATES
FOR MAJORITY AND PROTECTED CLASS GROUP MEMBERS

		Tot.	Males		Females		χ^2 Value	
			#	#	%	#		%
Sergeant	1971	Total ¹	95	92	96.8	3	3.2	.808
		Promoted	5	5	100.0	0	0.0	
	1972	Total ¹	97	96	99.0	1	1.0	1.166
		Promoted	13	13	100.0	0	0.0	
	1973	Total ¹	176	174	98.9	2	1.1	0.0
		Promoted	44	44	100.0	0	0.0	
	1974	Total ¹	183	177	96.7	6	3.3	.944
		Promoted	21	21	100.0	0	0.0	
	1975	Total ¹	229	229	100.0	0	0.0	N/A
		Promoted	23	23	100.0	0	0.0	

Detective	1971	Total ¹	167	163	97.6	4	2.4	.001
		Promoted	20	19	95.0	1	5.0	
	1972	Total ¹	129	125	96.9	4	3.1	.007
		Promoted	18	17	94.4	1	5.6	
	1973	Total ¹	170	164	96.5	6	3.5	.172
		Promoted	24	23	95.8	1	4.2	
	1974	Total ¹	185	178	96.2	7	3.8	1.458
		Promoted	34	31	91.2	3	8.8	
	1975	Total ¹	218	210	96.3	8	3.7	1.810
		Promoted	52	48	92.3	4	7.7	

Whites		Blacks		Hispanics		χ^2 Value
#	%	#	%	#	%	
84	88.4	8	8.4	3	3.2	.691
5	100.0	0	0.0	0	0.0	
86	88.7	4	4.1	7	7.2	1.920
13	100.0	0	0.0	0	0.0	
159	90.3	7	4.0	10	5.7	1.300
41	93.2	2	4.5	1	2.3	
153	83.6	15	8.2	15	8.2	4.838
21	100.0	0	0.0	0	0.0	
200	87.3	13	5.7	16	7.0	1.909
22	95.7	0	0.0	1	4.3	
150	89.8	9	5.4	8	4.8	1.163
19	95.0	1	5.0	0	0.0	
120	93.0	6	4.7	3	2.3	1.569
18	100.0	0	0.0	0	0.0	
152	89.4	8	4.7	10	5.9	1.790
23	95.8	1	4.2	0	0.0	
169	91.4	7	3.8	9	4.9	2.042
33	97.1	0	0.0	1	2.9	
196	89.9	10	4.6	12	5.5	7.665*
52	100.0	0	0.0	0	0.0	

¹Total number of officers seeking promotion.

*Significance level, df = 2, p < .02

to seek promotions and then study the results.

Job Assignment Influence on Promotional Opportunity

The last analysis completed examined the impact of officer job assignment on promotional opportunity. That is, are officers promoted more often from one job assignment area than from another? To answer this question, the researchers examined the Tracking System data for all officers hired since 1960 who had been promoted to determine what job these officers held at the time of their promotion.

As shown in Table 38, officers were promoted at differential rates from different job categories ($\chi^2 > 50$, $p < .01$) whereas, of all yearly assignments, 52 percent had been in Patrol, only 43 percent of the promoted officers had been in the Patrol Division. Similarly, 28 percent of all assignments had been in the Traffic Division, but only 21 percent of the promoted officers had come from Traffic. The large contributions to the significant Chi-Square test were a function of the promotions from the Special Investigations, Juvenile and Staff Services areas. In these areas, the proportions of officers promoted were substantially larger than the percentages of officers assigned to these areas. It is reasoned that the nature of the job duties in these assignment areas might provide officers additional opportunity and knowledge that would be beneficial to their performance on competitive examinations. For example, police officers serving on the

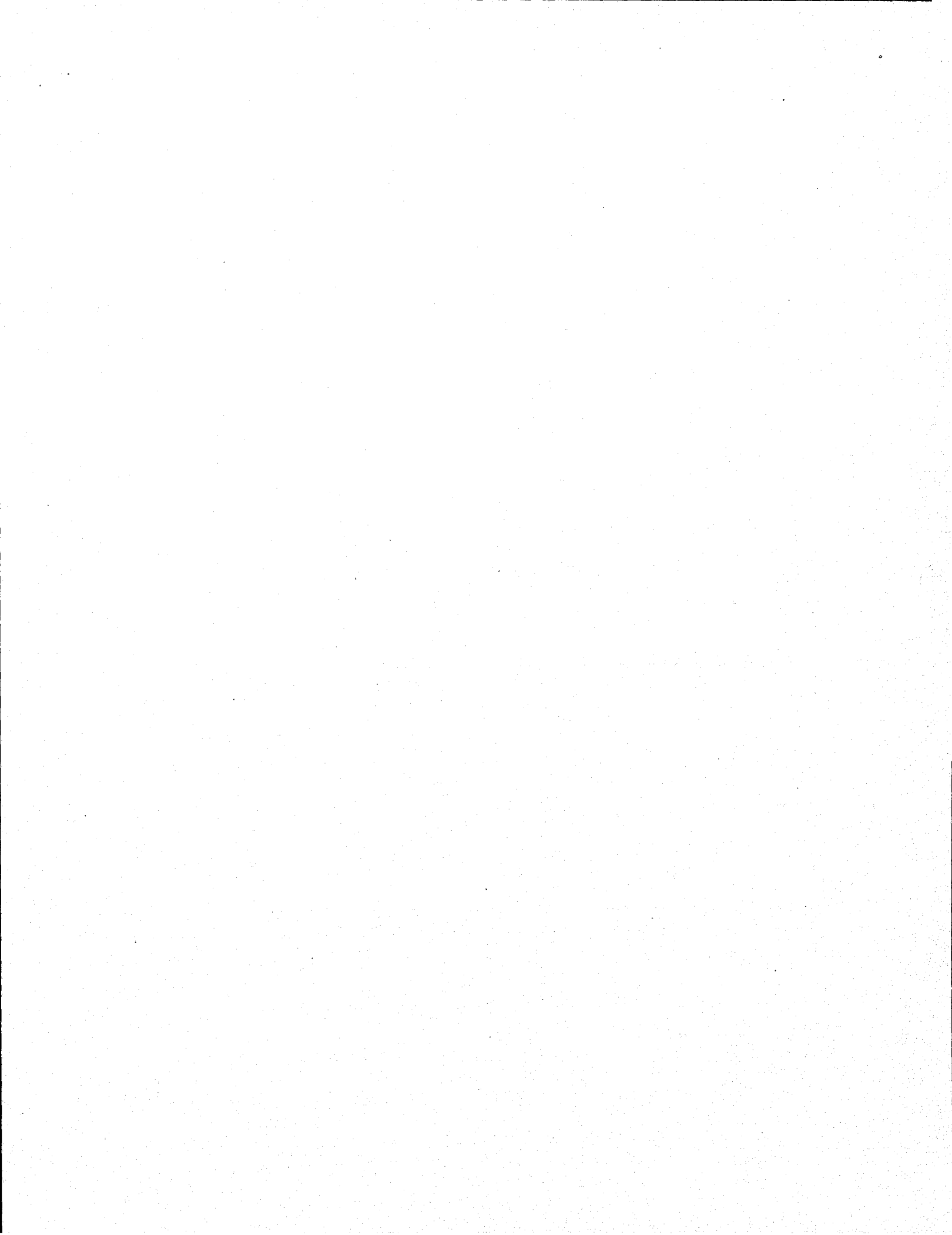


TABLE 38

OFFICERS SERVING IN VARIOUS JOB ASSIGNMENT CATEGORIES SINCE 1960
AND PROMOTIONS FROM VARIOUS JOB ASSIGNMENTS TO SERGEANT AND DETECTIVE

<u>Job Assignment Category</u>	<u>Total Number Serving</u>	<u>Number Officers Promoted</u>			<u>Percent Serving</u>	<u>Percent Promoted</u>
		<u>Sergeant</u>	<u>Detective</u>	<u>Total</u>		
Patrol	4308	46	57	103	51.9	43.1
Traffic	2252	25	26	51	27.1	21.3
Special Investigations	431	9	13	22	5.2	9.2
Juvenile	387	6	16	22	4.7	9.2
Staff Services/Administrative	258	16	14	30	3.1	12.6
Special Service	661	5	6	11	8.0	4.6
Total	8297	107	132	239		

Special Investigations and Juvenile assignment areas probably obtain "on-the-job" knowledge about investigative procedures that would be included in questions on the Detective competitive exam. Similarly, police officers in various staff-oriented job assignments are likely to gain "on-the-job" knowledge about certain administrative matters that are asked about on the Sergeant competitive exam. Additionally, it is likely that extended work shifts and duty hours are more "routine" in certain of these areas, thus giving officers the opportunity to develop better "study schedules" in preparing for the competitive exams.

It is noted that the job assignment areas with the greatest proportion of promotions are exactly the same areas to which Blacks, Hispanics and females have been assigned at disproportionate rates (i.e., more members of protected classes relative to majority groups - see Chapter 7). Thus, while the promotional opportunities seem to favor officers in certain job assignments, this finding would not have an adverse impact on members of a protected class. Instead, job assignments would provide an advantage to protected class members according to the past history of promotions in the Department.

Conclusions

According to the results of the preceding adverse impact analyses of the promotional process, it is concluded that there is no adverse impact for females in the promotional

system. The results are inconclusive, however, with respect to adverse impact for Blacks and Hispanics. Generally, members of these ethnic minority groups have been promoted at a rate that would be expected, given the tenure of these officers and the numbers of officers seeking promotion. Further, it is clear that the average performance evaluations for these officers is equal to that of White officers. Also, Black and Hispanic officers are more frequently assigned to jobs which historically have been advantageous to those seeking promotion. On the other hand, Black and Hispanic officers tend to score lower on the Houston Civil Service written competitive exams, and thus receive lower total promotion scores relative to Whites. Accordingly, officers in the ethnic protected classes have received lower positions on promotional lists.

CHAPTER 9

SUMMARY OF ADVERSE IMPACT ANALYSES

This volume of the report has analyzed the recruiting, selection, training, job assignment and promotion processes of the Houston Police Department for evidence of adverse impact. A brief summary of the results of these analyses is given below.

Currently, the Department's total commissioned work force is under-represented by employees in three protected class groups - Blacks, Hispanics and females - relative to the composition of the full-time labor force in the Department's recruiting area. However, since August 1975 the Department has recruited and selected for Academy training numbers of ethnic minority group members proportionate to, or greater than, their representation in the recruiting area labor force. Females, however, are not seeking commissioned positions or being selected in proportion to their representation in the labor force.

A comprehensive and detailed analysis was completed to identify any sources of adverse impact associated with the various factors that influence the selection-rejection decision in selecting applicants for Academy training. A summary of the results of these analyses completed for each of the three selection stages is presented in Table 39. Overall, 10 of 37 specific factors considered in the selection of applicants

TABLE 39

SUMMARY OF ADVERSE IMPACT ANALYSES
OF APPLICANT SELECTION FACTORS BY STAGE

	<u>Adverse Impact for Protected Class(es)</u>
 Stage I - Physical Characteristics	
Houston Civil Service Vision Test	Females
Height	Females; Hispanics
Weight	Black Females; Hispanics
 Stage I - Personal/Behavioral Characteristics	
Driver's License Requirement	Females; Blacks
Separation from Spouse	Females; Blacks
Credit History	Blacks
 Stage II - Physical Characteristics	
Physical Agility Test - Overall	Females; Hispanics
Event 1 (Run)	Females
Event 2 (Run and Climb)	Females
Event 3 (Drag)	Females
Event 4 (Jump)	Females
Event 5 (Pull Up)	None
 Stage III - Personal/Behavioral Characteristics	
Committed Immoral Offense(s)	Females
Family Instability	Females
Predicted Unsatisfactory Academy Performance	Hispanics

for Academy appointment have had adverse impact for one or more protected class group.

An analysis of the Academy training indicated that the graduation rates are significantly lower for Blacks relative to Whites and for females relative to males. Further analyses indicated that Blacks have a lower graduation rate because of academic failures, while females resign for personal reasons more frequently than males, thus resulting in a lower female graduation rate.

Completion of the six-month probationary training period was almost 100 percent for all groups, and there was no adverse impact associated with this final phase of the selection process.

Analyses of the job assignments given to police officers indicated certain differential rates of assignments for protected class groups. For example, ethnic minorities were more frequently assigned to areas such as Recruiting and Narcotics. Such assignments seemed to be appropriate relative to the Department's needs for minority recruiting and special forms of criminal investigation. Female officers have been assigned more frequently to jobs in the Juvenile and Staff Services Divisions, indicating some differential placement relative to males.

The last set of adverse impact analyses examined the promotional

process within the Department. From these analyses it was concluded that there is no adverse impact for females in the promotional system. The results are inconclusive, however, for Blacks and Hispanics. Generally, ethnic minorities have been promoted at rates that would be expected, given the tenure of these officers and the numbers of officers seeking promotion. Further, Black and Hispanic officers have been assigned more frequently than White officers to jobs which historically have been advantageous to those seeking promotion. Finally, it was found that there is no adverse impact associated with the Department's performance evaluation process which influences promotional opportunity. On the other hand, Black and Hispanic officers on the average score lower than Whites on the Houston Civil Service written exams, and thus have received lower positions on promotional lists.

Since certain of the analyses summarized above indicated adverse impact for components of the selection, training and promotion processes for commissioned positions within the Houston Police Department, appropriate job-relatedness and validation studies have been completed as part of the overall research project. Accordingly, a comprehensive job analysis study is presented in Volume IV, while validity studies related to the selection process are reported in Volumes VI and VII; an evaluation and validation of the Academy is presented in Volume VIII, and a validity study of the promotion process is reported in Volume IX.

LIST OF REFERENCES

A comprehensive bibliography that includes all reference sources reviewed during the conduct of the study and cited in this volume is presented in Volume I of this report.

VOLUME III

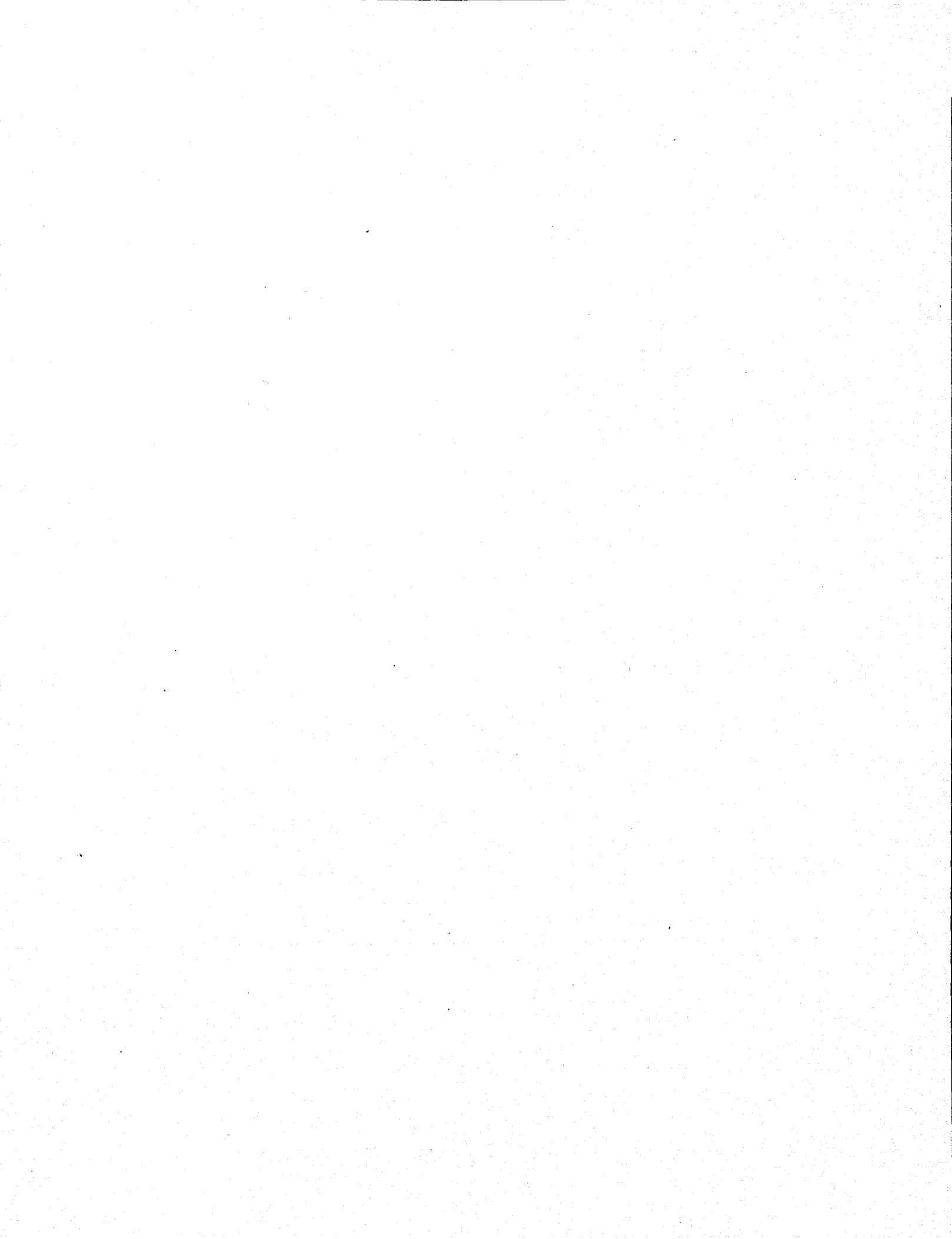
APPENDICES

APPENDIX A

HOUSTON POLICE DEPARTMENT

STRENGTH REPORT BY RACE AND SEX

SEPTEMBER 12, 1975



HOUSTON POLICE DEPARTMENT COMMISSIONED PERSONNEL

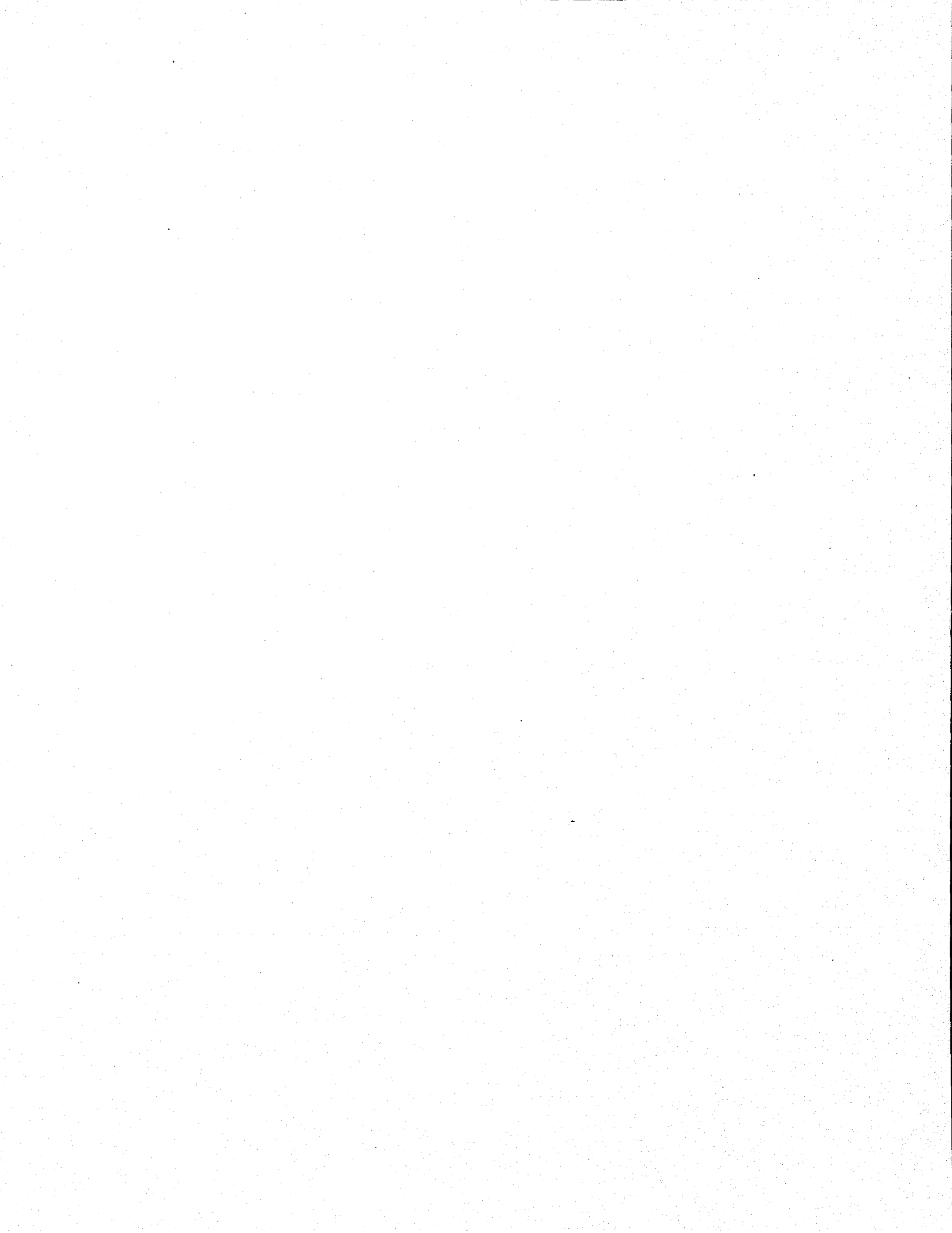
EFFECTIVE DATE SEPTEMBER 12, 1975

	<u>White</u>		<u>Hispanic</u>		<u>Black</u>		<u>Oriental</u>	
	<u>Male</u>	<u>Fem.</u>	<u>Male</u>	<u>Fem.</u>	<u>Male</u>	<u>Fem.</u>	<u>Male</u>	<u>Fem.</u>
Police Officer, Probationary	49	20	5	3	6	4	0	0
Police Officer	1560	71	93	10	69	16	1	0
Sergeant	187	0	4	0	2	0	0	0
Detective	255	11	7	0	0	0	0	0
Lieutenant of Police	66	0	7	0	2	0	0	0
Captain of Police	28	0	0	0	0	0	0	0
Deputy Chief	9	0	0	0	0	0	0	0
Fingerprint Classifier I	5	2	0	0	0	0	0	0
Police Photographer	3	0	1	0	0	0	0	0
Fingerprint Classifier II	8	0	1	0	0	0	0	0
Supervisor of Photography	1	0	0	0	0	0	0	0
Latent Fingerprint Examiner	2	0	0	0	0	0	0	0
Firearms Examiner	1	0	1	0	0	0	0	0
Identification Officer Supervisor	3	0	0	0	0	0	0	0
Assistant Superintendent - Identification Bureau	1	0	0	0	0	0	0	0
Assistant Chemist-Toxicologist	3	0	0	0	0	0	0	0
Superintendent, Identification Bureau	1	0	0	0	0	0	0	0
Chemist-Toxicologist	1	0	0	0	0	0	0	0
Probationary Radio Operator I	2	0	0	0	0	0	0	0
Radio Operator I	5	1	0	0	0	0	0	0
Radio Operator II	10	0	0	0	0	0	0	0
Radio Operator III	5	0	0	0	0	0	0	0
Assistant Supervising Technician (Radio)	1	0	0	0	0	0	0	0
Supervising Technician, Radio	1	0	0	0	0	0	0	0
Chief of Police	1	0	0	0	0	0	0	0
Totals	2208	105	119	13	79	20	1	0

APPENDIX B

COMPOSITION OF APPLICANTS

APPROVED FOR ACADEMY CLASSES 72 THROUGH 76



COMPOSITION OF APPLICANTS APPROVED FOR ACADEMY CLASSES 72 THROUGH 76

<u>Classification</u>	<u>Applicants Approved for Academy Classes</u>				
	<u>72</u>	<u>73</u>	<u>74</u>	<u>75</u>	<u>76</u>
White	48	33	62	60	36
Black	1	7	9	10	25
Hispanic	7	4	7	5	16
Male	55	44	77	71	74
Female	1	0	1	4	3
Total	56	44	78	75	77

APPENDIX C
APPLICATION FOR EMPLOYMENT
WITH THE CITY OF HOUSTON

and complete information regarding your experience. Have you worked and what have you done during the past 10 years? If you have not worked for more than two persons during this time, show employment for ten years.

Date of Service		Employed by	Address	Wages	Occupation	Reason for Leaving
Date of Leaving	Total Years					

REFERENCES		
Name	Address	Business or Occupation

Home address for the past five years; give length of time at each location:

Father's Full Name _____ Mother's Full Name _____ Full Name of Husband or Wife _____ If husband or wife is employed, state where _____ children: _____ emergency, notify: _____ _____ Phone _____	Have you ever been arrested for an offense (other than traffic) since you were seventeen years of age? _____ When? _____ Charge (s): _____ Where? _____ Have you ever been convicted of an offense (other than traffic) since you were seventeen years of age? _____ When? _____ Charge (s): _____ Where? _____ What disposition was made? _____
---	--

Ask your present employer for reference, would it jeopardize your position? _____
 I HEREBY CERTIFY AND WARRANT the answers I have made to each and all of the foregoing questions are full and true to the best of my knowledge and belief.
 FURTHER, in order that the officials of the City of Houston may be fully informed as to my personal character and qualifications for employment, I have furnished to each of my former employers and to any other person who may have information concerning me, agreeing, as this information is furnished at their request and for my benefit, to hold such persons harmless and I do hereby release them from any and all liability for damage of whatsoever nature of furnishing such information.

Applicant _____ Date _____
 Beneficiary _____ Relationship _____

DO NOT FILL IN BELOW THIS LINE

Comments: _____

IS:	Department	Date	Disposition

EXAMINATION RECORD	Score	Qualified	Date

APPENDIX D
REQUIREMENTS FOR APPLICANTS
FOR CLASSIFIED POSITIONS
IN THE HOUSTON POLICE DEPARTMENT

HOUSTON POLICE DEPARTMENT

Requirements for Applicants for Classified Positions in the Houston Police Department

HEIGHT AND WEIGHT: Applicant (male and female) must meet the minimum height requirement of 5'6" with weight being in proportion to height.

AGE: Applicant must have reached his/her 19th birthday prior to making application at the Civil Service Department; and must not have reached his/her 36th birthday before receiving the Oath of Office.

PHYSICAL AGILITY TEST: Applicant must pass all phases of a physical agility test before a background investigation is conducted.

Applicant must have earned all high school credits required to graduate from an accredited high school; or have a Texas Certificate of High School Equivalency from the Texas Education Agency.

Applicant must be a citizen of the United States of America.

Applicant must have a valid Texas Driver's license.

Applicant's driving record must reflect a history of prudence and maturity in operating motor vehicles. Applicant must not have received more than two moving traffic law citations within a twelve month period immediately prior to making application.

Applicant must not have been convicted of a felony offense, driving while intoxicated or of any crime involving moral turpitude.

If a veteran, applicant must not have been convicted in any court martial higher than a Summary.

If a veteran, applicant must have an Honorable Discharge, free from any conditions.

If Honorable Discharge was received for medical reasons, or before tour of duty was fulfilled; or if applicant is receiving disability compensation; or if applicant was rejected from military service for medical reasons, applicant must furnish Civil Service with specific reasons for discharge or disability.

Applicant must not have had any serious illnesses or injuries. The following may be disqualifying, but must be considered:

- | | |
|-----------------------|--------------------|
| a. Stomach ulcers | i. Hayfever |
| b. Convulsions | j. Chronic malaria |
| c. Diabetes | k. Rheumatic fever |
| d. Tuberculosis | l. Polio |
| e. Migraine headaches | m. Arthritis |
| f. Recurrent jaundice | n. Heart trouble |
| g. Pernicious anemia | o. Asthma |
| h. Syphilis | |

13. Applicant must be free of physical defects and deformities.
14. Applicant's background must reflect family and employment stability.
15. Applicant must be temperamentally and emotionally stable.
16. There must not be any evidence of any emotional disturbances or psychotic or neurotic tendencies.
17. Applicant must not be delinquent in any just financial obligations.
18. The applicant's character and reputation must be of the highest order as established by the background investigation and must not be of a nature as to cast a question on his future actions.
19. Vision must be correctable to 20/20 with glasses or contact lenses; vision must not be over 20/100 uncorrected in either eye.
20. The only residence requirement that exists is that you must reside within a 500-mile radius of Houston for a sufficient period of time to enable this Department to conduct a valid background investigation.

APPENDIX E

HOUSTON POLICE DEPARTMENT
PHYSICAL AGILITY TEST FORM

WORK SAMPLE TEST

NAME _____
LAST FIRST MIDDLE

SOCIAL SECURITY NUMBER _____ DATE OF BIRTH _____

HEIGHT _____ WEIGHT _____ DESCRIPTION _____ AGE _____ TEXAS DRIVER LIC.# _____

REQUIREMENTS PERFORMANCE (CHECK ONE)
PASS FAIL

1. Jump a distance of 6 ft. (standing broad jump).

2. Run 20 ft., then climb 6 ft. wall within 8 sec.

3. Pull up to 8 ft. high bar hold for 10 seconds.

4. Drag a weight of 150 pounds 30 ft. within 7 seconds.

5. Run 150 yards within 60 sec.

FAILURE IN ANY ONE OF THE ABOVE TESTS WILL RESULT IN YOUR DISQUALIFICATION; HOWEVER, YOU MAY REPEAT THE TEST EACH WEEK.

TEST ADMINISTERED: _____
DATE TIME SIGNATURE OF EXAMINING OFFICER

NOTE: The work sample test is given at the Police Recruiting Office Monday through Friday at 8:30 A. M. and 3:00 P. M. It is also given on Saturday at 10:00 A. M. You will need to bring a pair of tennis shoes and gym clothes for the test. No appointment is necessary; however, please be on time as the test will start promptly at the given times.

THE STATE OF TEXAS :

ASSUMPTION OF RISKS
and

COUNTY OF HARRIS :

COVENANT NOT TO SUE

KNOW ALL MEN BY THESE PRESENTS:

That I, the undersigned _____ for and

in consideration of being extended the opportunity of undergoing work sample testing for the purpose of establishing my suitability for the position of Police Cadet with the Houston Police Department, on the _____ day of _____, 19____, have prior to said date assumed and hereby do Assume All Risks of injury to my person arising out of or in any way incident to the above mentioned work sample tests; that each part of the sample test has been described and explained to me and I understand clearly what I will be called upon to do, and with this knowledge I assume whatever risk such test or tests may entail to or accrue to my person; and That I, the undersigned, for the above mentioned consideration have Covenanted and hereby do Covenant Never to Sue or bring any legal or equitable action in any court whatsoever against the City of Houston or any officer or employee of the City of Houston for any such injury.

Executed this _____ day of _____ 19____.

(SIGNATURE)

Witnesses:

APPENDIX F
HOUSTON POLICE DEPARTMENT
ADDITIONAL INFORMATION QUESTIONNAIRE

Date Returned: _____
 Height: _____ Weight: _____
 Officer: _____
 Interview Date: _____
 Time: _____

POLICE DEPARTMENT
CITY OF HOUSTON

ADDITIONAL INFORMATION QUESTIONNAIRE

This form is to be completed and returned, in person, to the Houston Police Department Recruiting Office.

THIS IS NOT AN EXAMINATION. If this application is considered favorably, you will be notified when and where to appear for further processing.

NOTE: Study each question carefully. Answer fully. Follow directions exactly. If not satisfactorily filled out, this questionnaire may be rejected on the grounds of being incomplete or the applicant's inability to follow directions.

Use ink and print neatly and legibly. This application must be completed by the applicant and must not be typed. If you find the space provided for any question to be insufficient, attach an additional sheet of paper (8-1/2" x 11"); give the answer on this attached sheet the same number as that given the question being answered.

Position Applying for		Social Security Number		
NAME: Last	First	Middle	Race	Sex
Maiden and/or any other names you have used:				
Present Street Address	Apartment No.	City	State	Zip Code
Residence Telephone Number		Neighbor/Relative's Name and Telephone		
Business Telephone Number		Business Hours		Days Off
Age	Location of Birth		Date of Birth	
Driver's License:				
State	License No.	Type	Expiration Date	
Are you an American citizen?		Naturalized or by Birth?		

Full Name of Father: _____ Age _____ DOB _____

Home Address of Father: _____ City _____ State _____ Phone Number _____

Present Employment of Father: _____ Address _____ Phone _____ Position Held _____

Father Deceased? _____ If so, list date and cause _____

Full Name of Mother (include Maiden and others) _____ Age _____ DOB _____

Home Address of Mother: _____ City _____ State _____ Phone Number _____

Present Employment of Mother: _____ Address _____ Phone _____ Position Held _____

Mother Deceased? _____ If so, list date and cause _____

Full Name of Stepfather (if any): _____ Age _____ DOB _____

Home Address of Stepfather: _____ City _____ State _____ Phone Number _____

Present Employment of Stepfather: _____ Address _____ Phone _____ Position Held _____

Full Name of Stepmother (if any): _____ Age _____ DOB _____
(Include Maiden name and/or any other names used)

Home Address of Stepmother: _____ City _____ State _____ Phone Number _____

Present Employment of Stepmother: _____ Address _____ Phone _____ Position Held _____

Are You: Married _____ Single _____ Separated _____ Divorced _____

Full Name of Present Spouse: _____ Age _____ DOB _____
(Include Maiden name and/or any other names used)

Present Employment of Spouse: _____ Address _____ Phone _____ Position Held _____

Date of Present Marriage: _____

List all Children by Present Marriage:

a. Full Name Age Date of Birth

b. Full Name Age Date of Birth

c. Full Name Age Date of Birth

d. Full Name Age Date of Birth

If separated but not divorced, where are children (if any)? _____

Complete the following information regarding ex-spouse (if any):

a. Full present name: Last Known Address DOB Phone
(Include Maiden name and/or any other names used)

Date of Marriage: Date of Divorce:

b. Full present name: Last Known Address DOB Phone
(Include Maiden name and/or any other names used)

Date of Marriage: Date of Divorce:

Do you have any children by a previous marriage? _____
If so, are they living with you full-time? _____ Part-time? _____
If part-time, are they living with their mother? _____
Mother's name and address: _____

Are you legally required to pay child support? _____
If so, how much per month? _____ Are you delinquent? _____
Through what agency do you make these payments? _____

List all Children by Previous Marriages:
(If these children are adopted, indicate this)

a. Full Name Age Date of Birth

b. Full Name Age Date of Birth

c. Full Name Age Date of Birth

d. Full Name Age Date of Birth

List all Stepchildren:

a. Full Name Age Date of Birth

b. Full Name Age Date of Birth

c. Full Name Age Date of Birth

List all relatives employed by the Houston Police or Fire Departments:

a. Full Name Relationship Department Division

b. Full Name Relationship Department Division

List all current financial obligations:

CREDITOR	TOTAL DEBT	AMOUNT PER MONTH	ARE YOU DELINQUENT?
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Have you ever had a serious illness or injury, including pregnancy, etc., which required hospitalization, treatment in the emergency room of a hospital, or other treatment by a physician? _____. If so, complete the following:

REASON: (1) _____ (2) _____ (3) _____ (4) _____

DATE: (1) _____ (2) _____ (3) _____ (4) _____

DOCTOR: (1) _____
 Name Address Phone

(2) _____
 Name Address Phone

(3) _____
 Name Address Phone

(4) _____
 Name Address Phone

HOSPITAL (1) _____
 (if any) Name Address Phone

Hospital, (2)
 (continued) Name Address Phone

(3) Name Address Phone

(4) Name Address Phone

Have you ever been placed under observation by a physician for a physical or mental condition/disorder? _____. If so, explain:

Name of Family Physician Address Phone

Have you ever served in the Army, Navy, Marine Corps, Air Force, R.O.T.C. or other military or semi-military organization? _____

a. Organization Enlistment Date Discharge Date Rank

b. Organization Enlistment Date Discharge Date Rank

Present Draft Classification Has it been changed? When?

Previous Draft Classification Reason for change

List all brothers and sisters (include half-brothers, half-sisters, step-brothers and stepsisters, etc., and indicate exact relationship):

a. Full Name Date of Birth

b. Full Name Date of Birth

c. Full Name Date of Birth

d. Full Name Date of Birth

e. Full Name Date of Birth

f. Full Name Date of Birth

List all traffic citations (do not include parking tickets), whether you were convicted or not:

Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date

List all arrests, whether you were actually charged or not (including all juvenile arrests):

Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date
Charge	City and State	Convicted or Dismissed	Date

Do you own, or are you presently buying, an automobile? _____
 If so, complete the following:

a.

Make	Model	License Plate Number	Color
------	-------	----------------------	-------

b.

Make	Model	License Plate Number	Color
------	-------	----------------------	-------

NAME OF SCHOOL	CORRECT ADDRESS OF SCHOOL (include City, State and Zip Code)	DATES ATTENDED		DID YOU GRADUATE?
		From Year	To Year	
Senior High School				
College/University				
Other Schools				

Give any additional information concerning your education. If you are NOT a high school graduate list the highest grade you attended. If you have an equivalency certificate, list type of equivalency obtained:

43. PERSONAL REFERENCES: List below the names, addresses and telephone numbers of three persons you have known for at least the past five years. These persons must not be relatives, present or former employers, or present or former supervisors. Local references are preferred. Please do not list husbands or wives as separate references, and include their title (Mr., Mrs., Miss, Dr., Rev., etc.):

	NAME	ADDRESS	CITY	STATE	ZIP CODE	TELEPHONE	BUSINESS OR OCCUPATION
1.							
2.							
3.							

view, list date and branch only unless you were employed off-base. If unemployed, list dates of unemployment. Attach a map for all employments whose addresses are Rural Routes or Post Office Boxes:

DATE EMPLOYED		DATE OF LEAVING		NAME OF COMPANY	ADDRESS	CITY	STATE	POSITION HELD	SUPERVISOR	REASON FOR LEAVING
mo.	yr.	mo.	yr.							

Do we have your permission to verify your present employment? _____

only when you resided off-base. DO NOT list mailing addresses or so-called "permanent residences" unless you actually lived at the location during the time in question. Attach a map for all residences whose addresses are Rural Routes or Post Office Boxes:

FROM		TO		STREET ADDRESS	APT. NO.	CITY	STATE	PERSON RENTED FROM	
Mo.	Yr.	Mo.	Yr.					Name:	Phone:
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
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								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	
								Name:	Phone:
								Address:	

HOUSTON POLICE DEPARTMENT
POLICE RECRUITING DIVISION
AUTHORIZATION FOR RELEASE OF PERSONAL INFORMATION

I, _____, do hereby authorize a review of full disclosure of all records concerning myself to any duly authorized _____ of the City of Houston Police Department, Recruiting Division, whether the said records are of a public, private, or confidential nature

The intent of this authorization is to give my consent for full complete disclosure of the records of educational institutions; financial credit institutions, including records of loans, the records of commercial retail credit agencies (including credit reports and/or ratings); and financial statements and records wherever filed; medical and psychiatric treatment and/or consultation, including hospitals, clinics, health care practitioners, and the U. S. Veteran's Administration; employment pre-employment records, including background reports, efficiency ratings, complaints or grievances filed by or against me and the records and recollections of attorneys at law, or of other counsel, whether representing me or another person in any case, either criminal or civil, in which I presently have, or have had an interest.

I understand that any information obtained by a personal history background investigation which is developed directly or indirectly, in whole or in part, upon this release authorization will be considered in determining my suitability for employment by the City of Houston Police Department. I also certify that any person(s) who may furnish such information concerning me shall not be held accountable for giving this information; and I do hereby release said person(s) from any and all liability which may be incurred as a result of furnishing such information.

I also agree to pay any and all charges or fees concerning this release and can be billed for such charges at the below listed address.

A photocopy of this release form will be valid as an original document, even though the said photocopy does not contain an original signature of my signature.

ESS

Signature (include maiden name)

Address: _____

Phone: _____

DOB: _____

Social Security #: _____

APPENDIX G
CITY OF HOUSTON
REPORT OF MEDICAL EXAMINATION

CIVIL SERVICE COMMISSION

CITY OF HOUSTON

REPORT OF MEDICAL EXAMINATION

NAME	SEX	RACE	AGE	PURPOSE OF EXAMINATION	DATE:
ADDRESS				TELEPHONE	
DEPARTMENT			POSITION		

Medical History

Please check "yes" or "no" after the following questions and fully explain any "yes" answers.

1. Is there a history of the following illnesses in your family?

- a. Diabetes Yes No
- b. High Blood Pressure Yes No
- c. Cancer Yes No
- d. Heart Disease Yes No
- e. Allergy (asthma, hives, hay fever) Yes No
- f. Others Yes No

2. Have you ever been hospitalized? Yes No

Where _____
 When _____
 Why _____

3. Have you lost time from work because of illness or injury in the past 2 years? Yes No

4. Have you ever received disability payments for any injury or illness? Yes No

5. Have you ever been refused or rated up for life insurance? Yes No

6. Have you ever been advised to have an operation not listed above? Yes No

7. Have you ever been rejected by a Selective Service Board or discharged from the Military Services because of a medical or nervous condition? Yes No

APPENDIX H

FORMAT FOR CODING HOUSTON POLICE DEPARTMENT

APPLICANT DATA

<u>BOARD COLUMN</u>	<u>CODE IDENTIFICATION</u>	<u>CODES</u>
1	<u>Applicant I.D. Number</u>	(first digit is coder's I.D. - remaining digits are sequential I.D. numbers)
2-5	<u>Sex</u>	1 = male 2 = female
6	<u>Race</u>	1 = White 2 = Black 3 = Hispanic 4 = Other
8-9	<u>Age</u>	actual years
10-11	<u>Month of Application</u>	(01 = January ... 12 = December)
12	<u>Year of Application</u>	4 or 5
13	<u>Marital Status</u>	1 = married 2 = single
14	<u>Residence</u>	1 = Houston 2 = Texas - not Houston 3 = Other
15	<u>Was termination voluntary?</u>	1 = yes 2 = no
16	<u>Point of termination</u>	0 = City of Houston Application Blank 1 = Basic physical requirements 2 = Preliminary interview 3 = Physical agility test 4 = Police Department background information forms 5 = Background investigation 6 = Polygraph 7 = Final interview 8 = Medical examination by physician 9 = Final recommendation

CARD COLUMN

CODE

TERMINATION FACTORS

17	<u>Education</u>
18	<u>Citizenship</u>
19	<u>Age</u>
20	<u>Separation from spouse</u>
21	<u>Residence location</u>
22	<u>Driver's license</u>
23	<u>Driving record</u>
24	<u>Subversive party affiliation</u>
25	<u>Height</u>
26	<u>Weight</u>
27	<u>Vision</u>
28	<u>Medical record</u>
29	<u>Physician's findings - physical</u>
30	<u>Physical agility - event 1</u>
31	<u>Physical agility - event 2</u>
32	<u>Physical agility - event 3</u>
33	<u>Physical agility - event 4</u>
34	<u>Physical agility - event 5</u>
35	<u>Military conviction record</u>
36	<u>Civilian conviction record</u>
37	<u>Military discharge</u>

Blank = not a factor
1 = factor in rejection

COLUMN

CODE

TERMINATION FACTORS

- 38 Physical defects
- 39 Physician's findings - mental
- 40 Driving habits
- 41 Credit record
- 42 Admission of excessive alcohol use
- 43 Admission of drug use or involvement
- 44 Admission or illegal offense or act
- 45 Admission or immoral offense or act
- 46 Family instability (stated by applicant)
- 47 Employment Instability
- 48 Personal references
- 49 Employment references
- 50 Appearance and bearing in interview
- 51 General health
- 52 Emotional adjustment
- 53 Interpretation of polygraph
- 54 Voluntarily withdrew for stated reason
- 55 Voluntarily withdrew by not showing for next step
- 56 Contradictory information
- 57 Predicted academic performance
- 58 Other

Blank = not a factor
1 = factor in rejection

APPENDIX I

DEFINITIONS OF TERMINATION FACTORS USED IN
THE APPLICANT RECORDS CODING PROCESS



CONTINUED

2 OF 3

Physical defects	Loss of one joint or more; severe acne or scarring; stuttering/stammering
Physician's finding - mental	As stated in medical report
Physician's finding - physical	As stated in medical report
Driving habits	Driving history that reflected a lack of prudence; specifically, many accidents
Credit record	Many bills overdue; failure to pay just debts; extensive repossessions
Excessive alcohol use	Admission by applicant of drinking problem or heavy drinking mentioned by investigating officer in summary report
Admitted drug use or involvement	Any admission of use or other involvement with any drug covered by the Texas Controlled Substances Act of 1973 (including marijuana) within the last 12 months
Admitted illegal offense	Admission by applicant of any vandalism, burglary, prostitution, drug trafficking, work-related theft or other criminal offenses for which he/she has not been apprehended or convicted
Admitted immoral offense	Admission by applicant of common-law relationships, marital affairs, homosexual experiences, bestiality or any other sexual deviations
Admitted family instability	Police record of immediate family members or admission of marital problems (i.e., adultery, etc.)
Admitted employment instability	Employment history showing very frequent job changes and job dissatisfaction subsequently verified through the background investigation
Personal references	Negative information gathered by investigating officer from friends or neighbors
Employment references	Negative information gathered by investigating officer from employers

Appearance and bearing during final interview

Applicant's dress, grooming habits and/or attitude during interview

Medical history

Admitted frequent or chronic illnesses; or personal physician's records of past illness or disqualifying physical condition

Emotional adjustment

Information referring to applicant's immaturity, hot headedness, total irresponsibility or inability to cope with stress

Polygraph information

Information of a disqualifying nature obtained during the administration of the polygraph test

Contradictory information

Information obtained from applicant that was contradicted by information from another time or source, i.e., applicant interview, admissions, prior application form statements, police record, driving record, etc.

Predict unsuccessful academy performance

Academic probation, poor class standings or school suspensions that indicated applicant would not successfully complete academy

Miscellaneous (in order of frequency)

- a. Civil or criminal suit pending against applicant
- b. Additional papers required but not obtained (draft classification explanations, GED certificate, etc.)
- c. On active military duty
- d. Application pending on another job

APPENDIX J
APPLICANT FLOW
BY RACE AND SEX

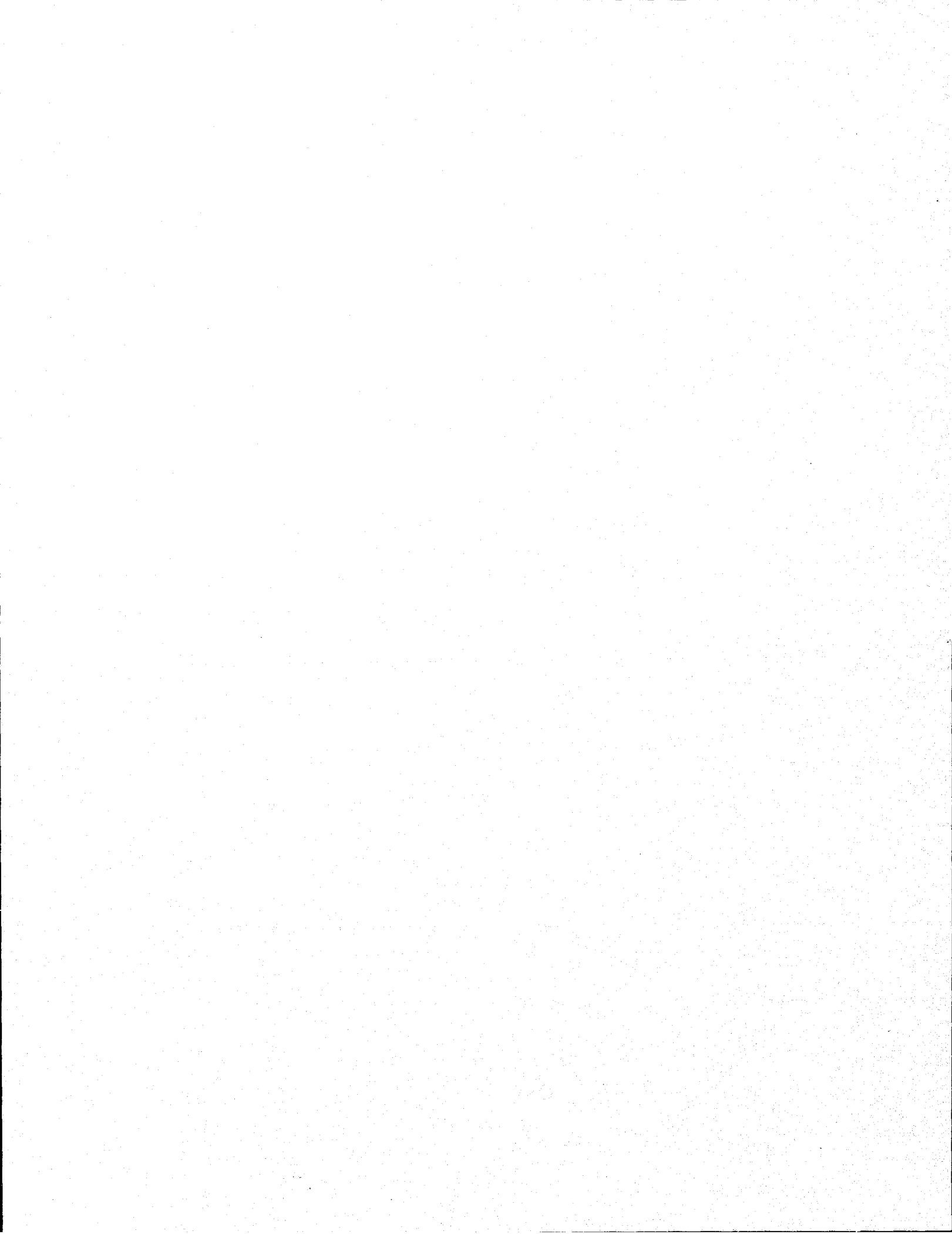


TABLE J1

APPLICATION FLOW - ALL APPLICANTS (APPLICANTS OF 5/1/74 - 7/31/75) N = 8536

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	8536	767	8.99	-	-	91.01
Application	7769	683	8.79	17	0.22	82.81
Basic Physical Requirements	7069	1145	16.20	6	0.08	69.33
Preliminary Interview	5918	2380	40.22	534	9.02	35.19
Physical Agility Test*	1221	155	12.69	-	-	-
Police Dept. Background Questionnaire	2849	24	0.84	1078	37.84	20.47
Background Investigation/ Polygraph/Final Interview	1747	1178	67.43	113	6.47	5.34
Medical Examination	456	0	0.00	2	0.44	5.32
Final Recommendation	454	13	2.86	23	5.07	4.90
Passed Selection Process	418					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE J2

APPLICATION FLOW - WHITES (APPLICANTS OF 5/1/74 - 7/31/75) N = 5796

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	5796	518	8.94	-	-	91.06
Application	5278	460	8.72	11	0.21	82.94
Basic Physical Requirements	4807	675	14.04	6	0.12	71.19
Preliminary Interview	4126	1586	38.44	369	8.94	37.46
Physical Agility Test*	943	98	10.39	-	-	-
Police Dept. Background Questionnaire	2073	16	0.77	710	34.25	23.24
Background Investigation/ Polygraph/Final Interview	1347	885	65.70	92	6.83	6.38
Medical Examination	370	0	0.00	1	0.27	6.37
Final Recommendation	369	11	2.98	17	4.61	5.88
Passed Selection Process	341					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE J3

APPLICANT FLOW - BLACKS (APPLICANTS OF 5/1/74 - 7/31/75) N = 1823

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	1823	159	8.72	-	-	91.28
Application	1664	194	11.66	4	0.24	80.42
Basic Physical Requirements	1466	304	20.74	0	0.00	63.74
Preliminary Interview	1162	531	45.70	104	8.95	28.91
Physical Agility Test*	153	35	22.88	-	-	-
Police Dept. Background Questionnaire	492	5	1.02	255	51.83	12.73
Background Investigation/ Polygraph/Final Interview	232	170	73.28	9	3.88	2.91
Medical Examination	53	0	0.00	0	0.00	2.91
Final Recommendation	53	0	0.00	5	9.43	2.63
Passed Selection Process	48					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE J4

APPLICANT FLOW - HISPANICS (APPLICANTS OF 5/1/74 - 7/31/75) N = 917

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	917	90	9.82	-	-	90.19
Application	827	29	3.51	2	0.24	86.80
Basic Physical Requirements	796	166	20.85	0	0.00	68.70
Preliminary Interview	630	263	41.75	61	9.68	33.37
Physical Agility Test*	125	22	17.60	-	-	-
Police Dept. Background Questionnaire	284	3	1.06	113	39.79	18.32
Background Investigation/ Polygraph/Final Interview	168	123	73.21	12	7.14	3.60
Medical Examination	33	0	0.00	1	3.03	3.50
Final Recommendation	32	2	6.25	1	3.13	3.16
Passed Selection Process	29					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE J5

APPLICANT FLOW - MALES (APPLICANTS OF 5/1/74 - 7/31/75) N = 6179

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	6179	487	7.88	-	-	92.12
Application	5692	483	8.49	11	0.19	84.12
Basic Physical Requirements	5198	748	14.39	5	0.10	71.94
Preliminary Interview	4445	1825	41.05	415	9.34	35.69
Physical Agility Test*	1149	92	8.01	-	-	-
Police Dept. Background Questionnaire	2113	19	0.90	765	36.20	21.51
Background Investigation/ Polygraph/Final Interview	1329	901	67.80	83	6.25	5.58
Medical Examination	345	0	0.00	2	0.58	5.55
Final Recommendation	343	6	1.75	16	4.66	5.20
Passed Selection Process	321					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

TABLE J6

APPLICANT FLOW - FEMALES (APPLICANTS OF 5/1/74 - 7/31/75) N = 2357

<u>Selection Process Stage</u>	<u>Number Entered</u>	<u>Number Rejected For Cause</u>	<u>Percent Rejected</u>	<u>Number Withdrew Voluntarily</u>	<u>Percent Withdrew</u>	<u>Percent Remaining</u>
Houston Civil Service Vision Testing	2357	280	11.88	-	-	88.12
Application	2077	200	9.63	6	0.29	79.38
Basic Physical Requirements	1871	397	21.22	1	0.05	62.49
Preliminary Interview	1473	555	37.68	119	8.08	33.90
Physical Agility Test*	72	63	87.50	-	-	-
Police Dept. Background Questionnaire	736	5	0.68	313	42.53	17.73
Background Investigation/ Polygraph/Final Interview	418	277	66.27	30	7.18	4.71
Medical Examination	111	0	0.00	0	0.00	4.71
Final Recommendation	111	7	6.31	7	6.31	4.12
Passed Selection Process	97					

*The agility test was not in effect until 1/20/75. Therefore, only a portion of all applicants in these analyses actually ever entered this step in the selection process. Consequently, there is a reduced number of applicants entering this stage. However, those rejected by the physical agility test must be included in this analysis to correctly represent the applicant flow through all steps in the selection process.

APPENDIX K
CHI-SQUARE RESULTS
FOR THE ADVERSE IMPACT ANALYSES
OF APPLICANT FLOW BY SELECTION STAGE

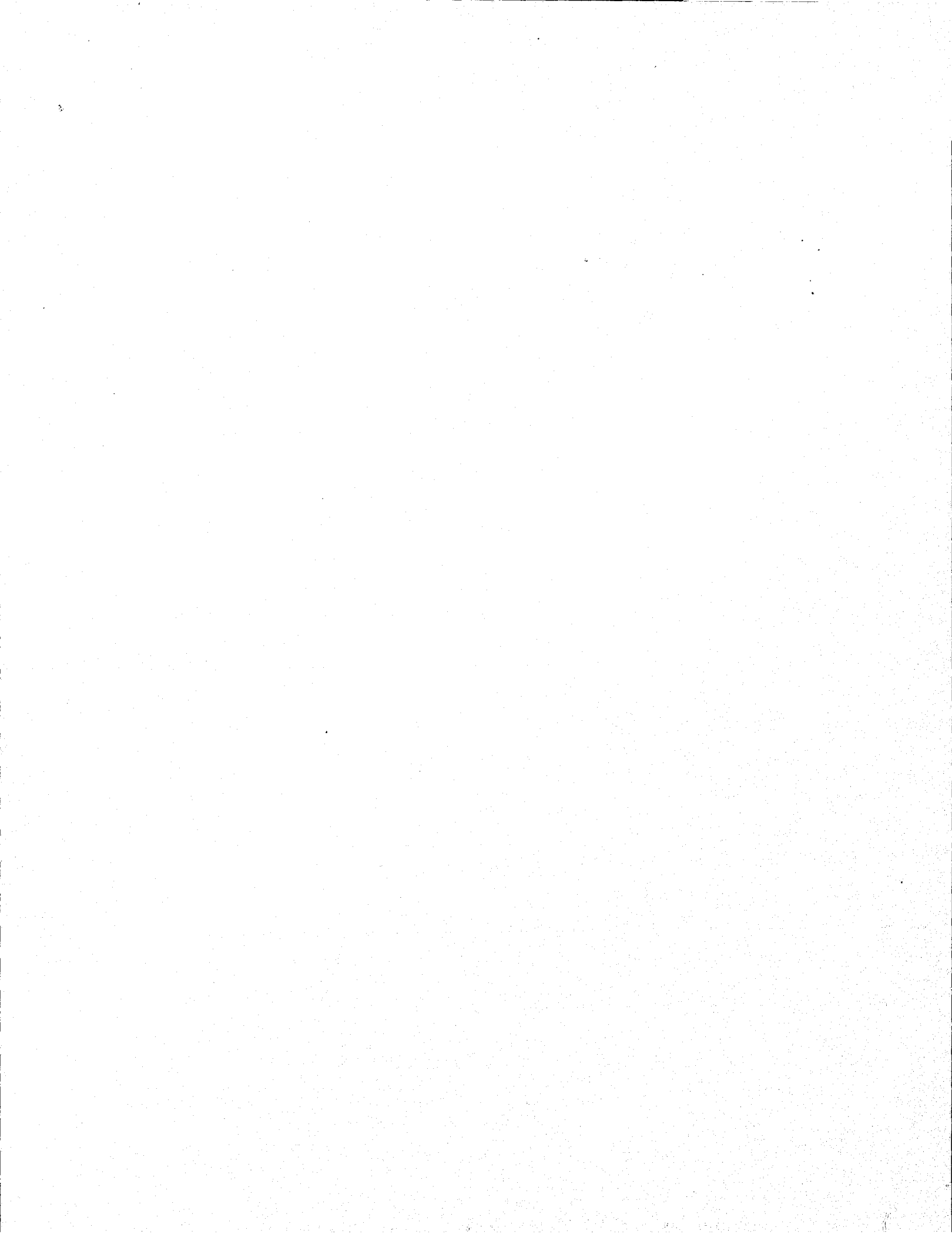


TABLE K1

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

FOR WHITES AND BLACKS BY SELECTION STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Stage I	48.91	p < .001	Blacks	Blacks
Stage II				
Physical Agility Test	6.81	p < .02	Blacks	Blacks
Police Department Background Questionnaire	1.36	p > .05	-	-
Stage III	2.91	p > .05	-	-

TABLE K2

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

FOR WHITES AND HISPANICS BY SELECTION STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Stage I	5.70	p < .02	Hispanics	Hispanics
Stage II				
Physical Agility Test	5.75	p < .02	Hispanics	Hispanics
Police Department Background Questionnaire	0.42	p > .05	-	-
Stage III	5.35	p < .05	Hispanics	Hispanics

TABLE K3

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

FOR MALES AND FEMALES BY SELECTION STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Stage I	4.44	p < .05	Females	Females
Stage II				
Physical Agility Test	386.30	p < .001	Females	Females
Police Department Background Questionnaire	0.125	p > .05	-	-
Stage III	0.070	p > .05	-	-

TABLE K4

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

FOR WHITES AND BLACKS BY SELECTION PROCESS STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Process Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Houston Civil Service Vision Testing	0.079	p > .05	-	-
Application	12.87	p < .001	Blacks	Blacks
Basic Physical Requirements	37.98	p < .001	Blacks	Blacks
Preliminary Interview	21.30	p < .001	Blacks	Blacks
Physical Agility Test	19.24	p < .001	Blacks	Blacks
Police Department Background Questionnaire	1.37	p > .05	-	-
Background Investigation/Polygraph/Final Interview	3.08	p > .05	-	-
Medical Examination	no rejections		-	-
Final Recommendation	no Black rejections		-	-

TABLE K5

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

FOR WHITES AND HISPANICS BY SELECTION PROCESS STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Process Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Houston Civil Service Vision Testing	0.74	p > .05	-	-
Application	26.31	p < .001	Whites	-
Basic Physical Requirements	24.69	p < .001	Hispanics	Hispanics
Preliminary Interview	3.24	p > .05	-	-
Physical Agility Test	5.75	p < .02	Hispanics	Hispanics
Police Department Background Questionnaire	0.42	p > .05	-	-
Background Investigation/Polygraph/Final Interview	4.72	p < .05	Hispanics	Hispanics
Medical Examination	no rejections		-	-
Final Recommendation	0.10	p > .05	-	-

TABLE K6

CHI SQUARE ANALYSES TO TEST DIFFERENCES IN REJECTION RATES

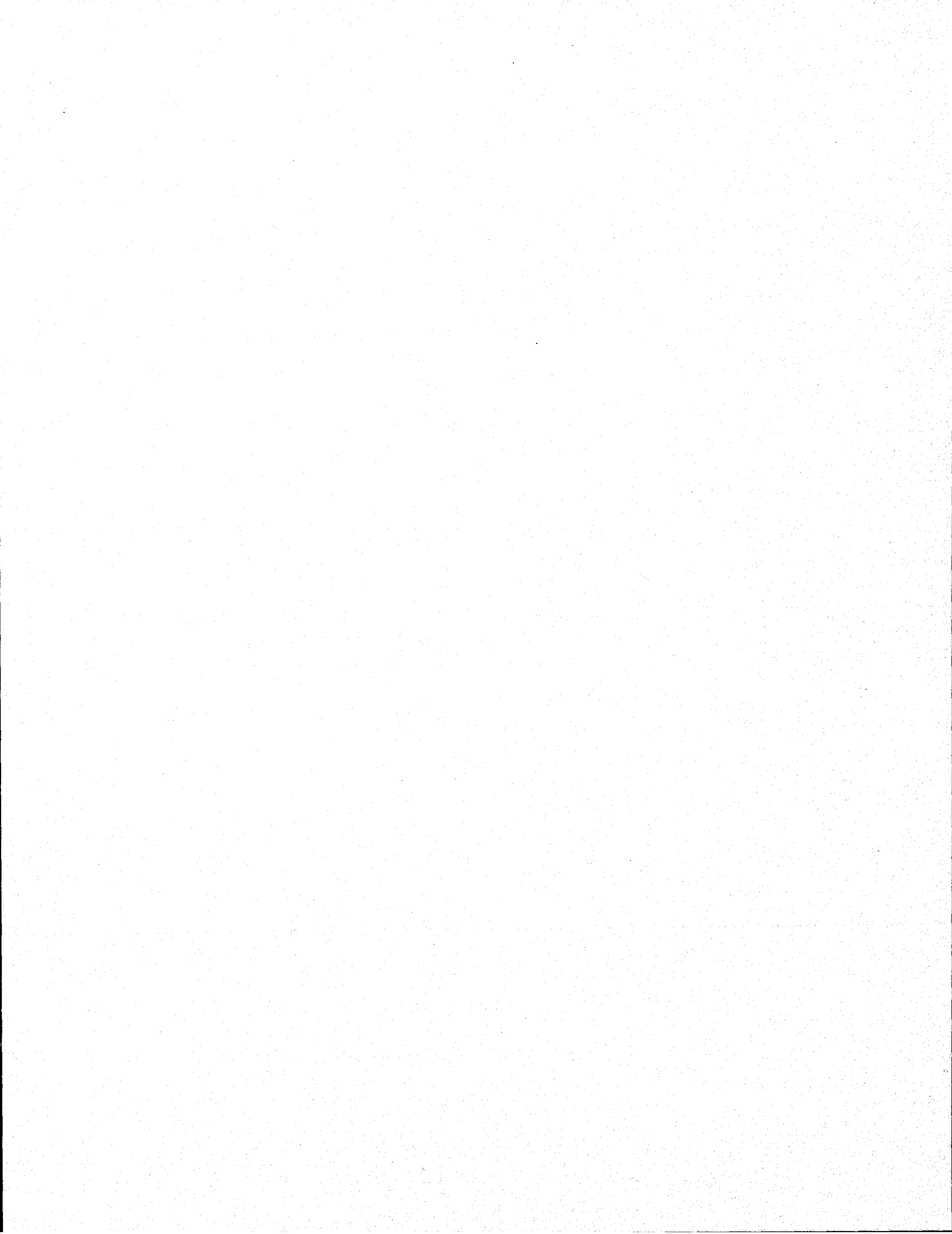
FOR MALES AND FEMALES BY SELECTION PROCESS STAGE

(Applicants of 5/1/74 - 7/31/75)

<u>Selection Process Stage</u>	<u>χ^2</u>	<u>Significance Level</u>	<u>Groups Significantly Different</u>	<u>Protected Class Adverse Impact</u>
Houston Civil Service Vision Testing	33.35	p < .001	Females	Females
Application	2.52	p > .05	-	-
Basic Physical Requirements	47.16	p < .001	Females	Females
Preliminary Interview	7.58	p < .01	Males	-
Physical Agility Test	386.31	p < .001	Females	Females
Police Department Background Questionnaire	0.125	p > .05	-	-
Background Investigation/Polygraph/Final Interview	0.124*	p > .05	-	-
Medical Examination	0	-	-	-
Final Recommendation	0.78*	p > .05	-	-

* Corrected for small cell frequency.

APPENDIX L
CHI-SQUARE RESULTS FOR THE ADVERSE
IMPACT ANALYSES OF THE HEIGHT
AND WEIGHT REQUIREMENTS



CHI SQUARE RESULTS FOR ADVERSE IMPACT
ANALYSES OF HEIGHT AND WEIGHT REQUIREMENTS

(Applicants of 5/1/74 - 7/31/75)

<u>PHYSICAL REQUIREMENT</u>	<u>WHITE MALE VS. BLACK MALE</u>	<u>WHITE MALE VS. HISPANIC MALE</u>	<u>WHITE MALE VS. WHITE FEMALE</u>	<u>WHITE MALE VS. BLACK FEMALE</u>	<u>WHITE MALE VS. HISPANIC FEMALE</u>
HEIGHT	0.31	63.63****	6.10**	33.71****	0.21 ⁽¹⁾
WEIGHT	0.22	7.30***	3.57	54.22****	3.66

(1) corrected for small cell frequency

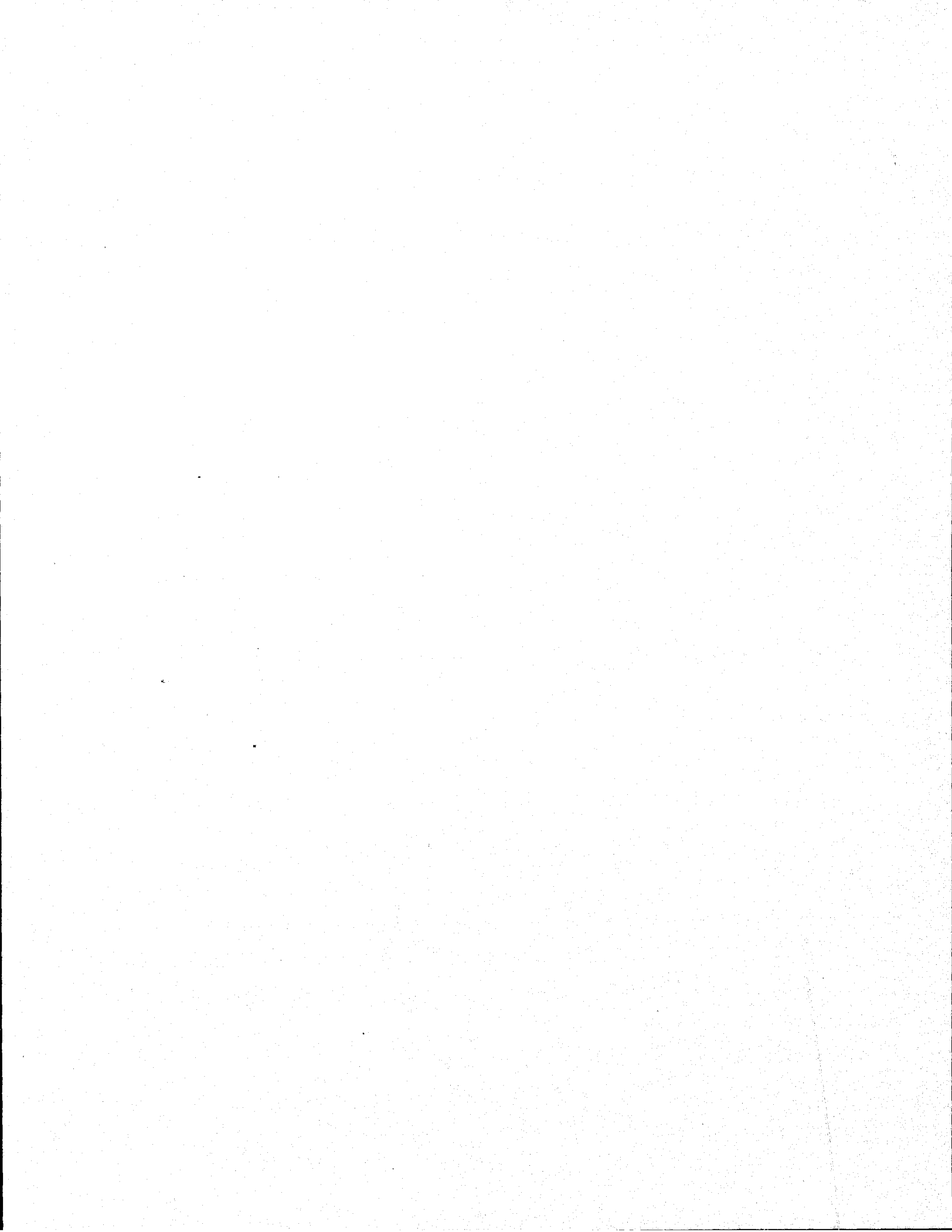
Significance Levels: df = 1

* p < .05
** p < .02
*** p < .01
**** p < .001

APPENDIX M

PERSONAL/BEHAVIORAL FACTORS IN APPLICANT REJECTIONS

BY RACE AND SEX



FREQUENCY OF SELECTION FACTORS LEADING TO APPLICANT REJECTIONS BY RACE
(Applicants of 5/1/74 - 7/31/75)

<u>Personal/Behavioral Selection Factors</u>	White N = 5,196		Black N = 1,823		Hispanic N = 917		Total N = 8,536	
	<u>Number</u>	<u>%</u>	<u>Number</u>	<u>%</u>	<u>Number</u>	<u>%</u>	<u>Number</u>	<u>%</u>
Educational Level	108	1.86	32	1.76	24	2.62	164	1.92
Citizenship	5	0.09	1	0.05	3	0.33	9	0.11
Age	65	1.12	17	0.93	5	0.55	87	1.02
Residence Location	206	3.55	24	1.32	11	1.20	241	2.82
No Driver's License	30	0.52	105	5.76	9	0.98	144	1.69
Separation from Spouse	140	2.42	84	4.61	15	1.64	239	2.80
Driving Record	120	2.07	32	1.76	21	2.29	173	2.03
Driving Habits	150	2.59	18	0.99	24	2.62	192	2.25
Subversive Organization Affiliation	5	0.09	4	0.22	1	0.11	10	0.12
Disqualifying Illnesses/Injuries - Medical History	187	3.23	37	2.03	17	1.85	241	2.82
Military Conviction(s)	16	0.28	3	0.16	2	0.22	21	0.25
Civilian Conviction(s)	45	0.78	8	0.44	10	1.09	63	0.74
Dishonorable Military Discharge	38	0.66	17	0.93	6	0.65	61	0.71
Physical Defects/Handicaps	41	0.71	3	0.16	2	0.22	46	0.54
Credit Record	287	4.95	178	9.76	43	4.69	508	5.95
Drug Use	1,177	20.31	278	15.25	179	19.52	1,634	19.14
Miscellaneous/Other	220	3.80	69	3.78	32	3.49	321	3.76
Physicians' Findings - Physical	6	0.10	1	0.05	0	0	7	0.08
Physicians' Findings - Mental	5	0.09	1	0.05	0	0	6	0.07
Excessive Use of Alcohol	179	3.09	7	0.38	30	3.27	216	2.53
Committed Illegal Offense(s)	586	10.11	106	5.81	77	8.40	769	9.01
Committed Immoral Offense(s)	451	7.78	158	8.67	66	7.20	675	7.91
Family Instability	102	1.76	40	2.19	21	2.29	163	1.91
Employment Instability	125	2.16	22	1.21	11	1.20	158	1.85
Personal References	230	3.97	25	1.37	20	2.18	275	3.22
Employment References	388	6.69	103	5.65	44	4.80	535	6.27
Appearance and Bearing During Interview	266	4.59	68	3.73	49	5.34	383	4.49
General Health	170	2.93	17	0.93	18	1.96	205	2.40
Emotional Adjustment	303	5.23	24	1.32	27	2.94	354	4.15
Polygraph Information	340	5.87	63	3.46	52	5.67	455	5.33
Contradictory Information	213	3.67	53	2.91	40	4.36	306	3.58
Predicted Unsatisfactory Academy Performance	122	2.10	29	1.59	31	3.38	182	2.13

Note: Percents add to more than 100 since applicants may have more than one factor associated with their rejection.

TABLE M2
 FREQUENCY OF SELECTION FACTORS LEADING TO APPLICANT REJECTIONS BY SEX
 (Applicants of 5/1/74 - 7/31/75)

<u>Personal/Behavioral Selection Factors</u>	<u>Males</u> N = 6,179		<u>Females</u> N = 2,357		<u>Total</u> N = 5,196	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Educational Level	145	2.35	19	0.81	164	1.92
Citizenship	5	0.08	4	0.17	9	0.11
Age	70	1.13	17	0.72	87	1.02
Residence Location	200	3.24	41	1.74	241	2.82
No Driver's License	70	1.13	74	3.14	144	1.69
Separation from Spouse	115	1.86	124	5.26	239	2.80
Driving Record	159	2.57	14	0.59	173	2.03
Driving Habits	181	2.93	11	0.47	192	2.25
Subversive Organization Affiliation	7	0.11	3	0.13	10	0.12
Disqualifying Illnesses/Injuries - Medical History	189	3.06	52	2.21	241	2.82
Military Conviction(s)	20	0.32	1	0.04	21	0.25
Civilian Conviction(s)	60	0.97	3	0.13	63	0.74
Dishonorable Military Discharge	60	0.97	1	0.04	61	0.71
Physical Defects/Handicaps	40	0.65	6	0.25	46	0.54
Credit Record	352	5.70	156	6.62	508	5.95
Drug Use	1,303	21.09	331	14.04	1,634	19.14
Miscellaneous/Other	266	4.30	55	2.33	321	3.76
Physicians' Findings - Physical	4	0.06	3	0.13	7	0.08
Physicians' Findings - Mental	3	0.05	3	0.13	6	0.07
Excessive Use of Alcohol	195	3.16	21	0.89	216	2.53
Committed Illegal Offense(s)	639	10.34	130	5.52	769	9.01
Committed Immoral Offense(s)	433	7.01	242	10.27	675	7.91
Family Instability	98	1.59	65	2.76	163	1.91
Employment Instability	128	2.07	30	1.27	158	1.85
Personal References	205	3.32	70	2.97	275	3.22
Employment References	379	6.13	156	6.62	535	6.27
Appearance and Bearing During Interview	271	4.39	112	4.75	383	4.49
General Health	144	2.33	61	2.59	205	2.40
Emotional Adjustment	265	4.29	89	3.78	354	4.15
Polygraph Information	379	6.13	76	3.22	455	5.33
Contradictory Information	240	3.88	66	2.80	306	3.58
Predicted Unsatisfactory Academy Performance	153	2.48	29	1.23	182	2.13

Note: Percentages add to more than 100 since applicants may have more than one factor associated with their...

APPENDIX N
CHI-SQUARE RESULTS FOR COMPARISON
OF RATES OF REJECTION
FOR PERSONAL/BEHAVIORAL CHARACTERISTICS BY
RACE AND SEX

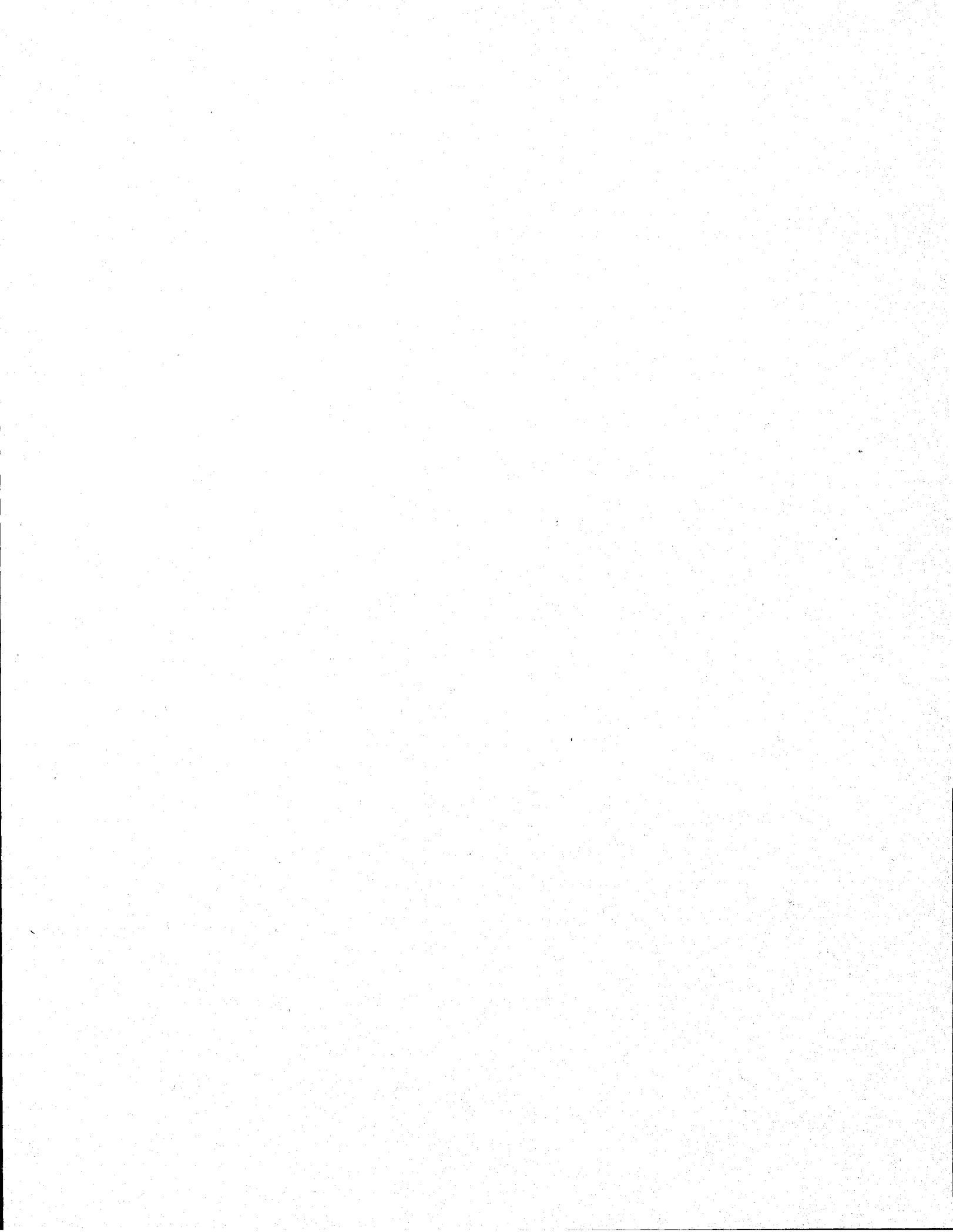


TABLE XI

CHI SQUARE RESULTS FOR COMPARISON OF WHITE AND BLACK RATES OF REJECTION BY PERSONAL/BEHAVIORAL CHARACTERISTICS
(Applicants of 5/1/74 - 7/31/75)

<u>Personal/Behavioral Selection Factors</u>	<u>χ^2</u>	<u>Group(s)</u> <u>Significantly</u> <u>Different</u>	<u>Adverse Impact</u> <u>on Protected Class(es)</u>
Educational Level	0.09	None	None
Citizenship	0.004 (1)	None	None
Age	0.47	None	None
Residence Location	23.72****	White	None
No Driver's License	218.96****	Black	Black
Separation from Spouse	23.36****	Black	Black
Driving Record	0.17	None	None
Driving Habits	16.48****	White	None
Subversive Organization Affiliation	1.11 (1)	None	None
Disqualifying Illnesses/Injuries - Medical History	6.96***	White	None
Military Conviction(s)	0.32 (1)	None	None
Civilian Conviction(s)	2.29	None	None
Dishonorable Military Discharge	1.48	None	None
Physical Defects/Handicaps	6.20 (1)**	White	None
Credit Record	56.05****	Black	Black
Drug Use	22.96****	White	None
Miscellaneous/Other	0.0004	None	None
Physicians' Findings - Physical	0.02 (1)	None	None
Physicians' Findings - Mental	0.004 (1)	None	None
Excessive Use of Alcohol	42.59****	White	None
Committed Illegal Offense(s)	30.99****	White	None
Committed Immoral Offense(s)	1.48	None	None
Family Instability	1.43	None	None
Employment Instability	6.61**	White	None
Personal References	28.91****	White	None
Employment References	2.51	None	None
Appearance and Bearing During Interview	2.44	None	None
General Health	23.18****	White	None
Emotional Adjustment	51.65****	White	None
Polygraph Information	16.08****	White	None
Contradictory Information	2.43	None	None
Predicted Unsatisfactory Academy Performance	1.89	None	None

(1) Corrected for small cell frequency.

Significance Levels: df = 1 *p < .05 **p < .02 ***p < .01 ****p < .001

TABLE N2

CHI SQUARE RESULTS FOR COMPARISON OF WHITE AND HISPANIC RATES OF REJECTION BY PERSONAL/BEHAVIORAL CHARACTERISTICS
(Applicants of 5/1/74 - 7/31/75)

<u>Personal/Behavioral Selection Factors</u>	<u>χ^2</u>	<u>Group(s)</u> <u>Significantly</u> <u>Different</u>	<u>Adverse Impact</u> <u>on Protected Class(es)</u>
Educational Level	2.33	None	None
Citizenship	2.10	None	None
Age	2.55	None	None
Residence Location	14.03****	White	None
No Driver's License	2.95	None	None
Separation from Spouse	2.13	None	None
Driving Record	0.19	None	None
Driving Habits	0.003	None	None
Subversive Organization Affiliation	0.14 ⁽¹⁾	None	None
Disqualifying Illnesses/Injuries - Medical History	5.06*	White	None
Military Conviction(s)	0.001 ⁽¹⁾	None	None
Civilian Conviction(s)	0.96	None	None
Dishonorable Military Discharge	0.0002	None	None
Physical Defects/Handicaps	2.26 ⁽¹⁾	None	None
Credit Record	0.12	None	None
Drug Use	0.30	None	None
Miscellaneous/Other	0.21	None	None
Physicians' Findings - Physical	No Hispanics Rejected		None
Physicians' Findings - Mental	No Hispanics Rejected		None
Excessive Use of Alcohol	0.09	None	None
Committed Illegal Offense(s)	2.61	None	None
Committed Immoral Offense(s)	0.38	None	None
Family Instability	1.24	None	None
Employment Instability	3.65	None	None
Personal References	7.05***	White	None
Employment References	4.63*	White	None
Appearance and Bearing During Interview	1.01	None	None
General Health	2.74	None	None
Emotional Adjustment	8.83***	White	None
Polygraph Information	0.06	None	None
Contradictory Information	1.03	None	None
Predicted Unsatisfactory Academy Performance	5.79**	Hispanic	Hispanic

(1) - suggested for small cell frequency.

TABLE 13

CHI SQUARE RESULTS FOR COMPARISON OF MALE AND FEMALE RATES OF REJECTION BY PERSONAL/BEHAVIORAL CHARACTERISTICS
(Applicants of 5/1/74 - 7/31/75)

<u>Personal/Behavioral Selection Factors</u>	<u>χ^2</u>	<u>Group(s)</u> <u>Significantly</u> <u>Different</u>	<u>Adverse Impact</u> <u>on Protected Class(es)</u>
Educational Level	21.49****	Males	None
Citizenship	1.28 (1)	None	None
Age	2.87	None	None
Residence Location	13.94****	Males	None
No Driver's License	41.43****	Females	Females
Separation from Spouse	72.46****	Females	Females
Driving Record	33.66****	Males	None
Driving Habits	47.06****	Males	None
Subversive Organization Affiliation	0.29 (1)	None	None
Disqualifying Illnesses/Injuries - Medical History	4.52*	Males	None
Military Conviction(s)	4.41 (1)*	Males	None
Civilian Conviction(s)	15.45 (1)****	Males	None
Dishonorable Military Discharge	19.45 (1)****	Males	None
Physical Defects/Handicaps	4.91*	Males	None
Credit Record	2.59	None	None
Drug Use	54.70****	Males	None
Miscellaneous/Other	18.32****	Males	None
Physicians' Findings - Physical	0.60 (1)	None	None
Physicians' Findings - Mental	0.59 (1)	None	None
Excessive Use of Alcohol	35.49****	Males	None
Committed Illegal Offense(s)	48.48****	Males	None
Committed Immoral Offense(s)	24.89****	Females	Females
Family Instability	12.51****	Females	Females
Employment Instability	5.99**	Males	None
Personal References	0.66	None	None
Employment References	0.68	None	None
Appearance and Bearing During Interview	0.53	None	None
General Health	0.48	None	None
Emotional Adjustment	1.13	None	None
Polygraph Information	28.62****	Males	None
Contradictory Information	5.80**	Males	None
Predicted Unsatisfactory Academy Performance	12.70****	Males	None

(1) Corrected for small cell frequency.

Significance Levels: df = 1 *p < .05

**p < .02

***p < .01

****p < .001

APPENDIX O
FORMAT AND CODES FOR
COLLECTION OF "TRACKING SYSTEM" DATA

TRACKING DATA CODING FORMAT

CARD
COLUMN

1 - 5 I D # (Five digit personnel #)

6 - Class (Civil Service Classification)
 A = 1
 B = 2 (See sheet # 1)
 C = 3

8 Card #

9 - Race 1 = White
 2 = Black
 3 = Hispanic
 4 = Other

10 - Sex 1 = Male
 2 = Female

11 - Status Active = 1
 Retired = 2
 Terminated = 3
 Resigned = 4

12-13 Number of performance evaluations recorded
 (Use only on first card)

14-15 Month of evaluation or exit (01 - 12)

16-17 Year of evaluation or exit

18-20 Performance evaluation (to 1 decimal point)

21-22 Division (see sheet #2 for codes)

23-24 Position title (see sheet #1 for codes)

25-35 Repeat as per columns 14-24

36-46 Repeat as per columns 14-24

47-57 Repeat as per columns 14-24

58-68 Repeat as per columns 14-24

69-79 Repeat as per columns 14-24

CODE SHEET #1

<u>POSITION CODE</u>	<u>CLASS</u>	<u>POSITION TITLE</u>
51	B	Assistant Chemist - Toxicologist
90	A	Assistant Chief of Police
		Assistant Superintendent - Identification Bureau
50	B	Assistant Supervising Technician (Radio)
60	C	Assistant Supervising Technician (Radio)
51	A	Captain of Detectives
50	A	Captain of Police
61	B	Chemist - Toxicologist
80	A	Deputy Chief
31	A	Detective
20	A	Dentention Officer
10	B	Fingerprint Classifier
20	B	Fingerprint Classifier I
30	B	Fingerprint Classifier II
41	B	Firearms Examiner
42	B	Identification Officer Supervisor
81	A	Inspector of Police
40	B	Latent Fingerprint Examiner
41	A	Lieutenant of Detectives
40	A	Lieutenant of Police
23	A	Patrolman
26	A	Patrolman, Ambulance Dispatcher
28	A	Patrolman, Desk Officer
29	A	Patrolman, Dispatcher
27	A	Patrolman, Investigator
24	A	Patrolman, Motorcycle
21	A	Police Matron
22	A	Police Officer
21	B	Police Photographer
25	A	Police Woman
11	A	Probationary Patrolman
13	A	Probationary Police Matron
10	A	Probationary Police Officer
12	A	Probationary Police Woman
20	C	Probationary Radio Operator I
10	C	Radio Operator
30	C	Radio Operator I
40	C	Radio Operator II
50	C	Radio Operator III
30	A	Sergeant
60	B	Superintendent, Identification Bureau
70	C	Supervising Technician
31	B	Supervisor of Photography
01		Exit Force

CODE SHEET #2

DIVISION OR DETAIL CODES

Auto Dealers - 22	Police Recruiting - 06
Auto Theft - 22	Polygraph - 29
Auxiliary Police - 44	Radio Dispatcher - 35
Bad Check Detail - 23	Records - 27
Bicycle Detail - 32	Recruiting - 06
Bomb Squad - 41	Robbery - 21
Burglary and Theft - 23	SWAT - 24
Career Offenders - 20	Southeast (Patrol) - 09
Central Detective - 23	Southwest (Patrol) - 10
Central (Patrol) - 12	Special Assignments - 43
Check Detail - 23	Statistics - 17
Communications - 34	Tow-away - 36
Community Relations - 42	Traffic Accident (Investigation) - 18
Court Liaison - 39	Traffic Control - 15
Crime Laboratory - 28	Traffic Enforcement - 14
Criminal Intelligence - 01	Traffic Helicopter Patrol - 19
Criminal Investigation - 20	Traffic Point Control - 15
Crata Terminal - 30	Traffic Safety - 16
Dispatcher - 35	Traffic Supply - 17
Forgery - 23	Traffic Ticket Supply - 17
F.C.I.C. - 30	Training - 26
Hit and Run - 18	Training and Personnel - 45
Homicide - 25	Uniform Supply - 38
Identification - 33	Vice - 05
Intersection - Parking - 13	General Traffic & Patrol - 46
Mail - 37	
Juvenile - 24	
-9 Detail - 12	
Missing Persons - 25	
Motor Compound - 36	
Narcotics - 04	
News Media - 42	
Night Command - 03	
North Shepard (Patrol) - 11	
Northeast (Patrol) - 08	
Northwest (Patrol) - 07	
Organized Crime - 02	
Patrol I - 12	
Patrol II - 12	
Patrol III - 12	
Patrol IV - 12	
Patrol V - 12	
Paint Shop - 23	
Personnel Division - 40	
Planning and Research - 25	
Police Garage - 36	
Police Property - 31	

APPENDIX P

REPORT OF EMPLOYEE PERFORMANCE RATING

City of Houston
Civil Service Commission

REPORT OF EMPLOYEE PERFORMANCE RATING

Prepare in quadruplicate. Original to Civil Service Commission duplicate to member reported on; triplicate to head of department for filing; with fourth copy being retained by the division or grading officer.

- (Semi-annual period ending _____
- (Probationary period ending _____
- (Transfer or Termination period ending _____

Name of Employee

Title of Position

Department

- Supervisory or staff position
- Non-supervisory position

Division - District - Station

FACTOR OR ELEMENT	CHECK APPLICABLE FACTOR DEGREE OF PERFORMANCE				
	UNSATIS-FACTORY	FAIR	SATIS-FACTORY	VERY GOOD	OUT-STANDING
Quality of Work					
Dependability and Adaptability					
Initiative and Leadership					
Safety Mindedness					
Cooperation and Loyalty					

Suggestions for Improvement by Immediate Superior Officer:

Reason for "Unsatisfactory" or "Outstanding" Rating and Grade (see note below)

(Use other side if necessary)

Reviewed by _____ (Title) _____ (Date)
Superior Officer

Reviewed by _____ (Title) _____ (Date)
Higher Superior Officer

Reviewed by _____
Department Head

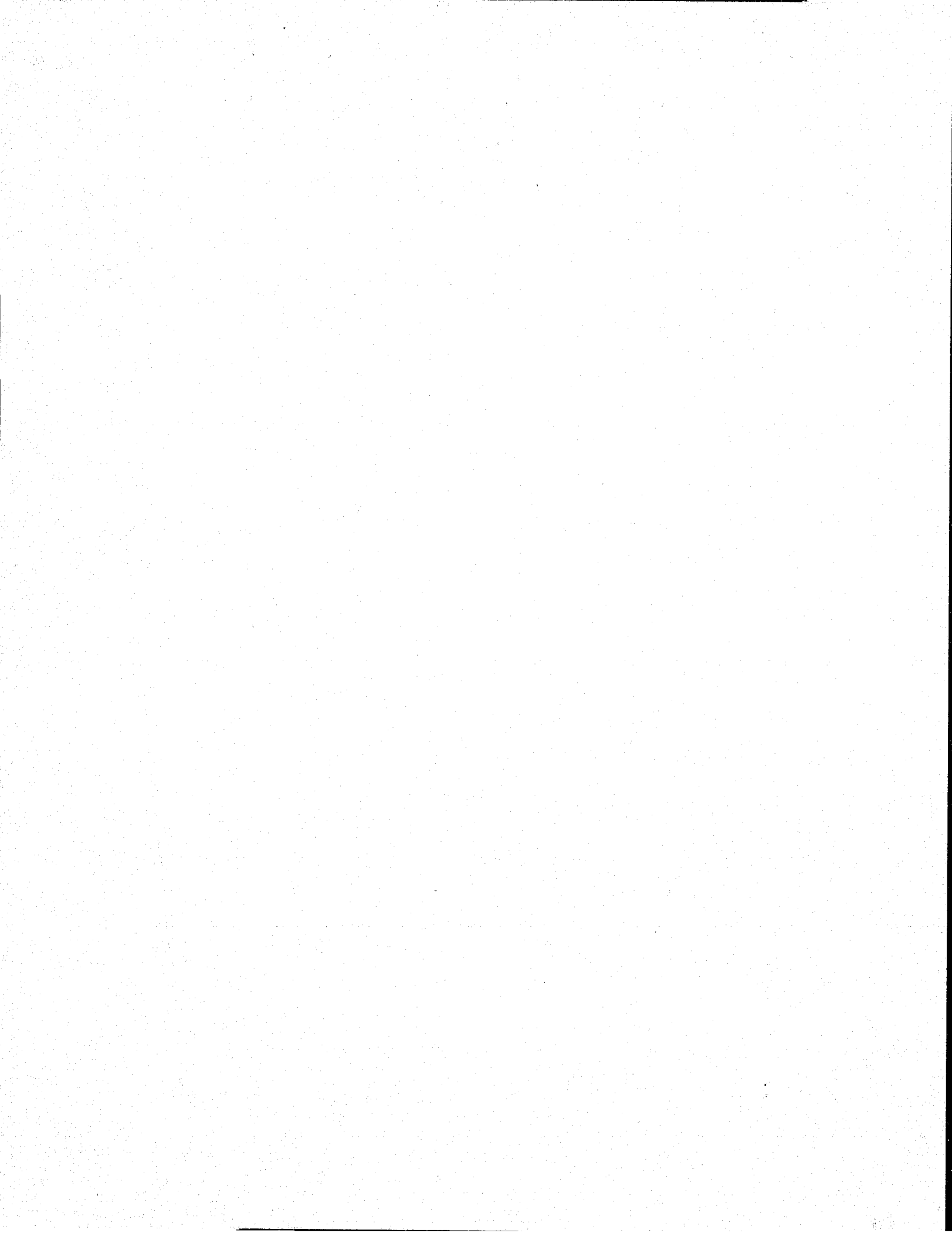
Total Points _____

Adjective Rating _____

Furnished to Civil Service Commission _____ Date _____

Furnished to Employee _____ Date _____

The basis and reason for each rating of "unsatisfactory" and "outstanding" for any member of the department given for each specific "unsatisfactory" or "outstanding" performance or behavior warranting such rating and



END