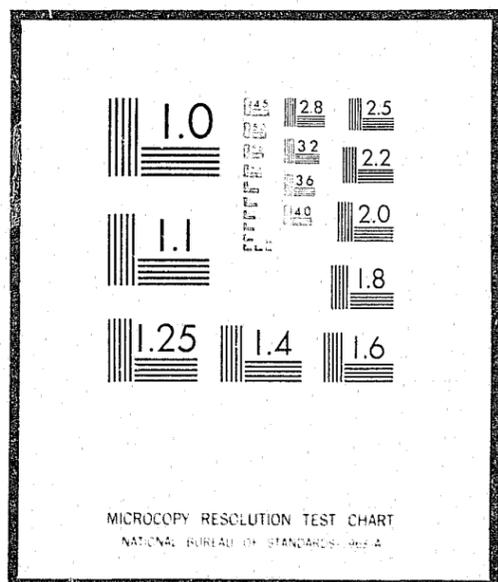


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## MINORITY-RECRUITMENT AND RETENTION IN THE DES MOINES POLICE DEPARTMENT: A SURVEY OF OPINIONS

a survey conducted by  
William D. Boettcher  
Project Evaluator for the  
Juvenile Liaison Cadet Project

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August 1975

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ACQUISITIONS

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This study was sponsored by the City of Des Moines, the Greater Des Moines Chamber of Commerce, the Metropolitan Criminal Justice Center, and the Law Enforcement Assistance Administration of the U. S. Department of Justice. Its contents, however, do not purport to represent the official views or policy of its sponsors.

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CHAPTER I

INTRODUCTION

This report is the final of three reports submitted by the project evaluator in fulfillment of an evaluation of the Des Moines Police Department Juvenile Liaison Project. This project had four overall goals to be evaluated. The findings of a study designed to evaluate the first two goals<sup>1</sup> was submitted in another report.

This report presents the findings of a study designed to evaluate the remaining two goals of the project. These goals were: (Goal 3) that the program provide an opportunity for increased recruitment of minority members, and (Goal 4) that determination be made of the influence present within the community, the police force, and the police career as a whole which impedes the process of minority recruitment and retention.

Goal 3 can only be partially evaluated at this time. An appropriate evaluation would require a longitudinal study of the project's effect on minority recruitment. The project did result in increased contact between cadets and juveniles, but since the contacts were primarily with elementary and junior

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<sup>1</sup>These two goals were: (Goal 1) that the project supplement and provide assistance to the present police-school liaison program operated by the Des Moines Police Department, and (Goal 2) that the project establish methods of utilization of cadets in other areas of police juvenile operations to allow for maximum juvenile contact.

high school age levels, the total effect cadets had on promoting minority persons to become law enforcement officers may not be known for some time. The project did result in increased enrollment of minority cadets. These results will be presented.

Goal 4 was evaluated in two ways. An earlier report, "Attitudes Toward Des Moines Law Enforcement Officers: Comparisons Between Teen-Age Ethnic Groups," presented the findings of an extensive study of the attitudes of Blacks, Spanish-Americans, and Whites. The primary hypothesis tested was one of no difference in attitudes. The assumption was made that if minority persons possess a significantly greater negative attitude than White persons, then this negative attitude would discourage them from seeking to become law enforcement officers. Findings and conclusions of this earlier report will be incorporated into this report when appropriate.

Goal 4 was also evaluated by analyzing results of interviews conducted by the project evaluator. Minority persons, including present and former law enforcement officers, community leaders, and residents living within minority communities were interviewed. Opinions were also obtained from school personnel.

There are, no doubt, many factors operating within the community, the schools, and the police department which serve to either hinder or enhance minority recruitment. A number of these factors will be discussed in the Results chapter. Interview responses will be analyzed in order to present respondents' opinions about past practices, current status, trends, and recommendations.

CHAPTER II

PROCEDURE

The project evaluator conducted interviews to gather data for the study. These interviews were both structured and unstructured. They were structured in that a format, consisting of pre-prepared questions, was used by the evaluator to conduct the interviews; but unstructured in that the questions, for the most part, were asked as open-ended questions. This permitted flexibility and the obtaining of a broader range of information. Respondents were given freedom to pursue issues according to the insights they had gained from experience.

The interviews were conducted during the months of May, June, and July, 1975.

Minority law enforcement officers interviewed included two male Black cadets, two female Black cadets, three male Black patrolmen who had been patrolmen for two years or less (two had been cadets), two Mexican-American patrolmen (both had been cadets), and one lieutenant. Two Black civilian employees of the Police Department were interviewed; one was a member of the Personnel Department who, as part of his duties, supervised the cadets, and the other was a dispatcher.

Four Blacks and one Spanish-American, who had been Law Enforcement officers of the Des Moines Police Department were also interviewed. Two Blacks, hired to work in the H.E.L.P. program, which involved working with patrolmen assigned to the Black community, were interviewed. The three White cadets who were assigned to work in the schools, six White Police-School Liaison officers, and the one female Patrol Officer were interviewed.

One Black, who served as a cadet for two months before resigning; and another Black, who completed all of the application procedures for patrolman, but was not accepted, were also interviewed.

Counselors (all White) from six junior high schools and five senior high schools were interviewed. Five secondary school administrators also responded to questions regarding attitude and interest of minorities in law enforcement.

Seven Black, four male and three female, adults were included. Three males and one female are employed by the School system and part of their duties include direct involvement with minority youth. Two females live in the Black community, both have children who are attending or who have recently attended Des Moines Schools.

One Spanish-American, employed by the school and working with Spanish-American families, was interviewed.

A questionnaire (see Appendix A) was used in the interview with the minority cadets, minority applicants, minority

patrolmen, and the female patrol officer. Sex and ethnic background of respondents to the questionnaire were seven male Blacks, two male Spanish-Americans, two female Blacks, and one female White. One respondent lived in Des Moines for approximately four years, the rest lived in Des Moines for a period of fifteen years or longer.

Incidence data regarding minority applications for Cadet and Patrol Officer positions were obtained from data furnished by the Personnel Division of the Des Moines Police Department.

## CHAPTER III

### RESULTS

Initially, this chapter will discuss community and police department efforts to recruit minorities. Responses to questionnaire items will be presented next. This will be followed by a discussion of other factors which influence recruitment of minorities.

#### Efforts to Recruit Minorities

Past Practices. Former law enforcement officers left no doubt that they believed the Police Department used to follow a quota system for the hiring of minority officers. A summary of their opinions follows: When a Black officer retired or resigned, his vacancy was filled by another Black applicant; up until ten years ago there was no effort to encourage Blacks to become law enforcement officers; there were no more than five or six Black officers at any one time; there did come a time when it was decided that the Police Department should be integrated, but by this time employment offered gains in other fields.

Current Status. There appears to be an "open door" policy at the present time for the acceptance of minority applicants. Efforts have been made to make minority members

of the community aware of the desire to recruit minorities. There have been programs implemented that are either directly designed or partially designed to improve relations with minorities and to promote their recruitment. These are the H.E.L.P. program, an Area Car program, the hiring of minorities to be cadets, the law enforcement classes at Tech, the Police-School Liaison program, and the Police-School Liaison Cadet Project. This latter project was responsible for this evaluation report which is a study of barriers to minority recruitment. The Police Department supported this evaluation and has cooperated with the evaluator while the evaluation was being conducted.

The last academy graduates included three minority persons, and two other minority persons have become patrolmen within the past two years.

There were interviewees who felt these efforts were not sufficient. Their suggestions will be discussed later.

Cadet recruitment. A July 8, 1974 police department report stated efforts were made to recruit cadets through advertising in the city newspaper and in the bystander, a local newspaper subscribed to by many black citizens of Des Moines. Black leaders in the community and agencies having contact with minorities were asked to refer minorities. A concerted effort was made in one high school that had a law enforcement class. The other five high schools were informed of the cadet vacancies.

By July 8, 1974, seven minority males, twenty White males, one minority female, and eight White females submitted applications. Twenty-six percent of the total of thirty-six applicants were minority persons. This is higher than the percentage (5.2) of patrolmen applicants that were minority persons.

The Juvenile Liaison Cadet Project supplemented the existing Cadet program (ten cadets) by providing funds for the hiring of eight additional cadets. Four Black males were hired as cadets in June and July, 1974. Two of these cadets dropped out of the program in September, 1974. Three White males and two Black females were hired in September and October, 1974. One White male failed to report for work. Two White females were hired in December, 1974, and January, 1975. Eleven new cadets were hired between June, 1974, and January, 1975. Eight were still working as cadets in June, 1975; four of these were Black.

Two additional Black males applied to become cadets but did not follow through with the application procedures. The evaluator was unable to arrange interviews with these two applicants and was able to arrange an interview with only one of the two Black males who dropped out of the cadet program.

One of the objectives of the project was to provide vacancies to be filled by minority applicants, 50 percent of the vacancies were filled by minorities. At the inception of the project three minority members, one Black and two Mexican-Americans, were working as cadets. These three cadets applied

to become patrolmen, were accepted as recruits, completed Academy training, and are now patrolmen for the Police Department.

Only two other minority persons, a male Black and a male Mexican-American, applied to become patrolmen. The male Black was interviewed, the male Mexican-American did not respond to the evaluator's request for an interview.

Patrol Officer recruitment. There were ninety-six persons who completed application forms during the last recruitment drive to select recruits for the Academy training that began in February, 1975. Five of these were minority persons, this is 5.2 percent of the total. Three of these five persons were already employed by the Department as Cadets.

Forty-four other persons living in Des Moines made initial inquiry but failed to complete the application forms. Approximately half of these were contacted by telephone in order to determine their ethnic background; none of those contacted were minority persons. As far as could be determined none of these forty-four interested inquiries were from minority persons.

It appears then that, at the most, 5 percent of the persons who contacted the Personnel Office were minority persons.

The majority (75 percent) of the ninety-six applicants obtained their information about openings through either Personnel announcement (29 percent), television (22 percent), newspaper (20 percent), and radio (4 percent).

Discussion. The recruitment efforts directed toward recruiting cadets were much more successful in attracting minority applicants than were the patrolman recruitment efforts. The efforts to recruit patrolmen resulted in only two minority persons, other than the three cadets who were already employed by the Department, who completed the application procedures; and, as far as could be determined no other minority persons (or only a very small percentage) contacted the Personnel Office to inquire about a patrolman position.

Suggested remedies. There probably are many reasons why so few minorities apply to become patrolman. A variety of reasons were suggested by interviewees. One possible reason is that advertising efforts did not reach the minority persons who were interested. Other possibilities were suggested, such as, it is difficult to overcome the stigma of not being wanted, opportunities for promotion at one time were extremely limited, peer pressure, racial pride--not wanting to be a part of an agency that is looked upon with disfavor by minority persons, and better jobs elsewhere. Remedies to these and other possibilities will be discussed later.

A frequent suggested remedy was that minority persons need to see police work from the inside. This type of an opportunity would increase their interest in becoming officers. Programs, such as H.E.L.P. and Cadet, were strongly supported as avenues for interesting more minorities to apply for patrolman.

Actively seeking minorities to belong to the Police Department Explorer Scout group was strongly encouraged, with financial support arranged for them if needed.

Interview responses do suggest a need for more intensified efforts to recruit minority persons to make applications to become patrolman. Interviews were conducted with a counselor from each of the high school in the Des Moines area, except for Hoover High School. None of the counselors commented on intensification of efforts to recruit minorities to become either Cadets or Recruits. Since counselors are very directly involved with students in making career choices they would appear to be logical contact persons for the intensification of recruitment efforts.

Most of the minority community members who were interviewed were not aware of intensified recruitment efforts. One cadet felt that lack of advertisement was the most noticeable weakness, and that there would be others interested if they were aware of the advantages, such as pay, getting school tuition and fees paid for to enable him to receive required training to qualify as a patrolman. He felt this was a much better alternative than the military service.

Some interviewees specifically suggested that it would be advantageous for the Police Department to send representatives into the schools for recruitment and to fully acquaint students with the advantages of becoming law enforcement officers similar to military recruitment practices.

One of the minority persons interviewed, a mother of junior high school age children, was of the opinion that many Blacks could not afford the educational training to become patrolmen. She was not aware that the Academy and college training would be subsidized by the City of Des Moines. She felt this would be a factor that would interest minority persons to become officers.

The advisor at Des Moines Tech High School highly recommended the law enforcement course at Tech. He was of the opinion that their school has never had such excellent public relations. There were three classes of approximately 100 students, 20-25 of the interested students were Black. It was his consensus that this course has stimulated interest and improved attitudes of both Whites and Blacks. He further commented: "The minorities is where there has been greatest improvement. They seek out the liaison officer and the instructor of the law enforcement course." He was also of the opinion that significantly more trust has developed this year between minorities, the liaison officer, and the advisor.

One interviewee emphasized the need to expand recruitment efforts outside the Des Moines area. He emphasized that law enforcement careers are now more appealing because they are well-paying jobs, and he estimated that 200 to 300 minorities (including Jews and Spanish-Americans) could be recruited within Iowa.

Another suggestion was to extend recruitment efforts to minorities presently employed in business and industry, who may desire a change.

It was suggested that the Chamber of Commerce and other organizations assist in the recruitment drive, not only within the community, but statewide. He felt the Police Department would welcome this support.

Another suggestion was to recruit Black Law Enforcement Officers from larger cities throughout the United States; it was suspected that a number of them might like to move to Des Moines. Minorities presently serving in military service were also suggested as another recruitment resource.

Another suggestion was that the local, county, and state law agencies combine their efforts to recruit minorities. One such proposal was to start a "store front" community relations project--this would precipitate the key people in the area to do recruiting--they KNOW the people. It was suggested that a minority officer, originally from the area, be assigned to his own community. This would provide an officer which minorities could identify with.

The "store front" patrolman should be visible in the community, easily accessible, trusted, and a mature person who

is respected on both sides. Opinions regarding the wearing of a uniform varied. In either case those that suggested the aforesaid felt the officer should have good input with the community, assisting them to distinguish harassment from what is part of the necessary law enforcement process, helping individuals to understand their normal rights. It was suggested that such patrolman have direct feedback to the Chief of Police, thus allowing the Police Department to police its own ranks and to reassign a patrolman if needed.

Responses to the Questionnaire

How influenced? Question A of the questionnaire was changed by the evaluator and the question asked instead was: "Who or what influenced you to become a law enforcement officer?" Responses could be classified into three groups of four each. One group apparently became interested in the career as a child; in some instances their interest was stimulated by childhood experiences with law enforcement officers. Another group of four apparently became interested, at least in part, as a result of an exposure to law enforcement careers. Two enrolled in a law enforcement class, one was an M.P. in the service, and the other served as a Bailiff. (Note: Elsewhere in this report the use of programs which exposed minority youth to law enforcement was recommended as an effective way of recruiting minorities. These responses apparently substantiate that recommendation.) The other four initially became interested when another person suggested the Cadet Program to them.

The persons who did the suggesting were two Police-School Liaison officers, a Police dispatcher who was Black, an employment counselor, and a school social worker who was Black.

Aspects of most interest. Distribution of responses to Question B is shown in the listing below. Designation number 1 signifies first choice, 2 = second choice, and 3 = third choice.

<u>Response</u>	<u>Number of Choices</u>
Pay, job security, fringe benefits	1
Pay	1,2,1
Job security	2,2,2,1
Fringe benefits	3,3
Prestige and respect	2
Helping people	1,3,1,1,2,3,1
Make own decisions	2,3
Variety in work	3,2,1,2,2,3,2
Maintain law and order	3,3,1,3,1
Interest	1
Go to school and still be paid	2

The areas receiving most responses were feeling that comes from helping people and variety in the work. The former had the most first choices. These choices differed for Black respondents from the choices of high school Black students whose choices in order of preference were pay, fringe benefits, and helping people.

Wife/husband opinion. In response to Part A of Question C, eight respondents stated that their wife/husband/closest family member felt that being a police officer was a good job for them. One wife felt the pay was too low, another

was accepting because this is what her husband was interested in doing. Two wives were concerned about the danger.

In response to Part B, nine respondents were of the opinion that wife/husband/closest family member felt that being a police officer was a good job. The other three had no strong feelings either way.

The cadet's wife who was disappointed when he accepted a cut in pay was also worried about being harassed and threatened. This cadet eventually dropped out of the program.

Reaction of friends. Responses to Question D varied. Two Black male, two Black female, and one male Spanish-American stated that most of their friends strongly encouraged them. One male Spanish-American stated that friends encouraged him.

Two male Black and the female White respondents stated most friends neither encouraged nor discouraged them. Two male Black individuals stated friends discouraged them and one male Black respondent said friends strongly discouraged him.

Two of the respondents that stated most friends encouraged them stated that they did lose some former friends as a result of becoming an officer.

Reaction of best friend. Responses to Question E were as follows: Five stated that their best friend strongly encouraged them, three stated their best friend encouraged them, three said they were neither encouraged nor discouraged, and only one said their best friend discouraged him. The latter four were all male Black respondents.

Family's reaction. Responses to Question F were as follows: Seven respondents stated that most of the members of their family strongly encouraged them to become law enforcement officers, three said that most of their family encouraged them, and two said most of them neither encouraged nor discouraged them. The latter two were male Black; they both commented that there were no negative attitudes but their mothers thought it was too dangerous.

Influence of member(s) of Personnel Office. This is perhaps the most significant finding of the responses to the questionnaire. Question G asked the respondents how they felt about becoming a law enforcement officer after visiting with a member of the Personnel Office of the Police Department. Eight respondents, all of whom are or had been cadets, stated that they had more interest. Five specifically mentioned that they had talked with Dick Anderson, a Black employee of the Personnel Department. They mentioned the encouragement he gave them, the interest he showed, and the way he leveled with them about what the program was going to be like, what to expect, and the problems they were likely to encounter. They felt he was really "pulling for them" to get the job. The other four said their interest remained the same. The female White respondents said they discouraged her but her mind was made up so it had no effect.

Influence of minority officers. In response to Question H, three respondents stated that they knew a minority law

enforcement officer who encouraged them to become an officer. Six stated that they were casually acquainted or knew of a minority law enforcement officer, but those persons had no influence on their decision to become an officer. Three said they did not know a minority officer.

Contact with a minority officer. In response to Question I, nine stated that they had no contact with a minority law enforcement officer. Two stated that they listened to minority officers make a presentation to their class, emphasizing that this exerted a positive influence on them. One stated that he observed a Black officer doing public relations work and this might have had an influence on him.

Examination procedures. Responses to Question L will be included with responses of other interviews in a later section.

Application for next examination? Question M was not applicable to six respondents since they are now patrol officers. The two male Black cadets do intend to complete application procedures to become a recruit. The one male Black who had been a cadet does plan to try again to become an officer. The one male Black, who was a patrolman applicant, was still interested in being an officer; his wife was also interested. He doubted if he would apply again because he felt they would not accept him, he did not think his chances were very good, and he did not wish to go through all the hassle again. He stated that he was not contacted by the Police Department following his non-acceptance,

and expressed an interest in knowing why he was not accepted. The evaluator got the impression that a personal contact would have been appreciated and that it might have encouraged this candidate to make another attempt.

One of the two female Black cadets was not sure; the other was interested in applying for a position as a Matron.

#### Promotions of Minority Officers

Past practices. Interview results indicated that up until about eight years ago there were no minorities in Police administration--nothing above a detective. Again former officers left little doubt that they felt that well-qualified minority officers were not promoted because they were minority persons. Some stated that they had more academic training than Whites who were promoted; and, that reasons given for not promoting were not valid reasons for denial.

Current status. Presently there are seven officers and two civilian employees who are minority persons. Two of the officers are gold braid, one is a Lieutenant in the Police-Community Relations Division, the other is a Sergeant in the Communications Division. The remaining five are Patrolmen and have not been with the Department long enough to be eligible for promotion. One of the civilian employees works in Personnel Division and supervises the cadets, the other is a Dispatcher.

Some respondents suggested that it still is difficult for minorities to move into higher administrative positions. There was an opinion expressed that present minority patrolmen would have a good opportunity to become Sergeant once they become eligible.

Recommendations. The importance of making minority citizens aware of the opportunities for minority promotions within the Department was frequently and strongly recommended for two reasons. Such an awareness encourages minorities to seek to become law enforcement officers; it provides a model for them to emulate and makes them aware that becoming a patrolman is not starting on a dead-end street. Also, it promotes better police-minority community relations.

It was felt that failure of Blacks to get promoted not only discouraged Blacks from becoming officers, but also caused some minority officers to go to other positions offering more advancement.

Visibility within the community of higher-ranked minority personnel was strongly recommended; it was suggested that these personnel be given assignment where there was frequent public exposure in both the entire community and in the minority communities.

It was suggested that a Black applicant be appointed on the Civil Service Board that determines promotions and that promotion criteria be open to scrutiny just as application procedures and selection procedures for patrolman are now open to scrutiny. It was emphasized frequently that minorities who are promoted should be qualified for the position and not given a promotion as a token.

One person commented further on this latter point, suggesting there needs to be some leeway. He was not saying we should drop standards, but rather, if minorities meet the

qualifications a certain number should be selected. It is desirable for the enhancement of police-minority community relations to have minority law enforcement officers and a certain number (again qualified persons) assume administrative positions. Well qualified minorities will go where they can see an opportunity for advancement and where they can make the most money.

#### Assignments Given to Minority Officers

Past practices. Interview results indicated that when Blacks were first employed as officers they were limited to walking beats in the Center Street (heavily concentrated Black population) area. At one time Blacks were not assigned to ride in patrol cars nor to the position of traffic officer. For a long time a Black did not answer the telephone nor work at the desk in the Detective Division. Eventually Blacks were assigned to patrol cars and were permitted to ride in White areas of town. At first two Blacks were assigned as a team; this was reported as also happening in the Detective Division where Blacks were assigned as a team. Eventually, minorities were given the same assignments and worked with White officers.

One person expressed the opinion that there existed an unwritten law that certain officers do certain things and it was possible to tell by the way assignments were made if the unwritten law had been violated. It was mentioned that this was

not limited to minorities, but there were more things a minority officer could do that were not in favor--this could be reflected in assignments. He also mentioned situations which he felt were taken care of quietly but had it been a minority, the officer would have been in trouble.

One respondent related that assignments of Black Police officers in an urban city on the West coast were limited to gambling and bootleg joints and they were not permitted to arrest White citizens.

Another respondent stated that there were opportunities for minorities in Kansas City to be hired as Policeman and Fireman but they were placed in their own precincts, so the thrust there was for placement throughout the city.

Several former officers expressed a desire to have been assigned to minority communities where they would have served not only as law enforcement officers but also in the area of seeking better police-community relations; also they felt there were occasions where their assistance could have been used to aid in the questioning of a minority person who had been apprehended, because they felt it would have facilitated communication and would have helped to insure due process.

Current status. Equality of assignments of minority patrolmen was not a question specifically asked by the interviewer. None of the present minority patrolmen voluntarily expressed concern over inequities with respect to assignments.

Some Black citizen respondents and former Black officers emphasized the need for Black officers, especially those with rank, to be given assignments that assured considerable visibility and exposure within the Black community.

#### Selection Standards

Past practices. Negative attitudes resulting from past hiring procedures for city positions, which were viewed by some respondents as being prejudicial, still persisted for some respondents. One respondent had heard the opinion expressed by Blacks that even if Blacks obtained the necessary qualifications they were likely to fail because of prejudicial biases. Another felt that minorities still possessed a feeling of mistrust regarding hiring practices.

Current status. Respondents who were knowledgeable of current selection standards and application procedures felt that they did not intentionally discriminate against the hiring of minority persons. The opinion was also expressed that selection standards are resulting in well-qualified personnel.

Cadets and patrol persons who recently completed examination procedures did express opinions that some of the procedures were deterrents to minority persons becoming law enforcement officers. Six of them felt that reluctance by Blacks to take the polygraph test might discourage them from seeking to become officers. Reasons given were that Blacks were more likely to have committed an undetected crime, and to have had access to drugs.

Some felt that the economic situation of many Blacks, because of environmental circumstances, is likely to be poor. They felt this should be taken into consideration before rejecting applicants because of poor financial standing.

One disagreement centered around the height and weight requirements. Two respondents stated that the height restriction was frequently referred to by Spanish/Mexican-American youth who, otherwise, would seek to become officers. Both the height, weight, and physical agility requirements were mentioned by female respondents as drastically limiting the number of female applicants who could apply, even though they met all other requirements.

Some respondents felt that the environmental conditions of many minority youths contributed to involvement in minor offenses, which they felt would make the youth ineligible to become law enforcement officers. One respondent felt that a few years ago practically all Black youth who were in trouble were referred to Juvenile Court and consequently obtained a criminal record, while White youth were treated differently and the problem was usually resolved without a record being made.

Recommendations. Some of the respondents felt it would be beneficial if minority persons were acquainted in advance with the purposes of the oral interview and polygraph tests. They felt this might alleviate apprehension toward these examination procedures.

It was suggested that criminal records should be realistically evaluated, but requirements of good, moral character

should not be lowered; and that minority persons should be informed of whether past offenses would or would not interview with acceptance. It was mentioned that a recent court ruling permits persons who have a past criminal record to be hired.

Some respondents emphasized the importance of recruitment procedures which clearly indicated that anybody could apply. Also, the idea of fairness and worth of the individual should be emphasized. A number of respondents preferred that the hiring be based on possession of the necessary qualifications. One respondent expressed the opinion that if a minority person has to wonder how much his race played a part in his employment, he also will wonder if his race is going to be a significant factor in determining assignments. Assignments based on recognition of assets needed for the position was preferred.

A crash program to increase minority employment was opposed by some respondents for two reasons: (1) Whites might feel they were discriminated against, and (2) poorly-qualified minority persons might be employed.

The importance of employing qualified minority officers was frequently mentioned by respondents.

## Retention

Fast practices. The number of minority law enforcement officers has increased within the past three years. Two Black males became officers within the past two years. Two Mexican-American males and one Black male completed Academy training and became officers in 1975. These five are still employed as officers and their comments when interviewed indicated satisfaction with their position and plans to continue. Other present minority employees include a Lieutenant, a Sergeant, a Civilian Personnel Department employee, and a dispatcher. There are two male and two female Black Cadets.

In previous years the number of minority officers on the Police Force was small. Five former officers have entered other positions, four within the community and one accepted a position as a police officer in another city. One former officer went off on disability. The reasons for leaving the Police Department were not fully investigated by the evaluator. Some of the respondents did suggest reasons. A frequently-mentioned reason was the limited opportunity for advancement. Five of these six were employed as officers long enough to discount "pressure from the minority community" as reasons. None of the present or former officers reported excessive pressure or harassment from members of the minority community. Two respondents, who were not former officers, expressed the opinion that a reason for one of the former officers leaving was pressures exerted from within the department. Two respondents commented that minorities were observed closely, both by members of the department

and by the public and mistakes are magnified, so it is necessary for them to do better.

Pressures on minorities exerted from within the department was alluded to by other respondents. One respondent felt many members of the department stereotyped minorities. A number of respondents felt that prejudicial attitudes, which could be offensive to minorities, were evident from conversations and subtle comments of members of the department. One respondent reported a situation where an openly derogatory comment was made by an officer toward minorities; this respondent expressed the opinion that minority officers do run the risk of being criticized and humiliated by other officers without always having the recourse to go to a superior.

One respondent strongly supported the obtaining of an Associate Arts degree as a prerequisite for promotion. He felt it was desirable that officers take courses which may challenge present attitudes and preconceptions. He was unhappy that some officers are opposing the policy of receiving additional education. This respondent believes minorities will benefit from this requirement and will suffer the most if the requirement is discontinued.

Respondents also recognized that there are good law enforcement officers. One respondent stated that as a whole they are good people; like any organization some have lost their perspective.

Current status. Of the six minority cadets hired since June, 1974, four are still employed. Two male Black cadets

were employed for approximately three months, one of these would like to return as a cadet. The other cadet did not respond to requests to be interviewed.

None of the cadets or recently employed minority patrolmen mentioned being subjected to pressures from within the department. Two of them recognized that prejudicial attitudes probably existed, but, if there, they were well hidden. All of them conveyed the impression that they were being equally treated. Possibly, there was a reluctance to express fully their feelings, but their responses could be indicative of increased acceptance within the department toward minority persons becoming law enforcement officers.

#### Minority Law Enforcement Officers

Personal characteristics. Respondents expressed opinions regarding personal characteristics needed by minority officers; and, other responses also reflected certain personal traits possessed by minority officers.

An analysis of responses suggests that Blacks are much more likely to be subjected to negative reactions from peers and the minority community than Whites and Spanish-Americans. Spanish-American officers apparently were not subjected to negative reactions from their community. Their comments indicated that the majority of the Spanish-American community looked upon law enforcement as being a prestigious career.

Some Black respondents felt that Black officers were ostracized from the Black community and this presented a problem because they were limited in opportunities to live and

socialize elsewhere. It is much easier for White officers to choose a place to live where being an officer has little or no effect on their social life.

Minority officers appear to be persons who have decided and are determined to remain officers in spite of pressures and resistances encountered both from the community and from the department. They appear to be strong-willed persons with maturity to accept and cope with harassments.

One respondent stated that minority officers need to be educated to the extent that they can understand and interpret what is said to them without distorting it. Also, they can not "fly off the handle" because somebody called them a "nigger." He also emphasized the necessity of remaining calm in a crisis so a Black officer does not revert to "Black" type of talking. If this happens, then there is a tendency to stereotype Black officers.

Another belief emerging from the interview responses pertained to making changes in the law enforcement system. Respondents believed that if changes in the system are desired they can best be made from working on the inside.

Respondents emphasized the necessity of minority officers having the fortitude to enforce the law and support White patrolmen when encountering disturbances involving Black citizens. Black citizens might expect a Black officer to look the other way.

Serving in minority community. Respondents favored minority officers serving in minority communities. They felt this would be advantageous for a number of reasons. Improved police-minority community relations would result from increased visibility and exposure of minority officers. Exposure and visibility of minorities who were employed in administrative positions was strongly encouraged. Respondents felt this would result in lessening the feeling that minorities would be treated unfairly. Also, exposure might be very effective in improving minority recruitment.

Exposure of minority officers also informs the minority communities that police work is a necessary job that must be done, that it can be performed by a minority person, that it is a respectable occupation for minorities, and that desirable changes in law enforcement practices can be accomplished by Blacks working on the inside. Such visibility will serve both to better police-community relations and to encourage more minorities to seek law enforcement careers.

Disadvantages were recognized by respondents. Minority officers would be subjected to pressures from minority persons to look the other way. White officers need to be sure they can trust the minority officer in a time of crisis when support is needed; need to be sure they are on the officer's side.

Both support and disagreement were expressed regarding the policy of rotating assignments of officers to serve in the Black community. A cited advantage is that such an assignment

is not viewed as a punishment, a disadvantage is that this method does not consider temperament and other variables that need to be considered in making the assignments.

Some respondents opposed Blacks serving solely in the Black community. The view was expressed that it is not necessary to have Black officers control Blacks and neither it necessary to have White officers control Whites.

Opinions were frequently expressed that a Black officer would be looked upon by some members of the Black community as an informer, a snitch. Similar opinions were not expressed by Spanish-American respondents with respect to members of the Spanish-American community. Respondents felt that this initial mistrust by Blacks could be overcome by fair, consistent, and understanding treatment of Blacks by minority officers. A number of respondents stated that they worked with both Black and White officers who were very well accepted by Black citizens. Some respondents expressed the opinion that Blacks are very quick to distinguish between sincerity and trustworthiness.

The importance of appropriate selection of officers to serve in minority communities was frequently emphasized. These respondents believed that first consideration should be given to the personal characteristics and capabilities of the officer, whether he is Black or White; supervisors should be tuned in in order to place officers where they can serve the best.

Spanish-American community members, according to Spanish-American officers, were very receptive to Spanish-American

officers being assigned to their community. The opinion was expressed that they preferred a Spanish/American officer at activities such as dances. It was emphasized that such an officer could speak to them in Spanish. Also, that they believed they would be dealt with less harshly by a Spanish-American officer.

The point was emphasized that minorities, although not non-English speaking, may be non-English conversant. A minority officer may be of benefit to the minority community in enhancing mutual understanding, thus enabling the minority person to understand their rights, and also to explain to them how the system works and why there is a need for an officer to take certain action. This helps to insure due process.

In addition to knowing the language of minorities, they would know many members of the Black community, would be able to go places a White officer could not go to obtain needed information.

The consensus of respondents was that the public, both Whites and minorities, did respect the authority of minority law enforcement officers.

An opinion was expressed that minority persons who are under scrutiny by the police would feel more secure if a minority officer was present, especially if the officer conveys the feeling that he is a true law enforcement officer who will see that his responsibilities are carried out, but who will also take the person's worth into account and would not treat the person as a nothing.

### Attitudes of Minority Persons Toward Law Enforcement

Necessity. Without exception respondents believed in the necessity of a law enforcement system. They also believed in the need for changes in the enforcement of the law within the minority community. Opinions were expressed that, although the minority community is probably the most heavily patrolled, there is less apprehension and less protection against being "ripped off". Respondents see a need for improved protection. Some expressed the reluctance of minority citizens to become involved, which hampers apprehension. Reasons proposed for not getting involved were fear of harassment and a feeling that nothing would or could be done anyway. One respondent hesitated to get involved for fear of retaliation on her family. One resident of the minority community stated that many of her neighbors had been "ripped off"; she had not, because of bars on her windows. Another reported being "ripped off" three times while living in the minority section of another community. There seems to be little doubt that respondents, and this probably reflects the attitude of the majority of minority citizens, would welcome increased apprehension and protection.

Despite slowness in recruiting, there appears to be a recognition by respondents, again I believe without exception, that minority persons need to become law enforcement officers. There would appear to be considerable support from many persons

in minority communities to encourage minority recruitment and better law enforcement. This appears to be true in spite of the existence of negative attitudes (refer to earlier report on study of attitudes) toward law enforcement officers. The negative attitudes seem to be associated more with perceived and observed treatment of minorities by law enforcement officers rather than opposition to a law enforcement system.

Respondents believed that officers should follow procedures in dealing with disturbances in minority communities just as they would in other sections of the city. They expressed opinions that appropriate punishments should be administered.

Influence of past experiences with officers. The presence of hostility because of bad experiences was mentioned frequently by respondents. One respondent felt that minorities had to overcome these hostilities. One parent reported the negative attitude developed by her son as a result of observing unnecessary roughness displayed by an officer. Another reported excessive and undeserved treatment of his wife, (arm bent back and taken to jail).

One respondent, who grew up within a large inner city Black population in another city, stated that he could not remember one positive experience with the police. He found it difficult for him to be objective and he found it necessary to control pent-up rage resulting from past bad experiences. He stated that as he grew older, had an occupation, and learned how to talk the language, the police would back off, but they would not if the Black was a laborer and could not communicate well.

Another reported that in the deep South, law enforcement had been very oppressive, a feeling of distrust developed, that is carried on. Some of the respondent's friends, who moved to Des Moines from the South, had some real negative experiences that have remained with them.

Respondents do not appreciate stereotyping of Blacks. They reported situations where respectable citizens had been unnecessarily harassed by officers. One respondent did not appreciate a comment made to her by an officer following a traffic violation. This comment was "at least I met one decent Black person."

Some respondents were critical of patrol cars at residences because of the attention drawn. They preferred that an unmarked car with plain clothes officers be used whenever possible.

Another respondent was critical of excessive shows of force within the Black community; unless necessitated by circumstances, he felt it should be avoided.

Respondents believed that harassment by law enforcement officers of minority persons was much more prevalent in previous years. They expressed the opinion that harassment incidents have subsided, and all of the respondents felt that the attitude of officers toward minorities has improved. In addition to those discussed earlier, other incidents viewed as harassment were: stopping Black youths saying they look like somebody the police have been looking for, even when the cars do not fit the description; stopping and questioning of Black males when they are accompanied by a White female; stopping Blacks when they are in

areas of the city other than the inner city area; another reporting subtle handling of youth, using a method which he did not sanction; another reported saving to buy a new car and being stopped three times and questioned--he felt the officers were wondering how he could afford a new car without some illegal income; reports of officers beating up Blacks; and drawing of unnecessary attention by having too many police cars appear when a Black is stopped.

The feeling still lingers that minority citizens do not get a fair shake when confronted by an officer.

A number of minority officers and minority employees of the department felt that things look different from the inside than they do on the outside. Even though recognizing that harassment has occurred, they also recognized that what some minority citizens view as harassment was, in fact, effective law enforcement practices. Some also felt excessive measures taken by police officers were necessary because of excessive roughness by minorities causing the disturbance.

Response to complaints. Again the opinion amongst Black citizens who were interviewed was that it would be of little use to register complaints regarding harassments. The feeling seems to prevail that registering complaints is a long process and without benefit since no action is taken with the officers. There is no sense in going through the process.

Evaluation of present service. Black respondents, who were not officers, were critical of law enforcement services

provided to the minority community. As previously mentioned, they believed there was a definite need to increase apprehension of criminals and to provide better protection. Some were critical of slowness in responding to requests for assistance, comparing this with the speedy responses when a group of Black youths are seen standing somewhere.

One parent stated that her request for assistance from the Juvenile Bureau was not followed up on, at least the Bureau never acknowledged her request. This pertained to an incident where an older youth slapped some children.

The feeling seemed to prevail that police officers are not there to be of assistance to them.

The Black employees of the H.E.L.P. program reported that places of business in the Black community were appreciative of their presence in the community. They felt the officer in plain clothes and an unmarked car was helpful in crime prevention and apprehension.

Remedy. Respondents offered many remedies for improving the attitudes of minority citizens. Some of these have been discussed in other sections of this report, such as a "store front" operation where the officer has direct feedback to the Chief of Police. This would insure that complaints can be quickly brought to the attention of the Chief and could result in some action, when justified, taken with the officer.

Grass roots contact by officers with minority citizens was frequently supported. Other suggestions along this line

included involvement of officers in recreational activities and athletics within the community.

The H.E.L.P. program concept was strongly supported, not only by Blacks employed by the program, but also by minority officers, and minority citizens having knowledge of the program. There were some suggestions offered for the improvement of this program. One suggestion pertained to establishing clear identification of who they are, what their purposes are, and the extent of their authority. Some respondents felt the original intent and purpose of the program had been changed and that there should be more time spent on public relations efforts.

One respondent encouraged a greater use of "citations" with minority citizens, allowing them to appear at a later date rather than arrest them for minor offenses.

Some respondents suggested orientation courses for officers, to acquaint them with the entire minority community. Some felt that officers are inclined to develop negative views because of exposure to only a certain element of the minority community. One respondent felt it worked both ways and that it would be helpful for minority citizens to ride in patrol cars.

Others felt efforts should be directed toward strongly encouraging minority persons to become involved in law enforcement activities, either directly through employment or indirectly through service on committees.

All respondents appeared to believe that it is necessary to work from the inside to make needed changes.

None expressed a preference for demonstrations by minority citizens and two specifically stated that they were opposed to them because of negative effects.

Some remedies are self-evident, such as a concerted effort toward avoiding harassment and toward equal, consistent, and fair treatment of minority citizens. As previously mentioned, respondents felt that the attitude of officers toward minority citizens had improved. One respondent felt that harassments were centered in only a few officers and suggested, which was also suggested by most of the respondents, that careful consideration be given to assignment of officers to minority communities.

Respondents strongly supported the Police-School Liaison program. Some also felt the cadets working in the schools showed considerable promise.

Attitudinal barriers to recruitment. It was frequently mentioned that law enforcement was never looked upon by minorities as a respectable position. Now that opportunities are available, the attitude still lingers on and interferes with recruitment. Others expressed similar attitudes; such as, there is a lack of belief in law enforcement, that law is not really for you anyway, so to submit yourself to become an officer, you would be rejected.

Peer group pressure was mentioned most frequently and emphasized most strongly as being a barrier to minority recruitment.

Racial pride was mentioned as constituting a barrier; minorities had seen so much unfair treatment that they decided

law enforcement careers were not for them.

Changes in attitudes. There appeared to be unanimous agreement that minority attitudes toward law enforcement was improving. School administrators and counselors recognized an improved attitude toward authority and toward the necessity of the need for law and order. School personnel see less hostility and a mellowing of attitudes.

#### Harassment of Minority Officers by Residents of the Community

The opinion expressed by some respondents that minority officers would be subjected to harassment by community residents may have been overestimated.

The Spanish-American officers stated that they had not been subjected to harassment by community residents.

A former Black officer that had served for many years on the department stated that he had not been subjected to such harassment. There was no negative reaction from close friends. Another who also had been an officer for a number of years reported being respected within the Black community and being able to walk among Black citizens during disturbances when abuses were being directed at other officers. Another also reported being able to enter the Black community and find out things that white officers would be unable to find out. Two officers reported coming from the southeast side where the attitude of the community was favorable.

Although the evaluator failed to ask the question in some interviews, none of the former officers spoke of being harassed by minority community members while they served as officers.

One Black officer reported that he thought he and his girl in school might get abuse from his neighborhood; however, he indicated everything worked out satisfactorily. Another has lived within the Black community without any serious incidents of harassment. Another reported that when you put on your uniform you find out who your friends and your associates are; he reported that your friends stick with you.

The minority cadets reported that their close friends reacted favorably to their becoming cadets and reported no incidents of harassment.

With respect to harassment while on patrol, one Black officer commented that he encountered no hostile attitude, except for the 10 percent on either side that would give any police officer a hard time. Another commented that there may be a lot more Blacks than Whites that are disrespectful of Black officers, but the Blacks that are not having problems have a great deal of respect. He reported being threatened while on the job but has never had anybody carry out the threats and later was able to sit down and talk to them.

#### Interest in Becoming Officers

Present interest. Minority officers, cadets, and employees of the department tended to report increased

Interest expressed by minorities in becoming officers. They stated that minority persons were requesting information regarding becoming officers.

Minority respondents who were not connected with the department were not aware of increased interest.

School employees who were interviewed were not aware of any increase in interest, with the exception of Tech High School where a law enforcement class was offered.

Although not opposed to their children or other youths becoming officers; most respondents, other than present and former officers, apparently did not actively promote or encourage minority citizens to become officers. It is suspected that this is typical of the majority of the Black community.

Some respondents felt that the involvement of Blacks in the H.E.L.P. program had stimulated interest of other Blacks. It was also felt that the recent addition of more minority cadets and officers also had stimulated increased interest.

Some respondents recognized that as self-worth increases minorities become more interested in the protection afforded by law enforcement.

Remedy. Suggestions for increasing minority interest in becoming officers follows. Expose children early in their school career to law enforcement officers and the benefits of effective law enforcement.

Advertise the advantages and benefits of a law enforcement career. Expose youth early to law enforcement through programs such as Explorer Scouts and riding in a patrol car.

Develop training programs for youth such as cadets, or programs in connection with high schools and area colleges. The Law Enforcement class was strongly supported.

Since one respondent who works with minority youth stated that he had not mentioned law enforcement careers, it would follow that stimulating the interest of minority persons who work with youth might serve to promote interest.

Most seemed to believe that there is a need for a concentrated educational program to change attitudes and to promote interest. Some suggested that this program emphasize the need for minority officers and the need to get involved in order to change procedures with which they do not agree. Benefits, such as educational opportunities, were felt to be very helpful in stimulating interest.

One respondent suggested that law enforcement positions be placed on a higher plane, not just a job, but a desirable position, not so much with respect to money, but a prestigious position.

#### Community Attitudes Toward Minorities

One respondent stated that, at one time, broad society could not accept minority persons being in positions to judge, arrest, and control. He felt since minorities have served in such positions, that society has accepted them as being capable.

Another respondent stated that in earlier years society was resistive to accepting minorities in any Civil Service

position (post office, fire, and police departments). He felt that society has recently sought minorities for these positions.

Some respondents felt that the attitude within the Police Department is a reflection of community attitude. As expressed by one respondent, the department is a microscopic representation of the city, state, and society. He proposed that officers enter with the same prejudices that you find in general society. These respondents are of the opinion that prejudicial attitudes still exist within the community and state. One respondent cited as evidence of this, the present opposition by community and state leaders to busing of minorities in order to achieve integration in the schools.

These respondents appeared to be emphasizing the importance of a need for continued improvement in society's attitudes toward minorities; thus, improving acceptance of minorities as officers by both police department personnel and citizens.

#### Manpower Resources

Respondents agreed that manpower resources in Des Moines are limited. Those expressing this opinion included high school counselors, law enforcement officers, and minority citizens.

One officer proposed that manpower resources would not be limited if recruitment efforts were extended to other cities, both in Iowa and in the United States. It was suggested that such recruitment efforts might produce a sufficient number of qualified minority applicants.

Respondents felt the following factors contributed to limited manpower: (1) the existence of many employment opportunities, which are viewed by minorities as more appealing, advantageous, prestigious, and financially beneficial; (2) minorities that are qualified and that possess positive attitudes toward law enforcement usually aspire toward professional careers other than law enforcement; (3) school counselors observed that minorities, rather than follow a normal distribution, tend to fall into two groups, one group including very capable college aspiring students, and the other group including low academic functioning students. From their observations they ventured the opinion that the former group tended to be receptive toward law enforcement, while many students in the latter group possessed negative attitudes. They felt that there are few minority students that fall into a middle group, which is the group from which prospective candidates are most likely to be recruited. (One counselor observed that the former group adjusted well in school, identified themselves with the entire student body, and enjoyed companionship with Whites; while the latter group tended to identify primarily with Blacks); (4) a general lack of interest in becoming officers; and (5) manpower resources are limited because a particular type of person is needed to be a successful officer, the number of persons possessing the right combination of interests, personal traits, attitudes, feelings, et cetera, may be limited.

One respondent felt that the manpower pool may not increase drastically until three things happen, the more appealing and advantageous positions are filled, the educational level of more minorities is increased, and the negative attitudes are alleviated.

Two respondents specifically mentioned that manpower resources might increase as the level of sophistication of law enforcement increased. Formerly, minorities who achieved a college education would look to a career, such as teaching, in order to use their education; now they can use it in law enforcement.

## CHAPTER IV

## SUMMATION

This is the final of three reports presenting the results of an evaluation of the Police-Cadet Juvenile Liaison Project. Briefly stated, project goals were to (1) assist the present police-school liaison program, (2) increase Cadet contacts with juveniles, (3) increase minority recruitment, and (4) identify deterrents to minority recruitment and retention. This report presents results of an evaluation of the latter two goals.

Incidence data regarding minority applications were obtained from the Personnel Department. Data regarding deterring factors were obtained through interviews with past and present minority officers, minority community leaders and citizens, and school personnel.

Incidence data indicate that the number of minority officers has consistently remained low, with approximately five officers at any one time. Recently, minority officers with a number of years of experience dropped to two, a Lieutenant and a Sergeant. The addition of five minority male officers within the past two years has increased the total number of Black and Spanish-American officers to seven. In addition, two Black civilian employees, a dispatcher and a member of the Personnel Department who supervises the Cadets, are employed in law

enforcement careers. Three Black civilians are employed, part time, by the H.E.L.P. program and work with a patrol officer in the minority community. Two male and two female Blacks are presently employed as Cadets. Although incidence is still low, the number of newly employed minority officers has increased within the past three years.

Presently the Police Department welcomes minority applicants and has recently intensified recruitment efforts. Such intensification has resulted in increasing the number of minority officers, but primarily through recruiting minority persons first as Cadets. The efforts to recruit minorities for the February, 1975, academy resulted in only two minority applicants in addition to the three minority applicants who had been Cadets; and, as far as could be determined, no other minority person contacted the Personnel office to inquire about a position.

Efforts to recruit Cadets, just prior to July 8, 1974, produced better results than efforts to recruit patrol officers. Twenty-six percent of the Cadet applicants were minority persons. Responses of minority persons still appeared minimal, and it appeared necessary to seek out qualified Black males and interview them personally in order to obtain applications.

Interview responses suggest that further intensification of recruitment efforts is needed within the minority community, within the high schools with special efforts to involve counselors, and within cities other than Des Moines. In general, minority community members and high school counselors were not aware of expanded efforts to recruit

minority persons. Except for Tecu High School personnel, and one minority junior high school staff member, none of the other school personnel interviewed expressed awareness. No applications were received from minority persons living outside of Des Moines.

Present and former law enforcement officers were aware of the willingness to recruit minorities. Their contacts with other minorities certainly represents an important and influential factor in recruitment.

Results forthcoming from extension of recruitment efforts to other cities is unknown, some respondents felt that this would yield many minority applicants.

There was considerable evidence to suggest that an intensification of recruitment efforts within the city still might not yield a sufficient number of applicants. There appears to exist many factors which would act as deterrents to minority persons applying, even if they were aware of the opportunity.

Peer group pressure was mentioned most frequently and emphasized most strongly by respondents as a deterrent to the recruitment of Blacks. Respondents felt that other attitudinal barriers existed. Racial pride was mentioned, since law enforcement careers were not looked upon by minorities as respectable positions. Also, minorities had seen so much unfair treatment that such careers were not for them.

Certain beliefs held by minority persons appear to act as deterrents. Some expressed beliefs were that: it is

difficult for minority officers to receive promotions; selection standards are prejudicial and/or criminal records, poor financial status, undetected crimes, and other background experiences would eliminate many minorities; minority officers would be harassed by both minority community members and by members of the Police Department; minority officers' assignments differed; and minorities were not welcome. They felt these beliefs persisted even when not correct.

There were factors other than attitudinal beliefs that appeared to act as deterrents. Limited manpower resources may be a primary deterrent within the city. Respondents suggested that limited manpower resulted from: the existence of many (more appealing and more advantageous) employment opportunities; the lack of interest among qualified minorities because of aspiration for other professional careers; the need for an increase in educational competencies of many minorities; and the fact that a person must possess the right combination of personal characteristics in order to be a successful officer.

Respondents did not view attitudinal beliefs of Spanish/Mexican-Americans as a major deterrent to recruitment. (Indications were that a favorable attitude existed.) Instead, respondents suggested the following deterring factors: height requirements, limited educational background, lack of knowledge of opportunities, low aspirations and interest, and the possibility that community leaders from this minority group may not be in

touch with the rank and file, thus recruitment efforts directed through them may not be effective.

Respondents felt that both nationwide and local happenings contributed to negative attitudes toward law enforcement. Incidents of prejudicial and harsh treatment of minorities were cited. Numerous incidents were cited that were viewed as harassments of minority persons by local law enforcement officers.

Interview responses suggest the existence of other conditions, in addition to intensification of recruitment efforts, which are favorable for the employment of more minority law enforcement officers.

Respondents who were knowledgeable of current selection standards and application procedures felt that they did not intentionally discriminate against the hiring of minority persons. The opinion was also expressed that selection standards are resulting in well-qualified personnel. The height requirement was mentioned as prohibiting otherwise qualified Spanish/Mexican-Americans from becoming officers. The polygraph test and the oral interview were mentioned as possible deterrents to Blacks, because of the greater likelihood that their environment contributed to involvement in undetected crimes.

Opinions regarding promotions of minority officers varied. Some respondents still are of the opinion that it is difficult for minority officers to move into higher administrative positions. Other respondents felt that present minority patrol officers have an excellent opportunity to be promoted

to sergeants when they have served long enough to become eligible.

None of the present minority patrolmen expressed concern over inequities with respect to assignments. A number of the respondents expressed the need for minority officers, especially those with rank, to be given assignments that assured considerable visibility and exposure within the minority community.

The opinions expressed by some respondents that minority officers would be subjected to harassment by community residents may have been overestimated. None of the former or present officers related incidents that they viewed as major harassments.

School personnel have noticed increased respect shown by minority persons toward authority and increased recognition by them of the need for law and order.

Respondents believe that harassment of minority persons by local law enforcement officers has decreased. Present minority patrolmen did not express concern over prejudicial attitudes of or unfair treatment by other officers, although other respondents believe prejudicial attitudes still exist within some members of the Department.

Remedies directed toward increasing minority recruitment and bettering police-minority community relations were suggested by respondents.

Providing opportunities for minorities to view law enforcement from the inside was a frequently suggested avenue for minority persons to enter law enforcement careers.

Programs such as H.E.L.P., Cadet, Law Enforcement classes, and Explorer Scouts were strongly supported by respondents.

Visibility of minority officers, especially those with rank, within the minority community was strongly recommended.

Respondents suggested the need for a concentrated educational program, at all grade levels within the schools to further the understanding of law enforcement and to acquaint students with the advantages of law enforcement careers. The providing of Cadet services to the schools was felt to show considerable promise as a good educational and recruitment program.

Grass roots contact by minority officers with minority citizens was frequently supported as a means of bettering police-minority community relations. The assignment of a minority officer, originally from the area, as a public relations officer in the minority community was recommended. It was felt that this officer should be visible in the community, easily accessible, trusted, and respected on both sides; and, as his primary functions he should carry on activities which: leads to better community understanding of law enforcement, helps persons to understand their rights, and permits persons to express complaints. It was suggested that this officer have direct feedback to the Chief of Police.

The H.E.L.P. program was considered by respondents as a worthwhile program in improving relations between police and the minority community.

APPENDIX A

QUESTIONNAIRE REGARDING RECRUITMENT PROCEDURES:  
OPINIONS OF MINORITY PERSONS SEEKING TO BECOME LAW ENFORCEMENT OFFICERS  
WITH THE DES MOINES POLICE DEPARTMENT

A. How did you learn about the Police Department's plans to hire more law enforcement officers?

- \_\_\_(1) Police recruiting teams
- \_\_\_(2) Des Moines Register or Tribune
- \_\_\_(3) Bystander
- \_\_\_(4) A teacher, counselor, or advisor. Was he or she a minority person? \_\_\_
- \_\_\_(5) Friend who is a law enforcement officer
- \_\_\_(6) Family member who is a law enforcement officer
- \_\_\_(7) Friend or family member who is employed by the City of Des Moines
- \_\_\_(8) Radio station announcement ( \_\_\_\_\_ )  
which one
- \_\_\_(9) A minority person who is a community leader
- \_\_\_(10) TV station announcement ( \_\_\_\_\_ )  
which one
- \_\_\_(11) A community agency ( \_\_\_\_\_ )  
which one
- \_\_\_(12) Public library
- \_\_\_(13) A friend
- \_\_\_(14) A member of my family
- \_\_\_(15) Other \_\_\_\_\_  
(please specify)

B. Which of the following aspects of police work most interested you in becoming a law enforcement officer? (Please indicate the top three things of appeal to you by placing a "1" before your first choice, a "2" before your second, and a "3" before the third most attractive aspect to you).

- \_\_\_(1) the pay
- \_\_\_(2) the job security
- \_\_\_(3) the fringe benefits of the job (for example: retirement benefits, holiday pay, sick leave, etc.)

- \_\_\_\_(4) the prestige and respect that comes from being a law enforcement officer
- \_\_\_\_(5) the feeling that comes from helping people
- \_\_\_\_(6) the chance to make your own decisions
- \_\_\_\_(7) the variety in the work
- \_\_\_\_(8) the opportunity to help maintain law and order
- \_\_\_\_(9) the job security
- \_\_\_\_(10) it would please my family
- \_\_\_\_(11) other \_\_\_\_\_  
(please specify)

C. What did your wife/husband (if unmarried, the member(s) of your family to whom you feel closest) think of:

a) your being a law enforcement officer?

- \_\_\_\_(1) that it is a good job for you
- \_\_\_\_(2) that it is not a good job for you
- \_\_\_\_(3) no strong feelings either way
- \_\_\_\_(4) other \_\_\_\_\_  
(please specify)

b) law enforcement officers in general?

- \_\_\_\_(1) that being a policeman is a good job
- \_\_\_\_(2) that being a policeman is not a good job
- \_\_\_\_(3) no strong feelings either way
- \_\_\_\_(4) other \_\_\_\_\_  
(please specify)

D. How did your friends react to your plans to be a law enforcement officer?

- \_\_\_\_(1) Most of them strongly encouraged me
- \_\_\_\_(2) Most of them encouraged me
- \_\_\_\_(3) Most of them neither encouraged or discouraged me
- \_\_\_\_(4) Most of them discouraged me
- \_\_\_\_(5) Most of them strongly discouraged me

E. How did your best friend react to your plans to be a law enforcement officer?

- \_\_\_\_(1) Strongly encourage me
- \_\_\_\_(2) Encouraged me
- \_\_\_\_(3) Neither encouraged or discouraged me
- \_\_\_\_(4) Discouraged me
- \_\_\_\_(5) Strongly discouraged me

F. How did your family react to your plans to be a law enforcement officer?

- \_\_\_\_(1) Most of them strongly encouraged me
- \_\_\_\_(2) Most of them encouraged me
- \_\_\_\_(3) Most of them neither encouraged or discouraged me
- \_\_\_\_(4) Most of them discouraged me
- \_\_\_\_(5) Most of them strongly discouraged me

G. After visiting with a member of the Personnel Office of the Des Moines Police Department, how did you feel about becoming a law enforcement officer?

- \_\_\_\_(1) I had more interest
- \_\_\_\_(2) My interest stayed the same
- \_\_\_\_(3) I had less interest

If 1 or 3 were checked, please explain why your interest was increased or why it was decreased. \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

H. ANSWER IF YOU KNOW A MINORITY PERSON WHO IS A LAW ENFORCEMENT OFFICER

What is his/her position? \_\_\_\_\_

Who is she/he employed by? \_\_\_\_\_

How well do you know this person? Please check one:

- \_\_\_ 1. A close friend
- \_\_\_ 2. A friend
- \_\_\_ 3. A casual acquaintance
- \_\_\_ 4. A relative, please specify how related \_\_\_\_\_

Did this person influence you to seek to become a law enforcement officer?

Yes No

How did he/she influence you? \_\_\_\_\_

I. ANSWER ONLY IF YOU HAVE HAD CONTACT WITH A MINORITY PERSON WHO WAS A LAW ENFORCEMENT OFFICER (other than acquaintances and relatives)

Describe the type of contact (speech, interview, you observed a disturbance, traffic ticket, etc.):

Check the statement below that best describes the effect this contact had on you.

- \_\_\_ (1) Exerted a positive influence on my seeking to become a law enforcement officer.
- \_\_\_ (2) Exerted a negative influence on my seeking to become a law enforcement officer.
- \_\_\_ (3) Exerted no influence either way.

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ANSWER IF APPLICATION FORM WAS NOT FILLED OUT

J. Which of the following things made you decide not to complete the application form (please indicate your top three reasons by placing a "1" before the most important reason to you, a "2" before the second most important to you, and a "3" before your third most important reason.

- \_\_\_ (1) Wish to remain in present position
- \_\_\_ (2) Have accepted another position
- \_\_\_ (3) Police do not have necessary authority, respect, etc., from civilians
- \_\_\_ (4) Dealing with the public too difficult
- \_\_\_ (5) Salary of law enforcement officers is too low
- \_\_\_ (6) Don't have high school diploma or equivalent
- \_\_\_ (7) The job of a law enforcement officer is too dangerous
- \_\_\_ (8) Had to work
- \_\_\_ (9) Wish to continue education
- \_\_\_ (10) Didn't receive notification
- \_\_\_ (11) Forgot about it
- \_\_\_ (12) Personal illness or illness in family
- \_\_\_ (13) Thought the written examination would be very difficult to pass
- \_\_\_ (14) Thought the medical examination would be too difficult to pass
- \_\_\_ (15) Don't have driver's license
- \_\_\_ (16) Didn't want to fill out the application form ( \_\_\_\_\_ )  
\_\_\_\_\_ )  
tell the reason why
- \_\_\_ (17) Family, spouse, and/or friends opposed my becoming a law enforcement officer
- \_\_\_ (18) Other \_\_\_\_\_  
(please specify)

ANSWER ONLY IF APPLICATION FORM WAS FILLED OUT  
AND THE WRITTEN EXAM WAS NOT COMPLETED

K. Which of the following things made you decide not to take the written examination (please indicate your top three reasons by placing a "1" before the most important reason to you, a "2" before the second most important to you, and a "3" before your third most important reason.

- \_\_\_\_ (1) Wish to remain in present position
- \_\_\_\_ (2) Have accepted another position
- \_\_\_\_ (3) Police do not have necessary authority, respect, etc., from civilians
- \_\_\_\_ (4) Dealing with the public too difficult
- \_\_\_\_ (5) Salary of law enforcement officers is too low
- \_\_\_\_ (6) Don't have high school diploma or equivalent
- \_\_\_\_ (7) The job of a law enforcement officer is too dangerous
- \_\_\_\_ (8) Had to work
- \_\_\_\_ (9) Wish to continue education
- \_\_\_\_ (10) Didn't receive notification
- \_\_\_\_ (11) Forgot about it
- \_\_\_\_ (12) Personal illness or illness in family
- \_\_\_\_ (13) Thought the written exam would be very difficult to pass
- \_\_\_\_ (14) Thought the medical exam would be too difficult to pass
- \_\_\_\_ (15) Don't have driver's license
- \_\_\_\_ (16) Family, spouse, and/or friends opposed my becoming a law enforcement officer
- \_\_\_\_ (17) Other \_\_\_\_\_  
(please specify)

ANSWER ONLY IF EXAMINATION PROCEDURES WERE COMPLETED

L. You have completed all or part of the examination procedures (written, physical, physical agility, etc.) to become a law enforcement officer. Do you feel there exists anything within these procedures that would be a deterrent to minority persons becoming law enforcement officers?

- (1) Yes    No    Not sure

If you answered yes, please describe after the appropriate heading what you feel is the deterrent.

(2) Written exam: \_\_\_\_\_

(3) Physical exam: \_\_\_\_\_

(4) Physical agility exam: \_\_\_\_\_

(5) Oral interview: \_\_\_\_\_

(6) Polygraph test: \_\_\_\_\_

TO BE ANSWERED BY ALL RESPONDENTS

M. Do you intend to apply for the next exam for law enforcement officer?

       (1) Yes

       (2) No

N. (a) There are only a few minority persons who are law enforcement officers with the Des Moines Police Department. What do you feel is the most important reason why more minority persons are not law enforcement officers with the Police Department? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(b) Please list below other reasons why. Mark a "2" in front of the second most important reason. \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

O. Please make any other comments or suggestions that you feel would be of help to the evaluator in his attempt to determine the barriers to minority recruitment.

**END**

*7 files/more*