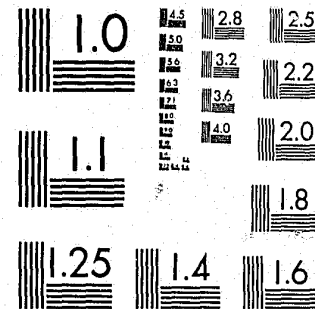


National Criminal Justice Reference Service



This microfiche was produced from documents received for inclusion in the NCJRS data base. Since NCJRS cannot exercise control over the physical condition of the documents submitted, the individual frame quality will vary. The resolution chart on this frame may be used to evaluate the document quality.



MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

Microfilming procedures used to create this fiche comply with the standards set forth in 41CFR 101-11.504.

Points of view or opinions stated in this document are those of the author(s) and do not represent the official position or policies of the U. S. Department of Justice.

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

5-3-83

mfi



FINAL REPORT

✓ CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

NOVEMBER, 1981

78-TA-AX-0034-S-1

U.S. Department of Justice
National Institute of Justice

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this ~~copyrighted~~ material has been granted by

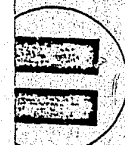
Public Domain
LEAA/U.S. Dept. of Justice

to the National Criminal Justice Reference Service (NCJRS).

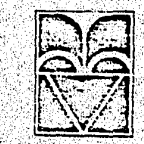
Further reproduction outside of the NCJRS system requires permission of the ~~copyright~~ owner.

82733

URBAN LEAGUE, INC.
62ND STREET
NEW YORK 10021



OFFICE OF CIVIL RIGHTS COMPLIANCE
OFFICE OF JUSTICE ASSISTANCE
RESEARCH AND STATISTICS



FINAL REPORT

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

NOVEMBER, 1981

OFFICE OF CIVIL RIGHTS COMPLIANCE
OFFICE OF JUSTICE ASSISTANCE
RESEARCH AND STATISTICS

GRANT NUMBER: 78-TA-AX-0034-S-1

PREPARED BY THE EVALUATION STAFF
OF THE CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

NATIONAL URBAN LEAGUE, INC.
500 EAST 62ND STREET
NEW YORK, NEW YORK 10021

PROJECT STAFF:

Gwendolyn G. Willis, Project Director
James Cheatham, Assistant Director
April Neff, Research Consultant
Wallace Webb, Coder
Randy Ross, Computer Programming

NCJPS

APR 14 1982

ACQUISITIONS

SOCIAL SERVICES & HUMAN RESOURCES DEPARTMENT

WILLIAM J. HASKINS, DIRECTOR

ADMINISTRATION OF JUSTICE DIVISION

GARRY A. MENDEZ, JR., PH.D., DIRECTOR

ACKNOWLEDGEMENTS

This report is respectfully submitted to the Office of Civil Rights Compliance Office of Justice Assistance Research and Statistics (OJARS), by the National Urban League (NUL).

This report documents the degree to which contractual objectives have been met. All supporting data was collected with the full cooperation and participation of law enforcement agencies, The Office of Civil Rights Compliance, and the National Urban League administration staff.

The high level of commitment of all concerned to an accurate and comprehensive assessment of the impact of this program accounts, in large measure, for the completeness and integrity of the data on which this report is based.

The staff of the Criminal Justice Assistance and Evaluation Project wishes to thank the executives and staffs of the law enforcement agencies that assisted in the Trainee Evaluation Questionnaire. Without their voluntary participation and professional input, the task would have been impossible.

TABLE OF CONTENTS

	<u>PAGE</u>
Acknowledgements	ii
Project Director's Overview	vii
The Evaluation Unit's Management Summary	x
I. PROGRESS-TO-DATE: A Program-Wide Evaluation Summary	xii
A. LEMPP Phases I-III, 1972-1976	2
B. LEMPP Phase IV, September 1, 1976-May 31, 1978	6
C. LEMPP Phase V, June 1978 - March, 1980	13
D. LEMPP 1979 Summary Evaluation	22
E. CJAEP April 1, 1980 - June 30, 1980	41
F. CJAEP July 1, 1980 - September 30, 1980	43
G. CJAEP October 1, 1980 - December 31, 1980	47
H. CJAEP January 1, 1981 - March 31, 1981	50
I. CJAEP April 1, 1981 - June 30, 1981	54
J. Development of Training Materials	58
II. TECHNICAL ASSISTANCE TRAINEE EVALUATION QUESTIONNAIRE: An ✓ Assessment Overtime, July, 1981	62
A. Background	63
B. Rationale	64
C. Procedures	65
D. Results (Table 1)	68
E. Summary of Open-Ended Responses for Items 22 and 23 of the Trainee Evaluation Questionnaire	72
F. Description of Trainees Responding to Trainee Evaluation Questionnaire	74

TABLE OF CONTENTS
(Continued)

	<u>PAGE</u>
III. FUTURE DIRECTIONS	
Our Evaluation Design	81
Recommendations	82

TABLES

- TABLE 1: Mean Scores of Technical Assistance Evaluation Questionnaire
- TABLE 2: Frequencies for State Categories
- TABLE 3: Frequencies for Sex Categories
- TABLE 4: Frequencies for Race Categories
- TABLE 5: Frequencies for Age Categories
- TABLE 6: Frequencies for Education Completed
- TABLE 7: Mean Number of Years in Present Position
- TABLE 8: Frequencies for Criminal Justice Agencies

GRAPHS

- GRAPH 1: Profile of Technical Assistance Trainee Evaluation Questionnaire

APPENDICES

- APPENDIX A: Technical Assistance Trainee Evaluation Questionnaire/Cover Letter to Trainees
- APPENDIX B: NUL CJAEP April 1, 1980 - June 30, 1980
- APPENDIX C: NUL CJAEP July 1, 1980 - September 30, 1980
- APPENDIX D: NUL CJAEP October 1, 1980 - December 31, 1980
- APPENDIX E: NUL CJAEP January 1, 1981 - March 31, 1981
- APPENDIX F: NUL CJAEP April 1, 1981 - June 30, 1981
- APPENDIX G: Development of Training Materials

PROJECT DIRECTOR'S OVERVIEW

The Criminal Justice Assistance and Evaluation Program (CJA&EP) formerly known as Law Enforcement Minority Manpower Project (LEMMP) was established in 1972 by the National Urban League. It was funded by an initial planning grant from the Law Enforcement Assistance Administration (LEAA). LEAA was disbanded, and the CJA&EP was funded and monitored under a grant from the Office of Civil Rights Compliance (OCRC), Office of Justice Assistance Research and Statistics (OJARS).

During the nine years of CJA&EP's existence, it has offered free technical assistance to federal, state and local law enforcement agencies in methods and techniques of minority recruitment, retention and promotion.

Recruits were sought for entry-level career positions as police officers, correction officers, probation officers, sheriff's department staff members, parole, and court officers.

1978 to 1980 focused on a research study, examining the retention of minorities in law enforcement agencies. However, the climate induced by compliance reviews conducted by OCRC, the vigorous implementation of the "Jordan Amendment," plus the increasing assertiveness of minorities and females in seeking equal employment, created a groundswell of requests for technical assistance from the project.

More criminal justice agencies are now seeking alternatives to the basic written test as a criteria for selecting employees. The awareness that test validation is a long and costly process, and that the available test

packages from vendors have a traditional negative impact on females and minorities, has led to questionable use of them. The use of a qualifying or low-weighted written test, with the major emphasis on an oral board with minority and female participation, is being turned to as an attractive alternative. The belief that written tests are the "best" and only means of qualifying candidates is dissipating. The costs of these packages, and the inevitable litigation that has followed has induced a new and creative attitude towards testing. The fact that selection systems don't predict job performance, and that the majority of tests in existence fail to do this, is finally being accepted. This realization has been reinforced by recent court rulings and settlements.

Our research study (in 1980) disclosed the fact that most cities have totally inadequate equal employment opportunity plans. The guidance and oversight of state planning agencies on criminal justice organizational units is not evidenced. It is apparent that these monitoring units, now called State Criminal Justice Councils, do not provide the monitoring and assistance necessary to help their constituent agencies measure their efforts, or report on them effectively.

The number of criminal justice agencies that initiate inquiries and requests for technical assistance continues to grow with the knowledge and the reputation of the project.

It is with regret that this project terminated November 30, 1981, but the National Urban League is proud to have been selected as the vehicle for disseminating information for the recruitment of minorities and females in the field of law enforcement.

It is sincerely hoped that the readers of this final report will give special attention to the recommendations at the conclusion of this report.

THE EVALUATION UNIT'S MANAGEMENT SUMMARY

Outcome Questions

These questions ask if objectives were achieved, and if other outcomes took place, and what, if any, outcomes were due to training. To answer these questions, we conducted an Assessment Over Time: Technical Assistance Evaluation Questionnaire. Trainee Questionnaires were used to gain insight into trainees' perceptions of the program. These follow-up forms were mailed to trainees after training.

Process Questions

These questions focused on trainees' perceptions of training quality, areas needing improvement, trainer quality, job relevance, and exportability of training to other contexts. This data was collected through the questionnaire.

Job Impact Questions

The job impact questions asked if trainees' jobs are performed better and if additional training was required. The answers to these questions came from information collected in the follow-up questionnaire.

On the Technical Assistance Evaluation Questionnaire, mean scores of eight (8) of twelve (12) items exceeded the neutral score of 3, and the grand mean score was a positive 3.26 with a standard deviation of 1.02, indicating a consensus of agreement among trainees. (Scale: 1 (low) to 5 (high)).

The evaluation unit investigated many aspects of the training program. The intent has been the collection and reporting of the most useful evaluation data for QJARS decision-makers. The intent was also to present data in a useful and readable way, in order to demonstrate the viability and validity of the training and to serve as an impetus for the continued improvement of training.

The evaluation activities conducted have generated a wide variety of useful, informative data regarding several aspects of the training over a period of time. These aspects include the description of the trainees as a group, the reaction of trainees to the instruction, and the impact of training upon trainee knowledge and skills.

Using the Survey Questionnaire, the Evaluation Unit gathered data regarding trainees' perceptions or opinions of the training. Trainees rated the degree of knowledge and skills gained. In addition to ratings, trainees were free to write comments and suggestions. Awareness of trainee's perceptions was an important ingredient in planning for future training effectiveness.

PROGRESS-TO-DATE:

A PROGRAM-WIDE
EVALUATION SUMMARY

LAW ENFORCEMENT MINORITY
MANPOWER PROJECT (LEMPP)

PHASES I THROUGH III*
(1972-1976)

* Evaluative Study by Morgan Management Systems, Inc. of LEMPP proposals
(1977).

LEMPP PHASES I THROUGH III (1972 - 1976)

Project Description

Despite the large representation of minority persons on the receiving end of the criminal justice system, minorities are severely under-represented in law enforcement agencies. Law enforcement agencies have been traditionally white and male even in communities with a large proportion of Blacks and ethnic minorities. Hence, it is not surprising that such communities have experienced antagonism between the minority population and law enforcement officials.

To correct this situation the National Urban League, with a grant from the Law Enforcement Assistance Administration, began its Law Enforcement Minority Manpower Project (LEMPP) in 1972. The major thrust of the project was to increase minority participation in the criminal justice system by recruiting and placing minority persons in law enforcement positions.

During the first three phases of the project, programs were conducted in ten cities: Dallas, Cleveland, Newark, Little Rock, Springfield, Mass., Sacramento, Jackson, Miss., Lexington, Ky., Topeka, Kansas, and White Plains, N.Y. In each of the project cities LEMPP personnel recruited, screened, and interviewed potential minority candidates. Qualified candidates were then referred to criminal justice agencies.

Technical assistance, through consultation, technical aids, publications and seminars, has been given to a number of law enforcement agencies including the Will County Sheriff Department in Joliet, Illinois, the Sheriff and Tax Collector, Parish of Jefferson, New Orleans, La., Harrisburg

Police Department, Harrisburg, Pa., Jersey City Police Department, Elizabeth City Police Department, Boca Raton Police Department, East Cleveland Police Department, New Jersey State Police Department, Nassau County Police Department and Arlington County Police Department. In addition, the LEMMP staff gave workshops on minority recruiting at several conferences.

CONCLUSIONS

The overall conclusion of this study is that LEMMP successfully met its objectives.* During the first three phases of the Project, staff members in the ten cities directly recruited and referred minority persons to law enforcement agencies. From information on minority law enforcement employment in non-project cities, it can be concluded that the increase in minority law enforcement employment in project cities resulted as a direct result from LEMMP efforts in those cities. LEMMP successfully increased the number of minority persons in law enforcement agencies during the project years, and this increase has been maintained.

Because of the short length of time that has passed since technical assistance began in those cities, little hard data is available; however, the preliminary results show the trend in the technically assisted cities is towards increased minority employment in law enforcement agencies.

*It must, however, be noted that responses to data requests from several project cities were incomplete or lacking. Therefore, portions of this evaluation (identified in the text) should be considered less definitive than others.

From the attitudes expressed in response to the questionnaire sent to participants in seminars and workshops conducted by the LEMMP staff, it can be concluded that the seminars and workshops were successful in promoting minority recruitment in 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 had 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.

When searching for causative factors for the minority hiring increases reported, the evaluators can only be speculative in stating such factors. Considering the improvements which were concurrent with the Project's duration, the evaluators suggest that a "Hawthorne effect"* could have been operative. In other words, recipient cities were successful not necessarily as a direct result of the Project, but, perhaps, as a result of indirect consequences. The fact there was a funded project in the target city may have sensitized police and political leaders to the need for increased minority hiring. The fact that the Urban League has a national presence may have had some positive impact; and, the fact that local affiliates could act as catalysts, communicators and change agents in bringing about these

* "Hawthorne effect" refers to the impact of the Hawthorne studies conducted from 1927-32 by a Harvard Sociologist, Elton Mayo, et. al. at the Western Electric plant, where improvements resulted from the attention given to workers and not from actual experimental factors.

results may have been reason for those changes reported.

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. The fact that there were increases in those cities which reported factual hiring data is a prima facie case that the project had successes. Perhaps this picture will change should other data become available from the other project cities. This is still to be determined.

In short, LEMP has had a lasting effect on increasing minority employment in law enforcement agencies in those project cities which reported and has encouraged minority recruitment in a range of jurisdictions.

LAW ENFORCEMENT MINORITY
MANPOWER PROJECT (LEMP)

PHASE IV*
(SEPTEMBER 1, 1976-MAY 31, 1978)

* National Urban League Final Report LEMP IV, September, 1976-May, 1978
LEMP TA-99-0386-76

PROJECT 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.

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 an effect on increasing minority employment in law enforcement agencies in those cities that were technically assisted, 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 administrative 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 Urban League 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."

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.

Project Side Effects

Significant side effects were produced by the LEMP 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 LEMP co-sponsor activities in the recruitment and selection of minorities

for their constituencies.

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

LAW ENFORCEMENT MINORITY
PERSONS PROJECT (LEMP)

PHASE V*
(JUNE, 1978-MARCH, 1980)

* National Urban League Final Report LEMPP V, June, 1978-March, 1980
78-TA-AX-0034-S-1

PROJECT DIRECTOR'S OVERVIEW

During the grant period (June 1, 1978-March 1, 1980), our major activity was a research study into the retention of minorities in law enforcement agencies. The study was undertaken in seven (7) cities. The major findings of the study are discussed in the following pages of this report, and a complete copy of the report is appended.

It was the intent to keep technical assistance on a low level during this grant period. However, this was not to be a reality. The climate induced by compliance reviews by the Office of Civil Rights Compliance (OCRC), the more vigorous implementation of the "Jordan Amendment," plus the increasing aggressiveness of minorities and females in seeking equal employment, created a groundswell of requests for technical assistance.

By and large, most criminal justice agencies have given up recalcitrance and delaying actions in favor of willingness to tackle the necessary steps in seeking compliance. Where obstinacy was once the rule, a feeling of "let's do what has to be done," is becoming increasingly evident. More criminal justice agencies are now seeking alternatives to the basic written test as a criteria for selecting employees. The awareness that test validation is a long and costly process, and that the test packages available from vendors have the traditional negative impact on the protected classes, has led to disenchantment with them. The use of a qualifying or low-weighted written test with the major emphasis on an oral board with minority and female participation, is being turned to as an attractive alternative. The feeling that written tests are the "best" and only, has dissipated. The costs of these packages and the inevitable litigation that follows disparate

impact, has made new and creative thinking acceptable and sought. The fact that selection systems must predict job performance and that the majority of tests in existence fail this, is finally being accepted. This realization has been reinforced by many recent court rulings and settlements.

Our research study disclosed the startling fact that most cities have totally inadequate EEO's and recordkeeping. The guidance and oversee of State Planning Agencies is not evidenced. It is apparent that these units, now called State Criminal Justice Councils, do not provide the monitoring and assistance necessary to help the constituent agencies even measure their efforts or effectively report.

Given the new climate of acceptability to technical assistance in EEO and AA, plus the turnover in designated AAO's and SPA's, a renewed effort in regional or state seminars should be worthy of consideration.

The number of criminal justice agencies that initiate inquiries and requests for technical assistance, continues to grow with the knowledge and the reputation of the project.

SUMMARY

The LEMPP study of the retention of minority police officers grew out of concern that affirmative action efforts to increase the appointment rates of minority candidates not be subverted by differential retention. We were particularly concerned that the minority officers' experiences in the departmental selection procedures early in their police careers not result in them being forced out or pushed out of the department. Our focus

upon their departmental experiences touched upon job assignments, relationships with their superiors and the department in general. We also examined the officers' own accounts as to why they had, or might, change their interest in police work, as well as reasons why they remained in police work. Finally, we examined the influence of the officers' gender and prior occupation upon their likelihood of leaving.

Our main findings can be summarized in two categories. First, there are the reports of differences in experiences and perceptions of black and white officers. Second, there are those experiences and perceptions which have different influences upon the officers' likelihood of retention, depending on whether the officer is white or black.

1. Reports of Different Experiences and Perceptions

- . Black officers report receiving higher levels of feedback on both the oral interview and background investigation than white officers report.
- . Black officers report receiving less supervisory support during their probation periods than white officers report.
- . Black officers are less likely to report that they receive fair treatment than are white officers.
- . Black officers are more likely to select community-based reasons for remaining a police officer; white officers were more likely to select aspects of the job itself.

2. Differential Influence Upon Retention

- . Predictive for black officers; not for white:
 - . Feedback on oral interview
 - . Feedback on background investigation
 - . Receiving fair treatment
 - . Reasons why the officers might leave the department.
- . More predictive for black officers:
 - . Support during probation

- . Work being rewarded
- . Feedback from supervisors
- . Prior occupation
- . More predictive for white officers:
 - . Understanding department goals
 - . Self-perceived social class
 - . Reason for remaining a police officer

RECOMMENDATIONS

1. Criminal justice agencies must recognize the need to increase the level of appointment of minority and female officers.

This is critical for two reasons. First, the evidence of this study shows that most departments' current practices will only very slowly, if ever, result in minority representation in police departments proportionate to the service community. Second, many of the continuing problems addressed in our other recommendations are more likely to be alleviated as input into the selection and appointment process of already appointed minority and female officers is increased.

2. The entire selection process needs to be routinely monitored for disparate impact upon minority and female candidates.

Departments should revise the background investigation criteria to fairly and differentially evaluate minorities and women. Their life styles, cultures and "coping" skills by necessity do not fit the mold of the white male. A sensitized review plus inclusion of minority persons in the investigative staff should tend to lessen the disparate impact. While the criteria varied from site to site, in all but one the rejection rate for minorities was high and frequently based on reasons such as poor credit rating, employment history, immaturity, and poor concept of police work---all liable to biased evaluation.

Criminal records should be carefully weighed as to the nature of the violation, when it occurred, and evidence of conduct since the violation. Investigators must recognize that minority applicants are more likely to have minor violations on their record than majority applicants. This may be a result of the very policing practices which have made minority representation in police departments such a critical issue. An automatic review by a panel including minority and female persons would add credibility to the process as well as balancing, yet effective community influence.

Some of these stages have been examined while others have not. We strongly recommend that routine monitoring of all these stages is necessary. Any of them may have disparate impact upon minority and female applicants. Departments need to be careful that disparate impact identified and eliminated in one stage does not shift into another stage.

Probation, the final filter in the selection system, like the training, has escaped the review of the earlier selection steps (written exam, physical agility, background and oral). This may well be due to the fact that so few of the minorities and women survive to reach them. This situation argues that there is all the more reason to have training and probation face the test of job relatedness or job predictability.

For community credibility as well as fiscal reasons, appointing agencies should take every reasonable step to insure that candidate rejection or failure at these last steps be justifiable first, and that restraining, hold-over, etc. have been tried. By the time a candidate has reached probation, there has been a sizable monetary investment by the agency, usually in excess of ten thousand dollars. Retention techniques, both remedial and restraining, should not be ruled out.

3. The component stages of the selection process need to be evaluated for job-relatedness.

Many of the selection procedures used by departments have questionable relatedness to performance of actual police work. At the same time they are likely to have disparate impact upon minority and female candidates. Physical agility tests frequently have no regular relevancy to job performance. Moreover, the average presently employed officer probably cannot pass them. Academy training and testing are frequently of questionable relationship to actual police work. High-level performance on paper and pencil tests may not be particularly important if a family dispute leads to an arrest or violence because of bad judgment or reaction.

Matters covered in oral interviews are frequently of questionable job-relatedness, and frequently disproportionately impact upon minority and female candidates. We did, however, note one department whose oral interview appears to be both job-related, and not disproportionate in minority failure rates.

This oral interview was an important part of the department's selection procedure, and an integral part of their screening process. The candidate was requested to respond to "situations" where their judgment rather than police-procedure knowledge was assessed. The questions were intended to determine the candidate's knowledge of the city, ability to interface with a multi-ethnic population, and flexibility of reaction.

The oral board consisted of three persons---one a civilian personnel expert, employed by the city, and the other two (one a minority) sworn members of the police department.

We would recommend a similar model and concept with one or two additions. That would be to include a female and a community person on the

panel as scoring participants. This site was one of the two highest in hires of minorities and women over the period surveyed.

4. The component stages of the selection process need to be standardized as to content and procedures, both within and across departments.

It is a truism that discretionary decisions are fertile breeding grounds of discriminatory outcomes. To the extent that content, procedures, and evaluation are all vague and left to the determination of individuals, disparate failure of minority and female candidates can be expected.

The use of the polygraph by many departments has been a significant factor in eliminating both minority and majority candidates. The use varies from questions to clear up factors where there is a conflict in information, to the extreme of "have you ever committed an act for which you could have been arrested." There should be guidelines developed to insure all candidates are asked the same basic pertinent questions. The questions should be given to the candidates prior to the examination, and opportunity provided to amplify unclear or misunderstood answers.

Some agencies have training models that are state directed, conducted by area colleges/universities or cooperatively on an area basis. It has been our observation that training is frequently conducted by agencies separated from the recruiting agency. This practice is a risky one. The recruiting agency must monitor, and suggest curriculum content that is valid first, job related, and critically scrutinize items or events that have disparate impact on women and minorities.

Training models, and other procedures in the selection process, which are effective and eliminate disproportionate failure rates of minority and female candidates should be shared across criminal justice agencies. There should be an exchange of ideas and results. Each department should not have

to reinvent the wheel. Change or innovation seems to be accomplished in a closet with results, no matter how positive, shrouded in secrecy. Clinics, seminars, forums on a regional basis would be a productive alternative to mystery, litigation and community polarization that comes from failure or non-action in affirmative action hiring.

5. Departments need to be sensitive to the situation of appointed minority and female officers, or they risk loss of these officers through resignation.

Two issues are of primary concern in this area. First, departments must recognize that department actions may well put minority officers in conflict with their ethnic community. These conflicts hopefully can be eventually eliminated. But until they are, the department needs to be sensitive to the conflict these occurrences may produce for the minority officer. Second, we note that relationships with fellow officers and supervisors are important for minority officers retention. The entire department needs to be sensitized to equal employment opportunity issues and concerns, so that these relationships within the department become a source of support rather than tension for newly-appointed minority officers.

We highly recommend that departments be mindful of the impact of feedback on oral and background investigations upon the likelihood of retention of minority officers. We would suggest that these results show that departmental actions can be positive rather than negative forces in influencing minority officer retention.

LAW ENFORCEMENT MINORITY
PERSONS PROJECT (LEMPP)

1979

SUMMARY EVALUATION*

* National Urban League Community Development Department, Administration of Justice Division, Proposal for CJAEF November, 1979

INTRODUCTION

OVERVIEW

During the time the NUL had operated the Law Enforcement Minority Persons Project the emphasis and mode of the project changed. Unlike previous LEMPP programs, the project did not, since 1976, operate satellites in several cities across the nation. Instead, LEMPP, 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 effect and representing barriers to minority entry.

The awareness and perception of the issue of minority recruitment in Criminal Justice has been enhanced by consent decrees, court order, 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 LEMPP services consequently increased arithmetically with each exposure.

LEMPP successes have established an impressive track record which exemplifies LEMPP's methods and techniques. Results from Jersey City, New Jersey; Cleveland, Ohio; Norwalk, Connecticut; and others indicated 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 LEMPP 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 LEMPP was able to exceed its contractual obligations by six (6) times.

These accomplishments have earned LEMPP the reputation of a widely experienced project, competent in delivering services tailored to the specific needs of LEAA recipients. Further, LEMPP has earned the respect and confidence of national criminal justice agencies, consequently, our expertise and advice are frequently sought with respect to policy, processes, and standards for recruitment selection, and other areas within this system.

Over the last two years, our staff has complemented OCRC in conducting compliance reviews in Hartford, Connecticut; Boston, Massachusetts; Dade County, Florida; Kansas City, Missouri, Souix Falls, South Dakota; Ashville, North Carolina, and assisted in an investigation in Dallas, Texas.

The in-house capabilities, augmented by specialists, have allowed the project to respond to requests for assistance in police, probation and correctional institutional reviews.

Augmenting our project staff are several consultants who have expertise in corrections, probation, and parole.

CONSULTANTS:

Corrections

Jacqueline McMickens
Chief of Operations
N.Y.C. Dept. of Corrections

Ms. McMickens is a recognized authority on matters relating to corrections and detention facilities. Her career of twenty years has

encompassed all levels of the correctional field.

- . Gwendolyn M. Goree
Director
Management Training Program
for Correctional Managers and Supervisors

Extensive experiences at management level---N.Y.C. Corrections.

Probation & Parole

- . Lonnie Stafford
Parole Specialist

Nineteen years experience. N.Y. State, as Parole Officer to present status as Resident Director of youth facility.

- . Alfred Rosario
(bilingual) Probation Specialist, Parole Specialist

Sixteen years experience, from Case Worker to Youth Services Team Counselor.

Police

- . John L. Keenan
Chief of Detectives
N.Y.C. Police Department (Ret.)

Extensive knowledge of police structure and management.

The Director of the proposed project, Lee H. Reynolds, served as director of previous project involved with giving technical assistance to LEAA recipients, and a research project surveying retention of minorities of police agencies. He has combined twenty-one years experience in law enforcement with experience of three years of giving technical experience, conducting surveys of selection systems and participating in compliance reviews.

The NUL proposes to continue to make available to OCRC an experienced cadre of proven professionals with extensive exposure in criminal justice.

GOALS AND OBJECTIVES

The National Urban League's Law Enforcement Minority Persons Project (LEMPP) 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. The critical barrier to entry is both systematic and attitudinal. The project seeks to change both. To accomplish this, LEMPP's related tasks are to:

1. Discover the impediments that had and presently preclude minorities from fully participating in the Criminal Justice Field, at all levels and to make recommendations for removal of such impediments.
2. Develop and recommend techniques to improve recruitment, retention efforts, and promotion policies by Criminal Justice agencies, for candidates from the minority community.
3. Improve the relationship between Criminal Justice agencies 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 and the need for participation while simultaneously recruiting them as potential candidates for these positions. The National Urban League's 116 affiliates will be utilized as a conduit for career opportunities on a national basis.

PURPOSE

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

GOALS

Through concentrated technical assistance:

1. To develop the capacities of federal, state and local Criminal Justice agencies to recruit and make job placements at career levels 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 increase the awareness of Criminal Justice officials of the potential of minority employees and how to utilize resources in the community.
4. 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 Criminal Justice agencies, concerned with recruitment, placement advancement and retention of minorities may increase their knowledge and understanding of the differential behavior and service needed 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 present and future criminal justice service delivery patterns to minority groups.
3. To produce written materials and audio-visual aids which may enable other organizations to replicate the technical assistance mechanism.
4. To direct our experience towards aiding Criminal Justice agencies with problems relating to tenure to minority men and women, specifically as they apply to the "last hired-first fired" issues, promotions and assignments.

METHODOLOGY

One focus of LEMPP's technical assistance of Criminal Justice agencies will be provided through a series of seminars/workshops held nationwide in response to formal requests. This technical assistance will be made available to local, county and state law enforcement agencies. A secondary focus in providing technical assistance will be the utilization of Criminal Justice experts and project consultants to agencies in their region, when possible, and to provide assistance with problems in

recruitment, placement, promotion and tenure of minorities. Assistance will be rendered subsequent to approval of funding source.

BACKGROUND

The NUL is a 69-year old professional, non-profit, non-partisan community service organization dedicated to securing equal opportunities for Black Americans and other minorities. The League is comprised of a National Office in New York City, a Washington Bureau and Research Office, four regional offices and local affiliates in 116 cities and 36 states. It is staffed by over 1600 professionals and is strengthened by over 25,000 volunteers.

The League has a history of involvement in issues affecting the Black and poor urban communities. Crime and the administration of justice are two of these issues. Until 1970, these issues were addressed as part of other major issues - housing, unemployment, et alia.

The Fiscal Year 1971, the Administration of Justice Division was born. It was one of the newest areas of program concentration for the National Urban League. The Division started with a grant from the Ford Foundation that supported a core project staff to develop programs. The staff generated such programs as pilot/demonstration models in the areas of police, corrections and lay community involvement in criminal justice. A grant was obtained from the U.S. Department of Justice to establish a project to recruit Blacks and other minorities for the criminal justice system. The city and state of New York each provided funds for Correctional Officers working in the city's detention center (Rikers Island). Support was given to community-based projects that involved minority citizens in the criminal

justice system, concentrating, at first on a challenge to the bail system.

The Administration of Justice Division was formally established under the general fund as a recognized part of the Community Development Department in Fiscal Year 1974. It took within its purview three (3) areas of the criminal justice system: the police, the courts and corrections.

The Law Enforcement Minority Manpower Persons Project (LEMPP) is one facet of the Administration of Justice Division. An evaluative study by Morgan Management Systems, Inc. of LEMPP proposals (1977) identified three (3) major goals:

- . To improve the relationship between minority residents and members of law enforcement agencies.
- . To develop capacities of federal, state, and local law enforcement agencies to recruit and make job placements at career level positions within the criminal justice system.
- . To make minority men and women more aware of career job opportunities with the criminal justice system.

It was realized by LEMPP that despite the large representation of minority persons on the receiving end of the criminal justice system, minorities were severely under-represented in law enforcement work force in these agencies. Law Enforcement agencies had been traditionally White and male even in communities with a large Black and ethnic minorities. It was not too surprising that such communities had experienced antagonism between the minority population and the law enforcement officials.

To correct this situation, the National Urban League, with a grant from the Law Enforcement Assistance Administration (LEAA), began its Law Enforcement

Minority Manpower Project in 1972. The major thrust of the project was to increase minority participation in the criminal justice system by recruiting and placing minority persons in law enforcement positions.

During the first three (3) phases of the project, programs were conducted in ten cities: Dallas, Texas; Cleveland, Ohio; Newark, NJ; Little Rock, Arkansas; Springfield, Mass.; Sacramento, CA; Jackson, Miss.; Lexington, KY; Topeka, Kansas; and White Plains, New York. The results were a total of 16,000 minority candidates recruited, screened and interviewed with 5,000 placements in criminal justice agencies. In addition to the ten recruiting and placement projects, technical assistance was provided in Baton Rouge, LA; Beaumont, TX; Erie, PA; Jacksonville, FL; and Rochester, New York.

In September, 1976, LEMPP entered Phase 4, that of rendering technical assistance to law enforcement agencies in the area of recruitment and retention of minority personnel. Technical assistance was given through consultation, technical aids, publications and seminars to a number of law enforcement agencies. These agencies included the Will County Sheriffs Department in Joliet, IL; The Sheriff and Tax Collector, Parish of Jefferson, Metairie, LA; Harrisburg Police Department, and Jersey City Police Department. Seminars on minority recruitment have been conducted in several other jurisdictions.

LEMPP Activities

LEMPP Technical Assistance contractual obligations were to provide technical assistance to seven (7) distinct recipients in the form of seminar/workshops from August 1, 1976 to August 31, 1977. During the contractual

period LEMPP far surpassed these expectations.

LEMPP became extremely active in March, 1977, and continued this high pace of service delivery for the remainder of the contract period. LEMPP attended twenty-seven (27) conferences at which we participated in seminars and conducted workshops. Also, LEMPP sponsored twenty-six (26) seminars to provide technical assistance directly to individual law enforcement agencies. Additionally, LEMPP provided technical assistance to OCRC in Hartford, CT; Kansas City, MO; South Dakota penitentiary; Asheville, NC; Dallas, TX; San Francisco, CA; Boston, MA and Dade County, FL. LEMPP constructed and produced a recruiting manual and six (6) training supplements, including a training supplement on the recruitment and retention of females. LEMPP produced a two-part slide tape presentation for training recruiters, and developed an exam-taking seminar for police promotional examinations.

Summary

NUL past projects (LEMMP, LEMPP) have earned a reputation in Criminal Justice as a source of Technical Assistance that had adaptability to state, city, county and suburban agencies. The staff has been requested by federal agencies, such as the Federal Bureau of Investigation, U.S. Commission on Civil Rights, to participate in seminars and hearings. Since 1976 the project has responded to over sixty fund recipients for information, participation to technical assistance.

The project, Criminal Justice Assistance and Evaluation Project, (CJAEP), proposes to capitalize on its experience and acceptance by offering expanded

Technical Assistance in the areas named previously. Information material will be developed detailing the expanded resources of the project.

Evaluation

An evaluation of the past project was conducted by Morgan Management Systems Inc., Suite #201, Clark Bldg., 5565 Sterrett Place, Columbia, MD. 21044. The evaluator contacted and requested responses from the recipients of technical assistance. The responses received are detailed in the report.

The type of technical assistance given to criminal justice agencies is to train recruiters, assist in setting up recruitment units with emphasis on community involvement. On the average, it is one to two years before the first hiring takes place. The burden of reporting ethnic and sex of persons applying, taking the test, and completing each stage of the selection process is on the fund recipient. The problem endemic to most agencies is that a Civil Service Commission, or Personnel Department, not part of the funded agency, handles applications and testing. Usually, the funded agency is aware of the composition of the list when the candidates are certified eligible for appointment. Requests for information and the tracking of all applicants are made to all assisted agencies. The requests are ignored in almost all instances. It is the opinion of this project that the only firm reporting can be gleaned from comparing EEOP's covering the period prior to assistance and the EEOP's following that cover the life of the lists.

The project shall be thoroughly evaluated by the Research and Evaluation unit of the National Urban League. This unit is separate from the Community Development Department and the Administration of Justice Division, under the jurisdiction of which this project falls. The Research and Evaluation unit is directed by Dr. John Cardwell, the Research and Evaluation specialist

of the National Urban League. Collaborative interaction will be maintained with Dr. Robert Hill of the National Urban League Research Unit in Washington, D.C.

The specific evaluation plan will be developed by the Research and Evaluation Unit. The design will specify what project functions will be evaluated, how they will be recorded, the method of analysis and what schedule of events will be followed. The evaluation will be comprehensive. It will include the plans, the activities and the effects of the efforts of the project staff.

The purpose of this project is to give technical assistance to departments of the Criminal Justice system. Evaluation forms will be distributed at the completion of each training period. The combined data will be utilized as part of the total evaluation effort.

Evidence will be presented to demonstrate the skills of the evaluative unit in the design and conduct of experiments, objective measurement and data collection, statistical and cost analysis, to the satisfaction of the program monitors of the Law Enforcement Assistance Administration.

Evaluation forms will be utilized as in the evaluation on file at OCRC and as suggested by National Urban League's evaluations to adjust technical assistance on an on-going basis.

Evaluation of Materials

As part of LEMPP, a number of recruiting and training materials were developed. Some of these materials were for attracting the interest of minority

persons in Criminal Justice 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 note the materials.

Description of Materials

LEMPP Training Aids 1-6 are instructional materials for recruiters. Each training aid focuses on a specific aspect of recruiting and gives concise instructions to the recruiter. It tells the recruiter when 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.

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

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

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

LEMPP Training Aid #6 "Recruitment and Retention of Females" is a synopsis of the LEMPP 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 designed 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 LEMPP project cities. It informs the viewer of the wide range of opportunities for employment in criminal justice (not evaluated by users).

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

The LEMPP Slide Presentation is a 25-minute color slide show photographed in Norwalk, CT and New York City. It capsulizes LEMPP'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. 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 of Minority Recruiting for Criminal Justice Careers" - "I used the pamphlet repeatedly to develop new ideas and followed the concepts which LEMPP found worthwhile."

"Training Aids 1,2 and 3 were especially useful, makes us aware of various sources which have heretofore been 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 are (training aid) (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."

Chapters 5 and 6 summarized the results of the questionnaire to material 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 "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."

CONCLUSIONS

Since provision of technical assistance was begun under LEMPP IV, so recently, 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 questionnaires sent to participants in seminars and workshops conducted by LEMPP 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 LEMPP staff had a larger impact than did the workshops conducted as part of large conferences.

From the questionnaires received from materials users, it can be concluded that the materials are being used for recruitment and training, and that 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 responsible for doing on their own initiative.

The project shared experience and the expertise accumulated from staff and project resources.

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

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

A higher level of citizen participation, thus 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. LEMPP has successfully realized that to some extent. In Norwalk, Ct., 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 LEMPP 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, PA, the Urban League is playing a role in developing criteria for police recruitment. An open seminar was planned and sponsored by the Harrisburg LEMPP with the assistance of this project. The objective of these efforts, as stated by the Harrisburg Urban League 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."

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 Criminal Justice agency of their choice. LEMPP has been less involved in this area due to its recruitment emphasis; however, LEMPP developed techniques on a group of New York City Minority Police Lieutenants preparing to take the Captain's examination in late June.

LEMPP 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. LEMPP strategies have proved adaptable and flexible, allowing LEMPP to serve Criminal Justice

agencies and communities which vary from small town rural jurisdictions, to large metropolitan police departments, and 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.

RESULTS OF

CRIMINAL JUSTICE ASSISTANCE AND
EVALUATION PROJECT (CJAEP)

APRIL 1, 1980 - JUNE 30, 1980*

* National Urban League CJAEP Quarterly Report, April 1, 1980 -
June 30, 1980 (See Appendix B)

APRIL 1, 1980 - JUNE 30, 1980

PROGRESS SUMMARY

During the three-month period ending June 30, 1980, CJAEP's concentration was in the area of implementing its primary goal---that of rendering technical assistance to criminal justice agencies to assist them in complying with EEO laws and regulations of LEAA.

Revision of the recruitment manual and training aids was necessitated due to changes in hiring patterns. LEAA regulations and the implementation of the Jordan Amendment are still in progress.

A new descriptive brochure, outlining the project's capabilities, has been submitted to the NUL's Communications Department and OCRC for approval prior to printing. The updated material will be distributed upon request to funded criminal justice agencies, used at training seminars, and made available to criminal justice reference services for further distribution.

The results of the Research Study made in the area of minority employment and rejection in the selection system, conducted from June, 1978 to February, 1980, have been received. The findings will be utilized to provide substantive and documented information necessary for administering needed technical assistance.

RESULTS OF
CRIMINAL JUSTICE ASSISTANCE AND
EVALUATION PROJECT
JULY 1, 1980 - SEPTEMBER 30, 1980*

* National Urban League CJAEP Quarterly Report, July 1, 1980-September 30, 1980 (See Appendix C)

JULY 1, 1980 - SEPTEMBER 30, 1980

PROGRESS SUMMARY

In accordance with the proposed timetable, the three-month period from July 1, through September 30, 1980 saw the Criminal Justice Assistance and Evaluation Project (CJAEP) move towards implementation of its goals in the areas of:

- . Revision and testing of training materials.
- . Preparation of new bulletin incorporating new developments in the selection process.
- . Searching out "built-in" impediments to affirmative recruitment and compliance with suggestions for revision and improvements in the traditional selection systems, in cooperation with OCRC.
- . Conducting on-site surveys, training seminars and participating in approved OCRC assignments.
- . Updating of recruitment manual, training aids and editing the slide/tape presentations.
- . Development of an evaluation tool by the Research and Evaluation Division of the NUL.
- . Requests for technical assistance have been honored during this period.

In general, the project is "on-schedule" in its implementation of planned activities. Some difficulty has been experienced in editing and correcting the slide/tape presentation because of the difficulty in contracting a professional photographer to make the necessary changes in titles. The project is currently interviewing photographers in an effort to acquire the service of a professional who can adequately handle this task.

The descriptive brochure on CJAEP capabilities is in the process of finalization. Staff is conferring with OCRC in incorporating its comments and suggestions, along with the recommendations of the NUL's Communications Department. A meeting with government project monitor has been scheduled for this purpose.

Work continues on the development of an evaluation tool. Staff has conferred with members of the Research and Evaluation Division of the NUL, who are proceeding expeditiously in an effort to provide the project with this instrument.

The above activities are in the process of being completed and are not affecting the project's goals.

CJAEP has developed a new "Technical Assistance Evaluation Form" to measure the impact of its workshops and seminars. The effectiveness of this form is dependent upon the participants response and integrity to return the form. Therefore, feedback may not be immediate and may be delayed as much as six months to a year.

During the three-month period, two (2) compliance reviews have been performed by staff. However, technical assistance requests have been honored, training aids and materials have been promptly forwarded and the project has seen an increase in requests for training material.

CJAEP continues to study, monitor and analyze the effectiveness of the current Technical Assistance Evaluation Forms which are part of the on-site request forms issued to participants at TA workshops.

CJAEP received a Technical Assistance Request Form from Pinellas County Sheriff's Department, Largo, Florida, for Recruiting and Selection System Information. This new form was distributed to a select group of personnel at the seminar sponsored by the Florida State Department of Corrections, Tampa, Florida on 6/4-5/80; materials were forwarded to requesting agency 7/30/80.

A second request was received from the agency for information re: EEOP, AA Plan and Law Information. The request was forwarded to OCRC/OJARS for referral and approval.

The Research Report, conducted in the area of minority employment and rejection in the selection system, "Factors in the Retention of Minority and Majority Police Officer," from June, 1978 to February, 1980, has been finalized. The findings will be utilized to provide substantive and documented information necessary for administering needed technical assistance.

RESULTS OF
CRIMINAL JUSTICE ASSISTANCE AND
EVALUATION PROJECT
OCTOBER 1, 1980 - DECEMBER 31, 1980*

* National Urban League CJAEP Quarterly Report, October 1, 1980 -
December 31, 1980 (See Appendix D)

OCTOBER 1, 1980 - DECEMBER 31, 1980

PROGRESS SUMMARY

Substantial progress has been made during the three-month period from October 1, through December 31, 1980. The Criminal Justice Assistance and Evaluation Project (CJAEP) is proceeding on schedule.

During the month of November, staff conferred with the National Urban League's Research and Evaluation Division. The discussion included design and program evaluation and an assessment of the new evaluation form to be utilized at future seminars, conferences and workshops. This "Technical Assistance Evaluation Form" will be used to measure the project's impact on recruitment, retention and promotion of minorities and women in the criminal justice fields. The form will also enable CJAEP to analyze and suggest changes that can assist funded agencies in planning and implementing their recruiting programs.

Regarding the status of our slide-tape presentation, the project will utilize in-house capabilities to update its recruitment training format. Recommendations from the Government Project Monitor (GMP), will be included. Also, the use of in-house participation will reflect a substantial savings over the use of outside sources.

Approval of the revised training aids, Chapter #1 through #5, brochure, six-month training schedule and manual have been completed and forwarded to the NUL's Communications Department for publishing. Chapter #6, "Recruitment and Retention of Females in Criminal Justice Occupations," is being revised by Dr. Roi Townsey, Director of the Police Foundation.

(This activity was authorized by OCRC/OJARS officials in a meeting held with CJAEP staff, November 13, 1980.)

CJAEP has maintained its commitment to respond to communications, requests for TA, on-site surveys, training seminars and other assignments designated by OCRC/OJARS.

On November 12-13, 1980, the National Urban League, Inc. Research Department Washington, D.C., hosted a Research Forum, supported by the Law Enforcement Assistance Administration.

The Research Forum's primary topic was "An Assessment of Research on Minorities and Crime and the Administration of Justice." CJAEP discussed and shared in the input by identifying policy issues and research needs. Also discussed was a plan to commission and disseminate policy papers and develop a comprehensive research bank regarding the criminal justice system.

Below are a list of other presenters and their presentation topic:

- . Harry Trujillo, Ph.D.
"Police Use of Excessive Force"
- . Samuel L. Myers, Jr., Ph.D.
"Unemployment and the Ex-Offender"
- . Paul Takagi, Ph.D.
Corrections: "The Impact of Institutionalization on the Minority Offender"
- . Alfreda Iglehart, Ph.D.
Corrections: "Alternatives to Incarceration"

RESULTS OF
CRIMINAL JUSTICE ASSISTANCE AND
EVALUATION PROJECT
JANUARY 1, 1981 - MARCH 31, 1981*

* National Urban League CJAEP Quarterly Report, January 1, 1981 - March 31, 1981 (See Appendix E)

JANUARY 1, 1981 - MARCH 31, 1981

PROGRESS SUMMARY

During the period January 1, through March 31, 1981, The Criminal Justice Assistance and Evaluation Project (CJAEP) updated slide-tape aids utilized in recruit training presentations. The slide-tape is loaned to funded recipients, upon request, on a short-term basis. The project will continue to use in-house capabilities, when appropriate, with approval of the Government Project Monitor (GPM). The use of in-house participation will reflect a substantial savings and control over the use of outside sources.

Chapter Six (6), "Recruitment and Retention of Females in Criminal Justice Occupations," has been revised, completed and received from Dr. Roi Townsey, Project Director, National Information and Research Center on Women in Policing, Police Foundation, Washington, D.C., February, 1981. To date, all six chapters and the Six-Month Recruitment Schedule have been completed.

The project has maintained its commitment to respond to communications, requests for TA, on-site surveys, training seminars, conferences, workshops and other assignments designated by OCRC/OJARS.

As a result of recommended changes suggested by Director, Lee H. Reynolds on 12/16/80, relating to the recruitment process used by the City of Norfolk, Va. in the Recruitment of Police and Fire Officers are as follows:

- . Age: Age limit raised from 21 through 30 years. (Applicant may be up to 35 years, maximum, if they have one (1) year of prior military service for each year over 30 years of age.)
- . Posters to include name and telephone number of recruiter.
- . Driver's license: out of state applicants.

Personal History Application Form:
Questions related to conviction will be continued, however, the question as it relates to a member of his or her family having been arrested will be discontinued. As suggested by Mr. Reynolds, the question, "Are there any felons residing in your household?," will be included.

- . The questions relating to marital or family problems (which are not job related) were also deleted.
- . The question of whether or not a candidate has been a victim of any criminal act (which is not job related) was deleted.
- . Upon advice of CJAEP Director, the 100-word essay in the application, "Why a candidate wishes to make the Police/Fire Department a Career," was deleted.

Evaluation forms are distributed at the site of TA, seminars and workshops. However, the response as expressed by the City of Norfolk, would assist CJAEP in evaluating future agencies and enable the project to design new and more effective assistance. Efforts to compare this campaign with prior exams will be initiated by CJAEP.

One of the more productive meetings of representatives from a broad sector of federal, state and local agencies met in an effort to forge a coalition of criminal justice members to participate in forming a curriculum committee on Crime Prevention in the Black Community at, the North Carolina Justice Academy, Salemburg, NC.

On March 18, 1981, The North Carolina Justice Academy, a division of the State Department of Justice and part of the Attorney General's Office, held a Crime Prevention in the Black Community Curriculum Committee meeting at Salemburg, NC. to develop effective means and provide a model in which law enforcement personnel and the community can reduce crime and better serve the community. A broad representation of thirteen (13) persons participated on the panel.

- Chief of Police - Carrboro, NC
- U.S. Department of Justice - CRS - Atlanta, GA
- Department of Crime Control & Public Safety - Raleigh, NC

- Division of Probation & Parole, North Carolina Department of Corrections - Raleigh, NC
- National Urban League, Criminal Justice Assistance and Evaluation Project - New York City, NY
- North Carolina Justice Academy - Salemburg, NC
- National Council on Crime & Delinquency - Hackensack, NJ
- Greensboro Police Department - Greensboro, NC
- Charlotte Police Department - Charlotte, NC
(see attachment #2)

The goals and objectives of the committee is to develop and design a community-relations program to assist the rural and urban areas of the community. The committee will examine and identify problems of the elderly, feelings and attitudes towards the police and a public relations curriculum for police personnel.

CJAEP recommended that the implementation and policy of any agency must be sincerely endorsed by the Chief Administrator to be successful. Carrboro, NC. Chief of Police, Sid Herje concurred with this recommendation as a priority in establishing the committee's future format.

RESULTS OF
CRIMINAL JUSTICE ASSISTANCE AND
EVALUATION PROJECT

APRIL 1, 1981 - JUNE 30, 1981*

* National Urban League CJAEP Quarterly Report, April 1, 1981 - June 30, 1981, 78-TA-AX-0034-S-1 (See Appendix F)

APRIL 1, 1981 - JUNE 30, 1981

PROGRESS SUMMARY

I. Personnel

April 10, 1981, Lee H. Reynolds, Director of the National Urban League's Criminal Justice Assistance Evaluation Project resigned from the project. During his tenure, from 1977 to 1981, he obtained national credibility throughout the criminal justice system. Mr. Reynolds was removed from the payroll on May 5, 1981.

May 11, 1981, Gwendolyn G. Willis was appointed Director of the Criminal Justice Assistance and Evaluation Project. Prior to employment with the National Urban League, Mrs. Willis was employed by the New York City Department of Corrections. Mrs. Willis has also served as Project Director for the National Urban League's Management Training Program for Female and Correctional Managers and Supervisors from December, 1977 to July, 1980. The project was funded by the National Institute of Corrections (N.I.C.). The goal and objective of MTFMOMS was to prepare managers and supervisors to become effective in their jobs by exposing them to management skills and techniques.

II. General Overview of the Project's Activities

In assessing the project's progress from 1977 to present, it appears that the project has met all of its contractual obligations except for the final report. The slide-tape presentation, manual and training aids have been revised and completed. Communications and requests for materials and information have also been promptly answered.

III. Quarterly Review - April 1, 1981-July 1, 1981

In preparation for the final stages of the project, CJAEP has sent letters of inquiry to criminal justice agencies requesting the names and addresses of those persons trained to recruit. In most instances, the trainees were civil rights compliance officers, EEO officers, personnel directors, recruiting officers, administrative analysts and other criminal justice personnel.

It is our intention to send the trainees a survey to evaluate the usefulness of the project as well as to discern any changes in the hiring of minorities and females. The other specific purpose of the survey will be to:

- . Obtain data in formulating specific measurable objectives.
- . Provide feedback on whether the project activities have been effective in addressing the established problems and needs of the criminal justice agencies.
- . To provide a model for OJARS/OCRC that will assist federal, state and local agencies in job placement at career-level positions in the criminal justice system.

Because of the need to design, analyze, code and compute the results of the Evaluation Survey Study on the recruitment, retention, placement, and promotion of minorities and females, the project has contracted a research consultant and a coder.

1. Research Consultant

April Neff will be responsible to design, code and analyze data from the survey study, as well as complete, edit and submit a camera-ready copy of the final report for reproduction.

The research consultant will be compensated at a rate of One Hundred Thirty-five Dollars (\$135.00) per day (eight hours), for a maximum of forty-three days (43).

2. Coder

Wallace Webb will be responsible to code and analyze data from survey. The coder will be compensated at the rate of Six Dollars (\$6.00) an hour, eight hours per day, for a maximum of twenty (20) days.

IV. Budget

A two-month no-cost extension from September 1, 1981 through November 1, 1981, was requested and submitted to OJARS/OCRC for approval. The no-cost extension will ensure the completion of the Criminal Justice Assistance Survey Study and Final Report.

DEVELOPMENT OF
TRAINING MATERIALS*

*(Please see Appendix G)

DESCRIPTION OF MATERIALS

The NUL Criminal Justice Assistance and Evaluation Project (CJAEP) Training Aids 1-5 are utilized to instruct recruiters. Each training aid is on a specific aspect of recruiting and gives concise instructions to the recruiter.

CJAEP Training Aid #1 "Locating Potential Candidates and Using Community Resources for Recruiting," suggests where the recruiter can locate potential candidates, how to attract the attention of potential candidates, and refer to community groups as a source. (Revised 12/1980)

CJAEP Training Aid Chapter #2 "How to Utilize Community Resources," provides instructions to the recruiter on using local government officials, churches, representatives of civic groups and the media in a recruitment campaign. (Revised 12/1980)

CJAEP Training Chapter #3 "Candidate Preparation and Retention," gives the recruiter tips on helping the candidate prepare for the exam. He/she needs this assurance when making his/her decision to apply for a law enforcement position. Techniques in taking an examination are discussed. (Revised 12/1980)

CJAEP Training Aid Chapter #4 "Eliminators, or Obsolete, Irrelevant Selection Criteria," discusses barriers to police recruitment and analyzes the reasonableness of these barriers. (Revised 12/1980)

CJAEP Training Aid Chapter #5 "Oral Interview Standards," is a training chapter for recruiters on conducting the interview and rating the candidate. (Revised 12/1980)

CJAEP provides a "Six-Month Recruitment Schedule" which also converts to a 12-month effort that tracks the applicant/recruiter progress.

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

The recruiting film "Opportunities in Criminal Justice," is a 30-minute color film produced in (a number of) LEMMP II project cities which informs the viewer of a wide range of opportunities for employment in criminal justice.

"The Who, What, When, Where, Why and How of Recruiting Minorities and Women for Criminal Justice Careers," is a 30-page illustrated booklet explaining Criminal Justice Assistance and Evaluation Project (CJAEP) and outlining the approach for a successful minority recruitment campaign.

The CJAEP slide presentation is a 25-minute color slide production photographed in Norfolk, Connecticut and New York City which capsulizes CJAEP's recruitment strategy. The slide film tape is utilized to reinforce lecture objectives, seminars and conference presentations and to pinpoint all critical issues in the process of recruitment and selection. (Revised 12/1980)

CJAEP's pamphlet describes capabilities, objectives, and goals of the project. (Revised 12/80)

CJAEP's posters have been utilized providing ethnic representation throughout recruitment campaigns.

The NUL/CJAEP's "Retention of Minority Police Officers," is a research study of factors that influence the retention of Minority and Majority Police Officers. (1979)

Criminal Justice Assistance and Evaluation Project's "Technical Assistance Evaluation Survey," was designed and forwarded to recipients of technical assistance to evaluate its programmatic experiences. (1981)

The two above survey instruments have been included in our "Development of Training Materials" section* with the intention that they might prove useful to evaluation researchers in future follow-up studies involving this same trainee population.

*(See Appendix G for materials)

AN ASSESSMENT OVER TIME:
TECHNICAL ASSISTANCE
TRAINEE EVALUATION QUESTIONNAIRE

TECHNICAL ASSISTANCE TRAINEE EVALUATION
QUESTIONNAIRE: AN ASSESSMENT OVER TIME

A. BACKGROUND

A determination was made that an assessment of the impact of training-over-time would be a highly desirable component of the evaluation. Insofar as a fundamental goal of training is to facilitate improvement in job performance, it seemed highly valuable to examine the perceptions of trainees, and supervisors of trainees, with regard to the following questions:

- Were skills, knowledge, and attitudes addressed by training applied on-the-job?
- Did minority and female recruitment increase?
- Had selective guidelines been modified?
- Had female retention increased?
- Had minority retention increased?
- Was there a change in job conditions?
- Was there an increase in female promotion in the agency of the trainee?
- Was there an increase in minority promotion in the agency of the trainee?

The means selected for gathering data was a Survey Questionnaire. CJAEP sent letters of inquiry to criminal justice agencies requesting the names and addresses of those persons trained to recruit. In most instances, the trainees were civil rights compliance officers, EEO officers, personnel directors, recruiting officers, administrative analysts and other criminal justice personnel.

The purpose of this introduction is to establish a rationale for the

Technical Assistance Trainee Evaluation Questionnaire (Appendix A) prepared for post-assessment over time of the program's effectiveness. This section provides both the general purpose and rationale for the instrument, as well as description and sample of the instrument developed to measure the effectiveness of training as perceived by trainees.

B. RATIONALE

In preparing the Technical Assistance Trainee Evaluation Questionnaire, a review of the literature in trainee evaluations was made. Trainee evaluation forms were collected and format and questions were reviewed by the CJAEP staff. In addition, meetings with CJAEP staff led to the formulation of the areas which the Evaluation Unit felt should be considered in evaluating training impact upon the trainee population.

Meredith's (1975) factors cited in his Systems Approach* to trainee-based ratings of instructors was selected for inclusion in this evaluation instrument. A System Approach consists of interrelated and interacting components which are employed to function in an interrelated fashion to attain pre-determined outcomes. The program Evaluation Questionnaire focuses on three identifiable factors of a trainee-based instructional system and input/output relationship:

1. Affective Response Area
2. Cognitive Change Area
3. Expectation Change Area

The specific questions developed can be broadly assigned to those that deal primarily with:

* References

- Guilford, Jr., Psychometric Methods, 2nd Ed., New York: McGraw Hill, 1954.
Meredith, G.W., Towards a Systems Approach to Student-Based Ratings of Instruction, Journal of Psychology, 91(2): 235-246, 1975.

1. Affective Response Area: this term refers to the trainees' perceptions of their response to the course on such dimensions as motivation, involvement, and attention. (Questions 18,19)

2. Cognitive Change Area: this term refers to the acquisition of professional knowledge and skills. Cognitive change means an increase in the understanding of the subject matter of the training program and an increase in the ability to apply the subject matter. (Questions 9,14,20)

3. Expectation Change Area: this term refers to the acquisition of professional incentives. Expectational change means an increase in the desire of trainees to be involved with activities related to the subject matter. (Questions 10,11,12,13,15,16,17)

C. PROCEDURES

Trainees were asked to evaluate training. This enabled us to understand how trainees responded to the training as one means of assessing the effectiveness of training. Usefulness of the results of such evaluations are based on the premise that if trainees respond positively to training, then gains in attitude, knowledge, and skill (which will transfer to job performance) are more likely to occur. This premise is in accordance with research which has demonstrated that positive attitudes about learning result in greater gains in learning.

Instrument

The Technical Assistance Trainee Evaluation Questionnaire (see Appendix A) was an instrument which included 12 items to be ranked on a 5-point scale from 1 (low) to 5 (high). This form also included 2 open-ended

questions which allowed trainees to respond more extensively, within individual frames of reference, about factors of training.

The Technical Assistance Evaluation Questionnaire was mailed the week of July 2, 1981, to 145 participants. 47 trainees returned the Questionnaire which represents a 32% response rate.

Open-ended responses on the Technical Assistance Trainee Evaluation Questionnaire, as well as responses to Items 15,16,17, and 18 on the Questionnaire, indicated that although training was perceived as very useful, the applicability of concepts, skills, and techniques to their jobs was very difficult, given the current policies and practices in their current agency.

TABLE 1

MEAN SCORES OF TRAINEE EVALUATION QUESTIONNAIRE

Rating Scale: 1 (low) to 5 (high)

<u>ITEM</u>	<u>MEAN SCORE</u>	<u>STANDARD DEVIATION</u>
9. Recruitment training/technical assistance was helpful	3.49	1.00
10. Minority and female recruitment has increased	3.21	1.02
11. Selective guidelines have been modified	3.20	1.16
12. Female retention has increased	3.42	1.02
13. Minority retention has increased	3.44	.96
14. Knowledge of useful techniques for minority/female recruitment	3.76	.99
15. Change in job conditions	2.98	1.26
16. Increase in female promotion in my agency	2.72	1.16
17. Increase in minority promotion in my agency	2.93	1.13
18. Confidence to do my job	2.96	1.37
19. Ability to share training experience	3.44	1.13
20. Total usefulness of technical assistance rendered	3.62	1.04
TOTAL SCORE ON TRAINEE EVALUATION	3.26	1.02

All forms were completed anonymously to assure the validity of trainees' responses and to protect their privacy. Results include a statistical summary of the twelve scaled items as well as all responses to the two open-ended questions.

D. RESULTS (Table 1)

The Technical Assistance Trainee Evaluation Questionnaire indicates an agreement among trainees that changes due to training took place in the Affective Area, Cognitive Change Area, and Expectation Change Area. This is substantiated by the positive 3.26 (Scale 1 (low) to 5 (high) overall trainee evaluation with a 1.02 standard deviation indicating consensus. Trainees were especially positive as regards the following items:

Item 14 on the Questionnaire, "Have the workshops/seminars acquainted you with useful techniques for minority/female recruitment?" was rated a strongly positive 3.76 mean score on the scale by trainees.

Item 20 "How would you rate the total usefulness of the technical assistance rendered by the National Urban League?" ranked a very positive 3.62 mean score.

Item 9 "Was the recruitment training/technical assistance conducted by the National Urban League helpful?" rated a positive 3.49 mean by trainees.

Item 13 "Has minority retention increased within your criminal justice agency?" and Item 19 "Were you able to share the training experience with others in the job situation?" were both rated a positive 3.44 mean score by trainees.

Item 12 "Has female retention increased within your criminal justice agency?" was ranked a positive 3.42 mean score by trainees.

Trainees were less enthusiastic but still positive regarding the following items:

Item 10 "Has minority and female recruitment increased as a result of the technical assistance?" was rated a positive 3.21 mean score.

Item 11 "Has there been some modification of the selective guidelines since the initial technical assistance provided by the NUL under the direction of Lee H. Reynolds?" was rated a 3.20 mean score by trainees.

Trainees were less positive regarding the following items:

Item 16 on the Questionnaire, "Has female promotion increased in your agency?" was one of 7 items included on this Questionnaire to probe for an Expectation Change Area. This item rated a 2.72 mean score. Item 17 on the Questionnaire, "Has minority promotion increased in your agency?" rated a 2.93 mean score. Item 15 on the Questionnaire, "Has recruitment training changed the conditions of your job (responsibilities, new experiences, different attitude)?" ranked a 2.98 mean score.

Item 18 on the Questionnaire, "Did the workshops increase your confidence to do your job at a high level?" was rated a 2.96 mean score by trainees.

All trainees rated the program on 12 aspects of training included on the

Trainee Evaluation Questionnaire. All items were rated by trainees on a scale of from 1 (low) to 5 (high). Graph 1 is a profile based on the mean score for items. The total mean score for the Trainee Evaluation Questionnaire was 3.26 and the standard was 1.02. Individual items as well as the overall score indicate a positive rating by trainees. The standard deviation indicates consensus among group members.

GRAPH I

PROFILE OF TRAINEE EVALUATION QUESTIONNAIRE

Rating Scale: 1 (Low) to 5 (High)

ITEM

- 9. Recruitment training/technical assistance was helpful
- 10. Minority and female recruitment has increased
- 11. Selective guidelines have been modified
- 12. Female retention has increased
- 13. Minority retention has increased
- 14. Knowledge of useful techniques for minority/female recruitment
- 15. Change in job conditions
- 16. Increase in female promotion in my agency
- 17. Increase in minority promotion in my agency
- 18. Confidence to do my job
- 19. Ability to share training experience
- 20. Total usefulness of technical assistance rendered

	1	2	3	4
9. Recruitment training/technical assistance was helpful				
10. Minority and female recruitment has increased				
11. Selective guidelines have been modified				
12. Female retention has increased				
13. Minority retention has increased				
14. Knowledge of useful techniques for minority/female recruitment				
15. Change in job conditions				
16. Increase in female promotion in my agency				
17. Increase in minority promotion in my agency				
18. Confidence to do my job				
19. Ability to share training experience				
20. Total usefulness of technical assistance rendered				
TOTAL SCORE ON TRAINEE EVALUATION				

TOTAL SCORE ON TRAINEE EVALUATION

E. SUMMARY OF OPEN-ENDED RESPONSES FOR ITEMS 22, AND 23 OF THE TRAINEE EVALUATION QUESTIONNAIRE

The following responses are cited, one by one, as they appear on the Trainee Evaluation Questionnaire. Frequencies are indicated at the left-hand margin.

Additional Training Desired by Trainees

Item 22: "What other areas of technical assistance are needed within your criminal justice agency?"

- . Promotion and exam technical assistance for minorities
- . Wide-range recruitment for broader view of total minority recruitment possibilities
- . Seminars on retention of those employees (minorities) who enter and also seminars to rank in Police Department of minorities
- . Grantmanship/how to locate new sources of money
- . Supervisory/management training
- . Training & Retention
- . Sessions on how to help the Administration understand the need for minority recruitment
- . All the help we can get with Test Validation
- . Someone should see if we are doing our job.
- . Professional level training for non-supervisory staff in such areas as food service, correctional law, counseling techniques, etc.
- . Continued supportive follow-up training of females in traditionally male occupations/management techniques for females and minorities
- . Additional training in the same areas given with specialized management and supervisory courses
- . A Board consisting of some minorities to monitor hiring practices and promotions at the institutional level.
- . Continual use of training which has been previously provided
- 2 . All types of human relations training
- . Need for minorities to be placed in recruitment/need for females to be placed in recruitment/need for minorities to be placed in the training of new officers.

Other Comments by Trainees Regarding Training

Item 23: "Are there any other comments you would like to make about the training experience?"

- . Need for continued follow-up
- . We are still experiencing difficulties attracting minority applicants
- . Very well organized useful information

- . I have found that training conducted under the supervision of the Urban League to be of very good quality/ In relation to the job, we need a very good mix

- . Because of the helpfulness and usefulness of the training, more workshops should be scheduled for other participants
- . I found the program to be very enlightening and enjoyable
- . Good program!

- . I have been to many workshops and this one was well organized not only on paper but carried out
- . Mr. Reynolds was very informative and expressive; he was well received by members of the Police Department and the city manager and members of EEO committee as well as by myself.

- . Too little time spent in area of females, their problems, promotions, recruitment
- . Best training on this topic I ever attended!
- . Liked the frank and positive approach used in this training

- . All aspects geared mainly for professionals/some of us, unfortunately, do not have degrees. What happens to us? We usually get lost in the shuffle.
- . The workshop I attended was well-organized and the material interestingly presented. In all, it was well presented.

- . This program should be mandatory for all Personnel Managers and Superintendents. These are the ones who never heard of LEMMP and they, of course, do the hiring and firing.

- . Our minority recruitment efforts have been orchestrated by in-house staff without any outside assistance and instructions, as we believe in the rightness of this effort

- . I think the session was given by people with high ideals but without having done their "homework" as regards local practices and problems

- . Detroit/ and what I would like to see in the area of minority recruitment
- . A continued need for training like this
- . The training experience was helpful/Mr. Reynolds was well-versed on this subject matter/ I feel all who attended benefitted. Because of budget cuts, I can see the return of the Police Department back to the 1960's.

- . The course was most helpful to our unit because it was the only female training we ever had and at a time we needed it most

- . Mr. Reynolds was very knowledgeable; he was able to look at both sides of the recruitment picture and honestly evaluate and express non-partisan opinions

- . The training was very valuable in the recruitment of minorities and females/Mr. Reynolds was quite informative and he made quite an impression on this department.

F. DESCRIPTION OF TRAINEES RESPONDING TO TRAINEE EVALUATION QUESTIONNAIRE

The group of trainees responding was composed of a total of 47 employees: from Florida (24), Michigan (5), Illinois (1), Connecticut (3), Maryland (2), Georgia (1), New York (2), Arizona (4), Iowa (1) and California (2). (Two trainees did not report state category.) There were 36 males and 10 females responding to the questionnaire. (1 trainee did not report sex category.) Frequencies for race categories included 22 white, 18 Black, 3 Hispanic, and 1 Other. (Three trainees did not report race category.)

Frequencies for age categories were composed of no responses for ages 21-35; 7 between ages 26-30; 7 between ages 31-34; 13 between ages 35-39; 14 between ages 40-50; and 5 were over 51. (1 trainee did not indicate age level.) Frequencies for education completed included 1 having no high school; 5 holding a High School/General Equivalency

Diploma; 7 having the Associate's Degree; 20 holding a Bachelor's Degree; 8 having the Master's Degree and 5 having an "Other" Degree. (1 trainee did not report educational level.) The average length of employment in current law enforcement position/rank was 11.06 years. The range was 2 to 27 years. The group of trainees responding was composed of employees from the following criminal justice agencies: Law Enforcement (21); Corrections (18); Parole (3); Sheriff (2); and Other (3).

The following responses are cited, one by one, as they appear on the Trainee Evaluation Questionnaire for current law enforcement position/rank. Frequencies are indicated at the left-hand margin.

Item 7: "What is your current law enforcement position/rank?"

- 2 . Patrolman
- 2 . Correctional Counselor
- 5 . Personnel Manager
- 3 . Training Specialist
- 2 . Secretary
- 5 . Supervisor
- 2 . Captain
- 5 . Chief
- 5 . Sergeant
- 4 . Lieutenant
- . Planner
- . State Trooper
- . Attorney
- . Detective
- . Classroom Teacher
- . Officer
- . Deputy Sheriff
- . Director/Community Relations
- . Deputy Circuit Administrator
- . Academy Instructor

TABLES OF GENERAL INFORMATION REGARDING TRAINEES

TABLE 2

Frequencies for State Categories

<u>STATE</u>	<u>NO. OF TRAINEES RESPONDING</u>
Florida	24
Michigan	5
Illinois	1
Connecticut	3
Maryland	2
Georgia	1
New York	2
Arizona	4
Iowa	1
California	2
Not Reported	2
TOTAL:	47 (n)

TABLE 3

Frequencies for Sex Categories

<u>NO. OF TRAINEES</u>	<u>MALE</u>	<u>FEMALE</u>
	36	10
Not Reported: 1		
TOTAL:		47 (n)

TABLE 4

Frequencies for Race Categories

	<u>WHITE</u>	<u>BLACK</u>	<u>HISPANIC</u>	<u>OTHER</u>
<u>NO. OF TRAINEES</u>	22	18	3	1
Not Reported:	3			
TOTAL:	47 (n)			

TABLE 5

Frequencies for Age Categories

	<u>21-25</u>	<u>26-30</u>	<u>31-34</u>	<u>35-39</u>	<u>40-50</u>	<u>51-Over</u>
<u>NUMBER OF TRAINEES</u>	0	7	7	13	14	5
Not Reported:	1					
TOTAL:	47 (n)					

TABLE 6

Frequencies for Education Completed

	<u>NO HIGH SCHOOL</u>	<u>HS/GED</u>	<u>ASSOCIATE'S DEGREE</u>	<u>BACHELOR'S</u>	<u>MASTER'S</u>	<u>OTHER</u>
<u>NUMBER OF TRAINEES</u>	1	5	7	20	8	5
Not Reported:	1					
TOTAL:	47 (n)					

TABLE 7

MEAN NUMBER OF YEARS IN PRESENT POSITION

11.06 years in present current Criminal Justice Agency.

Range: 2 to 27 years.

<u>YEARS</u>	<u>FREQUENCY</u>
2	1
3	1
4	2
5	5
6	1
7	5
8	2
9	3
10	6
11	2
14	2
15	2
16	4
18	3
20	1
21	1
25	2
27	1

Not Reported: 2

TOTAL: 47 (n)

TABLE 8

FREQUENCIES FOR CRIMINAL JUSTICE AGENCIES

<u>AGENCY</u>	<u>NO. OF TRAINEES RESPONDING</u>
Law Enforcement	21
Corrections	18
Courts	0
Juvenile Justice	0
Parole	3
Probation	0
Sheriff	2
Other	3
Not Reported	0
	<hr/>
TOTAL:	47 (n)

FUTURE DIRECTIONS

OUR EVALUATION DESIGN

The basic function of evaluation is to provide the resources needed for the decision-making activities that are part of planning and improving training and training programs. The data resources provided should be collected in an orderly way, employing instruments and procedures which reinforce the validity and reliability of the obtained results. The data collection should also provide opportunities for all participants in the training program to express their perspectives. Underlying these analyses is the assumption that the questions and concerns of OJARS serve to target and structure the data collection effort.

The project evaluation has respected the rights and security of all participants. Results of evaluations have been reported without individual identification of trainees. Conclusions have dealt with general questions and issues and were based upon composite results from trainee groups.

Our evaluation plans have clearly taken into consideration the concerns of OJARS with regard to programming and training. Through our efforts, OJARS may obtain the needed perspectives and understanding for planning such training programs in the future. This experience has given us a comprehensive and detailed knowledge of trainee needs---a solid foundation upon which to build. This base of experience has been complemented by an on-going dialogue with OJARS and with those individuals at law enforcement agencies who are especially concerned with evaluation questions. This dialogue has kept us abreast of OJARS' evaluation priorities and standards.

We can characterize the data collected as "formative" in nature. In other words, the data should be utilized for the revising and improving

of programs. This process ensures the delivery of the best possible training. In addition, we have actively shared formative evaluation results with OJARS. This is based on our belief that we have a responsibility to facilitate the application of our work where it is useful for OJARS on a broader level. This results in a more general awareness of trainee needs, trainee perceptions, effective training strategies, and problems associated with training. By sharing this information with those involved with the training program, we support a cooperative effort to continuously provide a training program of the highest quality.

The evaluation design has also addressed summative questions. The overall worth of the program---its impact, can be assessed through the evaluation results. To serve this function adequately, our findings have been reported in a format that emphasized precision and clarity. This will make all relevant information accessible to OJARS in the most useful ways possible. Provision of the data should be enhanced by an on-going dialogue with OJARS personnel. This useful communication will enable us to maintain an awareness of concerns, viewpoints and priorities. We will continue to be flexible in responding to the interests of OJARS.

RECOMMENDATIONS

Based on the responses of local law enforcement agencies to our Survey Questionnaire (July, 1981) and from the results of our program---wide evaluation, the National Urban League makes the following recommendations:

- All law enforcement agencies should have an Equal Employment Opportunity Program monitored by a federal regulatory agency.
- All law enforcement agencies should have an Equal Employment Opportunity Plan to ensure opportunities for females and minorities. In order to implement this Plan, it is suggested that a close

CONTINUED

1 OF 5

alliance, a confraternity, be encouraged between local law enforcement agencies and community groups. It is hoped that a confraternity of working relationships and networking activities between these two above groups would aid in the recruitment and selection process. It is envisaged that local law enforcement agencies will make a concerted effort to develop networks of contact within the community.

- Barriers to criminal justice recruiting come in many forms. Many are legal or institutionalized. All barriers should be critically reviewed for disparate impact and job relatedness.

We recommend that the following obsolete, irrelevant criteria be eliminated and replaced by valid job-related requirements.*

1. Visual Acuity Tests/Requirements

Many criminal justice agencies, particularly those in law enforcement, tend to have unusually stringent visual acuity (eye) standards. At one time, it was not unheard of to require a candidate to have 20/20 vision without visual aid (glasses). While this was the entrance requirement, it was contrasted to the fact that an employee could wear eye glasses anytime after appointment without penalty.

The requirements should be reviewed for each agency, and the Federal Aviation Administration standards should be used as a guide.

2. Height Requirements

Height requirements should be realistic or eliminated. Height standards are under attack, and if the reason for them cannot be proven to be job related, they should be disallowed. Job related height requirements should be validated under practical conditions. This is an approach to use in assessing all hiring procedures.

* CJAEP Training Aid Chapter #4 "Eliminators or Obsolete Irrelevant Selection Criteria"/Lee Reynolds, National Urban League, Inc., 12/1980. (See Appendix G)

3. Residency Requirement

Residency requirement is another legal barrier to recruitment. Requiring a candidate to live in a specific municipality or county to hold a job therein is particularly prohibitive when minority recruitment is the goal.

Compliance regulations require that there are "valid" requirements and that the labor market be utilized in the Standard Metropolitan Statistical Area (commonly known as SMSA) before looking elsewhere for candidates outside of the SMSA area.

4. Pre-Filing of Applications

The pre-filing of applications is a barrier to recruitment in many ways. Some jurisdictions have a cut-off date for making application. Anyone hearing of the test after the cut-off date is automatically eliminated. An alternative to this measure is the walk-in exam. The pre-exam application serves no real purpose other than to determine applicant response. In fact, it becomes an unnecessary eliminator. The information can be obtained at the test site prior to the examination. This usually results in a more complete and error-free process. It should be as simple as possible, leaving the greater part of the application until after a candidate has passed the written exam. This is also a cost-saving innovation. No postage costs and staff time to process applications until the applicants have been proven successful. Staff use their time to make sure their contacts do appear for the tests.

5. Fee Charging

Fee charging for exams or applications is counter productive. It

introduces an unnecessary and irritating element into the procedure.

6. Educational Requirements

Educational requirements should be examined with a view towards making them relevant to entry-level job requirements. A high school or General Equivalency Diploma should be the maximum requirement for most entry-level positions. A recruitment aid is to have this requirement effective only at time of appointment. This gives an interested candidate, lacking either diploma or GED an opportunity to qualify even after taking the test.

Federal Register, Vol, 44, No. 43, dated Friday, March 2, 1979, which answers frequently-asked questions regarding the application of the Uniform Guidelines on Employee Selection Procedures, should be consulted along with the Uniform Guidelines themselves, found in Federal Register Vol. 43, No. 166, dated Friday, August 25, 1978. Both are excellent references for evaluating existing selection procedures.

7. Driver's License Requirements

Driver's license requirements should become effective at the time of appointment, the thought being that the fewer the number of requirements at test-taking time, the easier the recruiting effort and the more positive the end results.

8. Illegal Barriers---prohibited by law or regulation

- . sex discrimination
- . racial discrimination
- . religious discrimination
- . political affiliation discrimination

- . national origin discrimination
- . arrest without convictions
- . wage garnishment/credit ratings and history (illegal because of disproportionate effect on minorities and females)

9. Availability of Applications

The places where applications are available can be an aid or a barrier to recruitment. If these are made available only at police stations, county or city clerk offices, then these become barriers.

A good recruiting procedure is to have applications available wherever posters are placed and in any outlet that has a target population flow.

Another procedure is to have applications available in every public building and outlet i.e., libraries, police cars and stations, civic associations, fast food outlets, supermarkets, and malls. These outlets are endless. The final refinement is a 24-hour telephone with a tape recorder attached.

10. Oral Interviews Board

This time-honored technique in making employment decisions, is gaining favor in many forward-looking criminal justice agencies. To some, it looks like a step backward into the patronage/buddy system. Unless the oral board is structured correctly, this is a paramount risk. A properly structured oral board should include the following persons:

- a. representative of personnel department or bureau
- b. representative of hiring agency (police, corrections, courts)
- c. minority and or female person (agency employee)
- d. community persons (1 or 2, one should be minority or female)

11. The Oral Interview as an Eliminator

Oral interviews, properly conducted, and properly evaluated, are invaluable tools for weeding out obvious misfits, or those with glaring speech or physical defects. A written examination will not detect a speech impediment. The oral interview, however, should not disqualify any candidate for a slight stutter or lisp. On the other hand, a stutter or other related speech impediments could make a radio or telephone transmission unintelligible and, thus, would be a liability to proper police performance. A serious facial disfigurement should be considered carefully as a disqualifying criteria. Such an eliminator could be legally indefensible in the absence of proper justification.

Of paramount concern is:

- a. Would it prevent the candidate from performing duties?
- b. Does it affect ability to deal with people, i.e., does he or she get defensive or hostile about the disfigurement?

The following should not eliminate:

- a. Mode of dress.
- b. Hair styles.
- c. Facial hair.
- d. Speech accents (regional or racial).
- e. Height or physical appearance.

The oral interview is designed to eliminate the unfit, not the unfamiliar or disliked.

12. Physical Agility Tests

The physical agility test for entry-level criminal justice positions, particularly police and corrections officer, may seem a job-related requirement at first glance. A measurement of a persons physical condition and prowess must be applied to an event or practice that

has a regular place in the work environment. All events in the agility test should be, must be, validated.

The elements of this test should be examined to ensure that each element is one that a police officer, sheriff's officer, etc., could be expected to perform during the normal course of the work day.

13. Background Investigations

This is the graveyard for many, so far successful candidates. (It may be necessary to eliminate some candidates to make sure that convicted felons, family deserters, and persons with driving records so poor as to invite law suits or safety hazards.) Of course, there are certain other forms of conduct which might justify not hiring a person, but these criteria are often hard to justify when making an employment decision. (Some agencies delve into areas that can often offend the most righteous candidate.)

Examples:

- a. Scholastic standing in high school. (Isn't the diploma enough? Contact the school to verify and ask for behavior patterns, not isolated incidents.)
- b. Reasons for a divorce or separation. (One is hiring a court attendant, correction officer or police officer, not a marriage counselor.) It should be enough that the person is meeting any financial obligation related to divorce or separation. This should also include children born out of wedlock. None of the above will adversely affect, job performance.
- c. Arrest and convictions. Many agencies are still asking about arrests. It is convictions that have weight in the decision. Many states have statutes that prohibit the applications of convicted felons and certain misdemeanants. If not precluded by law, the age, circumstance, and time between conviction and application should be taken into consideration before automatically eliminating a convicted person. The total activity prior

to and, more importantly, after should be evaluated. According to our governmental process, once a person has paid his debt to society, it is paid in full. Evaluate the whole person, not just a single incident. After all, there is still the probationary period to further decide if the person can perform satisfactory.

14. Credit Ratings

Many background investigation forms make much of such ratings. It is a factor of life that many minorities and females do not have credit histories that equal those of white males. This fact may be due to poor employment opportunities, non-use of credit, periodic lay-offs or other social factors. A chronic "no payer" is a bad risk, but a person who is "late" or has had a garnishment should not be ruled out solely for these reasons. Allow for an explanation form for those who may just be victims of hard times.

The same holds true for employment histories. Except for the fortunate few, minorities tend to be under-employed, unemployed, and have longer periods of non-employment. Many women are the sole support of families and their records may show poorer job attendance than males. This may be due to having had to take time off when children are sick, or when there is no baby sitter available. The employment check may disclose poor attendance without further comment. A competent investigator realizes that as children get older the incidents of poor attendance grow less and less. Additionally, a good investigator knows that the job being sought pays enough to eliminate credit problems and in some instances, attendance problems. Once again, the probation period is the time to fully review any undesirable work habits.

- It is further recommended that future programs be planned with systematic needs assessment conducted prior to the beginning of a project so that all target groups are included. The National Urban League considers itself to be a viable source of information able to contribute to the assessment of needs of law enforcement agencies. We are very much interested in serving as a mechanism for providing a data base to others for training impact.

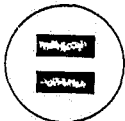
- Finally, it is suggested that meetings or conferences between the National Urban League project administrators, evaluators, law enforcement personnel, and the OJARS administrators be planned in order to explore joint action for future program needs.

A cooperative effort on this issue should result in payoff to all parties in the form of improved training and, ultimately, improved performance.

APPENDICES

APPENDIX A

TECHNICAL ASSISTANCE EVALUATION SURVEY/
COVER LETTER TO TRAINEES



CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT
 Technical Assistance Evaluation Survey

1981

1. Please give the city and state where the National Urban League's Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Manpower Project (LEMMP) assisted your criminal justice agency's recruitment of minorities and females.

_____ city _____ state _____ date

4 5

2. What criminal justice agency are you employed by?

- | | |
|----------------------------|---------------------|
| (1) Law Enforcement _____ | (5) Parole _____ |
| (2) Corrections _____ | (6) Probation _____ |
| (3) Courts _____ | (7) Sheriff _____ |
| (4) Juvenile Justice _____ | (8) Other _____ |

6

3. Please provide the following information:

Sex: (1) ___ Male (2) ___ Female

7

4. (1) ___ White
 (2) ___ Black
 (3) ___ Hispanic
 (4) ___ Other*

8

*Please specify

5. Age Group:

- | | |
|-----------------|-------------------|
| (1) 21-25 _____ | (4) 35-39 _____ |
| (2) 26-30 _____ | (5) 40-50 _____ |
| (3) 31-34 _____ | (6) 51-over _____ |

9

6. Highest Level of Education:

- (1) No High School _____
 (2) High School/General Equivalency Diploma _____
 (3) Associate's Degree _____
 (4) Bachelor's Degree _____
 (5) Master's Degree _____
 (6) Other (please indicate) _____

10

7. What is your current law enforcement position/rank?

11 12

Please circle the degree of change by rating each of the items below on a scale of 1 - 5 as follows:

8. Length of employment in current criminal justice agency: ___ years

13 14

9. The recruitment training/technical assistance conducted by the National Urban League was helpful:

Disagree Strongly Agree Strongly

1 2 3 4 5

15

10. Minority and female recruitment has increased as a result of the technical assistance, seminars, and workshops:

Disagree Strongly Agree Strongly

1 2 3 4 5

16

11. There has been some modification of the selective guidelines since the initial technical assistance provided by the National Urban League under the direction of Lee H. Reynolds:

Disagree Strongly Agree Strongly

1 2 3 4 5

17

12. Female retention has increased within my criminal justice agency:

Disagree Strongly Agree Strongly

1 2 3 4 5

18

13. Minority retention has increased within my criminal justice agency:

Disagree Strongly Agree Strongly

1 2 3 4 5

19

14. The workshops/seminars acquainted me with useful techniques for minority/female recruitment:

Disagree Strongly Agree Strongly

1 2 3 4 5

20

For Office Use Only

15. Recruitment training changed the condition of my job. (responsibilities, new experiences, different attitude?):

Disagree Strongly 1 2 3 4 5 Agree Strongly

21

16. Female promotion has increased in my agency:

Disagree Strongly 1 2 3 4 5 Agree Strongly

22

17. Minority promotion has increased in my agency:

Disagree Strongly 1 2 3 4 5 Agree Strongly

23

18. The National Urban League's workshop increased my confidence to do my job at a high level:

Not at all 1 2 3 4 5 Very much

24

19. I was able to share the training experience with others in the job situation:

Not at all 1 2 3 4 5 Very much

25

20. Please rate the total usefulness of the technical assistance rendered by the National Urban League:

Totally useless 1 2 3 4 5 Extremely useful

26

21. What were the two (2) most useful aspects of the National Urban League's Criminal Justice Assistance and Evaluation Project/LEMMP recruitment training/technical assistance for you? (check 2 below)

___(1) Session on how to design, implement, and evaluate an Equal Employment Opportunity Program (EEO).

27

___(2) Session on supportive techniques needed to recruit minorities/females.

28

___(3) Promulgate education and tutorial programs.

29

___(4) Related criminal justice work and alternate employment. (law clerk, campus police, police records, administrative aide)

30

___(5) Session on test validation.

31

___(6) Use of selection device that is consistent with the Uniform Guidelines on Employment Selection Process (28CFR50).

32

___(7) Establish goals and timetables.

33

___(8) How to eliminate adverse impact in the agency's workforce.

34

___(9) The agency's responsibility with court order.

35

22. What other areas of technical assistance are needed within your criminal justice agency?

36

23. Are there any other comments you would like to make about the training experience?

37

Comments: _____

Thank you for your cooperation,

Gwendolyn G. Willis

Gwendolyn G. Willis
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

For Office Use Only



National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

July 2, 1981

Dear Criminal Justice Colleague:

WILL YOU PLEASE DO US A FAVOR?

The National Urban League's Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Manpower (LEMMP), under the former direction of Lee H. Reynolds, tried hard to give you an informative workshop in the Recruitment of Minorities and Women for Criminal Justice Careers over the past nine (9) years. Now we are turning to you for help.

We are conducting an important survey concerning various aspects of recruitment, retention and promotion for minorities and women. Because you are part of a scientifically selected sample, your response is vital to the survey's success. Your name is not required and answers will only be used in combination with those of other participants in the sample to develop a composite picture.

The National Urban League and I will be grateful for your help. Please complete and return the enclosed questionnaire in the self-addressed envelope on or before July 24, 1981.

Sincerely,

Gwendolyn G. Willis
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

GGW/brc

Enclosure/

APPENDIX B

NATIONAL URBAN LEAGUE, INC.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

APRIL 1, 1980 - JUNE 30, 1980

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

April 1, 1980 ----- June 30, 1980

National Urban League, Inc.
500 East 62nd Street
New York, NY 10021

Vernon E. Jordan
President

William J. Haskins - Director
Social Services and Human
Resources Department

Garry A. Mendez, Jr. - Director
Administration of Justice
Division

Lee H. Reynolds
Project Director

James E. Cheatham
Assistant Project Director

Beverly R. Cooke
Special Assistant

INTRODUCTION:

During the three month period ending June 30, 1980, CJAEP's concentration was in the area of implementing its primary goal -- that of rendering technical assistance to criminal justice agencies to assist them in complying with Equal Employment Opportunity (EEO) laws and regulations of LEAA.

Revision of the recruitment manual and training aids necessitated by changes in hiring patterns amended. LEAA regulations and the implementation of the Jordan Amendment is still in progress.

A new descriptive brochure, outlining the project's capabilities, has been submitted to the NUL's Communications Department and OCRC for approval prior to printing. The up-dated material will be distributed upon request to funded criminal justice agencies, used at training seminars and made available to criminal justice reference services for further distribution.

The results of the Research study made in the area of minority employment and rejection in the selection system, conducted from June 1978 to February 1980, have been received. The findings will be utilized to provide

substantive and documented information necessary for administering needed T.A.

The following is a chronological description of project activity from April 1, 1980 to June 30, 1980.

During the month of April, recruiting materials were forwarded to:

- Pascagoula Police Department, Pascagoula, Mississippi.
- Linn County, Cedar Rapids, Iowa
- Verification was received from OCRC for T.A. at Chicago & Springfield, Illinois.

April 29, - May 3, 1980

CJAEP staff participated in the Sixth Annual National Conference of the American Association for Affirmative Action, Los Angeles, California.

CJAEP conferred with criminal justice agencies, presented materials and pamphlets regarding project and participated in panel discussions and workshops which focused on "Affirmative ACTION in the 80's, Legislation for Affirmative Action." A list of agencies in attendance

were:

<u>NAME</u>	<u>AGENCY</u>
Olander Ausborn -----	Oregon State Police
Janice Cantu-Kerr -----	City of San Jose
Gerald Casimere -----	City of Salinas
Julie M. Cogo -----	County of Santa Cruz
Hattie Carrington -----	Police Foundation
John Daniel -----	City of Tampa
Benjamin H. Groomes ----	Florida Dept. of Corrections
Fred Hobby -----	City of Louisville
Joseph Murphy -----	Department of Pers-Ky
Linda Jacot -----	City of Anaheim
Roi D. Townsey -----	Police Foundation

Gilbert Ramirez	-----	Salt Lake County Gover'nt
Carol Smith	-----	Municipality of Anchorage
Olga L. Thalley	-----	Denver Colorado
Cris Dessler	-----	Salt Lake County
Paul Sekol	-----	State of North Carolina

Technical assistance was given to the Illinois Law Enforcement Commission, Chicago, Illinois on May 19, 1980.

William Grams, Executive Director, Northeast Municipal Conference, noted that the selective process followed in several regions was found to be costly and duplication of effort. It was the policy to produce one test for use in several towns within the region and candidates would go from town to town. The majority of the candidates remained white.

The following recommendations were suggested at the seminar:

- Legal notices utilized to recruit candidates be supplemented with targeted announcements and personal visits to recruitment areas be instituted.
- Radio and T.V. time be used for recruiting
- Minority and female personnel be used to recruit in target areas.
- Consultation with and use of community facilities such as:
 - Operation Push
 - Latino (Hispanic) Areas
 - Mid-West Women Centers
 - National Women Organizations
 - NAACP
 - Veterans Centers
 - Urban League
 - High School

- Provide physical agility test preparation facilities (This recommendation has increased women's ability to perform well on agility tests dramatically)
- Suspend or eliminate the requirement for candidates to apply for job-entry applications ahead of time.
- Hold orientation sessions demonstrating police lifestyle.

Discuss:

1. Divorce situations, stress encounters. (bring spouse or other associate to session)
2. Give step-by-step explanation of what the test is all about (this will relieve some of the candidate's apprehension)
3. Inform candidate of the kinds of stress he/she will encounter.
4. Provide tutoring - i.e. 5th grade math, 10th level reading.

Some of the problems encountered by the recruiter can be overcome by application or practice. When a candidate knows what to expect, the results can be positive, i.e., (a) during day, (b) written exam.

- Train personnel

- . Personnel should be trained and utilized by and for the agency. Professionals from local colleges and universities can be used to assist in validation and oral interview criteria

- Advertising

- . This process should be streamlined to provide more data for the candidate. (1) helps candidate obtain information about pending exam(s) much sooner (2) provides larger base of recruits (3) data reaches more municipalities.

On May 21, 1980, CJAEP participated in a seminar held in Springfield, Illinois.

Director Reynolds suggested to Walter Ducey, of the Illinois Law Enforcement Commission, that the agencies from the northern area of Illinois (which used more advanced techniques) be combined with the more resistant agencies from the southern region of the state. This grouping would tend to make negative ideas easier to eliminate or neutralize.

Thirty-five (35) agencies participated in the T.A. workshop. (see attached attendance list)

Feedback from participants in the Chicago and Springfield seminars indicated the workshops provided valuable information and assistance (see attachments)

Posters and flyers for the position of Police Administrative Aid, New York City Police Department, Transit Police Department and Housing Police Department were forwarded to five Urban League affiliates and four Urban League Regional Offices.

Copies of training aids and manuals were forwarded to:

- . City of Albuquerque Police Department, Albuquerque, New Mexico

Request was received from the North Carolina Justice Academy, Greensboro, North Carolina, for CJAEP director to participate in panel discussion, "Recruitment and

Retention of Minorities in the Criminal Justice System", on June 25, 26, 1980; request confirmed. (see attachment)

On June 3 - 4, 1980, CJAEP held a training seminar for the Florida Department of Corrections, Tampa, Fl. (Attached is a copy of agency for the 2-day program)

Also discussed were:

- The reconstruction of a questionnaire for background investigation which would be relevant in successful recruitment of minorities and women.
- A revised entry application card to be distributed in areas where community applicants would have greater access, i.e. churches, barber shops, etc.
- A model for job announcements to emphasize fringe benefits, weekly salary, health and welfare benefits, promotional and educational advantages.
- The advantages of using minority community-based organizations in recruiting.
- Involvement of minority and female personnel for recruitment, counseling and follow-up activity through the selection system, training and probation.
- The use of "Interest Cards", used to track the applicant from his first contact with the recruiter to the completion of appointment. It was noted that this model card serves as a good reporting document, and supervision aid.

- The seminar was reinforced by slide/tape presentation on recruitment and retention.
- State of the Art in minority recruiting for criminal justice agencies included regional problems for Florida Department of Corrections, was discussed in full.
- The 55 participants, including personnel from the Sheriff's office, shared information in a critique exercise. (i.e. groups of five (5) analyzed and provided solutions for problems in minority recruitment). A recap of the workshop was given and questions from the floor were explored and answered.
- On June 5, Bob Hensin, Regional Director of Personnel, Department of Corrections; Joe E. Papy, Training Specialist; and CJAEP staff, recapped information re: minority recruitment. Mr. Hensin stated that he intended to implement Affirmative Action plan and would request that his Regional Committee coincide its efforts in recruiting minority and women for careers in all phases of the Tampa Department of Corrections.

The need for pilot recruitment format for Corrections was discussed, using advertising posters, etc. Both participants expressed an interest in helping develop same.

Mr. Joe Papy expressed appreciation for the technical assistance given by CJAEP. The agency requested and received further information that would assist in eliminating the

difficulty women have in breaking the traditional barriers in areas normally reserved for males in the Department of Corrections.

On June 19, 1980, CJAEP Director participated in a meeting held by OCRC/OJARS, Washington, DC.

On June 25 - 26, 1980, the North Carolina Justice Academy, Greensboro, North Carolina sponsored a conference on "Recruitment and Retention of Minorities in the Criminal Justice System." The conference directed its concern towards developing some effective programs to remedy a serious defect in their system of criminal justice.

The objectives of the conference were:

- to identify and discuss strategies and techniques to assist local and state criminal justice agencies in recruiting and retaining minorities.
- to understand and compare the moral and legal issue of EEO/Affirmative Action.
- to articulate and explain community role and support for the systems efforts.

The discussion described above consisted of three (3) panel/moderators. Moderator for the second panel regarding the retention of minorities and women, was Lee H. Reynolds, Director, CJAEP who discussed questions directed at the

panel which dealt with equal access to training and career development program; promotions of minorities commensurate with their authority and responsibility; support of administrative and organizational policy dealing with specific problems effecting full minority acceptance in the agency and what support services can the community provide to help agencies in retaining qualified minorities and women? (see attached program)

Evaluation of Seminars: (Chicago, Springfield and Tampa)

An on-site evaluation tool (see attachment) administered at the close of each training seminar, indicates that technical assistance rendered has been effective.

The evaluation measured such items as (1) overall effectiveness of seminar, (2) relevancy of materials; (3) length of sessions; (5) which items should be omitted; (6) which items should be discussed in more details on a scale ranking each item from excellent to poor. Some of the results follow in the Chicago seminar:

- 82% of the participants felt that the overall seminar was effective with 9% ranking it as mediocre.
- 77% of participants rated materials as being relevant with 13% ranking this category as being mediocre.

- 82% of participants felt that the presenter had good knowledge of his subject with 59% of this group rating the presenter's knowledge as excellent.
- 9% of the participants felt that the sessions were too long.
- There were no ratings in these categories, but comments indicated that the seminar should have been extended.

Similar on-site evaluations of the Springfield seminar tended to produce even higher results particularly in the overall evaluation of seminar - 94%.

- 94%, relevancy of subject matter
- 94%, presenter's knowledge of subject

On-site evaluations of the Tampa sessions were as follows:

- Overall effectiveness - 94% responded favorably
- Relevancy of materials - 89% responded favorably
- Presenter's knowledge of subject - an overwhelming 96% of participants gave this area a favorable rating.
- Length of sessions - 82% felt that the sessions were of desirable duration, there were few ratings.

SUMMARY:

As reported, requests for technical assistance have been honored during this planning and reorganization period.

The recruitment manual and training aids are being up-dated and editing and correcting of the slide/tape presentation is continuing. The Research and Evaluation Division of the National Urban League will begin development of an evaluation tool.

For the period July - September, 1980 (months 4-6) the project will:

- a) Field test revised and new training materials.
- b) Begin developing a new bulletin, citing new developments in selection process. Analyze traditional selection systems, high lighting "built-in" impediments to affirmative recruitment and compliance, with suggestions for revision. (The above will be carried out with the cooperation and in-put of OCRC and other grantees or contractors.)
- c) Conduct on-site surveys, training seminars, and participate in other functions as designated or approved by OCRC.
- d) Submit Quarterly Report at the end of this period

ATTACHMENTS

. Seminar Agenda, attendance sheets and evaluation forms.

. Letters of requests and appreciation.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT'S
TRAINING SEMINAR

funded by Office of Civil Rights Compliance
Office of Justice Assistance, Research
and Statistics

CHICAGO, IL. - MAY 19, 1980 ----- SPRINGFIELD, IL. - MAY 21, 1980

Sponsored by ILLINOIS LAW ENFORCEMENT COMMISSION - Walter Ducey
co-ordinator

-
- 8:30am INTRODUCTION BY: Walter Ducey
Illinois Law Enforcement Commission
- 8:45am INTRODUCTION BY: Lee H. Reynolds -NUL/Criminal
Justice Assistance and Evaluation
Project (CJAEP) of Illinois State
Official and Ms. Norma L. Harrison,
Office of Civil Rights Compliance/
Office of Justice Assistance,
Research and Statistics
- 9:30am INTRODUCTION OF CJAEP - Purpose, staff, history & TA
(L. Reynolds)
- 9:45am CONCERNS: Problems of participants
- 10:15am ----- COFFEE BREAK -----
- 10:30am ADDRESSING CONCERNS AND PROBLEMS
- 11:00am WALK THROUGH OF RECRUITMENT (TYPICAL)
a. State of the Art
b. Need for change
c. Mind set for recruiting
- 11:30am FILM-TAPE PRESENTATIONS
- 12:00noon ----- LUNCH -----
- 1:00pm FILM -- INDIANA STATE POLICE
- 1:30pm REVISING & SETTING UP RECRUITMENT
a. Consolidation/regional vs. going in alone
b. Steps and pitfalls
- 3:00pm ---- COFFEE BREAK ----
- 3:15pm DEALING WITH OTHER BUREAUS AND UNITS
- 4:00pm WRAP-UP
.....

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT'S
TRAINING SEMINAR

National Urban League, Inc.

funded by Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics

TAMPA, FL. - JUNE 3 - 4, 1980

Sponsored by FLORIDA STATE DEPARTMENT OF CORRECTIONS
Coordinator - J.E. PAPY, TRAINING SPECIALIST

.....
TUESDAY, JUNE 3rd

- 8:45am OPENING REMARKS: JOE
J.E. PAPY
FLORIDA STATE OFFICIALS
- 9:30am INTRODUCTION OF CJAEP: JIM CHEATHAM, Asst. Dir. CJAEP
- 9:45am INTROUCTION OF PARTICIPANTS:
- 10:00am PROBLEMS AND CONCERNS OF PARTICIPANTS:
(group participation)
- 10:20am ADDRESSING PROBLEMS AND CONCERNS:
LEE REYNOLDS, Dir. CJAEP
JIM CHEATHAM, Asst. Dir.
CJAEP
J.E. PAPY, Florida Dept. of
Corrections
- 11:00am STATE OF THE ART IN MINORITY RECRUITING FOR
CRIMINAL JUSTICE AGENCIES: (Special problems in
recruiting for
corrections)
- 12:00noon ----- LUNCH -----
(on your own)
- 1:15 pm STRUCTURING A RECRUITING EFFORT:
(group participation)

- 1:45pm EXCHANGE AND CRITIQUE OF EXERCISE
- 2:30pm JORDAN AMMENDMENT: SLIDE TAPE PRESENTATION
- 3:00pm SETTING UP RECRUITING FOR MINORITIES
- 4:00pm RECAP AND ANNOUNCEMENTS

WEDNESDAY, JUNE 4th

- 8:30 am MINORITY RECRUITING: SLIDE TAPE PRESENTATION
- 9:00 am TRAINING AID #1 - RESOURCES FOR RECRUITING
- 9:30am TRAINING AID #2 - UTILIZING COMMUNITY RESOURCES
- 10:15am TRAINING AID #3 - CANDIDATE PREPARATION & RETENTION
- 11:00am TRAINING AID #4 - ELIMINATORS
- 12:00noon ----- LUNCH -----
(on your own)
- 1:15pm TRAINING AID #5 -
- 2:15pm TRAINING AID #6 -
- 3:00pm RECAP, FEEDBACK AND SUMMARY
Pick up
- 4:00pm CLOSING: J.E. PAPP

C-212-644-6556 ~~XXXXXXXXXX~~
6574

Tampa, Florida June 3-4, 1980 Training Session Attendance List

PLEASE PRINT NAME	WORK SITE
FRANKLIN LAUREY	POIK C.I.
RONALD E THOMAS	POIK C.I.
Jacqueline Smith	POIK CI
Jack R. BARBER	Zephyrhills CI
Bob Balkcom	BARLOW
ROBERT W. O'CONNOR	REGIONAL OFFICE
Harold Perry	P+P Tampa
BOOKER ASBERRY	TAMPA CCC
Bill Bellan	Lakeland PRC
Hugh A. Yarbrough	Muscogee C.I.
McNamara	Avon Park C.I.
Gillic Harper	Shacklog HPCI
Linda Williams	De Soto C.I.
Wanda Thompson	Hendry CI
Maria S. Hill	Handy CI
BARBARA FERRITER	St Pete P+P
Don D...	Proctor So
Bob Harper	TAMPA
GEORGE BURNHAM	BRADENTON CCC
Jamie Wright	Bradenton CCC
Eric Albright	Tampa PRC
SALLY STEEN	St. Pete PRC
Susan M. Lombardi	Tampa Support Office
FRANCIS M OTTS TAMPA	
Linda Shambles	
Mary Robinson	Manatee Sheriff's Office
Randy Ackert	ST. PETE P+P
	Barlow CCC

PLEASE PRINT NAME AND WORK SITE

1. JOE T. BUTLER Hillsborough Corr. Institute
2. Felton Henderson P&P St Pete
3. C. D. Lyon T&P St Pete
4. R. A. BUCKNOR POLIC CONNECTIONAL INST
5. D. J. MACE Tarpon Springs CCC
6. Larry Mitchell Tarpon Springs CCC
7. RICHARD MATTHEWS ZCI
8. June Morgan Bartow Circuit office
9. Ken Stafford Lakeland CCC
10. R. D. ADAMS TAMPA. CIRCUIT P.P.
11. P. E. ELMORE HARGO CORR C
12. C. M. HASKIN TAMPA CCC
13. W. MARION ELLIS Hills. Corr. Inst.
14. J. L. RICHARDSON Avon Park
15. D. L. WILCOX Avon Park CI
16. BOB SANBURN HLCT
17. CAROL J. BUTLER ZCI
- HEROY JACOBY SARASOTA
- DAVID KING DECI
- JERRY L. REICHARDSON DECT
- JOHN BROWN DECI
- NANDY CORNECIUS P&P - St Pete
- ROBERT L. SMITH PCSO
- JOHN E. LONG Largo CCC (CCU)
- BOB HUNTER Reg Office
- HARRY K. SUGLATA Regional Office

NAME WORK-SITE

Gerald S. Mackey P&P - Riverview, FL
 Limited Sasser Desoto C.I.

Tampa, Florida

Seminar Evaluation

DIRECTIONS: Rate the following in terms of: 1 - excellent, 2 - good, 3 - fair, 4 - mediocre and 5 - poor. (Circle your response.)

- | | | | | | |
|---|-----|-----|---|---|---|
| 1. Overall seminar | (1) | 2 | 3 | 4 | 5 |
| 2. Relevancy of material presented | 1 | (2) | 3 | 4 | 5 |
| 3. Presentors knowledge of the subject matter | (1) | 2 | 3 | 4 | 5 |
| 4. Length of the seminar | 1 | (2) | 3 | 4 | 5 |

5. Which item(s) on the agenda should have been omitted? All side material presented was repetitive.

6. Which item(s) should have been discussed in more detail? More in the correction field.

7. Comments: All in all this was a good seminar.

National Criminal Justice Reference Service

ncjrs

Copyrighted portion of this document was not microfilmed because the right to reproduce was denied.

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

The following page contain material protected by the
Copyright Act of 1976 (17 U.S.C.): ACHER TO CORRECTIONAL CHIEF
The New York Times, Monday, June 2, 1980

NORTH CAROLINA JUSTICE ACADEMY
Recruitment & Retention of Minorities
in the Criminal Justice System

PROGRAM

Wednesday, June 25, 1980

9:00 a.m. - 10:30 a.m. Registration
 10:30 a.m. - 11:30 a.m. General Assembly
 Welcome. Richard Woodard
 N.C. Justice Academy
 Introduction of Keynote Speaker Perry Powell
 Director, N.C. Justice Academy
 Keynote Speaker. H.M. Michaux
 U.S. Attorney
 12:15 p.m. - 1:15 p.m. Luncheon
 Prayer Rev. Prince Graves
 St. James Baptist Church, Greensboro, N.C.
 Introduction of Luncheon Speaker Richard Woodard
 N.C. Justice Academy
 Luncheon Speaker Lee H. Reynolds
 Director, Law Enforcement
 Minority Manpower Project,
 National Urban League
 1:45 p.m. - 4:45 p.m. Panel Discussions
 Panel No. 1 Recruitment

Moderator: Major Wilbur Amaker
 High Point Police Department

Panelists:

Captain Trevor Hampton
 Greensboro Police Department

Sampson Buie
 N.C. A & T State University

Elsie Scott
 N.C. Central University

Captain Edward Allen
 Durham Police Department

Panel No. 2 Retention

Moderator: Lee H. Reynolds
 National Urban League

Panelists:

Carolyn Coleman
 N.A.A.C.P. State Field Director
 Greensboro, N.C.

Allen G. Rousseau
 Assistant Clerk of Court
 Charlotte, N.C.

Georgia Lee
 Superintendent Women's Prison
 Raleigh, N.C.

Lieutenant K.J. Johnson
 Raleigh Police Department

Panel No. 3 Equal Employment Opportunity/
 Affirmative Action

Moderator: Larry J. Edwards
 N.C. Justice Academy

Panelists:

Gwendolyn Chunn
 Chief Staff Education
 Department of Youth Services
 Raleigh, N.C.

Ben Ruffin
 Governor's Office

Attorney Yvonne Mims
 Chambers/Stein/Ferguson/Becton
 Charlotte, N.C.

Frank Bright
 N.C. State Parole and Probation

Thursday, June 26, 1980

9:30 a.m. - 11:30 a.m. Panel Reports and Discussion
 11:30 a.m. - 12:00 noon Closing Remarks

PANEL DIRECTED QUESTIONS

Retention:

1. Do minorities and females have equal access to training and career development programs?
2. Are minorities given "paper titles" when promoted without commensurate authority and responsibility?
3. Is there clear administrative and organizational support and policy to deal with specific problems affecting full minority acceptance in agency? Promotional opportunities openly announced?
4. Does the agency ensure that minorities and females have equal opportunities to participate fully in all operations and activities of the organization?
5. What, if any, support services can the community provide to help agencies in retaining qualified minorities and women?

CITY OF ALBUQUERQUE

CHIEF OF POLICE

BOB V. STOVER



POLICE DEPARTMENT

401 MARQUETTE NW
ALBUQUERQUE, NEW MEXICO 87102

May 6, 1980

MAY 15 1980

National Urban League
The Equal Opportunity Building
500 East 62nd Street
New York, New York 10021

REFERENCE: Law Enforcement Minority Manpower Project (LEMMP)

Dear Mr. Renolds:

Albuquerque Police Department is currently re-emphasizing recruiting minority applicants. According to a recent data search on grants related to minority employment in the criminal justice system, your organization has been involved in the project listed above. I would greatly appreciate your sharing with us any information available for public dissemination on your findings, final reports or related services.

Please forward the material to our Planning Unit, attention Karolyn Wayman, Supervisor.

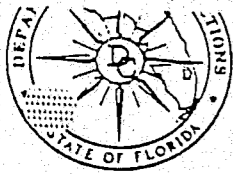
Sincerely,

E. L. Hansen

E. L. HANSEN
Chief of Police

ELH/KW: jsw

*- material
sent out
5/20/80
pc.*



REGIONAL
OFFICE

Governor
BOB GRAHAM
Secretary
LOUIE L. WAINWRIGHT

5422 Bay Center Drive, Suite 101 • Tampa, Florida 33609 • Telephone: 813/272-3860

May 16, 1980

MAY 20 1980

Mr. Lee Reynolds
Criminal Justice Assistance & Evaluation Project
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

This letter will confirm our previous telephone conversations for the Minority Recruitment Training Program to be held in Tampa June 3 and 4, 1980.

As previously mentioned, this program will be from 9:00 AM until 5:00 PM, with the Department of Corrections having 40 to 50 staff in attendance.

The program will be held at the Ybor Campus of Hillsborough Community College. We will be located in the Ybor Room - North at the College.

This Campus of the College is located southwest of the 22nd Street exit on Interstate 4.

Prior to the date and time of the program, I will give you more specific details on how to reach the program site.

If you have any questions whatsoever, please do not hesitate to contact me.

Sincerely,

J. E. Papy
Training Specialist

JEP/dt

cc: Milledge Murphey, Ph.D., Chief, Bureau of Staff Development
Robert J. Hinson, Regional Personnel Officer
Gary Roberts, Training Specialist
Bob O'Connor, Training Specialist

FLORIDA DEPARTMENT of CORRECTIONS

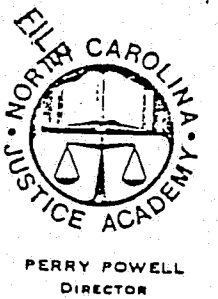
24



RUFUS L. EDMISTEN
ATTORNEY GENERAL

State of North Carolina
Department of Justice

North Carolina Justice Academy



P. O. DRAWER 99
SALEMBOURG
28385

MAY 27 1980

May 20, 1980

Mr. Lee H. Reynolds, Director
Criminal Justice Assistance and Evaluation Project
National Urban League
500 East 62nd Street
New York, NY 10021

Dear Lee:

This is to confirm our request for you to appear as our luncheon speaker at a conference on "Recruitment and Retention of Minorities in the Criminal Justice System." The conference will be held on June 25 and 26, 1980, at the Ramada Inn, Route I-85, Greensboro, North Carolina. We would like for you to discuss the LEMPP Project as your luncheon address. We would also like for you to participate on a panel discussion on "Minority Recruitment--An Impact on the System."

We hope to use the conference to assist local and state criminal justice agencies in recruiting and retaining minorities. We are inviting sheriffs, chiefs of police, police executives, students, community persons, and criminal justice professionals to discuss the problems and possible solutions.

We feel that the conference will benefit from your expertise and valuable experience gained through development of the LEMPP Project. We are expecting approximately 100-150 participants.

Thanks for any consideration given this request.

Sincerely,

Richard Woodard
Larry Edwards
Coordinators

jek



ILLINOIS LAW ENFORCEMENT COMMISSION

120 SOUTH RIVERSIDE PLAZA
CHICAGO, ILLINOIS 60606
312/454-1560

May 23, 1980

Mr. Lee Reynolds, Director
Criminal Justice Assistance and
Evaluation Project
National Urban League
500 E. 52nd Street
New York, N.Y. 10021

MAY 28 1980

Re: NUL Illinois Workshop, 5/19
& 5/21/80

Dear Mr. Reynolds:

As you know, I attended both of the above workshops held in Chicago and in Springfield. I am writing this letter to share with you my reactions and impressions in the hope that they may be of interest and use to you.

Many of the participants stated to me that the workshop gave them many new ideas which sounded practical and which they would try, with respect to recruiting and testing minority and women applicants. Many also stated that the workshop should have been two-days long instead of one. Before the workshop however, many had told me that they could give no more than one-day to this workshop. Thus, your presentation changed their minds in many cases. If we can put on a conference next year I am confident that most people would come for two-days.

In addition, the workshops were a real moral booster for Nick Dragash, Lynne Collins, and myself because we could see the Chiefs, Sheriffs, and EEO Officers, getting a message from you which was richer but the same in principle to what we have been giving them. Thus, the workshops constituted a positive back-up for us from which, like a good investment, we should be able to draw returns for some time in our relations with the grantees.

In the event that we are able to schedule a two-day conference next year, I recommend that a representative from LEAA be included on the program at the beginning, to give the legal groundwork for the session by describing and explaining LEAA's requirements with respect to recruiting and selection methods. This would give added authority and clarification to the whole conference.

In conclusion, for my part, I can only say that I truly enjoyed the conference, gained much from it, and hope that we can work together again.

Sincerely yours,

Walter J. Ducey
Walter J. Ducey
Civil Rights Compliance Officer

JUN 4 1980

JUN 9 1980

JUN 9 1980

file

Mr. Walter J. Ducey
Civil Rights Compliance Officer
Illinois Law Enforcement Commission
120 South Riverside Plaza
Chicago, Illinois 60606

Dear Mr. Ducey:

I wish to relate to you my personal satisfaction with the manner in which the two training seminars on recruitment and retention techniques, conducted in Chicago and Springfield, Illinois by our grantee, were presented. Both seminars were informative and instructional, and I got the sense that overall the participants were more than pleased with the grantee's "how-to" delivery methodology.

The "handicap" regulations which I mentioned to you have not been promulgated as yet. Once they have been published, we will forward copies to you.

You are to be commended for your continuing efforts to maintain a civil rights compliance program worthy of merit.

Sincerely,

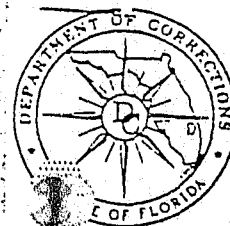
Norma L. Harrison
Civil Rights Compliance Specialist
Office of Civil Rights Compliance

cc: Lee Reynolds, Director
Criminal Justice Assistance and
Evaluation Project

PANEL DIRECTED QUESTIONS

Equal Employment Opportunity/Affirmative Action:

1. Should emphasis be placed on moral issues or legal issues?
2. Are recruitment, hiring, training, transfer, promotion, discipline and termination policies in all job classifications done without regard to the traditional disadvantages of race, color, religion, sex, age, handicap or national origin?
3. Does an agency fully utilize the talents of qualified, and qualifiable minorities, women, handicapped, and older workers throughout the full range of job opportunities?
4. Does the agency reach out and aggressively seek minorities, women, and other protected classes so they may compete for job openings and/or promotional opportunities?
5. Does the agency ensure the equality in its service delivery system?
6. How can the community monitor agency's progress and/or compliance with the moral or legal issues expressed and implied?



REGIONAL
OFFICE

Governor
BOB GRAHAM
Secretary
LOUIE L. WAINWRIGHT

5422 Bay Center Drive, Suite 101 • Tampa, Florida 33609 • Telephone: 813/272-3860

June 5, 1980

JUN 9 1980

Ms. Winnifred Dutton, Attorney Advisor
Office of Civil Rights Compliance
U. S. Department of Justice
633 Indiana
Washington, D.C. 20531

Dear Ms. Dutton:

I again wanted to take this opportunity to thank you for the very important part you played in our recent training seminar.

The program presented by Messieurs Reynolds and Cheatham was not only well organized and presented, but, also extremely well received.

We at the Department of Corrections feel that this program has given us the necessary information, tools, and answers, where which further civil rights compliance can be achieved.

Sincerely,

J. E. Papy
Training Specialist

JEP/dt

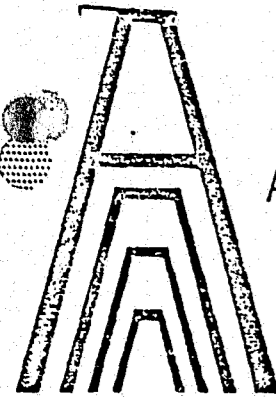
cc: Lee Reynolds
Jim Cheatham

RECRUITMENT & RETENTION OF MINORITIES

Greensboro, NC
June 25-26, 1980
(12 Hours)

1. ALLEN, Edward A.
Durham Police Department
P.O. Box 465
Durham, N.C. 27702
2. AMAKER, Wilbur T.
High Point Police Dept.
207 S. Hamilton Street
High Point, N.C. 27260
3. BARRETT, Jackie D.
Kings Mountain Police Dept.
P.O. Box 7
Kings Mountain, N.C. 28086
4. BISHOP, Brenda J.
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
5. BREWINGTON, Carol L.
P.O. Box 1142
Clinton, N.C. 28328
- BRIGHT, Frank
Dept. of Corrections
2104 Otis
Durham, N.C. 27707
7. BROWN, William I.
U.S. Justice
219 So. Dearborn
Chicago, Illinois 60404
- BUIE, Sampson, Jr.
Box 12-25
A & T University
Greensboro, N.C.
- CHILLERS, James Ellis
U.S. Army
4515 Day Ct.
Fayetteville, N.C. 28304
- CHUNN, Gwen
1707 Southgate Drive
Raleigh, N.C. 27610
- COLEMAN, Carolyn Q.
NAACP
1512 E. Market
Greensboro, N.C. 27401
12. COOLEY, Joshua
1512 Argonne Blvd.
Winston-Salem, N.C.
13. DOUGLAS, Curtis E.
P.O. Box 19004
Greensboro, N.C. 27410
14. DAWSON, Levi Arthur
Wake Co. Sheriff's Dept.
P.O. Box 646
Raleigh, N.C. 27602
15. DICKERSON, A. Vernell
4202 Hampshire Drive
Greensboro, N.C. 27405
16. ESTEBAN, Albert Michael
Fayetteville Police Dept.
131 Dick Street
Fayetteville, N.C. 28301
17. FARRISH, Rese Ervin
Ft. Bragg District
USACIDC
Ft. Bragg, N.C. 28307
18. FIELDS, Louis Stephen
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
19. FISH, James David
Shelby Police Dept.
P.O. Box 207
Shelby, N.C. 28150
20. GODWIN, Betty Lou
Fayetteville Police Dept.
P.O. Box 966
Fayetteville, N.C. 28301
21. GORE, Shirley S.
N.C. Dept. of Corrections
128-D Charleston Court
Winston-Salem, N.C. 27103
22. GRAVES, Prince Edward
St. James Baptist Church
1015 Duke Street
Greensboro, N.C. 27406

23. GREGORY, William
Burlington Police Dept.
P.O. Box 1358
Burlington, N.C. 27215
- HAMPTON, Trevor A.
Greensboro Police Department
P.O. Drawer W-2
Greensboro, N.C. 27402
25. HARDISON, James L.
108 Cabin Drive
Kinston, N.C. 28501
26. HARRINGTON, Ray William
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
27. HILLARD, Pressley B.
Statesville Police Dept.
330 S. Tradd Street
P.O. Box 506
Statesville, N.C. 28677
28. HINTON, Douglas Valton
Raleigh Police Department
P.O. Box 390
Raleigh, N.C. 27602
29. JACKSON, Walter A.
608 Elmira Avenue
Durham, N.C. 27707
30. JOHNSON, James C.
2114 Edmond Drive
Greensboro, N.C. 27401
31. JOHNSON, Kenneth John
Raleigh Police Dept.
P.O. Box 590
Raleigh, N.C. 27602
32. KENDALL, Willie F.
1412 Alamance Church Road
Greensboro, N.C. 27406
33. KNIGHT, John A.
2127 Allison Court
Burlington, N.C. 27215
34. LEA, Georgia H.
1413 Laughridge
Cary, N.C. 27511
35. McCOY, Michael Vincent
Winston-Salem Police Dept.
P.O. Box 3114
Winston-Salem, N.C. 27102
- 2912 Debra Drive
Raleigh, N.C. 27607
37. PATTERSON, John W.
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
38. PINDER, Shirley
28110 Yanceyville Street
Greensboro, N.C. 27405
39. RIVERA, Cesar Augusto
1D Honeycutt Road
Ft. Bragg, N.C. 28307
40. ROSE, Johnny Ray
Rt. 3, Box 147-D
Greenville, N.C. 27834
41. RUFFIN, Ben S.
116 W. Jones
Raleigh, N.C. 27704
42. SCALES, Marshall F.
1404 Larchmont Drive
Greensboro, N.C. 27405
43. SCOTT, Frank P.
Box 332
Oxford, N.C.
44. SIMONS, Barbara Bullock
4104 Farmbrooke Drive
Greensboro, N.C. 27407
45. SISK, Thomas E.
Ft. Bragg District
USACIDC
Ft. Bragg, N.C. 28307
46. SMITH, Charles H.
4211 Farlow Drive
Greensboro, N.C. 27406
47. SPARROW, Vincent
HHC 35th Signal Brigade
Ft. Bragg, N.C. 28307
48. STARLING, Haywood R.
State Bureau of Investigation
P.O. Box 29500
Raleigh, N.C. 27626
49. TAYLOR, Reginald Stanton
3319 Duke Homestead Road
Durham, N.C. 27704



American Association for Affirmative Action

April 2, 1980

EXECUTIVE COMMITTEE

Freddie Lang Grooms, President
Florida State University
Suite 301B, Westcott Building
Tallahassee, FL 32306
(904) 644-5283

Carl Cannon, 1st Vice President
Washington Metropolitan Area
Transit Authority
Washington, DC 20001

Sheila Nickson, 2nd Vice President
State University at Buffalo
Buffalo, NY 14222

Diane R. Brown, Secretary
IUAR Howard University
Washington, DC 20008

Delia Martinez, Treasurer
3360 Rosa Linda
Reno, Nevada 89503

REGIONAL DIRECTORS

James P. Bonds, Region I
Central Community Colleges
Hartford, CT 06105

Joseph P. Littlejohn, Region II
Fairleigh Dickinson University
Rutherford, NJ 07070

Tyree P. Felder II, Region III
Virginia Commonwealth University
Richmond, VA 23298

William W. Grant, Region IV
Beauford County Council
Beauford, SC 29902

Robert W. Ethridge, Region V
Western Michigan University
Kalamazoo, MI 49008

Charles M. Hodge, Region VI
University of Central Arkansas
Conway, AK 72032

Richard Reynolds, Region VII
St. Louis Community College
St. Louis, MO 63110

Patricia A. Sine, Region VIII
University of Utah
Salt Lake City, UT 84112

Rosamaria Gomez, Region IX
University of California, Santa Cruz
Santa Cruz, CA 95064

Pearl Spears-Gray, Region X
Oregon State University
Corvallis, OR 97330

BOARD MEMBERS AT LARGE

Patricia K. Brandt
Hawaii State Capitol, Room 443
Honolulu, HI 96813

Bryant
Massachusetts Department of Mental Health
No. Washington Street
Boston, MA 02114

J. Starkloff
Starkloff & Associates, Inc.
555 Laclede Street
St. Louis, MO 63106

EX OFFICIO

Betty Newcomb
Ball State University
Muncie, IN 47306

FILE

PRESIDENTIAL COMMISSION
on Affirmative Action Promotions
NATIONAL HONORARY CHAIRPERSON
John L. Johnson
President-Publisher, Johnson's Publications, Inc.
NATIONAL COORDINATORS
James Hammond
Corporate Compliance Officer
Jim Walter Corporation
Mary L. Lapper
Professor, Maxwell School of
Citizenship and Public Affairs
Syracuse University

APR 8 1980

Mr. Lee Reynolds
National Urban League
500 East 62nd Street
New York, NY 10021

Dear Mr. Reynolds:

This letter comes to invite your participation at the forthcoming National Conference of the American Association for Affirmative Action April 30-May 3 at the Los Angeles Bonaventure Hotel.

I am enclosing for your use a brochure of the Association.

Please note that the fees for the conference are as follows:

Registration \$135.00
Hotel Accommodations 42.00
(Single)

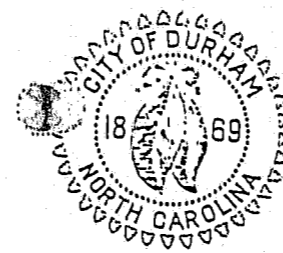
We look forward to your participation and support.

Sincerely,

Freddie L. Grooms
President

FLG:mc

Enclosure



CITY OF DURHAM
NORTH CAROLINA

April 16, 1980

DIRECTOR OF PUBLIC SAFETY

APR 21 1980

Mr. Lee Reynolds, Director
Law Enforcement Minority Persons Project
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

In accordance with our telephone conversation this morning, please send us recruiting training material for use in our Department. We intent to review this literature to obtain ideas for organizing a recruiting effort to attract larger numbers of qualified applicants from minority groups and females for our Public Safety Academy.

Thank you and my best wishes.

Sincerely,

Allen F. Cordts
Administrative Assistant

AFC/jc

Materials
sent out
5/22/80
bc

THE URBAN LEAGUE OF ST. LOUIS

3701 Grandel Square

St. Louis, Mo. 63108

(314) 371-0040



Wm. E. Douthit
Executive Director

May 6, 1980

MAY 8 1980

MAY 1980

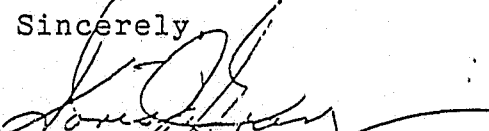
Mr. Lee H. Reynolds, Director
Criminal Justice Assistance
and Evaluation Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

We plan to share your training manual, The Who, What, When, Where, Why & How of Minority Recruiting for Criminal Justice Careers, with key officials of the St. Louis Police Department, and would greatly appreciate receiving 10 additional copies of the manual from you as soon as possible.

Many thanks for your kind cooperation.

Sincerely,


Doris J. Gray
Administrative Assistant

DJG

*Material sent 5/9/80
DJG*

APPENDIX C

NATIONAL URBAN LEAGUE, INC.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

JULY 1, 1980 - SEPTEMBER 30, 1980

United Way
of Greater St. Louis

BOARD OF DIRECTORS

Bishop William Scarlett
In Memoriam Perpetuum

Reverend Richard L. Fisher
President

Ollie Schweizer
1st Vice-President

Dr. Fredda Witherspoon
2nd Vice-President

Mrs. Herbert C. Wiegand
Secretary

William S. McEwen
Treasurer

Mack Aldrich
Henry H. Brown
Eugene H. Buder
Mrs. Artis N. Burrow
The Hon. Clyde S. Cahill
Robert Clements
Deutsch
s. Rosetta Ellis
Reverend Willie J. Ellis, Jr.
Reverend Richard L. Fisher
Alfred Fleishman
Alfred J. Ford
Dr. Hulda Grabman
Ralph Hansen
Cleotha Harper
Charles R. Harris
Ms. Sandra Hutchinson
Franklin A. Jacobs
Oscar Johnson
Ms. Maria-Teresa Long
Richard Mantia
Ronald Meriweather
Dr. Eugene N. Mitchell
Dr. Nathaniel Murdock
William S. McEwen
The Hon. Theodore McMillian
Dr. Lawrence E. Nicholson
Howard C. Ohlendorf
L. H. Paxton
William W. Saunders
Ollie Schweizer
Mrs. Jane S. Shapleigh
Monsignor John A. Shocklee
Mrs. Sidney E. Smith
Wayman Smith III
Charles H. Staples
Richard E. Strassner
Father William James Walker
ell F. Waters
errick N. Weathers
Samuel Wheeler
s. Herbert C. Wiegand
Charles S. Wilson, Jr.
Dr. Fredda Witherspoon
Ms. Gloria Witherspoon
David E. Wuenschler

Affiliated with
National Urban League

Equalizing Life Chances for All People

QUARTERLY REPORT

July 1, 1980 ----- September 30, 1980

Grant Name CRIMINAL JUSTICE ASSISTANCE Date OCTOBER 10, 1980

AND EVALUATION PROJECT Grant Number 78-TA-AX-0034-S-1

Grantee NATIONAL URBAN LEAGUE, INC. Subgrantee N/A

Grant Monitor NORMA L. HARRISON, OFFICE OF CIVIL RIGHTS COMPLIANCE SPECIALIST

Progress Summary:

In accordance with the proposed timetable, the three month period from July 1, through September 30, 1980 saw the Criminal Justice Assistance and Evaluation Project (CJAEP) move towards implementation of its goals in the areas of:

- Revision and testing of training materials.
- Preparation of new bulletin incorporating new developments in the selection process.
- Searching out "built-in" impediments to affirmative recruitment and compliance with suggestions for revision and improvements in the traditional selection systems, in cooperation with OCRC.
- Conducting on-site surveys, training seminars and participating in approved OCRC assignments.
- Updating of recruitment manual, training aids and editing the slide/tape presentations.
- Development of an evaluation tool by the Research and Evaluation Division of the NUL.
- Requests for technical assistance have been honored during this period.

In general, the project is "on-schedule" in its implementation of planned activities. Some difficulty has been experienced in editing and correcting the slide/tape presentation because of the difficulty in contracting a professional photographer to make the necessary changes in titles. The project is currently interviewing photographers in an effort to acquire the service of a professional who can adequately handle this task.

The descriptive brochure on CJAEP capabilities is in the process of finalization. Staff is conferring with OCRC in incorporate its comments and suggestions, along with the recommendations of the NUL's Communications Department. A meeting with government project monitor has been scheduled for this purpose.

Work continues on the development of an evaluation tool. Staff has conferred with members of the Research and Evaluation Division of the NUL, who are proceeding expeditiously in an effort to provide the project with this instrument.

The above activities are in the process of being completed and are not affecting the project's goals.

CJAEP has developed a new "Technical Assistance Evaluation Form" to measure the impact of its workshops and seminars. The effectiveness of this form is dependent upon the participants response and integrity to return the form. Therefore, feedback may not be immediate and may be delayed as much as six months to a year. A copy of this form is attached.

During the three month period, two (2) compliance reviews have been performed by staff. However, technical assistance requests have been honored, training aids and materials have been promptly forwarded and the project has seen an increase in requests for training material.

CJAEP continues to study, monitor and analyse the effectiveness of the current Technical Assistance Evaluation Forms which are part of the on-site request forms issued to participants at TA workshops.

CJAEP received a Technical Assistance Request Form from Pinellas County Sheriff's Department, Largo, Florida, for Recruiting and Selection System Information. This new form was distributed to a select group of personnel at the seminar sponsored by the Florida State Department of Corrections, Tampa, Florida on 6/4-5/80; materials were forwarded to requesting agency 7/30/80. (see attachments)

A second request was received from the agency for information re: EEOP, AA Plan and Law Information. The request was forwarded to OCRC/OJARS for referral and approval. (see attachments)

The Research Report, conducted in the area of minority employment and rejection in the selection system, "Factors in the Retention of Minority and Majority Police Officer", from June, 1978 to February, 1980, has been finalized. The findings will be utilized to provide substantive and documented information necessary for administering needed technical assistance.

The following is a chronological description of CJAEP's activity for July 1, 1980 through September 30, 1980:

July 7, 1980

Request from the National Chairman, National Black Police Association (N.B.P.A.) for TA/workshop at conference held in New York City, September 25, through September 30, 1980. The request also included the participation of specialists, Edward Griggs, University Research Corporation (URC), and Lee H. Reynolds, Director, CJAEP, in a presentation/Moderator "Tools for Civil Rights Compliance". Request confirmed by OCRC Director, Wilbur Brantley on 7/10/80. (see attachment)

Letter of acknowledgement from Regional Director, Chicago, Il. (see attachment)

Request for staff meeting at URC/OJARS on 7/17/80, Washington, DC.

July 14, 1980

Letter of acknowledgment, Honorable Robert Garcia, U.S. House of Representatives on continued grant support. (see attachment)

July 15, 1980

CJAEP Quarterly Report submitted to OCRC April 1, 1980 through June 30, 1980.

Received acknowledgment, N.C. Justice Academy, Greensboro, N.C. (see attachment)

July 17, 1980

OCRC/OJARS briefing meeting attended by CJAEP staff, who presented highlights of project deliverables, staff resources and explored potential linkages to other OCRC contractors.

July 21, 1980

Request for materials, UL of Norfolk, VA. (forwarded 7/22/80 see attachment)

July 21-25, 1980

CJAEP, University Research Corporation and URC/OJARS team conducted compliance review at the Shawnee County Sheriffs Department, Topeka, Kansas. Final Report by CJAEP investigators was submitted August, 1980.

July 22, 1980

Recruitment and training materials requested and forwarded to the Urban League of Tidewater, VA. This UL affiliate requested additional information in their effort to prepare a proposal re: Funding a Criminal Justice System in Recruiting Minority/Women, for their police and fire departments.

July 23, 1980

Recruitment materials forwarded to Greensboro Police Department - Greensboro, N.C.

August 3-6, 1980

National Urban League Annual Conference. (see attachment)

August 4, 1980

Request CJAEP director meet with and present program with Hillside Committee and Police Department on 9/13/80, from the Urban League of Union County, Elizabeth, N.J.

Received from OCRC project monitor copy of a July, 1980 edition IPMA News, which summarized two important recent court decisions.

- a) Title VII provides attorney's fee for Federal and State proceedings.
- b) Job applicant selection advice must indicate job performance. (attachment)

August 13, 1980

Project Director participated in a meeting with Union County Urban League, Elizabeth, N.J. Mr. Reynolds presented "Capabilities of Technical Assistance Delivery Systems" to local Police Department and community representatives - 15 persons attended (see attachment)

Report on compliance review, Shawnee County Sheriff's Department, Topeka, Kansas. (report forwarded to Bert Keys, OCRC)

Request received from the State of Florida, Department of Law Enforcement for a "How to do it" manual, prepared by the Youth Career Development Project/NUL; report forwarded 8/4/80.

August 14, 1980

Received request from City of OPA-Locka Police Department, Miami, Florida for CJAEP's Research Report; forwarded 8/4/80. (see attachment)

August 15, 1980

Director attended N.O.V.A workshop, Alexandria, Va.

August 20, 1980

Received request from UL of Tidewater, Va. (materials forwarded 8/20, see attachment)

August 24, 1980

Received TA Information Request Form from City of Rock Island, Il. requesting Recruitment and Selection System Information; information forwarded 8/24 (see attachment)

Received request from Nashville UL for project director to participate in joint Police/Community Relations Workshop. Request authorized for 9/5-6/80. (see attachments)

Request submitted through NUL/SRO for CJAEP to audit Little Rock Anti-crime Program, Little Rock, Arkansas, 9/15-18/80. (see attachments)

September 3, 1980

Received request/forwarded one copy of research report to Florida International University, North Miami, Fl. (see attachments)

September 5-6, 1980

CJAEP director participated in Nashville UL Workshop. (see attachment)

September 9, 1980

Request from Leonzo Miller, Deerfield Beach, Florida; forwarded 1 copy of LEMPP Proposal. (see attachment)

September 15-18, 1980

CJAEP staff participated in UL of Greater Little Rock audit/assessment re: their crime prevention program.

Nashville Urban League, the Police/Community relations and the Nashville Conference Planning Committee, extended their appreciation to CJAEP director for his presentation, "Methods and Techniques of Minority Recruitment, Retention and Promotion." (see attachment)

September 22-24, 1980

CJAEP director participated in hearing re: South Dakota State Penitentiary, Sioux Falls, South Dakota.

Assistant Regional Director, Southern Regional Office, expressed appreciation for the value/contribution performed by CJAEP staff re: audit/assessment-Little Rock Crime Prevention. (see attachments)

September 26, 1980

Received request/forwarded 1 set of training materials to Pima County Sheriff's Department, Tuscon, AZ (see attachments)

September 30, 1980

Received request/forwarded 1 set of training materials to Department of Public Safety, Newark, NJ. (see attachments)

Received request/forwarded 1 set of training materials to Olivet Nazarene College, Director of Security. (see attachments)

Summary:

For the period October - December, 1980, the project will:

- a) Measure the project's impact on problems addressed in recruitment, retention and promotion. CJAEP will field test its new Technical Assistance Evaluation Form at seminars, workshops and conferences.
- b) Contract and schedule photographer to make changes in slide/tape presentation.
- c) Continue to respond to communications and requests for technical assistance.
- d) Conduct on-site surveys, training seminars and participate in other functions designated and approved by OCRC.
- e) Analyze traditional selection systems, high lighting "built-in" impediments to affirmative recruitment and compliance and recommend suggestions for revision. These functions will be carried out with the cooperation and in-put of OCRC and other grantees/contractors.
- f) Explore the feasibility of identifying informative communications (news letters), identify the particular factors which are significant and incorporated into URC bulletins.
- g) Field test revised and new training materials.

- h) Continue to focus on project capabilities
 - Firearms discharge policy
 - Civil Compliant Process
- i) Submit - Monthly Reports
 - Quarterly Report

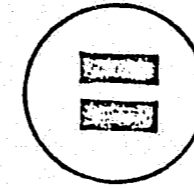
URBAN LEAGUE OF UNION COUNTY, INC.

Building For Equal Opportunity
272 N. BROAD STREET, ELIZABETH, N. J. 07208

(201) 351-7200

July 11, 1980

JUL 14 1980
JUL 15 1980
JUL 15 1980



ULYSSES TAYLOR
CHAIRMAN
ELLA S. TEAL
PRESIDENT

Lee H. Reynolds, Director
Minority Recruitment for
Criminal Justice Career
National Urban League, Inc.
500 East 62nd Street
New York, N.Y. 10021

Dear Mr. Reynolds:

I am writing you regarding our March 28, 1980 correspondence regarding information and department package on minority recruitment program for police departments. I would just like to bring you up-to-date on whats happening thus far with the proposed program for the Hillside Police Department.

We have had a preliminary meeting with members of the Hillside community. I anticipate having in the very near future a meeting with the subcommittee to go over this program and material. I would like to know if you would be available to make a full presentation to the Committee the chief members of the police department and the township community.

I am not able to give you a date at present. It would probably be more beneficial if you could give me a tentative itinerary, thus I would be more able to accurately pinpoint a date.

Anxiously awaiting your reply.

Sincerely,

W. Milton Kent
W. Milton Kent
Director of Housing &
Community Development

WMK/rb

p.s. Please send me 20 copies of the Minority Recruiting for Criminal Justice Careers

An affiliate of
NATIONAL URBAN LEAGUE
500 East 62nd Street
New York, New York 10021

Member Agency of the
UNITED WAY OF EASTERN
UNION COUNTY
UNITED WAY OF RAHWAY

CONTRIBUTIONS DEDUCTIBLE
FOR INCOME TAX PURPOSES

ROBERT GARCIA
21ST DISTRICT, SOUTH BRONX, NEW YORK

WASHINGTON OFFICE
ROOM 1711
LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, D.C. 20515
(202) 225-4361

DISTRICT OFFICE
840 GRAND CONCORSE
BRONX, NEW YORK 10451
(212) 860-6200

541 EAST 138TH STREET
BRONX, NEW YORK 10454
(212) 292-4014

Congress of the United States
House of Representatives

Washington, D.C. 20515

COMMITTEES:
BANKING, FINANCE AND
URBAN AFFAIRS

SUBCOMMITTEES:
HOUSING AND COMMUNITY
DEVELOPMENT
ECONOMIC STABILIZATION
THE CITY

POST OFFICE AND CIVIL SERVICE

SUBCOMMITTEES:
CHAIRMAN, CENSUS AND POPULATION
HUMAN RESOURCES

July 8, 1980

Mr. Lee Reynolds
National Urban League
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

I would like to personally commend you and your organization for the recent LEAA Award you were granted to supplement and continue your Criminal Justice Assistance and Evaluation Project.

Please feel free to contact my office if we can be of service while you are preparing your project. I would also like to receive a copy of the results of your study after they have been completed and approved.

Once again, congratulations.

Sincerely,

Robert Garcia
Member of Congress

RG:pjp

*Send copy of Rescript +
nic n/c. Include manual (1)*

State of North Carolina
Department of Justice

North Carolina Justice Academy

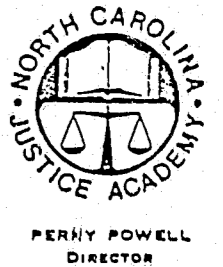
FILE



RUFUS L. EDMISTEN
ATTORNEY GENERAL

P. O. DRAWER 99
SALEMBURG
28385

JUL 15 1980



July 11, 1980

Mr. Lee Reynolds, Director
Criminal Justice Assistance and
Evaluation Project
National Urban League
500 East 62nd Street
New York, NY 10021

Dear Lee:

Larry and myself would like to extend our personal thanks for the tremendous job you did in our "Recruitment and Retention of Minorities in the Criminal Justice System" conference on June 25-26, 1980, in Greensboro, North Carolina.

The conference was a great success due, in no small part to your exciting and informative presentation as our luncheon speaker and panel moderator. You will be happy to know that we have received numerous accolades and "well done" for our effort in getting you to participate.

Once again, thank you for your participation. We would like to work with you on future projects and in continuing efforts to deal with this and other related topics.

Sincerely,

Richard Woodard
Conference Coordinator

Larry Edwards
Conference Coordinator

jek

Enclosure

RECRUITMENT & RETENTION OF MINORITIES
Greensboro, NC
June 25-26, 1980
(12 Hours)

1. ALLEN, Edward A.
Durham Police Department
P.O. Box 465
Durham, N.C. 27702
2. AMAKER, Wilbur T.
High Point Police Dept.
207 S. Hamilton Street
High Point, N.C. 27260
3. BARRETT, Jackie D.
Kings Mountain Police Dept.
P.O. Box 7
Kings Mountain, N.C. 28086
4. BISHOP, Brenda J.
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
5. BREWINGTON, Carol L.
P.O. Box 1142
Clinton, N.C. 28328
6. BRIGHT, Frank
Dept. of Corrections
2104 Otis
Durham, N.C. 27707
7. BROWN, William I.
U.S. Justice
219 So. Dearborn
Chicago, Illinois 60404
8. BUIE, Sampson, Jr.
Box 12-25
A & T University
Greensboro, N.C.
9. CHILLERS, James Ellis
U.S. Army
4515 Day Ct.
Fayetteville, N.C. 28304
10. CHUNN, Gwen
1707 Southgate Drive
Raleigh, N.C. 27610
- COLEMAN, Carolyn Q.
NAACP
1512 E. Market
Greensboro, N.C. 27401
12. COOLEY, Joshua
1512 Argonne Blvd.
Winston-Salem, N.C.
13. DOUGLAS, Curtis E.
P.O. Box 19004
Greensboro, N.C. 27410
14. DAWSON, Levi Arthur
Wake Co. Sheriff's Dept.
P.O. Box 646
Raleigh, N.C. 27602
15. DICKERSON, A. Vernell
4202 Hampshire Drive
Greensboro, N.C. 27405
16. ESTEBAN, Albert Michael
Fayetteville Police Dept.
131 Dick Street
Fayetteville, N.C. 28301
17. FARRISH, Rese Ervin
Ft. Bragg District
USACIDC
Ft. Bragg, N.C. 28307
18. FIELDS, Louis Stephen
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
19. FISH, James David
Shelby Police Dept.
P.O. Box 207
Shelby, N.C. 28150
20. GODWIN, Betty Lou
Fayetteville Police Dept.
P.O. Box 966
Fayetteville, N.C. 28301
21. GORE, Shirley S.
N.C. Dept. of Corrections
128-D Charleston Court
Winston-Salem, N.C. 27103
22. GRAVES, Prince Edward
St. James Baptist Church
1015 Duke Street
Greensboro, N.C. 27406

23. GREGORY, William B.
Burlington Police Dept.
P.O. Box 1358
Burlington, N.C. 27215
24. HAMPTON, Trevor A.
Greensboro Police Department
P.O. Drawer W-2
Greensboro, N.C. 27402
25. HARDISON, James L.
108 Cabin Drive
Kinston, N.C. 28501
26. HARRINGTON, Ray William
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
27. HILLARD, Pressley B.
Statesville Police Dept.
330 S. Tradd Street
P.O. Box 506
Statesville, N.C. 28677
28. HINTON, Douglas Valton
Raleigh Police Department
P.O. Box 590
Raleigh, N.C. 27602
29. JACKSON, Walter A.
608 Elmira Avenue
Durham, N.C. 27707
30. JOHNSON, James C.
2114 Edmond Drive
Greensboro, N.C. 27401
31. JOHNSON, Kenneth John
Raleigh Police Dept.
P.O. Box 590
Raleigh, N.C. 27602
32. KENDALL, Willie F.
1412 Alamance Church Road
Greensboro, N.C. 27406
33. KNIGHT, John A.
2127 Allison Court
Burlington, N.C. 27215
34. LEA, Georgia H.
1413 Laughridge
Cary, N.C. 27511
35. McCOY, Michael Vincent
Winston-Salem Police Dept.
P.O. Box 3114
Winston-Salem, N.C. 27102
36. MONROE, Thealeta D.
2912 Debra Drive
Raleigh, N.C. 27607
37. PATTERSON, John W.
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
38. PINDER, Shirley
28110 Yanceyville Street
Greensboro, N.C. 27405
39. RIVERA, Cesar Augusto
1D Honeycutt Road
Ft. Bragg, N.C. 28307
40. ROSE, Johnny Ray
Rt. 3, Box 147-D
Greenville, N.C. 27834
41. RUFFIN, Ben S.
116 W. Jones
Raleigh, N.C. 27704
42. SCALES, Marshall F.
1404 Larchmont Drive
Greensboro, N.C. 27405
43. SCOTT, Frank P.
Box 332
Oxford, N.C.
44. SIMONS, Barbara Bullock
4104 Farmbrooke Drive
Greensboro, N.C. 27407
45. SISK, Thomas E.
Ft. Bragg District
USACIDC
Ft. Bragg, N.C. 28307
46. SMITH, Charles H.
4211 Farlow Drive
Greensboro, N.C. 27406
47. SPARROW, Vincent
HHC 35th Signal Brigade
Ft. Bragg, N.C. 28307
48. STARLING, Haywood R.
State Bureau of Investigation
P.O. Box 29500
Raleigh, N.C. 27626
49. TAYLOR, Reginald Stanton
3319 Duke Homestead Road
Durham, N.C. 27704

50. WELCH, Jerry H.
Madison Police Dept.
120 N. Market Street
Madison, N.C. 27025
51. WILLIAMS, Donald
P.O. Box 8926
Greensboro, N.C. 27410
52. WOOD, Daniel E.
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402

Urban League of Tidewater, Virginia

SUITE 515 • GRANBY MALL BUILDING
201 GRANBY STREET
NORFOLK, VIRGINIA 23510

TELEPHONE 527-0864

JUL 21 1980

July 11, 1980

Mr. James Cheatham
Assistant Administration of Justice
500 East 62nd Street
New York, New York 10021

Dear Mr. Cheatham:

The Urban League of Tidewater, Inc. is in the process of conducting a study of the criminal justice agencies within our jurisdiction. The cities under consideration are: Norfolk, Chesapeake, Portsmouth, Virginia Beach and Suffolk.

The scope of our study will include a survey of minority representation in the police and sherriff departments as well as the fire department. Additionally, we are certain that there will be an opportunity for the Urban League of Tidewater to design programs that will improve recruitment as well as assisting in pre-training programs of applicants.

If there are other affiliates who have been involved in such studies, we would be interested in seeing their finished product of such a project. In addition, we would appreciate any other related information that you might have.

Sincerely,

Cecelia T. Tucker

Cecelia T. Tucker
Program Director

vlk/ctt

*Forwarded
1 draft copy of
Memorandum
7/22/80*

Chairman
 DEKLUND

Senior Vice-Chairman
 LISLE C. CARTER

Vice-Chairmen
 CHARLES J. HAMILTON, JR.
 MARGARET P. LORD
 EDWARD McMAHON

Secretary
 CECIL R. FORSTER, JR.

Assistant Secretary
 SHARYN BLOCK

Treasurer
 FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
 W. DON CORNWELL

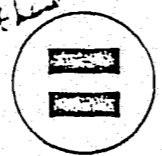
President
 VERNON E. JORDAN, Jr.

Board of Trustees
 Elva Lee Banks
 Jesse B. Barber, Jr.
 Andrew F. Brimmer
 Beryl B. Burton
 Edward E. Carlson
 Michael C. Clement
 Ralph P. Davison
 James B. Farley
 M. Anthony Fisher
 Elizabeth L. Fisher
 James M. Fitzpatrick
 Frank J. Grace
 Richard A. Guilmenot, III
 Walter G. Haas, Jr.
 Chris Hagan
 Jeffrey A. Hassan
 Jesse Hill, Jr.
 W. Hayne Hipp
 Charles E. Hugel
 William L. Hunter
 Richard J. Jacob
 Andrew L. Jefferson, Jr.
 David T. Kearns
 Amalya L. Kearsse
 Lane Kirkland
 Thomas H. Langevin
 Robert C. Larson
 Ruth B. Love
 Frank L. McClure
 D. F. McKeithan, Jr.
 James L. Mack
 Cornell C. Maier
 W. Brian McMillan
 Louis Martin
 Charles E. F. Millard
 Bishop Samuel S. Morris, Jr.
 Edward N. Ney
 John W. Porter
 Lincoln I. Ragsdale, Sr.
 Lerris Robinson, Jr.
 Herbert S. Schlosser
 Gloria Dean Scott
 T. Joseph Selwrod
 Richard R. Shinn
 Otis M. Smith
 A. Dean Switz
 Kenneth P. Todd
 I. C. Turner
 Faye Wattleton
 Martha R. Wylie

Executive Director
 PH WESTBROOK

Honorary Trustees
 WILLIAM H. BALDWIN
 LLOYD K. GARRISON
 THEODORE W. KHEEL
 LINDSLEY F. KIMBALL
 JAMES A. LINEN
 DONALD H. MCGANNON
 HENRY STEEGER

*Write - Give the
 to Jim Cheatham
 FYI*



National Urban League, Inc.

Mildred Love, Director
 EASTERN REGIONAL OFFICE
 477 Madison Avenue, 17th Floor, New York, N.Y. 10022
 Telephone: (212) 935-9720

July 23, 1980

FILE

Mr. Garry Mendez
 Director
 Administration of Justice
 Human Resource Dept.
 National Urban League
 500 East 62nd Street
 New York, NY 10021

Dear Garry:

The attached letter from the Urban League of Tidewater, Va. is self-explanatory. If you have any information that might assist the Urban League in conducting a study of the Criminal Justice Agencies', I would appreciate your sharing these materials with me.

As you are aware, the Urban League of Tidewater, Va. is a relatively new affiliate. Any assistance that you may be able to provide, will certainly facilitate the affiliate's development of a broad programmatic thrust.

If you have any questions, please feel free to contact me.

Sincerely,

Humbert Aldamuy, Jr.
 Humbert Aldamuy, Jr.
 Assistant Director/ERO

HAJ/lg

cc: Jacqueline J. Patterson
 William Haskins
 Cecelia Tucker

Urban League of Tidewater, Virginia

SUITE 515 • GRANBY MALL BUILDING
 201 GRANBY STREET
 NORFOLK, VIRGINIA 23510

TELEPHONE 627-0864

*Call Thursday
 July 22 1980*

July 11, 1980

Ms. Jackie Patterson, Director
 Eastern Regional Office
 National Urban League, Inc.
 477 Madison Avenue
 17th Floor
 New York, New York 10022

Dear Ms. Patterson:

The Urban League of Tidewater, Inc. is in the process of conducting a study of the criminal justice agencies within our jurisdiction. The cities under consideration are: Norfolk, Chesapeake, Portsmouth and Virginia Beach and Suffolk.

The scope of our study will include a survey of minority representation in the police and sheriff departments as well as the fire department. Additionally, we are certain that there will be an opportunity for the Urban League of Tidewater to design programs that will improve recruitment as well as assisting in pre-training programs of applicants.

If there are other affiliates who have been involved in such studies, we would be interested in seeing their finished product of such a project. In addition, we would appreciate any other related information that you might have.

Sincerely,

Cecelia T. Tucker
 Cecelia T. Tucker
 Program Director

vk/cct
 cc Mr. James Cheatham

1980 National Urban League
Conference Program
"1910 - 1980: 70 Years in Service to People"

Ann Hoffman

SUNDAY, AUGUST 3

Council of Urban League Guilds Luncheon

Speaker: The Honorable Shirley A. Chisholm
United States Representative
from New York

Afternoon Forum - "Images of Black Women"

Moderator: Jeri Warrick-Crisman
Director of National Community Affairs
National Broadcasting Company

Participants: Marcia A. Gillespie
Author - Journalist

Julianne Malveaux
Economist
The Rockefeller Foundation

Pauli Murray
Minister
The Episcopal Church

Maxine Waters
Representative
California State Assembly

Afternoon Forum - "Our Youth: What's on Their Minds"

Moderator: Earl Caldwell, Columnist
The New York Daily News

Participants: Yvette Coleman
Cleveland, OH
"Why Can't Youth Find Jobs?"

Leola Davis
Okla. City, OK
"Negotiating The Job Market"

SUNDAY, AUGUST 3 (Cont'd)

Afternoon Forum (Cont'd)

Participants: Denise Harper
Homestead, PA
"Getting The Job"

Denise McGhee
New Brunswick, NJ
"What Motivates Youth"

John Salter
Los Angeles, CA
"Making Youth Political Clout Pay Off"

Lafayette Wimply
Atlanta, GA
"Who's Testing Who, And Why?"

Keynote Session

Speaker: Vernon E. Jordan, Jr.

MONDAY, AUGUST 4

Morning Plenary -

Pending Speaker: The Honorable Jimmy Carter
President of the United States

Morning Workshop Topics

- Disease Prevention and Health Promotion
- Interrelationships between Educational Deficiencies and Delinquency and Crime
- Job Creation through Public and Private Sector Partnerships
- Promoting Minority Business Development

Federal Resources Luncheon

Speaker: The Honorable Emmett J. Rice
Member, Board of Governors of the Federal Reserve System

Afternoon Plenary

Speakers: The Honorable Edward M. Kennedy
United States Senator from Massachusetts

The Honorable John B. Anderson
United States Representative from Illinois

MONDAY, AUGUST 4

Afternoon Workshops

Fair Housing
Linking Employment and Training Programs
with Economic Community Development
The Impact of Crime on Physical and Mental Health
The Quality of Life in Inner City Environments

International Session

Speaker: The Honorable Donald F. McHenry
United States Ambassador to the United Nations

TUESDAY, AUGUST 5

Morning Plenary

Speaker: The Honorable Ronald W. Reagan
Former Governor of California

Morning Workshops

Coalition Building Among Black
Women
Energy and the Minority Community
Future for Assisted Housing Programs
Roles for Community Based Organizations
in Community Development

Business and Labor Luncheon

Speakers: Lane Kirkland, NUL Trustee
President, AFL-CIO

Charles L. Brown
Chairman, AT&T

Afternoon Plenary - "Welfare Reform"

Speakers: The Honorable Jacob K. Javits
U.S. Senator from New York

The Honorable Daniel P. Moynihan
U.S. Senator from New York

PLEASE SIGN BELOW

5/21/80
Springfield

34 PRINCIPALS +
(WALTER DUNCAN - OCCR)

NAME	RANK/POSITION	AGENCY
PAT VANDERNAI	CHIEF	DEPT. POLICE
Stephen R. [unclear]	Sheriff	MACON CO.
[unclear]	Capt.	" "
HARVEY DAVIS	Sgt Det	SPD. P.D.
Nick [unclear]	Chief	East Moline P.D.
KARL F. MEHWERT	LIEUT.	URBANA P.
Bob Moore	Hooper	IDLE
[unclear]	[unclear]	IDLE
SANDRA FIGARO	PATROL OFFICER	PERIA POLICE DEPT.
CIM FINLEY	ASST. DEPUTY DIRECTOR/ADM.	ILL. DEPT. OF LAW ENF.
GARY REICHERT	S/A BACKGROUND INVEST.	ILL. DEPT. OF LAW ENF.
DAVID R. ERDMANN	S/A D.C.I.	ILL. DIV. CRIM. INV.
PATRICIA MAYBERRY	Recruitment Coordinator	Dept. of Correction
Charles Palazco	Field Commander	SPD. P.D.
THOMAS CONWAY	ASST DEPUTY CHIEF/INV.	SPD
J. Donaldson	Patrol Officer	SPD
Jimi Graham	Patrol Officer	Per. Pol. Dept.
Don Doyle	Patrol Officer	Peria P.D.
Hank DeCroy	Adm. Assistant Sang. City Sheriff	Sangamon County Sher. off.
John Gamble	Personnel Director	City of Peoria
Allen H. Andrews	Superintendent of Police	City of Peoria
Paul Cisero	Dep. Supt. of Police	City of Peoria
Harold Moten	Capt.	City of Peoria
Shonda A. Penelton	Equal Opportunity Investigator	City of Peoria
Michael T. Green	Administrative Assistant	Rock Island Co.

TUESDAY, AUGUST 5, (Cont'd)

Afternoon Workshops

Adolescent Health Perils
Human Services and the Black Family
Living Facilities for the Inner City Elderly
Problems of the Vietnam Era Veteran

Evening Forum - "The Black Voter and the
Two Party System

Moderator: Charles V. Hamilton
Wallace S. Sayre Professor of
Government, Columbia University.

Participants: Democrats:
William F. Winter
Governor of Mississippi

Charles B. Rangel
United States Representative
19th Congressional District
of New York

Richard Arrington, Jr.
Mayor of Birmingham, AL

Republicans:
Richard Thornburgh
Governor of Pennsylvania

Melvin Evans
United States Representative
The Virgin Islands

Artis T. Allen
State Senator from Maryland

Journalists:

Carole Jenkins
WNBC-TV

Tom Johnson
The New York Times

David M. Alpern
Newsweek Magazine

WEDNESDAY, AUGUST 6

Morning Plenary

Speaker: The Honorable Shirley Hufstedler
Secretary of Education

Morning Workshops

An Examination of Public School Counseling
Programs
Increasing Curriculum Diversity
Minority Professionals in Higher Education
Street Academies Revisited

Conference Dinner

Speaker: Dorothy I. Height
National Council of Negro Women

URBAN LEAGUE OF UNION COUNTY, INC.

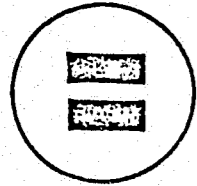
Building For Equal Opportunity

272 N. BROAD STREET, ELIZABETH, N. J. 07208

(201) 351-7200

July 31, 1980

AUG 4 1980



ULYSSES TAYLOR
CHAIRMAN

ELLA S. TEAL
PRESIDENT

Lee H. Reynolds, Director
Minority Recruitment for
Criminal Justice Career
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Lee:

I am writing you regarding the Hillside Committee
and Police Department's desire to meet with you and have
you give an overall presentation of your program.

We sincerely appreciate your being able to conduct
this meeting on August 13, 1980 at 6:00 p.m. at the Urban
League office located at 272 N. Broad Street, Elizabeth,
N.J.

Looking forward to seeing you.

Sincerely,

W. Milton Kent
Director of Housing &
Community Development

WM/rb

P.S. Lee, you can take a train from Penn Station directly
to Elizabeth. You would be approximately a block and a
half from the office.

An affiliate of
NATIONAL URBAN LEAGUE
500 East 62nd Street
New York, New York 10021

Member Agency of the
UNITED WAY OF EASTERN
UNION COUNTY

UNITED WAY OF RAHWAY

CONTRIBUTIONS DEDUCTIBLE
FOR INCOME TAX PURPOSES



City of
OPA-LOCKA
Florida

AUG 13 1980

POLICE DEPARTMENT

8 August 1980

Mr. Lee Reynolds
National Urban League
500 E. 62 Street
New York, NY 10021

Dear Mr. Reynolds:

Please send me one copy of the study, "Factors in Retention
of Minority and Majority Officers," Grant#78-TA AX 0034 S-1.

Thank you.

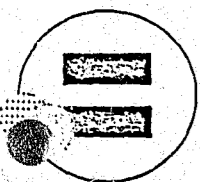
Sincerely,

ROBERT B. INGRAM, Ph.D.
CHIEF OF POLICE

Telephone (615) 329-2575

Nashville Urban League, Inc.

2701 Jefferson St.
Nashville, Tennessee 37208



August 8, 1980

President
JAMES W. DAVIS
Vice President
FRANCIS GUESS
Secretary
CAMILLE RUCKER
Treasurer
GORDON SMITH
Executive Director
CAROLE M. WATSON

Board of Directors 1980

Frank Bailey
William Calloway
Norman Carl
George Cate, Jr.
M.D. Chamberlain
Dorothy Cobbett
Harold Crump
Sharon Doss
Jane Eskind
Scott Fillebrown
Alfred Galloway
John Harwell
Robert Hoffman
Samuel Howard
Theodore Martin
Harriett Peterson
Vanita L. Sherrill
Sherman Webster
M. D. Williams
Elizabeth Wortham
Aldorothy Wright
Ex-Officio
Gwendolyn McFarland

Mr. William Brantley
Office of Civil Rights Compliance
CVARS
633 - Indiana Ave., N.W.
Washington, D.C. 20536

Dear Mr. Brantley:

The Nashville Urban League in conjunction with the Metropolitan Nashville Police Department, the Human Relations Commission and several other local and statewide organizations is planning a Police/Community Relations Workshop to be held on the campus of Tennessee State University, September 5th and 6th, 1980.

On September 6th, the topic "Recruitment and Hiring of Minorities" will be discussed. The conference coordinating committee is seeking the involvement of a select panel of individuals to discuss the different aspects of the recent consent decree as it impacts the Metropolitan Police Department.

Tentative arrangements have been made to secure the service of: Police Chief Joe Casey or a designate to discuss the departments progress to date, long and short range plans; Mr. Richard Jackson, a local attorney to provide an overview of the decree; the Metro Finance chairman to discuss the impact of budget cuts on short term goals; and Dr. Sherman Webster, representing a community coalition that has attempted to impact the hiring process. The committee has also secured the involvement of Mr. Irvin Kilcrease, Assistant U.S. Attorney as a panelist/reactor to specifically address the governments' expectation of the Metro Police Department, the system which is being employed to monitor the police department's efforts and the procedure for redress under the consent decree for person who claim to be aggrieved by acts or practices violative of the consent decree.

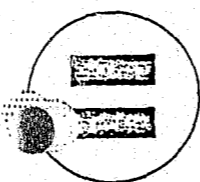
Although this is a state wide project, primary focus will be on Metropolitan Nashville and Davidson County. It is the hope of the coordinating committee to use this effort as a role model for other localities and to also induce more community involvement at other levels.

Contributions to the Nashville Urban League are tax deductible

Telephone (615) 329-2575

Nashville Urban League, Inc.

2701 Jefferson St.
Nashville, Tennessee 37208



AUG 14 1980

August 12, 1980

President
JAMES W. DAVIS
Vice President
FRANCIS GUESS
Secretary
CAMILLE RUCKER
Treasurer
GORDON SMITH
Executive Director
CAROLE M. WATSON

Board of Directors 1980

Frank Bailey
William Calloway
Norman Carl
George Cate, Jr.
M.D. Chamberlain
Dorothy Cobbett
Harold Crump
Sharon Doss
Jane Eskind
Scott Fillebrown
Alfred Galloway
John Harwell
Robert Hoffman
Samuel Howard
Theodore Martin
Harriett Peterson
Vanita L. Sherrill
Sherman Webster
M. D. Williams
Elizabeth Wortham
Aldorothy Wright
Ex-Officio
Gwendolyn McFarland

Mr. Lee Reynolds, Director
Criminal Justice Assistance and Evaluation Project
National Urban League
500 E. 62nd Street
New York, N.Y. 10021

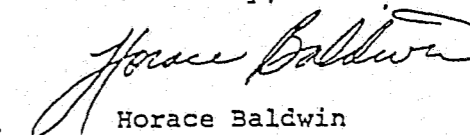
Dear Mr. Reynolds:

Enclosed is a copy of the formal extension of invitation for you to participate in our joint Police/Community Relations Workshop as per our telephone conversation 8/8/80. We look forward to your support.

I would like to acknowledge receipt of the recruitment manual and training aids. Thanks for your immediate response.

If you have any questions, please give me a call.

Sincerely,


Horace Baldwin

cc: Carole Watson
Executive Director

Contributions to the Nashville Urban League are tax deductible

Mr. William Brantley

2

August 8, 1980

In our attempt to use this format as a model, we have sent out letters of invitation to the following Urban League Affiliate and police departments: Knoxville, Memphis, Birmingham, Louisville and Atlanta.

On behalf of the coordinating committee, I would like to request the participation of Mr. Lee Reynolds, to discuss the National Urban League's Criminal Justice Assistance and Evaluation Project for the purpose of securing local support from the Police Department and other agencies for such a project here in Nashville.

Your immediate attention and cooperation on this matter would be greatly appreciated.

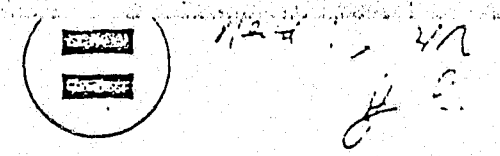
Thank you for your assistance.

Sincerely,

Carole M. Watson, ACSW -
Executive Director

cc Lee Reynolds, National Urban League

Fred Cloud, Metropolitan Human Relations Commission



National Urban League, Inc.

Clarence E. Thomas, Director
SOUTHERN REGIONAL OFFICE
1900 Emery Street, N.W., Suite 310
Atlanta, Georgia 30318
Telephone (404) 351-9750

AUG 20 1980

AUG 20 1980

August 18, 1980

Mr. Wilbur Brantley
OCR Compliance
OJARA
633 Indiana Avenue
Washington, D.C. 20536

Dear Mr. Brantley:

The National Urban League's regional offices are charged with the responsibility of monitoring the local affiliates as to programmatic implementation by performing periodic evaluations of the affiliates. The Southern Regional Office will be involved in such a review of the Urban League of Greater Little Rock the week of September 15th.

The Urban League of Greater Little Rock is funded by LEAA for a community crime prevention program in the amount of \$377,799. We do not have the expertise within our office to evaluate this program; therefore, I am requesting the aid of the Criminal Justice Assistance and Evaluation Project based in our New York Headquarters.

. . . continued

Contributions to the National Urban League are tax deductible.

Chairman
EKLUND

Vice-Chairman
CARTER

President
ARLES J. HAMILTON, Jr.
HAYNE HIPPI
GARET P. LORD

Secretary
SMITH

Assistant Secretary
RYN BLOCK

Treasurer
DERICK D. WILKINSON, Jr.

Assistant Treasurer
DON CORNWELL

Ident
NON E. JORDAN, Jr.

Board of Trustees

- Graham Baldwin
- Lee Banks
- B Barber, Jr.
- Law F. Brimmer
- B Burton
- Ed E. Carlson
- Ed R. Davenport
- h P. Davidson
- ard C. Davis
- s B. Farley
- Anthony Fisher
- as M. Fitzpatrick
- res Fr...
- ...
- ...menot, III
- ...as, Jr.
- Hagen
- y A. Hassan
- es E. Hugel
- am L. Hunter
- d J. Jackson
- ew L. Jefferson, Jr.
- William A. Jones, Jr.
- T. Kearns
- Kirkland
- as H. Langevin
- rt C. Larson
- er J. Leonard
- ia L. Lester
- B Love
- L. McClure
- McKeithan, Jr.
- s L. Mack
- J. Mahoney
- ill C. Maier
- ian Maillian
- Martin
- es E. F. Millard
- rd N. Ney
- lin J. Ragsdale, Sr.
- Robinson, Jr.
- a Dean Scott
- eph Semrod
- rd R. Shinn
- Se Sourlock
- an Swill
- te O. Taylor
- eth P. Todd
- Turner
- Wasserman

Office
EPH WESTBROOK

- Board of Trustees
- L. BALDWIN
- Y. GARRISON
- ODORE W. KHEEL
- OSLEY F. KIMBALL
- ES A. LINEN
- JALD H. McGANNON
- RY STEEGER

Mr. Wilbur Brantley
August 18, 1980
Page Two

I know that Lee Reynolds and Jim Cheatham have the expertise and experience to handle this review. We are in need of their services and request your permission in allowing Lee and Jim to accompany us.

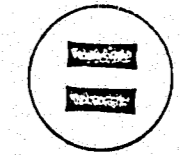
If you have any questions, please feel free to contact me.

Sincerely yours,

Clarence E. Thomas
Clarence E. Thomas
Southern Regional Director

CET

cc: William J. Haskins
Lee Reynolds ✓ *je*



National Urban League, Inc.

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

FILE

August 20, 1980

Ms. Cecelia T. Tucker
Program Director
Urban League of Tidewater, Virginia
Granby Mall Building, Suite 515
201 Granby Street
Norfolk, VA 23510

Dear Ms. Tucker:

Enclosed, please find a complete program designed to provide you with a proposal to conduct a Criminal Justice Assistance and Evaluation Project program for the Urban League of Tidewater, Virginia and other cities mentioned in your letter of July 22, 1980.

This proposal will cover the basic scope of work, along with detailed budget summary. (Budget should be adjusted for own needs and inflation)

If we can be of further assistance, please feel free to contact us at (212) 644-6574, 6575 or 6578.

Sincerely,

James E. Cheatham
James E. Cheatham
Assistant Director
Criminal Justice Assistance
and Evaluation Project

JEC:brc

Enclosures: Copy of UL of Metropolitan Washington, Inc. proposal for a CJAEP program - 9/19/77

Draft copy of CJAEP's brochure
Contributions to the National Urban League are tax deductible

- Chairman
- BY FILLIND
- Chairman
- WALTER
- Chairman
- CHARLES J. HAMILTON, Jr.
- HAYNE HIPPI
- MARGARET P. LORD
- Secretary
- JOHN M. SMITH
- Assistant Secretary
- MARYN BLOCK
- Treasurer
- DERICK D. WILKINSON, Jr.
- Assistant Treasurer
- DON CORNWELL
- President
- FRANK E. JORDAN, Jr.
- Board of Trustees
- Frank Baldwin
- George Banks
- Robert Barber, Jr.
- William F. Brimmer
- B. Burton
- Richard L. Carlson
- Richard R. Davidson
- P. Davidson
- Richard C. Davis
- B. Farley
- Thomas J. Fisher
- Patrick
- William
- William C. F. G. Guilmenot, III
- C. Haas, Jr.
- Lauren
- A. Hassan
- Robert E. Hugel
- John L. Hunter
- William J. Jackson
- William L. Jefferson, Jr.
- William A. Jones, Jr.
- T. Kearns
- Markland
- H. Langevin
- C. Larson
- J. Leonard
- L. Lester
- Love
- McClure
- Keithan, Jr.
- Maack
- Mahoney
- C. Maier
- William Maillian
- Martin
- F. Millard
- N. Nev
- J. Raysdale, Sr.
- Robertson, Jr.
- Jean Scott
- John Semrod
- R. Shinn
- Spurlock
- Switt
- D. Taylor
- P. Todd
- Wasserman
- Executive Director
- H. W. BROOK
- Board of Trustees
- W. BALDWIN
- K. GARRISON
- JOSEPH W. KHEEL
- LEY F. KIMBALL
- A. LINEN
- D. H. MCGANNON
- STEEGER



National Urban League, Inc.

Clarence E. Thomas, Director
SOUTHERN REGIONAL OFFICE
1900 Emery Street, N.W., Suite 310
Atlanta, Georgia 30318
Telephone (404) 351-9750

AUG 2 1980
AUG 26 1980

August 19, 1980

Chairman
Chairmen
Secretary
Assistant Secretary
Treasurer
Grant Treasurer

Mr. Lee Reynolds, Director
Criminal Justice Assistance & Evaluation Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Lee:

The rapid and helpful response which Jim got for me was certainly a pleasure. We both agreed that there may be semantic differences; therefore, this is an attempt to clarify our side.

The regional offices are charged with conducting full administrative and programmatic audits on local affiliates. There is a document which we use as the common basis. In this process we audit, evaluate, and assess the following:

- 1) Administration and Management of the affiliate;
2) Fiscal operations;
3) Board of Directors;
4) Programs;
5) Projects;
6) The Guilds;
7) United Way relationships;
8) Community Image.

Board of Trustees
James Baldwin
D.K. Garrison
Dodore W. Kheel
Osley F. Kimball
Les A. Linen
Wald H. McGannon
Ry Steeger

Mr. Lee Reynolds
August 19, 1980
Page Two

These are reviewed based upon a combination of National Urban League's generally accepted operating procedures, the affiliate's plan, and contractual obligations.

We have scheduled an audit of the Urban League of Greater Little Rock September 15-18, 1980. The affiliate has the following projects:

Table with 2 columns: NAME and FUNDING SOURCE. Rows include Summer Youth Employment (CETA), Employment (CETA), GYST House (ESAA), Housing Counseling (HUD), Leadership Development (Rockefeller Foundation), Foster Care (State Department, Social Services), and Crime Prevention (LEAA).

I will be examining the basic administration and management of the affiliate, the Board, the Guild, the United Way, and the community image. Joan Carter of the Central Region will be reviewing/auditing GYST House and the Foster Care Project. Dene Rantin of our office will handle the CETA funded projects. Richard Clark of our office will handle the fiscal operations. I am attempting to gather the balance of the audit team which is why I originally contacted you.

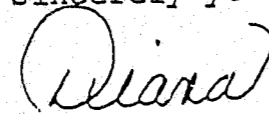
As I am unfamiliar with the specifics of your contract. I wanted to know if you had the latitude to join our audit team to examine the Crime Prevention Project which is a \$300,000+ contract funded by LEAA? We do not have expertise in this area in any of the regional offices and certainly none of us has the backgrounds which you and Jim have. Either one of you would certainly boost the audit team plus teach us something about this area we could use in other affiliates.

Mr. Lee Reynolds
August 19, 1980
Page Three

I hope this letter has not further muddied the waters.
I really hope one or both of you can join us.

If I have not answered all your questions, please feel
free to call me.

Sincerely yours,



Diana A. Ellison
Assistant Regional Director

DAE/bs

cc: Clarence E. Thomas

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

(WORKSHOP)

National Urban League, Inc.

NEW YORK, NEW YORK - AUGUST 28, 1980
Sponsored by NATIONAL BLACK POLICE ASSOCIATION
Sheraton Centre, New York City

THURSDAY, AUGUST 28, 1980 - 9:30AM - 12 Noon

SUBJECT: TOOLS FOR CIVIL RIGHTS COMPLIANCE

FACILITATOR: LEE H REYNOLDS - DIRECTOR, CRIMINAL JUSTICE ASSISTANCE
& EVALUATION PROJECT (CJAEF/NUL)

PRESENTORS/PANELISTS:

EDWARD GRIGGS - UNIVERSITY RESEARCH CORPORATION
GRIGGS ASSOCIATES

TOPIC: (EEOP's) EQUAL EMPLOYMENT OPPORTUNITY PLANS AS TOOLS
TO COMPLIANCE
a. How To Gage Progress
b. Is It A Boni-Fide Document?
c. Acces To EEOP & AAP, Law Information
(How It is Applied)

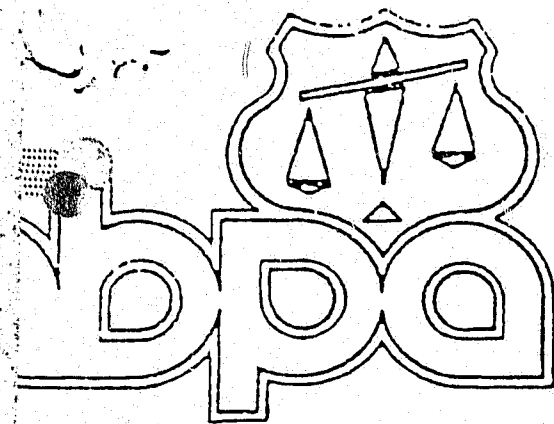
ART JEFFERSON ESQ. - EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
(FORMER ATTY. FOR NBPA)

TOPIC: RECENT COURT DECISIONS & THE IMPACT ON NBPA & COMMUNITY

PANEL: CONSISTING OF THE ABOVE MENTIONED PERSONS

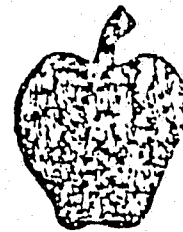
a. Obligation of membership in monitoring and
forwarding information on court decisions,
litigation and use of Deadly Force*

Regency Ballroom



NATIONAL BLACK POLICE ASSOCIATION

1980 CONFERENCE HEADQUARTERS
POST OFFICE BOX 138
JAMAICA, N.Y. 11412



CONFERENCE SCHEDULE

AUG 8 1980

Conference Chairman
CLEM HARRIS
5409 Beverly Road
Brooklyn, N.Y. 11203
212/496-9725

Workshop & Speakers
GEORGE THOMAS
201/621-5333

Host Information
ROSLYN DAVIS
212/756-2645

Physical Fitness
GEORGE TURNER
212/795-7996

Union
JEROME WILLIAMS
212/291-0983

Public Relations
OZZIE THOMPSON
212/624-5125

Internal
GEORGE TURNER
212/773-7996
WILLIAM JAZZ JONES
201/736-3198
HAROLD RESPESS
212/723-3852

Secretary Post
WILLIE WARD
212/529-2829
HILDA HUBBARD
212/574-5676

Transportation
CLARENCE SURGEON
212/PP 4-7768-9

Registration Officer
PAUL MAURICE
516/36-3361

Chairman
JIMMY HARGROVE
516/379-9549

Monday, August 25th

- 12 noon - 2pm National Board check in and Registration f/o Albert Hall
- 2pm - 4:30 pm National Board Meeting 3rd Floor, Regency Foyer
- 5pm - 7pm National Board Reception hosted by SCHENLEY, 288 7th Ave

Tuesday, August 26th

- 9:30 am - 12 noon National Board Meeting 3rd Floor, Regency Foyer
- 12 noon - 2pm General Registration & check in f/o Albert Hall
- 2pm - 4:30pm Opening Session, Albert Hall
Keynote Dr. Benjamin Hooks, Executive Director, NAACP
- Invocation: Bishop Curtis Gilmore, St. Johns Unified Freewill Baptist Church Newark, NJ (Ret. Det. Newark P.D.)
Hon. Edward I. Koch, Mayor City of N.Y.
Chief William Bracey, NYCPD.
Comm. Benjamin Ward, Department of Correction, NYC
Chief James B. Meehan, NYC Transit Police
Chief Charles Henry, NYC Housing Police
- Welcome: National Chairman Jimmy Hargrove, Sgt. NYCPD.

4:30pm - 6pm

Workshop
SICKIE Cell: presented by Mrs Ida Walters R.N., M.A. Downstate Medical Center and Kings County Hospital Center, Brooklyn NY

1980 CONFERENCE - AUGUST 25th - 30th - SHERATON CENTRE, NEW YORK CITY

Host Regions: #1 - Connecticut - New Hampshire - New Jersey - Maine - Vermont

Tuesday, August 26th Cont

6:30pm - 7:30pm General Cocktail Reception
Versailles Ballroom, 2nd floor

Wednesday, August 27th

- 7am - 9am Physical Fitness
- 9:30am - 11:30am Workshops
Correctional and Penal Institutions
2nd fl. Versailles Terrace
How to influence State Legislation - Lobbying
2nd fl. Versailles Ballroom
- 11:45 - 1:30pm General Assembly - Albert Hall
Presentation by United Negro College Fund
Black College Day, Sept. 29th, 1980
Keynote address, Honorable Reginald Eaves, Commissioner, Fulton County Ga.

1:30 - 2:30pm

OPEN

2:30pm - 4:30pm

Synthesized Media Environment: A New Approach to Firearms Training, demonstrated by September & Associates.

Microsonics: A New Approach to Police Study, demonstrated by JPL Productions

Albert Hall

4:30pm - 6:00pm

Regional Meetings

- Region # 1 Versailles Ballroom, 2nd fl.
- Region # 2 Versailles Terrace, 2nd fl.
- Region # 3 Diplomat A, 3rd fl.
- Region # 4 Princess, 2nd fl.
- Region # 5 Consulate, 3rd fl.

Thursday, August 27th

7am - 9am

Physical Fitness

9:30am - 12:00

Workshops

Tools for Civil Rights Compliance, Moderator Mr. Lee Reynolds, N.U.L. (Ret. Sgt. NYPD), Panel: Paul Barnes, L.E.A.A., Edward Griggs Universal Research Corp. Pat Glenn, C.R.S. Justice Department and Arthur Jefferson, E.E.O.C. Regency Ballroom, 3rd fl.

Coronary - Pulmonary - Resuscitation (C.P.R.) Presented by N.Y.C. Housing Police, Regency Foyer

CONTINUED

2 OF 5

Thursday August 27th Cont

12noon - 1:00pm General Assembly - Albert Hall
Vote on Resolutions - Roll call of delegates

1:00pm - 2:00 pm OPEN
Bus Tour of Brooklyn's Bedford - Stuyvestant

2:00pm - 4:00pm Workshops - OPEN TO GENERAL PUBLIC
Community Anti - Crime & Crime Prevention
" Myth or Reality " Presented by L.E.A.A.
Community Anti - Crime Project.
Albert Hall.

4:00pm - 6:00pm American Youth Gangs : A view from two sides
Moderator : Mr. Robert Woodson ,Fellow
American Enterprise Institute , Panel :
David & Falaka Fattah, House of Umoja ,
John Flint Agosto, Ching - A - Lings, George
Amos, S.A.N.D.& Nizam Fattah, I CRY project.
Albert Hall

8 :00 pm Boarding ,Boatride hosted by Grand Council
of Guardians, City of New York

8 : 30 pm SHARP Sailing

Friday August 28th

7am - 9am Physical Fitness

9:30am - 12 noon Workshop
Stress : As it Effects Black Law Enforcement
Families. Moderator : Steve Bennett,Guardian
Civic League
Versailles Terrace, 2nd fl.

11:00 am Press Conference - Consulate, 3rd fl

12:30 pm Departure : Awards Luncheon and Fashion Show
" Harlem World Disco "

5:00pm Return

8:00pm Boarding "Nostalgia Subway Ride and Disco in
the Hole" 57th St & Ave of Americas

8:30pm SHARP Departure to Brooklyn's Court St Transit
Museum ,Boerum Place & Schermerhorn St

1:30 am Return train ride.

Saturday August 29th

7am - 9am Physical Fitness

10am - 12 noon General Assembly to include selection of
1982 Conference site. Albert Hall

12 noon - 1 pm Self Defense Workshop , Albert Hall

1 pm - 2pm OPEN

2 pm - 3pm National Board Meeting, Regency Foyer,3rd fl.

3pm - 6pm Workshop
A no agenda forum of Black Female Law Enforce-
ment Officers; open to both male and female
officers. Albert Hall

7pm - Annual Awards Banquet & Dance- Imperial,2nd fl

Note : Regional meeting space can be arranged on a as needed basis.



FLORIDA INTERNATIONAL UNIVERSITY

Bay Vista Campus at North Miami • North Miami, Florida 33181 • (305) 940 5388

SCHOOL OF PUBLIC AFFAIRS & SERVICES
INSTITUTE FOR PUBLIC MANAGEMENT AND COMMUNITY SERVICES

August 25, 1980

AUG 28 1980

Mr. Lee H. Reynolds, Director
Criminal Justice Assistance and Evaluation Project
National Urban League, Inc.
500 E. 62nd Street
New York, NY 10021

Dear Mr. Reynolds:

Chief Ingram of the Opa-Locka Police Department has just showed me copy of your report "Factors in Retention of Minority and Majority Officers". The scope of the study is quite impressive and if possible I would appreciate receiving a copy of the report.

Thank you for your cooperation.

Sincerely,

Ralph G. Lewis / C.

Dr. Ralph G. Lewis, Director
Institute for Public Management
and Community Services

*original sent
9/3/80
1 copy of Research Report*

RGL:p

*O.K. to send
1/7/80*



EDUCATION WITH A CHRISTIAN PURPOSE

September 8, 1980

SEP 15 1980

National Urban League
500 East 62nd Street
New York, N.Y. 10021

Gentlemen:

Please send me information on how I may obtain the training aids from the Law Enforcement Minority Manpower Project.

Sincerely,

Marshall Lillie

Marshall Lillie
Director of Security

*NOTE:
Mail:
1 - Sec Training Aids
1 - Manual
ML/fs
9/26/80*

Olivet Nazarene College

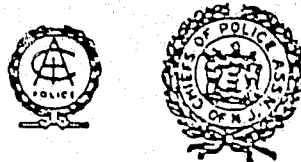
Kankakee, Illinois 60901
Telephone 815-939-5011



COUNTY OF ESSEX
DEPARTMENT OF PUBLIC SAFETY

DIVISION OF COUNTY POLICE
115 CLIFTON AVENUE
NEWARK, NEW JERSEY 07104
201-482-2100

PETER SHAPIRO
COUNTY EXECUTIVE
JAMES D. NIXON
CHIEF OF COUNTY POLICE



SEP 23 1980

September 17, 1980

National Urban League Inc.
500 East 62nd Street
New York, N.Y. 10021

Dear Sir:

We have established within our department a C.E.T.A. funded Community Service Officers Program and also are in the process of establishing an Affirmative Action and Minority Recruitment Program. The purpose of our Community Service Officers Program is to; provide an entry point for minorities and women into the arena of police work and to effectively train the members so that they can become permanent members of the County Police contingent upon the successful passing of an open competitive civil service entry examination for the position of police officer.

We are therefore requesting a copy of "Candidate Preparation and Retention" by L. H. Reynolds (NCJ-58655) and any additional material that would assist us in making our program a success.

Sincerely,

Theodore C. Wahlers
Theodore C. Wahlers
Lieutenant of Police
Project Co-ordinator

cc: Mr. Vincent C. Corrado, Jr.
Director, Dept. of Public Safety
Mr. Daniel Boggan, Jr.
County Administrator

NOTE
SET
1-5 ET Training AIDS
1- MANUAL
1- Recruitment schedule
9/20/80

National Urban League, Inc.

Clarence E. Thomas, Director
SOUTHERN REGIONAL OFFICE
1900 Emory Street, N.W., Suite 310
Atlanta, Georgia 30318
Telephone (404) 351-9750

September 24, 1980

Mr. Lee Reynolds, Director
CJAE Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Lee:

I wanted to personally express my appreciation again for the excellent job you and Jim did in Little Rock. It was truly a pleasure to work with both of you and certainly a valuable experience for the affiliate staff.

We learned a great deal from your presentation, as well as, the informal discussions. It is even more obvious that we all need to learn more about the law enforcement areas.

I hope we have the opportunity to work together again.

Sincerely yours,

Diana A. Ellison

Diana A. Ellison
Assistant Regional Director

DAE/bs

cc: William J. Haskins

- Chairman
- CARTER
- Chairmen
- LES J HAMILTON, Jr
- LYNE HIPPI
- MARET P. LORD
- ary
- M SMITH
- Secretary
- EN BLOCK
- er
- RICK D WILKINSON, Jr.
- Treasurer
- CORNWELL
- nt
- ON E. JORDAN, Jr.
- of Trustees
- Baldwin
- Banks
- Barber Jr
- Brimmer
- Burton
- Carlson
- Davenport
- Davidson
- C D
- Fair
- er
- Patrick
- Wain
- Grace
- Guilmenot, III
- Haas, Jr
- igen
- Hassan
- Hugel
- Hunter
- Jackson
- Jefferson, Jr
- William A Jones, Jr
- Kearns
- Kland
- Langevin
- Larson
- Leonard
- Lester
- Love
- McClure
- Keithan, Jr
- Mack
- Mahoney
- Maier
- Maillian
- artin
- E F Millard
- Nev
- Ragsdale, Sr
- Robinson, Jr
- Jean Scott
- H Semrod
- R Shinn
- Spurlock
- Swift
- O Tavior
- P Todd
- ner
- Wasserman
- icio
- H WESTBROOK
- Trustees
- AM H BALDWIN
- J K GARRISON
- DORE W KHEEL
- LEY F KIMBALL
- A LINEN
- LD H MCGANNON
- STEEPER

U S Department of Justice

Office of Justice Assistance, Research,
and Statistics

SEP 5 1980

Washington, D.C. 20531

AUG 26 1980

AUG 22 1980

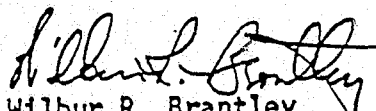
Mr. Clarence E. Thomas, Director
Southern Regional Office
National Urban League, Inc.
1900 Emory Street, N.W., Suite 310
Atlanta, Georgia 30318

Dear Mr. Thomas:

This is to acknowledge receipt of your letter of August 18, 1980,
requesting the services of the Criminal Justice Assistance and
Evaluation Project.

I regret that I am unable to honor your request. The purposes of
the grant that we have with the National Urban League is to provide
Technical Assistance in matters related to Civil Rights Compliance.

Sincerely,


Wilbur R. Brantley
Office of Civil Rights Compliance

cc: William J. Haskins
Lee Reynolds ✓

Ms. Carole M. Watson, ACSW
Executive Director
Nashville Urban League, Inc.
2701 Jefferson Street
Nashville, Tennessee 37208

RE: 78-TA-AX-0034

Dear Ms. Watson:

I have been asked to respond to your letter of August 8, 1980, addressed
to Mr. William Brantley, requesting the participation of Mr. Lee Reynolds
in a jointly-sponsored Nashville Urban League-Human Relations Commission
Police/Community Relations Workshop scheduled for September 5th and 6th on
the campus of Tennessee State University.

Pursuant to our initiative to ". . . improve the relationship between
criminal justice agencies and the minority community resident . . .", we
concur in this request.

At the conclusion of the workshop, please provide us with a copy of the
transcript of the proceedings.

Sincerely,

Paul R. Barnes, Director
Compliance Review Division
Office of Civil Rights Compliance

Telephone: [615] 329-2575

Nashville Urban League, Inc.

2701 Jefferson St.
Nashville, Tennessee 37208

September 10, 1980

SEP 15 1980

Mr. Lee Reynolds, Director
Criminal Justice Assistance and Evaluation Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

On behalf of the Nashville Urban League and the Police/Community Relations in Nashville Conference Planning Committee, I extend our appreciation for your participation during the session focusing on "Recruiting and Hiring Minorities on the Police Force."

Your presentation on the "Methods and Techniques of Minority Recruitment, Retention and Promotion," enabled the conference participants to gain an appropriate perspective regarding the session's topic. The information shared facilitated the development of action strategies to be pursued after the conference ended.

The action strategy is as follows:

1. A task force was organized. Four (4) persons will serve as Co-chairpersons who represent the Metropolitan Police Department, Metropolitan Human Relations Commission, Nashville Urban League Ad Hoc Advisory Committee and the Nashville Urban League Employment.
2. The task force consists of representatives from a broad segment of the community including police officers.
3. The task force Co-chairpersons will convene within two (2) weeks to organize the first task force meeting.
4. The ultimate goal is to meet with Mayor Richard Fulton and Chief Joe Casey in order to obtain their support for requesting technical assistance from the Criminal Justice Assistance and Evaluation Project.

Mr. Horace Baldwin will be Administratively in charge during my sick leave commencing September 22, 1980. He will keep you informed as to the task force's progress.

Mr. Lee Reynolds

2

September 10, 1980

The Nashville Urban League received many favorable comments regarding our session. I feel that the session's strengths were due to your significant contribution.

Enclosed is the Metropolitan Police Department's Recruitment Brochure for your review.

We look forward to working closely with you to facilitate our mutual interests and goals.

Sincerely,

Carole M. Watson
Carole M. Watson, ACSW
Executive Director

CMW/dh

Enclosure

cc: Mr. William Brantley
Mr. Paul R. Barnes
Mr. Clarence Thomas

REQUEST FOR EVALUATION OF T.A. FROM RECIPIENT

OR

RESULTS OF QUESTIONNAIRE MATERIALS

Dear _____,

We would like to express our appreciation for the assistance you and your agency shared with CJAEP during our technical assistance.

In an effort to further generate useful techniques in T.A., We would appreciate if you would provide us with your comments.

- a) If there were any items that you found especially useful in training recruiters or in actual recruitment, would you please show them here and tell us how you used them?

Items: _____

Comments: _____

- b) If there were any items that you found especially useful in training recruiters or in actual recruitment, would you please describe them here and tell us how you used them?

Items: _____

Comments: _____

- c) If there were any items that you tried to use and found unhelpful, would you please note them here and tell us why they were unhelpful?

Items: _____

Comments: _____

- d) In measuring your recruitment efforts, was there an (1) increase in recruiting minorities and women; (2) decrease in recruiting minorities and women?

Comments: _____

- e) What percentage, if any, can be measured in implementing the training materials?

Comments: _____

- f) Did the conference/T.A. acquaint you with any useful techniques for minority recruiting?

Comments: _____

- g) Have you used any of the information or methods presented at the conference/T.A. in your work?

Comments: _____

- h) Would you say you have a better understanding of EEOC rules and regulations as a result of the conference?

Comments: _____

i) Did the conference present mainly the information you required and wanted?

Comments: _____

APPENDIX D

NATIONAL URBAN LEAGUE, INC.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

OCTOBER 1, 1980 - DECEMBER 31, 1980

QUARTERLY REPORT

October 1, 1980 --- December 31, 1980

Grant Name CRIMINAL JUSTICE ASSISTANCE Date JANUARY 7, 1981

AND EVALUATION PROJECT Grant Number 78-TA-AX-0034-S-1

Grantee NATIONAL URBAN LEAGUE, INC. Subgrantee N/A

Grant Monitor BERT KEYS, OFFICE OF CIVIL RIGHTS COMPLIANCE SPECIALIST

Progress Summary:

Substantial progress has been made during the three month period from October 1, through December 31, 1980. The Criminal Justice Assistance and Evaluation Project (CJAEP) is proceeding on schedule.

During the month of November, staff conferred with the National Urban League's Research and Evaluation Division. The discussion included design and program evaluation and an assessment of the new evaluation form to be utilized at future seminars, conferences and workshops. This "Technical Assistance Evaluation Form" will be used to measure the project's impact on recruitment, retention and promotion of minorities and women in the criminal justice fields. The form will also enable CJAEP to analyze and suggest changes that can assist funded agencies in planning and implementing their recruiting programs.

Regarding the status of our slide-tape presentation, the project will utilize in-house capabilities to up-date its recruitment training format. Recommendations from the Government Project Monitor (GMP), will be included. Also, the use of in-house participation will reflect a substantial savings over the use of outside sources.

- 2 -

Approval of the revised training aids, Chapter #1 through #5, brochure, six-month training schedule and manual have been completed and forwarded to the NUL's Communications Department for publishing. Chapter #6, "Recruitment and Retention of Females in Criminal Justice Occupations", is being revised by Dr. Roi Townsey, Director of the Police Foundation. (This activity was authorized by OCRC/OJARS officials in a meeting held with CJAEP staff, November 13, 1980.)

CJAEP has maintained its commitment to respond to communications, requests for TA, on-site surveys, training seminars and other assignments designated by OCRC/OJARS.

On November 12 - 13, 1980, the National Urban League, Inc. Research Department Washington, D.C., hosted a Research Forum, supported by the Law Enforcement Assistance Administration.

The Research Forum's primary topic was "An Assessment of Research on Minorities and Crime and the Administration of Justice." CJAEP discussed and shared in the in-put by identifying policy issues and research needs. Also discussed was a plan to commission and disseminate policy papers and develop a comprehensive research bank regarding the criminal justice system. Below are a list of other presenters and their presentation topic:

- Harry Trujillo, Ph.D.
"Police Use of Excessive Force"
- Samuel L. Myers, Jr., Ph.D.
"Unemployment and the Ex-Offender"
- Paul Takagi, Ph.D.
Corrections: "The Impact of Institutionalization on
The Minority Offender"
- Alfreda Iglehart, Ph.D.
Corrections: "Alternatives to Incarceration"

(see attached attendance sheets)

- Andrea Sullivan, Ph.D.
"Minority Community Response to Crime and It's Impact
On Police Minority Community Relations"
- Carroll Wiltz, Ph.D.
"Victimization In Minority Communities"
- CoraMae Richey Mann, Ph.D.
"Minority Females and Crime"
- Carlos Astiz, Ph.D.
"Language and Cultural Barriers for Hispanics Throughout
the Criminal Justice System"
- Joseph Strauss, Ph.D.
"Language and Cultural Barriers for Native Americans
Throughout the Criminal Justice System"

During November and December, requests for information and/or T.A. were minimized by the holiday season. The following is a chronological description of activity performed from October 1, through December 31, 1980:

October 1, 1980

Received request/forwarded to Suffolk County Community College, 1 set of training aids. (see attachment)

Received request/forwarded to City of El Paso, Texas Police Department, 1 set of training aids and manual. (see attachment)

October 6, 1980

Received request/forwarded to Wilmington, NC. copies of the Federal Register. (see attachment)

October 8, 1980

Received request/forwarded to North Carolina Department of Corrections, 1 set of training aids and manual. (see attachment)

October 9, 1980

Received request/forwarded to City of Dallas, Texas Police Department, training aids #1 and #4. (see attachment)

October 22, 1980

Received request/forwarded to State University of Buffalo, 1 Executive Report and 3 editions of Federal Register. (see attachment)

October 27, 1980

CJAEP director met with community leaders and police department, City of Syracuse; approved by OCRC/OJARS. (Received TA request from Syracuse, October 23, 1980.)

November 10, 1980

Received request/forwarded copies of brochure to St. Louis Metropolitan Police Department.

November 12-13, 1980

Research forum hosted by NUL/Research Department, Washington, D.C. CJAEP discussed and provided input in identifying policy issues and research needs. Also discussed was a plan to commission and disseminate policy papers and develop a comprehensive research bank regarding criminal justice issues for minorities in the criminal justice system.

November 17, 1980

Received request from Norfolk, VA.

November 19, 1980

Follow-up/OCRC-CJAEP meeting, in Washington, D.C. on 11/13/80 regarding revision of training aid Chapter #6.

December 1 - 31, 1980 - No TA Requests

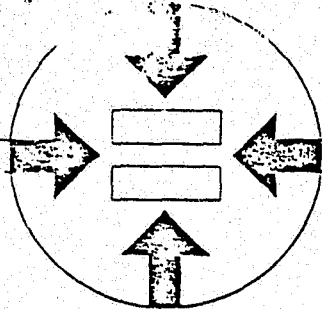
Summary:

The thrust and goals of CJAEP remain steadfast to its commitment and obligation to provide the essential technical assistance, materials, recommendations and respond to requests from agencies throughout the criminal justice field. CJAEP will continue to:

- Design and implement programs that will improve the quality of recruitment, retention and promotion of minorities and women.
- Continue to respond to communications and requests for TA, with funding source approval.
- Conduct on-site surveys, training seminars, conferences and participate in other functions designated and approved by OCRC/OJARS.
- Field test revised and new training chapters.

ATTACHMENTS

Attachment # 1



urban league of philadelphia

1930 CHESTNUT STREET • SUITE 200 • PHILADELPHIA, PENNSYLVANIA 19103 • (215) 561-0700

October AT.A. 1/17/80

OCT 29 1980

BOARD OF DIRECTORS

OFFICERS

- Chairman
Arthur D. Beebe
- 1st Vice Chairman
Robert L. Watson, Jr., Esq.
- 2nd Vice Chairman
Virginia M. Kricun
- Secretary
Mary Hinton Wilson
- Assistant Secretary
Carolyn Chester
- Treasurer
Anthony C. Hudgins
- Assistant Treasurer
Ruth M. Johnson
- General Counsel
Gerald T. Brawner, Esq.
- President
Robert W. Sorrell

October 27, 1980

Mr. Jim Cheatham
Criminal Justice Assistance
and Evaluation Project
National Urban League
500 East 62nd Street
New York, NY 10021

MEMBERS

- Herend Charles C. Beckett
- Edward G. Boehne
- Betty Bradley
- George R. Burrell, Jr., Esq.
- Ron Davis
- Susan Borden Evans, Esq.
- John F. Fay
- Barry C. Feingold
- Wilbert E. Foster, Sr.
- Dr. Alvin I. Gerstein
- Honorable Bernard J. Goodheart
- Honorable William H. Gray, III
- William R. Green
- Dr. William J. Harvey, III
- Eleanor Jean Hendley
- A. William Hill, Jr.
- Florence Madison Hill
- Eugene C. Hosmer, Jr.
- Mark Hyman
- Orville W. Jones
- Ronald L. Kaiserman, Esq.
- Valerie Patricia Lane, Esq.
- Jacqueline Langel
- Dr. Elizabeth Liao
- Samuel E. Line, Jr.
- Walter R. Livingston, Jr.
- Eugene E. J. Maier, Esq.
- James A. McIntosh
- Ronald B. Merriventer, Esq.
- James D. Miller
- Julia W. Moore
- Thomas J. Patterson, Jr.
- E. Evonne Raglin
- Dr. Daisy W. Reaves
- Laurence W. Reaves
- Karen A. Robinson
- Walter C. Vertreace
- Genoa E. Walker
- Dr. Bernard Watson

Dear Jim:

Thanks for talking with me about information on affirmative action planning for the Philadelphia Police Department.

I would appreciate your sending me copies of training aids and any other information that might be helpful in our work with the local civic groups concerned with this issue in Philadelphia.

Sincerely

Carrolle Perry
Director of Communications

CP:jm 10/29/80

Note
1 set AT.A.
1 brochure J.C.

HONORARY MEMBERS

- Walter A. Gay, Jr., Esq.
- Francis L. Pell, Jr.

Affiliated with the National Urban League
Contributions to the Urban League of Philadelphia are tax-deductible.



....working to meet the challenges of the 80s

6

Attachment # 2

(2)

Agan Donald M.
11 Washington Street
Lancaster, New York 14086

Law Enforcement Minority Persons Project
National Urban League
500 E. 62d St.
New York, NY 10021

OCT 22 1980

Gentlemen:

I am a graduate student at the State University College at Buffalo, in the Criminal Justice curriculum. Currently I am engaged in a research project concerning the defense of Affirmative Action in the Criminal Justice field. If your organization can forward any information that will assist me in the above project, I will be most appreciative.

Thank you for your time and consideration in this matter.

Sincerely yours,

Donald M. Agan

NOTE:
Final memo of - 10/24/80
Executive Report -
Federal Registers -
1 - June 30, 1978
1 - March 2, 1979
1 - October 1, 1980

7

Attachment # 3



October 3, 1980

OCT 9 1980

Criminal Justice Assistance & Evaluation
National Urban League
500 East 62nd Street
New York, N. Y. 10021

Dear Sir:

Please send us the following LEMMP Training Aids if possible or information on obtaining these aids.

Law Enforcement Minority Manpower Project
Training Aid No. 4

Law Enforcement Minority Manpower Project
Training Aid No. 1

If possible, please forward these training aids to:

Marlin R. Price
Captain of Police
Personnel Division
2014 Main Street, Suite 201
Dallas, Texas 75201

Sincerely,

GLEN D. KING
CHIEF OF POLICE

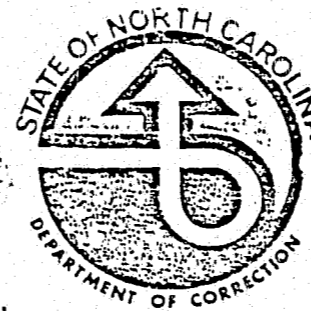
Marlin R. Price

Marlin R. Price
Captain of Police
Personnel Division

NHT:pd

*note
training
#1 & 4
10/20/80*

FILE



NORTH CAROLINA
DEPARTMENT OF CORRECTION

840 W. Morgan Street

Raleigh, N. C. 27603

JAMES B. HUNT JR.
Governor

AMOS E. REED
Secretary

(919) 733-4926

OCT 8 1980

October 3, 1980

Mr. Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

Ms. Thealeta Monroe, Division of Youth Services, has shared with me a set of the Minority Recruiting for Criminal Justice Careers material, that was sent from your office.

As Personnel Director for the N. C. Department of Correction, I would like to have copies of these materials. If there is a cost would you please let me know.

Sincerely,

Quanita H. Baker
Quanita H. Baker
Personnel Director

JHB:smc

*note
1. copy (initials)
1. set train aids*

*Jim,
Call and see how
from many copies they
need. Keep it reasonable*

*10/3/80
10/8/80
Copied w/ Mr. Baker 11/8
Direct Cut by L-CEN [unclear] J.C.*



U.S. Department of Justice
Office of Justice Assistance, Research,
and Statistics

Washington, D.C. 20531

OCT 8 1980

Lee H. Reynolds, Director
Criminal Justice Assistance and
Evaluation Project
National Urban League
500 East 62nd Street
New York, New York 10021

Re: 78-TA-AX-0034

Dear Mr. Reynolds:

This letter acknowledges receipt of the quarterly report for the period ending June 30, 1980. A second quarterly report for the period ending September 30, 1980 is now due.

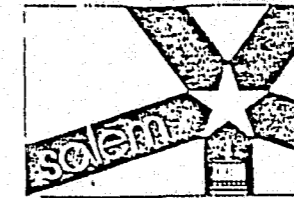
Please prepare and forward this report to me within the next 30 days.

Sincerely,

Nema
Norma L. Harrison
Civil Rights Compliance Specialist
Office of Civil Rights Compliance

Attachment #5

10



CITY OF SALEM,
OREGON
Personnel Department / Room 225
555 Liberty S.E. 97301

SEP 29 1980

September 23, 1980

National Urban League
500 East 62nd Street
New York, NY

Re: Criminal Justice Assistance & Evaluation PROJECT

The City of Salem is committed to finding a suitable alternative to the maximum age limit for entry into police service. We are interested in developing or adopting a physical capabilities exam which will assess the physical ability of candidates for police officer. This exam would need to identify those with high potential for disability due to job related injury or disease. It is also important that the examination would not have an adverse effect on female candidates.

We would appreciate your sending us any information you have on valid physical capabilities examinations you are aware of which would fairly assess the capabilities of male and female candidates for police officer.

Thank you.

Very truly yours,

Jeanne Large

Jeanne Large
Personnel Analyst

JL:bb

*11/11/80
7/11/80
10/20/80*

Attachment #6

11

OCT 5 1980

OCT 6 1980

FILE

1018 Lord Thomas Dr
Filingmington, N.C. 28405
September 30, 1980

LEMPP

National Urban League
500 East 62nd Street
New York, N.Y. 10021

Dear Sirs:

I am an Auxiliary Police Officer who has recently filed a discrimination charge against a Police Department based on both sex and race. I have not received a formal answer to my charges but am interested in obtaining any information that will help in the preparation of my case should a conciliatory agreement not be reached and it is necessary that I resort to a civil suit.

I am unable to hire a private attorney and will have to rely on the EEOC to pursue my case.

Any pamphlets or information concerning Title VII, Equal Opportunity

Act of 1972, etc would be greatly appreciated.

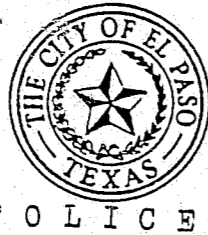
Sincerely,

Deborah A. Lancaster
1018 Lord Thomas Dr
Filingmington, N.C. 28405

(919) 799-4336

NOTE:
Federal Register
dated 6/30/78 sent
out 10/20/80

THOMAS D. WESTFALL
MAYOR
LEON METZ
EXECUTIVE ASSISTANT
ROBERT H. GABEL
DIRECTOR, OMB



P O L I C E

CITY COUNCIL
ORLANDO R. FONSECA
MAYOR PRO TEM
DISTRICT NO. 2
JIM SCHERR
DISTRICT NO. 1
POLLY HARRIS
DISTRICT NO. 3
PATRICK B. HAGGERTY
DISTRICT NO. 4
E. W. JOE DIVIS
DISTRICT NO. 5
DAVID ESCOBAR
DISTRICT NO. 6
W. L. RIEGER
CITY CLERK

September 23, 1980

OCT 1 1980

National Urban League
500 East 62nd Street
New York, NY 10021

Gentlemen:

I am interested in purchasing copies of the publications or documents listed:

Project Law Enforcement Minority Manpower Project

How to Utilize Community Resources 1977

Candidate Preparation and Retention, by L.H. Reynolds-1977

Eliminators, by L.H. Reynolds-1977

Oral Interviews Standards, by L.H. Reynolds-1977

I would like to obtain all the supplements and other materials available. Please advise me on price per copy and method of purchase. Thank you for your assistance.

Sincerely,

Lt. Fernando Pena Jr.
Lt. Fernando Pena Jr.
233 Red Robin
El Paso, Texas 79915

RECEIVED

SEP 30 1980
COMMUNICATIONS
DEPARTMENT

JOHN H. BERRYMAN
SOUNDVIEW AVENUE
SOUTHOLD, NEW YORK 11971
516-765-5472

OCT 1 1980

September 21, 1980

National Urban League, Inc.
500 East 62nd Street
New York, N.Y. 10021

Gentlemen:

Please send one copy each of your publications by L.H. Reynolds:

How to Utilize Community Resources

Candidate Preparation and Retention

Eliminators

Oral Interview Standards

Potential Candidates and Using Community Resources for Recruiting

Thank you.

Fraternally,

John H. Berryman
Assistant Professor
Suffolk County
Community College

*NOTE:
Review of CEJALP
Training AIDS
10/6/80*

RECEIVED

SEP 30 1980
COMMUNICATIONS
DEPARTMENT

Attachment # 10

Revere, Mass.

Sept. 25, 1980

To Whom it may concern,

SEP 29 1980

Would you please send me your manual,
"Oral Interview Standards, L.H.Reynolds, as advertised in the
Affirmative Action Equal Employment Opportunity, in the
Criminal Justice System.

Thank You,

Orlando J. Yemma
Orlando J. Yemma

224 Conant St.

Revere, Mass.

02151

Orlando J. Yemma

*NOTE
Forwarded
Copy of Training
AD # 5
10/6/80*

Attachment # 11

SEP 30 1980

Sept. 8, 1980

FILE

Dear Sirs,

I am a college student from Upstate New York and I am seeking data on problems minorities might encounter in police careers (employment selection, community relations, fellow officers). Do you have any research material(s) that might be of interest to me? Anything you send will be greatly appreciated and, if requested, the material(s) will be returned to you. I hope that you can be of help to me. THANK you for your time and patience.

*NOTE:
Referred to
to NCJRS
10/6/80*

*Dear Sirs,
Refer this to
NCJRS. Send
him address + etc
Sincerely,*

William M. White
William M. White

Chairman
COY EKLUND

Vice-Chairman
ISLE C CARTER

Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPP
MARGARET P. LORD

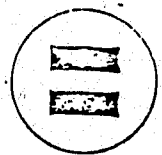
Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

President
VERNON E. JORDAN, Jr.



National Urban League, Inc.

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

October 29, 1980

Ms. Carrolle Perry
Department of Communication
Philadelphia Urban League
1930 Chestnut Street, Suite 200
Philadelphia, Pa 19103

Dear Ms. Perry:

Per our conversation on 10/27/80 regarding your request for information on entry-level positions for minorities and women candidates for the Philadelphia Police Department, the Criminal Justice Assistance and Evaluation Project provides technical assistance and materials free to federally funded agencies in the criminal justice system. However, since you expressed concern and desire for this information, please find enclosed one (1) set of training aids, one (1) six-month recruiting manual.

I hope these materials will help you in your endeavors. If we can be of further assistance, please call (212) 644-6574. Please feel free to share our capabilities to criminal justice agencies in your area, as we look forward to assisting them.

Sincerely,
James E. Cheatham
James E. Cheatham
Assistant Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

JEC/brc
Enclosures/

Board of Trustees
Deborah Baldwin
Eivalee Banks
Jesse B. Barber, Jr.
Andrew F. Brimmer
Beryl B. Burton
Edward E. Carlson
Ronald K. Davenport
Ralph P. Davidson
Howard C. Davis
James B. Farley
M. Anthony Fisher
Thomas M. Fitzpatrick
Dolores Franklin
Lucia J. Grace
Richard A. Guilmenot, III
Peter G. Haas, Jr.
John Hagen
Trey A. Hassan
Charles E. Hugel
William L. Hunter
Brenda J. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter J. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McCure
D. F. McKeishan, Jr.
James L. Mack
David J. Mahoney
Cornell C. Maier
W. Brian Maillian
Louis Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Ragsdale, Sr.
Leroy Robinson, Jr.
Gloria Dean Scott
T. Joseph Semrod
Richard R. Shinn
Jeanne Spurlock
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Low R. Wasserman

Office
JOSEPH WESTBROOK

Trustees
SAM H. BALDWIN
ROY K. GARRISON
THEODORE W. KHEEL
NOSLEY F. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEEGER

Contributions to the National Urban League are tax deductible.

Chairman
COY EKLUND

Senior Vice-Chairman
ISLE C CARTER

Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPP
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

President
VERNON E. JORDAN, Jr.



National Urban League, Inc

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

October 24, 1980

Mr. Donald M. Agen
11 Washington Street
Lancaster, NY 14086

Dear Mr. Agen:

I am enclosing some materials to aid your study of Affirmative Action. I'm sure you have reviewed the "Webster" decision and other pertinent court decisions.

I draw your attention to page 8 through 12 of the Executive Report, June - July 1980. It offers an excellent definition, comparison and history of Affirmative Action.

The Federal Registers enclosed, will give you an idea of regulations most federal agencies must follow to correct imbalances in their work force.

Sincerely,
Lee H. Reynolds
Lee H. Reynolds
Director, Criminal Justice
Assistance and Evaluation
Project (CJAEP)

LHR/brc
Enclosures/

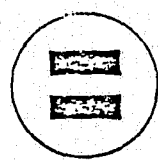
Board of Trustees
Deborah Baldwin
Eivalee Banks
Jesse B. Barber, Jr.
Andrew F. Brimmer
Beryl B. Burton
Edward E. Carlson
Ronald K. Davenport
Ralph P. Davidson
Howard C. Davis
James B. Farley
M. Anthony Fisher
Thomas M. Fitzpatrick
Dolores Franklin
Lucia J. Grace
Richard A. Guilmenot, III
Peter G. Haas, Jr.
John Hagen
Trey A. Hassan
Charles E. Hugel
William L. Hunter
Brenda J. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter J. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McCure
D. F. McKeishan, Jr.
James L. Mack
David J. Mahoney
Cornell C. Maier
W. Brian Maillian
Louis Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Ragsdale, Sr.
Leroy Robinson, Jr.
Gloria Dean Scott
T. Joseph Semrod
Richard R. Shinn
Jeanne Spurlock
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Low R. Wasserman

Ex-Officio
JOSEPH WESTBROOK

Honorary Trustees
SAM H. BALDWIN
ROY K. GARRISON
THEODORE W. KHEEL
LINDSLEY F. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEEGER

Contributions to the National Urban League are tax deductible.

FILE



Attachment # 3

National Urban League, Inc.

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

October 20, 1980

Mr. Marlin R. Price
Captain, of Police
Personnel Division
City of Dallas, Police Department
2014 Main Street, Suite 201
Dallas, Tx 75201

Dear Mr. Price:

As per your request, we are forwarding one (1) copy each of the Criminal Justice Assistance and Evaluation Project (CJAEP) Training Aids, #1 - Law Enforcement Minority Manpower Project, and #4 - Law Enforcement Minority Manpower Project.

We hope this information will help your project endeavors; if further information is need, contact us at (212) 644-6574, 6575.

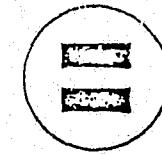
Sincerely,

Lee H. Reynolds
Director, Criminal Justice Assistance and Evaluation Project (CJAEP)

LHR/brc

Enclosures/ Training Aids - #1 & #4

Contributions to the National Urban League are tax deductible.



National Urban League, Inc.

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

October 15, 1980

Ms. Norma L. Harrison
Project Monitor
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Ms. Harrison:

Re: 78-TA-AX-0034-S-1

Forwarded for your review and information, please find four (4) copies of the Criminal Justice Assistance and Evaluation Project's Quarterly Report for period July 1, 1980 - September 30, 1980.

Sincerely,

Lee H. Reynolds
Director, Criminal Justice Assistance and Evaluation Project (CJAEP)

Enclosures/

LHR/brc

Attachment # 5

Contributions to the National Urban League are tax deductible.

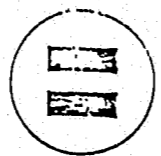
- Chairman
COY EKLUND
- Secretary
LINDA E. CARTER
- Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD
- Secretary
OTIS M. SMITH
- Assistant Secretary
SHARYN BLOCK
- Treasurer
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
W. DON CORNWELL
- President
VERNON E. JORDAN, Jr.
- Board of Trustees
Dorothy Baldwin
E. Louis Banks
Jesse B. Barber, II
Andrew F. Bummer
Bert B. Burton
Edward I. Carlson
Arnold R. Devenport
Ralph P. Davidson
Edward C. Davis
James R. Farley
M. J. Fisher
Thomas J. Fitzpatrick
D. J. Franklin
Paul J. Grace
Richard A. Guilmenot, III
Walter C. Haas, Jr.
Chris Hagen
Jeffrey A. Hassan
Charles E. Hugel
William I. Hunter
Brenda I. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter I. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McClure
D. F. McKeithan, Jr.
James L. Mack
David J. Mahoney
Connel C. Matar
M. Brian Millman
Boris Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Rapchale, Sr.
Lewis Robinson, Jr.
Gloria Dean Scott
T. Joseph Semrod
Richard R. Shinn
Katherine Spurlink
A. Brian Swift
Lynette D. Taylor
Kenneth P. Tood
J. C. Turner
Lee R. Wasserman
- Ex-Officio
JOS. WESTBROOK
- Honorary Trustees
WILLIAM H. BALDWIN
LLOYD K. GARRISON
THEODORE W. WHEEL
LINDSLEY F. KIMBALL
JAMES A. LINES
DONALD H. MCCANNON
HENRY STEIGER

- Chairman
COY EKLUND
- Vice-Chairman
LINDA E. CARTER
- Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD
- Secretary
OTIS M. SMITH
- Assistant Secretary
SHARYN BLOCK
- Treasurer
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
W. DON CORNWELL
- President
VERNON E. JORDAN, Jr.
- Board of Trustees
Dorothy Baldwin
E. Louis Banks
Jesse B. Barber, II
Andrew F. Bummer
Bert B. Burton
Edward I. Carlson
Arnold R. Devenport
Ralph P. Davidson
Edward C. Davis
James R. Farley
M. J. Fisher
Thomas J. Fitzpatrick
D. J. Franklin
Paul J. Grace
Richard A. Guilmenot, III
Walter C. Haas, Jr.
Chris Hagen
Jeffrey A. Hassan
Charles E. Hugel
William I. Hunter
Brenda I. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter I. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McClure
D. F. McKeithan, Jr.
James L. Mack
David J. Mahoney
Connel C. Matar
M. Brian Millman
Boris Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Rapchale, Sr.
Lewis Robinson, Jr.
Gloria Dean Scott
T. Joseph Semrod
Richard R. Shinn
Katherine Spurlink
A. Brian Swift
Lynette D. Taylor
Kenneth P. Tood
J. C. Turner
Lee R. Wasserman
- Ex-Officio
JOS. WESTBROOK
- Honorary Trustees
WILLIAM H. BALDWIN
LLOYD K. GARRISON
THEODORE W. WHEEL
LINDSLEY F. KIMBALL
JAMES A. LINES
DONALD H. MCCANNON
HENRY STEIGER

FILE

FILE

20



National Urban League, Inc.

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

October 15, 1980

Mr. Wilbur R. Brantley
Director
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Brantley:

Re: 78-TA-AX-0034-S-1

Forwarded for your review and information,
please find a copy of the Criminal Justice Assistance
and Evaluation Project's Quarterly Report for the
period July 1, 1980 - September 30, 1980.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director, Criminal Justice
Assistance and Evaluation
Project (CJAEP)

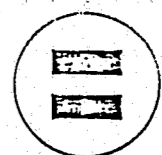
Enclosure/

LHR/brc

Contributions to the National Urban League are tax deductible.

Attachment #5

FILE



National Urban League, Inc.

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

October 20, 1980

Ms. Jeanne Large
Personnel Analyst
City of Salem, Oregon
Personnel Dept, Room 225
555 Liberty, SE
Salem, Oregon 97301

Dear Ms Large:

We are in receipt of your letter dated October 1,
requesting publications from the NUL/Criminal Justice
Assistance and Evaluation Project, re: an alternative
to the maximum age limit for entry into police service
areas. However, this information is not available
through our project. Please address your questions on
this subject to:

National Criminal Justice Reference
Service
P.O. Box 6100
Rockville, MD 20850
(202) 862-2923

For further information and current court decisions,
I suggest you contact:

Ms. Winifred Dunton, Attorney Advisor
Office of Civil Rights Compliance
U.S. Department of Justice
633 Indiana Avenue, NW
Washington, DC 20531
(202) 633-3747

Contributions to the National Urban League are tax deductible.

Attachment #6

FILE

- Chairman
LOY ERLUND
- Vice-Chairman
CARTER
- Co-Chairmen
CHARLES J HAMILTON, Jr
W HAYNE HIPP
MARGARET P LORD
- Secretary
OTIS M SMITH
- Assistant Secretary
SHARYN BLOCK
- Treasurer
FREDERICK D WILKINSON, Jr.
- Assistant Treasurer
W DON CORNWELL
- President
VERNON E JORDAN, Jr.
- Board of Trustees
Thomas H Langvin
Robert C Larson
Walter I Leonard
Virginia L Lester
Ruth B Love
Frank L McClure
James L Maco
David C Mahoney
Joseph C Mauer
A. Bruce Mauer
James E. McIlwain
Edward H. New
William I. Ragsdale Sr.
John Robinson, Jr.
The Dean Scott
Joseph Semrod
Richard R. Shine
Jane Spurrack
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Law R. Westerman
- Ex-Officio
JOSEPH WESTBROOK
- Honorary Trustees
AMH BALDWIN
LOYD K GARRISON
THEODORE W KHEEL
INDSLEY F KIMBALL
JAMES A LINES
DONALD H W JANNON
HENRY STEIGER

- Chairman
LOY ERLUND
- Vice-Chairman
CARTER
- Co-Chairmen
CHARLES J HAMILTON, Jr
W HAYNE HIPP
MARGARET P LORD
- Secretary
OTIS M SMITH
- Assistant Secretary
SHARYN BLOCK
- Treasurer
FREDERICK D WILKINSON, Jr.
- Assistant Treasurer
W DON CORNWELL
- President
VERNON E JORDAN, Jr.
- Board of Trustees
Thomas H Langvin
Robert C Larson
Walter I Leonard
Virginia L Lester
Ruth B Love
Frank L McClure
James L Maco
David C Mahoney
Joseph C Mauer
A. Bruce Mauer
James E. McIlwain
Edward H. New
William I. Ragsdale Sr.
John Robinson, Jr.
The Dean Scott
Joseph Semrod
Richard R. Shine
Jane Spurrack
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Law R. Westerman
- Ex-Officio
JOSEPH WESTBROOK
- Honorary Trustees
AMH BALDWIN
LOYD K GARRISON
THEODORE W KHEEL
INDSLEY F KIMBALL
JAMES A LINES
DONALD H W JANNON
HENRY STEIGER

Page Two
Ms. Deborah A. Lancaster
October 20, 1980

office at the time you file with EEOC.

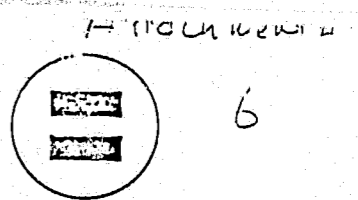
I hope this information will be of help.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds, Director
Criminal Justice Assistance
and Evaluation Project
(CJAEP)

LHR/brc

Enclosures/ Federal Register, March 2, 1979
Federal Register, June 30, 1978



National Urban League, Inc.

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

October 6, 1980

Lt. Fernando Pena, Jr.
City of El Paso Police Dept.
500 E. San Antonio
El Paso, Texas 79999

Dear Lt. Pena:

I am in receipt of your letter requesting publications from the Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Persons Project (LEMPP).

The CJAE Project is the National Urban League's Criminal Justice Assistance and Evaluation Project. As a federally funded project, it offers free technical assistance to federal, state and local criminal justice agencies and CJAEP printed training materials are available to you, free-of-charge.

For technical assistance (on-site) CJAEP staff members are prepared to assist your designated recruiting personnel, assess the agencies needs and help design a recruitment program, specifically suited to your community and its needs.

Contributions to the National Urban League are tax deductible.

- President
EDWARD J. HAMILTON, Jr.
- Chairman
CHARLES J. HAMILTON, Jr.
- Secretary
MAYNE HIPP
- Treasurer
JARET P. LORD
- Assistant Secretary
M. M. SMITH
- Assistant Treasurer
RYAN BLOCK
- President
DERICK D. WILKINSON, Jr.
- Assistant Treasurer
DON CORNWELL
- President
RON E. JORDAN, Jr.
- Board of Trustees
 - Walter Baldwin
 - James Banks
 - Robert B. Berman, Jr.
 - William Brimmer
 - James Burton
 - John L. Carlson
 - James Davidson
 - James C. Davis
 - James E. Dwyer
 - James E. Grier
 - James H. Hamilton
 - James L. Hunter
 - James L. Jackson
 - James L. Jefferson, Jr.
 - William A. Jones, Jr.
 - James T. Kearns
 - James Kirkland
 - James H. Langevin
 - James C. Larson
 - James L. Leonard
 - James L. Lester
 - James E. Love
 - James L. McClure
 - James M. McPherson, Jr.
 - James L. Marks
 - James Matthews
 - James C. Miller
 - James M. Mulvaney
 - James M. Murphy
 - James L. New
 - James L. Rapadate, Sr.
 - James L. Robinson, Jr.
 - James L. Scott
 - James L. Semrod
 - James P. Shinn
 - James L. Spivey
 - James L. Swift
 - James D. Taylor
 - James F. Todd
 - James L. Turner
 - James R. Westerman

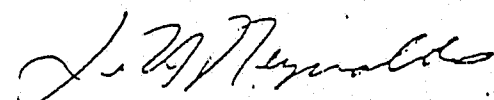
- President
EDWARD J. HAMILTON, Jr.
- Board of Trustees
 - LIAM H. BALDWIN
 - JACK K. CARRISON
 - DODORU W. KHEIL
 - OSLEY F. KIMBALL
 - M. S. A. LINEN
 - NALD H. MCCANNON
 - JOHN STEFFLER

Page Two
Lt. Pena, City of El Paso Police Dept.
October 6, 1980

The first step for on-site technical assistance requires the agency to request in writing; to be approved by: Mr. Wilbur Brantley, Director, Office of Civil Rights Compliance/Office of Justice Assistance, Research and Statistics, 633 Indiana Avenue, N.W., Washington, D.C., 20536 - or Mr. Lee H. Reynolds, Director, Criminal Justice Assistance and Evaluation Project, National Urban League, Inc., 500 East 62nd Street, New York, N.Y., 10021.

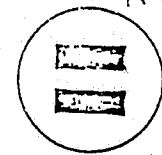
Enclosed, please find a set of training aids and manual. I am hoping these materials will help you in your endeavors. If I can be of further assistance, please feel free to call me (212) 644-6574-6575).

Sincerely,


Lee H. Reynolds
Director,
Criminal Justice Assistance
and Evaluation Project

LHR/brc

Enclosures/



National Urban League, Inc.

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

October 6, 1980

Mr. John H. Berryman
Soundview Avenue
Southold, NY 11971

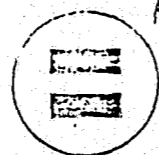
Dear Mr. Berryman:

As per your request of October 1, 1980, we are forwarding to your attention, 1 set of the Criminal Justice Assistance and Evaluation Project's training materials. These materials include:

- Aid #1 - Locating Potential Candidates & Using Community Resources for Recruiting
- Aid #2 - How to Utilize Community Resources
- Aid #3 - Candidate Preparation & Retention
- Aid #4 - Eliminators or Obsolete, Irrelevant Selection Criteria
- Aid #5 - Oral Interview Standards
- Aid #6 - Recruitment and Retention of Females in Criminal Justice Occupations

President
FRON E JORDAN, Jr.
Assistant Secretary
MARYN BLOCK
Treasurer
FREDERICK D WILKINSON, Jr.
Assistant Treasurer
DON CORNWELL
Board of Trustees
Edwin Baldwin
John B. Banks
George B. Barter II
Andrew F. Brimmer
John E. Burton
Edward F. Carlson
Richard R. Davenport
John P. Davidson
George C. Davis
James E. Larios
John A. Fisher
John J. Fitzpatrick
John G. Gillin
John H. Grace
John L. Guilmont III
John H. Haas II
John Hagen
John A. Hassan
John C. Hugel
John C. Hunter
John L. Jackson
John L. Jefferson, Jr.
William A. Jones, Jr.
John T. Kearns
John Kirkland
James H. Langevin
John C. Larson
John F. Leonard
John A. Lester
John H. Love
John L. McClure
John J. McKenney
John L. Macle
John L. Mahoney
John C. Meier
John J. Manning
John Martin
John E. Millard
John N. Ney
John F. Regsdale Sr.
John Robinson, Jr.
John Dean Scott
John C. Semrod
John F. Shinn
John C. Spurlin
John Switz
John D. Taylor
John P. Todd
John Turner
John Wasserman

Contributions to the National Urban League are tax deductible



Attachment # 11

National Urban League, Inc.

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

October 6, 1980

Mr. William M. White
1204 Gray Avenue, Apt. #6G
Utica, N.Y. 13502

Dear Mr. White:

I am in receipt of your letter dated 9/30/80, requesting data in areas which minorities might encounter problems in police careers. However, such materials are not available through this project, Criminal Justice Assistance and Evaluation Project, but may be available through the National Criminal Justice Reference Service.

May I suggest that you contact them at:
NCJRS, Post Office Box 6100, Rockville, MD. 20850,
(202) 862-2923.

Sincerely,
James E. Cheatham
James E. Cheatham
Assistant Director
Criminal Justice Assistance
and Evaluation Project

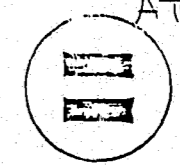
JEC/brc

- Chairman
LINDSEY C. CARTER
- Chairmen
CHARLES J. HAMILTON, Jr.
HAYNE HIPP
MARGARET P. LORD
- Secretary
OTIS M. SMITH
- Assistant Secretary
SHARYN BLOCK
- Manager
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
DON CORNWELL
- President
VERNON E. JORDAN, Jr.

- Board of Trustees
- Chairman
Liam H. Baldwin
- Members
Lloyd K. Garrison
Theodore W. Khell
Lindsley F. Kimball
James A. Linen
William M. Cannon
James E. Cheatham

- Board of Trustees
- Liam H. Baldwin
- Lloyd K. Garrison
- Theodore W. Khell
- Lindsley F. Kimball
- James A. Linen
- William M. Cannon
- James E. Cheatham

Contributions to the National Urban League are tax deductible



Attachment # 12

National Urban League, Inc.

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

October 20, 1980

Ms. Jeanne Large
Personnel Analyst
City of Salem, Oregon
Personnel Dept, Room 225
555 Liberty, SE
Salem, Oregon 97301

Dear Ms Large:

We are in receipt of your letter dated October 1, requesting publications from the NUL/Criminal Justice Assistance and Evaluation Project, re: an alternative to the maximum age limit for entry into police service areas. However, this information is not available through our project. Please address your questions on this subject to:

National Criminal Justice Reference
Service
P.O. Box 6100
Rockville, MD 20850
(202) 862-2923

For further information and current court decisions, I suggest you contact:

Ms. Winifred Dunton, Attorney Advisor
Office of Civil Rights Compliance
U.S. Department of Justice
633 Indiana Avenue, NW
Washington, DC 20531
(202) 633-3747

- Chairman
LINDSEY C. CARTER
- Vice Chairman
CHARLES J. HAMILTON, Jr.
HAYNE HIPP
MARGARET P. LORD
- Secretary
OTIS M. SMITH
- Assistant Secretary
SHARYN BLOCK
- Treasurer
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
W. DON CORNWELL
- President
VERNON E. JORDAN, Jr.

- Board of Trustees
- Chairman
Liam H. Baldwin
- Members
Lloyd K. Garrison
Theodore W. Khell
Lindsley F. Kimball
James A. Linen
William M. Cannon
James E. Cheatham

- Board of Trustees
- Liam H. Baldwin
- Lloyd K. Garrison
- Theodore W. Khell
- Lindsley F. Kimball
- James A. Linen
- William M. Cannon
- James E. Cheatham

Page Two
Ms. Jeanne Large
Personnel Analyst
October 20, 1980

CJAEP, funded by the Office of Civil Rights Compliance/Office of Justice Assistance, Research and Statistics, provides materials, upon request, to fund recipients of LEAA, free of charge.

However, technical assistance requests must be submitted in writing to OCRC/OJARS or to CJAEP directly. Upon approval from OCRC/OJARS technical assistance will be dispensed.

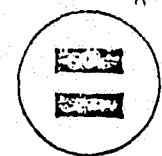
We have enclosed our manual/brochure for your perusal.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds, Director
Criminal Justice Assistance
and Evaluation Project
(CJAEP)

LHR/brc

Enclosure/



Attachment # 13

12

National Urban League, Inc.

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

- President: ARNON E. JORDAN, Jr.
- Chairman: CHARLES J. HAMILTON, Jr.
- Chairman: HAYNE HIPP
- Chairman: MARGARET F. LORD
- Secretary: THOMAS M. SMITH
- Assistant Secretary: MARYN BLOCK
- Treasurer: FEDERICK D. WILKINSON, Jr.
- Assistant Treasurer: DON CORNWELL
- Board of Trustees:
 - Robert Baldwin
 - Robert Banks
 - Robert B. Butler, Jr.
 - Robert F. Bummer
 - Robert E. Burton
 - Robert L. Carver
 - Robert R. Davidson
 - Robert F. Davidson
 - Robert C. Davis
 - Robert E. Farley
 - Robert J. Fisher
 - Robert G. Gattick
 - Robert L. Hill
 - Robert Grace
 - Robert A. Guilmonet, III
 - Robert C. Haas, Jr.
 - Robert Hagen
 - Robert A. Harsan
 - Robert L. Hugel
 - Robert L. Hunter
 - Robert L. Jackson
 - Robert L. Jefferson, Jr.
 - Robert William A. Jones, Jr.
 - Robert T. Krantz
 - Robert Kukland
 - Robert H. Langevin
 - Robert C. Larson
 - Robert L. Leonard
 - Robert L. Lester
 - Robert E. Love
 - Robert McClure
 - Robert McKeithan, Jr.
 - Robert L. Maci
 - Robert J. Manoney
 - Robert C. Miller
 - Robert M. Miller
 - Robert Martin
 - Robert F. Millard
 - Robert N. Nev
 - Robert J. Ragdale, Sr.
 - Robert Robinson, II
 - Robert Dean Scott
 - Robert Smith
 - Robert R. Shinn
 - Robert Scurlock
 - Robert D. Taylor
 - Robert F. Triac
 - Robert Turner
 - Robert R. Wasserman
- Officers:
 - President: STBROOK
 - Trustees:
 - LIAM H. BALDWIN
 - AND K. GARRISON
 - ODORE W. KHEEL
 - OSLEY F. KIMBALL
 - RESA LINN
 - WALD H. MCCANNON
 - MARY STELLER

MEMORANDUM

DATE: October 6, 1980
TO: Norma L. Harrison, GPM
FROM: *Lee H. Reynolds*
SUBJECT: Hispanic Population, Dade County

The South District (#4) was reported to have the highest Hispanic population. The South District begins at S.W. 152nd Street and extends to the southern end of Dade County.

According to the Distribution of Latin population in Dade County, 1976, source: 1976 projections based on U.S. Bureau of Census, there is a large concentration of personnel resident Hispanics below S.W. 152nd Street (the district boundary). This permanent resident population is augmented by a large Hispanic migrant labor work force that populates several migrant labor camps during the summer and fall of each year.

South District is the largest in the county; the census map indicates 15 - 30% Hispanic except for a belt in the district when it is above 70%. It does not reflect the migrant labor work force that is predominately Hispanic (Mexican). Source: Mr. Rudy Juarez, Migrant Labor Representative. (305) 248-9484.

Attachments/ District & Census Map
Dade County & Miami Police Report

Contributions to the National Urban League are tax deductible

NAME OF MEETING: Research Forum: An Assessment of Research on Minors and Crime and the Administration of Justice

DATE: November 12 - 13, 1980

CITY & STATE: Silver Spring, Md

SITE: Sheraton Inn Washington NW

NAME OF CONFEREES	FROM (CITY)	DATE REGISTERED	SIGNATURE
Carlos Astiz	Dept of Political Science, SUNY (Albany)	11/13	[Signature]
Robert Beasley		11/12, 13	[Signature]
Jacqueline Corbett		* Absent	
Julius Debro	Dept. of Public Administration, Atlanta U.	11/12-13	[Signature]
Don Freeman	NUH Resch Dept	11/12-13	[Signature]
Helen Greene	NUH Resch Dept.	11/12, 13	Helen Greene
Rudy Hernandez	Inter America Inc.	11/13	[Signature]
Robert Hill	NUH Resch. Dept.	11/12-13	[Signature]
Alfreda Iglehart		Absent	
Kurt Kickenberg	"	* Absent	
K. Kirk			
Colmae Mann	School of Criminology Florida State U.	11/12-13	[Signature]
Rodney O'Neal	NUH Resch Dept.	11/12-13	[Signature]
Cheryl Randall	NUH Resch. Dept	11/12-13	[Signature]
Lloyd Sealy		* Absent	
Joseph Strauss	Asst. Dean College of Home Economics, U. of Tennessee	11/13	[Signature]
Monica Smith	California Youthful Offender Parole Board	11/12-13	[Signature]
Cindy Sulton	Natl. Center for State Courts	11/12-13	[Signature]
Paul Takagi	School of Education, U.C. Berkeley	11/12-13	[Signature]
Larry Trujillo	Ethnic Studies Dept., U.C. Berkeley	11/12-13	[Signature]
Hal Williams	Positive Futures Inc.		
Barbara Whitehead	NUH Resch. Dept.	11/12-13	[Signature]
Robert Woodson	Resident Fellow, American Enterprise Institute	11/12	
Carroll Wiltz	Dillard U. Division of Soc. Sciences	11/12, 13	

NATIONAL URBAN LEAGUE, Inc.
Research Department Washington, D.C.

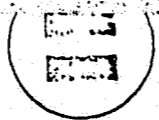
(2)

Research Forum

November 12-13, 1980

Ph.D.	Name	From	Date(s) Attended
	Velma D. La Point	N.I.H	11/12-13
	Winifred Reed	Project Monitor, NIJ	11/12-13
Ph.D.	Richard Barnes	NIJ	11/12
	Director, Center for the Study of Crime Correlates & Criminal Behavior		
	Shirley Melnicoe	NIJ	11/12
	W. Robert Burkhardt	NIJ	11/12
	Director, Office of Research Programs		
Ph.D.	Gwynne Peirson	Howard U	11/12-13
Ph.D.	Samuel L. Myers, Jr	U.S. House Representative Subcommittee on Crime	11/12
	Peggy Triplett	LEAA	11/12
	James Cheatham	NUH Admin Justice	11/12-13
	Lee H. Reynolds	NUH Admin. Justice	11/12-13
	Voncille Gowdy	NIJ	11/12

Attachment (1)



National Urban League, Inc.

Robert B. Hill, Director
RESEARCH DEPARTMENT
733 Fifteenth Street, N.W., Suite 1020
Washington, D.C. 20005
Telephone (202) 783-0220

October 31, 1980

Chairman
COY EKLUND

Senior Vice-Chairman
C. CARTER

Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPIE
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

President
VERNON E. JORDAN, Jr.

Board of Trustees

Deborah Baldwin
Elva Lee Banks
Jesse B. Barber, Jr.
Andrew F. Brimmer
Beryl B. Burton
Edward E. Carlson
Ronald R. Davenport
Ralph P. Davidson
Howard C. Davis
James B. Farley
M. Anthony Fisher
Thomas M. Fitzpatrick
James Franklin
Lucia J. Grace
Richard A. Guimeno, III
Walter G. Haas, Jr.
Chris Hagen
Jeffrey A. Hassan
Charles E. Hugel
William L. Hunter
Brenda J. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter J. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McClure
D. F. McKeethan, Jr.
James L. Mack
David J. Mahoney
Cornell C. Alster
W. Brian Maillian
Louis Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Ragsdale, Sr.
Leroy Robinson, Jr.
Gloria Dean Scott
T. Joseph Semrod
Richard R. Shinn
Jeanne Spurlock
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Lew R. Wasserman

Ex-Officio
JOSEPH WESTBROOK

Honorary Trustees
WILLIAM H. BALDWIN
LLOYD K. GARRISON
THEODORE W. KHEEL
LINDSLEY F. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEIGER

Dr. Gary Mendez
National Urban League, Inc.
500 East 62nd Street
New York, N.Y. 10021

Dear Dr. Mendez:

Over the past two years the National Urban League Research Department has been involved in a comprehensive study of criminal justice research entitled "An Assessment of Research on Minorities and Crime and the Administration of Justice." Minority as defined by this project refers to ethnicity and Blacks, Hispanics, Asians and Native Americans comprise the major groups examined by this study.

Support for this project was provided by the Law Enforcement Assistance Administration. The major study goals are to review and compile criminal justice research on minorities, to identify research gaps and to examine and evaluate programmatic strategies for research and service delivery from a minority perspective. In order to achieve these goals four major tasks were initiated, they are:

- Develop a comprehensive bibliography of articles, books and reports on minorities, crime and the administration of justice by both minority and non-minority authors.
- Develop an annotated bibliography of articles, books and reports on minorities, crime and the administration of justice by minority authors.
- Compile a roster of minority researchers in criminal justice.
- Commission and disseminate policy papers on promising new initiatives in research and program development for minorities and the criminal justice system.

Contributions to the National Urban League are tax deductible.

My letter to you today is related to our fourth major task "to commission and disseminate policy papers..." Adjunct to the completion of this task we are convening a Research Forum. At this forum the authors of our policy papers will summarize and discuss their work in progress. Our intentions are to have working session with a presentation and discussion format. We invite you to attend and participate in discussing the topics covered in the various papers. Specifically we are interested in your input in identifying policy issues and research needs for each policy paper (topic). Your input at this developmental stage may help to broaden or sharpen the focus of each paper. It is our intent to issue these papers as a collected volume upon completion.

The Research Forum will be held at the Sheraton Inn Washington Northwest, 8727 Colesville Road, Silver Spring, MD., on November 12th and 13th. The first session will convene at 9:00 a.m. In order that you can begin to think before we convene I am enclosing a list of the various policy paper topics. If you will be able to attend please notify Ms. Barbara A. Whitehead at this number (202) 783-0220, on or before November 7, 1980.

Sincerely,

Bob

Robert R. Beasley
Project Director

RRB/baw

Enclosure

POLICY RESEARCH TOPICS

- I. POLICE USE OF EXCESSIVE FORCE
Larry Trujillo, Ph.D.
- II. UNEMPLOYMENT AND THE EX-OFFENDER
Samuel L. Myers, Jr., Ph.D.
- III. CORRECTIONS: THE IMPACT OF INSTITUTIONALIZATION
ON THE MINORITY OFFENDER
Paul Takagi, Ph.D.
- IV. CORRECTIONS: ALTERNATIVES TO INCARCERATION
Alfreda Iglehart, Ph.D.
- V. MINORITY COMMUNITY RESPONSE TO CRIME AND ITS
IMPACT ON POLICE MINORITY COMMUNITY RELATIONS
Andrea Sullivan, Ph.D.
- VI. VICTIMIZATION IN MINORITY COMMUNITIES
Carroll Wiltz, Ph.D.
- VII. MINORITY FEMALES AND CRIME
Coramae Richey Mann, Ph.D.
- VIII. LANGUAGE AND CULTURAL BARRIERS FOR HISPANICS
THROUGHOUT THE CRIMINAL JUSTICE SYSTEM
Carlos Astiz, Ph.D.
- IX. LANGUAGE AND CULTURAL BARRIERS FOR NATIVE
AMERICANS THROUGH THE CRIMINAL JUSTICE SYSTEM
Joseph Stauss, Ph.D.

Attachment (2)

NATIONAL URBAN LEAGUE, INC.
RESEARCH DEPARTMENT
WASHINGTON, D.C.

Research Forum: "An Assessment of Research on Minorities And
Crime And The Administration of Justice"

November 12-13, 1980

AGENDA

November 12

- | | | |
|-------------|--|--|
| 9:00-9:10 | Welcome and Introduction | - Robert B. Hill, Ph.D.
Director of Research
National Urban League |
| 9:10-9:20 | Remarks National Institute of
Justice | - Staff Representatives |
| 9:20-9:30 | Introduction to Research Forum | - Robert R. Beasley
Project Director |
| 9:30-10:00 | Unemployment and the Ex-Offender
Samuel L. Myers, Jr., Ph.D.
(Presentation and Questions) | |
| 10:00-10:30 | Victimization In Minority Communities
Carroll Wiltz, Ph.D.
(Presentation and Questions) | |
| 10:30-11:00 | Police Use of Excessive Force
Larry Trujillo, Ph.D.
(Presentation and Questions) | |
| 11:00-11:10 | BREAK | |
| 11:10-12:30 | General Discussion of Presentations | |
| 12:30-2:00 | LUNCH | |
| 2:00-2:30 | Corrections: The Impact of
Institutionalization of
the Minority Offender
Paul Takagi, Ph.D.
(Presentation and Questions) | |

2:30-2:45 Corrections: Alternatives to Incarceration
Alfreda Iglehart, Ph.D.
Robert R. Beasley (Substitute)
(Presentation and Questions)

2:45-3:15 Minority Females and Crime
Coramae Richey Mann, Ph.D.
(Presentation and Questions)

3:15-3:30 BREAK

3:30-4:30 General Discussion

November 13

9:00-9:15 Opening Remarks - Robert R. Beasley
Project Director

9:15-9:45 Minority Community Response to
Crime and Its Impact On
Police Minority Community
Relations
Andrea Sullivan, Ph.D.
(Presentation and Questions)

9:45-10:15 Language and Cultural Barriers
for Native Americans
Throughout the Criminal
Justice System
Joseph Stauss, Ph.D.
(Presentation and Questions)

10:15-10:45 Language and Cultural Barriers
for Hispanics Throughout
the Criminal Justice System
Carlos Astiz, Ph.D.
(Presentation and Questions)

10:45-11:00 BREAK

11:00-12:00 General Discussion

12:00-1:00 LUNCH

1:00-2:00 Summary Discussion

POLICY RESEARCH TOPICS

- I. POLICE USE OF EXCESSIVE FORCE
Larry Trujillo, Ph.D.
- II. UNEMPLOYMENT AND THE EX-OFFENDER
Samuel L. Myers, Jr., Ph.D.
- III. CORRECTIONS: THE IMPACT OF INSTITUTIONALIZATION
ON THE MINORITY OFFENDER
Paul Takagi, Ph.D.
- IV. CORRECTIONS: ALTERNATIVES TO INCARCERATION
Alfreda Iglehart, Ph.D.
- V. MINORITY COMMUNITY RESPONSE TO CRIME AND ITS
IMPACT ON POLICE MINORITY COMMUNITY RELATIONS
Andrea Sullivan, Ph.D.
- VI. VICTIMIZATION IN MINORITY COMMUNITIES
Carroll Wiltz, Ph.D.
- VII. MINORITY FEMALES AND CRIME
Coramae Richey Mann, Ph.D.
- VIII. LANGUAGE AND CULTURAL BARRIERS FOR HISPANICS
THROUGHOUT THE CRIMINAL JUSTICE SYSTEM
Carlos Astiz, Ph.D.
- IX. LANGUAGE AND CULTURAL BARRIERS FOR NATIVE
AMERICANS THROUGH THE CRIMINAL JUSTICE SYSTEM
Joseph Stauss, Ph.D.

Page Three
MEMO/Paul Barnes
November 5, 1980

The city is planning a cut-off date for entrance exam in the first week of January, 1981. I suggested that as many of the reforms as possible be instituted at once, and to begin planning a second exam as soon as possible with a complete review of the selection process. I also suggested a walk-in exam to get as many Black and female participants as possible. Having the test site in or near the minority community was suggested, instead of using a college that made travel a problem.

For your information.

cc: Norma L. Harrison
William Haskins
James Fortune

Attachment/

UND
Chairman
CARTER
m
J. HAMILTON, Jr.
E HIPP
ET P. LORD
SMITH
Secretary,
BLOCK
K D. WILKINSON, Jr.
Treasurer
CORNWELL

E. JORDAN, Jr.

Trustees

Edwin
s
per, Jr.
ummer
on
arison
venport
id-on
avis
ley
Fisher
itzpatrick
kin
ace
uil
ass
ssan
igel
unter
kson
erson, Jr.
A. Jones, Jr.
ns

angevin
son
nard
ster

lure
an, Jr.
ck
oney
ver
ilian

Millard
y
sdale, Sr.
on, Jr.
cott
rod
inn
ck

ylor
odd

rman

WESTBROOK

TUS
H. P. EDWIN
GARRISON
E. W. KHEEL
F. KIMBALL
LINEN
H. MCGANNON
BEEGER

National Urban League, Inc.

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

October 31, 1980

Mr. Paul Barnes
Office of Civil Rights Compliance
Office of Justice Assistance, Research
and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Barnes:

The Tacoma, Washington Urban League has requested TA in setting up a corrections recruiting effort for the State of Washington. They are planning a meeting for the end of November.

I am enclosing copies of materials sent to us for review. I am requesting your review of the request and if other OCRC criteria is met, permission to attend the meeting with the Tacoma Urban League and officials from the Washington State Department of Social and Health Services. The latter agency is responsible for administering the corrections facilities in the State.

The planned result of the meeting will be to set up training

Contributions to the National Urban League are tax deductible.

FILE

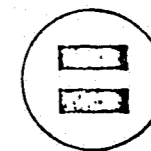
There was some concern expressed by Black community persons, that a recent incident when a Black Male who had been beaten by police, had the community upset and hostile. The Chief stated the four officers involved had been suspended without pay, pending the out come of the investigation. It was suggested that a civilian review process be adopted by the City. The Chief became agitated and stated he would never have a civilian review process and he would resign if one was forced on him.

The Syracuse Police Department has approximately five hundred (500) sworn members of which eleven (11) are Black. The city has approximately 18% Black population.

Several suggestions were offered by me toward targeting the program more towards minorities.

1. Location of recruiting bus in the target community, instead of in the civic center.
2. More use of minority oriented radio instead of TV and cable TV.
3. Training of recruiters prior to sending them out.
4. Use of a qualifying written exam instead of a ranked list.
5. Target recruiting to high schools rather than colleges and armed forces.
6. Use of a telephone with a tape for twenty-four (24) hour response capability.
7. Placing exam preparation tutorials in the Black community.
8. Necessity of the Chief and Mayor to announce endorsement of the recruiting program and its emphasis on recruiting Blacks and women.
9. A policy statement from the Chief to the members of the department, explaining the consent decree why it was agreed to and how the program would be implemented.
10. The necessity to start planning how the decree would impact on promotions.

HTA = J



National Urban League, Inc.

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

MEMORANDUM

DATE: November 5, 1980
TO: Paul Barnes, OJARS/OCRC
FROM: Lee Reynolds, Director CJAP *Lee Reynolds*
SUBJECT: Syracuse, New York Meeting on Recruitment - 10/27/80

On Monday, October 27, 1980, a meeting was held at City Hall in Syracuse, New York to review a proposed minority recruiting program. (copy attached, appendix A)

Present at the meeting were various police officials, including the Chief of Police, Thomas Sardino; First Deputy Chief Frederick Scharown; and the Sergeant in charge of the recruiting section. Also present were representatives from the Mayor's Office, the newly appointed AAO, and representatives of the Personnel Office, the President of the Syracuse NAACP, and the Executive Director of the Syracuse Urban League, Leon Modeste.

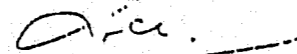
The city has agreed to a negotiated consent decree to hire Blacks at a 25% level until Blacks represent 10% of the sworn workforce. The city will hire females at 20% of appointments. (copy attached, appendix B)

The proposed Minority Recruitment Program was reviewed for the first time at the meeting. There was some consternation voiced by the NAACP President that this was the first time the document presented, and there was no time for review and input. The city representatives indicated that this could take place at a meeting scheduled for the first week in November.

Page Two
Paul Barnes/OCRC
October 31, 1980

schedules for recruiters and review of the selection and application process. For your consideration.

Sincerely,


Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosures/

cc/ Norma Harrison



COL. EUGENE J. CAMP, Chief of Police

METROPOLITAN POLICE DEPARTMENT

CITY OF ST. LOUIS 1200 CLARK AVENUE • ST. LOUIS, MISSOURI 63103

November 5, 1980

NOV 10 1980

Mr. Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project
National Urban League, Inc
500 East 62nd Street
New York, N.Y. 10021

Dear Mr. Reynolds:

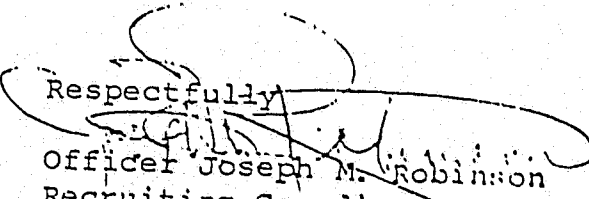
This letter will serve as a follow-up to our phone-conference on Wednesday, November 5, 1980.

The Personnel Division of the St. Louis Metropolitan Police Department is sponsoring a Law Enforcement Recruiting Conference on November 18, 1980. This conference will be centered mainly around the preparation of applicants, in the area of academics, prior to their testing and processing by the police department.

I am requesting 20 of your Minority Recruiting For Criminal Justice Careers books to use as hand-out material in this conference.

I appreciate your willingness to be of assistance to us in this area. May God bless you.

Respectfully


Officer Joseph M. Robinson
Recruiting Coordinator

President
VLRNON E. JORDAN, Jr.

Vice-Chairman
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

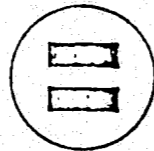
President
VLRNON E. JORDAN, Jr.

Board of Trustees

- Dorothy Baldwin
- Elaine Banks
- Jesse B. Barber, Jr.
- Andrew J. Bummer
- Ervi B. Burton
- Edward E. Carison
- Ronald R. Davidson
- Richard Davidson
- Harold C. Davis
- John Farley
- William Fisher
- Thomas M. Fitzpatrick
- Charles Franklin
- Richard J. Glaze
- Richard A. Guinnott III
- Walter C. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles L. Huggins
- William L. Hunter
- Brenda L. Jackson
- Andrew L. Jefferson II
- Rev. William A. Jones, Jr.
- David T. Krains
- Lane Kirkland
- Thomas H. Langston
- Robert C. Larson
- Walter L. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Conrad C. Mauer
- W. Brian McElhan
- Louis Martin
- Charles L. F. Millard
- Edward A. New
- Lincoln J. Ragland Sr.
- Henry Robinson Jr.
- Gloria Dean Scott
- T. Joseph Simms
- Richard R. Shinn
- Juanna Sparrock
- A. Dean Swift
- Joseph D. Taylor
- Conrad P. Todd
- C. Turner
- W. R. W. W. W.

CH WISTBROOK

- Trustees
- W. H. Baldwin
- Lloyd K. Garrison
- Theodore W. Kheel
- Wesley F. Kimball
- James A. Linn
- Donald H. McAnnon



National Urban League, Inc.

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

November 6, 1980

Officer Joseph Robinson
St. Louis Metropolitan Police Department
1200 Clark Avenue
St. Louis, MO 63103

Dear Officer Robinson:

Per our conversation of November 5, regarding the recruitment of minorities for the St. Louis Police Department, the Criminal Justice Assistance and Evaluation Project (CJAEP), formerly the Law Enforcement Minority Persons Project (LEMPP) offers free technical assistance to federal, state and local criminal justice agencies in methods and techniques of minority recruitment, retention and promotion.

However, the funded agency must receive approval through written authorization from:

Mr. Wilbur R. Brantley, Director, Office of Civil Rights Compliance, Office of Justice Assistance Research and Statistics, 633 Indiana Avenue, NW, Washington, DC 20531.

Requests for technical assistance may be submitted directly to CJAEP: Attn. Lee H. Reynolds, Director, but are still subject to approval of Office of Civil Rights Compliance/OJARS.

Enclosed, please find ten (10) sets of training aids and twenty-one (21) manuals for your perusal. I hope these materials

Page Two
Office Joseph Robinson
November 6, 1980

will assist in your endeavors. If I can be of further assistance please write or call, (212) 644-6574, 575.

Sincerely,

Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project

LHR/brc

Enclosures/ 10 sets training aids
21 manuals

FILE

City of Norfolk

Attn: # 6
Office of the City Manager • 101 City Hall • Norfolk, Va. 23501 • 804 441 2471

November 4, 1980

NOV 7 1980

Ms. Jackie Patterson, Director
Eastern Regional Office
National Urban League
477 Madison Avenue
17th Floor
New York, New York 10022

Dear Ms. Patterson:

We have been advised by the Tidewater Urban League of certain services which may be provided to municipalities through the National Urban League.

We understand your services relate to recruitment of minorities covering the entire spectrum of public safety and it is our desire to meet with you to find out about such services to see if the Urban League can be of assistance to the City of Norfolk in its endeavors in the minority recruitment area.

Could you advise if someone from the Urban League would be available to meet with us here in Norfolk to discuss the above matter?

Thank you for your anticipated cooperation.

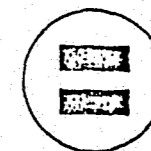
Sincerely yours,

Neal S. Windley

Neal S. Windley
Assistant City Manager
for Operations

NSW:kf

cc: Director of Personnel



National Urban League, Inc.

Jacqueline J. Patterson, Director
EASTERN REGIONAL OFFICE
477 Madison Avenue, 17th Floor, New York, N.Y. 10022
Telephone: (212) 935-9720

NOV 17 1980

M E M O R A N D U M

DATE: NOVEMBER 14, 1980

TO: LEE REYNOLDS, CRIMINAL JUSTICE ASSISTANCE EVALUATION PROJECT

FROM: JACQUELINE J. PATTERSON, DIRECTOR/ERO *JJP*

SUBJ: SEE ATTACHED LETTER

Enclosed is a corrected copy of a letter from Neal Windley, regarding the technical assistance request initiated by the Tidewater affiliate. I hope this is what you need to schedule the visit.

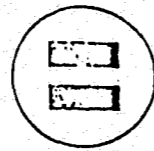
Thanks for your cooperation.

JJP/lg



The Naval Base • Mover Myer House • Adam Thoroughgood House • Willoughby-Baylor House • The (Rev.) Arthur Memorial Chrysler Museum • Lafayette Zoological Park • Gardens-By-The-Sea • Hermitage Foundation Museum • St. Paul Church

the National Urban League are tax deductible



National Urban League, Inc.

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

FILE

MEMORANDUM

DATE: November 17, 1980
TO: Paul Barnes, OCRC/OJARS
FROM: Lee Reynolds, Director, CJAEP *Lee Reynolds*
SUBJECT: T.A. Request from City of Norfolk Virginia via
Tidewater Urban League

1. The City of Norfolk has requested technical assistance for minority recruitment. (copy of request attached)
2. I have requested that the City of Norfolk forward its complete recruiting format for review.
3. If this request conforms with OCRC requirements, please advise if site visit is feasible.

attachment

APPENDIX E

NATIONAL URBAN LEAGUE, INC.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

JANUARY 1, 1981 - MARCH 31, 1981

QUARTERLY REPORT

January 1, 1981 ---- March 31, 1981

Grant Name CRIMINAL JUSTICE ASSISTANCE Date APRIL 13, 1981

AND EVALUATION PROJECT Grant Number 78-TA-AX-0034-S-1

Grantee NATIONAL URBAN LEAGUE, INC. Subgrantee N/A

Grant Monitor MARGARET SNODDY, OFFICE OF CIVIL RIGHTS COMPLIANCE SPECIALIST

Progress Summary:

During the period January 1, through March 31, 1981, The Criminal Justice Assistance and Evaluation Project (CJAEP) updated slide-tape aids utilized in recruit training presentations. The slide-tape is loaned to funded recipients, upon request, on a short term basis. The project will continue to use in-house capabilities when appropriate with approval of the Government Project Monitor (GPM). The use of in-house participation will reflect a substantial savings and control over the use of outside sources.

Chapter Six (6), "Recruitment and Retention of Females in Criminal Justice Occupations", has been revised, completed and received from Dr. Roi Townsey, Project Director, National Information and Research Center on Women in Policing, Police Foundation, Washington, D.C., February, 1981. To date, all six Chapters and the Six Month Recruitment Schedule have been completed.

The project has maintained its commitment to respond to communications, requests for TA, on-site surveys, training seminars, conferences, workshops and other assignments designated by OCRC/OJARS.

- 2 -

As a result of recommended changes suggested by, Director, Lee H. Reynolds on 12/16/80, relating to the recruitment process used by the City of Norfolk, Va. in the Recruitment of Police and Fire Officers are as follows:

- Age: Age limit raised from 21 through 30 years. (Applicant may be up to 35 years, maximum, if they have one (1) year of prior military service for each year over 30 years of age).
- Posters to include name and telephone number of recruiter.
- Driver's license: out of state applicants.
- Personal History Application Form: Questions related to conviction will be continued, however, the question as it relates to a member of his or her family having been arrested will be discontinued. As suggested by Mr. Reynolds, the question, "Are there any felons residing in your household?" will be included.
- The questions relating to marital or family problems (which are not job related) were also deleted.
- The question of whether or not a candidate has been a victim of any criminal act (which is not job related) was deleted.
- Upon advice of CJEAP Director, the 100 word essay in the application, "Why a candidate wishes to make the Police/Fire Department a Career" - deleted. (see attachment #1)

Evaluation forms are distributed at the site of TA, seminars and workshops. However, the response as expressed by the City of Norfolk, would assist CJAEP in evaluating future agencies and enable the project to design new and more effective assistance. Efforts to compare this campaign with prior exam will be initiated by CJAEP.

One of the more productive meetings of representatives from a broad sector of federal, state and local agencies met in an effort to forge a coalition of criminal justice members to participate in forming a curriculum committee on Crime Prevention in the Black Community at, the North Carolina Justice Academy, Salemburg, NC.

On March 18, 1981, The North Carolina Justice Academy, a division of the State Department of Justice and part of the Attorney General's Office, held a Crime Prevention in the Black Community Curriculum Committee meeting at Salemburg, NC. to develop effective means and provide a model in which law enforcement personnel and the community can reduce crime and better serve the community. A broad representation of thirteen (13) persons participated on the panel.

- Chief of Police - Carrboro, NC.
 - U.S. Department of Justice - CRS - Atlanta, GA.
 - Department of Crime Control & Public Safety - Raleigh, NC.
 - Division of Probation & Parole, North Carolina Department of Corrections - Raleigh, NC.
 - National Urban League, Criminal Justice Assistance and Evaluation Project - New York City, NY.
 - North Carolina Justice Academy - Salemburg, NC.
 - National Council on Crime & Delinquency - Hackensack, NJ.
 - Greensboro Police Department - Greensboro, NC.
 - Charlotte Police Department - Charlotte, NC.
- (see attachment #2)

The goals and objectives of the committee is to develop and design a community relations program to assist the rural and urban areas of the community. The committee will examine and identify problems of the elderly, feelings and attitudes towards the police and a public relations curriculum for police personnel.

CJAEP recommended that the implementation and policy of any agency must be sincerely endorsed by the Chief Administrator to be successful. Carrboro, NC. Chief of Police, Sid Herje concurred with this recommendation as a priority in establishing the committee's future format.

The following is a chronological description of activity performed from January 1, through March 31, 1981.

January 5, 1981

Follow-up report by the Nashville Urban League's effort to secure technical assistance from CJAEP.

Monthly report for the month of December, 1980 forwarded to OCRC/OJARS.

January 12, 1981

Quarterly report for the period October 1, through December 31, 1980, forwarded to OCRC/OJARS.

January 20, 1981

Document Review Form, reviewed/forwarded to National School Resource Network, National Center, Washington, DC.

January 21, 1981

Request for TA from the North Carolina Justice Academy, OCRC/OJARS.

Follow-up and response from City of Norfolk. (see attachment)

January 23, 1981

Request for training chapters and relevant federal register, forwarded to Kankakee County Sheriff's Office, Kankakee, IL.

January 26, 1981

Reply from GPM for Quarterly Report, October 1, 1980 - December 31, 1980.

Permission granted from OCRC/OJARS to participate in the North Carolina Justice Academy's Curriculum Committee.

January 28, 1981

Request for police position received/forwarded, Cross, SC.

Training chapters 1,2,3,4 and 5 forwarded to University Research Corporation, Project Director, Bethesda, MD.

Publication on oral interview standards forwarded to Orlando, FL.

Request from the Southern Region Conference of the Association of Social and Behavioral Scientist, Atlanta, GA. for CJAEF Director to moderate session, March 26, 1981.

February 2, 1981

Monthly Report - January, 1981.

February 9, 1981

Invitation accepted by Public Safety Commission, Atlanta, GA. to attend forum 3/25-28/81.

February 17, 1981

Approval to moderate or organize Southern Region Conference, Atlanta, GA from OCRC.

February 26, 1981

Training chapters requested/forwarded to Des Moines, Iowa.

March 2, 1981

Received request/forwarded CJAEF training chapters 1, 4 and 5 to Des Moines, Iowa. (see attachment #3).

March 3, 1981

Forward monthly report for the month of February, 1981 to OCRC/OJARS. (See attachment #4).

Notice from Dr. Townsey regarding final draft of Chapter 6.

Confirmation and travel arrangements from North Carolina Justice Academy, Salemburg, NC. - March 18-19, 1981.

March 18, 1981

CJAEF Assistant Project Director participated in meeting at the North Carolina Justice Academy, Salemburg, NC. regarding "Crime Prevention in the Black Community Curriculum Committee.

Summary:

Although the current administration has not promulgated the budget. Fy 81, there still exists a need to assist law enforcement agencies in their effort to recruit minorities and women into the criminal justice occupations.

Most agencies, already affected by budget cuts, have had impact on recruitment by reducing the number of personnel at entry level and promotional opportunities.

CJEAP will continue to provide criminal justice agencies TA, training aids, slide-tape presentations in recruitment, on a short term loan basis and other materials in an effort to increase the number of minorities and women entering law enforcement agencies. CJEAP will continue to:

- Participate in conferences, workshops and meetings with the primary purpose of disseminating technical information relating to grant program.
- Continue to participate in assignments designated by OCRC/OJARS.
- Prepare monthly report (April, 1981)

ATTACHMENTS

Nashville Urban League, Inc.

2701 Jefferson St.
Nashville, Tennessee 37208

JAN 5 1981

December 29, 1980

Mr. Lee Reynolds, Director
Criminal Justice Assistance and Evaluation Project
National Urban League
500 E. 62nd Street
New York, NY 10021

Dear Lee:

This is to inform you of the events that have occurred during our effort to secure the technical assistance from CJAEP:

1. December 2, 1980 - The President of the Nashville Urban League Board of Directors and I met with Dr. Beverly Cleckner regarding soliciting the Personnel Director and Departments' support for the project.
2. December 5, 1980- A follow-up meeting was held for participants who attended the September 5-6, 1980 Police/Community Relations Conference. Very few persons attended the Friday evening session. The NBC local affiliate covered the meeting.
3. December 9, 1980- An administrative staff member of the Department of Personnel presented to the bimonthly meeting of the Civil Service Commission a report of departmental activities. An overview of the 12/5/80 meeting was presented. Apparently there was a negative reaction received from the Chairman of the Civil Service Commission. The CBS local affiliate was present. The chairman was subsequently interviewed. In summation, his initial preception of the project was "We don't want those 'Yankees' coming down here telling us what to do."

The newsreporter visited our office to obtain my perception of the aforementioned. It is apparent that more information was requested by the Commission. Though Dr. Cleckner did not intend for the Commission to vote on the participation in the project, it appears that their support is another variable added. All parties involved, the Nashville Urban League and the Department of Personnel, were working on the assumption that the acquisition of the Mayor's support was sufficient.

Mr. Lee Reynolds
Page Two
December 29, 1980

It is apparent that the process of soliciting the support of the Mayor has been extended. I will communicate with you as soon as we are able to ascertain the strategies to be implemented.

Sincerely,

Carole M. Watson
Executive Director

President
JAMES W. DAVIS

Vice President
FRANCIS GUESS

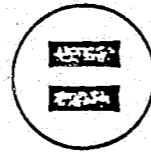
Secretary
CAMILLE RUCKER

Treasurer
GORDON SMITH

Executive Director
CAROLE M. WATSON

Board of Directors 1980

Frank Bailey
William Calloway
Norman Carl
George Cate, Jr.
M.D. Chamberlain
Dorothy Cobbett
Harold Crump
Sharon Doss
Jane Eskin
Scott Fillebrown
Alfred Galloway
John Harwell
Robert Hoffman
Samuel Howard
Theodore Martin
Harriett Peterson
Vanita L. Sherrill
Sherman Webster
M. D. Williams
Elizabeth Wortham
Aldorothy Wright
Ex-Officio
Gwendolyn McFarland



National Urban League, Inc.

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

January 5, 1981

Mr. Paul Barnes
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Barnes:

Forwarded for your review and information, please find a copy of the Criminal Justice Assistance and Evaluation Project's Monthly Report for the month of December, 1980.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosure/

Chairman
COY EKLUND
Senior Vice-Chairman
LISLE C. CARTER

Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPP
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

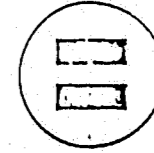
President
VERNON E. JORDAN, Jr.

Board of Trustees

- Deborah Baldwin
- Elva Lee Banks
- Jesse B. Barber, Jr.
- F. Brimmer
- B. Burton
- Edward E. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Howard C. Davis
- James B. Farley
- Anthony Fisher
- Thomas M. Fitzpatrick
- Jules Franklin
- Patricia J. Grace
- Richard A. Guilmenot, III
- Walter G. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles E. Hugel
- William L. Hunter
- Brenda J. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Kearns
- Lane Kirkland
- Thomas H. Langevin
- Robert C. Larson
- Walter J. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Maillian
- Louis Martin
- Charles E. F. Millard
- Edward N. Ney
- Lincoln I. Ragsdale, Sr.
- LeRoy Robinson, Jr.
- Gloria Dean Scott
- T. Joseph Semrod
- Richard R. Shinn
- Jeanne Spurlock
- Dean Switt
- Pat D. Taylor
- Keith P. Todd
- J. C. Turner
- Lew R. Wasserman

Ex-Officio
JOSEPH WESTBROOK

Honorary Trustees
WILLIAM H. BALDWIN
LLOYD K. GARRISON



National Urban League, Inc.

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

January 12, 1981

Mr. Bert Keys, Jr.
Project Monitor
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Keys:

Re: 78-TA-AX-0034-S-1

Forwarded for your review and information, please find four (4) copies of the Criminal Justice Assistance and Evaluation Project's Quarterly Report for period October 1, 1980 - December 31, 1980.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director, Criminal Justice
Assistance and Evaluation
Project (CJAEP)

LHR/brc

Enclosure/

Chairman
COY EKLUND
Senior Vice-Chairman
LISLE C. CARTER

Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPP
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

President
VERNON E. JORDAN, Jr.

Board of Trustees

- Deborah Baldwin
- Elva Lee Banks
- Jesse B. Barber, Jr.
- Andrew L. Brimmer
- Frank L. Burton
- Edward E. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Howard C. Davis
- James B. Farley
- Anthony Fisher
- Thomas M. Fitzpatrick
- Jules Franklin
- Patricia J. Grace
- Richard A. Guilmenot, III
- Walter G. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles E. Hugel
- William L. Hunter
- Brenda J. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Kearns
- Lane Kirkland
- Thomas H. Langevin
- Robert C. Larson
- Walter J. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Maillian
- Louis Martin
- Charles E. F. Millard
- Edward N. Ney
- Lincoln I. Ragsdale, Sr.
- LeRoy Robinson, Jr.
- Gloria Dean Scott
- T. Joseph Semrod
- Richard R. Shinn
- Jeanne Spurlock
- Dean Switt
- Pat D. Taylor
- Keith P. Todd
- J. C. Turner
- Lew R. Wasserman

Ex-Officio
JOSEPH WESTBROOK

FILE



National School Resource Network

National Center 5530 Wisconsin Avenue, N.W., Washington, D.C. 20015 (301) 654-2550
Toll Free: (800) 638-8090

January 13, 1981

JAN 20 1981

Dear Reviewer:

The attached draft entitled "Analysis of Discipline for Ethnic Disparity" is being reviewed by the National School Resource Network staff for possible inclusion in the next issue of the NSRN Technical Assistance Bulletin scheduled for publication in Spring 1981. We are asking you to review this document and give us your candid impressions of it in regard to content, substance, clarity and approach to the problem. As you are, no doubt, aware, our Technical Assistance Bulletins are aimed at a varied audience of school administrators, educators, parents, community groups, and concerned associations and organizations. We are therefore, particularly interested in your perspectives on the attached document from as many points of reference as you would care to address.

We would appreciate your putting your remarks on the enclosed Document Review Form and forwarding it to us in the self-addressed envelope provided for that convenience.

The National School Resource Network is appreciative of the time and effort that you will have devoted to this request and look forward to receiving your response in the very near future.

In the meantime, should you have questions, or if I can be of assistance, please call me at (301) 654-2550, extension 248.

Sincerely,

Laura R. Dawson

Laura R. Dawson
NSRN Staff Associate

:smm
Enclosures

DOCUMENT REVIEW FORM

Document Title: "Analysis of Discipline for Ethnic Disparity"

Subject Publication: Technical Assistance Bulletin No. 40

Scheduled Date of Publication: Spring 1981

DIRECTIONS: Indicate in writing below your assessment of the attached document in light of each of the questions listed. Please elaborate on "yes" or "no" responses. Use back of sheet for additional space, if necessary. Should you feel that you cannot make these judgments, please indicate "No Comment" in the space provided.

1. In your opinion, is the content of this bulletin accurate and is the discussion appropriate to the problem identified?
The content of the bulletin is well targeted and described in a way that mis-conception is impossible.
2. Do you think that the problem being addressed is important or widespread enough in schools to warrant a special publication?
Yes. Particularly in urban centers and large parts of the South.
3. Is the method that has been presented for identifying and analyzing ethnic disparity in school disciplinary structures a useful one?
Yes. Use of the 20% formula is well accepted.
4. Are the examples and illustrations appropriate?
Yes. Examples and illustrations are lucid enough not to intimidate non-researchers.
5. Is this bulletin, clear, cohesive, and readable by a broad audience of school and community members?
Yes.

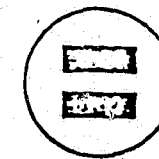
Document Review Form
Page Two

6. Do you feel that this bulletin should be edited, revised, printed and distributed?
Possible revision of description of purpose to make it read less accusatory. The purpose is clear and honorable. Its bluntness may not elicit cooperation.
7. Please use this space for additional comments, recommendations, literature citations and the like.
I suggest that a liaison be established with the School Suspension Project at the National Urban League (Tel# 644-6523) for slightly similar study now in progress.

Reviewed by: Lee H. Reynolds, Criminal Justice Assistance and Evaluation Project
Name: Lee H. Reynolds, Criminal Justice Assistance and Evaluation Project
Organization: National Urban League, Inc., 500 East 62nd Street, New York, NY 10021
Telephone Number and Area Code: (212) 644-6574-575

Date: January 21, 1981

THANK YOU



National Urban League, Inc.

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

January 21, 1981

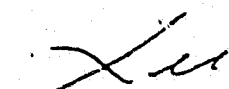
Mr. Paul Barnes
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue
Washington, DC 20531

Dear Mr. Barnes:

Re: 78-TA-AX-0034-S-1

Enclosed is a request for technical assistance from the North Carolina Justice Academy. They wish to develop a course to combat crime in the Black community. They are requesting my attendance. With your permission I will respond favorably.

Sincerely,


Lee H. Reynolds
Director,
Criminal Justice Assistance
and Evaluation Project

LHR/brc

Enclosure/

President
GODFREY LUND
Vice-Chairman
WILEY C. CARTER

Vice-Chairmen
CHARLES J. HAMILTON, JR.
W. HAYNE HIPPIE
MARGARET P. LORD

Secretary
DEBIS M. SMITH

Assistant Secretary
HARRY N. BLOCK

Treasurer
RICHARD D. WILKINSON, JR.

Assistant Treasurer
J. DON CORNWELL

President
ERMON E. JORDAN, JR.

Board of Trustees

Arthur E. Brown
James E. Banks
Dr. E. Barber Jr.
James J. Brantner
Walter J. Burton
Walter J. Carson
Walter A. Davidson
Dr. F. L. Davis
Walter D. Day
Walter B. Fisher
Walter J. Fisher
Walter J. Fitzpatrick
Franklin

Walter J. Green
Walter A. Guinn III
Walter G. Hall Jr.

Walter A. He Jr.
Walter I. Hugh
Walter L. Hunter
Walter J. Johnson
Walter L. Johnson Jr.

Walter M. Jones Jr.
Walter T. Kears
Walter J. Kirkland

Walter H. Latham
Walter C. Latham
Walter J. Leonard
Walter L. Lester

Walter B. Love
Walter M. McCreary
Walter S. Miller Jr.

Walter J. Miller
Walter J. Miller
Walter C. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller


Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

Walter J. Miller
Walter J. Miller
Walter J. Miller

KANKAKEE COUNTY SHERIFF'S POLICE

400 E. MERCHANT STREET
KANKAKEE, ILLINOIS 60901
815 933-3324


WILLIAM F. SCROGGINS
SHERIFF

January 22, 1981

JAN 26 1981

Mr. Lee H. Reynolds, Director
Criminal Justice Assistance and
Evaluation Project - 8th. Floor
National Urban League, Inc.
500 East 62nd. Street
New York, New York 10021

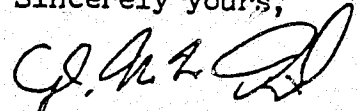
Dear Director Reynolds:

I am sending you this correspondence in regards to our conversation on Friday, January 23, 1981 concerning the procurement of documents circulated by your agency. I am interested in obtaining the following publications:

- 1) "The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers"
- 2) LEMP Training Aids #1, #2, #3, #4, #5, and #6, "Potential Candidates and Using Community Resources for Recruiting."
- 3) Sample Six-month Recruitment Schedule
- 4) The publications that you suggested we receive in our telephone conversation.

I want to take this opportunity to thank you again for the presentation at the seminar that was held in Springfield, Illinois. Much of the information and affirmative action procedures and policies suggested at this meeting have been implemented in our Department which we are grateful for. Thank you again for your assistance in this matter.

Sincerely yours,


MARK W. FIELD, Corporal
Operational Services Division
Equal Employment Opportunity Coordinator

MWF/jm

*Sent out
1/23/81*

U.S. Department of Justice
-21-
Office of Justice Assistance, Research,
and Statistics

Washington, D.C. 20531

1/26/81

JAN 26 1981

January 22, 1981

Mr. Lee Reynolds, Director
Criminal Justice Assistance
and Evaluation Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Re: 78-TA-AX-0034-S-1

Dear Lee:


Thank you for sending this office four (4) copies of your project's Quarterly Report (October 1, 1980 - December 31, 1980).

We are both pleased and gratified with the continuing excellence in your program's approach and its highly successful transfer of expertise and technique elements.

Keep up the good work!

Please give my best wishes to Jim and Beverly.

Sincerely,


Bertram L. Keys, Jr.
Civil Rights Compliance Officer
Office of Civil Rights Compliance



National Urban League, Inc.

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

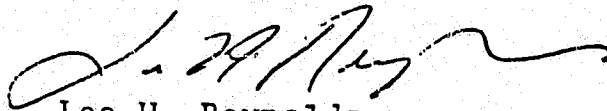
January 26, 1981

Mr. Larry J. Edwards
Instructor/Coordinator
North Carolina Justice Academy
P.O. Drawer 99
Salemberg, NC 28385

Dear Mr. Edwards:

I have received the O.K. to participate in the Curriculum Committee. Please send information on how to get there and lodging as soon as possible.

Looking forward to seeing "you all."

Sincerely,

Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Chairman
CARTER

Chairmen
CHARLES J. HAMILTON, Jr.
WAYNE HIPP
MARGARET P. LORD

Secretary
M. SMITH

Assistant Secretary
FRYNE BLOCK

Director
FRICK D. WILKINSON, Jr.

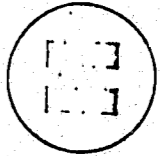
Assistant Treasurer
ION CORNWELL

President
MON E. JORDAN, Jr.

Board of Trustees
John Baldwin
Robert Banks
B. Barber, Jr.
W. F. Brimmer
E. Burton
Ed E. Conroy
G. R. Davidson
W. F. Davidson
W. C. Davis
W. B. Farley
John Fisher
Frank Fitzpatrick
Frank G. Frank
J. Grace
W. A. Guinn, III
C. Haas, Jr.
Hagen
W. A. Hession
E. E. Hugel
L. Hunter
J. Jackson
L. Jefferson, Jr.
William A. Jones, Jr.
T. Kearns
Kirkland
W. H. Langevin
C. Larson
J. Leonard
L. Lester
E. Love
L. McClure
M. McKeithan, Jr.
L. Mack
J. Mahoney
C. Maier
J. Mailian
J. Martin
J. E. F. Millard
J. N. New
J. J. Ragdale, Sr.
W. Robinson, Jr.
D. Dean Scott
W. Semrod
R. Shinn
W. Spurlock
W. Swift
D. Taylor
W. Turner
R. Wasserman

Office
SEPH WESTBROOK

Trustees
ELTAM H. BALDWIN
DICK GARRISON
MODORE W. KHEEL



National Urban League, Inc.

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

January 28, 1981

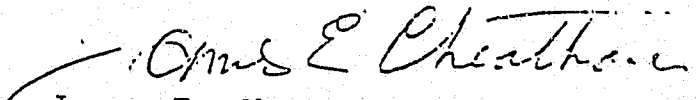
Mr. Curtis Brown
Route 1, Box 21
Cross, SC 29436

Dear Mr. Brown:

You have shown an interest in a career in criminal justice by your LEMMP application form dated 12/9/80, at which time available positions in the criminal justice system were forwarded to you.

The National Urban League's Criminal Justice Assistance and Evaluation Project, formerly known as LEMMP, is pleased to send you an additional notice of Police Officer openings.

Enclosed, you will find "Notice: Transit Police Officer openings." If you have any further questions, please write or call (212) 644-6574-575.

Sincerely,

James E. Cheatham
Assistant Project Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

JEC/brc
Enclosure/

Chairman
CARTER

Chairmen
CHARLES J. HAMILTON, Jr.
WAYNE HIPP
MARGARET P. LORD

Secretary
M. SMITH

Assistant Secretary
FRYNE BLOCK

Director
FRICK D. WILKINSON, Jr.

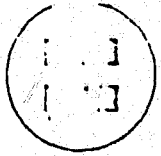
Assistant Treasurer
ION CORNWELL

President
MON E. JORDAN, Jr.

Board of Trustees
John Baldwin
Robert Banks
B. Barber, Jr.
W. F. Brimmer
E. Burton
Ed E. Conroy
G. R. Davidson
W. F. Davidson
W. C. Davis
W. B. Farley
John Fisher
Frank Fitzpatrick
Frank G. Frank
J. Grace
W. A. Guinn, III
C. Haas, Jr.
Hagen
W. A. Hession
E. E. Hugel
L. Hunter
J. Jackson
L. Jefferson, Jr.
William A. Jones, Jr.
T. Kearns
Kirkland
W. H. Langevin
C. Larson
J. Leonard
L. Lester
E. Love
L. McClure
M. McKeithan, Jr.
L. Mack
J. Mahoney
C. Maier
J. Mailian
J. Martin
J. E. F. Millard
J. N. New
J. J. Ragdale, Sr.
W. Robinson, Jr.
D. Dean Scott
W. Semrod
R. Shinn
W. Spurlock
W. Swift
D. Taylor
W. Turner
R. Wasserman

Office
SEPH WESTBROOK

Trustees
ELTAM H. BALDWIN
DICK GARRISON
MODORE W. KHEEL



National Urban League, Inc.

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

January 28, 1981

Ms. Rose Boyd
Project Director
University Research Corporation
4340 East West Highway - Suite 300
Bethesda, MD 20014

Dear Ms. Boyd:

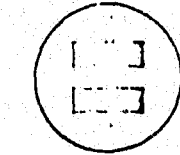
Enclosed find all but two (2) of our recruitment TA written material. The manual or overview piece is still at the printers. Chapter #6, a format for recruiting and maintaining women, is being produced by the Police Foundation. The former will be sent to you as soon as received. The latter, when received and reviewed.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosures/ Chapters #1, #2, #3, #4 and #5
Brochure



National Urban League, Inc.

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

January 28, 1981

Ms. Phyllis D. Freeman
Municipal Reference Library
City Hall, 400 S. Orange
Orlando, FL 32801

Dear Ms. Freedman:

We are happily to share with you the publication on oral interview standards. It is like taking coal to New Castle in that the substance of the chapter was obtained from Orlando.

This resource was shared with LEAA as part of the normal exchange of ideas by funded agencies. As you can see, Orlando is given credit as the source of the material. There have been some revisions and additions to the original material.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosure/ Chapter #5
"Oral Interview Standards"

President
WILLIAM HAMILTON, Jr.
Vice President
HAYNE HOPKINS
Executive Director
ROBERT P. LEAD
Secretary
LIS M. SMITH
Assistant Secretary
MARY FLOK
Assistant Secretary
CLIFFORD D. JOHNSON, Jr.
Assistant Secretary
DON CORNWELL
Assistant Secretary
RONALD JORDAN, Jr.



JAN 20 1981

January 12, 1981

Mr. Lee H. Reynolds, Director
Criminal Justice Assistance and
Evaluation Project (CJAEP)
National Urban League, Inc.
The Equal Opportunity Building
500 East 62nd Street
New York, New York 10021

Dear Mr. Reynolds:

Thank you for your correspondence of December 16, 1980, as it relates to the materials presently used by the City of Norfolk in the recruitment of police and fire officers. I have asked the Department of Personnel and the Civil Service Investigators to review your correspondence and, as a result of this, I am now in a position to respond to your comments and suggested changes in our existing program.

Posters. The City of Norfolk is also of the opinion that our posters are most helpful, and will follow your suggestion in the printing of future posters the name and telephone number of a recruiter to be included.

Job Description/Qualification. Your request that the maximum age be raised to age 35 has been discussed with the Chief of Police and he will agree to this suggested change and I will ask the Secretary of the Civil Service Commission the same be approved by the Civil Service Commission who controls the qualifications of all personnel in the classified service. This matter has been discussed with the Fire Chief and he too takes a positive position on this. As to your suggestion that testing of 19 and 20 year old applicants be held, it is presently being done through our Patrol Aide Program whose primary purpose is to encourage those beneath the age of 21 to become familiar with the police service and prepare for their appointment upon reaching the age of majority.

Driver's License/High School or GED Diploma/Certificate. Out of state applicants who successfully complete all of the requirements for entry into the police or fire service are given an opportunity to take the Virginia state driving test after appointment, provided they have a valid operator's license from their state of residence at their time of appointment.

Mr. Lee H. Reynolds
Page Two
January 12, 1981

It cannot be recommended that personnel who do not have either a high school diploma or a GED certificate be permitted to take the written examination. Past experience has shown this procedure is not only time consuming, but also very expensive. We process the police and fire examinations at a high cost to the City and later we find the candidate is unable to meet the academic requirements. I should advise all candidates are presently encouraged to take the GED examination by recruiting personnel if they are not high school graduates.

Visual Acuity. I have discussed with the Chief of Police your concerns with the Civil Service Commission requirement of 20/50 vision, correctable to 20/20. We agree there is no similarity between the duties of a police officer and those of a commercial pilot. Our police officers are constantly confronted with the possibility of combative action and should they lose their glasses, it becomes a problem both for the safety of the officer and his partner. You probably are correct, however, as officers grow older their vision is diminished but should not affect our requiring the minimum standard at the time of entry.

Salary. Your suggestion of posting the questions to be given at a polygraph examination on the bulletin board raises several questions by those who are responsible for administering the polygraph examination. Experience by those persons is that the posting of questions in advance results in creating apprehension in the candidates and in many cases they will fail to report for said examination. State law requires each question be reviewed and discussed with the candidate prior to taking the polygraph examination, therefore they are aware of said questions in advance of being required to take the examination. Usually, where problem areas are apparent during the first polygraph examination, such areas are discussed by the polygraph examiner with the candidate and two additional charts are run in an attempt to help the candidate clear up such problem areas.

Personal History Application Form:

Legal History. The question related to convictions we believe should be continued as this provides our personnel with an opportunity to discuss with a candidate his past in order to determine if a felony has been committed or convictions of moral turpitude, which would exclude them from a position as a police or fire officer. Our concern is only with convictions and all other matters related thereto which would deny appointment. We shall discontinue that part of the question as it relates to a member of his or her family having been arrested. We will include, as suggested by you, the question "Are there any felons residing in your household?". We also will delete those questions relating to marital or family problems and concur they are not job-related.



CONTINUED

3 OF 5

Mr. Lee H. Reynolds
Page Three
January 12, 1981

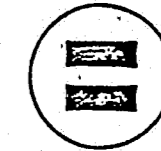
Debts. Your concern is recognizable in this area, however, for a police candidate it is most helpful for him to be able to discuss with the City his outstanding obligations and for us to counsel him in how he could meet those obligations based on the salary he shall receive through his City employment. We shall delete the question of whether or not a candidate has been a victim of any criminal act as it will be most difficult to defend as being job-related. We also will follow your advice and delete the question relating to the 100 word essay on why a candidate wishes to make the police/fire department a career.

Sincerely,

Neal W. Windley
Assistant City Manager for Operations

mo

cc: Director of Personnel
Secretary, Civil Service Commission
Police Chief
Fire Chief



National Urban League, Inc.

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

February 2, 1981

Chairman
JOY EKLUND

Senior Vice-Chairman
ISLE C. CARTER

Vice-Chairmen
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD

Secretary
OTIS M. SMITH

Assistant Secretary
SHARYN BLOCK

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
W. DON CORNWELL

President
VERNON E. JORDAN, Jr.

Board of Trustees

- Deborah Baldwin
- Elva Lee Banks
- Jesse B. Barber, Jr.
- Andrew F. Brimmer
- Beryl B. Burton
- Edward E. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Howard C. Davis
- James B. Farley
- Anthony Fisher
- Thomas M. Fitzpatrick
- Dolores Franklin
- Patricia J. Grace
- Richard A. Guilmenot, III
- Walter G. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles E. Hugel
- William L. Hunter
- Brenda J. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Kearns
- Lane Kirkland
- Thomas H. Langevin
- Robert C. Larson
- Walter J. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Maillian
- Louis Martin
- Charles E. F. Millard
- Edward N. Nev
- Frederick I. Regsdale, Sr.
- Ernest Robinson, Jr.
- Joseph Dean Scott
- Joseph S. Smith
- Richard R. Shinn
- James Spurlock
- David Swift
- Debra D. Taylor
- Joseph P. Todd
- John Turner
- Jack R. Wasserman

Officio
JOSEPH WESTBROOK

Trustees
WILLIAM H. BALDWIN
LOYD E. GARRISON
THEODORE W. KHEEL
WINSLEY F. KIMBALL
PAUL A. LINEN

Mr. Bert Keys, Jr.
Project Monitor
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Keys:

Re: 78-TA-AX-0034-S-1

Forwarded for your review and information, please find a copy of the Criminal Justice Assistance and Evaluation Project's Monthly Report for the month of January, 1981.

Sincerely,

Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosure/

2/9/80



CITY OF ATLANTA

MAYNARD JACKSON, MAYOR

DEPARTMENT OF PUBLIC SAFETY

175 DECATUR STREET, S.E.
ATLANTA, GEORGIA 30335
(404) 658-7845

LEE P. BROWN
Public Safety Commissioner

January 30, 1981

Mr. Lee H. Reynolds
Project Director
Criminal Justice Assistance and
Evaluation Project/NUL
National Urban League
500 East 62nd Street
New York, NY 10021

Dear Mr. Reynolds:

Thank you for your invitation for me to participate as a panelist for a forum on Blacks and the Criminal Justice System scheduled to be held here in Atlanta on March 25th through March 28, 1981.

I have asked my secretary to tentatively place this engagement on my schedule. My availability at that time will depend on the status of our intense investigation to solve the cases of our missing and murdered children.

I hope to see you in March.

Sincerely,

Lee P. Brown

LPB:mja



U.S. Department of Justice

Office of Justice Assistance, Research,
and Statistics

FEB 17 1981

Washington, D.C. 20531

February 10, 1981

Mr. Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)
National Urban League, Inc.
500 East 62nd Street,
New York, New York 10021

Dear Mr. Reynolds:

This is to inform you that I concur with your decision to attend and participate in the Southern Region Conference of the Association of Social and Behavioral Scientists, in Atlanta, Georgia on March 26-27, 1981.

We hope that the conference goes well and that the participants will utilize the information and ideas generated by you during the session on Criminal Justice and the Minority to further the cause of equal justice for all.

Sincerely,

Paul R. Barnes
Director
Compliance Review Division
Office of Civil Rights Compliance

Lee Reynolds

February 3, 1981

*National Urban League, Inc.
500 East 62nd Street
New York, New York 10021*

FEB 26 1981

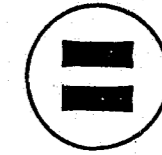
Please send me a copy of the following publications:

- 1. Candidate Preparation and Retention, L.H. Reynolds
c. 1977 NCT-58655*
- 2. Eliminators, L.H. Reynolds
c. 1977 NCT-58656*
- 3. Oral Interview Standards, L.H. Reynolds
c. 1977 NCT-58657*

Thank you.

*Sincerely,
Melvin Bobo
1103 66th Street
Des Moines, Iowa 50311*

*note:
sent out 3/1/81
chapters 1, 4, & 5*



National Urban League, Inc.

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

- Chairman**
COY EKLUND
- Senior Vice-Chairman**
SLE C. CARTER
- Vice-Chairmen**
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPP
MARGARET P. LORD
- Secretary**
OTIS M. SMITH
- Assistant Secretary**
SHARYN BLOCK
- Treasurer**
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer**
W. DON CORNWELL
- President**
VERNON E. JORDAN, Jr.

Board of Trustees

- Deborah Baldwin
- Elvaee Banks
- Jesse B. Barber, Jr.
- Andrew F. Brimmer
- Beryl B. Burton
- Edward E. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Howard C. Davis
- James B. Farley
- Anthony Fisher
- Thomas M. Fitzpatrick
- James Franklin
- Clara J. Grace
- Edward A. Guilmenot, III
- Walter G. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles E. Hugel
- William L. Hunter
- Brenda J. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Kearns
- Lane Kirkland
- Thomas H. Langevin
- Robert C. Larson
- Walter J. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Maillian
- Louis Martin
- Charles E. F. Millard
- Edward N. Ney
- Lincoln J. Ragsdale, Sr.
- Leroy Robinson, Jr.
- Gloria Dean Scott
- T. Joseph Semrod
- Richard R. Shinn
- Jeanne Spurlock
- A. Dean Swift
- Lynette D. Taylor
- Kenneth P. Todd
- J. C. Turner
- Lew R. Wasserman

Ex-Officio

- JOSEPH WESTBROOK
- Honorary Trustees**
W. AM H. BALDWIN
LLOYD K. GARRISON
THEODORE W. KHEEL
LINDSLEY F. KIMBALL
JAMES A. LINEN
DONALD H. McCANNON
HENRY STEEGER

March 2, 1981

Mr. Melvin Bobo
1103 66th Street
Des Moines, Iowa 50311

Dear Mr. Bobo:

I am in receipt of your letter dated 2/26/81 requesting materials from the Criminal Justice Assistance and Evaluation Project.

The CJAE Project has a limited quantity of materials and our guidelines require that we provide this assistance to government funded recipients. However, you show a concern for these materials. Please find enclosed, chapters 1,4 and 5 .

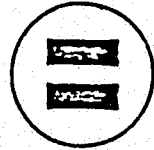
I hope these materials will help you in your endeavors. If I can be of further assistance, please write or call. (212) 644-6575.

Sincerely,
James Cheatham

James E. Cheatham
Assistant Director
Criminal Justice Assistance and
Evaluation Project (CJAEP)

JEC/brc

Enclosures/ Chapter 1,4 & 5



National Urban League, Inc.

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

- Chairman**
ROY EKLUND
- Senior Vice-Chairman**
GLENN C. CARTER
- Vice-Chairmen**
CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD
- Secretary**
OTIS M. SMITH
- Assistant Secretary**
SHARYN BLOCK
- Treasurer**
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer**
W. DON CORNWELL
- President**
VERNON E. JORDAN, Jr.

- Board of Trustees**
- Deborah Baldwin
- Elvalee Banks
- Jesse B. Barber, Jr.
- Andrew F. Brimmer
- Beryl B. Burton
- Edward E. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Edward C. Davis
- James B. Farley
- Anthony Fisher
- Thomas M. Fitzpatrick
- James Franklin
- Patricia J. Grace
- Richard A. Guilmenot, III
- Walter C. Haas, Jr.
- Chris Hagen
- Jeffrey A. Hassan
- Charles E. Hugel
- William L. Hunter
- Sandra J. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Kearns
- Lane Kirkland
- Thomas H. Langevin
- Robert C. Larson
- Walter J. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- D. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Maillian
- Louis Martin
- Charles E. F. Millard
- Edward N. Ney
- Lincoln J. Ragsdale, Sr.
- Leroy Robinson, Jr.
- Gloria Dean Scott
- T. Joseph Semrod
- Richard R. Shinn
- Jeanne Spurlock
- A. Dean Swift
- Lynette D. Taylor
- Kenneth P. Todd
- J. C. Turner
- Lee R. Wasserman

- Office**
JOSEPH WESTBROOK
- Advisory Trustees**
WILLIAM H. BALDWIN
ELLOYD K. GARRISON
THEODORE W. KHEEL
LINDSLEY F. KIMBALL

March 3, 1981

Mr. Paul Barnes
Director of Compliance Review Section
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Barnes:

RE: 78-TA-AX-0034-S-1

Forwarded for your review and information, please find a copy of the Criminal Justice Assistance and Evaluation Project's Monthly Report for the month of February, 1981.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosure/

FILE

Police Foundation

1909 K Street NW
Suite 400
Washington DC 20006
Phone (202) 833-1460

Francis W. Sargent
Chairman of the Board

Patrick V. Murphy
President

February 27, 1981

Mr. Lee H. Reynolds
Project Director
LEMPP
National Urban League, Inc.
500 East 62nd Street
New York, NY 10021

Dear Lee:

The enclosed are tables which were mistakenly excluded from the manual mailed to you earlier this week. These tables should be inserted following page 17 and followed by Table 1-4 which is included in the draft you have. Please note a new copy of Table 1-3 is included in this mailing to replace the one included in your present copy.

Take care.

Roi D. Townsey
Roi D. Townsey

Enclosures

RDT:mac

State of North Carolina
Department of Justice

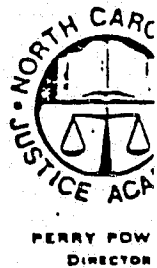


RUFUS L. EDMISTEN
ATTORNEY GENERAL

North Carolina Justice Academy

P. O. DRAWER 99
SALEMBURG
28385

February 24, 1981



FERRY POW
DIRECTOR

MAR 3 1981

Lee Reynolds, Director
Criminal Justice Assistance & Evaluation Project
National Urban League
500 E. 62nd Street
New York, New York 10021.

Dear Mr. Reynolds:

We would like to personally thank you for agreeing to serve on our Curriculum Committee on Crime Prevention in the Black Community. The meeting will be held at the North Carolina Justice Academy, Salemburg, N.C. and will convene on Wednesday, March 18, 1981, at 9:00 a.m. in the Council Room, F-02, located in the Administration Building.

Reservations have been made for you to stay in our dormitory at no expense to you. We have a cafeteria on campus and the cost is \$2.40 per meal.

It is suggested that you fly into Fayetteville, N.C. as it is about 25 miles from the Academy. Please advise flight time and flight number as arrangements will be made to have you picked up.

Should you desire any further information, please do not hesitate to call me at (919) 525-4151. We thank you in advance for taking part in this historic event.

Sincerely,

Larry J. Edwards

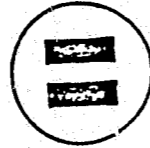
Larry J. Edwards
Coordinator

LJE:lm

CRIME PREVENTION IN THE BLACK COMMUNITY
CURRICULUM COMMITTEE

March 18-19, 1981

- | | |
|--|---|
| 1. William Booth
Dept. of Crime Control & Public Safety
Crime Prevention Division
P.O. Box 27687
Raleigh, North Carolina
Phone (919) 733-5522 | 8. Chief Sid Herje
Carrboro Police Dept.
P.O. Box 337
Carrboro, N.C. 27514
Phone (919) 942-8541 |
| 2. Frank Bright
Chief Field Operations
Div. Probation & Parole
N.C. Dept. of Corrections
831 W. Morgan Street
Raleigh, N.C. 27603
Phone (919) 733-7333 | 9. Clifford A. Jones, Sr.
P.O. Box 1321
Clinton, N.C. 28328
Phone: (919) 592-7322 (office)
592-8372 (home) |
| 3. James E. Cheatham
NUL/Criminal Justice Assistance
& Evaluation Project
500 E. 62nd. Street
New York, New York 10021
Phone (212) 310-9176-4-5 | 10. Ernest Jones
US Dept. of Justice
Community Relations Service
75 Piedmont Avenue S-900
Atlanta, Georgia 30303
Phone (404) 221-4396 |
| 4. William A. Dudley (GOVERNMENT OFFICE)
116 W. Jones Street
Raleigh, N.C. 27611
Phone (919) 821-5767
733-5594 | 11. Richard Martin
Dept. of Crime Control &
Public Safety
Crime Prevention Division
P.O. Box 27687
Raleigh, N.C. 27611
Phone (919) 733-5522 |
| 5. Larry Edwards
North Carolina Justice Academy
P.O. Drawer 99
Salemburg, N.C. 28385
Phone (919) 525-4151 | 12. Morrell Pridgen
North Carolina Justice Academy
P.O. Drawer 99
Salemburg, N.C. 28385
Phone (919) 525-4151 |
| 6. Gwen Hall
National Council Crime & Delinquency
411 401 Hackensack Avenue
Hackensack, New Jersey 07601
Phone (201) 488-0400 0400
411 | 13. Robert Reives
Charlotte Police Dept.
825 E. 4th Street
Charlotte, N.C.
Phone (704) 374-2325-6-7 |
| 7. Trevor Hampton
Greensboro Police Dept.
P.O. Drawer W-2
Greensboro, N.C. 27402
Phone (919) 373-2262 | |



National Urban League, Inc.

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

MEMORANDUM

DATE: February 23, 1981

TO: Clarence E. Thomas, Director SRO

FROM: Lee H. Reynolds, Director CJAEP/Human Resources *LHR*

SUBJECT: Visit to your City

cc: Affiliates: Charlotte, NC; Raleigh, NC; Winston-Salem, NC;
Clarence Wood, NUL Field Operations

This is to inform you that James E. Cheatham, Assistance Project - CJAEP will be visiting Salemburg, NC. March 17-19, 1981, to participate as a panel member for the Police/Community Relations Seminar sponsored by the North Carolina Justice Academy. Mr. Cheatham will be staying in the Academy dormitory. The seminar will be held in the Academy's conference room.

: : : :

CRIME PREVENTION COALITION

NATIONAL ORGANIZATIONS COMMITTED TO CRIME PREVENTION
 Secretariat: NATIONAL COUNCIL ON CRIME & DELINQUENCY
 411 Hackensack Avenue • HACKENSACK, N.J. 07601 • TELEPHONE (201) 488-0400

March 23, 1981

Mr. James E. Cheatham
 National Urban League
 Criminal Justice Assistance and
 Evaluation Project
 500 East 62nd Street
 New York, N.Y. 10021

Dear Mr. Cheatham: *Jim*

It was a pleasure meeting you during the recently held North Carolina Justice Academy's Curriculum Committee on Crime Prevention in the Black Community Meeting. I enjoyed working with such dedicated professionals, and am assured that we will accomplish our goal.

As promised, I am enclosing a copy of the National Association of Blacks in Criminal Justice Conference announcement. I hope to see you there.

Again, thank you for your warm hospitality, and best wishes in your endeavors.

Sincerely,

Gwendolyn D. Hall

Gwendolyn D. Hall
 Educational Programs Manager

GDH/ds

Encl.

APPENDIX F

NATIONAL URBAN LEAGUE, INC.

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

QUARTERLY REPORT

APRIL 1, 1981 - JUNE 30, 1981

QUARTERLY REPORT

April 1, 1981 - June 30, 1981

Grant Name CRIMINAL JUSTICE ASSISTANCE Date JULY 13, 1981

AND EVALUATION PROJECT Grant Number 78-TA-AX-0034-S-1

Grantee NATIONAL URBAN LEAGUE, INC. Subgrantee N/A

Grant Monitor MARGARET SNODDY, OFFICE OF CIVIL RIGHTS COMPLIANCE SPECIALIST

I. Personnel:

April 10, 1981, Lee H. Reynolds, Director of the National Urban League's Criminal Justice Assistance and Evaluation Project resigned from the project. During his tenure, from 1977 to 1981, he obtained national credibility throughout the criminal justice system. (See attachment #1) Mr. Reynolds was removed from the payroll on May 5, 1981.

May 11, 1981, Gwendolyn G. Willis was appointed Director of the Criminal Justice Assistance and Evaluation Project. Prior to employment with the National Urban League, Mrs. Willis was employed by the New York City Department of Corrections. Mrs. Willis has also served as Project Director for the National Urban League's Management Training Program for Female and Correctional Managers and Supervisors from December, 1977 to July, 1980. The project was funded by the National Institute of Corrections (N.I.C.). The goal and objective of MTFMCS was to prepare managers and supervisors to become effective in their jobs by exposing them to management skills and techniques. (See attachment #2).

II. General Overview of the Project's Activities:

In assessing the project's progress from 1977 to present, it appears that the project has met all of its contractual obligations except for the final report. The slide-tape presentation, manual and training aids have been revised and completed. Communications and requests for materials and information have also been promptly answered.

III. Quarterly Review: April 1, 1981 through July 1, 1981

In preparation for the final stages of the project, CJAEP has sent letters of inquiry to criminal justice agencies requesting the names and addresses of those persons trained to recruit. In most instances, the trainees were civil rights compliance officers, EEO officers, personnel directors, recruiting officers, administrative analyst and other criminal justice personnel.

It is our intention to send the trainees a survey to evaluate the usefulness of the project as well as to discern any changes in the hiring of minorities and females. The other specific purpose of the survey will be to:

- Obtain data in formulating specific measurable objectives.
- Provide feedback on whether the project activities have been effective in addressing the established problems and needs of the criminal justice agencies.
- To provide a model for OJARS/OCRC that will assist federal, state and local agencies in job placement at career level positions in the criminal justice system. (Attachments #3 & #4)

Because of the need to design, analyze, code and compute the results of the Evaluation Survey Study on the recruitment, retention, placement, and promotion of minorities and females, the project has contracted a research consultant and a coder.

1. Research Consultant

April Neff will be responsible to design, code and analyze data from the survey study, as well as complete, edit and submit a camera-ready copy of the final report for reproduction.

The research consultant will be compensated at a rate of One Hundred Thrity-five Dollars (\$135.00) per day (eight hours), for a maximum of forty-three days (43). (See attachment #5)

2. Coder

Wallace Webb will be responsible to code and analyze data from survey. The coder will be compensated at the rate of Six Dollars (\$6.00) an hour, eight hours per day, for a maximum of twenty (20) days. (see attachment #6)

IV. Budget:

A two-month no-cost extension from September 1, 1981 through Noevember 1, 1981, was requested and submitted to OJARS/OCRC for approval. The no-cost extension will ensure the completion of the Criminal Justice Assistance Survey Study and Final Report. (attachment #7)

V. Technical Assistance and Reporting Activity from April 1, - June 30, 1981.

April 8, 1981

Monthly Report for the month of March forwarded to OJARS.

April 20, 1981

Quarterly Report from the period January 1 - March 30, 1981 forwarded to OJARS.

May 1, 1981

Monthly Report for the month of April forwarded to OJARS.

May 1, 1981

Request for trianing chapters from Tucson Police Department Tucson, AZ. (materials forwarded)

May 11, 1981

Reply from Tucson Police Department regarding re-evaluation of their present recruitment procedures.

June 8, 1981

Request for training chapters from the Department of Public Safety, Cleveland, OH. (materials forwarded 6/11/81)

June 18, 1981

Request for training chapters from the Federal Bureau of
Investigations, Quantico, VA.

ATTACHMENTS

ATTACHMENT # 1

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

April 8, 1981

Mr. Wilbur R. Brantley
Director
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Brantley:

Effective April 10, 1981, I have resigned as Director of the Criminal Justice Assistance and Evaluation Project. This resignation is caused by an opportunity to serve as an official of the Civil Courts, here in NYC.

I have enjoyed our professional and close working relationship. Your "shaping up" of procedures was both firm and friendly. All benefited from it.

I feel that OCRC has been the teeth in compliance in criminal justice as well as an example to other agencies of how it could be done. It has been a pleasure knowing you and working for you.

So, to you and all the staff of OCRC, I send my thanks and best wishes.

Sincerely,



Lee H. Reynolds

cc: William Haskins

FILE

ATTACHMENT # 2

RESUME

GWENDOLYN G. WILLIS
1566 UNIONPORT ROAD
THE BRONX, NY 10462

Telephone: (212) 597-6048

CAREER OBJECTIVE: ADMINISTRATIVE MANAGEMENT, PERSONNEL, PROGRAM DEVELOPMENT

WORK EXPERIENCE:

12/77 - Present
Project Director, Management Training for Minority and Female Managers and Supervisors
MAJOR ORGANIZATION, NEW YORK, NY

Responsible for the overall operation of the program. Responsibilities include administration, coordination, supervision, evaluation, monitoring of a \$450,000 budget for a management training program for 500 minority and female managers and supervisors. The training focuses on the improvement of management skills, techniques and knowledge with the objectives of establishing better management practices and opportunities for the upward mobility of the individuals being trained. Management skills emphasized were management by objectives, supervisory skills and personnel practices with particular stress on affirmative action and equal employment opportunity programs. Additional responsibilities include interviewing and hiring consultants and research specialist, recruiting and selecting participants, travelling and convening workshops throughout the United States, curriculum development, preparing annual budget and necessary reports.

1/72 - 12/77
Project Director, Correction Aide Social Service Program
NYC DEPARTMENT OF CORRECTIONS
NEW YORK, NY

Responsible for a \$1,468,607 Law Enforcement Assistance Administration Grant awarded to the NYC Department of Corrections that provided basic social services to inmates while incarcerated and upon release, with a staff of 238 persons.

10/68 - 1/72
Human Resource Specialist
Human Resource Administration
PUBLIC SERVICE CAREER PROGRAM
NEW YORK, NY

9/67 - 8/68
Teacher
GRAHAM SCHOOL FOR CHILDREN, NEW YORK, NY

9/66 - 8/67
Unit Child Care Supervisor
WILTWYCK SCHOOL FOR BOYS
YORKTOWN HEIGHTS, NY

1/66 - 9/66
Child Care Counselor
LEAKE AND WATTS HOME FOR CHILDREN
YONKERS, NY

RESUME - Gwendolyn G. Willis
page 2

9/64 - 12/65

Child Care Counselor
CONNECTICUT JUNIOR REPUBLIC
LITCHFIELD, CT

EDUCATION:

NEW YORK UNIVERSITY GRADUATE SCHOOL OF PUBLIC ADMINISTRATION
Masters of Public Administration Degree - June 1978

HERBERT A. LEHMAN COLLEGE, NEW YORK, NY
Bachelor of Arts Degree - Sociology

CERTIFICATES AND AWARDS - CONTINUING EDUCATION:

Fundamentals of Modern Personnel Management
Issued by American Management Associations - March, 1980

Equal Employment & Affirmative Action: Positive Management Approaches to Compliance - A Basic Orientation

Equal Employment & Affirmative Action: Positive Management Approaches to Compliance - An In-depth Program
Issued by American Management Associations - September, 1979

Training of Trainers Institute
Issued by the National Center for Voluntary Action - June, 1979

Strengthening Interviewing Skills: Role-Playing Demonstrations
Issued by American Management Associations - April, 1979

Self Development Strategies for Black Managers
Issued by American Management Associations - October, 1978

AFFILIATIONS:

American Management Associations
The American Society for Public Administration
National Urban League, Inc.

June, 1980

Chairman ATTACHMENT #3
COY EKLUND

Major Vice-Chairman
WISLE C. CARTER

Vice-Chairmen

CHARLES J. HAMILTON, Jr.
W. HAYNE HIPPI
MARGARET P. LORD

Secretary

SHARYN BLOCK

Assistant Secretary

EDWARD N. NEY

Treasurer

FREDERICK D. WILKINSON, Jr.

Assistant Treasurer

W. DON CORNWELL

President

VERNON E. JORDAN, Jr.

Board of Trustees

Deborah Baldwin
Jesse B. Barber, Jr.
Beryl D. Burton
Melva D. Christian
Daniel A. Collins
Ronald R. Davenport
Ralph P. Davidson
Howard C. Davis
Thomas R. Donahue
James B. Farley
M. Anthony Fisher
Thomas M. Fitzpatrick
Patricia J. Grace
Roger A. Haas, Jr.
Hagan
Lawrence J. Haras
Jeffrey A. Hassel
Lucy B. Holland
Sam R. Howell
Les E. Hugel
Brenda J. Jackson
Rev. William A. Jones, Jr.
David T. Kearns
Robert C. Larson
Walter J. Leonard
Virginia L. Lester
Iris O. Lopez
Ruth B. Love
Frank L. McClure
D. F. McKelhan, Jr.
James L. Mack
David J. Mahoney
Cornell C. Maier
W. Brian Mallin
Charles E. F. Marshall
Barbara S. Pennington
Barbara A. Phillips
Rev. Dr. Eugene Pickett
Lincoln J. Ragsdale, Sr.
Gloria Dean Scott
T. Joseph Semrod
Weldon S. Smith
Jeanne Spurlock
A. Dean Swift
Lynette D. Taylor
Kenneth P. Todd
J. C. Turner
Lev R. Wasserman
Bernard C. Watson
Joseph Westbrook
William H. White

Ex-Officio

ALEXANDER J. PAPPAS

Honorary Trustees

ROYD K. GARRISON
THEODORE W. KHEEL
LINDSLEY F. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEEGER

GGW/brc

Enclosure/

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

July 2, 1981

Dear Criminal Justice Colleague:

WILL YOU PLEASE DO US A FAVOR?

The National Urban League's Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Manpower (LEMP), under the former direction of Lee H. Reynolds, tried hard to give you an informative workshop in the Recruitment of Minorities and Women for Criminal Justice Careers over the past nine (9) years. Now we are turning to you for help.

We are conducting an important survey concerning various aspects of recruitment, retention and promotion for minorities and women. Because you are part of a scientifically selected sample, your response is vital to the survey's success. Your name is not required and answers will only be used in combination with those of other participants in the sample to develop a composite picture.

The National Urban League and I will be grateful for your help. Please complete and return the enclosed questionnaire in the self-addressed envelope on or before July 24, 1981.

Sincerely,

Gwendolyn G. Willis
Gwendolyn G. Willis
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT
 Technical Assistance Evaluation Survey

1981

1. Please give the city and state where the National Urban League's Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Manpower Project (LEMP) assisted your criminal justice agency's recruitment of minorities and females.

_____ city _____ state _____ date

4 5

2. What criminal justice agency are you employed by?

- | | |
|----------------------------|---------------------|
| (1) Law Enforcement _____ | (5) Parole _____ |
| (2) Corrections _____ | (6) Probation _____ |
| (3) Courts _____ | (7) Sheriff _____ |
| (4) Juvenile Justice _____ | (8) Other _____ |

6

3. Please provide the following information:

Sex: (1) ___ Male (2) ___ Female

7

4. (1) ___ White
 (2) ___ Black
 (3) ___ Hispanic
 (4) ___ Other*

8

*Please specify

5. Age Group:

- | | |
|-----------------|-------------------|
| (1) 21-25 _____ | (4) 35-39 _____ |
| (2) 26-30 _____ | (5) 40-50 _____ |
| (3) 31-34 _____ | (6) 51-over _____ |

9

6. Highest Level of Education:

- (1) No High School _____
 (2) High School/General Equivalency Diploma _____
 (3) Associate's Degree _____
 (4) Bachelor's Degree _____
 (5) Master's Degree _____
 (6) Other (please indicate) _____

10

7. What is your current law enforcement position/rank?

11 12

Please circle the degree of change by rating each of the items below on a scale of 1 - 5 as follows:

8. Length of employment in current criminal justice agency: ___ years

13 14

9. The recruitment training/technical assistance conducted by the National Urban League was helpful:

15

Disagree Strongly Agree Strongly
 1 2 3 4 5

10. Minority and female recruitment has increased as a result of the technical assistance, seminars, and workshops:

16

Disagree Strongly Agree Strongly
 1 2 3 4 5

11. There has been some modification of the selective guidelines since the initial technical assistance provided by the National Urban League under the direction of Lee H. Reynolds:

17

Disagree Strongly Agree Strongly
 1 2 3 4 5

12. Female retention has increased within my criminal justice agency:

18

Disagree Strongly Agree Strongly
 1 2 3 4 5

13. Minority retention has increased within my criminal justice agency:

19

Disagree Strongly Agree Strongly
 1 2 3 4 5

14. The workshops/seminars acquainted me with useful techniques for minority/female recruitment:

20

Disagree Strongly Agree Strongly
 1 2 3 4 5

For Office Use Only

15. Recruitment training changed the condition of my job. (responsibilities, new experiences, different attitude?): 21

Disagree Strongly Agree Strongly

1 2 3 4 5

16. Female promotion has increased in my agency: 22

Disagree Strongly Agree Strongly

1 2 3 4 5

17. Minority promotion has increased in my agency: 23

Disagree Strongly Agree Strongly

1 2 3 4 5

18. The National Urban League's workshop increased my confidence to do my job at a high level: 24

Not at all Very much

1 2 3 4 5

19. I was able to share the training experience with others in the job situation: 25

Not at all Very much

1 2 3 4 5

20. Please rate the total usefulness of the technical assistance rendered by the National Urban League: 26

Totally useless Extremely useful

1 2 3 4 5

21. What were the two (2) most useful aspects of the National Urban League's Criminal Justice Assistance and Evaluation Project/LEMMP recruitment training/technical assistance for you? (check 2 below)

___(1) Session on how to design, implement, and evaluate an Equal Employment Opportunity Program (EEO). 27

___(2) Session on supportive techniques needed to recruit minorities/females. 28

For Office Use Only

___(3) Promulgate education and tutorial programs. 29

___(4) Related criminal justice work and alternate employment. (law clerk, campus police, police records, administrative aide) 30

___(5) Session on test validation. 31

___(6) Use of selection device that is consistent with the Uniform Guidelines on Employment Selection Process (28CFR50). 32

___(7) Establish goals and timetables. 33

___(8) How to eliminate adverse impact in the agency's workforce. 34

___(9) The agency's responsibility with court order. 35

22. What other areas of technical assistance are needed within your criminal justice agency? 36

23. Are there any other comments you would like to make about the training experience? 37

Comments: _____

For Office Use Only

Thank you for your cooperation,

Gwendolyn G. Willis

Gwendolyn G. Willis
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

THE NEFF GROUP
55 EAST 65TH STREET/NEW YORK, NEW YORK 10021 (212) 288-832

ATTACHMENT #5

APRIL MANFORD NEFF

EXPERTISE

Diversified experience in Human Resources Development. Experienced in Program Evaluation, Responsive and Statistical Research.

PRIOR ASSIGNMENTS

Center for Productive Public Management-City University-
1979- Present as Evaluation Associate. Responsible for assisting in the phases of the administration, design, and implementation of the evaluation component of a state-wide training program. Responsibilities include evaluation observations, evaluation of instruction, interviewing of trainees, data collection, data processing, compiling of reports, and research.

Private Consultant 1977- Present. Short-term consultant duties performed for private and public concerns regarding the assessment of program needs, analytical studies, management training and development, and program evaluation. Assignments included program evaluations of the National Urban League Training Program for Minority Correctional Managers on behalf of the National Institute for Corrections (1/79-10/79) and evaluation consultations to the National Urban League for the Final Report to the National Institute for Corrections (3/80-7/80).

Bureau of the Budget/Mayor's Office, City of New York. Urban Corps. (1976-1978). Full-time management intern fulfilling a Public Service Fellowship. Duties included evaluation of the Student Academic Credit Program, interviewing and placement of students, writing reports; presentation of reports, liaison between Office of Urban Corps and other city agencies.

THE NEFF GROUP
55 EAST 65TH STREET/NEW YORK, NEW YORK 10021 (212) 288-832

INTRODUCTION

Formed in 1970, the Neff Group (a General Partnership) provides Data Processing and General Management Consulting Services. Specific areas of expertise include Systems and Data Processing and Management of Human Resources for the Public and Private sectors.

SYSTEMS/
DATA PROCESSING

Management of Systems and Programming Activities; Evaluation of existing systems; Computer Equipment Selection; Identification of Management Information Requirements, and Systems Design.

MANAGEMENT/
HUMAN RESOURCES

Manpower Planning and Development; Performance Planning and Review; Management Development and Training; Design and Implementation of Program Evaluation in specialized fields which include Education, Federal, State and special Government units.

BACKGROUND

Edwin Neff - Notre Dame, B.A. (1964), B.S.M.E. (1965), Fordham, M.B.A. (1975). Experienced in Systems Consulting and EDP Contract Programming. Expertise in helping clients plan, organize, coordinate and control the design and implementation of Management EPD Reporting Systems.

April Manford Neff - CUNY, B.A. (1973), CUNY, M.P.A. (1975). Diversified experience in Human Resources Development. Experienced in Program Design and Evaluation, Responsive and Statistical Research, and Personnel Administration.

June, 1981

1760 Bruckner Boulevard, Apt. 15G
Bronx, New York 10473
(212) 589-3861

ATTACHMENT #6

EDUCATION:

S.U.N.Y At Stony Brook
Long Island, NY
Masters Degree in Social Work, May 1981
Concentration: Policy/Planning

Bernard Baruch College,
C.U.N.Y., New York, NY
Bachelor of Arts, 1978
Concentration: Sociology

Adlai E. Stevenson High School,
Bronx, NY
Academic Diploma, 1973

FILE

WORK EXPERIENCE:

5/81 - Present

Administration of Criminal Justice Division
National Urban League, Inc.
New York, NY
Consultant

Assigned to provide research assistance to the Police Use of Deadly Force Project and School Suspension Project. Duties include reviewing literature, assisting in drafting research design, data collection and coding.

9/79 - 5/81

Administration of Criminal Justice Division
National Urban League, Inc.
New York, NY
(School Field Placement)

Assisted in conducting research on the Police Use of Deadly Force and School Suspension Project, as well as collecting and coding data for the Correctional Management Training Project for Females and Minorities.

9/78 - 9/79

Prison Reform Task Force of the New York
Society for Ethical Culture,
New York, NY
Job Developer

Assist in the development of C.E.T.A. Title 2B on-the-job training positions in private industry for our ex-offender clientele. Whenever and wherever necessary, visit prospective employers and job sites to assess the feasibility of marketable training the companies have to offer to our clientele. Sporadically assist the counseling staff in deciding what clients should be referred where for job interviews. Maintain daily statistics and on-going

employer contact records.

Upon the request of the executive director, did a comparison study on the metropolitan services and cost of driving school instruction for the research body of a prospective agency proposal.

4/76 - 6/78

Bronx River Neighborhood Centers, Inc.,
Education Department, Bronx, NY
Counselor/Tutor

Assisted in the administration of library and study periods, conducted tutoring sessions for junior high and high school students; coordinated educational excursions; advised high school seniors on the preparation of applications for college and arrange for guest speakers to address students on the subjects of educational and career opportunities.

7/77 - 8/77

The Fund for Modern Courts, New York, NY
Family Courtroom Monitor

Monitor family courtroom proceedings; collected and recorded pertinent data upon observation which required exhaustive conversance with New York State Family Statutes and periodically submitted progress reports.

2/75 - 1/76

Consumer Frauds and Protection Bureau of the
New York State Attorney General's Office,
State of New York Department of Law,
New York, NY
Student Intern

Mediated and resolved consumer complaints; assisted attorneys in investigations conducted by the Attorney General's Office, disseminated consumer information published by said-office; participated and addressed consumer seminars; filed and processed complaints along with other clerical duties; advised consumers of their rights and remedies under New York State Law; participated in a radio program discussing my functions in the office; participated in a joint pilot project under the aegis of the Attorney General's Office and Daitch Shopwell Supermarkets which entailed assisting the visually handicapped in their purchase of groceries; participated in a summer intern program serving as a liaison in the Attorney General's self-help consumer centers.

9/74 - 9/75

Bronx River Neighborhood Centers, Inc.,
Athletic Department, Bronx, NY
Recreational Aide

Scheduled and assisted in the administration of recreational periods; co-coordinated sports clinics arranged basketball tournaments; took youngsters to a multiplicity of sporting events.

7/74 - 8/74

Bronx River Neighborhood Centers, Inc.
Day Care Center, Bronx, NY
Pre-School Teacher Assistant

Assisted teachers in the classroom instruction of pre-schoolers, organized the distribution of breakfast and lunch, participated in taking children on various trips and formulated recreational programs for them.

2/74 - 5/74

The Hudson Guild, Athletic Department,
New York, NY
Recreational Aide

Helped in the supervision of youngsters in the 9 to 12 year old range when using the athletic facilities and managed and coached a softball team.

EXTRACURRICULAR ACTIVITIES:

Member of The National Association for the Advancement of Colored People
Member of The National Association of Black Social Workers, Inc.
Member of The Stony Brook University Chapter of
The Association of Black Social Workers

PERSONAL INTERESTS:

Law, writing, art, reading, sports, traveling, and people

ATTACHMENT # 7

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310 4000

June 17, 1981

CHARLES HAMILTON, JR.
MARGARET P. LORD
SHARON BLOCH
EDWARD M. NEY
FREDERICK D. WILKINSON, JR.
W. DON CORNWELL
VERNON E. JORDAN, II.
...
ALEXANDER J. PAPPAS
LOYD K. GARRISON
THEODORE W. KHEEL
L. E. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEEGER

Mr. Wilbur R. Brantley
Director
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
United States Department of Justice
633 Indiana Avenue, NW
Washington, DC 20531

Re: 78-TA-AX-0034-S-1

Dear Mr. Brantley:

The purpose of this letter is to request a no-cost extension for the Criminal Justice Assistance and Evaluation Project.

After checking with our Controller's Office, we estimate that approximately Thirty-two Thousand, One Hundred Seventy-five Dollars (\$32,175.00) will remain in the original budget as of September 1, 1981. Therefore, I am submitting for your approval a request for a no-cost extension to extend the project from September 1, 1981 through November 1, 1981. The no-cost extension will ensure the completion of the Criminal Justice Assistance and Evaluation Project's evaluation survey study and the final report.

Enclosed you will find a revised budget, explanations and a rationale for the changes.

We appreciate your favorable consideration of this no cost extension request.

Sincerely,

John E. Jacob
John E. Jacob
Executive Vice President

JRJ/brc

Enclosures/

cc: Alexander J. Allen
William J. Haskins
Elizabeth Stubbs
Gwendolyn G. Willis
Margaret Smoddy (OCRC/OJARS)

bc: Manuel A. Romero, Audley E. Coulthurst

Contributions to the National Urban League are tax deductible

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT
(3-285)

NO-COST EXTENSION

Budget Expense Code	Expense Items-	Original Budget 3/2/80-9/1/81	Increase & (Decrease)	Requested Budget 3/2/80-9/1/81
3-512-285	Salaries - Professional	\$ 99,693	\$ 13,168	\$112,861
3-522-285	Retirement Expenses	8,255	(129)	8,126
3-525-285	Major Medical	598	79	677
3-526-285	Hospitalization	598	79	677
3-527-285	Life Insurance	120	1,460	1,580
3-532-285	Insurance Disability	199	27	226
3-534-285	Insurance-Workmen's Compensation	299	39	338
3-536-285	Social Security	6,380	1,182	7,562
3-537-285	State Unemployment Insurance	997	132	1,129
3-544-285	Consultant's Fees	---	---	---
3-546-285	Data Processing	600	56	656
3-547-285	Other Contract Services	9,610	2,155	11,765
3-552-285	Consumable Supplies	1,000	(100)	900
3-561-285	Telephone & Telegraph	8,000	(1,500)	6,500
3-571-285	Postage & Shipping	1,500	(300)	1,200
3-582-285	Rent - Controllable	8,500	(500)	8,000
3-592-285	Outside Printing	4,890	(890)	4,000
3-594-285	Inside Printing	1,500	(690)	810
3-595-285	Duplicating	2,000	(1,681)	319
3-611-285	Local Transportation	---	20	20
3-621-285	Conferences, Conventions and Meetings	8,800	(2,300)	6,500
3-622-285	Major Travel	19,200	(12,700)	6,500
3-631-285	Subscription to Publications	200	(75)	125
3-675-285	Equipment Purchases	---	50	50
3-678-285	Equipment and Furniture Rentals	900	209	1,109
3-679-285	Equipment and Furniture Repairs	100	93	193
3-692-285	Indirect Costs Recovery	72,275	2,116	74,391
		<u>\$256,214</u>	<u>- 0 -</u>	<u>\$256,214</u>

Personnel Requirements

<u>Position</u>	<u>Maximum Salary</u>
Director	\$28,600
Assistant Director	21,900
Special Assistant	13,998

CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT

Budget Modification Rationale

1. Staff Cost:

Salaries increased \$13,168 to cover salaries for two (2) months extension, September 1 through November 1, 1981.

Retirement expenses decreased \$129 and the other fringe items increased \$2,998 to conform to actual and projected expenditures on these items.

2. Data Processing:

Data Processing increased \$56 to include extended two (2) months, September 1 through November 1, 1981.

3. Other Contract Services:

Other Contract Services increased \$2,155. This increase was necessitated by the fact that \$5,000 was deducted to pay consultant fees for a research project. Other contract services remain necessary to perform vital research tasks, e.g. designing surveys, coding, data analysis and report writing. The cost of these tasks will be borne by the increase in this line.

4. Other Direct Costs

Other Direct Costs have decreased \$20,736 to reflect both actual expenditures to date and projected costs based upon those expenditures.

The following line items have increased:

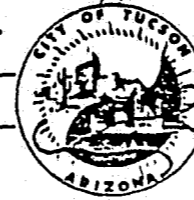
Equipment and Furniture Rentals	\$209
Equipment and Furniture Repairs	\$93

In addition, the following line items were added which were not in the original budget:

Local Transportation	\$20
Equipment Purchases	\$50

5. Indirect Costs:

Indirect Costs increased \$2,116 to reflect changes in National Urban League's indirect cost rated agreement with the Department of Labor, which was reduced from 61.7% to 54.4% effective July, 1980. (Copy of the new agreement is attached.)



CITY OF TUCSON

The Sunshine City



Department of Police
P. O. Box 1071
Tucson, Arizona 85702

REFERENCE:

May 11, 1981

MAY 15 1981

James Chetham
Criminal Justice Assistance and Evaluation Project
500 East 62nd Street
New York, NY 10021

Dear Mr. Chetham:

In reference to your telephone conversation with our Recruiter, Officer Frank Vasquez, we are making a formal written request for any materials you have available on recruitment of minorities.

We are attempting at this time to re-evaluate our present recruitment procedures and any information you can furnish would be most beneficial.

If we desire any technical assistance from your agency, in the future, rest assured you will be contacted.

Should you desire additional information from us, please do not hesitate to call.

Yours very truly,

William J. Gilkinson
Chief of Police

Kenneth C Maurer
Kenneth C. Maurer, Major
Management Services Bureau

WJG/KCM/th

ATTACHMENT #8
Anten...
Copy 1 - 5 minutes
5/21/81
je

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9174

May 7, 1981

Mr. Frank Vasquez
Tucson Police Department
P.O. Box 1071
Tucson, AZ

Dear Mr. Vasquez:

Your request for materials from our LEMPP brochure, gives The Criminal Justice Assistance and Evaluation Project (CJAEP) great pleasure to forward Chapters 1-5, Six-Month Recruitment Schedule and one (1) Brochure.

We are pleased to be of service and hope that these materials will help you in your endeavors. Please feel free to contact us if further assistance is needed at (212) 310-9174-5-6.

Sincerely,

James E. Cheatham
James E. Cheatham
Assistant Director
Criminal Justice Assistance
and Evaluation Project

JEC/brc

Enclosures/

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

May 21, 1981

Mr. William J. Gilkinson
Chief of Police
City of Tucson Arizona
Police Department
Post Office Box 1071
Tucson, AZ 85702

Dear Chief Gilkinson:

I am in receipt of your letter dated May 15, 1981 requesting materials on the recruitment of minorities. It gives us great satisfaction to share our training materials with you during the re-evaluation of your recruitment procedures.

The Criminal Justice Assistance and Evaluation Project (CJAEP) works directly with criminal justice agencies by providing tested programs for recruitment, placement and retention of minorities and women within the nations criminal justice system.

Enclosed, please find training chapters one (1) through five (5), a six month recruitment schedule, recruitment manual and brochure. I hope these materials will assist you in your endeavors. If we can be of further assistance, please call or write (212) 310-9174-5-6.

Sincerely,

Gwendolyn G. Willis
Gwendolyn G. Willis
Director
Criminal Justice Assistance and
Evaluation Project (CJAEP)

GGW/brc

Enclosures/

Chairman
ROY ENLUND

Vice-Chairman
WISSE C. CARTER

Vice-Chairman
H. J. ES J. HAMILTON, Jr.
V. HAYNE HIPP
MARGARET P. LORD

Secretary
MARYN BLOCK

Assistant Secretary
EDWARD N. NEY

Treasurer
FREDERICK D. WILKINSON, Jr.

Assistant Treasurer
J. DON CORNWELL

President
BERNON E. JORDAN, Jr.

Board of Trustees

James E. Cheatham

John D. Burton

James A. Cutler

Donald R. Davenport

John F. Davidson

Edward C. Davis

James E. Dinan

James H. Farley

Anthony Fisher

James M. Fitzpatrick

James G. Glavin

James H. Hanlon

James J. Harbo

James K. Howell

Charles E. Hugel

James J. Jackson

William A. Jones, Jr.

Ed T. Keenan

Robert C. Larson

Arthur J. Leonard

Regina L. Lester

James O. Lopez

John B. Love

Frank E. McClure

James F. McKeithan, Jr.

James L. Mack

James J. Mahoney

James C. Mayer

Brian M. Mallon

James E. T. Millard

James S. Pennington

James A. Phillips

Dr. Eugene Pickett

Scott I. Rapovale, Sr.

James Dear Scott

Joseph Semrad

James E. Smith

James S. Sponer

James D. Taylor

James P. Todd

James Turner

James R. Waterman

James C. Watson

James Westbrook

James White

Office

ANDER J. PAPPAS

Trustees

ROY K. GARRISON

EDDIE W. WHEEL

JOHN F. KIMBALL

JES A. LINDEN

JANE D. McCANNON

JOHN STEIGER



City of Cleveland

GEORGE V. VOINOVICH, MAYOR

DEPARTMENT OF PUBLIC SAFETY
DIVISION OF POLICE
WILLIAM T. HANTON
CHIEF

JUN 8 1981

Mr. Jim Cheatam
Assistant Director
CJA EP
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

June 1, 1981

Dear Mr. Cheatam;

With respect to our telephone conversation of May 28, 1981 relating to the letter dated May 18, 1981 (copy attached).

I am enclosing a copy of our final recruitment statistics as well as a copy of the number of persons who actually appeared for the Police Entrance Examination by race.

As you are probably aware the City of Cleveland is under a Federal Court Consent Decree to make an intensive effort to recruit and hire minority applicants for the position of Patrol Officer.

These figures represent our most recently completed effort. It falls far short of our hoped for goal, but due to a financial crisis at the exact time of recruiting, it placed a large barrier before us, that we were unable to overcome within the time constraints before us.

I am happy to say that the involvement of the Cleveland Urban League branch was very helpful in our efforts, especially in pre test assistance for minority candidates.

In the very near future I hope to be able to forward your office a copy of our final recruitment report, plus a supplement which will cover our problems, our solutions and suggested future solutions. Mr. Charles Eberhardt of the Cleveland Chapter will also receive this information when available.

I would also appreciate any recruitment materials and training aids that you may have available in order that an outline for future efforts can be drawn up immediately in order to keep this as an on going program in this department.

Respectfully,

Lloyd Patterson, Lieut. Dir. Div. 1

Att # (216) 623-5033
Lloyd Patterson

ADDRESS ALL COMMUNICATIONS: WILLIAM T. HANTON, CHIEF • DIVISION OF POLICE • 1200 ONTARIO • CLEVELAND, OHIO 44115

Cleveland Ohio

Police ENTRANCE EXAM FILING STATS

FILING PERIOD STATISTICS THROUGH TUESDAY FEBRUARY 17, 1981

924 Total Applicants as follows:

Black males (1-4)	245 (26.51%)
Black females (1-5)	114 (12.33%)
Hispanic males (3-4)	31 (3.35%)
Hispanic females (3-5)	<u>1 (.001%)</u>
TOTAL MINORITY APPLICANTS	391 (42.31%)
White males (2-4)	426 (46.10%)
White females (2-5)	106 (11.47%)
Other male (6-4)	<u>1 (.001%)</u>
TOTAL NON-MINORITY APPLICANTS	533 (57.69%)

ON THIS DATE CITY ELECTION
TO RAISE INCOME TAX WAS
HELD AND PASSED.

UP TO THIS POINT THE
THREAT OF POLICE LAYOFFS
DEFINITELY HINDERED OUR
EFFORTS.

THESE FIGURES REPRESENT
FILINGS FROM 12-29-80
TO 2-17-81

FILING PERIOD STATISTICS THROUGH TUESDAY, MARCH 24, 1981

2,428 total applicants as follows:

Black males (1-4)	603	24.83%
Black females (1-5)	265	10.91%
Hispanic males (3-4)	60	2.47%
Hispanic females (3-5)	<u>10</u>	.41%
TOTAL MINORITY APPLICANTS	<u>938</u>	
White males (2-4)	1246	51.31%
White females (2-5)	239	9.84%
Other males (6-4)	5	.20%
Other females (6-5)	<u>0</u>	.00%
TOTAL NON-MINORITY APPLICANTS	<u>1490</u>	

INCREASE SHOULD BE NOTED
FROM 2-17-81 THRU FINAL
FILING DATE OF 3-17-81.
BOTH MINORITY + NON MINORITY
APPLICANTS. (AFTER INCOME TAX)
APPROVAL

CLEVELAND POLICE ENTRANCE EXAMINATION 1981 - SUMMARY OF PERFORMANCE

GROUP FACE	SEX	APPEARED FOR EXAM		PASSED EXAM		80% OR HIGHER		90% OR HIGHER		AVERAGE GRADE	
		N	%	N	%	N	%	N	%	M	S
Black	Male	413	24.4	239	20.4	147	18.3	73	18.9	71.6	18.4
	Female	146	8.8	81	6.9	46	5.7	20	5.2	69.8	19.5
	Total	<u>559</u>	33.1	<u>320</u>	27.3	193	24.0	93	24.0	71.2	18.7
White	Male	903	53.4	686	58.6	500	62.2	243	62.8	78.7	15.8
	Female	174	10.3	130	11.1	88	10.9	40	10.3	78.1	15.1
	Total	1077	63.7	816	69.7	588	73.1	283	73.1	78.6	15.7
Hisp.	Male	42	2.5	27	2.3	17	2.1	8	2.1	74.9	15.9
	Female	9	0.5	4	0.3	3	0.4	1	0.3	68.8	17.1
	Total	51	3.0	31	2.6	20	2.5	9	2.3	73.9	16.1
Other		4	0.2	4	0.3	3	0.4	2	0.5	85.6	-
All Groups		1691	100.0	1171	100.0	804	100.0	387	100.0	76.0	17.1

N. D. Henderson 4/24/81

1/20/81



WILLIAM F. SCROGGINS
SHERIFF

KANKAKEE COUNTY SHERIFF'S POLICE

400 E. MERCHANT STREET
KANKAKEE, ILLINOIS 60901
815 933-3324

January 22, 1981

JAN 26 1981

Mr. Lee H. Reynolds, Director
Criminal Justice Assistance and
Evaluation Project - 8th. Floor
National Urban League, Inc.
500 East 62nd. Street
New York, New York 10021

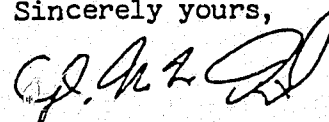
Dear Director Reynolds:

I am sending you this correspondence in regards to our conversation on Friday, January 23, 1981 concerning the procurement of documents circulated by your agency. I am interested in obtaining the following publications:

- 1) "The Who, What, When, Where, Why and How of Minority Recruiting for Criminal Justice Careers"
- 2) LEMMP Training Aids #1, #2, #3, #4, #5, and #6, "Potential Candidates and Using Community Resources for Recruiting."
- 3) Sample Six-month Recruitment Schedule
- 4) The publications that you suggested we receive in our telephone conversation.

I want to take this opportunity to thank you again for the presentation at the seminar that was held in Springfield, Illinois. Much of the information and affirmative action procedures and policies suggested at this meeting have been implemented in our Department which we are grateful for. Thank you again for your assistance in this matter.

Sincerely yours,


MARK W. FIELD, Corporal
Operational Services Division
Equal Employment Opportunity Coordinator

MWF/jm

Sent out
1/23/81

Office of Justice Assistance, Research,
and Statistics

1/26/81

Washington, D.C. 20531

JAN 26 1981



January 22, 1981

Mr. Lee Reynolds, Director
Criminal Justice Assistance
and Evaluation Project
National Urban League, Inc.
500 East 62nd Street
New York, New York 10021

Re: 78-TA-AX-0034-S-1

Dear Lee:

Thank you for sending this office four (4) copies of your project's Quarterly Report (October 1, 1980 - December 31, 1980).

We are both pleased and gratified with the continuing excellence in your program's approach and its highly successful transfer of expertise and technique elements.

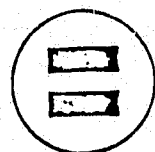
Keep up the good work!

Please give my best wishes to Jim and Beverly.

Sincerely,



Bertram L. Keys, Jr.
Civil Rights Compliance Officer
Office of Civil Rights Compliance



National Urban League, Inc.

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

January 26, 1981

Mr. Larry J. Edwards
Instructor/Coordinator
North Carolina Justice Academy
P.O. Drawer 99
Salemburg, NC 28385

Dear Mr. Edwards:

I have received the O.K. to participate in the Curriculum Committee. Please send information on how to get there and lodging as soon as possible.

Looking forward to seeing "you all."

Sincerely,

Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Chairman
CARTER

Chairmen
CHARLES J. HAMILTON, Jr.
WAYNE HIPP
MARGARET P. LORD

Secretary
M. SMITH

Assistant Secretary
RYN BLOCK

Director
DERICK D. WILKINSON, Jr.

Assistant Treasurer
DON CORNWELL

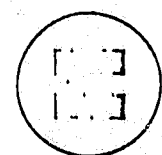
President
MON E. JORDAN, Jr.

Board of Trustees

- William H. Baldwin
- James B. Banks
- Robert B. Barber, Jr.
- William F. Brimmer
- William E. Brown
- William C. Davidson
- William C. Davis
- William B. Farley
- William G. Fisher
- William J. Fitzpatrick
- William J. Gaskin
- William J. Grace
- William A. Guinn, III
- William C. Haas, Jr.
- William Hagen
- William A. Hession
- William E. Hugel
- William L. Hunter
- William J. Jackson
- William L. Jefferson, Jr.
- William A. Jones, Jr.
- William T. Kearns
- William Kirkland
- William H. Langevin
- William C. Larson
- William J. Leonard
- William L. Lester
- William B. Love
- William L. McClure
- William M. McKenhan, Jr.
- William L. Mack
- William J. Mahoney
- William C. Maier
- William Brian Mallian
- William S. Martin
- William E. F. Millard
- William N. New
- William J. Ragdale, Sr.
- William Robinson, Jr.
- William Dean Scott
- William Joseph Semrod
- William R. Shinn
- William S. Spurlink
- William D. Swift
- William D. Taylor
- William R. Todd

Office
SEPH WESTBROOK
Trustees
WILLIAM H. BALDWIN
WYD K. GARRISON
LUDORE W. KHEEL

FILE



National Urban League, Inc.

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

January 28, 1981

Mr. Curtis Brown
Route 1, Box 21
Cross, SC 29436

Dear Mr. Brown:

You have shown an interest in a career in criminal justice by your LEMMP application form dated 12/9/80, at which time available positions in the criminal justice system were forwarded to you.

The National Urban League's Criminal Justice Assistance and Evaluation Project, formerly known as LEMMP, is pleased to send you an additional notice of Police Officer openings.

Enclosed, you will find "Notice: Transit Police Officer openings." If you have any further questions, please write or call (212) 644-6574-575.

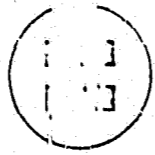
Sincerely,

James E. Cheatham
Assistant Project Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

JEC/brc

Enclosure/

FILE



National Urban League, Inc.

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

January 28, 1981

Ms. Rose Boyd
Project Director
University Research Corporation
4340 East West Highway - Suite 300
Bethesda, MD 20014

Dear Ms. Boyd:

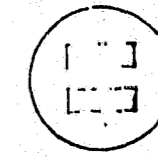
Enclosed find all but two (2) of our recruitment TA written material. The manual or overview piece is still at the printers. Chapter #6, a format for recruiting and maintaining women, is being produced by the Police Foundation. The former will be sent to you as soon as received. The latter, when received and reviewed.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosures/ Chapters #1, #2, #3, #4 and #5
Brochure



National Urban League, Inc.

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

January 28, 1981

Ms. Phyllis D. Freeman
Municipal Reference Library
City Hall, 400 S. Orange
Orlando, FL 32801

Dear Ms. Freedman:

We are happy to share with you the publication on oral interview standards. It is like taking coal to New Castle in that the substance of the chapter was obtained from Orlando.

This resource was shared with LEAA as part of the normal exchange of ideas by funded agencies. As you can see, Orlando is given credit as the source of the material. There have been some revisions and additions to the original material.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosure/ Chapter #5
"Oral Interview Standards"

- Chairman
- Vice-Chairman
- C. CARTER
- Chairman
- CHARLES J. HAMILTON, Jr.
- W. HAYNE HIPP
- MARGARET P. LORD
- Secretary
- MARYN BLOCH
- Assistant Secretary
- EDWARD N. NEY
- Treasurer
- FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
- W. DON CORNWELL
- President
- VERNON E. JORDAN, Jr.
- Board of Trustees
- George B. Blair
- Joseph B. Barber, Jr.
- Paul D. Burton
- James D. Christian
- John A. Collins
- Walter R. Davenport
- John P. Davidson
- Edward C. Davis
- Thomas R. Donahue
- James B. Farley
- Anthony Fisher
- Thomas A. Frizzarick
- Michael Grace
- Thomas R. Hanks
- Thomas Hassen
- Thomas H. Havel
- Thomas E. Huxel
- Thomas Jackson
- William A. Jones, Jr.
- John T. Kearns
- Robert C. Larson
- Robert J. Leonard
- John A. Lester
- John Lopez
- John E. Love
- John J. McClure
- John McKethan, Jr.
- John L. Mack
- John J. Manorey
- John C. Mauer
- John R. Matillion
- John E. F. Millard
- John A. Pennington
- John A. Quinn
- John E. Ryan
- John J. Sweeney, Sr.
- John Dean Scott
- John S. Semrod
- John T. Smith
- John F. Todd
- John W. White
- Trustees
- ALEXANDER J. PAPPAS
- W. GARRISON
- W. W. KHEEL
- F. KIMBALL
- LINEN
- M. MCGANNON
- TEIGER

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

June 11, 1981

Lieutenant Lloyd Patterson
Department of Public Safety
Division of Police
1300 Ontario
Cleveland, OH 44113

Dear Lieutenant Patterson:

Please accept our appreciation for your prompt response to our letter dated May 18, 1981.

We are also happy to share our Criminal Justice Assistance and Evaluation Project training chapters and brochure with you, which we hope will assist you in your efforts to recruit minority and women candidates for the position of patrol officer.

I hope these materials will help you in your endeavors. If further assistance is needed, please don't hesitate to call or write Mr. Cheatham or myself at (212) 310-9174-5-6.

Sincerely,
Gwendolyn G. Willis
Gwendolyn G. Willis
Director, Criminal Justice Assistance and Evaluation Project (CJAEP)

James E. Cheatham
James E. Cheatham
Assistant Project Director
Criminal Justice Assistance and Evaluation Project (CJAEP)

Enclosures/
GGW/JEC/brc

sent copies of evaluation forms to Cheatham, Brochure + manual schedule

FILE

ATTACHMENT #10

- Chairman
- CON L. ...
- Senior Vice-Chairman
- LISLE C. CARTER
- Vice-Chairman
- CHARLES J. HAMILTON, Jr.
- W. HAYNE HIPP
- MARGARET P. LORD
- Secretary
- MARYN BLOCH
- Assistant Secretary
- EDWARD N. NEY
- Treasurer
- FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
- W. DON CORNWELL
- President
- VERNON E. JORDAN, Jr.
- Board of Trustees
- George B. Blair
- Joseph B. Barber, Jr.
- Paul D. Burton
- James D. Christian
- John A. Collins
- Walter R. Davenport
- John P. Davidson
- Edward C. Davis
- Thomas R. Donahue
- James B. Farley
- Anthony Fisher
- Thomas A. Frizzarick
- Michael Grace
- Thomas R. Hanks
- Thomas Hassen
- Thomas H. Havel
- Thomas E. Huxel
- Thomas Jackson
- William A. Jones, Jr.
- John T. Kearns
- Robert C. Larson
- Robert J. Leonard
- John A. Lester
- John Lopez
- John E. Love
- John J. McClure
- John McKethan, Jr.
- John L. Mack
- John J. Manorey
- John C. Mauer
- John R. Matillion
- John E. F. Millard
- John A. Pennington
- John A. Quinn
- John E. Ryan
- John J. Sweeney, Sr.
- John Dean Scott
- John S. Semrod
- John T. Smith
- John F. Todd
- John W. White
- Trustees
- ALEXANDER J. PAPPAS
- W. GARRISON
- W. W. KHEEL
- F. KIMBALL
- LINEN
- M. MCGANNON
- TEIGER

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

JUN 18 1981

June 18, 1981

John C. LeDoux, Ed.D.
Special Agent, FBI
Education/Communication Arts Unit
Federal Bureau of Investigation
Quantico, VA.

Dear Dr. LeDoux:

I am in receipt of your letter dated June 8, 1981. It gives the Criminal Justice Assistance and Evaluation Project (CJAEP) great pleasure to share our training chapters and manual with you. I hope these materials will assist you in providing instruction to police personnel on techniques for recruiting minorities and women into criminal justice careers.

CJAEP, funded under a grant from the Office of Civil Rights Compliance, Office of Justice Assistance, Research and Statistics, is currently in the final stages of its contractual obligations. In the past, however, we have offered free technical assistance to federal, state and local criminal justice agencies in methods and techniques of minority recruitment, retention and promotion.

If we can be of further assistance, please feel free to write or call (212) 310-9175-6.

Sincerely,
Gwendolyn G. Willis
Gwendolyn G. Willis
Director
Criminal Justice Assistance and Evaluation Project (CJAEP)

GGW/brc

Enclosures/

- Ex-Officio
- ALEXANDER J. PAPPAS
- Trustees
- LLOYD K. GARRISON
- W. W. KHEEL
- F. KIMBALL
- LINEN
- M. MCGANNON
- TEIGER

COY EKLUND

Senior Vice-Chairman

GLE C. CARTER

Vice-Chairmen

CHARLES J. HAMILTON, Jr.

J. HAYNE HIPPIE

MARGARET P. LORD

Secretary

SHARYN BLOCK

Assistant Secretary

EDWARD N. NEY

Treasurer

FREDERICK D. WILKINSON, Jr.

Assistant Treasurer

W. DON CORNWELL

President

VERNON E. JORDAN, Jr.

Board of Trustees

Deborah Baldwin

Jesse B. Barber, Jr.

Beryl D. Burton

Melva D. Christian

Daniel A. Collins

Ronald R. Davenport

Ralph P. Davidson

Howard C. Davis

Thomas R. Donahue

James B. Farley

M. Anthony Fisher

Thomas M. Fitzpatrick

Patricia J. Grace

Ter A. Haas, Jr.

James Hagan

Lawrence J. Hanks

Jeffrey A. Hassan

Lucy B. Holland

William R. Howell

Les E. Hugel

Brenda J. Jackson

Rev. William A. Jones, Jr.

David T. Kearns

Robert C. Larson

Walter J. Leonard

Virginia L. Lester

Iris O. Lopez

Ruth B. Love

Frank L. McClure

D. F. McKeithan, Jr.

James L. Mack

David J. Mahoney

Cornell C. Maier

W. Brian Maillian

Charles E. F. Millard

Barbara S. Penelton

Barbara A. Phillips

Rev. Dr. Eugene Pickett

Lincoln I. Ragsdale, Sr.

Gloria Dean Scott

T. Joseph Semrod

Weidor S. Smith

Jeanne Spurluck

A. Dean Switt

Lynette D. Taylor

Kenneth P. Todd

J. C. Turner

Lew R. Wasserman

Bernard C. Watson

Joseph Westbrook

William H. White

Ex-Officio

ALEXANDER J. PAPPAS

Library Trustees

ROYD K. GARRISON

THEODORE W. KHEEL

LINDSLEY F. KIMBALL

JAMES A. LINEN

DONALD H. MCGANNON

HENRY STEEGER

ATTACHMENT # 11

National Urban League, Inc.

The Equal Opportunity Building
500 East 62nd Street, New York, N.Y. 10021
Telephone: (212) 310-9000

June 24, 1981

Ms. Margaret Snoddy
Project Monitor
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics
United States Department of Justice
633 Indiana Avenue, NW
Washington, DC 20531

Dear Ms. Snoddy:

Re: 78-TA-AX-0034-S-1

As requested per our telephone conversation June 24, 1981, please be advised of the information below on the Contractual Services and New Indirect Cost:

I. Contractual Services:

a) A Research Consultant will be contracted to design, code and analyze data of an evaluation survey study on the recruitment, retention, placement and promotion of minorities and women in entry level positions in the criminal justice system as well as complete, edit and submit a camera-ready copy of the final report for reproduction. The research consultant will be compensated at a rate of One Hundred Thirty-five Dollars (\$135.00) per day, eight hours a day, for a maximum of forty-three (43) days.

b) A Coder will be contracted to code and assist with analyzing data of an evaluation survey study on the recruitment, retention, placement and promotion of minorities and women in criminal justice entry level positions. The coder will be compensated at a rate of six dollars (\$6.00) an hours, eight hours per day, for a maximum of twenty (20) days.

Ms. Margaret Snoddy/OCRC
June 24, 1981

II. New Indirect Cost Rates:

A copy of the new agreement is attached.

If additional information is needed, please advise.

Sincerely,

Gwendolyn G. Willis

Director

Criminal Justice Assistance
and Evaluation Project (CJAEP)

GGW/brc

Enclosure/

National Urban League, Inc.

MEMORANDUM

October 9, 1980

REFR		NOTED	
TO	DATE	BY	DATE
Return to		File	

TO: Department Heads, Unit Heads, Project Directors

FROM: Contract Administration

SUBJECT: New Indirect Cost Rate

REFERENCE:

COPY TO: President
Executive Vice President
Vice Presidents

Attached for your information and files is a copy of the fully executed Negotiation Agreement in connection with the National Urban League's indirect cost rate. The new provisional rate is 54.4% of salaries and wages including fringe benefits. This rate is effective as of July 1, 1980, for a one-year period ending June 30, 1981.

--ELCS

Attachment:

INSTITUTION:
National Urban League
500 East 62nd Street
New York, New York 10021

DATE: September 22, 1980
FILE REF: This replaces
the negotiation agreement
DATED: July 7, 1980

The Financial Management Branch, Office of Management and Budget, designated the U.S. Department of Labor as the cognizant agency for the National Urban League and its affiliates. The rates contained in this agreement were negotiated in accordance with this authority and are applicable to all Federal grants and contracts.

SECTION I: RATES

Type	Effective Period		Rate	Location	Applicable To
	From	To			
Final	7-1-78	6-30-79	54.4%	All	All Programs
Provisional	7-1-79	6-30-80	61.7%	All	All Programs
Provisional	7-1-80	6-30-81	54.4%	All	All Programs

EASE:

Total direct salaries and wages including applicable fringe benefits.

TREATMENT OF FRINGE BENEFITS:

Fringe benefits applicable to direct salaries and wages are treated as direct costs.

CONDITIONS: Use of the rate(s) contained in this Agreement is subject to any applicable statutory or administrative limitations and is applicable to a given grant or contract only to the extent that funds are available. Acceptance of the rate(s) agreed to herein is predicated upon the conditions: (1) that the indirect cost rate proposal is based on The Standards of Accounting and Financial Reporting for Voluntary Health and Welfare Organizations, (2) that no costs other than those incurred by the grantee/contractor were included in its indirect cost rate proposal and that such costs are legal obligations of the grantee/contractor, (3) that the same costs that have been treated as indirect costs have been accorded consistent treatment, and (4) that the information provided by the grantee/contractor which was used as a basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially incomplete or inaccurate.

B. ACCOUNTING CHANGES: If a fixed or predetermined rate(s) is contained in this Agreement, it is based on the accounting system in effect at the time the proposal was submitted. Changes to the method of accounting for costs which affects the amount of reimbursement resulting from the use of the rate(s) requires the prior approval of the Director, Office of Cost Determination, DOL. Failure to obtain such approval may result in subsequent audit disallowances.

C. FIXED RATES: If a fixed rate(s) is contained in this Agreement, it is based on an estimate of the cost which will be incurred during the period for which the rate applies. When the actual costs for such period have been determined, an adjustment will be made in a subsequent negotiation to compensate for the difference between those costs used to establish the fixed rate and actual costs.

D. NOTIFICATION TO FEDERAL AGENCIES: Copies of this document may be provided to other Federal offices as a means of notifying them of the agreement contained herein.

E. SPECIAL REMARKS: 1. Federal programs currently reimbursing indirect costs to this grantee/contractor by means other than the rate(s) cited in this Agreement should be credited for such costs and the applicable rate cited herein be applied to the appropriate base to identify the proper amount of indirect costs allocable to the program.

2. Contracts/grants providing for ceilings as to the indirect cost rate(s) or amounts(s) which are indicated in Section I above will be subject to the

ceilings stipulated in the contract or grant agreements. In the event the ceiling rate cited is higher than the negotiated rate, the negotiated rate will be used to determine the maximum allowable indirect cost.

3. The indirect cost pool is comprised of salaries, wages, fringe benefits and related expenses of professional administrative personnel of the following National Office Organizations:

Office of the President
Office of General Counsel
Office of the Vice-President
Controller Department
Personnel Department
Administrative Services and Conferences
Management Support Unit
Office of the Vice-President-Field Operations
Office of the Vice-President-Programs and
Government Affairs
Economic Development Department
Community Development Department
Program Evaluation Department

By Responsible Agency for the
Federal Government

Acceptance by the Grantee/Contractor

John H. Davis
Name
Executive Vice President

Title
October 1, 1980

Date

Joseph J. Handzo
JOSEPH J. HANDZO, Director
Office of Cost Determination
Office of the Comptroller
U.S. Department of Labor
Date: September 22, 1980
Negotiated by: Stephen Pine
Telephone No: (212) 944-3073

APPENDIX G

DEVELOPMENT
OF
TRAINING MATERIALS

C J A E P TRAINING AID CHAPTER #1

LOCATING POTENTIAL CANDIDATES
AND
USING COMMUNITY RESOURCES
FOR RECRUITING

Written by LEE H. REYNOLDS
National Urban League, Inc.

Edited by NORMA L. HARRISON
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics

Revised 12/80

LOCATING POTENTIAL CANDIDATES & COMMUNITY RESOURCES

TRAINEE'S SUGGESTIONS

A. State local office	K. _____
B. Social service agencies	L. _____
C. Barber shops	M. _____
D. Civic & social groups	N. _____
E. Sports events	O. _____
F. Recreation spots	P. _____
G. Bowling alleys	Q. _____
H. Pool parlors	R. _____
I. High schools	S. _____
J. Churches	T. _____

POTENTIAL MINORITY CANDIDATES:

The persons to approach in veterans affairs, industrial plants, high schools and colleges are the:

- a. Employment counselors
- b. Placement "
- c. Personnel officer

Before approaching these persons, prepare yourself with a short presentation. Tell them that you are looking for their help. When it becomes known that you came offering an opportunity for jobs, your task becomes almost easy. (At private firms, you can often ask for recommendations for people who might make good candidates.) Remember, get all the referrals you can. In high schools and colleges ask for the names and addresses of all minority persons that have dropped out, recent graduates, and those nearing completion of studies. Always ask about students majoring in criminal justice.

National Urban League, Inc.

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

October 31, 1980

Mr. Paul Barnes
Office of Civil Rights Compliance
Office of Justice Assistance, Research
and Statistics
633 Indiana Avenue, NW
Washington, DC 20531

Dear Mr. Barnes:

The Tacoma, Washington Urban League has requested TA in setting up a corrections recruiting effort for the State of Washington. They are planning a meeting for the end of November.

I am enclosing copies of materials sent to us for review. I am requesting your review of the request and if other OCRC criteria is met, permission to attend the meeting with the Tacoma Urban League and officials from the Washington State Department of Social and Health Services. The latter agency is responsible for administering the corrections facilities in the State.

The planned result of the meeting will be to set up training

- President
VERNON E. JORDAN, Jr.
- Vice-Chairman
C. CARTER
- Chairmen
CHARLES J. HAMILTON, Jr.
WAYNE HIPP
RCARET. P. LORD
- Secretary
IS M. SMITH
- Assistant Secretary
MARYN BLOCK
- Treasurer
FREDERICK D. WILKINSON, Jr.
- Assistant Treasurer
W. DON CORNWELL
- Board of Trustees
Deborah Baldwin
Elva Lee Banks
Jesse B. Barber, Jr.
Andrew F. Brimmer
Beryl B. Burton
Edward E. Carlson
Ronald R. Davenport
Ralph P. Davidson
Howard C. Davis
James B. Farley
Anthony Fisher
Thomas M. Fitzpatrick
Franklin
J. Grace
Richard A. Guilmetot, III
Walter G. Haas, Jr.
Chrys Hagen
James A. Hassan
Charles E. Hugel
William L. Hunter
Brenda J. Jackson
Andrew L. Jefferson, Jr.
Rev. William A. Jones, Jr.
David T. Kearns
Lane Kirkland
Thomas H. Langevin
Robert C. Larson
Walter J. Leonard
Virginia L. Lester
Ruth B. Love
Frank L. McClure
D. F. McKeithan, Jr.
James L. Mack
David J. Maloney
Cornell C. Maier
W. Brian Maillian
Louis Martin
Charles E. F. Millard
Edward N. Ney
Lincoln J. Ragsdale, Sr.
Leroy Robinson, Jr.
Glenn Dean Scott
Joseph Semrod
Richard R. Shinn
Jeanne Spurlock
A. Dean Swift
Lynette D. Taylor
Kenneth P. Toles
J. C. Turner
Law R. Wasserman
- Ex-Officio
JOSEPH WESTBROOK
- Honorary Trustees
WILLIAM H. BALDWIN
LLOYD K. GARRISON
THEODORE W. KHEEL
JIMMY F. KIMBALL
JAMES A. LINEN
DONALD H. MCGANNON
HENRY STEEGER

Contributions to the National Urban League are tax deductible.

FILE

NOV 05 1980

Mr. David M. Garber
Corporation Counsel
Office of the Corporation Counsel
301 City Hall
Syracuse, New York 13202

NOV 10 1980

Dear Mr. Garber:

This is to acknowledge receipt of your letter of October 23, 1980 requesting the services of the Criminal Justice Assistance and Evaluation Project.

I understand that Mr. Lee Reynolds, Director of the project, visited with you and police department officials on October 27, 1980. I further understand that Mr. Reynolds critiqued your recruitment program, made recommendations regarding the modification of the police selection system, and offered suggestions aimed toward increasing the probability of a successful recruitment effort.

Mr. Reynolds has advised this office that further technical assistance may be necessary. If you decide that further assistance is needed please contact me by letter immediately, detailing with a high degree specificity and clarity the technical assistance services desired. We will respond promptly upon receipt of your request.

Sincerely,

Wilbur R. Brantley
Office of Civil Rights Compliance

cc: Lee Reynolds

Page Two
MEMO/Paul Barnes
November 5, 1980

There was some concern expressed by Black community persons, that a recent incident when a Black Male who had been beaten by police, had the community upset and hostile. The Chief stated the four officers involved had been suspended without pay, pending the outcome of the investigation. It was suggested that a civilian review process be adopted by the City. The Chief became agitated and stated he would never have a civilian review process and he would resign if one was forced on him.

The Syracuse Police Department has approximately five hundred (500) sworn members of which eleven (11) are Black. The city has approximately 18% Black population.

Several suggestions were offered by me toward targeting the program more towards minorities.

1. Location of recruiting bus in the target community, instead of in the civic center.
2. More use of minority oriented radio instead of TV and cable TV.
3. Training of recruiters prior to sending them out.
4. Use of a qualifying written exam instead of a ranked list.
5. Target recruiting to high schools rather than colleges and armed forces.
6. Use of a telephone with a tape for twenty-four (24) hour response capability.
7. Placing exam preparation tutorials in the Black community.
8. Necessity of the Chief and Mayor to announce endorsement of the recruiting program and its emphasis on recruiting Blacks and women.
9. A policy statement from the Chief to the members of the department, explaining the consent decree why it was agreed to and how the program would be implemented.
10. The necessity to start planning how the decree would impact on promotions.

ATTACHED # 3



National Urban League, Inc.

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

MEMORANDUM

DATE: November 5, 1980
TO: Paul Barnes, OJARS/OCRC
FROM: Lee Reynolds, Director CJAEP *Lee Reynolds*
SUBJECT: Syracuse, New York Meeting on Recruitment - 10/27/80

On Monday, October 27, 1980, a meeting was held at City Hall in Syracuse, New York to review a proposed minority recruiting program. (copy attached, appendix A)

Present at the meeting were various police officials, including the Chief of Police, Thomas Sardino; First Deputy Chief Frederick Scharown; and the Sergeant in charge of the recruiting section. Also present were representatives from the Mayor's Office, the newly appointed AAO, and representatives of the Personnel Office, the President of the Syracuse NAACP, and the Executive Director of the Syracuse Urban League, Leon Modeste.

The city has agreed to a negotiated consent decree to hire Blacks at a 25% level until Blacks represent 10% of the sworn workforce. The city will hire females at 20% of appointments. (copy attached, appendix B)

The proposed Minority Recruitment Program was reviewed for the first time at the meeting. There was some consternation voiced by the NAACP President that this was the first time the document presented, and there was no time for review and input. The city representatives indicated that this could take place at a meeting scheduled for the first week in November.

Paul Barnes/OCRC
October 31, 1980

schedules for recruiters and review of the selection and application process. For your consideration.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

LHR/brc

Enclosures/

cc/ Norma Harrison



COL. EUGENE J. CAMP, Chief of Police

METROPOLITAN POLICE DEPARTMENT

CITY OF ST. LOUIS 1200 CLARK AVENUE • ST. LOUIS, MISSOURI 63103

November 5, 1980

NOV 10 1980

Mr. Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project
National Urban League, Inc
500 East 62nd Street
New York, N.Y. 10021

Dear Mr. Reynolds:

This letter will serve as a follow-up to our phone-con
on Wednesday, November 5, 1980.

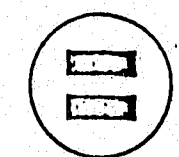
The Personnel Division of the St. Louis Metropolitan
Police Department is sponsoring a Law Enforcement Recruiting
Conference on November 18, 1980. This conference will be
centered mainly around the preparation of applicants, in the
area of academics, prior to their testing and processing by
the police department.

I am requesting 20 of your Minority Recruiting For
Criminal Justice Careers books to use as hand-out material
in this conference.

I appreciate your willingness to be of assistance to
us in this area. May God bless you.

Respectfully

Officer Joseph M. Robinson
Recruiting Coordinator



National Urban League, Inc.

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

November 6, 1980

Officer Joseph Robinson
St. Louis Metropolitan Police Department
1200 Clark Avenue
St. Louis, MO 63103

Dear Officer Robinson:

Per our conversation of November 5, regarding the recruit-
ment of minorities for the St. Louis Police Department, the
Criminal Justice Assistance and Evaluation Project (CJAEP),
formerly the Law Enforcement Minority Persons Project (LEMPP)
offers free technical assistance to federal, state and local
criminal justice agencies in methods and techniques of minority
recruitment, retention and promotion.

However, the funded agency must receive approval through
written authorization from:

Mr. Wilbur R. Brantley, Director, Office of Civil Rights
Compliance, Office of Justice Assistance Research and
Statistics, 633 Indiana Avenue, NW, Washington, DC 20531.

Requests for technical assistance may be submitted directly
to CJAEP: Attn. Lee H. Reynolds, Director, but are still
subject to approval of Office of Civil Rights Compliance/OJARS.

Enclosed, please find ten (10) sets of training aids and
twenty-one (21) manuals for your perusal. I hope these materials

Hickman-55

- Mayor
JOE ELLIOT
- Deputy Mayor
E. C. CARTER
- City Clerk
HARLES J. HAMILTON, Jr.
- City Treasurer
HAYNE HIPPI
- City Controller
MARGARET P. LORD
- City Attorney
OTIS M. SMITH
- City Engineer
SHARYN BLOCK
- City Auditor
FREDERICK D. WILKINSON, Jr.
- City Planner
W. DON CORNWELL
- City Administrator
VIRNON E. JORDAN, Jr.

- Board of Trustees**
- Deborah Baldwin
- Elva Lee Banks
- Jesse B. Barber, Jr.
- Andrew I. Brimmer
- Bert B. Burton
- Edward F. Carlson
- Ronald R. Davenport
- Ralph P. Davidson
- Howard C. Davis
- James B. Farley
- St. Anthony Fisher
- Thomas M. Fitzpatrick
- Franklin
- John I. Grace
- David A. Guinnott III
- Walter C. Haas, Jr.
- Chris Huggen
- James A. Huggin
- Charles I. Huggin
- William L. Hunter
- Brenda I. Jackson
- Andrew L. Jefferson, Jr.
- Rev. William A. Jones, Jr.
- David T. Krains
- Lane Kirkland
- Thomas H. Langston
- Robert C. Larson
- Walter L. Leonard
- Virginia L. Lester
- Ruth B. Love
- Frank L. McClure
- W. F. McKeithan, Jr.
- James L. Mack
- David J. Mahoney
- Cornell C. Maier
- W. Brian Meillon
- Four Martin
- Charles L. J. McLeod
- Edward N. Noy
- Lynette J. Ragsdale, Sr.
- Leroy Robinson, Jr.
- Gloria Dean Scott
- T. Joseph Semrad
- Richard F. Shinn
- Juanne Stratlock
- A. Dear Swift
- Lynette D. Taylor
- Kenneth P. Todd
- J. C. Turner
- Lee R. Whitman

- Ex-Officio**
- JOSEPH WESTBROOK
- Honorary Trustees**
- W. B. BALDWIN
- W. D. K. GARRISON
- THEODORE W. KHEEL
- LINDSEY F. KIMBALL
- JAMES A. LINN
- DONALD H. MCCANNON
- HENRY STEIGER

FILE

Page Two
Office Joseph Robinson
November 6, 1980

will assist in your endeavors. If I can be of further assistance
please write or call, (212) 644-6574,575.

Sincerely,

Lee H. Reynolds
Lee H. Reynolds
Director
Criminal Justice Assistance
and Evaluation Project

LHR/brc

Enclosures/ 10 sets training aids
21 manuals

CITY OF NORFOLK

Office of the City Manager • 1101 City Hall • Norfolk, Va. 23501 • BO# 441-2471

November 4, 1980

NOV 7 1980

Ms. Jackie Patterson, Director
Eastern Regional Office
National Urban League
477 Madison Avenue
17th Floor
New York, New York 10022

Dear Ms. Patterson:

We have been advised by the Tidewater Urban League of certain services which may be provided to municipalities through the National Urban League.

We understand your services relate to recruitment of minorities covering the entire spectrum of public safety and it is our desire to meet with you to find out about such services to see if the Urban League can be of assistance to the City of Norfolk in its endeavors in the minority recruitment area.

Could you advise if someone from the Urban League would be available to meet with us here in Norfolk to discuss the above matter?

Thank you for your anticipated cooperation.

Sincerely yours,

Neal S. Windley
Neal S. Windley
Assistant City Manager
for Operations

NSW:kf

cc: Director of Personnel



The Naval Base • Mazer Meyer House • Adam Thoroughgood House • Willoughby Baylor House • The Mrs. Arthur Memorial Chrysler Museum • Lafayette Zoological Park • Gardens By The Sea • Heritage Foundation Museum • St. Paul's Church



National Urban League, Inc.

Jacqueline J. Patterson, Director
EASTERN REGIONAL OFFICE
477 Madison Avenue, 17th Floor, New York, N.Y. 10022
Telephone: (212) 935-9720

NOV 17 1980

MEMORANDUM

DATE: NOVEMBER 14, 1980

TO: LEE REYNOLDS, CRIMINAL JUSTICE ASSISTANCE EVALUATION PROJECT

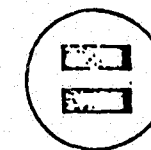
FROM: JACQUELINE J. PATTERSON, DIRECTOR/ERO *JJP*

SUBJ: SEE ATTACHED LETTER

Enclosed is a corrected copy of a letter from Neal Windley, regarding the technical assistance request initiated by the Tidewater affiliate. I hope this is what you need to schedule the visit.

Thanks for your cooperation.

JJP/lg



National Urban League, Inc.

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

FILE

MEMORANDUM

DATE: November 17, 1980

TO: Paul Barnes, OCRC/OJARS

FROM: Lee Reynolds, Director, CJAEP *Lee Reynolds*

SUBJECT: T.A. Request from City of Norfolk Virginia via Tidewater Urban League

1. The City of Norfolk has requested technical assistance for minority recruitment. (copy of request attached)
2. I have requested that the City of Norfolk forwarded its complete recruiting format for review.
3. If this request conforms with OCRC requirements, please advise if site visit is feasible.

attachment

C J A E P TRAINING AID CHAPTER #2

HOW TO UTILIZE COMMUNITY RESOURCES

Written by LEE H. REYNOLDS
National Urban League, Inc.

Edited by NORMA L. HARRISON
Office of Civil Rights
Compliance/Office of Justice
Assistance, Research and
Statistics

Revised 12/80

HOW TO UTILIZE COMMUNITY RESOURCES

I. A press conference with local government dignitaries and representatives of civic, social groups, labor unions, religious leaders, etc., is the ideal kick-off for a successful recruitment drive. Minority representation is a must! Written invitations are a must! If a press conference is impossible in your area, then a meeting at the city/town hall with local leaders including department "brass" plus those mentioned above is next.

- A. Have the mayor, sheriff or chief tell the community leaders and the press most definitely, that they are out to recruit minority persons into the department.* If the target community is Black, say it! Do, likewise, if it is Indian, Hispanic, or Asian. Remember to mention that women are also being recruited; it's the law!
- B. Ask their help! Tell them without it your drive will fail.
- C. Tell them what you want them to do.
 1. Locate candidates.
 2. Emphasize the importance of being a criminal justice officer.
 3. Ask each group what they can do, then suggest that they do more!
- D. You should be prepared to inform the group of all the innovative changes you have made in the recruitment process. These changes, if not already in place, should include:
 1. New simplified pre-application cards. The pre-

*Note: If your area has a minority-oriented radio station, ask for spot announcements of the drive. Don't forget to give the station a phone number and address to which candidates can be referred. Make sure that area newspapers get and print the announcement of the drive. Needless to say, a representative from the radio station should be at the meeting as should a reporter from the local paper. If there is a minority paper in the area, its participation is a must.

application card should ask for the name, address, telephone number, age and education level of the applicant. You might add a request for the race and sex of the candidate as a optional question. This aids in your EEOP recordkeeping. Some agencies also ask if the applicant is a veteran.

This is really all the information needed to record and process the candidate until he or she passes the written examination. You have a telephone number and address to follow-up and notify the applicant when and where the written exam is to be held. Once the written test is over, you are now dealing with "winners." Now is the time to send out or deliver the detailed application form.

Having this form filled out by every interested party creates a filing nightmare and it is expensive. The later in the process this appears, the fewer administrative problems occur and the fewer the number of applicants to sort through. Of course, minimizing the number of applications is not the purpose. What is true is that a candidate who has passed the written and physical agility test is more motivated to fill out the more complicated application form.

EXAMPLE OF PRE-APPLICATION CARD:
Suggested size 4" x 11" (reduced for this sample)

PRE-APPLICATION FOR POLICE OFFICER EXAMINATION, EXAM. NO. _____
Solicitudes Para Policías, Ambos Sexos. Examen Numero _____

Complete this form and return to your Recruiter, any Police Office of Police Headquarters, or Department of Personnel, ADDRESS _____
Llene esta Forma y envíela a la persona encargada de Reclutamiento, a Cualquier Estacion de Policia, al Cuartel General de Policia, o al Departamento de Personnel ADDRESS _____

Name (Nombre) _____
Address (Domicilio) _____
Zip Code (Zona) _____

Telephone No. (Telefono) _____

THE CITY OF ANYVILLE.
DEPARTMENT OF PERSONNEL OR POLICE HEADQUARTERS
ADDRESS _____

COMPLETE THIS SECTION. Complete esta seccion.
DO NOT DETACH. No la separe.

Name (Nombre) _____
Address (Domicilio) _____
Zip Code (Zona) _____

ANSWERS TO THE FOLLOWING QUESTIONS ARE OPTIONAL.
(Las siguientes Preguntas Son Voluntarias)

Your answers will help this recruitment drive.
(Sus respuestas nos facilitaran el esfuerzo del reclutamiento)

Date of Birth (Fecha de Nacimiento): Month (Mes) _____ Day (Dia) _____ Year (año) _____

High School Graduate or equivalency diploma (Diploma de escuela superior o equivalente.) Yes (Si) _____ No (No) _____

How did you learn about this exam? (Como aprendio de este examen?) _____

FRONT

DO NOT DETACH. No La Separe
DO NOT WRITE IN THIS SECTION. No Escriba en esta Seccion

Place Stamp Here

THIS CARD WILL BE RETURNED TO YOU WITH THE DATE AND LOCATION OF THE TEST.
Esta tarjeta se la enviaremos a vd. con la fecha y el lugar del examen.

The City of Anyville
Department of Personnel or
Police Headquarters
ADDRESS _____
Anyville, U.S.A. ZIP _____

BACK

Note that the card is made so it can be cut and returned to candidate with date, time and location of written test. The instructions are in English and Spanish. This is a subtle way of letting Hispanics (Mexican-Americans, Cuban, etc.) know their participation is welcome. We all know the test will be in English, but the use of this second language is a subliminal way of letting Hispanics know that their participation is welcomed. It works! The other half is retained and duplicated for the assigned recruiter and the master file. Other retention techniques will be discussed later.

MORE ON RADIO

- E. Go to the station; ask for "public service time" for a presentation.
- F. Make cassette tapes of one-minute duration with a frank appeal, i.e.:

"Young black man or woman out there, this is Officer _____. Listen to this. The _____ Police Department has a job waiting for you!"

We want you to help make our city/town or area and your community safer and a better place for all. *Police work offers an exciting career with advancement and job security, (tell salary, fringe benefits, retirement). Call this number _____ or write _____. The welcome mat is out. It's a good job! You can do a good job! Sign up for the _____ test."

If there is a minority criminal justice person you can use, even if he or she is from another area, use that person! Have them relate how the career has made them more of a part of the community, i.e.:

"This is *Police Officer _____. I am a member of the _____ *P.D. I am Black. This position has done a lot of good things for me, my family and the community. Now you have a chance. Take it! Sign up now to take the exam for the _____ P.D. They want you! They need you! Be a community worker; be a *police officer. Call _____ or write _____. Join up and serve."

- G. If there is a local disc jockey with a large minority audience, go to him/her; enlist them in the effort. Surveys have proven that this is the best recruiter of minorities, particularly if the disc jockey is a minority person.

The use of celebrities, sports figures for the one-minute tape is very effective and these people are usually very cooperative when told the reason and need.

II. POSTERS AND ADVERTISING

Posters can be printed by vocational schools. Much can be done and more accomplished with a grass roots, community involved campaign than with a slick commercial or sterile institutional approach. Of course, at the bottom of the poster, credit is given to the donators. (They love it!)

* If it is a court, probation, parole or corrections department, make substitution.

A very effective poster is a picture of a minority or female person in an agency uniform or agency vehicle with a caption saying, "This could be you, apply now!" Pull out the stops, innovate!!

III. CHURCHES

No single community resource can outrank the churches and ministries in the minority communities. Any speech given there will reach into the homes. Don't be discouraged if the audience seems to be over age or predominately female. State your appeal to them. Tell them to help you find and sign up eligibles. Here you must ask to leave a poster and recruitment material. Be tactful. The minister likes to tell his young congregation that he is trying to help them. Suggest that he call a special meeting for you to talk to the young, their parents, and their wives. Use the same approach in Y's, NAACP's and Urban League offices. You will find that these contacts pay off in ways other than in recruitment.

WARNING

Be prepared to hear gripes about police or criminal justice agency apathy, real or imagined, injustice, and countless hearsay stories. Listen to a few. Then get back to recruiting. A good answer is, "This is a good reason to have people from your community working with us in the police department."

There may be times when you are heckled; don't get angry, riled or answer back no matter how provoked. A good answer is, "Listen, you particularly don't seem to be interested in this opportunity at this time, but there are others here who are. Let me talk to them now and I'll talk to you when I finish. O.K.?" Again, document and follow-up on all contacts.

It is hard demanding work, but there is nothing more satisfying than to see someone you recruited wearing that uniform.

C J A E P TRAINING AID CHAPTER #3

CANDIDATE PREPARATION & RETENTION

Written by LEE H. REYNOLDS
National Urban League, Inc.

Edited by NORMA L. HARRISON
Office of Civil Rights
Compliance/Office of
Justice Assistance, Research
and Statistics

Revised 12/80

CANDIDATE RETENTION & PREPARATION

Now that you have the application completed and filed, the next phase begins. All candidates need help. If he or she has a brother, father or friend who is in criminal justice, the road is far easier. Unfortunately, almost none of the minority candidates fall into this category. They need more help and encouragement. You are the best person to give it or arrange for it.

Schedule meetings for groups of candidates. Find out if they have any test-taking experiences (civil service type). Here is where those valuable community resources pay off again. Get copies of the last exams given. Arrange with a church, or civic organization to acquire space for a few prep classes. In most cases, it is apprehension you are eliminating. Everyone fears the unknown. Ask teachers, social workers, other employees from the agency and successful civil service workers to help in giving practice runs on these old exams. Practice in simple math, reading comprehension and "trick" questions are great grade improvers. Remember the goal is not the application, but a successful test-passing, appointed recruit.

These sessions have a second purpose. They sustain the interest of the candidates. You get to know them better. You will find out their strengths and weaknesses. You have time to work on the weaknesses and eliminate them. Through these contacts, many recruiting officers have made good and lasting friendships in minority communities.

Prepare the candidate for the oral interview. Identify for him or her the expected mode of dress, posture and deportment. Many candidates freeze up, mumble or become too defensive during these interviews. Arrange for mock interviews. You or another person with interviewing experience should give the interview. You become the candidate. Display the common pitfalls:

- a. the slouch in the chair

- b. defensive sullenness
- c. mumbles
- d. not looking at the interviewer
- e. The big one that comes at the end of almost every interview, i.e., when the candidate is asked why he or she wants the position. Good answers are:
 - 1. I think I can be a good * _____ and help the people in the community. I always wanted to help people.
 - 2. I want to help make this a better city/community. I think I will like the job, and I want to make it my career.
 - 3. Ever since I was a kid, I admired * _____ and I wanted to be one (corny, but it works).

Be and act sincere!

- f. Another pitfall is often used. The interviewer will close with, "Is there anything else you want to say." Answers:
 - 1. Yes, thank you for calling me in. I think I will make a good * _____ ; I will give all I have.
 - 2. No sir, thank you for considering me. I hope I hear from you soon.
 - 3. No sir, thank you all.

An item that cannot be ignored is the exam day itself. Tell your candidate that a good night's sleep the night before, together with test preparation, almost ensures a good passing grade. No parties or late hours on the night before. Make sure they get to the test site one hour early. It gives them time to let the nerves settle and time to fix that flat tire that might happen.

- a. Take at least two(2) pens, two(2) pencils, and a watch.
- b. If the test is scheduled for one, two or three hours, tell them to take the entire time. Here is where your trial exams pay off. It gives the candidates practice in budgeting their time.

**Appropriate position, i.e. corrections officer, court officer, etc.*

- c. Tell them to save the hard questions for last. Carefully read and do quickly, the easy and moderately difficult ones. Now they are ready for the hard ones. They should work hard on these; keeping track of the time. In the last five minutes or so, guess at those they didn't have time for or didn't know the answers to. Who knows, they might guess right. A blank answer is as bad as a wrong one. Gamble!
- d. During the last two or three minutes, check for omitted answers and the like.
- e. Tell them to avoid changing answers. Invariably, the change is from a right answer to a wrong one.

MEDICAL & PHYSICAL TEST PREP

Preparing a candidate for a medical exam may seem out of the realm of a recruiting officer and more into that of a magician, dietician or physical therapist. Much of it is, but there are things a recruiting officer can and should do. Here are some:

- Inform the candidate about the nature of the exam and how it is conducted. (Remember we are fighting fear and apprehension as well as informing.)
- Tell the candidate to avoid indulgence in alcohol, at least one day before his or her medical. (If the candidate goes to a wedding party, etc., the day before the alcohol will show in the blood test and lead to more serious scrutiny.)
- If the candidate is taking medication of any kind, a sample should be taken to the medical exam, along with an explanation as to why it is being taken. It is far easier to explain before its presence is detected in tests, than after, when suspicion has been raised.
- A good idea is a complete medical by the candidate's own physician one or two weeks before the police medical. This will detect anything that might be correctable prior to the police medical. It also puts the candidate at ease. Lastly,

it may prove invaluable in the event that the candidate is rejected by the agency medical and an appeal is instituted. Often a community nurse or doctor can be induced to do this free or at a nominal fee.

- . Don't forget to advise an eye exam, using the above format.

PHYSICAL AGILITY PREP

Here is an area that is more in the expertise of the recruiter, and he or she can be a great help to a candidate. Here are some of the aids:

- . Make sure that the candidate knows all that is expected to take place at the physical agility exam, i.e.:
 1. What the agility test is about.
 2. How far the running will be and the qualifying time.
 3. How heavy the weights are, and what lifts will be required.
 4. Leg lifts, sit ups, walls to climb, etc.

It is advisable to find a gym or room where a candidate can pre-test on the weights and sit-ups. The running should be practiced with an eye towards bringing down the time. If the physical is competitive, rather than qualifying, urge your candidates to practice all of the events with the goal of bringing up performance. Even if it is a qualifying exam, practice is still a good idea.

It goes without saying that the same warning about late hours and parties the night before the medical exam is in order here. If a candidate is scheduled to work the night before the physical, suggest that he or she take that night off. Lastly, if at all possible, you should be present at these two examinations. It helps to see a friendly, familiar face. It shows that you are behind the candidate all the way!

NOTE:

It has been found to be good practice to contact your candidates the day before the medical, oral, physical and written exams.

- a. reassure them
- b. remind them of the exam time and urge them to get there early
- c. eliminate real or imagined emergencies and anxieties
- d. be positive and supportive at all times (With minority candidates, any negativism is viewed as insincerity or rejection.)

These may seem like baby-sitting chores, but they pay off in having all of your candidates appear for the entry level testing process. Remember, you, in most instances, are dealing with shy, inexperienced test takers who may be getting buck fever. Help them along and you will have a successful program. You are combating a "chilling effect" you did not create. But you must eliminate its effect if you are to succeed. Be professional and meet the challenge.

It may just be that one or two candidates have bona fide reasons for not being able to appear for one or more tests. If you know about it ahead of time, you may be able to work out alternate dates and times. Here is where good relations with the testors pay off. Many times they have never been asked to arrange alternate dates. All they can say at worst, is no.

This is retention. In many areas, the time from test taking to appointment may take one, two, or three years. It is most important that the candidate hear from you periodically. He or she may need special help. Some recruiters have found jobs for candidates awaiting appointment. Many employers will gladly have a person who has had a background investigation and is awaiting appointment to a criminal justice agency. Jobs as security guards, watchmen, delivery persons, etc. are available to pre-screened people. Making this kind of commitment to your candidates demonstrates that you are a professional recruiter and a good community-oriented criminal justice person.

Remember! You have sown the seed, and the harvest is near. Don't lose your crop! CONTACT, CONTACT, CONTACT is the word for keeping candidates interested and available. The idea that no one did all this for you is not valid in today's labor market. All major employers have had to change. Look at how the armed forces entices recruits, particularly minorities and women. They have pulled out all stops. These are your competitors for candidates; you must be equal to or better than they are at recruiting.

C J A E P TRAINING AID CHAPTER #4

ELIMINATORS

OR

OBSOLETE, IRRELEVANT SELECTION CRITERIA

Written by LEE H. REYNOLDS
National Urban League, Inc.

Edited by NORMA L. HARRISON
Office of Civil Rights Compliance
Office of Justice Assistance,
Research and Statistics

I. Barriers to criminal justice recruiting come in many forms. Many are legal or institutionalized. All barriers must be critically reviewed for disparate impact and job relatedness.

A. Visual acuity tests/requirements:

Many criminal justice agencies, particularly those in law enforcement, tend to have unusually stringent visual acuity (eye) standards. At one time, it was not unheard of to require a candidate to have 20/20 vision without visual aid (glasses). While this was the entrance requirement, it was contrasted to the fact that an employee could wear eye glasses anytime after appointment without penalty.

More and more agencies have changed this requirement to allow vision corrected to 20/35. After all, the most active contact sports allow participants to wear safety glasses while competing. Their incidence of physical contact (baseball, football, basketball) is at a much higher level than that of criminal justice practitioners, including patrol officers.

The Federal Aviation Administration criteria for commercial airline pilots is 20/100 uncorrected, correctable to 20/35 with glasses. Their everyday judgments on space, movement and perception is probably the most critical of any profession. Also, they must requalify for licensing at specific intervals.

Review the requirements for your agency. Use F.A.A.* standards as a guide.

B. Height requirements:

Height requirements should also be realistic or at best, eliminated. Height standards are under attack, and if the reason for them cannot be proven to be job related, they are being disallowed.

Here again, we are up against tradition. The old concept of the big, big corrections, court or police officer being the best officer cannot be validated.

*Federal Aviation Administration

Height requirements of 5'8" will eliminate over 90% of all females in the country and over 40% of all males. It has an adverse impact on certain ethnic groups, such as Hispanics and Asians. By adverse impact we mean that a disproportionate number of minorities or females have been eliminated by the process, when compared to the majority group. Unless it can be shown that the requirement directly causing the adverse impact relates to the job performance, it cannot be used.

One state police department in the northeast, had a height requirement that stated the candidate must be tall enough to hold, aim and fire a shotgun over the roof of a police car. It was disallowed, following a court decision. The reason was that no police officer in possession of his faculties would expose his body to return fire, in a combat situation, through the windows and doors of the car. The department's firearms training required firing over the hood, so that the engine block could offer protection. Sounds sensible, doesn't it?

Another police agency in the central south, after their height standard was required to be validated, (that is, to be shown to be job related), chose to change it by doing the following:

- a. The candidate was to sit in a police car, adjust the seat and put on a seat belt.
- b. If he or she could reach all pedals and controls, including the police radio from the position, they were considered to be tall enough.

That last example is a clear case of a job related height requirement, validated under practical conditions. This is an approach to use in assessing all hiring procedures.

C. Residency requirement:

Residency requirement is another legal barrier to recruitment. Requiring a candidate to live in a specific municipality or county to hold a job therein is particularly prohibitive when minority recruitment is the goal. An alternative is to allow candidates to live in contiguous counties and, at worst, require them to move into the jurisdiction thirty (30) days or so after appointment.

A residency requirement may, in some situations, be a benefit if the area has a minority and female labor pool sufficient to meet recruiting goals. Many agencies tend to look beyond their boundaries for candidates, ignoring what is available in their own relevant labor markets, (Standard Metropolitan Statistical Area, commonly known as SMSA), to seek candidates outside of the SMSA area. These agencies convince themselves that their labor pool is not "qualified" or it is better to get the over qualified person from another area than to recruit the average and qualifiable person in their own backyards.

Well, the grass always seems greener

Compliance regulations requires that you have "valid" requirements, and that you utilize the labor market in your SMSA, before looking elsewhere.

D. Pre-filing of applications:

The pre-filing of applications is a barrier to recruitment in many ways. Some jurisdictions have a cut-off date for making application. Anyone hearing of the test after the cut-off date is automatically eliminated. An alternative to this measure is the walk-in exam. The pre-exam application serves no real purpose other than to determine applicant response. In fact, it becomes an unnecessary eliminator. The information can be obtained at the test site prior to the examination. This usually results in a more complete and error-free process. It should be as simple as possible, leaving the greater part of the application until after a candidate has passed the written exam. This is also a cost-saving innovation. No postage costs and staff time to process applications until the applicants have been proven successful. Staff uses their time to make sure their contacts do appear for the tests.

E. Fee charging:

Fee charging for exams or applications has been found to be counter productive. It introduces an unnecessary and irritating element into the procedure. If fee charging is part of your system, work to have it eliminated! Most employment firms do not charge the applicant; and if they do, it is after placement!

F. Educational requirements:

Educational requirements should be examined with a view towards making them relevant to entry-level job requirements. A high school or General Equivalency Diploma should be the maximum requirement for most entry-level positions. A recruitment aid is to have this requirement effective only at time of appointment. This gives an interested candidate, lacking either diploma or GED an opportunity to qualify even after taking the test. Result, more candidates!

Anything above a high school education or GED is next to impossible to validate for most jurisdictions for entry-level police officer, corrections officer, deputy sheriff and court officer positions. The trend towards requiring college credits for entry into these positions has been successfully challenged in most instances. It is the entry level you are recruiting for. Educational incentives and motivation after appointment should be encouraged as the route to pursue, toward further professionalization and promotion opportunity.

Anything beyond a high school education requirement invariably has an adverse effect when recruiting minorities. It shrinks the applicant pool. Besides, you compete with other employers whose salaries and benefits are commensurate with college-level training.

Federal Register, Vol, 44, No. 43, dated Friday, March 2, 1979, which answers frequently-asked questions regarding the application of the Uniform Guidelines on Employee Selection Procedures should be consulted along with the Uniform Guidelines themselves, found in Federal Register, Vol. 43, No. 166, dated Friday, August 25, 1978. Both are excellent references for evaluating existing selection procedures.

G. Driver's license requirements:

Driver's license requirements should also become effective at the time of appointment, the thought being that the fewer the number of requirements at test-taking time, the easier the recruiting effort and the more positive the end results.

H. Illegal barriers - prohibited by law or regulation:

1. sex discrimination
2. racial discrimination
3. religious discrimination
4. political affiliation discrimination
5. national origin discrimination
6. arrest without convictions
7. wage garnishment/credit ratings & history
(illegal because of disproportionate effect on minorities and females)

I. Availability of applications:

The places where applications are available can be an aid or a barrier to recruitment. If these are made available only at police stations, county or city clerk offices, then these become barriers.

The ultimate barrier is having to write in for an application. The write-in procedure should be reserved for residents or persons in distant colleges or those still in the armed forces. Their participation should be encouraged through friends, relatives and organizations.

The placement of applications in limited outlets may not be illegal, but it does not help recruitment.

A good recruiting procedure is to have applications available wherever you have placed posters and in any outlet that has a target population flow. This is a plus when coupled with a new abbreviated application form. One thing to remember! When you receive an incomplete application form through this method, seek out the applicant and obtain the missing information. This is a must! Without feedback, the candidate assumes that he or she is an applicant at this point. Failure to this follow-up can discredit your recruiting effort as well as diminish the number of persons showing up for the test.

Here are two examples of how not to handle applications:

One city in the southeast had all applicants apply in person at the personnel office in City Hall. This meant that applications were available only on non-holiday week-days between 8 am and 4 pm, and not on holidays and week-ends. Here, a person had to take a day off from school or work, go into the business district, go up 8 flights to fillout an application.

Another city used the same format, but added the requirement that the applicant be fingerprinted and measured to see if they met the height requirement.

Both systems demonstrate how not to provide affirmative action outreach. They would negate the best minority recruitment effort. In the second example, the persons who measured the height was an office clerk using a cloth, uncertified measuring tape. If you didn't meet the requirement, in the clerk's judgement, you did not get a application. Worst, it precluded a friend or relative from picking up an application for anyone else.

A far better procedure, is to have applications available in every public building and outlet i.e., libraries, police cars and stations, civic associations, fast food outlets, supermarkets, and malls. These outlets are endless. The final refinement is a 24-hour telephone with a tape recorder attached. A candidate can call in on weekends or at night, when stimulated by a radio commercial, and request more information. He or she can leave a name, address, telephone number, and date of birth and other pertinent facts. The recruiting staff can then fill out an application and forward a notice to the applicant. If a signature is required on the application by your regulations, include a mail-back form on a post card, (pre-stamped) for the applicant.

J. Oral interviews:

This time honored technique in making employment decisions, is

CONTINUED

4 OF 5

gaining favor in many forward looking criminal justice agencies. To some, it looks like a step backward into the partronage/buddy system. Unless the oral board is structured correctly, this is a paramount risk. A properly structured board should include the following persons:

1. representative of personnel department or bureau
2. representative of hiring agency (police, corrections, courts)
3. minority and or female person (agency employee)
4. community persons (1 or 2, one should be minority or female)

This make up of an oral board gives a candidate added confidence and assure that the community is actively involved in the selection process. This method, it is a selling point in a recruitment program. Not only are you asking for community help, you are making them a part of the employment decision. Both community relations and agency credibility increase.

There are several ways to plan the interview format. We will discuss two of these.

1. The oral board does not review the candidate's application or background information. Board members evaluate the candidate strictly on what they see and hear. The questions focus on knowledge of the city, the candidate's ability to communicate verbally, and levels of motivation and enthusiasm.

One agency, on the west coast, gives situations to the candidate and asks for their reactions or responses. The candidate is told early that he or she will not be judged on their knowledge of law and agency policy. What is to be judged is the flexibility of the candidate and logic of the response. What the agency looks for is a balance between, "lock everybody up" and "let everybody go." One of the situations used by this agency dealt with personal and peer group integrity. The candidate was graded on response and the ability to deal and relate to diverse ethnic and cultural groups. Included in the grading was past contacts with minority groups. The city was comprised of large Asian,

Hispanic-American, and Black groups. There was a disparity in the percentage of these groups within the hiring agency. If the candidate demonstrated language and/or cultural identification and if all other qualifications were equal, they would receive a higher score than a suburban candidate who had led a "sheltered life-style."

Before those of you who are prone to say this is preferential treatment get started, lets examine the motive:

- a) The purpose of affirmative action is to correct an imbalance in the agency's workforce as compared to the available labor market.
- b) An agency does a better job in servicing its community when its workforce is representative of the community as a whole. This is even more imperative when there is a language barrier which impairs the servicing of a part of that community. In Black areas, the culture or life-style difference is as formidable as a language difference.
- c) These steps are used only until the imbalance is corrected. Then any system that does not cause adverse impact can be instituted. Any selection system put in effect after goals and timetables have been met should ensure that minority and female candidates have equal access to employment within the agency. It must afford equal access, opportunity and employment to all of the persons in the service population and the relevant labor market.

The west coast agency mentioned above used a system that made the oral board the major part of the selection system. A written test was given a weight of 40%, the physical agility test was qualifying, and the oral interview was given a 60% weight. There are some agencies that have moved even further in planning written, and agility tests that are qualifying only, with the oral board score giving the rank order of the list. Here the importance of the oral boards composition and the scoring techniques employed are critical. One innovation to ensure impartiality is the use of a cassette tape to record each interview. This ensures that each candidate gets essentially the same questions and records his or her exact answers. This also keeps the interviewers on track.

The second method of oral interview has some drawbacks as well as some pluses. Here, the oral board has access to the candidate's application and background investigation. The same basic questions are asked each candidate at the start of the interview. Then, using the candidate's folder, specific questions are asked regarding past employment, education and the like. The danger in this format is that there is a tendency to conduct a second background investigation, and the interview becomes an interrogation session. Also, when using this information for questioning with non-agency personnel on the oral board, there may be an unintended invasion of the candidate's privacy. Keeping the background investigation and oral interview separate avoids this danger. Board members are not usually investigators and to expose them to that type of decision making is unfair to the candidate, the agency, and the board.

Many agencies by law, must have a competitive examination and rank order candidates for selecting one in three or five for hire. The oral boards described above satisfy that requirement because they are competitive and are scored. Attached is an oral board format used by the city of Orlando, Florida for police and firefighters. This board uses the candidate's folder for source material prior to the interview. It is reproduced as a guide for board members and makes them aware of their function, responsibility, and scoring methods. The bottom line decision point should be, "Can this person be trained to take the entry-level position and become a probationary employee?"

K. The oral interview as an eliminator

Oral interviews, properly conducted, and properly evaluated, are invaluable tools for weeding out obvious misfits, or those with glaring speech or physical defects. A written examination will not detect a speech impediment. The oral interview, however, should not disqualify any candidate for a slight stutter or lisp. On the other hand, a stutter or other related speech impediments could make a radio or telephone transmission unintelligible and thus, would be a liability to proper police performance. A serious facial disfigurement should be considered care-

fully as a disqualifying criteria. Such an eliminator could be legally indefensible in the absence of proper justification.

Of paramount concern is:

- a. Would it prevent the candidate from performing duties?
- b. Does it affect his ability to deal with people, i.e., does he or she get defensive or hostile about the disfigurement?

The following should not eliminate:

- a. Mode of dress.
- b. Hair styles.
- c. Facial hair.
- d. Speech accents (regional or racial).
- e. Height or physical appearance.

Although criminal justice agencies may legally establish appearance standards we feel that as long as a candidate is neatly attired, his or her mode of dress should not be disqualifying. So don't pre-judge! Remember, the candidate will be wearing the same uniform as any other officer after appointment.

You will be given an Oral Interview Rating Standards System developed by the Orlando Police Department. If followed, you should have a successful rating system.

To re-emphasize:

1. Do not close your mind to candidates when you first see them of dress or hair styles, race or sex.
2. Most of all do not stereotype them as hippies, militants, unsociable, etc., because of your personal value judgments or prejudices. While we have a right to our personal prejudices, a true professional suppresses personal feelings and remains objective and impartial when making decisions. Remember the oral interview is designed to eliminate the unfit, not the unfamiliar or disliked.

3. The climate should be that of interview, not an interrogation! The interviewer should not monopolize the interview or make speeches. One way to avoid this is to have a prepared list of questions that are given to every candidate. Of course, one can ask for clarification or elaboration if the reply does not answer the question or if the answer is not clear.
4. Be sure that the question format for a female candidate does not vary from that used in interviewing a male candidate. No matter who the candidate is, don't patronize, talk down, or exhibit negative feelings about the candidate or the answers given. A successful interview leaves the candidate more relaxed at the end than when he or she entered the room.

Historic Standards

Height is an historic standard. There was a time when police departments were staffed with the largest persons available without consideration as to other attributes. The thought was that if the officer was big enough, he could solve any problem. We know now that that is not true. Unusually tall persons will not fit comfortably in today's police cars. Rarely is an officer called upon to use physical force and rarely is the officer more than seconds away from help via radio or telephone if help is needed. The idea now is to plan and think out confrontations rather with training and experience than the use of force. New York City maintained a particular height standard for years, using as justification the assertion that a person had to be tall to direct traffic. Now civilians of varying heights do it. Should we credit it to compact cars or re-evaluation standards.

Teeth

One police agency had as part of its qualifications that the candidate has to have a certain number of molars (back teeth). When pressed as to why this was a requirement, no one knew. Finally, research disclosed that in the early nineteenth century, the use of back teeth was the only way to bite the coverings off the ammunition used at that time. No one ever removed the qualification from the test.

Physical agility tests

The physical agility test for entry-level criminal justice positions, particularly police and corrections officer, may seem a job-related requirement at first glance. A measurement of a person's physical condition and prowess must be applied to an event or practice that has a regular place in the work environment. All events in the agility test should be, must be, validated. Examine the elements of this test to ensure that each element is one that a police officer, sheriff's officer, etc., could be expected to perform during the normal course of his work day.

The problem with most agility tests are:

1. Most officers presently in the agency workforce cannot themselves perform the feats.
2. Most females are at a disadvantage in a competitive test. If qualifying, such tests tend to adversely affect females.
3. Problems arise when the agency tries to validate the events as being job related. For example, the one or two mile timed run. When has a police officer had to run two miles, or even one mile? Would't a short sprint from a police car where the candidate had to release a seat belt open the door, and sprint 50 - 100 yards seem more in line with job performance?

Another favorite is scaling a six or eight foot wall. How many times does this occasion arise in a police officer's job? Many events seem to be more in line with qualifying for the olympics than for criminal justice careers. When the results are challenged, and with success more often than not, it leaves many agencies abandoning the physical agility test completely. Some agencies are substituting a "stress test" for the traditional physical agility test. Here the candidate's cardiovascular capacity is assessed with the view towards determining whether the candidate is fit to receive physical training at the academy. (This may seem a radical departure, but when looked at objectively, you may reach the same conclusion.)

A candidate for an entry position in criminal justice is required to do certain physical feats that once out of the academy may not be required during their twenty to thirty year career. Too, the likelihood of their having to perform these facts early in their careers is also remote. This makes the cardiovascular capacity test easier to defend. When using this test, an agency should take the next step which includes evaluating the job relatedness of physical training in the academy, particularly as such training relates to females. A state police training school recently came under court scrutiny when 50% of the females resigned because of the extremely rigid and vigorous physical training there. This school was hard put to justify many parts of its physical training program. The thought to keep uppermost is, "can the average employee who has been on the force for some period of time perform these feats?"

Background Investigations

This is the graveyard for many, so far successful candidates. (It maybe necessary to eliminate some candidates to make sure that convicted felons, family deserters, and persons with driving records, so poor as to invite law suits or safety hazards.) Of course, there are certain other forms of conduct which might justify not hiring a person, but these criteria are often hard to justify when making an employment decision. (Some agencies delve into areas that can often offend the most righteous candidate.)

Examples:

1. Scholastic standing in high school. (Isn't the diploma enough? You will, of course, contact the school to verify and ask for behavior patterns, not isolated incidents.)
2. Reasons for a divorce or separation. (You are hiring a court attendant, correction officer or police officer, not a marriage counselor.) It should be enough that the person is meeting any financial obligation related to divorce or separation. This should also include children born out of wedlock. None of the above will adversely affect, job performance.

3. Arrest and convictions. Many agencies are still asking about arrests. It is convictions that have weight in the decision. Many states have statutes that prohibit the applications of convicted felons and certain misdemeanants. If not precluded by law, the age, circumstance, and time between conviction and application should be taken into consideration before automatically eliminating a convicted person. The total activity prior to and, more importantly, after should be evaluated. According to our governmental process, once a person has paid his debt to society, it is paid in full. Evaluate the whole person, not just a single incident. After all, there is still the probationary period to further decide if the person can perform satisfactory.

Credit ratings:

Many background investigation forms make much of such ratings. It is a factor of life that many minorities and females do not have credit histories that equal those of white males. This fact may be due to poor employment opportunities, non-use of credit, periodic lay-offs or other social factors. A chronic "no payer" is a bad risk, but a person who is "late" or has had a garnishment should not be ruled out solely for these reasons. Allow for an explanation from those who may just be victims of hard times.

The same holds true for employment histories. Except for the fortunate few, minorities tend to be under-employed, unemployed, and have longer periods of non-employment. Many women are the sole support of families and their records may show poorer job attendance than males. This may be due to having had to take time off when children are sick, or when there is no baby sitter available. The employment check may disclose poor attendance without further comment. A competent investigator realizes that as children get older the incidents of poor attendance grow less and less. Additionally, a good investigator knows that the job being sought pays enough to eliminate credit problems and in some instances, attendance problems. Once again, the probation period is the time to fully review any undesirable work habits.

Many agencies are leaving credit hassles, child support payments and the like to civil and family courts. They require only that the employee conform to any negotiated agreement or court order.

Bottom line is that when you are investigating minorities and women, "old" standards become artificial barriers and will most often have an adverse affect. Having minorites and females as part of the investigatory process helps temper this condition and builds credibility into the process. If you don't have the personnel to do this, implement an automatic review board process where all rejected applications are reviewed.

CJ AEP TRAINING AID CHAPTER #5

ORAL INTERVIEW STANDARDS

NOTE: Oral Interview techniques
used by the Orlando, Florida
Police and Firefighter sections.

Revised by LEE H. REYNOLDS
National Urban League, Inc.

and

NORMA L. HARRISON
Office of Civil Rights
Compliance/Office of Justice
Assistance, Research and
Statistics

Revised 12/80

ORAL INTERVIEW STANDARDS

INSTRUCTIONS TO INTERVIEWERS:

Thank you for agreeing to help us select the City's Firefighters/ Corrections, Courts and Police Officers. We sincerely appreciate your assistance in this vitally important task.

Each candidate is to be interviewed by an interview board consisting of *two people from outside the city service, one _____ and one person from the Personnel Department. There will be _____ interview boards each day as most of the interviewers from outside the city service cannot spare more than one day.

In fairness to all candidates and to all the people of this city who benefit from having a police and fire department, comprised of superior personnel, the rating a person receives from an interview should reflect his/her own qualifications for the job. This rating should not depend upon his/her "luck" with respect to which group of people happened to be the ones who interview him/her.

It is extremely important, therefore, that all interviewers work closely together with one another, with the police, correction and court department and with the Personnel department, to rate all candidates fairly and impartially using the same standards. Rating all the candidates by the same standards requires that all interviewers use identical standards specifically in the following three areas: (1) standards as to what information about a person, obtainable from a short interview, will be most helpful in judging whether he/she would make a good Firefighter/Police Officer or one not quite so good; (2) standards of interviewing techniques that will obtain useful information efficiently and will avoid questions that are improper or that just take up time which could be used more productively; and (3) standards of grading applied uniformly and impartially by all interviewers to all candidates.

*These persons should include a minority and female.

This Manual is intended to help obtain this highly necessary uniformity of standards. These standards do not, when used properly and with recognition of their purpose, make the interviewer a mere cog in a machine, or doesn't make the interview a job just anyone could do. Learning these standards and applying them impractically to candidates of widely varying personalities, including candidates whose racial and or cultural backgrounds differ from your own, is a very difficult thing to do. Furthermore, the interviewer needs to determine what areas need to be probed most deeply for each individual candidate, and to make the final judgment that puts together in a single score all he/she knows about the Firefighter/Police Officer's job and all he/she has learned about the candidate.

A candidate for Firefighter/Police Officer must pass several kinds of screening: (1) a check of minimum requirements such as age, education, citizenship, etc.; (2) test of strength and physical condition; (3) a written test of the skills and basic knowledge that will help a person learn to be a Firefighter/Police Officer, (4) an interview; (5) a rigid medical examination; (6) a review of any record of convictions for law violations.

All of these screenings, except the interview, are graded merely pass or fail. The interview, in which you will participate, is the one part of the examination that not only eliminates some of the unqualified, but also ranks the passing candidates in order to merit.

STANDARDS OF WHAT INFORMATION TO OBTAIN FOR PURPOSE OF RATING POLICE OFFICER/FIREFIGHTER CANDIDATES

The factors to be used in the interview rating are described in detail in the Interview Rater's Worksheet inserted in this booklet. Before you begin to study it, let us point out that the factors listed do not cover all the information that is desirable to know about a candidate. Such important qualities as physical strength

and the ability to learn complicated procedures cannot be reliably determined at the interview stage, therefore, these aspects are best measured by other methods. The interviewer has a big and important job to do, without trying to expand it to include ratings of qualities which cannot be reliably rated by interviewing. The worksheet also does not include factors which, however important they may be for certain other jobs, (are not important for Police Officers/Firefighters.)

The factors are listed in the order in which you would ordinarily consider them in a well-structured, efficient interview. Thus, the general discussion of the factors which follows will at the same time give you a large part of the information you need regarding interviewing standards and techniques.

The first factor listed on the on the Worksheet is "Review With Candidate of Application and of Form F - Part 1." Thus, after greeting the candidate, an interviewer begins the questioning by having the candidate describe, more fully than was possible on the application, his/her educational history, his/her job history, his/her military service, if any, and his/her conviction record, if any. This is a good opener for the interview because the candidate expects to be asked about these things and so can talk about them easily (except perhaps a conviction record) while overcoming his/her initial nervousness. It is a good opener also because deeds speak louder than words; his/her personal history is a more reliable guide to his/her character, attitudes, motivation, and work habits than the picture the candidate portrays during other parts of the process.

The purpose of this personal history review, then, at this stage, is to look for evidence regarding character motivation, attitudes, and work habits. Notice that whether a candidate has any specific training or experience for Police Officer/Firefighter is not significant here; the _____ Department expects to do its own training. (However, if a person has taken specialized courses to

prepare for becoming a Police Officer/Firefighter he/she will probably get a high mark on another factor, "Interest in Police/Firefighter's work.")

Just after review of the application, and joined with it as part of the personal history review, is a look at Form F - Part 1. You will find a copy of Form F just inside the back cover of this booklet. Part 1 of Form F covers financial responsibility information, plus some areas of interest regarding military record and work record. It is so arranged that you can spot at a glance the questions on which you are likely to want to ask for explanation.

Returning to the Worksheet, notice that one of the descriptions in the "Unsatisfactory" column in other.* The asterisk is a reminder to you to explain what you have in mind, by writing a brief explanation in the bottom margin or on the reverse side of the Worksheet.

Please notice also that just below the two broad boxes containing more or less favorable conclusions based on the candidate's personal history is the rationale upon which the conclusions were based.

Next is the factor "Relations with people." This factor really consists of two parts. One is how well does the person get along with other individuals, based on personal history information and on whatever attitudes and thoughts he/she reveals during the interview. The other is whether he/she gravitates toward participation in group activities such as clubs, teams, and the like, or more to be a lone wolf going his/her own way and not joining up in activities with other people. One cannot justifiably mark a candidate unsatisfactory on relations with people just because he/she is not a joiner, but it will be easier for him/her to adjust to living with the other Police Officers/Firefighters at the station, and for the other Police Officers/Firefighters to adjust to him/her, if he/she is the kind who enjoys being part of a group and actively participates in what the others are doing.

Form F. Part 2, consists of questions which can give you useful clues as to the line of questioning most likely to bring out revealing information about the quality of the candidate's relations with people. Regarding this section, either a "yes" or a "no" answer may serve as a good basis for questioning.

You may wonder why leadership is not mentioned in connection with relations with people. Actually, the person who has qualities of leadership will get very little chance to use these until he/she is promoted to a supervisory position, and promotion does not normally occur until after several years of non-supervisory experience. The key factor as to the entry-level police officer/firefighter is not leadership but the ability to get along well with others, both individually and in a group.

The next factor, "Written Expression," is evaluated on the basis of a brief essay the candidate writes on a separate sheet. As you can see from the descriptive phrases, our concern here is not with literary skills, but with the ability to effectively communicate his/her message reasonably well. That is why the last box opposite this factor spreads across two columns. It is desirable that the writing be of acceptable quality, but there is little reason to give additional credit for truly superior quality of writing.

"Interest in Police/Firefighter's Work" is a factor which you might defer to the agency Captain sitting on your interview board since a major part of his/her responsibility is to counsel applicants as to what a police officer/firefighter's job is really like. Part 3 of Form F may be helpful in conducting their job counseling part of the interview.

Here again, the most favorable description spreads across two columns with no attempt to differentiate between, say, the person who realistically understands what he/she is getting into and genuinely very much wants the job, and the person who not only fits that description but can truthfully say that nearly all his/her life ambition and his/her dream has been to become a police officer/firefighter. The

person who has developed that much interest early in life quite likely did so because his/her father or some other close relative was a police officer/firefighter, and almost all police officers/firefighters love their work. What matters here and now is whether the candidate at present has a real interest and enthusiasm for the criminal justice career, not whether he/she also had it five or ten years ago.

The factor "Appearance" has only two rating categories: Unsatisfactory and Satisfactory. The police/fire department cannot permit its members to be slovenly about their appearance, or lacking, good personal hygiene, or unwilling to conform to the uniform requirements. But to require an applicant's appearance to be truly outstanding; to require the dress to be impeccable does not get the "fires" put out any more efficiently than if he/she is a person who looks very much like the rest of us.

Finally, "Behavior in Interview" sums up a number of your observations of the candidate's behavior during the time you have spent with him/her. Does he/she listen well to the questions, and respond to them intelligently? Does he/she seem to be frank and honest with you as to his/her qualifications? Does he/she seem self-confident without being egotistical? Your observations on all these points, and on any others you may notice that seem significant for predicting success or failure as a police officer/firefighter, enter into your evaluation at this stage.

MECHANICS OF BEGINNING THE INTERVIEW

The receptionist will bring the candidate's applications, with his/her Form F and essay, to the interview board just prior to the interview.

You will then have the opportunity to review these materials so that you may begin the interview with some background knowledge of the candidate.

Upon signal by an interviewer, the receptionist will bring in the candidate and introduce him/her to the chair. The chair introduces the candidate to the other interviewers, referring to each interviewer as Mr. _____ or Ms. _____. (Titles such as Captain or Doctor are not ordinarily used.) Always address the candidate as Mr. _____ or Ms. _____. Never use his/her first name or any other informal name during the interview.

ENDING THE INTERVIEW

The final question always should be along this line, "Is there anything else you want to tell us that might help us judge your qualifications to be a police officer/firefighter?"

In terminating the interview, always tell the candidate that the questions and answers in the interview are confidential, and thank him/her for his/her interest in becoming a police officer/firefighter or whatever.

IMPORTANT POINTERS

The interviewers should spend about 25 minutes with each candidate, including 15 to 18 minutes of actual interview time. Avoid letting an interview be so short that the candidate feels he/she has been given the brush-off, or so long that you are pressed for time in interviewing other candidates.

Questions about dubious features of a candidate's background should be put to him/her straight. However, you should not dwell at such length about unfavorable incidents that little or no time is spent reviewing the more favorable parts of his/her personal history.

You should guide the interview so as to obtain the needed information, but should let the candidate do most of the talking. In getting more information on a subject the candidate might touch too lightly upon such as the real reason for some difficulty he/she experienced in the past. Often the most effective question is one that is not put into words at all.

When a question has been asked about the incident and the candidate has given a brief and uninformative answer, the interviewers should remain quiet, looking friendly, and relaxed, but as if they were waiting for the candidate to continue his/her explanation. When the silence becomes awkward and the candidate realizes the interviewers are waiting for him/her to say more, he/she will usually continue with a discussion that is more frank and revealing than he/she would have given in trying to "defend" themselves against direct questioning.

Interviewers should work as a team, all participating in the questioning and all showing interest in the candidate's answer to those questions asked by fellow-members of the interview board. The impression that one of his/her interviewers is not really paying attention to what he/she is saying can be deeply disturbing to a candidate.

STANDARDS OF SCORING

The burden of proof rests with the candidate to convince you that he/she is qualified. Police officer/firefighter is a very good position, one for which the supply of applicants far exceeds the probable number of vacancies. Therefore, there is no need to hire candidates of questionable ability.

The City is an equal opportunity employer. Candidates should be judged on the basis of individual qualifications without regard to race, sex, religion, national origin, or political affiliation.

Most interviewers are conscientious about being unprejudiced and impartial toward people of different racial or ethnic groups. The average interview scores for females, Blacks, Hispanics, and other racial and ethnic group members are about the same as those for Caucasians. However, some of these same conscientious interviewers have a tendency toward narrowing the range of scores for minority group members--fewer very poor scores, and fewer very good scores, than the range of scores for Caucasians. This tendency must be very carefully monitored especially in the police officer/firefighter examinations.

where the candidate's standing on the eligible list depends entirely on the interview score. Used incorrectly, the oral interview can penalize "good" minority candidates and subvert the hiring system.

As an interviewer, make sure that these three things do not influence the grades you give:

1. The feeling that a female or minority group member may be at a disadvantage in dealing with prejudiced people, and thus may not be fully effective when the job situation requires him/her to relate to a prejudiced person. It is firm and clear City policy that no minority group member is to be denied equality of job opportunity. If such a situation ever becomes a problem, the problem is the creation of the prejudiced person and is his/hers to overcome. The City government must not adjust its hiring policies to accommodate his/her prejudice.
2. An interviewer's lack of confidence in his/her ability to evaluate people whose backgrounds have been very different from his/her own. As a result he/she gives minority group members grades that cluster too closely around the average, instead of spreading out the grades normally. The way to overcome this is for each interviewer to give each candidate the score he/she thinks that candidate deserves, and take special care to avoid adjusting that score by a "confidence" factor.
3. A feeling, by some interviewers who are themselves members of minority groups, that the female/minority group have to be "better" than the Caucasian to have an equal chance to success. Again, "each candidate should be judged on his/her own merits, without regard to his/her race or ethnic group.

You should take into account what a candidate's opportunities have been, and what his/her problems have been that were not of his/her own making. A person who has shown an ability to move up from a disadvantaged environment may be a better prospect than one who has reached the same station in life via an easier road. An inner city resident usually has had more life and conflict resolution experience than a suburban resident.

DETERMINING FINAL SCORES

After the candidate has left the room and before any discussion between raters, fill out your worksheet.

The rules for filling out the worksheet are as follows:

1. You must mark a candidate on each factor.
2. Do not mark a candidate in more than one category (that is, one column) on the same factor. However, within a single column for a factor, you may check all descriptive phrases that in your opinion help describe the candidate.

After filling out the worksheet, enter in the score box at the bottom of the worksheet the score that you think properly rates the candidate. The rating scale used in scoring is shown on the sample Candidate Rating Card.

The grade for the average candidate would ordinarily be in the low 80's. If you were to give average candidates grades such as, say, 92, you would not be leaving enough room at the top for the truly superior or outstanding candidates.

The score may be in any of the categories within which the candidate has received check marks. In this examination we make no distinction between "Not Quite Satisfactory" and "Unsatisfactory" because difference between failing grades make no difference in the results of the examination. We do ask that, if you are not confident the candidate will make a good police officer/firefighter, you grade him/her 67 or lower.

Remember, the burden of proof is on the candidate to convince you he/she is qualified. The number of available candidates eliminates any need to hire persons with questionable or borderline qualifications.

In most cases, you will have to weigh some good and some not so good marks within the various factors. This weighing should take into consideration that not all factors are of equal importance. For example, a record of having been fired from many jobs may in itself be sufficient reason to fail a candidate, but you probably would not fail anyone solely on a poorly written essay. Also, the importance of any single factor may differ from one candidate to the next. For example, the review of the application and of Form F - Part 1 is not likely to give you as much useful information about a young person with no military experience and little or no work history, as it would for an older person.

After all interviewers have entered the "Final Score" on the worksheet, compare the scores. If the range of final scores is more than 10 points, or if scores differ on whether a candidate passed or failed, discuss reasons. The markings of factors on the worksheet should help pinpoint the problem area. Remember, however, that your score must reflect your opinion of the candidate. It should not be a compromise, nor should it represent a consensus opinion.

CHANGING RATINGS

If discussion with other raters causes you to believe that you should change your score, please do not erase your original scores. Instead, line it out, write the new grade in alongside it, and state briefly the reasons for the change. (We prefer your written comments, rather than changes in the making of the factors, because the written comments provide a clearer record of what happened.)

Don't change your score unless the discussion actually changes your evaluation of the candidate. The score you finally assign should represent your own final judgment, not a compromise.

MARKING THE CANDIDATE RATING CARD

Write your final score in the score box, and your initial in the box beside it. If you wish to correct the score, do not erase.

Draw a line through the prior entry; enter the correct score; and write your initials next to the correct score.

The use of the worksheet eliminates any need to write comments about failing candidates on the card.

SHOULD A RATER EVER DISQUALIFY HIMSELF/HERSELF?

If you believe that a candidate may regard your presence on the interview board as prejudicial or embarrassing because of previous contact or for other reasons, or if the candidate is a relative or personal friend, you should ask to be excused from interviewing him/her. One of the following should then be done, in the order of preference given below:

1. Refer the application to another interview board, if possible.
2. Leave the room while the other interviewers on his/her board review the application and interview and rate the candidate, provided there are at least three such raters.
3. Have the candidate rescheduled for another time.

You should not disclose to other interviewers the reasons for excusing yourself from rating the candidate.

Ordinarily, you would not need to excuse yourself from rating a casual acquaintance, or a former employee who you did not directly supervise.

POLICE OFFICER/FIREFIGHTER EXAMINATION - FORM F

Name Printed _____ Name Written _____ Date _____

Instructions: Answer each question by marking an X under YES or NO. Be truthful in your answers. You may be disqualified if you answer untruthfully.

Part 1

YES

NO

If all you have to live on is beginning pay as a police officer/firefighter (\$750 a month after pension deduction but before income taxes), would you have a tight squeeze to meet your expenses?

Do you expect to have other income besides your Police Officer/Firefighter salary?

Did you ever receive a discharge from military service that was not an Honorable Discharge? . . .

Has any teacher or work supervisor ever spoken to you about your being too often absent or tardy?

Has any supervisor ever given you a low service rating, or told you you were doing poor work, or fired or suspended you?

Part 2

Has any supervisor or teacher ever given you a high service rating or complimented you for good work?

Have you ever believed someone disliked you, or was trying to bully you?

Have you ever had a definite dislike for someone?

Have you ever, in a school or church or elsewhere, been a member of any club, team, scout troop, band, civic or charitable organization, or other similar organized group? In answering, do not take into consideration membership in any organization or group whose purpose was mainly political.

Part 3

Do you thoroughly understand what a Police Officer/Firefighter is required to do?

Are all your close friends and relatives in favor of your becoming a Police Officer/Firefighter?

NAME OF CANDIDATE _____ DATE _____
 Last First Initial

POLICE/FIREFIGHTER'S INTERVIEW
 RATER'S WORKSHEET

FACTORS	EVALUATIONS		SUPERIOR	OUTSTANDING
	UNSATISFACTORY	SATISFACTORY		
REVIEW WITH CANDIDATE OF APPLICATION AND OF FORM F - PART 1	Personal history raises very serious question concerning: <input type="checkbox"/> - Whether he/she has developed ability to work hard continuously <input type="checkbox"/> - ability to adjust to police/fire service discipline (rigid rules, quick and willing obedience to others, etc.) <input type="checkbox"/> - responsibility <input type="checkbox"/> - initiative <input type="checkbox"/> - judgment <input type="checkbox"/> - courage <input type="checkbox"/> - respect for law and for rights of others <input type="checkbox"/> - other*	Some unfavorable history, either: <input type="checkbox"/> - recent (last 2 years) but not serious enough to mark unsatisfactory <input type="checkbox"/> - not recent, but serious enough that further evidence he/she has permanently overcome his/her problems is desirable	<input type="checkbox"/> - Solid citizen. If he/she made mistakes, accepted responsibility, acted constructively	<input type="checkbox"/> - Superior record; personal history gives definite evidence he/she is responsible, or good habits, energetic, a real worker
RELATIONS WITH PEOPLE	<input type="checkbox"/> - Problems in getting along with or working with people have been abnormally numerous or serious <input type="checkbox"/> - Unduly sensitive, easily offended or hurt <input type="checkbox"/> - Inconsiderate of feelings of others <input type="checkbox"/> - Views people of other race or culture according to stereotype image instead of accepting on individual merits <input type="checkbox"/> - Other*	<input type="checkbox"/> - In past has had problems; discussion failed to clear up who was at fault or whether he/she handled the situation(s) well <input type="checkbox"/> - Little participation in voluntary activities with people other than relatives or close friends	<input type="checkbox"/> - Normal problems, normally handled <input type="checkbox"/> - Lack of problems, none to solve <input type="checkbox"/> - Active participation in voluntary group activities	<input type="checkbox"/> - Has gotten along well; when others created problems took appropriate actions; active in voluntary group activities
INTEREST IN POLICE/FIRE-FIGHTER WORK	<input type="checkbox"/> - Interested for bad reasons (opportunity to hold a second job, easy and secure job, or similar reasons) <input type="checkbox"/> - Police/fire service work only a steppingstone <input type="checkbox"/> - Unrealistic interest not adaptable to reality <input type="checkbox"/> - Effectiveness likely to be limited by others' attitudes* <input type="checkbox"/> - Other*	<input type="checkbox"/> - Interest seems realistic but leaves doubt as to whether he/she cares enough to work hard on all parts of the job	<input type="checkbox"/> - Really wants the job; understands the unexciting and unglamorous parts of it and seems eager to work hard to succeed	
APPEARANCE	<input type="checkbox"/> - Dirty or slovenly, or poor personal hygiene <input type="checkbox"/> - Unwilling to conform to Police/fire Department appearance rules <input type="checkbox"/> - Other*	<input type="checkbox"/> - Clean; well-groomed (by standards of his/her generation); if he/she does not now conform to Police/fire Department standards, is willing to do so		
BEHAVIOR IN INTERVIEW	<input type="checkbox"/> - Handicapped seriously by speech impediment, poor enunciation, accent, or difficulty in forming sentences <input type="checkbox"/> - Bad speech habits such as very poor grammar, vulgar language, etc. <input type="checkbox"/> - Seemed unable or unwilling to open up and converse freely <input type="checkbox"/> - Evasive; Impression of trying to hide information <input type="checkbox"/> - Responses often did not answer the question asked <input type="checkbox"/> - Appeared weak or passive (not just interview nervousness) <input type="checkbox"/> - Other*	<input type="checkbox"/> - Has a problem of oral expression not amounting to a serious handicap <input type="checkbox"/> - Windy, does not know when to stop or uses far more words than needed <input type="checkbox"/> - Seemed cold, overbearing, or very conceited <input type="checkbox"/> - Quite reserved or aloof; not likely to take first step in making friends	<input type="checkbox"/> - Responded well; seemed self-confident but not cocky; very acceptable, though not outstanding for prevention/inspection/police work	<input type="checkbox"/> - Self-confident, poised and at ease; speaks well and sincerely; should be unusually good on inspections, at fire prevention/police work
WRITTEN EXPRESSION	<input type="checkbox"/> - All or part of essay very confused <input type="checkbox"/> - Unusually poor spelling or grammar <input type="checkbox"/> - Writing almost illegible	<input type="checkbox"/> - Some meanings not clear <input type="checkbox"/> - Frequent errors <input type="checkbox"/> - Handwriting hard to read	<input type="checkbox"/> - Clear statements, few if any errors, handwriting readable	

SCORE _____ RATER'S INITIALS _____

SIX MONTHS RECRUITMENT SCHEDULE

(To convert to 12-months effort, allow two months for each phase)

	M O N T H S											
	1ST	2ND	3RD	4TH	5TH	6TH	7TH	8TH	9TH	10TH	11TH	12TH
Select and identify target population*	X	X										
Set recruitment goals*	X	X										
Review and revise application and test procedure*	X	X	X									
Select and train recruiting personnel/gripe session	X	X	X									
Identify community champions and leaders		X	X									
Statement by agency head and political executive (Mayor, Governor, Manager)*			X									
Press conference including community leaders and recruiting staff			X									X
Placing posters and applications in target communities			X	X	X	X	X	X	X	X	X	X
Active recruiting meetings, schools, employment offices, stands, sound trucks, radio spots, efforts by community champions*			X	X	X	X	X	X	X	X	X	X
Test preparation of candidates (agility-written) Selection of sites in target area with community leaders				X	X	(CONTINUE TILL WEEK BEFORE EXAM)						

SIX MONTHS RECRUITMENT SCHEDULE
(continued)

	MONTHS											
	1ST	2ND	3RD	4TH	5TH	6TH	7TH	8TH	9TH	10TH	11TH	12TH
Assisting candidates in preparation and filing application			X	X	X	(UNTIL END OF FILING PERIOD)						
Phone reminders of test date, time and equipment (pencils, pens, watches)					X	X	(UNTIL DAY BEFORE TEST)					
Written test						X	(6 MONTH EFFORT)				X	
<u>POST-TEST- RETENTION AND RETRIEVAL TECHNIQUES</u>												
Reminding candidates of agility and medical exam dates							X	X	(UNTIL DAY BEFORE EVENT)			
Assist successful candidates in preparing background investigation forms									X	X		
Letters and/or meeting with community helpers, recruiters media, to thank them for help - give out information on results if available, if not, tell them they will be informed							X	X	(AFTER TEST, ON TO ANNOUNCE RESULTS IF NOT TO FAR IN FUTURE)			
Keep track of successful candidates to insure they stay in selection process*							X	X	X	X		
Evaluate entire effort, plan next one now!							X	X	X	X	X	X

SIX MONTHS RECRUITMENT SCHEDULE
(continued)

	MONTHS											
	1ST	2ND	3RD	4TH	5TH	6TH	7TH	8TH	9TH	10TH	11TH	12TH
Publicize first successful female and minority appointments										X	X	
Keep track of recruits through training and probation, provide counseling*												X

NOTE: *Actions mandated by LEAA and EEO rules, regulations or laws

In civic and social organizations, use the same approach. Ask for names and addresses, instead of names only. Ask permission to leave posters (place them yourself) and other recruitment material. Barber shops, dry cleaners, bowling alleys, pool parlors, stores are excellent places for posters. Remember, it is always best to place or hang the posters yourself. Too often, a well meaning person forgets or places the poster where it will not demand attention.

The recruitment materials should always have a phone number, address and a specific person (you if possible) to contact. Make sure that the caller's name, address and phone number is taken if you are not in your office. This is most important. A candidate asking for Officer Jones feels that he or she has an introduction. This first contact will have an effect on the entire process. Make sure you contact them as soon as possible, the same day or the next.

A time and money saving technique is to have a telephone with a tape. This way, the phone number is active 24-hours a day, seven days a week. You may have an answering message like this: "Hello, my name is _____. I am a recruiter for the Name of the agency. Please leave your name, telephone number and address where you can be reached. I will contact you. Please indicate if evening or day hours are best. Thank you. At the sound of the beep, please begin."

At recreation spots the use of a table with applications, posters etc., is adequate. The use of a police vehicle with a bull horn or P.A. system will draw attention. Make a general appeal, then single out groups of individuals, i.e., "You three fellows there! Come over I think you would make fine police officers. Let me talk to you." Push the career idea rather than a job.

- a. Don't allow yourself to become annoyed or sound tired.
- b. Don't talk down to your audience.
- c. Do sound positive and enthusiastic.
- d. Be sincere, and if you can't answer a question, say so!

But end with, "I will get that information for you, just give me your name, phone number and address."
Above all, follow up! Prompt response keeps interest and credibility.

COMMUNITY RESOURCES:

- A. Churches & ministries
- B. Local NAACP & Urban League offices
- C. Civic, neighborhood, social organizations & veterans organizations
- D. Athletic leagues & clubs
- E. Sports & outdoor organizations


These resources are excellent in surfacing potential candidates. They operate most successfully if your visit has been preceded by a letter from the mayor and/or the chief of police, or sheriff, or you! Ask for the opportunity to address a group or to speak at a regular meeting. Tell them you want and need minority and female candidates. Tell them what a good opportunity it is for both the community and the candidate. Don't expect all sweetness and love. A sincere, open, and honest approach can break down cynicism and coldness. You will get better at each contact.

One pitfall is the "canned talk" approach. Stay loose. Sincerity is the name of the game. A good closing line is, "I'm sure you are or you know a young person who wants an exciting career that pays \$_____ to \$_____ a year, with a good pension plan, sick leave, vacation, education opportunities, and a chance of advancement. Come up and sign-up or give me the names and addresses. Your community needs you, we need you." Always quote yearly salary. Its bigger and sounds better than, so much per month or week.

Always be prepared with applications and a notebook. Write down the name, address, date, and location where the person was contacted. Follow-up if you don't hear from them. Don't ever

feel that you are over-extending yourself or "they" should know a good deal when they hear it. Minorities and women have been denied access or have experienced difficulties for so long, that over-sell is impossible. Don't meet them half-way, go all the way.

This recordkeeping is a requirement for affirmative action records. It is also a good supervisory tool to evaluate the recruitment drive as a whole as well as the individual recruiter. Have recruiters submit weekly reports on meetings and functions, with names, addresses, and sex of contacts made. Subsequent reports should include follow-up information on individual candidates and planned activities. Each candidate or contact should have both, a card on file with the recruiter and be on the unit supervisor's master list. The recruiter's name should be next to the candidate's name, even if the assigned responsibility for follow-up and reporting of the person making inquiry or expressing interest is given to another recruiter. The original recruiter should be documented, then the assigned recruiter.


CRIMINAL JUSTICE ASSISTANCE AND EVALUATION PROJECT
 Technical Assistance Evaluation Survey

1981

1. Please give the city and state where the National Urban League's Criminal Justice Assistance and Evaluation Project (CJAEP), formerly known as the Law Enforcement Minority Manpower Project (LEMMP) assisted your criminal justice agency's recruitment of minorities and females.

_____ city _____ state _____ date

4 5

2. What criminal justice agency are you employed by?

- | | | | |
|----------------------|-------|---------------|-------|
| (1) Law Enforcement | _____ | (5) Parole | _____ |
| (2) Corrections | _____ | (6) Probation | _____ |
| (3) Courts | _____ | (7) Sheriff | _____ |
| (4) Juvenile Justice | _____ | (8) Other | _____ |

6

3. Please provide the following information:

Sex: (1) ___ Male (2) ___ Female

7

- 4.

- (1) ___ White
 (2) ___ Black
 (3) ___ Hispanic
 (4) ___ Other*

*Please specify

8

5. Age Group:

- | | | | |
|-----------|-------|-------------|-------|
| (1) 21-25 | _____ | (4) 35-39 | _____ |
| (2) 26-30 | _____ | (5) 40-50 | _____ |
| (3) 31-34 | _____ | (6) 51-over | _____ |

For Office Use Only

9

6. Highest Level of Education:

- (1) No High School _____
 (2) High School/General Equivalency Diploma _____
 (3) Associate's Degree _____
 (4) Bachelor's Degree _____
 (5) Master's Degree _____
 (6) Other (please indicate) _____

10

7. What is your current law enforcement position/rank?

11 12

Please circle the degree of change by rating each of the items below on a scale of 1 - 5 as follows:

8. Length of employment in current criminal justice agency: ___ years 13 14
9. The recruitment training/technical assistance conducted by the National Urban League was helpful: 15
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
10. Minority and female recruitment has increased as a result of the technical assistance, seminars, and workshops: 16
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
11. There has been some modification of the selective guidelines since the initial technical assistance provided by the National Urban League under the direction of Lee H. Reynolds: 17
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
12. Female retention has increased within my criminal justice agency: 18
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
13. Minority retention has increased within my criminal justice agency: 19
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
14. The workshops/seminars acquainted me with useful techniques for minority/female recruitment: 20
- Disagree Strongly Agree Strongly
- 1 2 3 4 5

For Office Use Only

15. Recruitment training changed the condition of my job. (responsibilities, new experiences, different attitude?): 21
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
16. Female promotion has increased in my agency: 22
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
17. Minority promotion has increased in my agency: 23
- Disagree Strongly Agree Strongly
- 1 2 3 4 5
18. The National Urban League's workshop increased my confidence to do my job at a high level: 24
- Not at all Very much
- 1 2 3 4 5
19. I was able to share the training experience with others in the job situation: 25
- Not at all Very much
- 1 2 3 4 5
20. Please rate the total usefulness of the technical assistance rendered by the National Urban League: 26
- Totally useless Extremely useful
- 1 2 3 4 5
21. What were the two (2) most useful aspects of the National Urban League's Criminal Justice Assistance and Evaluation Project/LEMMP recruitment training/technical assistance for you? (check 2 below)
- ___(1) Session on how to design, implement, and evaluate an Equal Employment Opportunity Program (EEO). 27
- ___(2) Session on supportive techniques needed to recruit minorities/females. 28

For Office Use Only

NATIONAL URBAN LEAGUE, INC.

LAW ENFORCEMENT MINORITY PERSONS PROJECT

QUESTIONNAIRE

1979

INTRODUCTION AND INSTRUCTIONS

The Department of Justice is interested in determining which factors affect the retention of police officers in municipal police departments around the country. This questionnaire is designed to help provide needed information. The questionnaire is divided into two major sections: the first asks about your experience with the police recruitment process and within the department itself; the second asks about you.

All information will be kept confidential. To ensure that you cannot be identified from any other person answering this questionnaire, we ask that you do not place your name on any form.

The information we seek is very important. When all data are collected, conclusions will be drawn which could help improve the policies of departments and of the Administration of Justice System.

For each question, please place the number which corresponds to your answer in the box to the right of the page. We especially want your comments where indicated.

Results from this survey will be available to you through your department.

Thank you!

- __ (3) Promulgate education and tutorial programs.
- __ (4) Related criminal justice work and alternate employment. (law clerk, campus police, police records, administrative aide)
- __ (5) Session on test validation.
- __ (6) Use of selection device that is consistent with the Uniform Guidelines on Employment Selection Process (28CFR50).
- __ (7) Establish goals and timetables.
- __ (8) How to eliminate adverse impact in the agency's workforce.
- __ (9) The agency's responsibility with court order.

- 29
- 30
- 31
- 32
- 33
- 34
- 35
- 36

For Office Use Only

22. What other areas of technical assistance are needed within your criminal justice agency?

23. Are there any other comments you would like to make about the training experience?

Comments: _____

Thank you for your cooperation,

Gwendolyn G. Willis

Gwendolyn G. Willis
Director
Criminal Justice Assistance
and Evaluation Project (CJAEP)

SECTION I

1	2	3	4	5
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FOR HEADQUARTERS USE ONLY

Experience

1. Are you presently employed by the police department?

1) Yes

2) No

2. a) Were you employed when you first filed an application form with the department?

1) Yes

2) No (If no, skip to Question #3)

3) Can't remember

b) If yes, please give the following information concerning that employment:

<u>Occupation</u>	<u>Employer</u>	<u>Years Employed</u>	<u>Weekly Salary</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

c) The job was:

1) Full-time

2) Part-time

d) Are you currently employed at the same job?

1) Yes

2) No

3. Were you given an oral interview when you were recruited for the department?

1) Yes

2) No (If no, skip to Question #8)

4. How many persons were interviewed in the same meeting with you? (Include yourself)

1) 1

2) 2

3) 3

4) More

5. How many interviewers were there?

1) 1

2) 2

3) 3

4) More

6. Do you think you were rated favorably or unfavorably by the interviewers?

1) Favorably

2) Unfavorably

3) Don't know

Please Comment: _____

7. Which of the following explanations was given by the department for your interview rating?

a) Communication skills

1) Yes

2) No

3) Don't Know

b) Problem-solving ability

1) Yes

2) No

3) Don't Know

c) Learning ability

1) Yes

2) No

3) Don't Know

d) Judgment under pressure

- 1) Yes
- 2) No
- 3) Don't Know

e) Observational skills

- 1) Yes
- 2) No
- 3) Don't Know

f) Willingness to confront problems

- 1) Yes
- 2) No
- 3) Don't Know

g) Interest in people

- 1) Yes
- 2) No
- 3) Don't Know

h) Interpersonal sensitivity

- 1) Yes
- 2) No
- 3) Don't Know

i) Desire for self-improvement

- 1) Yes
- 2) No
- 3) Don't Know

j) Appearance and presence

- 1) Yes
- 2) No
- 3) Don't Know

k) Dependability

- 1) Yes
- 2) No
- 3) Don't Know

l) Credibility as a witness in a Court of Law

- 1) Yes
- 2) No
- 3) Don't Know

m) Other, please specify _____

8. Were you given a background investigation when you were recruited?

- 1) Yes
- 2) No (If no, skip to Question #12)
- 3) Don't Know

9. Was your investigator black or white?

- 1) Black
- 2) White
- 3) Other
- 4) Don't Know

10. Was your background rated favorably or unfavorably?

- 1) Favorably
- 2) Unfavorably
- 3) Don't Know

11. Which of the following explanations was given by the department for your background rating?

a) Credit rating

- 1) Yes
- 2) No
- 3) Don't Know

b) Personal--medical records

- 1) Yes
- 2) No
- 3) Don't Know

c) References--relatives, friends, acquaintances

- 1) Yes
- 2) No
- 3) Don't Know

d) Education

- 1) Yes
- 2) No
- 3) Don't Know

e) Residence (interview with spouse or mother)

- 1) Yes
- 2) No
- 3) Don't Know

f) Employment experience

- 1) Yes
- 2) No
- 3) Don't Know

g) Criminal record search

- 1) Yes
- 2) No
- 3) Don't Know

h) Motor vehicle operation

- 1) Yes
- 2) No
- 3) Don't Know

i) Neighborhood survey

- 1) Yes
- 2) No
- 3) Don't Know

j) Other, please specify _____

12. When, if ever, were you first separated from the department?

- 1) I have never separated from the department
- 2) After the oral interview
- 3) After the background interview
- 4) During the Academy
- 5) During the period of one year after the Academy
- 6) 1-2 years after the Academy
- 7) More than 2 years after the Academy

13. If you had Academy training, how long did your training last?

- 1) 1-3 months
- 2) 4-6 months
- 3) 7-9 months
- 4) 10-12 months
- 5) More than 12 months
- 6) I had no Academy training (skip to Question #17)

14. Was your Academy training continual or intermittent?

- 1) Continual (one special period)
- 2) Intermittent (several periods with breaks in between)

15. Why did you leave the Academy?

- 1) Completed program
- 2) Resigned (voluntary)
- 3) Terminated (fired)
- 4) Asked to resign
- 5) Threatened with termination, so resigned
- 6) Other, please specify _____

16. What primary explanation was given for your leaving the Academy? (Select one)

- 1) Program completion
- 2) Attendance
- 3) Tardiness (lateness)
- 4) Inappropriate attitude
- 5) Loss of interest
- 6) Could not cope with academic work
- 7) Could not "get along" with instructors
- 8) Other _____

17. How long were you employed by the department?

- 1) Less than 6 months
- 2) 6-11 months
- 3) 1-2 years
- 4) 3-4 years
- 5) 5-6 years
- 6) More than 6 years

18. Do you feel you were given sufficient support by your supervisors during your probationary period?

- 1) Yes
- 2) No
- 3) Not sure

19. Do you clearly understand the specific goals of your department and the method used to accomplish them?

- 1) Yes
- 2) No
- 3) Not sure

20. Are you satisfied with the treatment you receive in relation to your peers in your department (are you treated in a fair and ethical manner)?

- 1) Yes
- 2) No
- 3) Not sure

21. Does your department constantly seek different methods for solving some of its major problems?

- 1) Yes
- 2) No
- 3) Not sure

22. Do you get satisfactory answers from your supervisor when you ask "How am I performing my job?"

- 1) Yes
- 2) No
- 3) I don't ask

23. What would you estimate to be the turnover rate in your department?

- 1) Less than 10 percent
- 2) 10-20 percent
- 3) More than 20 percent
- 4) Can't estimate my department's turnover rate

24. Is the quality of your work rewarded by your supervisor?

- 1) Yes
- 2) No
- 3) Please comment _____

25. In what categories were most of your assignments? (Please indicate the top three categories by selecting the appropriate number for the first category, the second category, and the third category.)

- 1) Patrol a designated area of the city by foot FIRST CATEGORY
- 2) Patrol designated area by motorcycle
- 3) Patrol designated area by patrol car
- 4) Investigate narcotic violations
- 5) Investigate homicides SECOND CATEGORY
- 6) Investigate gambling violations
- 7) Investigate subversive groups
- 8) Other, please specify _____ THIRD CATEGORY

26. Did your spouse, or someone close to you, feel strongly that being a police officer is a good job or not a good job?

- 1) That it is a good job
- 2) That it is not a good job
- 3) No strong feelings either way
- 4) Other, please specify _____

27. How interested were you in becoming a police officer when you first applied to the department?

- 1) Little interested
- 2) Fairly interested
- 3) Greatly interested

28. How interested are you in being a police officer now?

- 1) Little interested
- 2) Fairly interested
- 3) Greatly interested

29. If your interest has changed, what is the primary reason? (Select one)

- 1) Rules and regulations
- 2) The way rules and regulations are implemented
- 3) Relationship with fellow officers
- 4) Relationship with supervisor/officers
- 5) My personal outlook on life
- 6) Opportunities available to help the community
- 7) Conflicts within myself in dealing with the community I serve
- 8) Conflicts with the community I serve
- 9) My interest has not changed
- 10) Other, please specify _____

30. Which of the following reasons was or could be responsible for your leaving the police force? (Please indicate the top three choices by selecting the appropriate number for your first choice, your second choice, and your third choice.)

- 1) Low pay
- 2) Reduced job security
- 3) Reduced fringe benefits
- 4) Less prestige and respect for being a policeman than I expected
- 5) Little chance to make my own decisions

- 6) Lack of variety in the work
- 7) Lack of opportunity to help maintain law and order
- 8) Limited choices in ways I can serve my community
- 9) Other, please specify _____

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE

31. If you are *still* a member of the department, indicate which of the following influenced you to stay. (Please indicate your top three choices by selecting the appropriate number for your first choice, your second choice, and your third choice.)

- 1) Adequate pay
- 2) Job security
- 3) Fringe benefits
- 4) Prestige and respect that comes from being a policeman
- 5) The chance to make my own decisions
- 6) The variety of the work
- 7) The opportunity to help maintain law and order
- 8) The feeling that comes from helping community people
- 9) Other, please specify _____
- 10) I am *not* still a member of the department

FIRST CHOICE

SECOND CHOICE

THIRD CHOICE

32. In which of the following social class categories do you place yourself in regard to your present lifestyle?

- 1) Upper class
- 2) Lower-upper class
- 3) Upper-middle class
- 4) Middle Class
- 5) Lower-middle class
- 6) Upper-lower class
- 7) Lower class

33. Do you have a relative in the department?

- 1) Yes
- 2) No

34. In which of the following social class categories do you place most of your colleagues?

- 1) Upper class
- 2) Lower-upper class
- 3) Upper-middle class
- 4) Middle class
- 5) Lower-middle class
- 6) Upper-lower class
- 7) Lower class

35. What do you feel are the *three* major differences between you and your supervisors? (Please indicate your top three choices by placing the appropriate number in most important, second importance and third importance.)

- 1) Social class
- 2) Ethnic background
- 3) View of life
- 4) View of people different from themselves
- 5) Age
- 6) Money
- 7) Power
- 8) Education
- 9) Other, please specify _____

MOST IMPORTANT

SECOND IMPORTANCE

THIRD IMPORTANCE

SECTION II

Demographics

36. How old are you?

- 1) Under 35 years
- 2) 35-54 years
- 3) 55-64 years
- 4) 65 years and over

37. To which of the following groups do you belong?

- 1) White
- 2) Black
- 3) Hispanic origin
- 4) Asian origin
- 5) Filipino
- 6) American
- 7) Other--Non-White

38. You are:

- 1) Male
- 2) Female

39. Marital status?

a) When you applied to the department:

- 1) Single
- 2) Married
- 3) Separated
- 4) Divorced
- 5) Widowed

b) Now or when you left the department:

- 1) Single
- 2) Married
- 3) Separated
- 4) Divorced
- 5) Widowed

40. How many years of school completed?

a) High School:

- 1) 1
- 2) 2
- 3) 3
- 4) 4
- 5) Graduated
- 6) Did not complete any years of high school

WHEN YOU FIRST APPLIED TO THE DEPARTMENT

NOW OR WHEN YOU LEFT THE DEPARTMENT

b) College:

- 1) 1
- 2) 2
- 3) 3
- 4) 4
- 5) Graduated
- 6) Did not complete any years of college

WHEN YOU FIRST APPLIED TO THE DEPARTMENT

NOW OR WHEN YOU LEFT THE DEPARTMENT

c) Post-Graduate:

- 1) 1
- 2) 2
- 3) 3
- 4) Graduated with Master's Degree
- 5) Graduated with Doctorate's Degree
- 6) Did not complete any years of post-graduate

41. If you are a high school graduate, please indicate the type of diploma you received:

- 1) Academic
- 2) Commercial
- 3) General
- 4) Technical
- 5) Vocational
- 6) High School Equivalency (GED)
- 7) Does not apply, I am not a high school graduate

Please comment on any other schooling or special skills you have:

42. a) Have you had active duty experiences in the armed forces?

- 1) Yes
- 2) No

b) Type of discharge?

- 1) Was never in armed forces?
- 2) Honorable
- 3) Dishonorable
- 4) Other, please specify _____

c) Have you served in:

1) Reserve

- 1) Yes
- 2) No

2) National Guard

- 1) Yes
- 2) No

3) R.O.T.C.

- 1) Yes
- 2) No

Thank you!

8

T
7

END