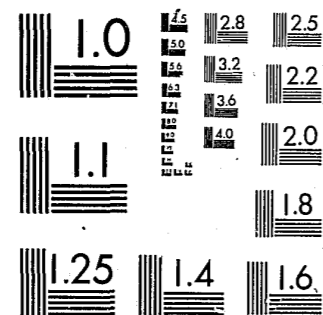


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MANUAL FOR THE RECRUITMENT  
OF  
MINORITY AND FEMALES

U.S. Department of Justice  
National Institute of Justice

52827

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Prepared for the Tri-Cultural Program by Julio A. Avello and Associates with funds from the Law Enforcement Administration Agency under contract no. 75-508 dated June 2, 1975, as amended.

City of Miami  
March, 1976

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### Acknowledgements

This manual was prepared by Julio A. Avello and Associates for the City of Miami Law Enforcement Community Outreach Program, also known as the Tri-Cultural Program. The purpose of the manual is to provide the Tri-Cultural Staff and the Miami Police Department with a useful tool from which to develop a broad-based recruitment program. The manual includes a number of recommendations which, if implemented, would help to facilitate the current minority recruitment selection process. When possible, the writers have recommended specific techniques for the recruitment of minority candidates with the potential of becoming successful police officers.

The writers, Julio A. Avello, Division Director, Miami-Dade Community College, Les Real, Supervisor, Personnel Bureau, Dade County Public Safety Department, and Manuel G. Mendoza, Miami-Dade, South Campus, Social Science Department, appreciate the cooperation of the Tri-Cultural Program Staff in the preparation of this manual.

## SECTION I - STATEMENT OF THE PROBLEM

### INTRODUCTION

## INTRODUCTION

Many Police departments across the nation are presently faced with one of their most challenging opportunities in recent times - developing recruitment programs that will ensure personnel diversification and minority representation in their ranks. This challenge has been enhanced by present Federal and State regulations prohibiting discrimination on the basis of race, ethnic origin, and sex, in addition to requiring recruitment standards that are job relevant and valid.<sup>1</sup>

In order to meet this challenge, police departments must be thoroughly committed to minority and female recruitment. A survey of cities which are very active in the area of minority recruitment (Detroit, Dayton, and Washington, D. C.) clearly indicates that their success is closely linked to their commitment. Ideally, commitment should stem from a community's objective appraisal of its present and future needs for peaceful and orderly human interaction. But whether brought upon by external government pressure or internal assessment of pressing needs, commitment to conduct a successful recruitment drive must be translated into collective enthusiasm in the department and the community, allocation of adequate resources, and an honest desire to put forth the best possible effort.

As an expression of their commitment, many communities across the country are moving to create a police personnel structure that

<sup>1</sup>Bruce Baker and W. F. Danielson, "Recruitment," Police Personnel Administration, Police Foundation, 1970, p. 59.

is more reflective of the local population make-up. The movement is often spearheaded by police chiefs and elected officials who see that this kind of change produces a healthy, viable community spirit. They realize that their police department is one of the most - if not the most - visible agencies in their community, and that taking positive steps toward greater minority representation will help to allay many problems of distrust and suspicion, thus continuing on a course of community law and order.

This process has stirred considerable re-thinking and clarification of the requirements for becoming a police officer, and has, no doubt, led to a greater clarification of the profiles of the "ideal" police applicant. More sophisticated recruiting programs are being created, and police chiefs are staffing their recruiting sections with their most professional line officers. All of these factors taken together tend to set the stage for the amount of commitment that any community is going to have--the commitment the police chiefs and elected officials have toward making meaningful institutional changes in their organizations.

Once such commitments have been obtained, the next step is to translate them into specific operational objectives:

### City's Commitment

Appointment of minority recruiting director  
(Affirmative Action Officer)

Affirmative action directives to all parties  
concerned

Pledges of any resources necessary

Police Chief's Commitment

Public pledge to community

Directives to department

Restaffing support

Complete public endorsement of an affirmative action program

Community's Commitment

Media-Radio-TV-Press

Minority Police Recruitment Committee (Tri-Cultural Program's Advisory Board)

Civic organizations

Minority Businessmen's Association (Black Businessmen Association, Latin American Chamber of Commerce)

Industry

LEAA Financial Commitment

Advertising

Test Development

Grant funding (Tri-Cultural Program)

If commitment is forthcoming, the opportunities for minority and female recruitment available to the City of Miami's Police Department are almost unlimited. It is estimated that in the City of Miami alone between 75% and 78% of the residents are numbers of minority groups. Latins most of whom are Cubans comprise 52% of the population while the figure for Black residents is estimated at approximately 25%. Although minority labor force figures applicable to police requirements are not readily available, they appear to be substantial. Indeed, as we will see in the section

dealing with the Tri-Cultural Program, well over 700 minority applicants were recruited in two separate drives that lasted less than six months combined.

Further justification for greater emphasis on minority and female recruitment comes from within the Miami Police Department itself. Historically, its minority and female representation has lagged far behind that of male Anglo officers. As late as January 1974, the Miami Police Department had only ninety-five Black sworn police personnel constituting approximately twelve (12%) percent of a total force of 786. Latin participation fared even worse, with fifty sworn personnel representing 6% of the total police force. There were no female Latin officers and only one (1%) percent of the department was constituted by female Black officers.<sup>2</sup>

This was after the U. S. Fifth District Court ruled September 14, 1973 in Cohen vs. the City of Miami that the Miami Police Department should be proportionately representative of the Black population in the City (approximately 22% at the time) within a period of five years. Also, as a result of the court's action members of the Latin Community and several Spanish-speaking Miami police officers demanded similar considerations as that granted to the Blacks. It was argued that while there was one White American (Anglo) officer for every 115 Anglo residents and one Black officer for every 800 Black residents, there was only one Latin officer for every 3,040 Latin residents.<sup>3</sup>

<sup>2</sup>LECOCP, Miami, July 1974, pp. 29-30.

<sup>3</sup>Ibid.

Latin representation on the force has significantly increased in the last eighteen months. Statistics compiled for the December 1975, COINS Report reveal that Spanish-speaking<sup>4</sup> minority members presently make up 13.2% of the Miami Police force, with 102 male and 4 female officers.<sup>5</sup>

Blacks made up 11.4% of the police personnel (79 males and 12 females). If non-sworn personnel is counted there are 91 males and 54 female members of the Black minority working for the Miami Police Department, representing 13.1% of the total departmental work force.<sup>6</sup> The gains of this particular minority appear much less substantial than those of Latins, although, naturally, the Latins had a much greater distance to travel to bridge the gap between population figures and appropriate representation in the force. Females comprise a small minority of the police personnel (5.9%). Of these 31 are Anglo, 12 are Black and 4 are Latin. A little over 20% of the total departmental Latin force are females, many of them carrying out clerical support functions.<sup>7</sup>

Recent minority gains notwithstanding, the Miami Police Department must still make significant recruitment efforts if it is to redress the imbalance between minority population and minority police representation in the City's force.

<sup>4</sup>The terms Spanish-speaking and Latin are used interchangeably in this Manual.

<sup>5</sup>COINS Report, December 75, p. 2.

<sup>6</sup>Ibid.

<sup>7</sup>Ibid.

As of December 1975, 603 of 801 sworn Miami police officers were Anglo. Due to such an imbalance in the Police and other departments in the City of Miami's administrative apparatus, the Office of Civil Rights threatened to take legal action against that municipal government. The matter was, at least temporarily, resolved late in 1975 when the City entered into a Consent Agreement with the Federal Government part of which deals with increasing minority representation in city departments, widening the police force.<sup>6</sup>

This manual was written to assist the Miami Police Department in its efforts to recruit Blacks, Latins and females who wish to become police officers. Whenever possible we have outlined the proper steps to follow in different stages of the recruitment effort, especially in training the recruitment team and using community resources. This introductory section provides background data and establishes the need for continuous minority and female recruitment. The following sections deal with how the question of minority recruitment was addressed by the Tri-Cultural Program (Section II), what the department can do in planning a successful recruitment effort (Section III), how to implement a recruitment campaign specifically designed for Blacks, Latins and females (Section IV), a brief Summary (Section V), overall recommendations (Section VI), references (Section VII), and appendix (Section VIII).

Instrumentation utilized in this manual includes primary sources developed by J. A. Avello and Associates (recruitment questionnaires, and interviews), sources provided by the staff of the Tri-Cultural Program (Monthly Reports, Remuda Ranch Conference,

Islamorada Conference, etc.) as well as the Miami Police Department's COINS Reports. It also includes personal conferences between members of our team with police personnel from Dayton, Ohio, Washington, D. C., Detroit, Michigan, and Metropolitan Dade County, since these departments are currently embarked on similar recruitment efforts and it was felt that their experiences might be useful in this endeavor.

The writers wish to encourage the Miami Police Department, the Tri-Cultural Program, and other minority recruitment programs elsewhere to try innovative approaches to recruit and retain minorities and females. We hope that this manual will be a positive contribution in that direction. Rather than a Bible, it is an outline; a blueprint from which other ideas can, and will, hopefully germinate.

## SECTION II - BACKGROUND FOR SOLUTIONS

### PAST HISTORY OF THE TRI-CULTURAL PROGRAM'S RECRUITMENT COMPONENT



Minority and Female Recruitment Efforts -  
Miami's LECOCP (Tri-Cultural Program)

The Law Enforcement Community Outreach Career Program (Tri-Cultural Program) of the City of Miami was established in August 1974 with funds from L.E.A.A. to emphasize the recruitment of Latins, Blacks, and women into the Miami Police Department. The program has thus far conducted two separate successful recruitment drives, the first during early 1975 and the latter through November and December, 1975.

LECOCP FIRST RECRUITMENT DRIVE

The first recruitment drive began on January 6, 1975 with an advertising phase which continued until the third week in February. Notices were placed in newspapers whose circulations are concentrated in the Latin and Black communities, as well as in the major English-speaking newspapers, "The Miami Herald" and "The Miami News." Commercials were broadcasted on Latin and Black radio stations, bumper stickers were printed, and bus signs were posted on routes within the Latin and Black areas of the city. Public service announcements were aired on television stations and members of the LECOCP staff were interviewed on local "talk" shows.

Four outreach centers were established on January 10, 1975, in minority-populated sections of the city. Centers were opened in Liberty City, Wynwood, and Coconut Grove, predominantly Black areas, and in Little Havana, a predominantly Latin section. The outreach centers were open from 2:00 p.m. until 9:00 p.m., Monday through Friday. During these hours a Police officer and a

Public Service Aide were stationed at each center. Each officer was trained by the Civil Service Board in the proper procedures involved in the receipt of applications, and was either a female or a member of the minority group predominant to the area where his/her center was located.

Applications were taken from prospective recruits and forwarded to the Civil Service Board for processing. The LECOCP office was furnished with a copy of each application for its files, as well as daily statistics on the demographic composition of recruits.

The staff also made recruiting appearances at Florida International University, a two-year senior college, Miami-Dade Community College, a two-year junior college, Belen School, the location of a bilingual program, Lindsey Hopkins, an adult learning center, and local high schools. Appearances at the two colleges coincided with school-wide planning activities.

Over the four-month recruitment period (January - April), a total of 369 individuals were recruited. Of these, 83 applications were never forwarded to the Civil Service Board due to the failure of applicants in meeting the stated requirements, citizenship, education, etc. The remaining 286 applications were found acceptable and forwarded to the Civil Service Board for processing.<sup>8</sup> Finally, the Civil Service Board scheduled 232 LECOCP recruits for the examination to be administered on

<sup>8</sup>LECOCP, Progress Report, April, 1975



April 9 and 10, 1975. Fifty-four (54) recruits were not scheduled in light of further deficiencies which appeared during the Civil Service Board's Processing of the applications.<sup>9</sup>

The demographic breakdown of the 232 scheduled recruits, taken from the "Analysis of Civil Service Examination Results" prepared by the LECOCP, is presented below. A total of 228 recruits or 98.3% of those recruited by the LECOCP were either minority group members or majority females.

Breakdown of Scheduled Recruits

	<u>Number</u>	<u>%age</u>
Total	232	100.00
Male	166	71.55
Female	66	28.45
Black	130	56.03
Black Male	76	32.76
Black Female	54	23.27
Latin	96	41.38
Latin Male	86	37.07
Latin Female	10	4.31
Anglo	6	2.59
Anglo Male	4	1.72
Anglo Female	2	0.87

Recruitment figures reflect the achievement of the goal set forth by the LECOCP. A total of 226 recruits, 97.4% of those recruited and scheduled, are either Latin or Black. The recruitment practices of the LECOCP have succeeded in recruiting minorities and majority females in numbers large enough to create a sizeable pool of available candidates.

<sup>9</sup>J. A. Avello and Associates, Monthly Report, August, 1975

Results on the Civil Service Entrance Examination yielded passing scores for 58 minority group members and/or majority females. This figure represents 60% of all minorities who passed the examination. Despite its apparent success, the LECOCP staff undertook a number of recruitment modifications after an internal assessment of the first-phase effort.

The Wynwood and Coconut Grove recruitment sites were to be discarded during the second recruitment phase since results there were minimal when compared to the Little Havana and Model Cities sites. In addition, the decision was made to provide Police officers and Police Service Aids assigned to Outreach Centers with packets containing information concerning the LECOCP philosophy and objectives. This information would help the recruit to gain a better understanding of the program.

In order to evaluate its first recruitment drive the Tri-Cultural Program, through its outside project evaluator, designed and implemented an attitudinal survey instrument to determine the perceived effectiveness of its recruitment efforts.

Questionnaires were mailed to all 369 recruits<sup>10</sup> and subsequent returns were noted. Of the total number accessible by phone or mail, 106 responses were obtained from 265 subjects, yielding a 40% response rate. Personal interviews were also conducted with a random sample (36 of 144) of recruits for an indepth evaluation of the recruitment and training phases of the program.

<sup>10</sup>Ineligible applicants were included because they had also been recruited.

Comparisons were made between mailed questionnaire responses and those acquired by telephone. Responses were pooled upon finding no significant differences between the two groups.

Items of interest to recruitment include effectiveness of recruitment, sensitivity of the Tri-Cultural Program staff to cultural differences among the recruits, and initial contact with the Tri-Cultural Program.

#### FINDINGS

When asked to rate the overall effectiveness of the recruitment procedures used by LECOCP, 41% of the respondents indicated that the recruitment was very effective. Another 39% of the respondents indicated that recruitment, although effective, could be improved. Although no clear indication was offered of how to improve recruitment analysis of written responses suggests that more publicity could be helpful.

When asked to rate the LECOCP staff on sensitivity to cultural differences, 63% of the respondents indicated that all LECOCP staff members were sensitive to cultural differences. Only 8% of the respondents indicated that the staff lacked sensitivity to cultural differences. Not considered in this analysis are the thirty-one respondents indicating that this item did not apply, inasmuch as they felt no cultural differences existed.

When asked how they first heard of the Tri-Cultural Program, respondents indicated that person-to-person contact was most significant. Fifty-eight percent of the respondents indicated that

they heard about the Tri-Cultural Program verbally, from friends, police officers, etc. Radio broadcasts accounted for twenty-two percent of the responses and newspaper ads for twenty percent. It appears that personal communication is highly effective in recruiting.

In addition to the attitudinal survey of program recruits, the Tri-Cultural Program undertook a "community recognition" survey, also conducted by its outside evaluators in October-November, 1975 to determine its potential for recruitment of prospective police candidates within the City of Miami. Three census tracts, predominantly Black, Latin and Anglo, were selected. Randomly selected residence telephones were called. Respondents were queried about familiarity with the Tri-Cultural Program. The survey yielded these results:

1. In the predominantly Latin area, 46.73% of the households surveyed had heard of the program.
2. In a predominantly Black area, 36.61% of the households surveyed had heard of the program.
3. In a predominantly Anglo area, 28% of the households surveyed had heard of the program.

Interpreted in the light of the relatively short time LECOCP has been in existence, these results were positive. After the three months of publicity connected with first-phase recruitment, nearly half the Latins surveyed, over one-third of the Blacks surveyed, and over one-quarter of the Anglos surveyed knew of the LECOCP. From the standpoint of future recruitment, there is a

considerable proportion of the population aware of the program and open to contact.

#### SECOND RECRUITMENT DRIVE

As previously mentioned, the Tri-Cultural Program embarked on a second recruitment drive beginning on October 30, 1975 and ending in early January, 1976. Results have surpassed the first stage of recruitment and are as follows:

Total Recruitment	447	
Total Male	326	(72.9%)
Total Female	121	(27.1%)
Black	184	(41.2%)
Black Male	112	(25.1%)
Black Female	72	(16.1%)
Latin	210	(47.0%)
Latin Male	183	(41.0%)
Latin Female	27	(6.0%)
Anglo	53	(11.8%)
Anglo Male	31	(6.9%)
Anglo Female	22	(4.9%)

These recruitment figures indicate an increase in the proportion of Latin recruits with subsequent decrease in the number of Blacks and Anglos recruited. Statistical studies correlating these results with first-phase recruitment results are not yet available. Neither are the results from the Civil Service Examination given on January 14-15, 1976.

#### CONCLUSIONS

Due to the achievement of its recruitment goal, the LECOCP has been successful in providing a sizeable pool of minority and female applicants for the "Blue" classes at the Police Academy.

The advertising phase of the drive afforded exposure to the program which, not only aided significantly in recruitment, but helped to increase public awareness within a relatively short period of time. Implementing the lessons learned and experience gained from the first phase, in connection with results to date, the second phase of recruitment shows promise of even greater success.

Some of the recruitment techniques utilized by the Tri-Cultural Program have already been described in this section, while others will be discussed and outlined in connection to specific portions of the following section.

Undoubtedly, the fact that the recruitment drives were geared to recruit minorities and females and the media campaigns were specially tailored to meet this objective, had a lot to do with their success. Two other big pluses for the success of the recruitment component of the program were:

- a. the staff of the program as well as the police recruitment team were almost exclusively members of minority groups and/or females, and
- b. the program followed up its recruits throughout the entire selection process.

The fact that they would receive assistance throughout the long selection process was definitely encouraging to the recruits and may have persuaded, many of them to join the program and eventually the Miami Police Force.

### SECTION III - TACKLING THE PROBLEM.

#### GETTING READY FOR THE RECRUITMENT DRIVE

### Section III

#### GETTING READY FOR THE RECRUITMENT DRIVE

Getting ready for a recruitment drive is no easy task. It involves a number of steps some of which may be rather uniform and well defined while others remain fussy and unstructured. For the purposes of this manual, we have outlined the steps as follows:

#### 1. Internal Need Assessment

This entails determining the number of positions needed to carry out the job of law maintenance and enforcement in an adequate manner taking into account appropriate minority and female representation. Each local enforcement agency must come up with its own need assessment, and match such assessment with the resources that are allocated to it. The Federal Bureau of Investigations recommends 2.5 police officers for every 1,000 residents. The International Association of Chiefs of Police is a bit more generous, recommending 3 officers per every 1,000 residents. It is estimated that the Miami Police Department currently has 2.29 officers per 1,000 population. This figure would suggest that the Miami Police Department is currently operating with significantly less personnel than recommended by the above-mentioned agencies. This need for additional personnel combined with low percentages of minority and female officers give a clear indication that further recruitment is necessary.

## 2. Labor Market

One of the most difficult problems confronting minority recruiters in the City of Miami is arriving at accurate figures for a potential recruitment pool. Requirements such as U. S. Citizenship and English proficiency reduce the Latin pool substantially, especially among Cubans, although an increasing number of Colombians, Venezuelans and other Central and South Americans would likely be affected as well. Since both citizenship and language proficiency can be acquired, this particular pool of candidates will continue to increase, thus requiring almost constant monitoring. Age is also a determining criteria that requires close monitoring, as is the reputed "transcience" of Miami's population. In this respect, proper timing for conducting the recruitment campaign might be essential. The last drive carried out by the Tri-cultural Program indicated a significant drop in recruitment during the Christmas holidays. This could have been at least partly due to the usual temporary drop in the available labor force during that period. It may be more feasible to conduct the recruitment drive during the summer months when a large labor force is available. A close linkage with the Community Improvement Program (CIP) of Dade County will assist the department with the collection of demographic data. The City of Miami's Planning Department, Community Development, and Affirmative Action Offices may also

render statistical assistance. Furthermore, the Miami Police Department should establish close rapport with faculty members of local colleges and universities who may be conducting pertinent studies in the area.

### INVOLVING THE DEPARTMENT

If one wants to succeed in a recruitment drive, one must involve as many department people as possible. This, of course, includes the participation and support of the majority white male officers. The police administrator should first make every effort to sell the minority recruitment concept to the majority officers and then show the advantages to helping getting it done quickly and efficiently. He should point out that minority police officers could help alleviate racial and ethnic tensions in the community thus increasing the operational ability of the entire department. If necessary, he should also point out that affirmative action is not only beneficial for the Department, but actual legislation that needs to be enforced as such. Support of the recruitment effort by majority officers will make the road a lot smoother to travel.

The police administration must also be willing to commit departmental resources to the recruitment task. This may involve setting up a program of monetary, vacation-leave, and advancement rewards. The models provided below offer an indication of the many ideas that can be implemented in the area of incentives.

#### 1. Bounty System

An excellent program in this light is one that either provides the officer with a financial reward

for every person recruited and hired or gives him or her an extra day off for the same effort. The bounty systems have many advantages, the most important being that it provides that constant incentive needed to keep people interested in the recruitment program. Studies have shown that very often the most successful applicants are those recruited one on one by the officers themselves.<sup>11</sup> In many cases this is not only a minority officer recruiting another minority individual, but a white officer bringing in a minority applicant. Since many white officers work in areas that contain mostly minority individuals, these officers are often in daily contact with young men and women who may show potential for becoming police recruits. The young person who stays on the scene of an accident to help the victim, or aids a storage clerk apprehend a shop lifter, could have the type of fine moral character necessary for the job of police officer. Officers who may witness these situations on a regular basis should become tuned to the recruitment of these individuals.

## 2. Buddy System

This system is one in which the officer is assigned follow up responsibility over one or two

<sup>11</sup>Cascio and Real, 1974.

applicants and attempts to provide moral and psychological support for them through the long selection process as well as act as an advocate for the recruit when necessary. In order for this method to work all officers involved must first have a good working knowledge of the selection system. The selection system should also be made open to the officer so that he or she can monitor the applicants success or failure throughout the entire process. Although this system would transcend recruitment itself, the knowledge that such help is available might encourage the applicant. This system has been successfully implemented by the Dade County Public Safety Department. Officers would get involved in a buddy program in two ways. First, the department should identify those individuals who have shown particular sincerity and understanding of the affirmative action program. These individuals should represent a cross section of the entire department. They should all be duly designated as part of the buddy system and given specific instructions in the proper way to handle the applicant. The second way an officer could get involved is through his/her own efforts. When an individual officer recruits an applicant whom he/she feels is particularly worthwhile he/she should be given the opportunity to assume the role of this applicant's buddy.

This program, if properly managed, can have numerous

advantages. First, it gets many officers involved. Secondly, it allows the officers to get a first hand knowledge of the selection process. It often becomes a source of pride for the officer to see his/her designated buddy make it through the system and succeed. Another important advantage is that it can often soften the blow to those who do not succeed and leave them with a desire to try again, knowing exactly where improvement is necessary and feeling like they were treated as individuals by the department, and not just numbers. Often, the buddy system can be carried through to the academy for further reinforcement. This particular model has been used by Dayton Police Department and the Dade County Public Safety Department.

A variation of the Buddy System suggested by the Tri-cultural recruitment staff would consist of resource officers in the school system identifying students who could become potential recruits upon graduation and setting up activities for them (riding in patrol cars, visiting police headquarters, etc.). School service clubs could be used as a vehicle to identify such students.

The programs outlined above are only a few of the many methods of providing the incentives necessary for departmental involvement. They provide basic needs, rewards, understanding and a sense of accomplishment. Fulfillment of these needs can

often break down previously insurmountable obstacles.

#### INVOLVING THE COMMUNITY

Obtaining community support for the kind of work they are attempting to do is one of the greatest challenges facing both the Tri-cultural Program and the City of Miami Police Department. Traditionally, police departments have had an image problem among minority communities throughout the nation. Miami's problem is further compounded by the large percentage (52%) of Cubans and Latin minorities whose past experiences with police officers have been rooted in a cultural background where police work provides little economic incentive and concomitant social status.<sup>12</sup> Furthermore, many of these individuals associate police operations with political repression and deficient law enforcement.

It is important, therefore, to get the community, and especially the Black and Latin segments, involved in the recruitment process. A recent survey conducted by the Latin American Chamber of Commerce, CAMACOL, suggests a keen interest on the part of Latin businessmen to become more involved in law enforcement activities of the Miami Police Department. The survey also revealed significant dissatisfaction among respondents with the perceived effectiveness of the force.<sup>13</sup>

In order to obtain community support, members of the Tri-cultural Program Recruitment Staff should accompany police

<sup>12</sup>Terri Zubizarreta, Report to Committee of the Uninvolved, October, 1975, p. 2.

<sup>13</sup>Ibid



personnel in bridge-building visits to selected neighborhoods. These visits, organized and directed by the Police Department Community Relations Staff, could be utilized for informational and recruitment purposes, especially in the minority communities, where family pressures may inhibit the individual from seeking a career as a police officer.<sup>14</sup> Community leaders must be approached and their comments, when positive, should receive wide publicity through a series of press releases prepared by the Recruitment Coordinator and channeled through friendly journalists in the minority media and through such columns as Miami al Dia published by the "Miami News." The police team assigned to the recruitment should begin a series of visits to organizations, businesses, churches, youth centers, and other places where potential recruits can be found to "get to be known" and respected. Key community leaders should be appointed "Honorary Recruiters" and charged with the task of referring qualified individuals to the recruiting stations. In order to set up such network the Recruitment Coordinator should:

1. Contact civic and political leaders, directors of service agencies (the Community Action Agency and United Fund can supply names of appropriate agencies), key community groups such as Model Cities Advisory Board, Hispanic Urban Coalition, Urban League, CAMACOL, Cuban Municipalities in Exile, SALAD, etc.
2. Notify them of specific qualifications for applicants,

<sup>14</sup>Ibid

location of recruitment centers, names of recruiters, and all other pertinent information concerning the recruitment drive and the Police Department. (Specially prepared informational packages should be sent to the Honorary Recruiters).

3. Continue linkage with Honorary Recruiters through frequent formal and informal contacts.

This could serve as a non-discriminating screening device, since, the Honorary Recruiter would be asked to exercise care in recommending only those meeting the requirements for becoming a City of Miami Police Officer (U. S. Citizen, over 21, high school graduate, etc.). The contact-feedback system established by the Recruitment Coordinator (phone calls, frequent visits, etc.) will serve to maintain a high level of commitment to the recruitment effort from the individuals involved.

#### SELECTING AND TRAINING THE RECRUITING TEAM

Any department's recruiting effort will only be as good as the individuals selected to perform the actual recruiting. These individuals should represent the department in a professional manner, be selected for outstanding abilities to communicate, having pleasing physical characteristics, and should be dedicated to the affirmative action goals. A breakdown of the recruiter's characteristics should include:

- A. Prior experience and/or desire to learn.
- B. Effective communication skills.
- C. Ability to work and get along with people.

D. Good working knowledge of the Department.

Once the department has selected its recruitment team, it should prepare them for the task ahead. Nothing indicates the department's lack of sensitivity to affirmative action goals more than arbitrarily placing some officers on the streets telling them to "get out there and recruit minorities." In order to be successful the officers should be provided with the following tools:

- A. Program orientation and recruitment strategy.
- B. Qualifications and standards (including Civil Service).
- C. A complete understanding of the selection process. Where to go, how much time, what to expect.
- D. A knowledge of department procedures and policies. Many questions will not deal directly with recruitment but rather with various other aspects of an officer's career development, units command structure, etc.
- E. Each officer should be aware of the type of candidate the department is looking for and be placed in an area where he/she is likely to come in contact with them. Officers recruiting on street corners in the middle of the day are likely to come in contact with some individuals who, although perhaps otherwise qualified, may not be desirable as police officers.
- F. Each officer should have a full set of brochures and pamphlets.

WHAT THE OFFICER SHOULD DO

1. Meet the prospective candidate with a friendly smile, shake hands, ask him/her name, and introduce yourself. Tell the candidate what you are there for and ask if he has little time in which you could discuss the program with him/her. Don't be pushy, but don't be shy--make the initial contact.
2. Give a short presentation about the departmental opportunities, benefits, etc. Tell the applicant something about the police profession, the challenge, community service, etc.
3. Allow the potential recruit to respond. Answer all questions honestly. Some of his/her comments may be derogatory toward the police. Don't be shocked or afraid to discuss them. The applicant has a right to know the truth, where you stand, and where the department stands.
4. Be confident. Remember, you have been trained to deal with difficult situations which may arise while accomplishing your task.<sup>15</sup>
5. Always be positive. If the applicant chooses to leave before you are finished, end the conversation

<sup>15</sup>Some of the problems encountered by Miami Police officers engaged in minority recruitment for the Tri-cultural Program include (a) lack of transportation of recruits, (b) city residency requirements (Miami), (c) time element, etc.

on a positive note. He/she may be back or may tell a friend.

6. When you've generated an interest, get the applicant's name, address, phone number. Tell the applicant what is expected of him/her. (A brochure should be provided at this time for further reinforcement or clarification.)
7. Follow up on all those who showed an interest--call them, find out if they took the test. Continue to encourage them. Show them that you care.

Remember, the program is only as good as your abilities as recruiters. Hopefully, your superiors will train, encourage and support you.

#### PLANNING A MEDIA CAMPAIGN FOR RECRUITMENT

Media-connected expenditures usually take a sizeable portion of the financial resources allocated to any recruitment drive, particularly those directed at minorities and females since advertisement in specially-targeted publications is often necessary. However, even when financial resources are very limited, a media-oriented recruitment campaign could be successfully run with a little imagination and some hard work on the part of the recruiters. The following observations may be useful in planning such a campaign:

1. Appoint a Recruitment Coordinator who will be responsible for planning and implementing the drive. This individual should preside over the Advisory Media Task Force and maintain close linkages with the

recruitment team.

2. Get news media representatives involved. Set up a News Media Advisory Task Force which will assist the recruiting staff for the duration of the drive. These individuals could facilitate public service announcements free of charge, television, radio, and newspaper interviews with members of the recruitment team and/or recruits themselves, and generally provide a "positive press" for the recruitment program and the Miami Police Department. This Advisory Task Force should be made up of minority, females, and non-minority individuals and should meet often (weekly, bi-monthly) during the recruitment effort and report directly to the Recruitment Coordinator. Local T.V. and radio stations (WPLG-Channel 10, Channel 23, Channel 6, WMBM, WQBA, WCMQ AM-FM, WVCG, the Miami News [minority and female reporters as well as Associate Editor and or Editor], Miami Herald [same as News], Miami Times, Diario de las Americas) should be contacted for participation in the Advisory Media Task Force.
3. Treat the recruitment campaign as news. Develop bi-weekly news bulletins concerning particular stages of the drive, success obtained, people involved, etc.
4. Develop evaluation techniques to monitor the result of media campaign. A simple form, asking recruits how they heard about the recruitment drive to be

handed out at the time a recruitment will be sufficient. For example, the form utilized by the Tri-cultural Program during its second recruitment drive netted the following results as of December 23, 1975:

<u>Source</u>	<u># Applicants Received</u>	<u>Percentage</u>
Radio Ads	136	31.5
Newspaper	96	22.0
Bus	8	1.0
Billboards	5	1.0
Another candidate	47	11.0
Police officers	99	22.5
Friends	15	4.0
Civil Service Board	2	0.5
Manpower	4	1.0
Public Service Aid Program	<u>24</u>	<u>5.5</u>
	436	100.0

As can be seen by the above-listed results, word of mouth, radio, and newspaper advertisements accounted for the great majority of individuals recruited by the Tri-cultural Program.

These are some of the ideas that could assist the Miami Police Department in mounting a successful minority and female recruitment campaign. Specific uses of the media for each particular ethnic and sex group with which this manual is concerned (Blacks, Latins, females) are discussed in following sections. For further recommendations see Section VI, Recommendations.

#### SECTION IV - GETTING THE JOB DONE

#### STRATEGIES FOR RECRUITING MINORITIES AND FEMALES

STRATEGIES FOR RECRUITING MINORITIES (BLACK AND LATIN)

Strategies for recruitment of Black and Latin police officers should begin with a sincere effort on the part of the department to determine that the selection tools are indeed valid for all candidates. To this effect, the City of Miami's Police Department has engaged the services of the University of Chicago's Industrial Relations Center. The validation process of the entrance examination is currently under way, after having a large number of Tri-cultural Program participants and others as subjects in the tests administered in April 1975 and January 1976. Once such validation has been completed, the department should emphasize the availability of a non-biased examination instrument in its recruitment advertising among minority groups.

Other strategies utilized must take into account cultural and language differences that exist between minority and majority groups and among minority groups themselves. In the language area, for example, Spanish and "Black English" should be viewed as job-relevant tools, essential for the proper delivery of law enforcement services to approximately 77% of Miami's population (52% Spanish-speaking, approximately 25% Black) who use them as their "mother" language. This is indeed a fact frequently disregarded by police departments and other local service related agencies.

Among Latins, the recruitment effort should be geared to dispel any notions that a job as police officer means low socio-economic status. Traditionally the Latin-American family (whether Cuban, Venezuelan, Colombian or other) has played a major role in the career choice of its members, hence professional careers (medicine, law, engineering) have been favored. Latin recruitment, and especially Cuban recruitment, for police officers must be presented in a manner that stresses the "professionalism" of a law enforcement career. It is important to note the meaning of this theme for individuals of Latin cultural heritage. Latins, for example, have few "repairmen" among skilled and semi-skilled workers. They use the term "technicians" for such job categories since it lends a touch of professionalism, and hence, status to the work done. This is significant in light of the fact that traditional Latin societies offer a lesser degree of mobility among careers than American society. The individual is, therefore, very closely connected in terms of identification and social status to what he does for a living. This is usually what he continues to do for life, although, of course, Latin society in Miami, being a dynamic one, may be undergoing changes which brings it closer to American society in general, and to the "Anglo" segment of Dade County in particular.

Endorsements by Latin sports heroes and other authority figures such as established politicians and government officials may be of help in this area.

Another recruitment vehicle which has gone largely under-utilized in past recruitment drives conducted by local police departments is the "acquaintance or friendship networks" which make up the infra-structure of the minority communities both Black and Latin. This means that potential recruits can be referred to the department by other minority on the same "acquaintance or friendship principle" with which they or their families are referred to job openings, service delivery agencies, government offices, or any other type of organization where their particular needs can be met. This network can be best utilized by establishing the "Honorary Recruiter Program" referred to elsewhere in this manual.

#### USE OF MEDIA IN MINORITY RECRUITING - BLACKS

When dealing with any media campaign in the Black community it is important for your program to contain certain elements.

1. Be honest and straightforward. Tell them you are looking for Black officers.
2. Use catch phrases, such as Black Pride is Cop Pride, Being a cop means being a Brother, etc.
3. Establish rapport with the Black media. Convince them of your sincerity.
4. Make it clear where and when to apply and what the minimum qualifications are.

5. Many Blacks have traditionally been hesitant to take civil service tests since they view them as discriminatory. Tell them of any procedures to prepare for the exam, and the availability of assistance through the Tri-cultural Program.

#### Newspapers

Newspapers written for, and distributed in, the Black community are generally considered a fairly good recruiting media. However, it is easy to fall into the trap of some exaggerated claims of the newspaper's circulation, so the recruiter must be sure just how widely read the newspaper is before employing it, and weigh that value accordingly. If an ad is run, it should be kept brief and relatively simple. The ad should attempt to clearly portray the fact that the department is seeking Black officers. It should deal with the question honestly and frankly. It is also a good idea to head it with key catch words that will draw attention to the article (See Appendix E).

Another good method of newspaper coverage is the human interest story. Too often the only officers who get into a Black newspaper are those who have done something wrong. The Public Information section of the department should make a strong effort to show officers helping Black people and should develop ties with the Black newspapers to encourage them to print this type of story. Only in this way will negative images of the police force be overturned.

### Television

Most metropolitan areas do not have a TV station that is directed exclusively at the Black community. Therefore, the most effective ways of using this media are to have television ads as part of the particular programs that are designed for the Black community or to design a completely original program based on police work as it applies to minorities.

### Radio

This media source is clearly one of the most widely and successfully used to reach the Black community. In the South Florida area there are a number of predominately Black radio stations. As in the case of newspaper advertisement, an effort should be made to be clear and precise. Hit prime time to get best coverage. Also encourage Black news broadcasters to talk about the program in their editorials and to broadcast human interest stories showing the positive side of police work.

### Posters and Pamphlets

Posters and pamphlets (See Appendixes C, D, E) should be made up and distributed in the Black community and displayed in key businesses. These items should start with a catchy word or picture which will draw attention to them. Black officers should be the primary subject displayed in a positive manner. The poster should tell the prospective applicant the advantages that the job offers

him, such as salary, educational benefits, etc., and how to apply. Many large police departments, as those of Washington, D. C., Detroit, New York, Dayton, Ohio, have had success with this method.

Use of Black slang terms not only draws attention to the items, but is also a subtle emphasis to the prospective applicant that the department is trying to attract him/her and is willing to change traditional methods to facilitate the recruitment process.

### USE OF MEDIA IN MINORITY RECRUITMENT - LATINS

#### Newspapers

Twenty-seven percent (27%) of all respondents to the Recruitment Questionnaire developed by Julio A. Avello and Associates as part of the evaluation process found out about the Tri-cultural Program through newspaper advertisements. We recommend a continuation of this information vehicle in a new recruitment drive. English newspapers with Spanish sections (Miami News and soon the Miami Herald as well) should be emphasized as they are widely read among young Latin adults.

#### Radio

The radio is an excellent vehicle to reach Spanish-speaking audiences in Miami. Twenty-four percent (24%) of the respondents to the Avello and Associates questionnaire identified radio messages as their way of becoming acquainted with the program. Emphasis should be placed on



the youth-oriented radio stations which broadcast in Spanish, such as WCMQ (AM and FM), OCEAN Radio (FM), and perhaps Spanish language spots in English-speaking radio stations (WFUN, WGBS, WMBM) whenever possible.

#### Other Media

Television spots are very expensive and must be purchased with a great deal of care to reach Latin audiences. It is questionable whether Latin youth watches the Spanish-speaking television station in this area (Channel 23) to any significant degree. Some spots built around such specific programs as "Solo para Bailadores" ("For Dancers Only") may be helpful since this program is especially geared for young Latin audiences.

Magazine advertising may be useful, especially in reaching Latin women. Costs must be taken into account vis a vis the expected impact.

#### STRATEGIES FOR RECRUITING MINORITIES - FEMALES

To deny women the opportunity to compete with men for any police position on the basis of sex is against the law and can bring about the same repercussions as are felt when any minority group is prevented from receiving equal treatment. Their lack of proportionate representation as sworn police officers in the Miami Police Department has already been pointed out in this manual. The Miami Police Department's need for further

female recruitment is real and immediate.

The key to any successful recruitment drive aimed at increasing the number of women on the force must first be a positive attitude on the part of the department as it relates to female involvement in its daily operations. If women are relegated to menial tasks, then their recruitment and retention will be difficult.

#### METHODS

The techniques used to recruit females are basically the same, with some modification, as those used to attract any special group and have already been discussed in this manual. An important first step is to be sure that any media campaign gives exposure to female officers. These must not only be minority females, but also white females. It should be clear that the department considers females a target minority group and, as such, is highly desirous of their joining the force.

Of primary concern to many female applicants is the selection process. Many women are hesitant to take civil service exams which may require expertise in areas in which they have had little background. It should be pointed out to them that the Tri-cultural Program offers a wide variety of academic and physical training in order to prepare applicants to pass the required examinations. In addition, such requirements as height and weight, physical agility tests, etc., must be carefully evaluated if women are to be

successfully recruited. The recruitment effort should make clear the types of physical exams female officers will be required to pass, and what can be done to assist them in getting the necessary physical ability to succeed in these tests. This is extremely important in light of the percentage of tri-cultural female applicants who had failed to pass the physical agility test as of July 1975 (37.5% females as compared to 8.5% for males).<sup>16</sup>

Latin females will probably be the most difficult group to recruit. This has to do with long-held attitudes concerning female roles in traditional Latin societies. It is nevertheless true that as mentioned previously, such attitudes are in a state of rapid change in Dade County due to pressures from the larger English-speaking society. The new economic realities have led a large number of Latin females to seek employment outside the home. The result has been the emergence of the professional and semi-professional single girl, often living alone, as an important component of the Latin community in Miami. In order to make headway in recruiting members of this population group, the recruitment effort must emphasize "femininity" and professionalism as part and parcel of the female police officer's career. It is essential to note that a female police officer can be as much of a woman as any other working girl; that her job is both challenging and fulfilling, and is not to be

<sup>16</sup> Correspondence from Tom Garcia Mones to Harry Morall, Tri-cultural Program, July 24, 1975.

viewed as a threat to her femininity. Advertising oriented along these lines and utilizing such vehicles as Cosmopolitan en Espanol, Vanidades, and similar women's magazines may prove very fruitful in the recruitment drive.<sup>17</sup>

#### COLLEGE RECRUITING

Perhaps the best sources of qualified minority applicants are the college campuses. In the local area many of the colleges contain substantial numbers of Blacks and Latins. Miami-Dade Community College, for example, has a Black student enrollment of 11% of a total number of approximately 50,000. Latin student numbers exceed Black enrollment by more than double, being approximately 27% of the total college enrollment. It has for some time been assumed by many whites that a minority college graduate has his pick of career paths. A quick check of Black college placement centers will soon show this to be a fallacy. The same is true for Latins.<sup>18</sup> The high pay, excellent benefits, promotion opportunity, and challenge could attract many more college level minorities and females to the police profession if a positive effort is made to recruit them.

<sup>17</sup> For example of specific media usage; estimate of cost and schedule of releases see Appendix G Media Breakdown, Tri-cultural Program, January 1976.

<sup>18</sup> The single most numerous group of Latins in the U.S. between the ages of 21-30 is found on the community college campuses (Bureau of the Census).

The following steps should be taken:

1. Develop close ties with several college placement centers.
2. Contact minority and female students by mail many months before graduation to begin setting up interviews. The Registrar and Admission's offices of local colleges can provide enrollment printouts with students' names and addresses.
3. Have one or two minority officers follow up mail contact by phoning to set up personal interview.
4. Many colleges have Black and Latin culture weeks. Make an effort to participate in them. (University of Miami, all campuses of Miami-Dade Community College, etc.)

There are a number of publications available showing the level of Black and Latin enrollments in the colleges nationwide. (See our list of recommended readings.) These should be consulted. Black and Latin college recruitment offers the department the best hope of attracting large numbers of highly qualified applicants. Cascio and Real, 1974, found a positive correlation between higher levels of education and preventable accidents, use of force reports, sick time usage, etc. Their findings tend to

indicate that more educated officers perform at least some of their functions better than less educated officers.

#### MILITARY

With the benefits provided by the new volunteer army there has been an upswing in the number of Blacks, Latins and females joining the service. Contacts can be made with the military steering minorities and females coming out toward the department. Special emphasis could be placed on those with military police backgrounds. Information could be gathered from local offices on City of Miami residents who are being discharged.

Federally Funded Programs - an often overlooked source of highly qualified Black, Latin, and female applicants is the federal programs. Many of these programs are ending, thus, leaving the administrators and staff without positions. Many of these are young, highly educated individuals who could possibly be interested in a law enforcement career. For a list of such program the recruiters should consult the Dade County Human Resources Division, the Mental Health Association, the Manpower (Dade and Monroe), Planning Council, the Equal Employment Opportunity Commission, the Community Action Agency, and other agencies listed under Federal, State of Florida, and Dade County in the telephone directory.

#### BOARD OF PUBLIC INSTRUCTION

This is currently Dade County's largest employer. The teaching career has long been a source of opportunity for

Blacks, females, and more recently for Latins as well. With the changes in education, increase in class sizes, cut-backs, and low salaries (as compared to police officers) many teachers, both employed and unemployed, may consider a law enforcement position. Contact should be made with the local school board personnel office located at the Lindsey Hopkins Building for a list of minority teachers who are unemployed or acting as substitutes.

Minority Manpower Pools - there are currently a number of agencies that are establishing manpower pools primarily for private industry positions. The State of Florida has just received a grant specifically to do the same thing for police officers. The Miami Police Department should be quick to establish contact with these agencies and solicit their assistance.

These are a few of the many locations where a police recruiter can go to attract minority and female applicants. Cooperation from other neighboring Police Departments and the community in general will also be helpful in identifying additional locations of minority and female concentration.

## SECTION V -- SUMMARY

### Summary

Recruiting minority and female candidates for a law enforcement career requires careful planning, effective communication with City officials, police department personnel and community groups, and a strong commitment on the part of everyone involved in the process. The experience provided by the Tri-cultural Program suggests that if the above-mentioned ingredients are present, the recruitment program is likely to succeed. In two efforts of approximately 23 weeks in length, that program was able to generate over 700 applications, most of whom came from minority and female candidates. The fact that the Tri-cultural Program had to circumscribe its recruitment drives to the period between the establishment of a date for the Civil Service Examination and a few days prior to the actual administration of the test indicates that an on-going recruitment could yield even more bountiful results.

As repeatedly pointed out in this manual a good advertisement campaign is vital to the success of the recruitment efforts. To the extent possible, the Recruitment Coordinator should use professional assistance in mapping out and implementing the campaign through the media. Advisory assistance from a group of journalists committed to the principle of minority recruitment could also be highly beneficial to the ultimate results of the recruitment efforts.

No recruitment drive can be successful without the cooperation of other officers in the department and the community at large. The police administration should foster wide involvement from majority and minority officers in planning, implementing and evaluating the recruitment drive. It should provide adequate training for the officers in charge of conducting the campaign and allocate appropriate resources to compensate those participating in different aspects of the Recruitment task. It should also maintain close linkages with community leaders and organizations. Using already-established formal and informal information channel, the recruiters and the police administration should reach out to the minority and female applicants in his/her own cultural milieu, in his/her own language, taking into consideration his/her own particular needs.

Finally, those working in the recruitment drive should be aware that they are not operating in a vacuum. Proper linkages should be maintained with the Civil Service Office, the Tri-cultural Program (especially in terms of referral for academic and physical training support), such agencies as the City of Miami Department of Human Resources, Affirmative Action Office, and a host of other city, county, state, and federal entities.

In this as in other human tasks that require collective effort, cooperation and commitment determine the degree of

success achieved. This manual has strived to help you determine the best channels and strategies for conducting successful minority and female police recruitment efforts. Your cooperation and committment will do the rest.

SECTION VI - RECOMMENDATIONS

RECOMMENDATIONS

The following recommendations are included in this manual in an attempt to establish an effective process for recruiting minorities into the Miami Police Department. Some of the recommendations must, therefore, transcend the department itself to include the Civil Service Board, the City Commission, and the Tri-Cultural Program.

1. Plan every component of the Recruitment Drive carefully and well in advance of the actual campaign.
  - A. Select a Recruitment Coordinator.
  - B. Hire professional media people to manage advertisement if necessary.
  - C. Select and train the recruitment team.
  - D. Provide mechanism to maintain recruitment as an on-going departmental activity.
  - E. Develop linkages with other agencies (Tri-Cultural Program, Civil Service Board, etc.).
2. Involve the minority communities in all recruitment efforts. This can be accomplished conducting neighborhood rap sessions to strengthen the public image of the police force.
3. Personalize Recruitment.
  - A. Develop network of "community recruiters" to utilize the "friendship referral system" so prevalent

in minority communities, particularly Latins, to obtain a larger number of recruits, as well as get the community involved in the recruitment effort.

- B. Recruits should be given specific names of people on the staff from whom to receive assistance when referred to the Tri-Cultural Program office by the recruitment centers, or by community recruiters.
4. Plan for effective management of police personnel resources. Engage minority officers in the recruitment drive. If possible expand approach to include non-minority officers, too.
  - A. Provide incentives like one day's leave for each successful minority candidate recruited.
  - B. Establish system for officers to identify youngsters who show cooperative spirit in the community, on the scene of an accident, in police-community relations activities, etc.
  - C. City Patrolmen must be making contact with minorities, some of whom can be potential candidates.
  - D. Tri-Cultural Program should award certificates of appreciation to officers bringing recruits to the program.
5. Emphasize College Recruitment  
Emphasize college recruitment whenever possible. College students are less likely to experience scholastic difficulties at the academy.



6. Utilize Educational Organizations

Work through minority student organizations, veterans attending college or other youth groups.

7. Endorsements

Secure endorsement of "hero-types" like sports figures. Well-liked athletes such as Ralph Ortega of the Atlanta Falcons, Larry Little and Mercury Morris of the Miami Dolphins could be very helpful in attracting minority applicants. Other possibilities: baseball players -- obtain lists of various leagues in the area from the Dade County Parks and Recreations Department.

8. Professionalism

Emphasize professional status of police work. Sell the approach that becoming a law enforcement officer should be viewed as a professional career.

9. Recognize those who assist in the Drive

Consider possibilities of social functions like a picnic for groups supporting police department. Have supporting groups get to know minority officers, non-minority officers, and the police department leadership.

10. Be clear and truthful with all applicants

Clearly identify what are the qualifications that candidates must meet. Avoid misleading applicants who cannot hope to qualify.

11. Seek alternative resources

Explore alternative sources of Manpower such as the

military, phased-out government programs, construction industry, school system, minority firms, etc.

Special Recommendations12. Selective Certification from Eligibility List

While much work is being conducted to develop a civil service exam that is an accurate measure of future job performance, to date no such exam exists. The wisdom of believing that a paper and pencil test will ever be a significant predictor of applicants' success as police officers in the future seems questionable. At best, a test could be developed that will only indicate the individuals on the far ends of the continuum (very high or low potential) but it would be greatly difficult to differentiate among the vast majority that fall in the middle ground.

The current Civil Service System evaluates candidates in accordance with their placement on an eligibility list. Since it is unlikely that the difference, for example, between candidate 10, 15, or 25, which may only indicate the difference of answering 2 or 3 questions on the test, is a clear indication of the candidate's future potential as a police officer, vis a vis job performance, it seems impractical to continue this system of selection. Moreover, the City of Miami is presently under pressure to increase its number of

minority police officers, and this practice only restricts the city's ability to comply with the affirmative action goals.

We therefore, recommend that the selective certification from the eligibility list be allowed. Thus the department could choose a minority candidate ahead of other candidates who may have scored higher in the entrance exam. This policy would place greater reliance on the selection system as a whole (oral interviews, background check, physical agility, etc.) rather than only on exam scores.

13. Relationship Between Civil Service Test and Tri-Cultural Training

In order to assure the success of any recruitment program in terms of actual numbers of trainees hired, it is imperative that a close relationship exist between the Tri-Cultural Training Program and the Civil Service Exam. To date the testing staff from the University of Chicago provides little or no input to the Tri-Cultural Training Program in terms of test content. This greatly increased the level of frustration on the part of trainers in the Tri-Cultural Program and the recruits who realize that their class efforts may not at all relate to the exam.

We recommend the administration of an examination which assesses the minimum cognitive skills necessary to function as a police officer. Thus, the Tri-Cultural Program could

develop academic strategies tailored to meet such competencies. This becomes more necessary in the light of the time it would take the present examiners to establish a clear relationship between performance on the examination and performance on the job. That relationship is what validation is all about.

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SECTION VIII - APPENDIX

APPENDIX A

Media Breakdown of the Second Recruitment Drive conducted  
by the Tri-Cultural Program.

Note from the Authors.

The following Appendix is provided to give the Recruiters an idea of approximate cost and advertisement schedule for comparison in planning similar recruitment drives in the future, although it should be assumed that advertising costs are likely to increase.



## NEWSPAPERS:

	<u>SIZE</u>	<u>DATE AND DAY APPEARS</u>	<u>COST</u>	<u>SECTION</u>
<u>MIAMI HERALD</u>	5 col. x 10"	Sun/Nov 2/75	\$777.00	Help Wanted/Class. Display
		Tues/Nov 18/75	\$763.00	
			<hr/>	
			\$1,540.00	
<u>DARIOS LAS AMERICAS</u>	5 col. x 10"	Wed/Nov 5/75	\$252.00	Sports
		Fri/Nov 14/75	\$252.00	
		Wed/Nov 19/75	\$252.00	
			<hr/>	
			\$756.00	
<u>MIAMI TIMES</u>	5 col. x 10"	Thurs/Nov 6/75	\$210.00	Sports
		Thurs/Nov 13/75	\$210.00	
		Thurs/Nov 20/75	\$210.00	
			<hr/>	
			\$630.00	
<u>REPLICA MAGAZINE</u>	5 col. x 10"	Fri/Nov 14/75	\$120.00	Sports
		Wed/Dec 10/75	\$120.00	
			<hr/>	
			\$240.00	
<u>FLORIDA COURIER</u>	5 col. x 10"	Wed/Nov 12/75	\$172.50	ROP
		Wed/Dec 3/75	\$172.50	
			<hr/>	
			\$345.00	
		<u>TOTAL COST:</u>	\$3,511.00	

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RADIO

WCMQ (AM and FM)

<u>TIME</u>	<u>LENGTH</u>	<u>SUN</u>	<u>MON</u>	<u>TUES</u>	<u>WED</u>	<u>THURS</u>	<u>FRI</u>	<u>SAT</u>	<u>#NO. SPOTS</u>	<u>UNIT COST</u>	<u>COST TOTAL WEEK</u>
Nov. 4/75 thru Nov. 17	60 Sec.	3	3	3	3	3	3	3	21	\$22.00	\$462.00
Nov. 18 thru Nov. 30/75	60 Sec.	3	2	2	2	2	3	2	16	\$22.00	\$352.00
Dec. 1/75 thru Dec. 22/75	60 Sec.	1	1	1	1	1	1	1	6	\$22.00	\$132.00

Total Number of Weeks Running

\*6 weeks and 6 days.

Ads appear both AM and FM stations,  
Doubling the total number of times  
ad played.

Total Cost: \$2, 002.00

69

RADIO

WMBM

<u>Time</u>	<u>Length</u>	<u>Sun.</u>	<u>Mon.</u>	<u>Tues.</u>	<u>Wed.</u>	<u>Thurs.</u>	<u>Fri.</u>	<u>Sat.</u>	<u>No.Spots</u>	<u>Unit Cost</u>	<u>Cost Total Week</u>
October 29, 1975 thru November 30, 1975	60 Sec.	1	1	1	1	2	2	1	41	\$17.00	\$153.00
December 1, 1975 thru December 20, 1975	60 Sec.	1	1	1	1	1	1	1	20	\$17.00	\$119.00

TOTAL COST - \$988.00

RADIO

WEDR

<u>Time</u>	<u>Length</u>	<u>Sun.</u>	<u>Mon.</u>	<u>Tues.</u>	<u>Wed.</u>	<u>Thurs.</u>	<u>Fri.</u>	<u>Sat.</u>	<u>No.Spots</u>	<u>Unit Cost</u>	<u>Cost Total Week</u>
October 29, 1975 thru November 30, 1975	60 Sec.	1	1	1	1	2	2	1	41	\$17.00	\$153.00
December 1, 1975 thru December 20, 1975	60 Sec.	1	1	1	1	1	1	1	20	\$17.00	\$119.00

TOTAL COST - \$988.00

BUS POSTERS

Bus poster ads will appear on 300 City of Miami buses. Running from November 13th thru December 13th.

Ads will appear on 11 x 28" display cards inside the buses.

Total Cost:\$450.00

BILLBOARDS

Panel #1 NW 2nd Ave s/o 48th Street/east side/facing north  
Panel #2 NW 12th Ave/South of 62nd Street/east side/facing north  
Panel #3 NW 27th Ave and 55 Terrace/southeast corner/facing south  
Panel #4 SW 22nd Ave/between 4 & 5th Streets/east side/facing north  
Panel #5 W. Flagler/west of canal/south side/facing west  
Panel #6 SW 8th Street/east of 31st Ave/south side/facing west

TOTAL COST - \$972.00

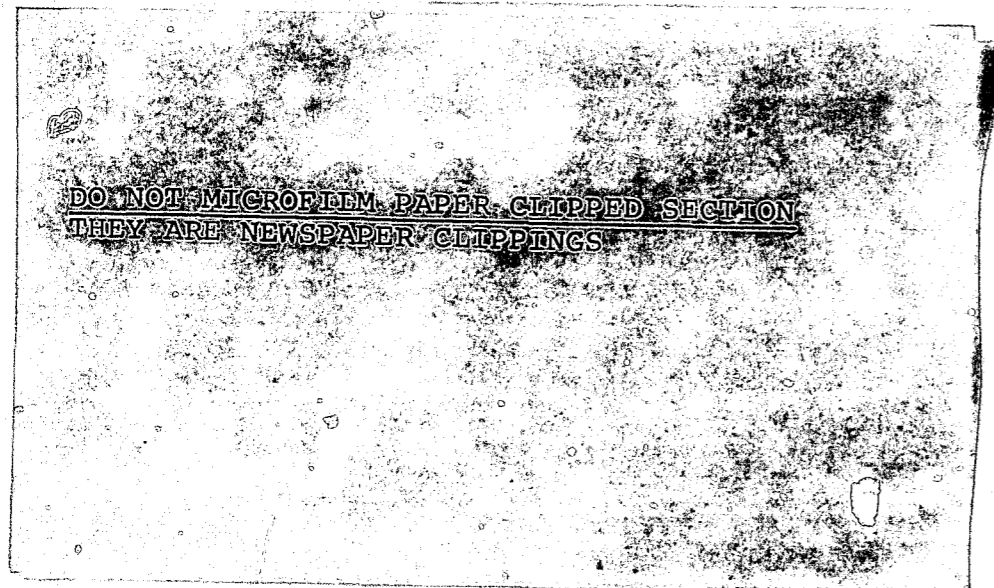
Will appear from Nov. 10/75  
thru Dec. 10/75

TOTAL ADVERTISING EXPENDITURE (APPROXIMATELY) : \$8,911.00

TOTAL PRODUCTION EXPENDITURE (APPROXIMATELY) : \$2,000.00



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United States Department of Justice  
Washington, D. C. 20531

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**END**