



59053

THE WHO, WHAT, WHEN, WHERE, WHY & HOW OF  
**MINORITY RECRUITING FOR  
CRIMINAL JUSTICE CAREERS**



National Urban League, Inc.

# Introduction

The six classic queries for top newspaper reporting, listed on the front cover, are just as pertinent to successful minority recruitment. However, as some answers take priority over others, the Law Enforcement Minority Manpower Project (LEMMP) has switched the order around. For our purposes, the sequence goes like this:

WHY recruit minority personnel?

WHERE do you start recruiting?

HOW do you get your message across?

WHAT supportive techniques do you need?

WHO are the groups to work with?

WHEN is your campaign successful?

In the next pages, LEMMP gives the answers that we came up with during our three years of government-funded recruitment programs. We want to share our discoveries with you, and that's why we have written this manual especially for law enforcement recruitment personnel.

Your answers to the six queries may differ from ours.

But since the National Urban League, through its affiliates, has succeeded where other efforts failed, we want to transfer our proven skills to you. They can save you a lot of time and money. Even more important, they can help you gain credibility in minority communities.


## **Let Us Introduce LEMMP To You**

LEMMP is the National Urban League's Law Enforcement Minority Manpower Project. It offers free technical assistance to federal, state, and local law enforcement agencies in methods and techniques of minority recruitment.

LEMMP works directly with law enforcement agencies by providing tested programs for recruitment, placement, and



**You can bring these Scales into Balance**



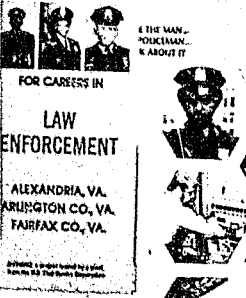
NATIONAL LEADERSHIP, INC.

L  
E  
M  
P

LAW  
ENFORCEMENT  
MINORITY  
MANPOWER  
PROJECT

NATIONAL LEADERSHIP, INC.

**WANTED**  
MINORITIES



FOR CAREERS IN  
**LAW ENFORCEMENT**

ALEXANDRIA, VA.  
ARLINGTON CO., VA.  
FAIRFAX CO., VA.

**TIME FOR A CHANGE (LEMMP)**

retention of minority men and women within the nation's criminal justice system.

Recruits are sought for such entry-level career positions as police officer, correction officer, probation officer, sheriff's department staff member, and parole officer.

Our current project, funded under a grant from the Law Enforcement Assistance Administration (LEAA), is an outgrowth of our successful three-year recruiting activities in ten cities. During this period, LEMMP recruited, screened, and interviewed over 16,000 minority candidates. 5,000 of these, nearly one-third, were placed in law enforcement agencies across the country.

**Here's What We Can Do For You**

As a federally-funded project, all LEMMP printed training materials are available to you free-of-charge. This includes our firsthand reports on ten cities' recruitment drives, our training manual, and supplementary training aids. The project's audio-visual training aids

are also free. However, their availability depends on stock in-house, and they are on loan only. They must be returned within a specified time.

LEMMP staff members are prepared to meet with your designated recruiting personnel for on-site visits at no expense to your department. We will assess the situation and help you design a recruitment program specifically suited to your own community and its needs. This program includes planning and conducting training seminars (with workshop sessions) for Equal Employment Opportunity Officers in addition to all recruiting personnel concerned with processing entry-level employees.

**LEMMP And The Minority Community**

LEMMP attempts to improve the relationship between the minority community and its law enforcement agencies by encouraging citizen



participation. For instance, the project urges criminal justice agencies to consider such prime resources for minority recruits as the nation's secondary schools and the predominantly black colleges and universities.

LEMMP pushes for an increase in the number of minority women—Asian, black, Hispanic, Native American—in law enforcement careers. LEMMP also suggests that employers inform all minority recruits of other technical and professional opportunities which are available to candidates who have additional training or a college education. Some of these specialized areas include communications, scientific research, ballistics, aviation, and crime lab technology.

### **LEMMP's Three-Year Recruitment Campaign**

LEMMP was established in 1972 by the National Urban League, and funded by an

initial planning grant from LEAA. Through League affiliates across the country, LEMMP provided recruitment operation plus counseling and tutoring of minority candidates.

For three successive years the project, underwritten by LEAA grants, was conducted in a variety of cities. Each year three or four cities were chosen on the basis of criteria determined jointly by LEAA and the National Urban League. The final total of ten cities ranged from Sacramento, California, and Little Rock, Arkansas, to Lexington, Kentucky, and Springfield, Massachusetts.

For free LEMMP assistance in the recruitment and placement of minority men and women within any federal, state, or local law enforcement agency, please contact: Lee H. Reynolds, Director, Law Enforcement Minority Manpower Project, National Urban League, Inc., 500 East 62nd Street, New York, N.Y. 10021 (212) 644-6574.



# Why recruit minority personnel?



Your ability to serve your entire community will improve. So will the administration of criminal justice in your area. Since black and brown people are disproportionately represented in this nation's detention centers, jails, and prisons, there is a clear need for greater minority participation in the law enforcement process at all levels.

When a minority citizen joins you, he or she brings along a sensitivity to minority experiences which is essential to effective law enforcement. This includes an awareness of law enforcement practices toward minorities. It's important to remember that these practices are often perceived by minorities as discriminatory whether they're exercised consciously or unconsciously.

The average white officer needs this basic background if he expects to be genuinely and lastingly effective. But too often he doesn't get it. He is given no opportunity to find out for himself how "crime" affects the minority community and how "the law" does. Therefore, his first impressions are often quite different from what he's been told and from what he's observed firsthand on a brief encounter.

Even the language of "the law" means different things to different people. To take just one example, "resisting arrest" is a charge that is consistently misunderstood because the officer and the minority person who is often arrested are thinking in dissimilar languages, against conflicting social backgrounds, and coming up with opposite interpretations.

This is how the police officer's behavior is swiftly translated as punishingly discriminatory by the community. It's also why the officer's report shows he had to deal with "hostile crowds" to get his prisoner to the precinct station.

Two totally different interpretations of the same scene. How do you reconcile them?

*Hiring a minority officer is a giant step in the right direction.*

For one thing, he or she learns the reasons behind law enforcement procedures. Nobody bothered to spell these out to him—and his community—before. He is given a valuable opportunity to observe the entire process of criminal justice—not just the end result. Now, he's part of that process. He's in



a position to understand the entire system and to explain it to others in terms they can grasp and accept.

Police terminology, while precise, is admittedly awkward. But now it's no longer meaningless to him. Each charge carries its own particular spectrum of corrective measures. He learns, therefore, a certain precision in terms.

The minority officer benefits from what he learns, and so does his community. He now has the knowledge to help correct inequities within the criminal justice system, and to reinforce it where it has been ineffective—both, in part, due to the sociolinguistic barriers.

The minority communities are better served because they now have a spokesman who understands their life-style. For one thing, the new officer is their interpreter; he's their guide through the strange and frightening maze of "the law." For another—and this is important—he now has the power to rechannel antisocial behavior in his community.

To take a hypothetical case: If a noisy party is going on next door, as a civilian he can either shout "Cut it out!" or call the police. As a police officer, he can effectively ask the party-goers to "Cool it!" He can then explain what's likely to happen if they don't—in language they can understand.



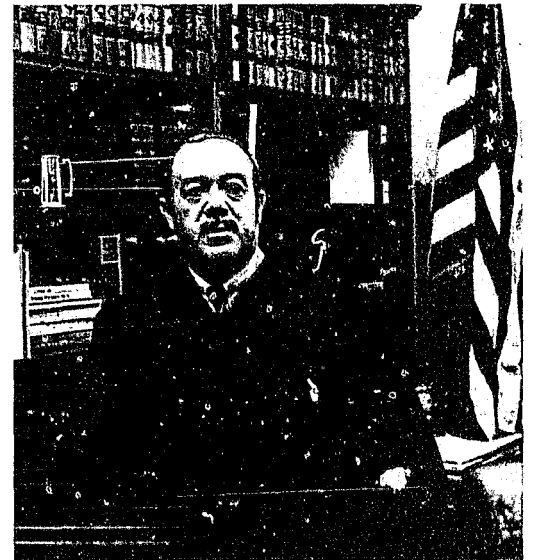


This holds true through the most intricate and dangerous situations. Although the minority officer may not be recognized as a specialist in community problems, he often holds the key to resolving them. He should be encouraged to use it.

As we pointed out earlier, hiring a minority officer helps you get your job done more effectively. You may well find a gradual softening in community hostility as the minority residents discover that the application of criminal justice procedures can work better when they are direct participants. Mutual trust and cooperation certainly don't come about overnight, but they're definitely worth the effort. Opening your ranks to minority personnel is one sure way to achieve participatory democracy and to have better communities.

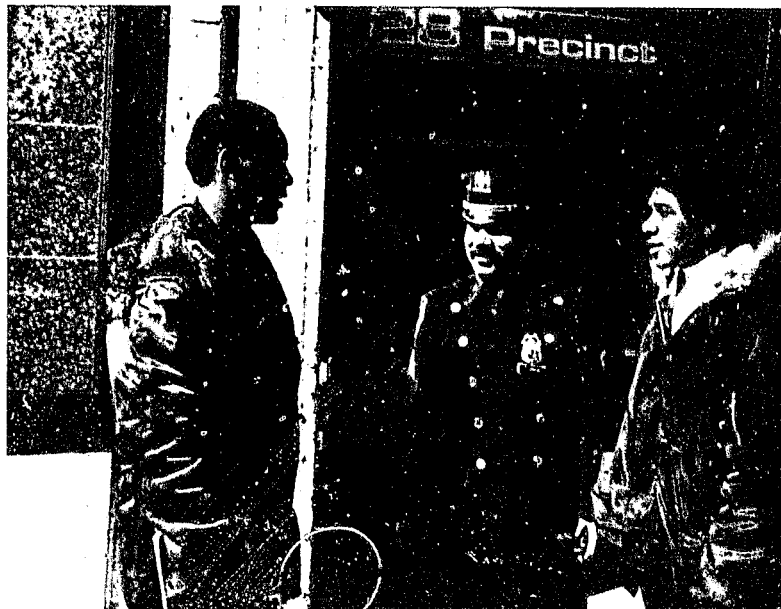
It'll take time before you can measure improvement in your organization's efficiency. There'll be extra paperwork. Extra hours. Complaints from some of your personnel. Hints of early retirement.

We can only say, on the basis of our three-year LEMMP experience, that it's worth it. It isn't easy. But you can do it. The alternative? More men on a job. More arrests. More overtime. More time in court. Still more crime. And community polarization and alienation with its attendant risks.





# Where do you start recruiting?



You begin to recruit in your organization. Make sure that everyone on the recruiting team you pick really understands why this is important, and is willing to work on it. Hard. This isn't any token gesture or quickie plan. You're going to need at least six weeks' planning before actual recruitment. After that, you're going to be committed to a minimum of six months to one year's recruiting efforts. Maybe even more, if you're going to be successful. So your team has to be genuinely interested in the program.

Here's an example of the way one police department geared up for an intensive six-month drive to recruit minorities in time for the next civil service examination. Prior to that drive, this city's police department had a Recruitment Unit consisting of two Sergeants and six police officers who retrieved minority candidates on existing eligibility lists. They worked within the Employment Division of the department's Personnel Bureau.

After the minority recruitment drive swung into full gear, several new moves were made. First, the department's Deputy Commissioner for Community Affairs was

assigned the task of developing a written recruitment program. Next, a steering committee was formed to coordinate recruitment activities and to ensure appropriate direction. On the steering committee were the Deputy Commissioner for Community Affairs, the Deputy Commissioner for Legal Matters, and the Director of Police Personnel.

A Captain was then detailed to act as Commanding Officer of the Recruitment Unit. He was charged by the Police Commissioner to implement an active recruitment effort. The Recruitment Unit was redesignated a Section, and became a staff arm of the Director of Police Personnel's office.

At its peak the personnel complement for the minority recruitment drive totaled: one Deputy Inspector; one Lieutenant; five Sergeants; thirty-one police officers; one management intern; two police administrative aides, and three typists.

Granted, this particular police department had the manpower for such an ambitious effort, and was aiming for a large



pre-application filing of minority candidates to take the exam. But no matter what the size of your department, or the number of recruits you're trying to reach, there's a basic strategy which any law enforcement agency can follow.

It works this way:

- Identify the community organizations (educational, fraternal, professional, religious) where large blocks of the minority population can be reached.
- Launch a media campaign to generate newspaper articles, favorable editorials, radio and television interviews; develop public service spots.
- Distribute police career (or other law enforcement agency) literature throughout the minority community along with handbills, brochures, and posters on your recruitment campaign. Give the date(s) of the upcoming exams, and include pre-application forms.
- Initiate a series of recruitment mailings to such potential candidates as college students and veterans. Concentrate these heavily on colleges and adult education centers for minority candidates capable of scoring well on the exam without special preparation. Send another round of letters to elected officials who can, in turn, inform their constituents.
- Develop a pre-examination service for candidates in need of more academic preparation. This would include tutorial sessions in English and mathematics as well as actual test-taking of exams constructed similar to the civil service exams required for individual agencies.
- Set up a telephone "Hot Line" center staffed with personnel to counsel applicants and to direct them to tutoring locations. (A telephone number and Post Office box number are, of course, essential.)



- Create a network of satellite recruitment centers in police offices and local municipal agencies with outreach in minority areas.
- Develop a "grass roots" (recruitment by non-police personnel and agencies) movement for recruiting minorities through the persons and institutions with the greatest influence in those communities.
- In the final month of the campaign, produce a second round of hard-hitting literature, mailings, and radio and television messages.
- During the last ten days prior to exam date(s), conduct a telephone reminder drive to ensure maximum minority turnout on exam date(s).
- After placement, provide post-exam counseling for retention of successful minority candidates. This is necessary to ensure that large numbers of minorities who have passed the exam(s) will satisfy subsequent appointment processes.

Since there'll be a certain amount of record-keeping involved as a result of interviews, follow-ups, and job referrals, you'll need to work out a system for handling this paperwork. Perhaps you'll decide to have all the data turned over to one member of your team. You may prefer to have each one keep his or her own records, and exchange information at regular team meetings. The system is up to you, but you must have a system.

Paperwork is a job nobody likes, but it has to be done for your program to show results. Here's an example. An applicant might successfully pass the civil service exam for patrolman, only to find that because of the personnel limits, he has to wait a year for his job. You can lose him, right there. But if, through your contacts, you've heard of openings for security guard or probation officer (to pick two at random) for which he's qualified, you're still ahead. You make some phone calls and send him over. He gets the job. He gets it because you kept his records and followed up. Result: another enthusiastic member of the criminal justice system.



# How do you get your message across?

There are five basic ways. Word of mouth, public speeches, and the three commercial media: newspapers, radio, and television. To cover all these right at the beginning, call a general press conference. Describe to the reporters exactly what you hope to do and how you plan to do it. Ask them for their suggestions. Tell them which local groups are working with you and what kinds of jobs you hope to fill.

Make it very clear to them that you've taken this decision in order to improve the quality of criminal justice administration in your area. Also, let them know that you've made the decision so that your department can provide better service to the entire community.

Admit that your recruiting job isn't going to be easy, and ask for their help in spreading the news through feature stories, interviews, and straight news items, such as printing the dates and locations of civil service exams. In return, promise to furnish them with any colorful information that comes your way, such as a successful applicant's background and achievements, or news of remarkable placements.

## **Publicity**

### ***Newspapers***

Newspapers are not compelled by law to run a certain amount of public service material (as radio and television stations are), but they're eager, just the same, for all kinds of "human interest" items, from success stories to comments by leading citizens on your campaign.

Here is where your business and community contacts can really pay off in print stories and in photographs. Big names always make news. Get them hooked up with your program and your recruits, and you're off to a flying start in the newspapers.

Also, don't forget that college publications and local neighborhood papers can be just as helpful as city-wide papers in circulating your recruitment message.

### ***Radio and Television***

By \*FCC regulation broadcast stations must devote a certain amount of air time to nonprofit, noncommercial broadcasts. Your program is just the sort of material they're looking for. So, talk to the station managers and the public service directors. You'll find them generally cooperative.

Here are some of the ways they can help: arranging panel discussions with applicants, civil service personnel, educators, and your own recruitment team; interviewing a recruiter or a new applicant; giving timely announcements about the progress of your program. Some may want to make a regular weekly in-depth feature of it. (\*Federal Communications Commission)

### ***Minority Media***

Radio has proven most successful for reaching recruits in minority neighborhoods. You should concentrate on radio stations with substantial minority audiences.

These minority-oriented radio stations should, of course, be contacted for airing



your public service spots throughout your campaign. But they should also be targeted for intensive follow-up toward the end of the drive. The follow-up can result in the stations' willingness to play your spots frequently and at times when large numbers of listeners are tuned in.

### **Advertising**

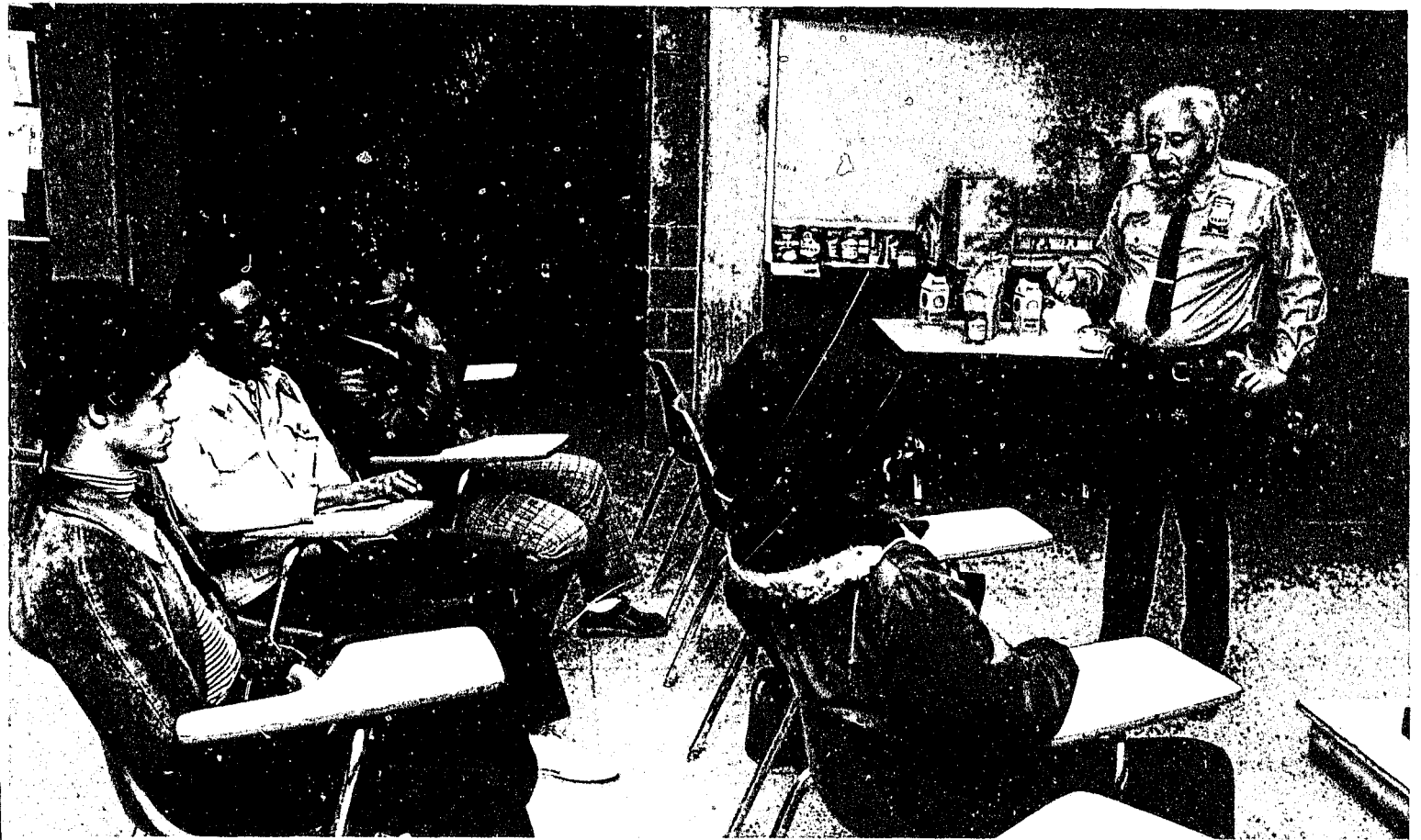
A quick and easy way to get your message to recruits is by distributing handbills, brochures, and posters. Here is where your contacts among businessmen and promotion staffs, they can help you create these materials and underwrite production costs.

Your advertising doesn't have to be either elaborate or expensive. All it needs to do is make a basic point: "We have good jobs for you, and we'll help you qualify for them." One good picture plus a few simple sentences (in both English and Spanish, if needed) will do the job efficiently. A telephone number and a Post Office box number are essential.

To distribute your handbills and brochures, use your neighborhood contacts.







Posters work for you in supermarkets, in both private and public employment centers, in recreational areas. For your handbills and brochures, you'll find that athletic and social clubs, schools, fraternal organizations, and individual stores all make good distribution points. However, don't feel locked in by the foregoing examples. They're just suggestions and they all overlap.

You know best where your campaign will draw the greatest amount of interest and response. Above all, don't be afraid of improvising. The unusual tends to produce untapped sources of candidates.

### ***Public Speeches***

Personally addressing local groups always produces results. Our people spoke in churches, schools, at the YMCA and YWCA. They found audiences in colleges, at veterans associations, fraternal and purely social groups. Sometimes we sent a team, sometimes only one person. But we always selected speakers who were well-informed, enthusiastic, articulate, and able to field all kinds of questions from the audience, including hostile ones.

The best way for a speaker to hold a group's attention is to give the group the freedom to speak its mind without letting the give-and-take get out of hand. Such a speaker may not necessarily be a full-time member of your recruiting team. He or she could be anyone with experience in administering criminal justice who meets the qualifications, such as a judge, a commissioner, or an employment counselor.

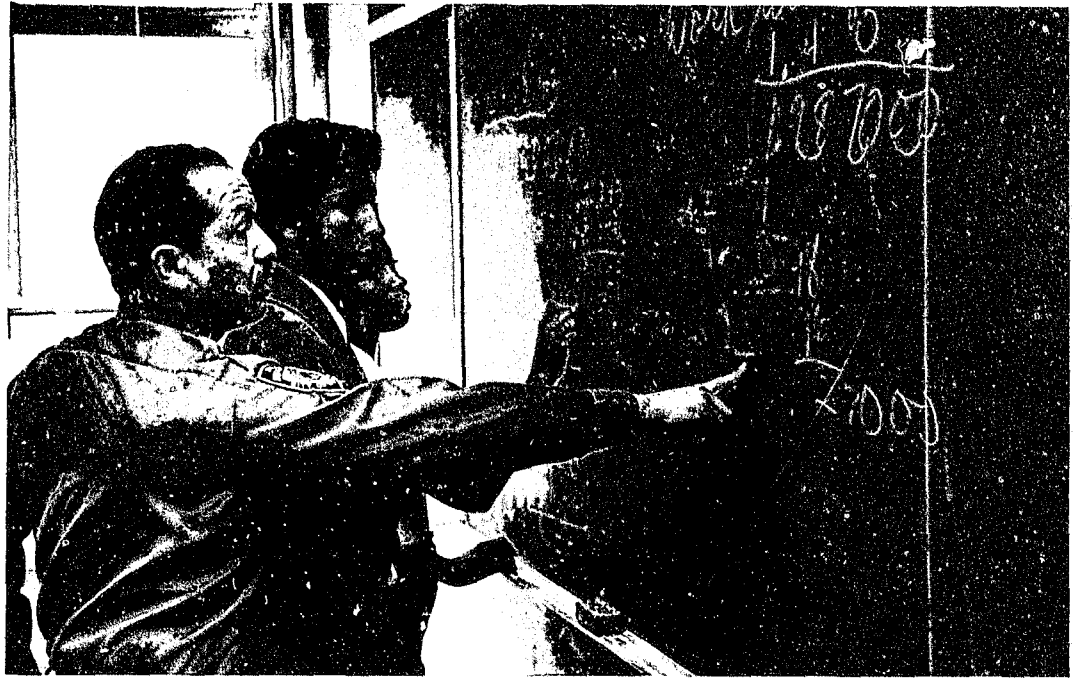
### ***Sound Trucks***

Another idea we found effective was using a sound truck to tour minority neighborhoods, broadcasting information about the program. An integrated team of white and minority officers explained the career opportunities available, and how to apply for them.

Each time they stopped at a prearranged location, they distributed handbills giving the essentials of the program, including its benefits. They talked freely with local young people. On later tours, they broadcast details about new educational classes which were opening up, giving the times, dates, and locations. They also announced specific placements.



# What supportive techniques do you need?



Remedial education is foremost. Many minority men and women have simply not had access to the basic knowledge and skills other people take for granted. Those skills which they did acquire in school have frequently grown rusty from disuse.

For instance, they often need preparation in such English skills as vocabulary-building, reading comprehension, and word definitions. These are crucially important to your recruits along with mathematics and problem-solving. Competence in these areas enables applicants to pass civil service exams for such positions as patrolman and correction officer.

## **Here Are Some Ways We Solved The Educational Problem**

With the cooperation of local educational groups, we developed a complete preparatory program. It was designed to achieve two goals: to determine the applicant's current academic abilities, and to

improve them. The program included both pre- and post-testing; instruction in English and mathematics for those in need of it, and the use of self-study manuals.

Some of our most useful tools were the following: *The Written Word* (a grammar), *Webster's New World Dictionary*, the *Arco Civil Service Examination* book, and the local newspapers. With these we taught English grammar and spelling. We also produced our own self-study police training manual, which proved extremely helpful in familiarizing our recruits with basic law enforcement language. Another effective tool was the series of mock civil service exams which we gave our applicants to use as study guides.

We also took steps to bring about changes in the civil service exams. These changes went far beyond making the tests bilingual. We recommended rewriting them. We did this because we found that the exams ignored certain important differences in minorities' educational and sociological

backgrounds. These differences, which could easily be remedied, were having a depressing effect on scores. They virtually guaranteed the elimination of many otherwise highly qualified minority candidates.

### ***More Changes We Made***

When our suggested changes were acted on, the way was opened up for the recruitment of promising men and women. By working closely with civil service authorities, we also helped to remove another barrier to successful recruitment. We had found that many qualified applicants never even showed up for the exams because they hadn't been notified. Often, there was a timing conflict, or the exams were given in remote areas. We arranged with the authorities to accommodate applicants with special test periods wherever possible.

The civil service staff agreed that all our suggestions, while not affecting the basic structures in any way, did permit the entry of many more well-qualified recruits into the criminal justice system.

There were other "set-back" techniques which we changed. One was having the polygraph, or "lie detector" test, where required, administered by a minority officer, not a white one. Another was having integrated teams assigned to handle the required background investigatory work, replacing all-white teams. We found this necessary because white investigators often unfairly evaluate minority candidates.

Here's how the process usually works:

After passing the civil service exam and physical fitness test, a candidate then has to go through a background investigation. The applicant is given a twelve-or-more page questionnaire to complete. All relatives have to be listed. All previous police records, employment and school records have to be listed. If the applicant has served in the Armed Forces, this, too, is reviewed. Anything as insignificant as a traffic summons, or undisclosed accident, can be used to disqualify a candidate.

Former employers as well as current employers are contacted for references. Neighbors are interviewed and a visit to the

candidate's home is made. The background investigators can then either approve or reject a candidate. Their decision is subject to review by a supervisor, but rarely is it overruled.

This places a heavy load on black and other minority candidates. They are often rejected for having a poor employment record. But many blacks have been marginally employed and often undergo long periods of involuntary unemployment. The white investigators view this with suspicion. A legitimate means of support during these periods of unemployment has to be proven if the candidate doesn't want to be rejected.

Some minority applicants come from broken homes where only one parent was present, or they are separated, divorced, or living in "common law" arrangements. This is viewed as "moral turpitude" and is a cause for rejection. A minor record for a criminal offense committed as a juvenile can even eliminate a candidate.

However, if the candidate has been a member of a highly-structured church, one respected by the white investigators, a letter from a priest or minister can mitigate a bad school record, minor criminal offense, or poor military record.

One minority candidate had this experience. When he first applied for a patrolman's job with a big-city police department, he passed the written and physical exams, but was rejected by the background investigation. The reason: his uncle had been arrested for jostling. Now, jostling is a charge usually given for an attempted pick-pocket. The candidate was finally appointed when he proved that the uncle no longer lived at his residence, and that he, the candidate, was two years old at the time of the incident.

Another minority candidate was rejected by the background investigation because of his prior employment record. The white investigators told him that he had held too many jobs. He then told them that he had taken any job he could get, whether temporary or seasonal. His plea didn't change the rejection.

These candidates were applying for jobs in police departments in two entirely different cities, but their experiences were similar and could have happened anywhere.



We also found that our applicants needed physical as well as academic training, since they had to pass physical exams as well as oral and written ones. This kind of training is rarely regarded as enjoyable by anyone in any occupation, especially when it is mandatory. But it is essential in the field of law enforcement. So we arranged "shape-up" sessions in local gymnasiums for both men and women applicants.

Finally, we learned perhaps the most important fact of all. Continued follow-up is absolutely essential to keep the initially interested applicants on course.

### **Here Is How One Police Department Solved The Educational Problem**

A joint committee of police personnel from the Recruitment Section Department of personnel examiners and training specialists from the city's Department of Personnel developed a 24-hour course of instruction to prepare candidates for the exam.

Classes were conducted in two five-week cycles of ten sessions each. Advance

registration was not required and all materials were provided free-of-charge. The instructors were specially selected minority officers authorized by the Police Commissioner to carry out this work while on duty.

The Department of Personnel conducted an intensive three-day training session for instructors of the tutorial program. These instructors were evaluated during the training period and those who failed to qualify were dropped.

Meanwhile, the joint committee of police personnel and training specialists wrote a study manual for use by candidates enrolled in the tutorial program. Twenty-four locations, mostly churches, Police Athletic League facilities, and community centers were selected for the tutorial program's first one-month cycle. This was expanded to 27 locations for the second cycle.

Candidates for the police exam who required special remedial assistance in order to complete the test preparation course were given instruction in English and math. A special trial exam for all candidates was given at the end of the one-month cycles.



# Who are the groups to work with?

Get the backing of as many community groups as you can—educational, fraternal, professional, religious. Let them know what you're planning and ask for their cooperation. This doesn't necessarily mean they simply applaud you, or even give you a donation, and then forget about it. It means they help you get the word around that you're seriously looking for qualified people.

They call you when they hear of any job openings, either in their own organizations or in others. (Jobs are a great help in tiding applicants over while they're waiting to take exams, or for appointment to positions.) The point is to get all your community leaders concerned about and involved in your recruitment program. After all, it's to their benefit as well as yours.

You must get the support of civil service authorities. It's very important. When you're seeing your qualified applicants through their preliminary training and their subsequent exams, the civil service people can give you a great deal of valuable help.

They can suggest the kinds of material the recruit should study beforehand, get you copies of tests from previous years so that they learn the language and techniques involved, and notify you about the dates and times of the exams.

Since so much has to be done in a relatively short period of time, it's helpful to establish a "grass roots" approach (recruitment by non-police persons and agencies) during your campaign. The basic idea is to establish a network of satellite recruitment centers in city agencies with numerous local outlets in minority areas. Likely agencies would be a Board of Education, or a Youth Services Agency.

In one city the police department worked closely with the local Housing

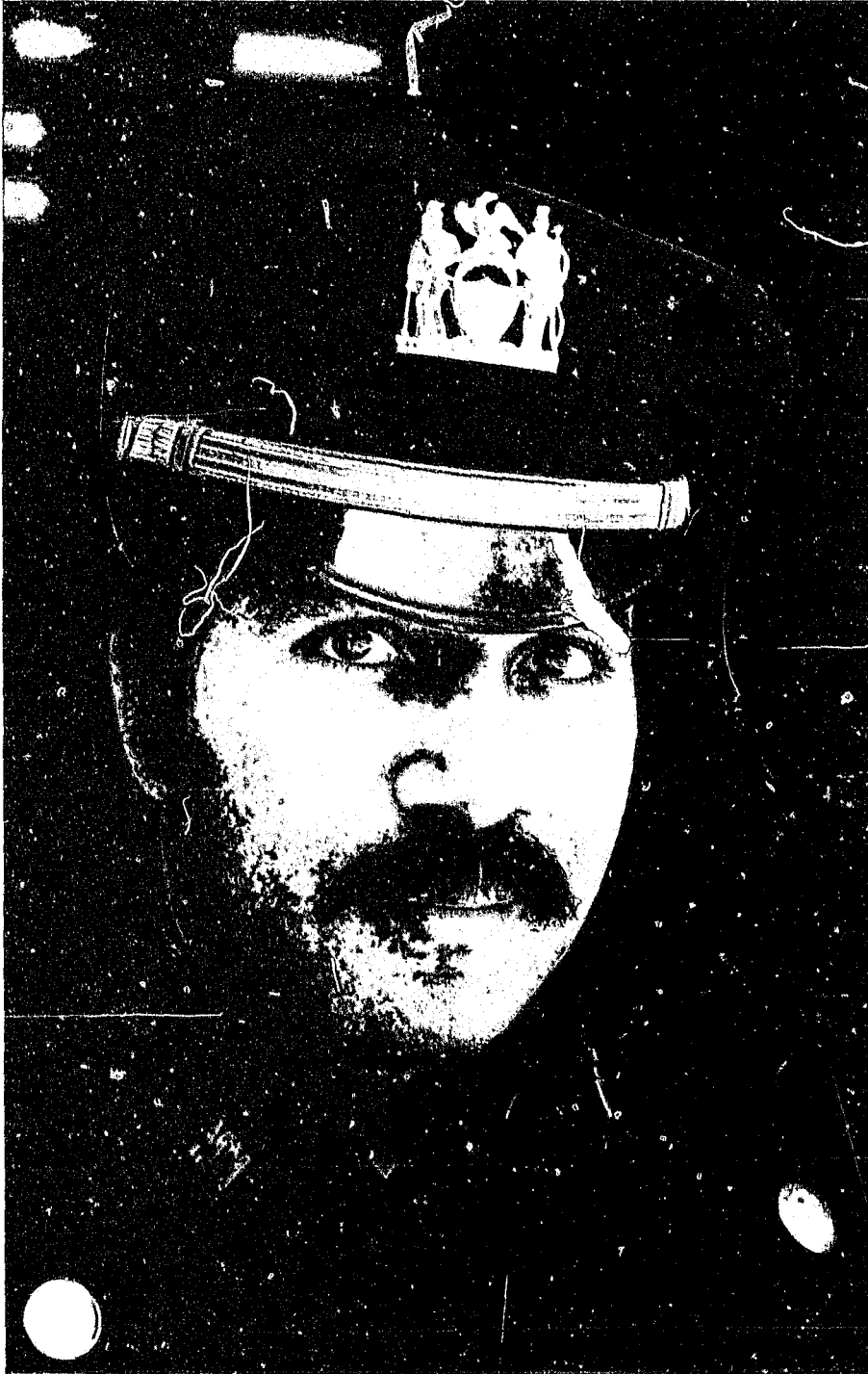
Authority in an attempt to reach recruits. The department's recruiting staff briefed Housing Authority managers on the minority recruitment drive and asked for their support.

The managers agreed and began to display recruitment posters and literature prominently in Housing Authority buildings. They distributed police career literature and pre-application forms to tenants, and invited police officers to speak during regularly scheduled meetings.

There is a distinct need to continue "selling" a police career (or any other law enforcement agency) in the minority community. It must be done on a sustained basis to overcome minority reluctance in entering the police service. Minority youths, in particular, must be conditioned to the point where they see police work as a desirable and socially beneficial occupation. A system of career presentations in the high schools, junior colleges, churches, and civic groups is vital in order to change attitudes, as well as to prepare for future recruitment.

Make it a point to consult minority church, fraternal, and school group leaders during your campaign. They're good channels for recruits. Tell them frankly what's in it for you, and what's in it for the applicants. When you meet doubt or disbelief on their part, make it clear that you're really in favor of the program.

Remember that "tokenism" is a very real threat. You must be able to convince people that minority men and women do have a good career ahead of them in your organization. If you're able to introduce a minority fellow officer who actually has moved ahead in his career, this is one of the most effective proofs you can give them.





# When is your campaign successful?



Specifically, of course, when you've made a number of minority additions to your own staff, and have also helped make placements in related fields. But, there's more to it than that. The real underlying success comes when your program has managed to alter the misunderstandings and prejudices that exist on both sides.

When minority citizens and criminal justice personnel begin to understand each other better, respect each other more, and discover that by working together they can solve a lot of old problems, they're far better prepared to solve the new ones coming up.

In other words, when honest conversation between two alien elements gets going, alienation starts to fade and the mutual trust that makes for effective teamwork takes over.

## **Follow-Up Is Important**

Even before placement, continued follow-up is a must. Too often, minorities accept the negative as a way of life, especially where law enforcement is concerned. If they fail once or twice in any endeavor, their own experience leads them to believe that making further effort is a waste of time and energy.

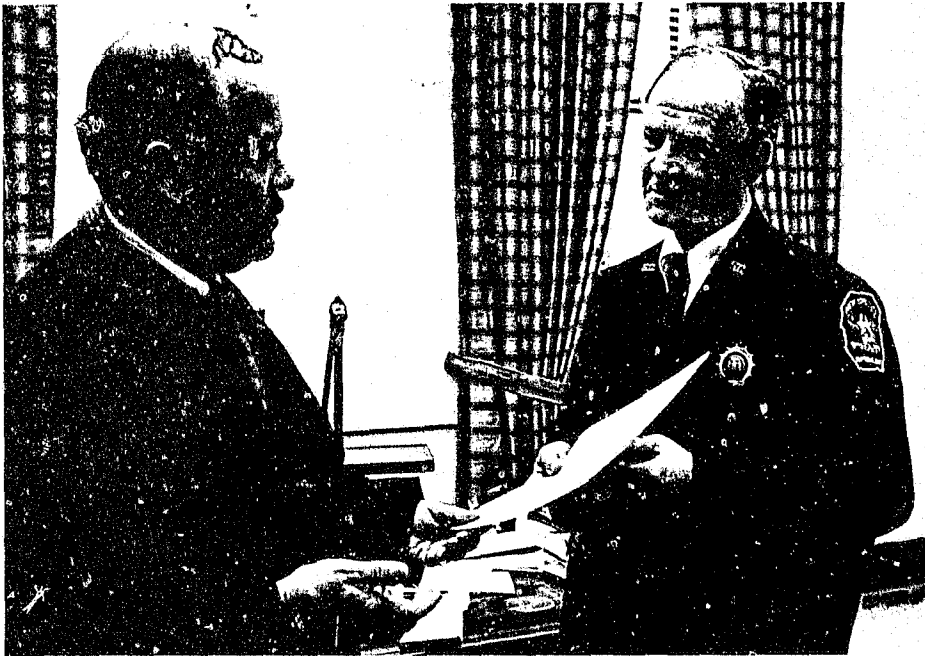


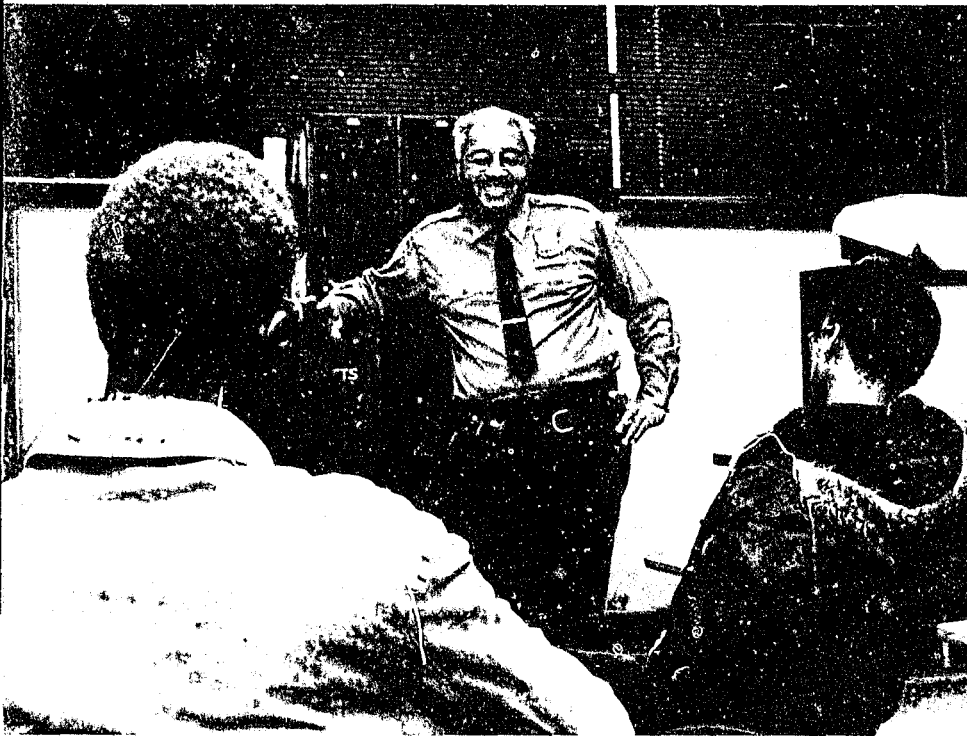


By constantly keeping in touch with applicants, encouraging them, getting them part-time jobs or even leads to jobs, you won't lose them so easily. You need to maintain their confidence in your sustained interest and concern for them. This calls for a considerable amount of extra time and patience on your part. But it pays off.

After placement, follow-up counseling is important. Counseling should, of course, primarily deal with the new minority officer's concerns and problems on the job. But he or she should also be made aware of opportunities for promotion to higher ranks through competitive exams, as well as opportunities for advanced career training and college scholarships.

Since your agency or department has now recruited, placed and retained minority personnel, you should again call upon print and broadcast media to document your successes and difficulties. From our earlier discussion on media, we can assume that your contacts with local newspapers, radio and television stations have already alerted the general public to your recruitment drive. Now, you should use those media contacts for follow-up articles and broadcasts to inform the public that you have actually done what you set out to do.





### **Related Law Enforcement Work**

There are related positions in the law enforcement field. Here is where your close working relationship with community groups and paralegal authorities can serve you well. They can keep you posted on both civilian and law enforcement job openings. These can be held by two types of recruits: those on waiting lists, and those who plan to take the exam again in the hope of passing it. Here are some typical placements we were able to make in related law enforcement work: campus policeman, bank guard, law clerk, bailiff's assistant, sheriff's clerk, computer operator, parking officer, police records clerk. Civilian placements included: dietitian, cashier, drug counselor, salesman, social worker, and youth counselor.

When you make any minority placement, you gain valuable credibility in the community. The words "I got my job through the police department," may sound unbelievable to you. But we heard it said proudly, time after time.

There can be a climate of mutual trust between the minority community and its law enforcement agencies. It is not some unreachable Utopia. Barely 30 years ago, a little Harlem boy who got lost in the frighteningly unfamiliar streets of midtown Manhattan could confidently walk up to a white policeman and ask him for subway fare. Today, he says, "My mother always told me that if I ever got lost, a policeman would give me a nickel to get home." That little boy is now one of the New York City police department's top Black detectives.

So, you see, it can be done. And it's time we began getting back to that climate of mutual trust. Nobody ever said it was easy. But at the National Urban League we discovered how to do it. We also found that the minority community wanted to see it done. Now, it's up to you. That's why we've told you about the things that worked for us. We know they'll work for you.

