

FINAL REPORT

LEMP IV

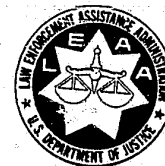
Law Enforcement Minority Manpower Project

September, 1976 - May, 1978

TA-99-0386-76

Administration of Justice Division
Community Development Department
National Urban League

Office of Civil Rights Compliance
Law Enforcement Assistance Admin.
U.S. Department of Justice



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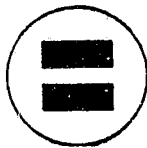
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LEAA

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LEAA Technical Assistance
Grant - TA-99-0386-76 from
the U.S. Department of
Justice

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FINAL REPORT

LEMMP IV

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INTRODUCTION

Director's Overview:

During the LEMMP IV contract period (September 1, 1976 - May 31, 1978), the emphasis and mode of LEMMP changed. Unlike previous LEMMP programs, LEMMP IV did not operate satellites in several cities across the nation. Instead, LEMMP IV, based at NUL Headquarters, provided technical assistance directly to criminal justice agencies in their localities upon request. Recruitment and retention techniques and strategies were conveyed directly to recipient agencies through presentations of seminars and workshops across the country. On site surveys of existing selection processes and standards clearly identified the practices having disparate effects and representing barriers to minority entry.

The awareness and perception of the issue of minority recruitment in law enforcement has been enhanced by consent decrees, court orders, and law suits as well as the compliance review activities of OCRC. This environment provided agencies with the impetus to determine a course of action and its successful implementation; the requests for LEMMP services consequently increased arithmetically with each exposure.

LEMMP IV successes have established an impressive track record which exemplifies LEMMP's methods and techniques. Results from Jersey City, New Jersey; Cleveland, Ohio; Norwalk, Connecticut; and others indicate that attitudes of law enforcement agencies toward minority communities and vice versa can be changed through cooperation to the mutual benefit of all concerned.

The LEMMP modus operandi proved adaptable to agencies serving a wide range of jurisdictions with respect to size, region and population, and through full utilization of in-house capabilities and a limited use of consultants, LEMMP IV was able to exceed its contractual obligations by six (6) times.

These accomplishments have earned LEMMP IV the reputation of a widely experienced project, competent in delivering services tailored to the specific needs of LEMMP recipients. Further, LEMMP IV has earned the respect and confidence of national criminal justice agencies; consequently, our expertise and advice is frequently sought with respect to policy, processes, and standards for recruitment and selection.

Final Report Format

The Law Enforcement Minority Manpower Project final report which follows is presented in three (3) sections. The first section "LEMMP IV Goals and Objectives" contains a statement of LEMMP's primary goal and the necessary related tasks to be performed. Next there is a statement of purpose complete with its corresponding goals and objectives. This section is concluded with a brief description of the methodology to be employed in providing technical assistance to recipients.

The second section "Assessment of LEMMP IV Performance" begins with a report on project activities during the contract period. Next, the results of surveys from technically assisted cities will be discussed, followed by an evaluation of seminars, workshops and materials complete with participant/user comments and opinions. Concluding this section is a brief comment on project side effects or spillovers.

The final section of the report focuses on conclusions and concentrates on project effectiveness in implementing strategies and impacting issues.

An appendix containing copies of letters from technical assistance recipients, copies of evaluation and survey tools, and supportive data completes the final report.

SECTION I

LEMP IV - GOALS AND OBJECTIVES

LEMMP IV - GOALS AND OBJECTIVES

The National Urban League's Law Enforcement Minority Manpower Project (LEMMP) has as its primary goal "the recruitment and placement of minority men and women in entry level positions within the criminal justice system", and promote upward mobility for those currently employed.

To accomplish this, LEMMP's related tasks are to:

- 1) Discover the impediments that had and presently preclude minorities from fully participating in the administration of law enforcement, at all levels and to make recommendations for removal of such impediments.
- 2) Develop and recommend techniques to improve recruitment efforts, by law enforcement agencies, for candidates from the minority community.
- 3) Improve the relationship between law enforcement officers (institutions) and the minority community resident. This task is accomplished through an intensive effort to make the community more aware of career opportunities available within the various law enforcement agencies while simultaneously recruiting them as potential candidates for these positions.

Purpose:

To provide technical assistance, consultation and orientation to federal, state and local law enforcement agencies in the area of recruitment and retention of minorities, based on regional conditions.

Goals:

Through concentrated technical assistance:

- 1) To develop the capacities of federal, state and local law enforcement agencies to recruit and make job placements at career level positions within the criminal justice system.
- 2) To make minority men and women more aware of career opportunities with the criminal justice system.
- 3) To improve the relationship between minority communities and law enforcement agencies.
- 4) To increase the awareness of law enforcement officials of the potential of minority employees and how to utilize resources in the community.
- 5) To stimulate an awareness of the changes in institutional and/or procedural obstacles necessary for the employment of minorities.

General Objectives:

- 1) For NUL to implement a continual technical assistance mechanism through which law enforcement agencies, concerned with recruitment, placement advancement and retention of minorities may increase their knowledge and understanding of the differential behavior and service needs of racial minorities as they relate to the criminal justice system.
- 2) To bring attention to issues surrounding the concepts of affirmative action and civil rights, as they pertain to the past, present and future criminal justice service delivery patterns to minority groups.

- 3) To make recommendations for logical approaches to strengthen communications between the National Urban League and LEAA, local, regional and national staffs, as well as comparable state and local agencies.
- 4) To produce written materials which may enable other organizations to replicate the technical assistance mechanism.
- 5) To direct our experience towards aiding police agencies with problems relating to tenure of minority men and women, specifically as they apply to the "last hired-first fired" issues.

Methodology:

The primary focus of LEMMP's technical assistance to law enforcement agencies was provided through a series of seminars/workshops held nationwide in response to formal requests. This technical assistance was made available to local, county and state law enforcement agencies. A secondary focus in providing technical assistance was the utilization of law enforcement experts as project consultants to agencies in their regions, to provide assistance with problems in recruitment, placement and tenure of minorities.

This technical assistance project was authorized to carry out its goals and objectives through a cooperative arrangement with LEAA's Office of Civil Rights Compliance, with subsequent endorsements from other criminal justice agencies and their officials as well as appropriate community interest groups.

ASSESSMENT OF LEMMP IV PERFORMANCE

LEMMP IV Activities:

LEMMP IV's contractual obligations were to provide technical assistance to seven (7) distinct recipients in the form of seminars/workshops. During the contractual period, LEMMP IV has far surpassed these expectations.

LEMMP IV, as our fourth contract year is designated, started September 1, 1976. The late Mr. Garrett Obey was Project Director until his demise on January 11, 1977. The early months of the contract period were taken up by Mr. Obey's recruiting an Assistant Project Director and developing resources for technical assistance. Several contacts were initiated with law enforcement agencies and League affiliates.

The deteriorating health of the Project Director prevented immediate development of the initial contacts and inquiries received. Following the sudden death of Mr. Obey, Mr. Robert Woodson, then Director, Administration of Justice Division, National Urban League, assumed direction of the project. A consultant was engaged to assess LEMMP IV's progress and status.

A search for a Project Director was undertaken and additional agency contacts were generated. On February 28, 1977, a new Project Director, Lee H. Reynolds, was hired.

LEMMP IV became extremely active in March, 1977, and continued this high pace of service delivery for the remainder of the contract period. LEMMP attended twenty-seven (27) conferences at which we participated in seminars and conducted workshops. Also, LEMMP sponsored twenty-six (26) on-site seminars to provide technical assistance directly to individual law enforcement agencies. Additionally, LEMMP provided technical assistance to OCRC in Hartford, Connecticut; Kansas City, Missouri;

and Dade County, Florida. LEMMP contracted and produced a recruiting manual and six (6) training supplements, including a training supplement on the recruitment and retention of females. LEMMP produced the first part of a three-part slide presentation for training recruiters, and developed an examining seminar for police promotional examinations.

On the following pages, LEMMP provides a chronological listing of project activities from March, 1977 through May, 1978.

SECTION II

ASSESSMENT: LEMMP IV PERFORMANCE

LEMP IV ACTIVITIES

MARCH, 1977 - MAY, 1978

<u>1977</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>MARCH</u>				
8 - 9	International Association of Chiefs of Police, Atlanta, GA			X
9 - 11) 18 - 19)			Harrisburg Police Dept.	X
23 - 25	LEAA Civil Rights Conference, Orlando, Florida (Criminal Justice Planning & Assistance)			X
31			Jersey City Police Dept.	X
<u>APRIL</u>				
5 - 6	"Recruitment of Minorities & Women for Criminal Justice Agencies", Charleston, West Virginia			X
15 - 16			Will County Sheriff Dept. Joliet, Illinois	X
18 - 22	LEAA Civil Rights Conference (Arizona State Planning Agency for Criminal Justice, Apache, Arizona)			X
25 - 26			Jersey City Police Dept.	
27			Elizabeth Police Dept.	X

<u>1977</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>APRIL</u>				
28			Sheriff & Tax Collector, Parish of Jefferson, New Orleans, Louisiana	X
<u>MAY</u>				
6			Elizabeth Urban League	X
9			Nassau County Police Department	X
12			Elizabeth Police Dept.	X
14	Career Conference for Youth (The United Black Men of Queens County, Inc., Jamaica, New York			X
18 - 20			East Cleveland Police Department	X
<u>JUNE</u>				
1 - 2	LEAA Civil Rights Conference (Louisiana Commission on Law Enforcement & Admin. of Criminal Justice, Metairie, Louisiana			X
8			Nassau County Police Department	X
22 - 23			Lafayette City Police Department, Lafayette, Louisiana	X

<u>1977</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>JULY</u>				
18 - 20			Boca Raton Police Department	X
24 - 27	National Urban League, Inc. Conference (Washington, D.C.)			X
<u>AUGUST</u>				
16 - 17			Fort Lauderdale Police Department	X
20 - 28	National Black Police Conference, New Orleans, Louisiana			
29 - 30			Harrisburg Police Department	X
<u>SEPTEMBER</u>				
7			Connecticut State P.D.	X
8 - 9			Des Moines Police Department	X
28 - 31	Conference on EEO & AA (Daytona Beach, Florida)			X
<u>OCTOBER</u>				
12 - 15	California Black Correctional Coalition			X
16 - 21	National Association of Human Rights Workers Conference Detroit, Michigan			X

<u>1977</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>OCTOBER</u>				
29	United Black Men of Queens County, Inc. Jamaica, N.Y.			X
<u>NOVEMBER</u>				
1 - 5	"Black Families", Project THRIVE - NUL, Chicago, Ill.			X
15 - 18	Cleveland Urban League-EEO Seminar			X
21			Oakland Police Dept.	X
22			Cleveland Director of Public Safety (By telephone)	X
28 - 30		Hartford Police Department		X
<u>DECEMBER</u>				
1 - 2		Hartford Police Department		
12			Los Angeles Police Department (By telephone)	X
13 - 15	EEO Seminar, Lancaster, Pennsylvania			X
19			Houston Police Department (By telephone)	X

<u>1978</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>JANUARY</u>				
19	Stamford Urban League			X
<u>FEBRUARY</u>				
2 - 3			Norwalk Police Department	X
8 - 10		Kansas City Police Department		X
21			Cleveland Urban League	
22			Knoxville Police Department	X
27 - 28		Kansas City Police Department		
<u>MARCH</u>				
1 - 3		Kansas City Police Department		
10 - 12	National Black Police Association Conference Chicago, Illinois			X
13	U.S. Department of Community Relations			
20 - 21	OCRC Grantees and Contractors Conference			X
23 - 25	EEO-Affirmative Action Conference - Florida LEAA Orlando, Florida			X

<u>1978</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>MARCH</u> (Cont'd)				
29	National Association of Blacks in Criminal Justice Conference, Washington, D.C.			X
<u>APRIL</u>				
1	National Association of Blacks in Criminal Justice Conference, Washington, D.C.			X
10 - 13	International Association of Chiefs of Police, Inc. Conference, Phoenix, AZ			X
20	OCRC and FBI Officials on Minority Recruitment			X
<u>MAY</u>				
1	Research and Social Change Conference, Washington, D.C.			X
2 - 5		Tampa, Florida Police Department		X
9	LEAA Civil Rights Compliance Review Planning Session, Washington, D.C.			
10 - 12			York, Pennsylvania Police Department	X

<u>1978</u>	<u>Workshops Conducted/ Seminars Participated In/ Conferences Attended</u>	<u>Technical Assistance to OCRC</u>	<u>Seminars Conducted/ Technical Assistance</u>	<u>To Whom Materials Sent</u>
<u>MAY</u> (Cont'd)				
15 - 17	NUL Correctional Management Training Workshop, Winston Salem, N.C.			X
22 - 26		Dade County, Florida Police Department		X

DATE

TO WHOM LEMMP MATERIAL SENT

4/21/77	Urban League of Metropolitan Harrisburg, Inc.
4/22/77	Bay Area Urban League
5/5/77	Urban League of Wichita, Inc.
5/19/77	City of Portland Police Department
6/21/77	Urban League of Cleveland
9/14/77	Pompano Beach Police Department, Pompano Beach, Florida
9/19/77	Urban League of Long Island City, New York
9/20/77	New York State Police, Albany, New York
9/26/77	Deerfield Beach Police Department
11/18/77	Urban League of South Bend & St. Joseph County, Inc., South Bend, IN
11/30/77	State of Connecticut, Department of Adult Probation
12/7/77	Ex-Offenders Program, Eastern Regional Office, National Urban League
1/11/78	Criminal Justice Department, Vance-Granville Community College
1/21/78	Los Angeles Urban League
1/31/78	Urban League of Southwestern Fairfield County
4/4/78	County of Seminole, Florida
4/20/78	City of York, York, Pennsylvania (Steve Rhoades)
5/16/78	York Police Department (Officer Hawkins)
5/26/78	International Association of Chief of Police (David Lewis)

Results of Surveys from Technically Assisted Cities

Because the principal objective of LEMMP is to increase the number of minority persons in law enforcement positions, this report includes the data gathered on minority placements in agencies receiving on-site technical assistance under Phase IV of the project. Since the on-site technical assistance to these agencies was begun in most instances, less than a year ago, it was expected that it would be too soon for most of these agencies to have experienced a significant increase in minority hiring. The results from the survey largely confirm this expectation. Nevertheless, the information gathered from several cities indicated an encouraging trend towards increased minority hiring.

At the end of the fiscal year (July 30, 1977) the Police Department, including Corrections, Juvenile Department and Police Cadets in Metairie, Louisiana, employed 774 persons. Of these persons, 718 or 92.8% were white and 56 or 7.2% were black, with 188 of the total number being female (or 24.3% of hirees). Of the new hirees in July and August, 14 were white and 7 were black, including 13 females. Over the two-month period this increased the percentage of blacks to almost 8% and the percentage of females to 25%.

In March, 1977, LEMMP began advising the Jersey City Police Department in its recruitment drive. The exam was given October 1, 1977, and the number of minority applicants were encouraging. Of the total applicants for the exam, 25.2% were black, 12.8% were Hispanic and 21.9% were female. Since 37% of those eligible to take the examination were minority persons, with an additional 8% white females, the recruitment of applicants appears highly successful. Of the 37% of eligible minorities taking the exam, 20% passed the written exam. Twenty percent of the eligible blacks passed as well as

18% of the eligible Hispanics. Also 39% of the eligible white females passed the exam. These results were viewed by all concerned as a successful effort (See Appendix A).

On April 29, 1978, a four-hour test was given to candidates for the Norwalk Police Department. Unlike other affirmative action programs a Federal District Court Judge set a quota for the hiring of a maximum number of Black and Hispanic persons - 20. Of the 195 Black and Hispanic candidates who took the test, 90 received a passing grade of 70 or above of which the top 20 will be placed on the hiring list provided they pass a physical and psychological test. In the previous test taken by 58 whites and 15 minority group applicants, 43 whites and one black passed (See Appendix B).

As a result of the technical assistance provided by LEMMP to the Will County Sheriff's Department in April, 1977, a three-week recruitment effort was undertaken. The two minority officers assigned to full time recruitment, utilizing LEMMP strategies, media, and community resources, recruited 162 additional applicants of which 102 or 63% were minorities and females. The overall total of minority and female applicants was 159 representing 35% of the total applicants. On June 18, 154 applicants reported for the job related agility test of which 58 or 38% were minority and female, which represented a substantial increase of the last test where they represented only 16%. The Sheriff's Office felt that these results were a clear indication of the positive effect LEMMP's recommendations had on minority recruitment (See Appendix F).

In March, 1977, LEMMP provided technical assistance to the Harrisburg Police Department. Thirty-two blacks took the written exam, one passed but was eliminated when he failed the oral examination. Sixty-seven whites passed the exam. A complaint was filed when the State Human Rights Commission

and a consent decree negotiated. The decree stipulated that out of every 8 hired would be minority from the July, 1978 exam and that blacks would be hired at a 2 to 1 ratio until the goal of 30% minority representation could be reached given a five-year plan. The entire selection process is currently being revised making it more relevant to job related criteria. LEMMP pointed out the weaknesses and shortcomings of the 1977 effort and city officials were eager to accept LEMMP recommendations for restructuring the process. LEMMP project in preparing candidates for the 480-hour recruit training course which is required. It is anticipated that the 1978 campaign will be their most successful minority recruitment effort (See Appendix C).

Many technically assisted cities could not yet report on employment changes in the police departments from the beginning of the assistance until now.

Evaluation of Seminars and Workshops:

As part of the technical assistance phase (LEMMP IV), the LEMMP staff conducted seminars and workshops in a number of jurisdictions. On March 23-25, 1977, the LEMMP Project Director conducted three one-hour workshops on "Developing Minority and Female Recruitment Material" at the LEAA Civil Rights Conference in Orlando, Florida. As a result of these workshops, he was invited to participate in the LEAA Civil Rights Conference in Metairie, Louisiana, June 1-2, 1977.

The West Virginia Human Rights Commission, the National Urban League and University Research Corporation sponsored a two-day training seminar in Charleston, West Virginia on April 5-6, 1977 on "Recruitment of Minorities and Women for Criminal Justice Agencies". The LEMMP staff participated in planning and conducting the seminar. The purpose of the seminar "was to acquaint states, county and local level enforcement agencies with the means to recruit, train, place and retain minorities and women in criminal justice agencies". Participants included representatives from city police departments, county sheriff's departments and state criminal justice agencies.

The other seminars evaluated were conducted following planning sessions for police departments as part of on-site technical assistance:

- A two-day seminar on recruiting minorities and women was conducted for the Jersey City Police Department on April 25-26, 1977. In addition to members of the Jersey City Police Department, representatives from other N.J. police departments and human rights agencies attended. In all there were over 50 participants.
- An all day training seminar was conducted by LEMMP for the Nassau County, N.Y. Police Department on June 8, 1977. Twenty-five persons attended.

- A recruitment seminar was conducted for the Lafayette City, Louisiana Police Department on June 22-23, 1977. There were 93 persons in attendance representing most agencies in Southern Louisiana.
- A one-day seminar on recruiting techniques was conducted for the Boca Raton, Florida Police Department. Representatives from Daytona Beach, Florida; Delray Beach, Florida, and Deerfield Beach, Florida also attended.

Questionnaires were sent to a wide sample of participants in the workshops and seminars. For the workshops held at the LEAA Civil Rights Conference in Orlando, Florida and Metairie, Louisiana, and the West Virginia Human Rights Commission Conference, questionnaires were sent to 40% of the participants, selected randomly from the list of participants provided by the National Urban League. All participants in the four police departments' seminars received questionnaires.

The purpose of sending questionnaires to participants of these conferences was to determine their view of the usefulness of the seminars in their work. A separate source of information on the importance of the seminar in minority recruiting was the factual survey forms sent to the Nassau County, N.Y. Police Department; Jersey City, N.J. Police Department; Lafayette City, LA. Police Department and Boca Raton, Florida Police Department (See Appendix D).

General Findings on Participants' Assessment of Seminars:

The attendees' evaluations of the seminars and workshops were overwhelmingly positive and included unsolicited praise for the speakers. Ninety-eight percent of the respondents found the seminars and workshops either "very informative and helpful for recruiting" or "somewhat informative and helpful", with 88% answering "yes", that the conference presented mainly the information they wanted or needed.

Charts 1-4 give a statistical breakdown of the responses and summarize the results of the questionnaire.* The negative responses were exceptional and bear mentioning because they represented such a small minority. They came from the two LEAA Civil Rights Conferences, included in the evaluation because minority recruiting workshops were presented at the conferences. Two respondents (of 20) who attended the conference in Orlando said it was a waste of time (see Chart). All other respondents checked either the item "Very informative and helpful for recruiting" or "Somewhat informative and helpful". Also, from the Orlando Conference came four negative responses (out of 23) to the question, "If you had it to do over again, would you attend the conference"? From the LEAA Conference held in Metairie came three (out of 20) "no" responses to the same question.

The responses from participants in the two Civil Rights Conferences stand in marked contrast to the responses from participants in police department seminars. More participants in the Civil Rights Conferences noted that their work did not include recruiting. Hence, there were significantly more "no" answers to question number 5, "Have you used any of the information or methods presented at the conference in your work"? Nine out of nineteen respondents from Orlando answered "no" and eight out of twenty at the West Virginia Conference answered "no". Only two respondents of police department seminars answered "no" and both said that they were not involved with recruiting. To question 3, "Did the conference present mainly the information you needed or wanted", 15% of the conference respondents answered "no". There were four "no" responses from Orlando, one from Metairie and three from West Virginia, but only 9% from all police department seminars combined. The three persons from the police department seminars who answered "no" also commented that their work does not include recruiting.

*No. of questionnaires do not reflect number in attendance, only no. of those responding to questionnaires or evaluations.

It should be noted that the LEMMP workshops were only a part of the total LEAA conferences. Although the questionnaire was intended to evaluate the minority recruiting workshops only, it is not possible to determine if separate negative comments were engendered by attitudes towards the entire conference or by attitudes towards the workshops. Chart 4 summarizes the percentage of participants responding to each question.

Although the above discussion focuses on the negative responses to the questionnaires returned from the Orlando and Metairie conferences, it should be reported that the responses were more favorable than unfavorable. Ninety-five percent of the respondents found the conference relevant, useful, and informative. Seventy-three percent thought the conference a good length. Additionally, the majority (93%) said they would attend again and 92% of the participants would recommend such a conference to others.

On the basis of the questionnaires returned by the police department seminar participants, all the seminars were notable successes. The seminars were rated "Very informative and helpful for recruiting" by 77% of the respondents from police department seminars, with 23% responding that the seminars were "Somewhat informative and helpful". While 71% of the police department respondents thought the seminars were a good length, 26% complained that they were too short. Only 3% thought the seminar too long.

The respondents to question 3, "Did the conference present mainly the information you needed or wanted", and question 4, "Did the conference acquaint you with any useful techniques for minority recruiting", were likewise favorable. All but eight persons said the seminar presented information they wanted and needed. One of these persons also responded "no" to question 4,

but the respondent noted in his comments that he was with the fire department, which has no minority recruiting program as they had sufficient minority applicants.

The three persons who had not used any information gained from the seminars noted they were not involved in recruiting. All others said they had used the information and methods in some way. Some of the representative comments noted that finding out where to recruit and whom to use as sources of referrals was valuable. A number of persons commented that more seminars should be held for law enforcement officers. Many noted the conference was valuable to their work in forming an affirmative action program. From the comments it can be concluded that the workshops were found valuable by persons in a wide range of jobs.

Since the major objective of the project is to increase minority recruiting, seminar participants were asked if they thought there had been an increase in minority recruiting in their agencies as a result of the conference. While this asks for a subjective opinion from the participants, the responses to the question should be an indication of increased recruiting activity in the agency. The responses to this question varied by seminars. In the three non-public seminars, the responses were mixed with 52% answering "yes" and 48% answering "no". The "no" answers came mostly from persons who indicated the question was not applicable; i.e., either they or their agencies were not involved in minority recruiting.

The police department responses were evenly divided with 50% answering "yes" and 50% answering "no". The responses from the Lafayette Police Department seminar were all "yes", except for the fire department attendee who said the fire department did not have a recruiting program and the Parks and Recreation attendee, who also noted he did not recruit. The respondents

to the questionnaire from the Jersey City Police Department also said "yes", except for one person who is not involved in recruiting. The factual information tends to confirm this judgment. (See "Results of Surveys from Technically Assisted Cities", on page 14).

On the other hand, the Nassau County and Boca Raton Seminar attendees answered "no" with the indication that it is still too soon to see impact on recruiting resulting from the seminar.

Question 7 asked for evaluation of a specific area of knowledge presented at the conferences. All respondents for police department seminars answered "yes, they had gained a better understanding of EEOC rules and regulations as a result of the conference". The majority (85%) of responses from the non-profit department conferences also answered "yes". The "no" answers came from persons who noted they already had a knowledge of EEOC rules and regulations.

Question 8 and 9 were asked in order to evaluate the attitude of seminar participants now that some time has passed since the seminars. As indicated above, all participants at all seminars answered "yes" to both questions with the exception of six participants of the two LEAA Civil Rights Conferences.

Overall, the conferences and seminars conducted by the LEMMP project staff must be rated highly successful. The responses to the questionnaire indicated positive enthusiasm from a majority of participants. More importantly, these conferences are furthering the project objective of increasing recruiting activity and fostering positive attitudes towards minority recruitment.

CHART I

SEMINAR AND WORKSHOP QUESTIONNAIRE RESULTS

By Number of Respondents - By Seminars and Workshops

Questions	LEAA Civil Rights Orlan- do Conference	LEAA Civil Rights Metairie Conference	West Virginia Human Rights Commission Conference	Jersey City Police Department Seminar	Lafayette Police Department Seminar	Nassau County Police Department Seminar	Boca Raton Police Department Seminar
1. How useful did you find the conference? Would you say:							
a. Very informative and helpful for recruiting	8	11	10	5	10	11	2
b. Somewhat informative and helpful	11	12	10	4	3	1	0
c. It was a waste of time	3	0	0	0	0	0	0
2. Did you find (the conference):							
a. Too long	4	3	0	0	1	0	0
b. Too short	3	2	6	3	1	5	0
c. A good length	16	18	15	7	11	7	2
3. Did the conference present mainly the information you needed or wanted?							
Yes	18	19	17	9	11	12	2
No	5	2	3	1	2	0	0
4. Did the conference acquaint you with any useful techniques for minority recruiting?							
Yes	19	21	21	10	12	12	2
No	5	0	1	0	1	0	0
5. Have you used any of the information or methods presented at the conference in your work?							
Yes	13	17	14	9	8	12	2
No	10	6	8	1	4	0	0
6. Do you think there has been an increase in minority recruiting in your agency as a result of the conference?							
Yes	7	11	9	7	9	1	0
No	13	9	10	2	2	10	2
7. Would you say you better understand EEOC rules and regulations as a result of the conference?							
Yes	17	21	18	10	13	12	2
No	5	1	4	0	0	0	0
8. If you had it to do over again, would you attend the conference?							
Yes	19	20	22	10	13	12	2
No	4	3	0	0	0	0	0
9. Would you recommend such a conference to others in positions similar to yours?							
Yes	18	20	22	10	13	12	2
No	5	1	0	0	0	0	0

CHART 2

SEMINAR AND WORKSHOP QUESTIONNAIRE RESULTS

Total Number of Responses of All Seminars
and Workshops to Each Question

<u>Questions</u>	<u>Total Number of Responses</u>
1. How useful did you find the conference? Would you say:	
a. Very informative and helpful for recruiting	57
b. Somewhat informative and helpful	43
c. It was a waste of time	3
d. Did not attend (skip to question 8)	0
e. Attended but can't say how useful	2
2. Did you find (the conference):	
a. Too long	8
b. Too short	20
c. A good length	75
3. Did the conference present mainly the information you needed or wanted?	
Yes	88
No	13
4. Did the conference acquaint you with any useful techniques for minority recruiting?	
Yes	97
No	7
5. Have you used any of the information or methods presented at the conference in your work?	
Yes	75
No	29
6. Do you think there has been an increase in minority recruiting in your agency as a result of the conference?	
Yes	44
No	48
7. Would you say you better understand EEOC rules and regulations as a result of the conference?	
Yes	93
No	6

CHART 2 (Continued)

Questions

Total Number
of Responses

8. If you had it to do over again, would you attend the conference?

Yes

98

No

7

9. Would you recommend such a conference to others in positions similar to yours?

Yes

97

No

8

CHART 3SEMINAR AND WORKSHOP QUESTIONNAIRE RESULTS

Comparison of Police Department Seminar Participant Responses with Non-Police Department Workshop Participant Responses.

<u>Questions</u>	<u>Police Department Seminars % of Responses</u>	<u>Conferences (Orlando, Metairie, W. Va.) % of Responses</u>
1. How useful did you find the conference? Would you say:		
a. Very informative and helpful for recruiting	77	43
b. Somewhat informative and helpful	23	52
c. It was a waste of time	0	5
d. Did not attend (skip to question 8).	0	0
e. Attended but can't say how useful	0	0
2. Did you find (the conference):		
a. Too long	3	10
b. Too short	26	16
c. A good length	71	73
3. Did the conference present mainly the information you needed or wanted?		
Yes	92	84
No	8	16
4. Did the conference acquaint you with any useful techniques for minority recruiting?		
Yes	97	91
No	3	9
5. Have you used any of the information or methods presented at the conference in your work?		
Yes	86	65
No	14	35
6. Do you think there has been an increase in minority recruiting in your agency as a result of the conference?		
Yes	50	52
No	50	48
7. Would you say you better understand EEOC rules and regulations as a result of the conference?		
Yes	100	85
No	0	15

CHART 3 (Continued)

<u>Questions</u>	Police Depart-	Conferences (Orlan-
	ment Seminars	do, Metairie, W. Va.
	<u>% of Responses</u>	<u>% of Responses</u>
8. If you had it to do over again, would you attend the conference?		
Yes	100	90
No	0	10
9. Would you recommend such a conference to others in positions similar to yours?		
Yes	100	88
No	0	12

SEMINAR AND WORKSHOP QUESTIONNAIRE RESULTS

Percent of All Seminars and Workshops
responding to each question.

<u>Questions</u>	<u>Percent of Total Responses</u>
1. How useful did you find the conference? Would you say:	
a. Very informative and helpful for recruiting	54
b. Somewhat informative and helpful	41
c. It was a waste of time	2
d. Did not attend (skip to question 8)	0
e. Attended but can't say how useful	2
2. Did you find (the conference):	
a. Too long	8
b. Too short	19
c. A good length	73
3. Did the conference present mainly the information you needed or wanted?	
Yes	87
No	13
4. Did the conference acquaint you with any useful techniques for minority recruiting?	
Yes	93
No	7
5. Have you used any of the information or methods presented at the conference in your work?	
Yes	72
No	28
6. Do you think there has been an increase in minority recruiting in your agency as a result of the conference?	
Yes	48
No	52
7. Would you say you better understand EEOC rules and regulations as a result of the conference?	
Yes	94
No	6

CHART 4 (Continued)

Questions

Percent of
Total Responses

8. If you had it to do over again, would you attend the conference?

Yes

93

No

7

9. Would you recommend such a conference to others in positions similar to yours?

Yes

92

No

8

Evaluation of Materials:

As part of LEMMP a number of recruiting and training materials were developed. Some of these materials were for attracting the interest of minority persons in law enforcement careers (posters and handouts), whereas others were developed for training law enforcement personnel in minority recruiting (training aids). Still others were developed for use in tutoring potential candidates (self-study manuals).

The materials were evaluated through a mail questionnaire to users. The survey was designed to determine whether or not persons receiving the materials actually used them for training and/or recruiting and how they noted the materials. A copy of the materials questionnaire is in the appendix.

Description of Materials:

LEMMP Training Aids 1-6 are instructional materials for recruiters. Each training aid is on a specific aspect of recruiting and gives concise instructions to the recruiter. Training Aid #1 "Potential Candidates and Using Community Resources for Recruiting" tells the recruiter where to locate potential candidates, how to attract the attention of potential candidates, and discusses community groups as sources of referrals.

Training Aid #2 "How to Utilize Community Resources" gives instructions to the recruiter on using local government officials, churches, representatives of civic groups and the media in a recruitment campaign. The stress is on publicity.

LEMMP Training Aid #3 "Candidate Preparation and Retention" gives the recruiter tips on helping the candidate prepare for the exams. The candidate needs to be encouraged in his decision to apply for a law enforcement position. It gives pointers for taking the exams.

LEMMP Training Aid #4 "Eliminators" discusses barriers to police recruitment and analyzes the reasonableness of these barriers.

LEMMP Training Aid #5 "Oral Interview Standards" is a manual for recruiters on conducting the interview and rating the candidates.

LEMMP Training Aid #6 "Recruitment and Retention of Females" is a synopsis of the LEMMP recruitment strategy (#1 - #5) presented in a seminar package specifically designed to attract females (not evaluated by users).

"A Self-Study Manual for Police Trainees" is to aid the candidate in passing the police exams. It has test exercises for the visual test, vocabulary, reading comprehension, and standards for physical performance. The candidate is also given a test strategy.

"A Self-Study Manual for Correction Officers" is designed to aid the candidate for the corrections test. It gives a number of legal definitions and sample vocabulary tests. It also contains over fifty judgment problems for the candidate to solve and a sample arithmetic practice test.

The recruiting film "First Step" is a 26-minute color film depicting the Indiana State Police Training Academy class with over 50% minorities and women recruits.

The recruiting film "Opportunities in Criminal Justice" is a 30-minute color film shot in a number of LEMMP II project cities, and informs the viewer of the wide range of opportunities for employment in criminal justice (not evaluated by users).

"The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers" is a 31-page illustrated booklet explaining LEMMP and outlining the approach for a successful minority recruitment campaign.

The LEMMP Slide Presentation is a 25-minute color slide show photographed in Norwalk, Connecticut and New York City which capsulizes LEMMP's recruitment strategy. It will be utilized to reinforce lecture objectives and conference presentations and to pinpoint all critical points in the process of recruitment and selection (not evaluated by users).

User Opinions and Comments:

Considerable project staff-time and resources went towards designing materials for recruiting and the training of recruiters. Therefore, it was considered important to evaluate users' opinion of these materials despite the extremely subjective nature of such an evaluation. If a positive acceptance of the materials by users can be said to indicate success, the time and funds used by the project to develop the materials were well worthwhile. The materials were generally given high marks by questionnaire respondents (Appendix E). Examples of responses are given below:

"Posters are used. They are cheap and very visible".

"We used almost everything in the handouts for orientation and guidance".

"Used community resources - helpful on where to look".

(k) - "The Who, What, When, Where, Why and How to Minority Recruiting for Criminal Justice Careers" - "extremely useful - great help".

"We are using (c) - Training Aid #3 "Candidate Preparation and Retention" to re-evaluate our pre-professional retention system.

(e) - Training Aid #5 "Oral Interview Standards" - "We assisted EOC of Nassau County in their program of recruitment and our guidelines were based on the wealth of information we received from this training aid".

(k) - "The Who, What, When, Where, Why and How to Minority Recruiting for Criminal Justice Careers" - "I used the pamphlet repeatedly to develop new ideas and followed the concepts which LEMMP found worthwhile".

"Training Aids 1, 2 and 3 were especially useful, makes us aware of various sources which have been heretofore overlooked".

"The tactics suggested in Training Aid #2 were extremely helpful".

(h) - Film, "First Step" and (k) - "The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers" - "Good film and book. They helped to kick off our recruitment drive by stimulating our recruiters and workers".

"I am in the process of designing a Recruiting Manual for our Department. Items a-e (training aids) and k - "The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers" will make up well over ninety percent of that manual".

"I have purchased the short version of this film for use of criminal

justice agencies throughout West Virginia".

Charts 5 and 6 summarize the results of the questionnaire to materials users. Each person was asked to rate the materials by their usefulness for recruiting and for training recruiters. As can be seen from the charts, the materials were rated very high. All of the training aids were rated "useful for training recruiters" by over 80% of the respondents, with less than 5% of the respondents replying that they were not useful for training recruiters". The film "First Step" was rated "useful for training recruiters" by 82% of the respondents. No one rated the film not useful.

The pamphlet, "The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers" received high marks in both categories. Eighty-seven percent rated it "useful for training recruiters", while 100% of the respondents rated it as "definitely helpful" or "seemed to be helpful" in recruiting.

The recruiting posters were rated as "definitely helpful" in recruiting by 27% and as "seemed to be helpful" by an additional 45%. The pamphlets were rated as "definitely helpful" or "seemed to be helpful" by 81% of the respondents, but "not useful" by only 7%.

The self-study manuals were rated highly by those who used them. Although 33% of the respondents had not used "The Self-Study Manual for Correction Officers", the other 67% rated it as "seemed to be helpful". Eighty-six percent rated the "Self-Study Manual for Police Trainees" as "definitely helpful" or "seemed to be helpful".

CHART 5

RESULTS OF THE MATERIALS QUESTIONNAIRE
% of Responses

Value in Recruiting

Material	Definitely Helped In Recruiting Minorities	Seemed To Be Helpful	Did Not Seem To Be Helpful	Definitely Did Not Seem To Help	We Didn't Use It	We Don't Know
a. Training Aid #1 "Potential Candidates and Using Community Resources for Recruiting"	54%	37%	2%	0	2%	7%
b. Training Aid #2 "How to Utilize Community Resources"	45	44	2	0	5	4
c. Training Aid #3 "Candidate Preparation and Retention"	43	43	4	0	7	3
d. Training Aid #4 "Eliminators"	53	37	3	0	3	7
e. Training Aid #5 "Oral Interview Standards"	58	29	10	0	0	3
f. A Self-Study Manual For Police Trainees	29	57	0	0	14	0
g. A Self-Study Manual for Correction Officers	0	67	0	0	33	0
h. Film, "First Step"	47	40	7	0	6	0
i. Recruiting Posters	27	45	10	0	18	0
j. Recruiting Pamphlets and Handouts	31	50	7	0	12	0
k. "The Who, What, When, Where, Why, and How of Minority Recruiting for Criminal Justice Careers"	48	52	0	0	0	0

CHART 6

RESULTS OF THE MATERIALS QUESTIONNAIRE
% of Responses

Value in Training

Material	Useful For Training Recruiters	Not Useful For Training Recruiters	We Did Not Use It	We Don't Know
a. Training Aid #1 "Potential Candidates and Using Community Resources for Recruiting"	82%	5%	3%	10%
b. Training Aid #2 "How to Utilize Community Resources"	85	2	3	10
c. Training Aid #3 "Candidate Preparation and Retention"	91	0	0	0
d. Training Aid #4 "Eliminators"	87	3	0	10
e. Training Aid #5 "Oral Interview Standards"	82	5	5	8
f. A Self-Study Manual For Police Trainees	80	0	20	0
g. A Self-Study Manual for Correction Officers	60	0	40	0
h. Film, "First Step"	82	0	18	0
i. Recruiting Posters	60	20	10	10
j. Recruiting Pamphlets and Handouts	64	0	27	9
k. "The Who, What, When, Where, Why, and How of Minority Recruiting for Criminal Justice Careers"	84	0	8	8

The responses from the questionnaire indicate a favorable attitude towards the materials. The conclusion from these results is that the materials were worthwhile developing and distributing.

Project Side Effects:

Significant side effects were produced by the LEMMP IV project.

Because of project exposure through attendance at conferences many attendees deeming the information valuable passed the word to relevant parties in their jurisdictions, resulting in increased requests for and provision of technical assistance to these agencies who were not in attendance at seminars or conferences.

Upon becoming aware of demonstrated project effectiveness in locating minority candidates for law enforcement positions, the FBI sought and received assistance in locating eligible minorities for their recruitment efforts.

As a result of project effectiveness in locating opportunities for minority candidates in law enforcement, many candidates seeking employment were referred to jurisdictions searching for minorities.

Some requests for technical assistance were not able to be met. The primary reason was the lack of available manpower to fulfill requests on adjacent dates with insufficient time between receipt of the formal request and the dates for provision of assistance to allow proper scheduling and travel arrangements. In almost all of these cases, technical assistance material was packaged and mailed to the requesting agency.

IACP and other national law enforcement organizations have requested that LEMMP co-sponsor activities in the recruitment and selection of minorities for their constituencies.

At a few LEMMP sponsored seminars, representatives from other public safety agencies were invited by the sponsors. These individuals were enthusiastic that LEMMP techniques could be adapted to their particular

needs. One such individual was Andrew J. Wise, Fire Commissioner, Norwalk, Connecticut.

SECTION III
CONCLUSIONS

CONCLUSIONS

Since provision of technical assistance was begun under LEMMP IV it has been so recent that it is difficult to assess as yet the complete impact on minority employment in law enforcement agencies in cities receiving technical assistance. Since there is a significant lag between recruitment, testing and appointment of acceptable candidates, little hard data is available; however, the preliminary results show the trend in the technically assisted cities is towards increased minority employment awareness, and confidence in law enforcement agencies.

From the attitudes expressed in response to the questionnaire sent to participants in seminars and workshops conducted by LEMMP staff, it can be concluded that the seminars and workshops were successful in promoting minority recruitment for law enforcement positions. Over two-thirds of the attendees said they had used information gained at the conferences in their work, and almost half said minority recruiting activity has increased since the conference.

From the responses, it can be concluded that the police department seminars conducted by the LEMMP staff had a larger impact than did the workshops conducted as part of larger conferences.

From the questionnaires received from materials users, it can be concluded that the materials are being used for recruitment and training and the users are finding the materials useful.

It should be recognized that projects of this nature rely on the power of persuasion. This project attempted to prod police departments to do that which they were already capable of doing on their own initiative - hire more minorities.

In short, LEMMP has had a lasting effect on increasing minority employment in law enforcement agencies in technically assisted cities and has encouraged minority recruitment in a range of jurisdictions.

Results anticipated and realized from LEMMP IV efforts related to the project's "primary goal" are discussed next.

A higher level of citizen participation improving the relationship between minorities and law enforcement agencies and also effectuating changes in administration systems and procedures through the implementation of new ideas was anticipated. LEMMP IV has successfully realized this to some extent. In Norwalk, Connecticut, for instance, an interest group was successful in not only obtaining special testing with 20 guaranteed appointments for minority candidates, they were also successful in getting the stipulation that the test would be followed by an intensive recruitment campaign to attract candidates. Through the Police Department's employment of LEMMP recruiting strategies and supportive services to applicants, they attracted 195 applicants to take the exam of which half received a passing grade which is a first in their department's history. In Harrisburg, Pennsylvania, the Urban League is playing a role in developing criteria for police recruitment. An open seminar was planned and sponsored by the Harrisburg LEMMP with the assistance of this project. The objective of these efforts as stated by the UL Executive Director is "not to lower standards but improve the process and make the procedures responsive to needs of both the police department and the minority community" (Appendix).

It was also anticipated that minority men and women presently working in the system would be advanced to supervisory and administrative positions, providing an incentive for those newly hired to regard their appointments as just the first step towards a long, rewarding career within the law

enforcement agency of their choice. LEMMP IV has been less involved in this area due to its recruitment emphasis; however, LEMMP is developing an exam-taking seminar for police promotional exams and is testing the techniques on a group of New York City Minority Police Lieutenants preparing to take the Captain's examination in late June.

LEMMP has demonstrated its expertise in human dynamics and persuasion by acting as the glue by which minority communities and police departments are brought together in an effort to recruit minorities, thereby, enhancing police/community relations, respect, and confidence. LEMMP strategies have proved adaptable and flexible, allowing LEMMP to serve law enforcement agencies and communities which vary from small town rural jurisdictions, to large metropolitan police departments, to state law enforcement agencies. The successful implementation of these strategies reflected an attitudinal broadening of both agencies and communities which fostered a commitment of cooperation to improve minority participation.

APPENDIXES

- A) Jersey City Results
- B) Norwalk - N.Y. Times - Article
- C) Harrisburg LEMMP - The Patriot - Article
- D) Sample Factual Survey Form
- E) Evaluation of Training and Recruiting Materials Questionnaire
- F) Letters From Technical Assistance Recipients

The breakdown of minority and females eligibles on the Jersey City Police
Officer list promulgated February 23, 1978 is as follow:

A. BLACK MALE

<u>Rank</u>	<u>Name</u>
7	Mack, Horkie L.
A8	Sampson, Charles
21	Atkinson, Roberto A.
26	McCeary, Uylesse
36	Galloway, Romeo
52	Fowler, Robert J.
53	Goodwyn, Perry A.
55	Sims, Alvin E.
60	Clipper, Johnathan
61	Crawford, Theodore J.
70	Felts, Claude Jr.
81	McRee, Warren J.
92	Ragland Carlis N. Jr.
97	Corley, James D.
100	Rose, William E. Jr.
104	Murray, Odis E.
105	Shields, Campbell T.
106	Jeffries, Michael D.
107	Edwards, James C.
109	Jackson, Kenneth J.
110	Billington, Lester E.
112	Green, Joseph
119	Curry, Vincent
120	Lewis, Archie Jr.
127	Conyers, Howard P.
131	Wilson, Carlos A.
133	Ford, Thomas J. Jr.
134	Ingram, Herbert
135	Ogden, Carl V.
145	Jackson, James
146	Robinson, Bernard
151	Frazier, Theodore R.
154	Harden, Dennis
155	Taylor, Darryl P.
160	Jefferson, Samuel
162	Jones, Isaiah
167	Jackson, Harold E.
168	Rawlings, Willie H.
175	Cole, Henry L.
177	Thigpen, Wendel
178	Wideman, Rudolph W.
229	Bell, Michael L.
240	Pruskiewicz, William?
288	Caldwell, Kevin A.
292	Williams, Dennis
293	Settle, Gene S.
324	Best, Lawrence I.
325	McLean, Sandy S.
366	Hogan, John V.
368	Draughon, Floyd Jr.
371	Borkowski, Joseph T.

<u>Rank</u>	<u>Name</u>
380	Cox, John R.
402	Allen, Benjamin F.
405	Graham, Ronald L.
408	Moore, George F.
435	Perkins, Clifford A.
448	Brown, Leonard
449	Fair, Hurlie A.
487	Dyer, Marvin H.
507	Johnson, Richard S.
515	Whitaker, Garrett E.
516	Wilson, Michael
539	Atwater, Jerome K.
540	Hilliard, Clarence E.
546	Chilsolm, Sammie L.
561	Webb, Phillip G.
570	Sharrief, Bernard
593	Frierse, Aubrey L.
600	Howell, Raynard
610	Morgan, Lawrence
615	Hart, Tyrone
616	Bratton, Edward E.
629	Richardson, Harry
640	McKnight, George
669	Melvin, George Jr.
670	Morris, Bobby G.
671	Stokes, Alfred 3rd
672	White, Rudolph A.
705	Rivers, Timothy L.
706	Terry, Robert L.
715	Sheppard, Dwaine
723	Bratton, Dana D.
726	Burns, Ellison R.
738	Cherry, Henry E. Jr.
764	Curry, Curtis P.
765	Dantzler, Donald
766	Davis, Kevin G.
767	Fede, Gerard
768	Hardy, Barry A.
769	Matthews, Samuel Jr.
770	Myers, Eben
784	Glover, Kenneth
793	Mebane, Richard
794	Maxwell, Johnnie
797	Champion, Gary L.

TOTAL 95

B. BLACK FEMALE

<u>Rank</u>	<u>Name</u>
144	MEGAREL, CHRISTINE
403	Ahjuder, Donna M.
434	Murrell, Gertha M.
458	Robinson, Gwendolyn A.
485	Richardson, Viola S.
592	Cox, Charlene D.
680	Green, Karen L.
700	Wilson, Renell L.
725	Motley, Paula V.
763	Miles, Dorothy S.
144	Megarel, Christine

TOTAL 10

C. HISPANIC MALE

<u>Rank</u>	<u>Name</u>
9	Molina, Frank
34	Espinoza, Norman W.
57	Gonzalez, Wilfred
79	Ramirez, Thomas W.
114	Morales, Ruben
115	Soto, George
116	Mercado, Ruben
121	Torres, Harold
123	Ramos, Enrique Jr.
128	Sepulveda, Angel L.
129	Negron, Frank
136	Perez, Jose M.
147	Martinez, Orlando
150	Negron, Eliezhel
158	Rodriguez, Jose A.
159	Torres, Juan A.
172	Pereira, Manuel
185	Saavedra, Alexander A.
224	Soto, Luis A.
233	Perez, Abad
314	Perez, Juan M.
317	Patxot, Eliezer
328	Correa, Servando
362	Lugo, Felipe Jr.
372	Mendez, Richard
414	Lamboy, Robert
433	Diaz, Melvin
440	Quinones, Manuel
442	Roman, Noel D.
454	Carattini, Heriberto
455	Torres, Nelson A.
467	Ramirez, Joseph
476	Pagan, Antonio
484	Maldonado, Angel M. Jr.
510	Soto, Larry
514	Diaz, Danny
545	Bracero, Edward R.
565	Melendez, Santiago
A610	Garcia, Hector
694	Roman, Enrique A.
704	Hernandez, Jorge E.
711	Negron, Gamaliel
724	Guerra, Norman M.
732	Acosta, Daniel S.
737	Rosario, Jose R.
744	Mejias, Manuel A.
747	Bonilla, Carlos F.
761	Colon, Robert
762	Cruz, Jose F.
799	Padilla, Juan A.

TOTAL 50

D. HISPANIC FEMALE

<u>Rank</u>	<u>Name</u>
795	Cadd, Deborah J.

TOTAL 1

E. OTHER MINORITY MALE

<u>Rank</u>	<u>Name</u>
89	Wolleon, James P.
153	Carfora, Richard J.
308	Stanton, Bryan D.
360	Tamayo, Danilo P.
517	Maramba, Ramon C.
678	Concepcion, Julio A.

TOTAL 6

F. OTHER MINORITY FEMALE

<u>Rank</u>	<u>Name</u>
337	Foddai, Anna L.

TOTAL 1

G. WHITE FEMALE

<u>Rank</u>	<u>Name</u>
204	Roles, Mary E.
219	Plunkett, Elizabeth
239	Drennan, Carol E.
242	McGreevey, Joan A.
249	Crowley, Milena M.
290	Kearns, Joanne M.
304	Geyer, Nancy
306	Feeley, Ellen
309	Koehler, Joan M.
350	Schwartz, Ethel
395	Rinn, Datina J.
406	Cook, Susan H.
470	Martin, Colleen M.
486	Montone, Valerie L.
489	Hannon, Sharon M.
519	Gillen, Colleen E.
524	Kozak, Diane M.
525	Murgittroyd, Francine
631	Duncan, Lorraine J.
657	Shotwell, Virginia M.
707	Tyminski, Joyce M.
717	Harrison, Jane
748	Lambert, Patricia B.
776	Breen, Deborah M.
796	Cianciotta, Filomena A.

TOTAL 25

Summary of Recruiting Techniques Utilized During Recruitment Effort

Applicant Notification By Mail

During an eight month period between May 1977 and December 1977 the Police/Community Relations Staff mailed out a total of 4,965 letters to various organizations and potential police applicants. Letters were mailed to applicants who had filed "interest cards" with the Police/Community Relations Unit. The applicants were notified in advance of any training opportunities, test dates, etc. This technique serve to keep the applicants motivated and interested in a police department career once initial interest was expressed.

Interest Cards

The Jersey City Police Department on its own initiative designed an interest card to be filled out by interested applicants. A total of 1,345 cards were filed with the Police/Community Relations Unit. Often these cards were left with community resource persons who were instructed to have applicants drop the cards off or mail them to the Police/Community Relations Office. Most of the interest cards were filed prior to the availability of civil service test applications.

Filing of Applications

Interestd applicant were instructed through various means to mail the completed applications into the N.J. Department of Civil Service, or, whenever possible, to deliver the application to the Police/community Relations Office. Staff members had previously dropped application off with the various community resource persons. In addition to this, all applicants who had filled out "interest cards" but had not completed an application form were mailed two(2) applications. They were instructed to complete the application and mail it to the Depa't of Civil Service. They were asked to give the seconf application to a friend or relative. A total of 794 completed applications were filled out in the PCR office or returned to same.

Written Examination Preparatory Classes

Prior to the examination date the Jersey City Police Department sponsored three practice classes for interested applicants. All minority applicants were notified by mail of the practice opportunity. The Jersey City Police Department in conjunction with the Dep't of Civil Service conducted an additional six(6) practice sessions. These sessions were conducted during the evening hours with the convenience to the applicants in mind. Many applicants were assisted on a one by one basis by PCR staff if they were unable to attend the above sessions.

Physical Performance Test Practice Sessions

The Jersey City Police Department on its own initiative constructed a seven foot wall, a "dummy"(used to simulate rescue), and other necessary objects to enable the applicants to practice the physical performance events. All applicants were notified by mail of the practice sessions. Two(2) sessions were initially conducted on two consecutive Saturdays. At the request of many minority and female applicants an additional three(3) practice sessions were scheduled. Many minority applicants have indicated to the PCR staff that these classes were very

(continued)

helpful to them.

Suggested Study Manual for Applicants

Research into the various material available to persons interested in preparing them selves for a police career uncovered a handbook entitled How To Become A Police Officer. The PCR Staff believed this book to be helpful for the above purpose. Many highly motivated applicants were informed of the availability of this book. A limited number of the books were kept on hand and made available to applicants on a "loan" basis.

Minority Recruitment Seminar(for police recruiters)

The National Urban League's Law Enforcement Minority Manpower Project personnel were requested to conduct a two day Minority Recruitment Seminar for police recruiters. The Urban League responded positively to this request and the seminar was conducted at the Jersey City Police Academy in April 1977. Prior to the seminar the LEMMP Director, Mr. Lee Reynolds, met with the Police Director, Police Chief, Deputy Chief of Planning and Development, and PCR staff and explained the benefits that could be derived from a positive recruitment program.

Methods of Instruction Course

All members of the police/community relations unit attended a one week course on the Methods of Instruction. Each staff member was expected to participate in the training of applicants during the practice sessions. Training in this area assisted the staff members in the presentation of material.

Advertisement and Publicity

The recruitment effort was highly publicized. Articles were printed in local newspapers with the hope of gaining the interest of minority group members and females in a police career. The police department's concern with minority recruitment was stressed. Publicity was especially sought in the Spanish-speaking daily "El Diario". The Press was extremely cooperative. In addition, local newsletters, such as the NAACP newsletter "Crisis" was utilized successfully.

Radio Programs

The Jersey City Police Department was able to obtain the cooperation of a Black community oriented station (WNJR) in the presentation of two (2) one hours talk shows. These shows were conducted on May 8, 1977 and June 19, 1977. Minority group persons were urged to apply for the position of police officer. The role of the police in the community was discussed. Many applicants were reached through this technique.

Street Corner Recruiting Campaigns

The Police Department actually went into the minority communities with the recruiting campaign. Police/Community Relations officers set up recruiting booths on three ocasions. Twice in the Hispanic community and once in the Black community. The results were extremely successful.

(continued)

Career Day Programs

Police/Community Relations officer attended the career day programs at local high schools with predominately minority group students. In addition, officers responded to a career day program sponsored by the local YWCA, and made numerous presentations before block associations and civic groups.

Last Minute Reminder Campaign

All minority/female applicants were reminded of each phase of the examination process a few days before each step. They were notified by mail, and often by telephone.

Interviews

Whenever possible, applicants were requested to respond to the Police/Community Relations office. It is believed that this technique helps to maintain a "personal" relationship between the applicant and the police recruiters (PCR Staff). Therefore, the applicants motivation and interest is better maintained. Interviews (hundreds) were conducted and the applicants were advised on numerous matters concerning the police department and police work.

Special Assistance to Veterans

Since veterans have preference in the State of New Jersey, much emphasis was placed on recruitment of veterans. The success of this recruiting technique can be seen in the results of the list of successful applicants (written examination). As a result, 21.9% of all minority applicants who passed the written examination were veterans.

Veterans were assisted in the obtaining of their veterans preference when difficulties arose. Many veterans did not have copies of their DD 214 forms. In several cases these forms were obtained for the applicant by the PCR staff. The result, several applicants who were not originally listed as veterans with the Dep't of Civil Service are now so listed.

Motivational Stage

The PCR office receives numerous queries each day from minority applicants. Assistance, advice, counseling, etc. is rendered to minority applicants on a regular basis. The Police Department realizes the importance of keeping an applicant motivated throughout the recruitment process.

ETHNIC BREAKDOWN OF APPLICANTS ACCEPTED/REJECTED FOR EXAMINATIONMALES

	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	OTHER	TOT
ADMITTED	1299	445	258	3	2	23	203
REJECTED	111	53	31	0	0	1	19

FEMALES

	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	OTHER	TOT
ADMITTED	230	284	114	0	2	1	63
REJECTED	9	15	6	0	0	0	

TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOT
1649	797	409	3	4	25		288

TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOTAL ALLOWED TO TAKE EXAM	TOT ALL TO EXAM
1529	729	372	6	8	24		266

Community Resources

N.J. Department of Civil Service, Div. of Examinations, Recruitment Sect.
National Association for the Advancement of Colored People (NAACP)
Black Ministerial Alliance (an organization of Black ministers)
Minority Recruitment Advisory Committee (formed by Police Dep't)
Block Associations (over 55 community organizations)
Afro-American Studies Program (Jersey City State College)
PACO (Puerto Rican Association for Community Organization)

National Organization of Women (NOW)

ASPIRA (an organization promoting progress for Hispanics)
Committee to Elect Vasquez (a political group with community ties)
Hispanic Law Enforcement Association of Hudson County
IMPAC (an organization of Black police officers)
SILITINO Association (a Phillipine community civic group)
Law Enforcement Minority Manpower Project of National Urban League
Urban League of Hudson County
Urban League Guild of Hudson County (female organization)
Jersey City State College Women's Center
Comprehensive Employment Training Act (CETA) of Jersey City

INTEREST CARDS

The Jersey City Police Department initiated its own system wherein an interested party would fill out an "interest card" whenever possible. Although not required by the Department or Civil Service, the completion of this card by an applicant enabled the recruiters to "track" the applicant throughout the recruiting process. This card also contains information relative to the applicants ethnicity, sex, age, etc.. A total of 1,345 "interest cards" were filed by minority/female applicants, all residents of Jersey City.

A total of 2,663 applicants, including white males, were declared by Civil Service to be eligible to take the written examination. Among this total were 445 Black males; 284 Black females; 258 Hispanic males; 114 Hispanic females; 3 Asian males, 2 Indians males, 2 Indian females; 23 "other" males; 1 "other" female. Approximately 55% of those applicants declared eligible to take the written examination were minority or females. A Chart indicating ethnic breakdown of those eligible to take the written examination is attached to this report.

A total of 296 minority and female applicants passed the written portion of the examination (estimated as stated earlier). Of this number, there are 143 Blacks; 67 Hispanics; 84 White females; 2 "Others".

SUCCESSFUL VETERANS

On the positive side, there are 41 Black male veterans; 1 Black female veteran; 23 Hispanic male veterans. In New Jersey veterans have complete preference over non-veterans. In light of this fact, providing all 65 minority veterans took and passed the physical performance test, there will be an excellent opportunity to dramatically increase the total number and percentage of minority police officers in the Jersey City Police Department.

In the case of Hispanic police officers, it would not be unrealistic to expect an increase of over 150% prior to the expiration of the civil service eligibility list. Once certified, a civil service appointment list lasts for three(3) years.

Question 3. We would like to have your comments, especially

- a. If there were any items (a through k in Question 1) that you received but did not use, would you please tell us why not?

Item

Comment

- b. If there were any items (a through k, Question 1) that you found especially useful in training recruits or in actual recruitment, would you please show them here and tell us how you used them?

Item

Comment

- c. If there were any items (a through k; Question 1) that you tried to use and found unhelpful, would you please note them here and tell us why they were unhelpful?

Item

Comment

APPENDIX F

JUN 9 1977

Kenneth F. Bowen
Mayor



POLICE DEPARTMENT

P. O. Box 2546
Lafayette, Louisiana 70502
Phone (318) 233-2050

June 6, 1977

Mr. Lee H. Reynolds, Director
Law Enforcement Minority Manpower Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

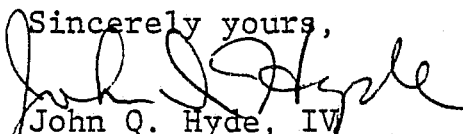
Dear Mr. Reynolds:

To begin, I would like to again offer my personal thanks and appreciation for the presentation you did on minority recruiting at the recent LEAA - Civil Rights Compliance Conference in New Orleans, Louisiana. The manner in which you made your presentation and the material covered is most commendable and I can assure you everyone profited from your block of instruction.

This will confirm my oral request for assistance to you on 2 June 77. As I explained, my department and other departments within the City, particularly the Fire Department, are interested in establishing a substantial minority group recruiting program. As I explained, we are presently involved in a Partial Consent Decree discussion with the Department of Justice on discriminatory hiring procedures. It is my understanding from you that your organization, at no expense to the City of Lafayette, will come in to our area and discuss with appropriate personnel minority recruiting of both minority groups and women. I am now making the official request that this assistance be rendered to my department and other departments in the City of Lafayette. I would appreciate your scheduling this as expeditiously as possible since at the present time we are under authorization in authorized personnel strength. We will attempt to immediately effect a recruitment drive to obtain personnel for the next applicant level Civil Service examination.

Please feel free to contact me for any additional information or assistance that is required and I would appreciate your notifying me as to the earliest possible date that the technical assistance from your department can be scheduled. I will coordinate with other appropriate agencies in this area to send appropriate personnel to attend the session.

Sincerely yours,


John Q. Hyde, IV
Chief of Police
JQH/bms

"An Equal Opportunity Employer"

Mr. Lee H. Reynolds

Page 2

June 6, 1977

cc: Mr. Roger Larivee, Chief Administrative Officer
Mr. Ronald Judice, Assistant City Attorney

JUL 12 1977

HENRICH F. BOWEN
MAYOR



POLICE DEPARTMENT
P. O. Box 2546
Lafayette, Louisiana 70502
Phone (318) 233-2050

July 7, 1977

Mr. Donald H. McGannon, President
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. McGannon:

I would like to take this opportunity to commend Mr. Lee H. Reynolds, Director, Law Enforcement Minority Manpower Project. Additionally, I would like to offer my personal thanks and appreciation to your organization for the assistance that it rendered my department involving minority recruiting.

I first became acquainted with Mr. Reynolds at a recent LEAA - Civil Rights Conference (June 1st and 2nd, 1977), which was conducted in Metairie, Louisiana, and Mr. Reynolds covered the subject of Minority Recruitment. I can honestly say, out of the two day agenda, I was most impressed with the presentation presented by Mr. Reynolds during the time frame he was permitted. The manner of presentation, and the professionalism exhibited by Mr. Reynolds can only be rated as exceptional and worth of commendation. Based on that presentation, I subsequently requested assistance from Mr. Reynolds to conduct a seminar in Lafayette, Louisiana, on behalf of my department and other departments.

On June 22, 1977, Mr. Reynolds conducted the Minority Recruiting Seminar here in Lafayette, and everyone in attendance was most impressed with his presentation. There were approximately 100 people representing 43 different agencies from throughout the State of Louisiana present at this seminar.

I believe the presentation by Mr. Reynolds has done more to contribute to minority recruiting in the State of Louisiana since Civil Rights legislation was enacted. Personally speaking for my department, we feel that we can now successfully go out and recruit minorities in our community. I cannot impress upon you the benefits that we derived from attending Mr. Reynolds' seminar. Once again, I would like to commend Mr. Reynolds to you for his professionalism



CITY of HOLLYWOOD, FLORIDA

ADMINISTRATIVE CENTER • P. O. BOX 2207 • ZIP 33022

JUN 5 1978

May 31, 1978

Mr. Lee H. Reynolds
Project Director
Law Enforcement Minority Manpower Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

Please let me personally thank you for arranging some time to discuss with the City of Hollywood a subject that is the area of your expertise and our concern, recruitment. Your visit was most informative and stimulating. We are looking forward to receiving the benefit of a full session with you two or three months from now.

Our recruitment efforts are sincere, therefore, we are seeking any and all help you and your associates can provide in areas such as recruitment, EEO and testing.

If at any time you receive or are aware of any information, programs, etc. that might be of interest or aid to me please contact me immediately. I appreciate you taking time out of your busy schedule to meet with us here at the City of Hollywood, and I appreciate any help in the future that you may provide.

Sincerely,

Ophelia Norris

Ophelia Norris
Affirmative Action Officer

ON:cit



National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 644-6500

May 30, 1978

Mr. Lee Reynolds
Project Director
Law Enforcement Minority Manpower Project
National Urban League, Inc.
500 East 62nd Street
New York, NY 10021

Dear Lee:

On behalf of the Correctional Management Training Program for Minorities, thank you for helping to make the training program a success in Winston-Salem, NC, May 15-18, 1978.

The workshop participants rated your Affirmative Action Workshop as being informative, interesting, and a necessary tool to help them be effective managers.

If at any time I can be of assistance to the Law Enforcement Manpower Project, don't hesitate to ask.

Again, thank you for your participation, I am

Yours truly,

Gwendolyn Corree
Gwendolyn Corree
Project Director
Management Training Program for
Minorities

GG/bas

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DONALD H. McCANNON

Senior Vice-Chairman
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Vice-Chairmen
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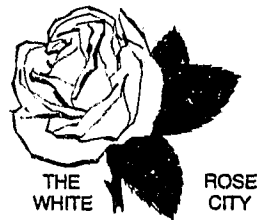
Executive Director
JOHN J. BAKER

Executive Director
JOHN J. BAKER

Executive Director
JOHN J. BAKER



The City of York, Pennsylvania



Elizabeth N. Marshall
Mayor

MAY 12 1978

May 12, 1978

Mr. Lee Reynolds, Director
Law Enforcement Minority-Manpower Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

I want to express my warmest thanks for the time you spent here in York. Many of the Officers of the Bureau of Police and many of the minority community leaders who attended the workshop have told me about the professionalism and expertise with which you conducted the LEMMP workshop, and I feel that the time and energy you gave us was well worth the effort. I believe that the City of York can look forward to a successful minority recruitment campaign in the upcoming months since everyone involved in the workshop seems to be very interested in getting started.

Again Mr. Reynolds, thank you very much for your time. LEMMP is an outstanding program and you, sir, are one of its greatest assets.

With my deepest appreciation,

Elizabeth N. Marshall
Elizabeth N. Marshall
Mayor, CITY OF YORK

ENM:lgh

1777



1778

The Florida Department of Administration



R. G. Whittle, Jr.
STATE PLANNING DIRECTOR

DIVISION OF STATE PLANNING

530 CARLTON BUILDING, TALLAHASSEE, FLORIDA 32304 - TELEPHONE (904) 488-6001

BUREAU OF CRIMINAL JUSTICE PLANNING & ASSISTANCE

Rubin O.D. Askew
GOVERNOR

Wallace W. Henderson
SECRETARY OF ADMINISTRATION

May 11, 1978

MAY 19 1978

Mr. Lee Reynolds
Director
LEMMP - National Urban League
500 East 62nd Street
New York, N.Y. 10021

Dear Mr. Reynolds:

It was very generous of you to participate in the recent LEAA Civil Rights Conference in Tampa, Florida. Your presentation was very beneficial and informative. According to our conference evaluation form, the attendees were also favorably impressed with your presentation.

Had it not been for participants like you the conference would not have been a success. Your willingness to assist was appreciated.

If this office can be of assistance to you, please advise.

Sincerely,

A handwritten signature in cursive script that reads "Lossie".

Lossie Vaughn
EEO Coordinator

LV/vb

cc: Mr. Lewis Taylor

OFFICE OF THE SHERIFF
WILL COUNTY
JOLIET, ILLINOIS 60431

JUN 5 1977

JOSEPH R. TRIZNA
SHERIFF OF WILL COUNTY

14 W. JEFFERSON STREET
JOLIET, ILLINOIS 60431
SHERIFF'S OFFICE (815) 729-8571
COUNTY JAIL (815) 729-8878

June 30, 1977

Mr. Lee Reynolds
National Urban League, Inc.
The Equal Opportunity Building
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

On behalf of the Will County Sheriff's Department and the Will County Sheriff's Merit Commission I wish to thank you and your organization for your assistance in this Department's recent recruitment efforts. The assistance provided by your organization in the person of Mr. James Barrett proved invaluable in increasing the number of minority applicants.

As a result of Mr. Barretts recommendations the Merit Commission extended their filing deadline approximately three weeks. During this period two minority officers were assigned to full time recruitment duties in a van type vehicle which was equipped with a public address system. Four local radio stations cooperated by broadcasting pretaped announcements by these officers advertising the recruitment effort. Minority community organizations and churches cooperated in the effort by allotting time in their programs and services for our recruitment officers to explain the Department needs for minority officers. In addition the officers were allowed to use space in various shopping malls, colleges and universities through out the County for the purpose of recruiting.

The result of this three week recruitment effort by these two officers were an additional 162 applications of which 102 were from minorities and females. The overall total of minority and female applicants for this test was 159. This indicates that 64% of the minority and female applications were a direct result of the recruitment effort by these two officers.

A total number of 453 applications were received by the Department and on May 19th all applicants were mailed a notice indicating June 18th as the date set for a job related agility test. Included in the notice were doctors release forms and a postage paid self addressed post card on which the applicant was requested to indicate whether or not he would be participating in the up coming agility test. Approximately 250 affirmative responses were received.

On June 18th 154 applicants reported for testing, of this number 58 or 38% were minority and female applicants. This is a substantial increase in the number of minority and female applicants when compared to the October 1976 test in which 16% of the applicants were minority and females.

At this point in time we do not have the results of the agility test, however we believe the aforementioned statistics are a clear indication that the recommendations offered by Mr. Barrett do have a positive effect on minority recruitment.

Thank you again for the assistance provided by your organization.

Sincerely,



JOSEPH R. TRIZNA
SHERIFF OF WILL COUNTY

JRT:du
cc: EEO File

The City of Daytona Beach

COMMISSION-MANAGER PLAN

DAYTONA BEACH, FLORIDA 32015

POST OFFICE BOX 331

PHONE AREA 904 252-6461

OCT 17 1977

October 12, 1977

Mr. Lee Reynolds
Leemp Project
National Urban League
500 E. 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

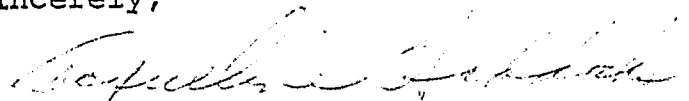
The Equal Employment Opportunity Committee of Daytona Beach, Florida wishes to thank you for the excellent contribution afforded us at our first annual "AA"/EEO Workshop.

Your presentation was well received by the attending participants.

All of us who are sincerely involved in activity that promotes and espouses equal opportunities for all persons know what a venture of this type meant to all concerned.

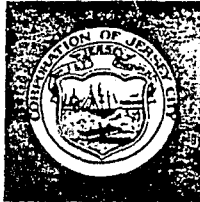
Again, our thanks and best wishes in all your personal endeavors in this field.

Sincerely,



Jacqueline Haddocks
Affirmative Action Coordinator

JH/di



CITY OF
JERSEY CITY
DEPARTMENT OF POLICE
(201) ~~433-XXXX~~ 547-5416

JERSEY CITY POLICE COMMUNITY RELATIONS
802 PACIFIC AVENUE
JERSEY CITY, N. J. 07310

Mr. Lee Reynolds
Director
Project LEMMP
National Urban League
500 E. 62nd. St.
New York, New York
10021

Dear Lee,

I am very sorry that I haven't kept in touch recently, but I want to let you know that the Jersey City Police Department and the minority communities have benefited greatly from the assistance that you and your staff have rendered to our recruitment program.

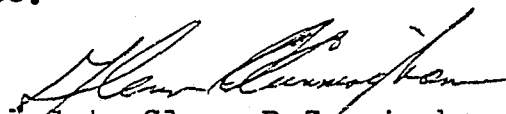
The examination for Jersey City Police Department positions was given on October 1, 1977. The Department of Civil Service declared over 2800 applicants eligible to take the examination. Of that number over 55% were minorities and females.

I am enclosing a report and some statistics that might be helpful to your Project.

I do not yet have the statistics related to those who passed or failed the examination, but I have heard indirectly that there were over 1,010 persons who passed. The applicants have yet to take the physical performance test, which will reduce the above number to some extent.

As soon as I can get information related to the numbers of minority and female applicants who took the exam, passed/failed, etc., I will let you know.

Once again, thanks for the assistance.


Sgt. Glenn D. Cunningham
Jersey City Police Department
Police/Community Relations

JERSEY CITY NOW!

Certificate of Appreciation

Awarded to:

LEE REYNOLDS

From: The Arizona State Justice
Planning Agency

For: HIS EFFICIENT AND EFFECTIVE CONDUCT OF THE EEOP WORKSHOP FOR

ARIZONA CORRECTIONS, LAW ENFORCEMENT, AND MUNICIPAL EMPLOYEES

APRIL 19-22, 1977



FRANK D. GALAS

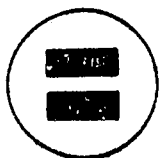
Supervisor
Manpower Unit



ERNESTO MUNOZ

Executive Director

this 27 day of April 19 77



Urban League of Metropolitan Harrisburg, Inc.

SEP 19 1977

26 S. 2nd Street, Harrisburg, Pennsylvania 17101
(717) 234-5925

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ELLEANOR JEAN HENDLEY

Secretary
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GLENN WINTER

September 15, 1977

Mr. Lee Reynolds, Director
Law Enforcement Minority Manpower Project
National Urban League, Inc.
500 East 62nd St.
New York, NY 10021

Dear Lee:

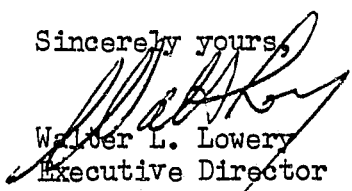
This is to acknowledge with thanks the assistance you provided this affiliate by sending Jim Barrett to Harrisburg on August 29 and 30, 1977.

Jim's presence and expertise was instrumental in helping us meet our deadline of September 1, for the submission of a proposal to the City of Harrisburg for the Urban League to conduct a LEMMP program in order to assist the city in meeting its goals in hiring.

For your information I have enclosed a copy of the proposal which was developed with Jim Barrett's assistance and submitted to the city on August 30, 1977. The city has stated their intent to proceed whether or not LEAA assistance is available. We will of course be entering into a service provider type contract with the city and will appreciate any comments you may have in this area.

Again thanks for the technical assistance.

Sincerely yours,


Walter L. Lowery
Executive Director
Urban League of
Metropolitan Harrisburg

/vjlw

Enclosure(s)

END