Affirmative Action
Equal Employment
Opportunity
in the Criminal Justice System

a publication of the National Institute of Justice
AFFIRMATIVE ACTION
EQUAL EMPLOYMENT OPPORTUNITY
IN THE CRIMINAL JUSTICE SYSTEM

A Selected Bibliography

compiled by
Bill Brousseau
Carol Klein

edited by
Nancy Arnesen

National Criminal Justice Reference Service

May 1980

U.S. Department of Justice
National Institute of Justice
National Institute of Justice
Harry M. Bratt
Acting Director

Prepared for the National Institute of Justice, U.S. Department of Justice, by Aspen Systems Corp., under contract number J-LEAA-023-77. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice. Research on this project was completed in June 1979.

A limited number of paper and microfiche copies of this publication are distributed by the National Criminal Justice Reference Service. When requesting this document, please use the following identification number: NCJ 61834.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>v</td>
</tr>
<tr>
<td>How To Obtain These Documents</td>
<td>vii</td>
</tr>
<tr>
<td>Affirmative Action/Equal Employment Opportunity</td>
<td>1</td>
</tr>
<tr>
<td>Criminal Justice System</td>
<td>17</td>
</tr>
<tr>
<td>Police</td>
<td>21</td>
</tr>
<tr>
<td>Courts</td>
<td>33</td>
</tr>
<tr>
<td>Corrections</td>
<td>37</td>
</tr>
<tr>
<td>Author Index</td>
<td>41</td>
</tr>
<tr>
<td>Appendix — Resource Agencies</td>
<td>43</td>
</tr>
</tbody>
</table>
INTRODUCTION

Implementing an affirmative action/equal employment opportunity program is a high priority of the criminal justice system. Although some controversy still exists, Congress has set basic affirmative action/equal employment opportunity guidelines. Agencies that do not comply with these guidelines face potential loss of federal funds from the Law Enforcement Assistance Administration and the Office of Revenue Sharing. There is no longer any question of whether to bring women and minorities into the criminal justice system, but how to do it most effectively.

Two fundamental pieces of affirmative action/equal employment opportunity legislation in the criminal justice field are the 1973 amendment to the Omnibus Crime Control and Safe Streets Act and the Jordan amendment. The first bars discrimination in police departments, courts, juvenile agencies, correctional institutions, drug treatment programs, and other law enforcement programs. The second provides “triggers” that initiate administrative procedures for the cutoff of funding. Many organizations are in a state of flux regarding affirmative action. Agencies are at varying stages of clarifying guidelines, developing policy statements, and implementing programs. Thus, information about the quality of these efforts remains to be collected and evaluated.

This bibliography has been compiled to provide information and assistance to criminal justice agencies as they strive to implement effective affirmative action/equal employment opportunity programs. The citations are presented in five areas of interest:

- **Affirmative Action/Equal Employment Opportunity.** Discussions of the general nature of AA/EEO, including problems and policy manuals for action programs, policy statements, background information on employing women, minorities, and senior citizens.
- **Criminal Justice System.** Publications that focus on AA/EEO in criminal justice agencies, with information about compliance, recruitment, and other relevant topics.
- **Police.** AA/EEO issues specific to law enforcement agencies, including women police officers, minority recruitment, career development, and community relations.
- **Courts.** Studies of AA/EEO progress in the courts, including program descriptions, personnel plans, and minority employment.
- **Corrections.** Personnel recruitment, selection, and assignment in correctional institutions, and special problems that stem from the nature of these institutions.

All of the citations have been selected from the collection of the National Criminal Justice Reference Service, and information about how to obtain the documents is presented on the following page.

For individuals seeking further information, several lists of resource agencies are presented as an Appendix. Organizations that can provide assistance or specialized information are listed in the same categories as the chapters: general information, criminal justice system, police, courts, and corrections.
HOW TO OBTAIN THESE DOCUMENTS

The documents in this bibliography are part of the National Criminal Justice Reference Service (NCJRS) collection and are available to the public in the NCJRS Reading Room on weekdays between 9 a.m. and 5 p.m. The NCJRS Reading Room is located in Suite 211, 1015 20th Street, NW., Washington, DC.

For researchers who prefer to obtain personal copies, a sales source is identified whenever possible. For periodical literature, there are several potential sources of reprints: Original Article Tear Sheet Service (Institute for Scientific Information, 325 Chestnut Street, Philadelphia, PA 19106) and University Microfilms International (Article Reprint Department, 300 North Zeeb Road, Ann Arbor, MI 48106). Document availability changes over time and NCJRS cannot guarantee continued availability from publishers and distributors.

In addition to the following frequently cited sources, many of the documents may be found in public and organizational libraries.

Documents From GPO

The letters “GPO” after a citation indicate that copies may be purchased from the Government Printing Office. Inquiries about availability and cost should include stock number and title and be addressed to:

Superintendent of Documents
U.S. Government Printing Office
Washington, DC  20402

Documents From NTIS

The letters “NTIS” after a citation indicate that copies may be purchased from the National Technical Information Service. Inquiries about availability and cost should include publication number and title and be addressed to:

National Technical Information Service
5285 Port Royal Road
Springfield, VA  22161

Microfiche From NCJRS

The designation “NCJRS Microfiche Program” indicates that a free microfiche copy of the document is available from NCJRS. Microfiche is a 4 x 6-inch sheet of film that contains the reduced images of up to 98 pages of text. Because the image is reduced 24 times, a microfiche reader (available at most public and academic libraries) is essential to read microfiche documents. Requests for microfiche should include the title and NCJ number and be addressed to:

NCJRS Microfiche Program
Box 6000
Rockville, MD  20850

Loan Documents From NCJRS

Most of these documents may be borrowed from the National Criminal Justice Reference Service on interlibrary loan. Documents are not loaned directly to individuals. To borrow documents from NCJRS, specify the title and NCJ number and ask your librarian to submit a standard interlibrary loan form to:

NCJRS Document Loan Program
Box 6000
Rockville, MD  20850
AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY
AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY

1. AMACOM AMERICAN MANAGEMENT ASSOCIATION, 156 WEST 50TH STREET, NEW YORK NY 10020. HOW TO ELIMINATE DISCRIMINATORY PRACTICES—A GUIDE TO EEO (EQUAL EMPLOYMENT OPPORTUNITY) COMPLIANCE. 91 p. 1975. HCG-55283

Directed to top management, personnel staff, and line managers, this manual shows how to avoid systemic discrimination by analyzing the total employment process. Discrimination occurs both on the level of the personal bias of an individual in authority, and on the level of the system of policies, practices, selection criteria, and decisionmaking criteria which affect the protected classes negatively. This latter aspect, systemic discrimination, is addressed in this manual, which is intended to help employers locate such disparities through a method of self-analysis, as the Equal Employment Opportunity Commission (EEOC) views it. Discrimination on the basis of race, color, religion, sex, or national origin is discrimination against the class of people with the characteristic in common. Therefore, a statistical disparity at any step of the employment process amply serves either agency as a prima facie indication of discriminatory practice. The first part of the manual is aimed at top management. It covers such general considerations as how systemic discrimination enters the personnel system and its subsystems, citing cases bearing upon its definition (the Griggs v. Duke Power Company decision); and remedies for systemic discrimination by describing typical results of a self-audit, and indicating how an employer can go about developing remedial programs. A brief description of what is needed in an affirmative action plan is included, as well as an explanation of the EEOC voluntary compliance agreement. The second part of the manual is technical and methodological, written primarily for personnel staff and line managers, and comprises the following: instruction for the collection of data (but not the analysis of those data); measurements of parity (comparisons of the internal distribution of the work force to the appropriate external labor market); identification of specific personnel practices; establishment of priorities for later work, and identification of other potential major compliance issues; outline of the steps necessary to identify discrimination in recruitment, hiring, promotion, transfer, and termination; and discussion of the principles of the EEOC's "theory of relief relative to the development of specific remedies and the settings, of goals and timetables. A glossary of EEOC compliance terms, a description of section 90-111 revised order No. 4, and selected readings are included. Tables support the text.


Lawyers, academicians, and journalists discuss the legal and moral consequences of affirmative action. A federal program for combating discrimination, the Transcript of the Panel discussion is presented without editorial comment. The debate centers around these broad questions: How far should the government intrude into the private sector in dictating goals to eliminate discrimination? Should performance capabilities be the sole criterion in hiring? Do affirmative action programs entail preferential treatment? If so, is preferential treatment constitutional? Is there a distinction between goals and quotas? Has the Department of Health, Education, and Welfare been successful in its enforcement of affirmative action guidelines? The Panel, moderated by Ralph K. Winter, Jr., of the Yale Law School, includes Owen Fiss, Professor of Law at the Yale Law School; Richard Posner, Professor of Law at the University of Chicago Law School; Vera Glaser, syndicated columnist for Knight Newspapers and WTOP radio commentator; William Raspberry, columnist for the Washington Post; and Paul Seabury, Professor of Political Science at the University of California at Berkeley. The discussion was held at an American Enterprise Institute for Public Policy Research Round Table held on May 26, 1975. (Author abstract modified)

Supplemental Notes: AEI (AMERICAN ENTERPRISE INSTITUTE) ROUND TABLE HELD AT WASHINGTON, DC. MAY 26, 1975. PARTICIPANTS INCLUDED RALPH K. WINTER, JR., AS MODERATOR, AS WELL AS OWEN FISS, RICHARD POSNER, VERA GLASER, WILLIAM RASPBERRY, AND PAUL SEABURY.

Availability: AMERICAN ACADEMY OF PEDIATRICS, INC., 1901 HINMAN AVENUE, EVANSTON IL 60204.

One of the trends evident in civil rights legislation since the Civil Rights Act of 1964 has been the extension of technical requirements for validation of employment practices. This paper deals with validation of employment procedures and specifically with the first step in the total validation process—the job analysis.

After outlining the key phases in a validation process, it presents step-by-step summaries of some of the practices and innovations that have been introduced at the Industrial Relations Center of the University of Chicago. Ill., to conform to validation guidelines. The review of studies shows that there is increased acceptance of content and construct validity in job analysis where a comprehensive description of performance domain is present. A trend towards multitrait or consortum validity is occurring in which a demonstration of the 'transportability' of the validity's test battery would be a requirement for implementation. Under this type of situation, an organization which has not participated in validation would have to prove that its application population and its requirements for successful job performance are similar to those for corresponding jobs in participating organizations. A standardized and quantified job analysis instrument has been developed to replace those that could not be implemented by organizational personnel. During tests, the instrument has been able to differentiate between various jobs and has produced information making interpretation about job demands possible. The instrument applies the skills and attributes inventory and the forced-normal-distribution card sort form, to determine the degree of importance of each job skill or attribute to performance on the job. Tabular data, graphs, and references are included.


Focusing on the affirmative action position vis-a-vis use of the seniority system in layoffs, this article notes the pros and cons of the debate and suggests several alternatives to gutting the seniority system. The economic recession in the mid-1970's put into sharp focus the conflict between seniority provisions in labor-management contracts and national labor policy contained in Title VII of the 1964 Civil Rights Act. Specifically, organizations representing minorities and women claim that layoffs under last-hired, first-fired seniority provisions negated gains made under Title VII in the late 1960's. The employment market was expanding, seniority layoffs have come under attack because under certain circumstances layoffs reflect original discriminatory hiring. It should be noted, however, that the affirmative action provision does not advocate abolishment of the seniority system as a layoff determination factor. Act of 1964 of constructing the seniority system into the employment system. However, when placed in their rightful place in the seniority hierarchy, the position of the courts in relation to this consideration is clear: in the transition period from unequal to equal employment opportunity where previous hiring practices have affected minorities and women, national labor policy embodied in the Civil Rights Act, as amended in 1972, takes precedence over private collective bargaining contracts. Among proposals made to enable identifiable minority and nonminority groups to share the burden are alternative layoff systems and worksharing plans. Worksharing proposals include reduced workweeks and a corresponding pay cut for all employees, elimination of overtime, and payless holidays, while alternative layoff systems involve rotational or alternating layoffs, layoffs by lot, and placing employees on layoff rosters by race and sex and then laying off persons in proportion to their presence on the work force. Creative collective bargaining is perhaps the key: where past discriminatory hiring practices have occurred, the employer and union should voluntarily modify the seniority system rather than have the government impose a system. Judicial decisions and other references are footnoted.


The aim of this article is to gauge the national-level impact of equal employment opportunity (EEO) laws on the incomes of women and nonwhites relative to those of white men. The focus of the article is on the four laws most directly related to civil rights and civil labor rights—Title VII of the Civil Rights Act of 1964, and the 1972 laws amending each of them. The analysis differs from others published on the subject by comparing all groups with white men, including changes in attitudes in the analysis, and by dealing in detail with enforcement of the laws. The model developed is seen to work well when used to examine increases in the nonwhite income, but does not deal effectively with the income of white women. The article argues for the inclusion of changes in attitudes in the study of alterations in the economic situation of women and nonwhites. It stresses that there should be realism in the examination of the EEO law's impact and that the economic status of all groups protected by EEO legislation should be compared with the status of white men as a criterion group. The study found that although nonwhite men and women have made major gains relative to white men in recent years, the income gaps are still very large. The gains have also been very early ones, involving the most blatant forms of discrimination. As discrimination becomes more subtle and as structural discrimination becomes more important, further gains will become more difficult to achieve. Extensive tabular data and references are provided. (Author abstract modified)

Supplemental Notes: Earlier version was presented at the 1979 Annual Meeting of the Eastern Sociological Society, New York.


A manual for employers wanting to develop an equal opportunity employment program. This volume presents data on the status of minority groups, recruiting sources, campaigning, interviewing, and hiring minorities. The text opens with a detailed analysis of minority groups—Asians, American Indians and Alaskan
EQUAL EMPLOYMENT OPPORTUNITY

NATIVES, BLACKS, HISPANICS—AND THEIR EMPLOYMENT STATUS NATIONWIDE, THROUGH HISTORY, AND IN VARIOUS TYPES OF PROFESSIONS AND SKILLS. THEN IT TURNS TO THE DEVELOPMENT OF RECRUITMENT AND EMPLOYMENT PROGRAMS, DISCUSSING EMPLOYMENT QUOTAS, THE AFFIRMATIVE ACTION PLAN, DETERMINATION OF LABOR MARKET AVAILABILITY, AND TRAINING FOR RECRUITMENT AND EMPLOYMENT: A CHECKLIST OF ERRORS GENERALLY MADE BY PERSONNEL OFFICERS OR SUPERVISORS TO THE DETRIMENT OF MINORITY APPLICANTS IS PROVIDED ALONG WITH A LIST OF TRAINING AND EMPLOYMENT STANDARDS AND JOB CLASSIFICATION REQUIREMENTS. RECRUITMENT OF MINORITIES THROUGH COLLEGES AND UNIVERSITIES IS CONSIDERED IN A SECTION WHICH CONTAINS A STATE-BY-STATE LISTING OF COLLEGES ALONG WITH THEIR CONCENTRATIONS OF MINORITY ENROLLMENTS; AND INFORMATION ON, AND A DIRECTORY OF, PRIMARILY BLACK COLLEGES AND UNIVERSITIES AND THOSE WITH A LARGE ENROLLMENT OF OTHER MINORITIES ARE INCLUDED. STATE-BY-STATE INFORMATION ALSO IS PRESENTED ON MINORITY MEDIA, USEFUL IN RECRUITING MINORITIES, ALONG WITH A BIBLIOGRAPHY OF MINORITY PUBLICATIONS AND RADIO AND TELEVISION STATIONS WITH LARGE MINORITY APPEAL, DATA ON OTHER RECRUITING SOURCES, SUCH AS MINORITY ORGANIZATIONS, FEDERAL AND STATE AGENCIES, AND THE DEPARTMENT OF LABOR. FURTHER INFORMATION AND CHECKLISTS CONCERNING MINORITY EMPLOYMENT OPPORTUNITY ARE FURNISHED. FINAL SECTIONS TOUCH ON THE INTERVIEWING AND APPRAISAL OF MINORITY APPLICANTS AND OFFER LISTS OF INTERVIEW QUESTIONS AND APPRAISAL CHECKPOINTS, INFORMATION ON BOTH THE LEGAL ASPECTS OF EQUAL EMPLOYMENT AND OF TESTING OF APPLICANTS, AND A DISCUSSION ON EMPLOYING AND RETAINING MINORITY PERSONS. THIS SECTION INCLUDES A DIRECTORY OF EQUAL EMPLOYMENT AGENCIES AND COMMISSIONS—LOCAL, STATE, FEDERAL, A LIST OF ORGANIZATIONS PROVIDING HOUSING TO MINORITIES, AND DIRECTORIES OF MINORITY-OWNED FIRMS AND BUSINESSES AND MINORITY PROFESSIONAL ORGANIZATIONS. A BIBLIOGRAPHY IS PROVIDED.

Availability: GARRETT PARK PRESS, GARRETT PARK MD 20736.

NCJ-84040

THE CONFLICT BETWEEN TRADITIONAL SENIORITY SYSTEMS AND EFFECTIVE AFFIRMATIVE ACTION PROGRAMS IS EXAMINED, WITH A VIEW TO PROVIDING PUBLIC SECTOR EMPLOYERS AND EMPLOYEES WITH ALTERNATIVES TO CONFLICT. THE FOCUS OF THIS MONOGRAPH, THE SECOND IN A SERIES ON PUBLIC EMPLOYEE RELATIONS ISSUES IN CALIFORNIA, IS THE PROBLEM THAT ARISES WHEN LAYOFFS BY SENIORITY CUT INTO EMPLOYMENT GAINS MADE BY MINORITIES AND WOMEN UNDER AFFIRMATIVE ACTION. THE CONCEPT OF AFFIRMATIVE ACTION AND ITS INCEPTION IN LEGISLATION AND NATIONAL EQUAL EMPLOYMENT OPPORTUNITY POLICY ARE DISCUSSED. THE INTERRELATIONSHIP OF AFFIRMATIVE ACTION AND LAYOFFS BY SENIORITY IN AN ECONOMIC SETTING THAT BOTH NECESSitates LAYOFFS AND HEIGHTENS THE NEED FOR AFFIRMATIVE ACTION ON BEHALF OF DISADVANTAGED WORKERS IS EXAMINED. SENIORITY PRINCIPLES IN THE PUBLIC SECTOR AND HOW THEY DIFFER FROM THOSE IN THE PRIVATE SECTOR ARE CONSIDERED. CASE LAW PERTAINING TO THE AFFIRMATIVE ACTION/SENIORITY ISSUE IN BOTH THE PRIVATE AND PUBLIC SECTORS IS ANALYZED IN DEPTH. A CALIFORNIA CASE STUDY ILLUSTRATES THE PRACTICAL, AS OPPOSED TO THE THEORETICAL OR LEGAL, ASPECTS OF THE AFFIRMATIVE ACTION/SENIORITY PROBLEM FOR A LOCAL GOVERNMENT. THE MONOGRAPH OFFERS SUGGESTIONS FOR ALTERNATIVES TO CONFLICT—WAYS THAT PUBLIC EMPLOYERS AND EMPLOYEE ORGANIZATIONS MIGHT COOPERATE IN RECONCILING THE DUAL pressURES FOR BUDGETARY RESTRAINT AND FOR FAIR TREATMENT OF BOTH CAREER EMPLOYEES AND NEW ENTRANTS INTO THE WORK FORCE. A NUMBER OF PERSONNEL COST-SAVING DEVICES ARE CONSIDERED, SUCH AS PAYLESS VACATIONS, PAYLESS WORKDAYS, WAIVER OF FRINGE BENEFITS, EARLY RETIREMENT, ELIMINATION OF OVERTIME, TEMPORARY LEAVE WITHOUT PAY, SELECTIVE FILING OF VACANCIES, AND A VARIETY OF WORK-SHARING DEVICES (E.G., CHANGING ONE FULL-TIME JOB INTO TWO HALF-TIME POSITIONS), AND LAYOFF STRATEGIES (E.G., LAYOFF BY LOTTERY). (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: CPER (CALIFORNIA PUBLIC EMPLOYEE RELATIONS) PROGRAM MONOGRAPH SERIES.

Sponsored by: U.S. CIVIL SERVICE COMMISSION, 1000 E 20TH STREET, NW, WASHINGTON DC 20415.

Availability: UNIVERSITY OF CALIFORNIA BERKELEY INSTITUTE OF INDUSTRIAL RELATIONS, BERKELEY CA 94720.

NCJ-85081

TRENDS IN THE USE OF SENIORITY IN MANPOWER MANAGEMENT DECISIONMAKING SINCE THE ADVENT OF A PROACTIVE NATIONAL POLICY ON EQUAL EMPLOYMENT OPPORTUNITY ARE REVIEWED AND THEIR IMPLICATIONS DISCUSSED. IN ATTEMPTS TO ELIMINATE LEGAL AND CARROLL, THE COURTS, VARIOUS FEDERAL AND STATE ADMINISTRATIVE AGENCIES, AND LABOR ARBITRATORS HAVE RENDERED DECISIONS, DECREES, AND GUIDELINES AFFECTING THE USE OF SENIORITY IN PERSONNEL MANAGEMENT. THE EFFECTS HAVE INVOLVED PRIMARILY THE UNIT OF SENIORITY (THE RANGE OF POSITIONS WITHIN WHICH AN EMPLOYEE MAY EXERCISE SENIORITY RIGHTS), AND THE USE OF SENIORITY AS A BASIS FOR DECIDING WHO IS TO BE LAYED OFF DURING A REDUCTION IN AN EMPLOYER'S WORK FORCE. IT APPEARS THAT, IN MANY INDUSTRIES, PLANTWIDE SENIORITY UNITS WILL REPLACE TRADITIONALLY NARROWER DEPARTMENTAL OR OCCUPATIONAL UNITS AS THE BASIS FOR MANPOWER ALLOCATION DECISIONMAKING. PLANTWIDE SENIORITY APPEARS TO BE A USEFUL AND MINIMALLY DISRUPTIVE APPROACH TO HELPING MINORITIES ATTAIN BETTER POSITIONS IN CERTAIN ORGANIZATIONS. HOWEVER, THE CHANGE TO PLANTWIDE SENIORITY IS LIKELY TO MEAN INCREASED COSTS FOR EMPLOYERS, AS WELL AS NEW PERSONNEL PROBLEMS (LOWERED MORALE, RACIAL ANOMONY AMONG EMPLOYEES, INSTABILITY IN LABOR UNIONS THAT COULD AFFECT COLLECTIVE BARGAINING RELATIONSHIPS), WITH REGARD TO LAYOFFS, WHERE COLLECTIVE BARGAINING AGREEMENTS EXIST, THE TREND (IN 1975) APPEARS TO HAVE TURNED IN FAVOR OF USING PLANTWIDE SENIORITY SYSTEMS AS A BASIS FOR LAYOFF DECISIONS. THE PROPOSED ALTERNATIVE—USING SOME MECHANISM (E.G., SEPARATE SENIORITY LISTS FOR COLORS AND MINORITIES, WORK SHARING, PAYLESS HOLIDAYS) TO REDUCE DISRUPTIVE IMPACT OF RECESSION-INDUCED LAYOFFS ON MINORITIES RECENTLY HIRED UNDER AFFIRMATIVE ACTION PROGRAMS—APPEARS NOT TO HAVE GAINED MUCH GROUND.

NCJ-89048

THIS DISCUSSION OF THE RAMIFICATIONS OF THE REHABILITATION ACT OF 1973 AND SPECIFICALLY SECTION 503 STRESSES THE NEED FOR AFFIRMATIVE ACTION IN THE HIRING OF THE HANDICAPPED IN THE FEDERAL GOVERNMENT. (SECTION 503 OF THE REHABILITATION ACT STATING THAT THE FEDERAL CONTRACT OR SUBCONTRACT MUST TAKE AFFIRMATIVE ACTION TO HIRE AND PROMOTE QUALIFIED PHYSICALLY AND MENTALLY HANDICAPPED PERSONS. THIS MEANS PLANNING AND IMPLEMENTING AN OUTREACH PROGRAM SO THE HANDICAPPED ARE SCREENED IN, RATHER THAN SCREENED OUT, BY
EMPLOYERS. AFFIRMATIVE ACTION MUST ALSO ENLIST THE ASSISTANCE OF THE EMPLOYMENT SERVICES AND JOBS PROMOTION OFFICES TO RECRUIT HUMAN RESOURCES THAT ARE AN EFFECTIVE AND COST-EFFECTIVE SOLUTION TO HIRING IN A STRATEGIC MANNER. THIS ARTICLE, BY ASSISTANT ACTIVITIES DIRECTOR OF THE FEDERAL EMPLOYMENT SERVICES, DETAILS THE MEANS WHICH AN EMPLOYER CAN USE TO ACHIEVE AFFIRMATIVE ACTION GOALS.


A DISCUSSION OF ARBITRATION OF EMPLOYMENT DISCRIMINATION CASES CONCLUDES THAT THE PUBLIC INTEREST WILL BE SERVED BY EXCLUDING DISABILITIES, EDUCATION DISCRIMINATION CASES FROM ARBITRATION. THE ARTICLE STATES THAT DEVELOPMENT OF THE LEGAL SYSTEM TITLE VII (EMPLOYMENT DISCRIMINATION) IS A JOB FOR THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION AND THE COURTS, NOT FOR PRIVATE JURISTS. SINCE EEO IS A FUNDAMENTAL RIGHT, ITS ENFORCEMENT SHOULD BE ACHIEVED IN A PUBLIC FORUM. IN FULL VIEW OF THE PUBLIC ITSELF, RESULTS IN EMPLOYMENT DISCRIMINATION CASES MUST ALSO BE COMPLETE AND CONSISTENT.

11. B. FISCHER, SENIORITY IS HEALTHY. COMMERCIAL CLEARINGHOUSE, INC., 4025 W. PETERSON AVENUE, CHICAGO, ILL. 60646. LABOR LAW JOURNAL, V 27, N 8 (AUGUST 1970), P 897-903. NCI-59590

ARGUING THAT MOVES TO SCUTTLE LAST-HIRED/FIRST-FIRED LAYOFFS CHALLENGE THE RIGHTS OF AMERICAN LABOR PRACTICES, THIS ARTICLE SUGGESTS THAT THE RESULTING SHORT-TERM GAINS TO MINORITIES FALL SHORT OF OBTAINING LONG-TERM BENEFITS. SENIORITY AS USED IN LABOR-MANAGEMENT AFFAIRS IS A MAJOR BENEFIT PRECEDENCE AND SUPPORT OF THE CASE. WHILE RECENT ECONOMIC DOWNTURNS HAVE EMPLOYED THE VALUE OF SENIORITY IN THE EYES OF WORKERS, SOME NON-LABOR ELEMENTS, PANICKING OVER LAYOFFS, ARE ADVOCATING DEVICES TO CUT SENIORITY, SUBSTITUTING RACE AND SEX QUOTAS TO GOVERN LAYOFFS. THESE MOVES ARE FOUND ON A SHALLOW AWARENESS OF THE FACTS; FOR MANY YEARS THE CHIEF WEAPON TO Combat EMPLOYMENT DISCRIMINATION IN MAJOR AMERICAN INDUSTRIES HAS BEEN THE USE OF UNION-PROMOTED SENIORITY GOVERNING LAYOFFS, RECALLS, PROMOTIONS, TRANSFERS, AND ASSIGNED DUTIES. ANTISEN- IORITY PROPOSALS MADE BY SOME PROFESSIONAL CIVIL RIGHTS PRACTITIONERS ATTACK A WHOLE WAY OF LIFE, BECAUSE THEY SUGGEST THAT WORKERS RECENTLY HIRED BE RETAINED DURING DEPRESSED PERIODS AND THAT EMPLOYEES WITH LONGER SERVICE BE LAYED OFF. IT IS ANIOMATIC THAT SENIORITY PROVIDES ADVANTAGES TO LONGER SERVICE EMPLOYEES AND THEREFORE IS DETERMINED TO NEW EMPLOYEES, AT LEAST UNTIL THEY ACCUMULATE A MEASURE OF SENIORITY FOR THEMSELVES. AN ADDITIONAL PROBLEM INHERENT IN ANTISEN- IORITY INITIATIVE IS THE QUESTION OF GUIDELINES TO STABLE LABOR AND MANAGEMENT WITH GOVERNMENT-ENACTED LAYOFF RULES WHICH REQUIRE AN IMPOSSIBLE SERIES OF PROJECTIONS AND SPECULATIONS AND WOULD CREATE AN IMPOSSIBLE COMPLIANCE PROBLEM. NO REFERENCES ARE CITED.


ANSWERS TO QUESTIONS ABOUT THE FEDERAL GOVERNMENT'S UNIFORM GUIDELINES ON NONDISCRIMINATION IN EMPLOYMENT PRACTICES WHICH ARE APPLICABLE TO MEMBERS OF THE UNIFORM GUIDELINES WERE ISSUED IN SEPTEMBER 1978 BY AGENCIES WITH PRIMARY RESPONSIBILITY FOR ENFORCING FEDERAL EQUAL EMPLOYMENT OPPORTUNITIES LAWS, THE PURPOSE BEING TO ESTABLISH A SINGLE FEDERAL POSITION ON PROHIBITION OF DISCRIMINATION IN EMPLOYMENT PRACTICES. THE BASIC PRINCIPLES OF THE GUIDELINES IS THAT SELECTION PROCEDURES WHICH HAVE AN ADVERSE IMPACT ON THE EMPLOYMENT OPPORTUNITIES OF ANY RACE, RELIGION, SEX, OR ETHNIC GROUP ARE UNLAWFUL UNLESS THE VALIDITY (I.E., JOB-RELATEDNESS) OF THE PROCEDURES IS ESTABLISHED. THE GUIDELINES PROVIDE DIRECTIONS FOR EMPLOYERS IN DETERMINING WHETHER ADVERSE IMPACT EXISTS, IN VALIDATING SELECTION PROCEDURES, AND IN DOCUMENTING THESE EFFORTS. RECOGNIZING THE NEED FOR A COMMON INTERPRETATION OF THE GUIDELINES AND THE DESIRABILITY OF PROVIDING ASSISTANCE TO MANAGERS AND OTHERS WHO WILL USE THE GUIDELINES, THE ISSUING AGENCIES COMPILED ANSWERS TO 90 QUESTIONS ABOUT THE GUIDELINES. THE QUESTIONS, ANSWERS COVER IN DETAIL THE PURPOSE AND GENERAL PRINCIPLES OF THE GUIDELINES; ADVERSE IMPACT DETERMINATIONS AND VALIDATION PROCEDURES; TECHNICAL STANDARDS PERTAINING TO CONTENT, CONSTRUCT, AND PROGRAM-RELATED VALIDATION STRATEGIES; AND DOCUMENTATION AND RECORD-KEEPING.

Availability: NCURS MICROFICHE PROGRAM.


A STANDARDIZED FRAMEWORK FOR SEPARATING LEAAGUE GOVERNANCE, AGENCY'S GUIDELINES, AND NONCOMPLIANCE AGENCIES FOR CIVIL RIGHTS COMPLIANCE REVIEWS AND FOR CONDUCTING THESE REVIEWS IS PRESENTED IN THIS MANUAL BY THE OFFICE OF CIVIL RIGHTS COMPLIANCE (OCR). THE MANUAL BEGINS WITH BACKGROUND MATERIAL ON THE CIVIL RIGHTS COMPLIANCE REVIEW (TO ENSURE THAT NO PERSON WAS DISCRIMINATED AGAINST REGARDING PARTICIPATION IN, EMPLOYMENT WITH, OR RECEIVING BENEFITS FROM PROGRAMS OR ACTIVITIES FUNDED BY THE CRIME
EQUAL EMPLOYMENT OPPORTUNITY


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.


ALONG WITH A CATALOG AND AN ANALYSIS OF EVERY ARGUMENT OFFERED IN FAVOR OF REVERSE DISCRIMINATION, THE CONCEPT OF REVERSE DISCRIMINATION AND ITS CONSEQUENCES ARE DISCUSSED PHILOSOPHICALLY. ACCORDING TO THIS ANALYSIS, ARGUMENTS IN FAVOR OF REVERSE DISCRIMINATION SHOULD BE OPPOSED BY SHOWING THAT (1) THEY ARE UNSOUND, (2) SOME OF THEIR PREMISES AND CONCLUSIONS VIOLATE THE PRINCIPLES WHICH MAKE POSSIBLE A LIBERAL AND DEMOCRATIC SOCIETY, AND (3) THE SUBSTANTIVE OUTCOME REVERSE DISCRIMINATION IS SUPPOSED TO YIELD IS UNLIKELY. TO CORRECT DIFFERENCES OF FACTS, OF DISCRIMINATION ARE DEFINED, SUCH AS REVERSE DISCRIMINATION AS IT CONFLICTS WITH 'POSITIVE DISCRIMINATION,' THE POLICY CURRENTLY USED IN ENGLAND TO PROVIDE UNEQUAL DISTRIBUTION OF GOVERNMENT FUNDS FOR SOCIAL SERVICES; E.G., COMPENSATORY EDUCATION. ARGUMENTS IN FAVOR OF POSITIVE DISCRIMINATION ARE PROPOSED, IN LIGHT OF SOCIETY'S INABILITY TO PRODUCE KNOWLEDGE OF SOCIAL OUTCOMES. SIMILARLY, ARGUMENTS FOR REVERSE DISCRIMINATION ARE PRESENTED. ARGUMENTS ARE RAISED ABOUT THE PREMISES OF SOME, AND COMMENTS RANGE FROM POSITIVE, WHEN ARGUMENTS FAVOR OVERALL SOCIETAL BENEFIT, TO NEGATIVE, WHEN ARGUMENTS TURN ON MERE REPETITION. IN ADDITION, SOME ARGUMENTS FOR REVERSE DISCRIMINATION FOR GROUPS RATHER THAN FOR INDIVIDUALS ARE ANALYZED. IT IS A NECESSARY CONDITION OF REVERSE DISCRIMINATION, ACCORDING TO THE TEXT, THAT IT BE DIRECTED TO GROUPS, THUS DISTINGUISHING IT FROM PREFERENTIAL TREATMENT, WHICH IS NOT SO DIRECTED. MAJOR QUESTIONS RAISED CONCERNING THESE ARGUMENTS ARE LISTED, AND ARGUMENTS AGAINST REVERSE DISCRIMINATION ARE PRESENTED. NO ARGUMENT FOR OR AGAINST REVERSE DISCRIMINATION IS MADE. HOWEVER, THE BALANCE OF ARGUMENT IS AGAINST REVERSE DISCRIMINATION AND PREFERENTIAL TREATMENT BOTH FOR MORAL AND FOR PRACTICAL REASONS. FINALLY, COMMENTS ON THE JUSTICE OF REVERSE DISCRIMINATION AND ITS ADMINISTRATION, ARE NOTED. NUMEROUS CASES ARE CITED ON REVERSE DISCRIMINATION, INCLUDING DEFUNIS V. OGEHAARD AND BAKKE V. BOARD OF REGENTS. REFERENCE NOTES ARE A BIBLIOGRAPHY AND INDEX. "NEW YORK UNIVERSITY PRESS, WASHINGTON SQUARE, NEW YORK NY 10003."

15. G. Hall and A. Blandstein. EQUAL EMPLOYMENT OPPORTUNITY IN UNIVERSITY. UNIVERSITY OF TEXAS PRESS, BOX 7812, AUSTIN TX 78712. SOCIAL SCIENCE QUARTERLY, V 37 (MARCH 1977), P 684-672. NCI-39121

THIS STUDY EXAMINES THE DIFFERENCES IN EMPLOYMENT PATTERNS FOR BLACK AND NONBLACK AMERICANS IN MUNICIPAL GOVERNMENTS AND DELINATES SOME OF THE CONDITIONS UNDERLYING RACIAL EMPLOYMENT PATTERNS. THE STUDY UTILIZED NEWLY AVAILABLE DATA ON 26 TEXAS CITIES WITH A POPULATION OF OVER 50,000. EMPLOYMENT DATA CONTAINED IN EQUAL EMPLOYMENT OPPORTUNITY-2 FORMS WERE AGGREGATED BY CITY TO CREATE TWO INDEPENDENT VARIABLES FOR BOTH BLACK AND SPANISH-SURNAMED EMPLOYEES. (1) PERCENTAGE OF PROFESSIONALS IN CITY GOVERNMENT WHO BELONG TO EACH GROUP, (2) USE INDEX FOR EACH GROUP WHICH CONSIDERS BOTH A MINORITY GROUP'S REPRESENTATION IN AN ORGANIZATION AND ITS DISTRIBUTION ACROSS SALARY LEVELS. DESPITE THE SMALL SAMPLE SIZE AND ITS RESTRICTION TO TEXAS CITIES, THE FINDINGS SUGGESTED THAT UNEXPECTED COMPLEXITIES IN RURAL MINORITY EMPLOYMENT COULD AFFECT THE SUCCESS OF PERSONNEL POLICIES. POLICIES STRESSING EDUCATION AND TRAINING WERE FOUND MORE EFFECTIVE WITH SPANISH-SURNAMED POPULATION THAN WITH BLACK EMPLOYEES. WAS FOUND THAT WHILE THE EMPLOYMENT STATUS OF INCIVITIES IN MUNICIPAL GOVERNMENTS MUST TAKE INTO CONSIDERATION THE SPECIFIC GROUP REQUIRING ASSISTANCE, FURTHER RESEARCH IS NEEDED TO DETERMINE WHICH PROGRAMS CAN BEST ALLOCATE MUNICIPAL PROBLEMS TO ANY ONE GROUP. REFERENCES AND TABLED DATA ARE INCLUDED.

Sponsoring Agency: UNIVERSITY OF HOUSTON INSTITUTE FOR URBAN STUDIES, HOUSTON TX 77004.

16. L. G. Hart. WORKING FOR YOU—A GUIDE TO EMPLOYING WOMEN IN NON-TRADITIONAL JOBS. WORKSOPPORTUNITIES FOR WOMEN, INC. 1549 K STREET NW, WASHINGTON DC 20005. 26 p. 1977. NCI-59246

THIS TECHNICAL ASSISTANCE GUIDE FOR EMPLOYERS WANTING TO RECRUIT AND HIRE WOMEN FOR TRADITIONALLY MALE JOBS EMPHASIZES REALIZING ATTITUDES ON FEMALE EMPLOYMENT AND CHANGING COMPANY POLICY. EMPLOYERS ARE TOLD HOW TO INTRODUCE WOMEN INTO NONTRADITIONAL JOBS SUCH AS PLUMBING, TRUCKDRIVING, AND MECHANICS. IMPORTANT STEPS INCLUDE DRAWING UP AN AFFIRMATIVE ACTION PLAN, MAKING A COMMITMENT TO HIRE WOMEN AND MAKING SURE THAT THE COMMITMENT IS UNDERSTOOD COMPANY-WIDE, ACTIVELY EXAMINING ONE'S OWN ATTITUDES TO EMPLOYMENT AND ENCOURAGING PERSONS IN MANAGEMENT TO DO THE SAME, AND EXPOSING EMPLOYEES TO FAIR EMPLOYMENT LAWS. RECRUITMENT OF WOMEN MUST BE ACTIVE. NEWSPAPER ADVERTISEMENTS, EMPLOYMENT AGENCIES, AND SIMILAR CHANNELS CAN BE USED. FEMALE APPLICANTS SHOULD BE SCREENED FOR BASIC ATTITUDES AND FOR NONTRADITIONAL WORK EXPERIENCE. A SECTION DEVOTED TO THE 'BREAK-THROUGH PERIOD INSTRUCTS EMPLOYERS ON HOW TO GIVE SUPPORT TO WOMEN IN A NONTRADITIONAL JOB. METHODS INCLUDE ADVANCED TRAINING, SUPPORT IN HARASSMENT SITUATIONS, AND SHOW OF SYMPATHY WHEN ADJUSTMENT PROBLEMS OCCUR. LONG-TERM EFFECTS OF EMPLOYING FEMALES IN NONTRADITIONAL JOBS RANGE FROM INCREASED MOBILITY TO ENLARGEMENT OF THE COMPANY'S LABOR POOL. THE GUIDE STATES THAT AFFIRMATIVE ACTION AND WOMEN IN NONTRADITIONAL JOBS MEANS FAIR TREATMENT FOR EVERYONE AND GENERALLY GOOD BUSINESS PRACTICES.

17. H. Hill. AFFIRMATIVE ACTION AND THE QUEST FOR JOB EQUALITY. RUTGERS UNIVERSITY TRANSACTION PERIODICALS CONSORTIUM, BRUNSWICK NJ 08803. REVIEW OF BLACK POLITICAL ECONOMY, V 6 (SPRING 1976), P 253-276. NCI-60310

THIS ARTICLE ADVOCATES THE BROAD APPLICATION OF AFFIRMATIVE ACTIONS PROGRAMS THAT CAN BE MEASURED BY TANGI-
ABLE RESULTS INCLUDING THE REDISTRIBUTION OF JOBS AND INCOME. THE RECORD OF 30 YEARS OF FAIR EMPLOYMENT PRACTICE LAWS AND EXECUTIVE ORDERS SHOWS THAT THE CONCEPT OF PASSIVE NONDISCRIMINATION IS INVARIABLE AND OBsolete. DISCRIMINATION IN EMPLOYMENT IS NOT THE RESULT OF RANDOM ACTS OF BIGOTRY, BUT IS THE CONSEQUENCE OF SYSTEMATIC INSTITUTIONALIZED PATTERNS THAT ARE ESTABLISHED IN SOCIETY. THIS, SWEEPING MEASURES ARE NECESSARY IF RACIAL EMPLOYMENT PATTERNS ARE TO BE FUNDAMENTALLY CHANGED. AFFIRMATIVE ACTION PROGRAMS BASED ON NUMERICAL GOALS AND TIMETABLES ARE AN ESSENTIAL COMPONENT IN ACHIEVING THIS CHANGE. FOLLOWING THE ENACTMENT OF THE CIVIL RIGHTS ACT OF 1964, THERE HAVE BEEN EFFORTS TO ERASE THE MOST VISIBLE GAINS MADE BY BLACKS AND WOMEN. AFFIRMATIVE ACTION PROGRAMS AND RACIAL QUOTAS HAVE BEEN CHARGED WITH CREATING 'REVERSE DISCRIMINATION,' A MAJOR SOURCE OF ORGANIZED OPPOSITION TO AFFIRMATIVE ACTION DEVELOPED IN LITIGATION UNDER THE CIVIL RIGHTS ACT, TITLE VII. LAWSUITS WHICH BASE THEIR CAUSE OF ACTION ON THE EXPLOITATION OF WHITE ETHNIC WORKERS OUGHT NOT TO FORGET THAT THE BLACK POPULATION HAS BEEN THE MOST SYSTEMATICALLY EXPLOITED GROUP IN AMERICAN SOCIETY. THE FEDERAL COURTS HAVE RECOGNIZED THAT EMPLOYMENT DISCRIMINATION IS CLASS DISCRIMINATION, THAT RELIEF MUST GO TO THE CLASS, AND THAT NUMERICAL QUOTAS ARE THE MOST EFFECTIVE MEANS OF RELIEF. THE COURT HAS HELD THAT NUMERICAL RACIAL RATIOS COULD BE USED AS THE STARTING PLACE FOR REMEDIES. THE OPERATIONS OF THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION ARE DISCUSSED. REFERENCES ARE PROVIDED.


WHEN MINORITIES AND WOMEN COMPETE FOR EMPLOYMENT GAINS, A COALITION CAN ENLARGE THE BENEFITS FOR BOTH. A SEMINAR STRATEGY WHICH CUTS THROUGH STEREOTYPES AND HELPS MINORITIES AND WOMEN WORK TOGETHER IS DESCRIBED. EQUAL OPPORTUNITY EMPLOYMENT (EEO) PROGRAMS WERE FIRST AIMED AT BLACK MALES, THEN WERE EXPANDED TO INCLUDE OTHER MINORITIES AND SEXUALLY IDENTIFIED PERSONNEL WERE ACCEPTED INTO THE EEO PROGRAM. THE HOSTILITIES AMONG THESE GROUPS OFTEN REFLECT EXPLOITATIVE PROPORTIONS. A SEMINAR TO CUT THROUGH THESE HOSTILITIES STARTS WITH A SIMPLE DRAMATIZATION IN WHICH A RECEPTIONIST (USUALLY PLAYED BY A BLACK FEMALE) IS DENIED AN OPPORTUNITY TO BECOME AN ASSISTANT BUYER. IN THE RESPONSES OF THE BLACK WOMAN CAN BE SEEN THE TENSION BETWEEN RACIAL AND SEXUAL DISCRIMINATION. FURTHERMORE, ALL MINORITIES CLAIM WHITE WOMEN ARE RICH, WORKING JUST FOR AMUSEMENT. THE SEMINAR POINTS OUT THAT WOMEN ARE 50 PERCENT OF ALL GROUPS, 50 PERCENT OF BLACKS, 50 PERCENT OF THE POOR, 50 PERCENT OF THE RICH. LABOR DEPARTMENT STATISTICS ON MEDIAN EARNINGS OF FULL-TIME, YEAR-ROUND WORKERS SHOW THE EFFECTS OF BOTH RACISM AND SEXISM WITH SEXISM PRODUCING THE DOMINANT DIVISION: WHITE MALES EARN A MEAN OF $10,918, BLACK MALES $7,372, WHITE FEMALES $5,172, AND BLACK FEMALES $5,280. IN ADDITION TO THE PRESSURES BROUGHT BY THE VARIOUS MINORITY GROUPS, EQUAL OPPORTUNITY PROGRAMS MUST FACE PRESSURES FOR COOPERATION FROM MANAGEMENT. THE ANSWER TO THESE PRESSURES IS COALITION, IT IS ONLY BY WORKING TOGETHER THAT ALL GROUPS CAN SHARE EMPLOYMENT GAINS. STEPS THE SEMINAR TAKES TO PROVIDE ABOUT ATTITUDE CHANGE AND FOSTER A SPIRIT OF COALITION ARE DETAILED.


PERSONNEL PRACTICE OF SOME PUBLIC AND PRIVATE ORGANIZATIONS ARE REVIEWED IN TERMS OF EQUAL EMPLOYMENT OPPORTUNITY (EEO) REQUIREMENTS. SINCE THE EXPENSES OF NOT COMPLYING WITH LEGAL REQUIREMENTS OF EQUALLY OPPORTUN-

ITY EMPLOYMENT ARE EXORBITANT, MANAGEMENT IS URGED TO BE COGNIZANT OF THE CURRENT LEGAL STATUS OF PERSONNEL PRACTICE. FOLLOWING THE WELL-PUBLISHED CONSENT DECREASES IN CASES INVOLVING AMERICAN TELEPHONE AND TELEGRAPH AND THE STEEL INDUSTRY, AND THE CONSIDERABLE EXPENSES OF COURT COST, ATTORNEY FEES, BACK PAY, AND LOSS IN EXECUTIVE TIME, MANAGEMENT AT ALL LEVELS BEGAN TO DEVOTE MUCH ATTENTION TO EEO. THE REPORT CITATES SPECIFIC CASES WHICH AFFECTED PERSONNEL PRACTICES AND WHICH DEPICT THE CURRENT INTERPRETATION OF THE LAWS. PERSONNEL PRACTICES ADDRESSED INCLUDE RECRUITMENT AND SELECTION, PROMOTION AND TRAINING, PERFORMANCE APPRAISAL, DISCIPLINE AND DISCHARGE, GRIEVANCE ADMINISTRATION, COMPENSATION AND BENEFITS, TERMINATION AND LAYOFFS AND CALLS. COURT CASES AND ADMINISTRATIVE DECISIONS ARE HELPING TO CLARIFY THE MEANING OF EEO TO PERSONNEL MANAGERS. AMONG THE CASES MENTIONED ARE MOPROR V. CRISLER (1973) IN MISSISSIPPI IN WHICH THE COURT ORDERED THE STATE TO CONDUCT RECRUITMENT VISITS TO ACHIEVE MAXIMUM NONDISCRIMINATORY COVERAGE AND MAINTAIN APPROPRIATE RECORDS COVERING JOB APPLICANTS AND EMPLOYEES. JONES V. LEWIS (1970) THE EMPLOYER'S REFUSAL TO GRANT REQUESTS FOR TRANSFERS FROM BLACK CITY DRIVERS TO OVER-THE-Road POSITIONS WAS DECIDED IN FAVOR OF THE PLAINTIFFS. IN SHULTZ V. WHATON GLASS COMPANY (1976) THE COMPANY FOR COMPENSATING FEMALE EMPLOYEES AT 70 PERCENT LESS THAN THEIR MALE COUNTERPARTS, WAS ORDERED TO PAY BACK WAGES TO ALL FEMALE EMPLOYEES FOR EQUAL OR SAME TYPE OF WORK PERFORMED. TO AVOID LEGAL REPRIMAND UNDER EEO, ORGANIZATIONS ARE ADVISED TO SHOW THE JUSTIFICATION AND VALIDITY OF THEIR PERSONNEL PRACTICES.


INFORMATION BEARING UPON EQUAL EMPLOYMENT OPPORTUNITIES FOR WOMEN IN A GUIDE DIRECTED BOTH TO WOMEN WHO ARE SEEKING NEW DIRECTIONS AND TO MANAGEMENT INTERESTED IN AFFIRMATIVE ACTION: A STRATEGY OF CHANGES IN THE LIFESTYLES AND WORK ROLES OF WOMEN OPENS THE GUIDE. REASONS FOR WOMEN'S LACK OF ACHIEVEMENT ARE THEN EXPLORED THROUGH THE CONCEPTS OF TRANSACTIONAL ANALYSIS, WITH REFERENCE TO PSYCHOLOGICAL, CULTURAL, AND ORGANIZATIONAL SCRIPTS THAT HAVE PLACED LIMITS ON WOMEN. LAWS AND GOVERNMENT REGULATIONS THAT AFFECT WORKING WOMEN AND THEIR EMPLOYERS ARE INTERPRETED, AND AVENUES OPEN TO WOMEN WHO FEEL THEY ARE BEING DISCRIMINATED AGAINST ON THE JOB ARE IDENTIFIED. THE STATUS OF WOMEN IN GOVERNMENT SERVICE AND IN ORGANIZED RELIGION IS ASSESSED, AND THE UNIQUE PROBLEMS OF BLACK WOMEN IN THE WORK FORCE ARE EXAMINED. OTHER CHAPTERS OUTLINE A STRATEGY FOR EMPLOYEES INTERESTED IN ENHANCING OPPORTUNITIES FOR WOMEN IN THEIR ORGANIZATIONS, AND DISCUSS THE PHENOMENON OF ORGANIZATIONAL HOMOGENEITY AND THE WAYS IN WHICH IT WORKS TO EXCLUDE WOMEN FROM EXECUTIVE POSITIONS. SUGGESTIONS FOR ORGANIZING ORGANIZING AFFIRMATIVE ACTION SEMINARS ARE INCLUDED. COMBINED WITH ORGANIZATIONAL TRANSACTIONS ANALYSIS IN SEMINARS FOR CAREER WOMEN ARE OFFERED.

AFFIRMATIVE ACTION
EQUAL EMPLOYMENT OPPORTUNITY

OTHER SUGGESTIONS ARE DIRECTED SPECIFICALLY TO EXECUTIVE SECRETARIES INTERESTED IN ADVANCEMENT, TO HOUSEWIVES WHO WANT TO RETURN TO WORK, AND TO OFFICE MANAGERS CONCERNED WITH AFFIRMATIVE ACTION PROGRAMS. ALSO INCLUDED ARE CHAPTERS ON WOMEN IN PSYCHOTHERAPY, AND ON HOW TO ELIMINATE SEXIST LANGUAGE FROM WRITING. A SUMMARY OF FACTS ABOUT THE RIGHTS AND STATUS OF WOMEN IS INCLUDED. EXERCISES AND LISTS OF REFERENCES ARE INCLUDED.

Availability: ADDISON-WESLEY PUBLISHING COMPANY, INC, JACOB WAY, READING MA 01867.


PROBLEMS FACED BY FEDERAL CONTRACTORS IN DEVELOPING REALISTIC AND ACCEPTABLE AFFIRMATIVE ACTION PROGRAMS ARE DISCUSSED. IN MEETING FEDERAL REQUIREMENTS TO TAKE AFFIRMATIVE ACTION TOWARD MINORITIES AND FEMALES, FEDERAL CONTRACTORS FACE SEVERAL PROBLEMS: (1) DEFINING RECRUITMENT AREAS, (2) DETERMINING HOW MANY QUALIFIED MINORITIES AND FEMALES ARE AVAILABLE FOR A GIVEN LINE OF WORK IN ORDER TO DETERMINE APPROPRIATE REPRESENTATION, (3) CONFLICT BETWEEN AFFIRMATIVE ACTION AND PROMOTION-FROM-WITHIN POLICIES, (4) DEFINING JUSTIFIABLE QUALIFICATIONS FOR SPECIFIC POSITIONS, (5) A PROPOSED RULE THAT WOULD REQUIRE BACKPAY FOR CLASSES OF PERSONS SUFFERING FROM THE EFFECTS OF PAST DISCRIMINATION (THE 'AFFECTED CLASS RULE'), AND (6) OVERLAPPING JURISDICTIONS AND CONFLICTS AMONG FEDERAL AGENCIES RESPONSIBLE FOR ADMINISTERING EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION LAWS AND REGULATIONS. COMPLIANCE AGENCIES ARE BEING PRESSURED BY THE GENERAL ACCOUNTING OFFICE AND BY CIVIL RIGHTS ORGANIZATIONS IN THE AREA OF AFFIRMATIVE ACTION, AND THERE IS A TREND TOWARD JUDICIAL REVIEW OF AFFIRMATIVE ACTION PLANS. SUCH DEVELOPMENTS INDICATE AN INCREASING LIKELIHOOD THAT CONTRACTORS WHO DO NOT COMPLY WITH AFFIRMATIVE ACTION REQUIREMENTS WILL BE PENALIZED. CONTRACTORS ARE ADVISED TO TAKE THE FOLLOWING STEPS: (1) DEVELOP BETTER DATA ON AVAILABILITY OF MINORITIES AND FEMALES, PROPER RECRUITING AREAS, AND NECESSARY JOB SKILLS, IN ORDER TO ESTABLISH REALISTIC GOALS AND TIMETABLES, AND TO WITHSTAND CHALLENGES FROM COMPLIANCE AGENTS; (2) RESIST THE PROPOSED AFFIRMATIVE ACTION REQUIREMENTS IN A COURTS OF CLEAR AUTHORITY FOR ITS ENFORCEMENT; (3) OBSERVE DISCLOSURE DEVELOPMENTS WITH A VIEW TO PROTECTING AFFIRMATIVE ACTION PLAN DOCUMENTS FROM DISCOVERY OR FREEDOM OF INFORMATION ACT REQUESTS; AND (4) PREPARE TO CHALLENGE COMPLIANCE AGENCY ATTEMPTS TO UNDERTAKE ENFORCEMENT ACTIONS WITHOUT HEARINGS REQUIRED BY DUE PROCESS.


THE PURPOSE OF THIS REPORT IS TO STIMULATE PUBLIC INTEREST AND PARTICIPATION IN REVENUE SHARING PROGRAMS, PARTICULARLY AMONG THOSE CONCERNED WITH THE RIGHTS OF MINORITIES AND WOMEN. THE PRIMARY GOAL OF REVENUE SHARING IS TO RESTORE STRENGTH AND VIGOR TO STATE AND LOCAL GOVERNMENTS, FEDERAL FINANCIAL RESOURCES ARE PROVIDED SO THAT STATE AND LOCAL OFFICIALS CAN EXERCISE GOVERNMENTAL PRErogatives THROUGH THE USE OF REVENUE SHARING. REVENUE SHARING WILL NOT ACCOMPLISH ITS GOALS, HOWEVER, AS LONG AS THE PEOPLE ARE NOT INVOLVED IN DECIDING HOW THESE FUNDS WILL BE SPENT. IN THIS REPORT, THE U.S. COMMISSION ON CIVIL RIGHTS DESCRIBES HOW REVENUE SHARING WORKS, EXAMINES ITS CIVIL RIGHTS IMPLICATIONS, AND SUGGESTS WAYS IN WHICH LOCAL CITIZENS CAN MONITOR OR INFLUENCE THE USE OF REVENUE SHARING FUNDS. GENERAL AND SPECIAL REVENUE SHARING CONCERNS ARE COVERED, INCLUDING THE ALLOCATION FORMULA, SPENDING LIMITATIONS AND THE USES OF REVENUE SHARING, PUBLIC ACCOUNTABILITY, COMPLIANCE PROVISIONS, MECHANISMS FOR CHALLENGING NON-COMPLIANCE, OTHER SPECIAL REVENUE SHARING PROPOSALS, TABULAR DATA AND A SUMMARY ARE PROVIDED. APPENDED MATERIALS INCLUDE THE STATE AND LOCAL FISCAL ASSISTANCE ACT OF 1972, RULES AND REGULATIONS FOR FISCAL ASSISTANCE TO STATE AND LOCAL GOVERNMENTS, ORGANIZATIONS INVOLVED IN REVENUE SHARING ACTIVITIES, AND A BIBLIOGRAPHY.

Supplemental Notes: US COMMISSION ON CIVIL RIGHTS CLEARINGHOUSE PUBLICATION.

23. F. A. KOESTLER. JOBS FOR HANDICAPPED PERSONS--A NEW ERA IN CIVIL RIGHTS. PUBLIC AFFAIRS COMMITTEE, INC, 381 PARK AVENUE SOUTH, NEW YORK NY 10016. 32 p. 1979. NCJ-039849

AN OVERVIEW OF DEVELOPMENTS LEADING TO GREATER EMPLOYMENT OPPORTUNITIES FOR HANDICAPPED PERSONS IS PRESENTED IN A PAMPHLET PUBLISHED BY A NONPROFIT PUBLIC EDUCATION ORGANIZATION. THE PAMPHLET REVIEWS THE STATUS OF FEDERAL LAWS AND REGULATIONS PERTAINING TO THE RIGHTS OF THE HANDICAPPED, PARTICULARLY AS THOSE RIGHTS AFFECT EMPLOYMENT OPPORTUNITIES. EFFORTS BY THE HANDICAPPED TO COMBAT DISCRIMINATION AND TO ACHIEVE AFFIRMATIVE ACTION ARE DESCRIBED, AS ARE THE COMPONENTS OF AFFIRMATIVE ACTION MEASURES. FOR THE HANDICAPPED (REMOVAL OF ARCHITECTURAL BARRIERS, REASONABLE ACCOMMODATIONS TO THE NEEDS OF HANDICAPPED STUDENTS AND EMPLOYEES, INITIATION OF POSITIVE STEPS TO RECRUIT, TRAIN, HIRE, AND PROMOTE QUALIFIED HANDICAPPED WORKERS). THE FINDINGS OF A 1973 STUDY THAT EXPOSED SEVERAL MYTHS ABOUT THE EXPENSES INVOLVED IN EMPLOYING HANDICAPPED PERSONS ARE SUMMARIZED. EFFORTS BY THE FEDERAL GOVERNMENT, EDUCATIONAL INSTITUTIONS, INDUSTRIES, AND LABOR ORGANIZATIONS TO ENHANCE EMPLOYMENT OPPORTUNITIES FOR HANDICAPPED PERSONS ARE DESCRIBED, AS ARE TECHNOLOGICAL ADVANCES THAT HAVE BROADENED JOB OPPORTUNITIES FOR PERSONS WHO ARE PARALYZED, BLIND, OR DEAF. PARTICULAR ATTENTION IS DIRECTED TO THE 'INVISIBLE BARRIER'--THE ATTITUDE THAT ACCORDS HANDICAPPED PERSONS LESS STATUS, AUTONOMY, OPPORTUNITY, AND INDEPENDENCE INSTEAD OF ACCOUNTABILITY. CHANNELS THROUGH WHICH HANDICAPPED PERSONS CAN FILE COMPLAINTS ABOUT DISCRIMINATION ARE IDENTIFIED, TOGETHER WITH SOURCES OF ADDITIONAL INFORMATION.

Supplemental Notes: PUBLIC AFFAIRS PAMPHLET NO 557. Availability: PUBLIC AFFAIRS COMMITTEE, INC, 381 PARK AVENUE SOUTH, NEW YORK NY 10016. (Pamphlet)


THIS CANADIAN ARTICLE STATES THAT UNEMPLOYED PEOPLE OVER 45 CAN COUNT ON WAITING FOUR TIMES AS LONG FOR A NEW JOB AS WORKERS UNDER 20, RELUCTANCE BY EMPLOYERS IN CANADA TO HIRE PEOPLE OVER 40 AND UNDER 65 YEARS OF AGE HAS RESULTED IN A NEW SOCIAL MINORITY. THERE HAS ALSO BEEN LITTLE RESEARCH DONE ON THIS GROWING PROBLEM. ENACTING LEGISLATION IS NOT SUFFICIENT TO END THE PROBLEM, THE AUTHOR SUGGESTS. RESEARCH ON THE UNIQUE PROBLEMS FACED BY OLDER WORKERS PROVIDES LEDGERE WITH IDEAS TO PROVE. STEREOTYPES STILL ABOUND ABOUT OLDER WORKERS. THEY ARE SAID TO BE LESS PRODUCTIVE, PREVIOUSLY ABSENT, INFLEXIBLE, LACKING JOB SKILLS, AND IN-
AMERICAN PRESSURE GROUPS FOR FUTURE CONTRACTS. VARIOUS ASSOCIATES, INC. STUDY FOUND UNEMPELOYMENT PROBLEMS MAKING EMPLOYMENT DIFFICULT TO ASSESS. THE 1970 CENSUS FIGURES UPON WHICH UNEMPLOYMENT RATES FOR ASIAN AMERICANS ARE CALCULATED, IT IS DIFFICULT TO ASSESS THE UNEMPLOYMENT LEVEL OF ASIAN AMERICANS. THIS URBAN ASSOCIATES, INC. STUDY FOUND GRAY UNDEREMPLOYMENT IN THESE GROUPS, AS WELL AS A LACK OF VIABILITY AT DECISION-MAKING LEVELS AND IN UPWARD MOBILITY IN GENERAL, AND LOWER SALARIES THAN WHITE COUNTERPARTS. CURRENT EMPLOYMENT PROBLEMS OF ASIAN AMERICANS ARE (1) THE STEREOTYPED IMAGE GIVEN THEM BY WHITE SOCIETY, (2) THE SEEMING INABILITY TO BREAK THROUGH LESS TRADITIONAL FIELDS SUCH AS THEATER ARTS, AND (3) THE LANGUAGE PROBLEMS OF RECENT IMMIGRANTS. MOST ASIAN AMERICANS INTERVIEWED CONCEIVED THAT THEIR JOB POSITION WAS BETTER THAN THAT OF BLACK AMERICANS, BUT MAINTAINED BLACKS WERE MORE VISIBLE THAN ASIANS IN HIGH-LEVEL JOBS AND IN THE WORLD OF SPORTS, MUSIC, THEATER, AND FILMS. SOME BELIEVED THAT, ALTHOUGH MINORITY HIRING PROGRAMS ARE HELPFUL, MOST PERSONS HIRED UNDER SUCH PROGRAMS WERE BLACKS AND HISPANICS. HOWEVER, VARIOUS ASIAN AMERICAN PRESSURE GROUPS RECENTLY HAVE EMERGED TO FIGHT FOR ASIAN AMERICAN EQUAL EMPLOYMENT OPPORTUNITIES. THE ARTICLE IS ILLUSTRATED WITH PHOTOGRAPHS.


THESE MINORITIES ARE DISCUSSED: REGULAR PERIODIC COMPLIANCE REVIEWS, FOLLOWUP REVIEWS, OR A CORPORATEWIDE REVIEW. COMPLIANCE REVIEW PROCEDURES ARE THEN DETAILED. THIS REVIEW BEGINS WITH A COMMUNITY SURVEY, THEN A VISIT TO THE JOBSITE, AND A DISCUSSION OF THE CONTRACTOR’S EQUAL EMPLOYMENT OPPORTUNITY POSTURE AND RECENT AFFIRMATIVE ACTION EFFORTS. A COMPLIANCE OFFICER IS ALSO EXPECTED TO DO A TOTAL ANALYSIS OF THE ENTIRE WORK FORCE AND IDENTIFY THE COMPLIANCE PROBLEMS FOUND. WHEN A DEFICIENCY IS FOUND, THE COMPLIANCE OFFICER HAS AN OBLIGATION TO ATTEMPT TO RESOLVE IT WITHIN THE FRAMEWORK OF FEDERAL CONTRACT REQUIREMENTS WITH THE CONTRACTORS. IF THIS FAILS, AND THE CONTRACTOR IS FOUND TO BE DISCRIMINATING, THE AGENCY CAN PROCEED TO A HEARING IF OFCC AGREES. A CONTRACTOR CAN OBTAIN OFCC APPROVAL OF CHANGES PROPOSED IN COLLECTIVE BARGAINING AGREEMENTS TO ASSURE THAT EEO REQUIREMENTS ARE BEING MET. THE CONTRACTOR ALSO HAS THE RIGHT TO REQUEST A HEARING BEFORE PENALTIES ARE IMPOSED. HOWEVER, OFCC DOES NOT GO TO HEARING WITHOUT FIRST MAKING A VIGOROUS ATTEMPT AT CONCILIATION. THIS REPORT LISTS THE TYPES OF QUESTIONS EMPLOYERS ARE LIKELY TO BE ASKED DURING A COMPLIANCE REVIEW, STRATEGY THE EMPLOYER CAN USE DURING THE REVIEW TO DILUTE THE STRINGENCY OF COMPLIANCE REQUIREMENTS; AND REMEDIAL ACTIONS THAT CAN BE TAKEN TO MEET EEO OR OFCC REQUIREMENTS. COMPANIES SHOULD INTEGRATE IT WITH THEIR CURRENT HUMAN RESOURCES POLICIES TO PROPERLY ADDRESS EMPLOYEES’ QUALIFICATIONS BEFORE THE COMPLIANCE REVIEW THROUGH A ‘CAREER LADDER’ APPROACH OR A COMPUTER-BASED SKILLS INVENTORY.


EQUAL EMPLOYMENT OPPORTUNITY

DURING THE 1970-72 PERIOD THAN DURING EARLIER PERIODS. THE FINAL STUDY FOUND THAT IN USING A CAREFUL TREATMENT OF SERIAL CORRELATION AND A FINE GEOGRAPHICAL DISAGGREGATION OF THE SAMPLE, THE STRONGEST CONTRACT PROGRAM EFFECTS WERE DISCOVERED FOR BLACK MALES. THE EXECUTIVE'S PLAN FOR THE FISCAL YEAR; (2) NEW OR REVISIONED REGULATIONS ON AFFECTED-CLASS STATUS, BACK-PAY RELIEF, AND TESTING AND SELECTION; (3) ADDITIONAL GUIDELINES; (4) AN AUDIT AND FEASIBILITY STUDIES; AND (5) INTERAGENCY COOPERATION. SOME FOOTNOTES ARE PROVIDED.

SUPPLEMENTAL NOTES: CONFERENCE HELD IN ITHACA (NY), MAY 8, 9, 1975.

AVAILABILITY: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR Ml 48106.

NCJ-52542

MANPOWER ISSUES CONSIDERED BY PARTICIPANTS IN A MAY 1976 MEETING OF BUSINESS REPRESENTATIVES CONCERNED WITH HUMAN RESOURCE UTILIZATION ARE DISCUSSED. QUESTIONED GOVERNMENT OFFICIALS, BUSINESS EXECUTIVES, AND OTHERS WHO SPOKE AT THE MEETING, THE DISCUSSION FOCUSES ON THE PROBLEM OF RECESSIO-INDUCED CUTBACKS IN THE WORK FORCE, WHICH HIT MINORITIES, WOMEN, AND YOUTHS THE HARDEST AND THREATENS TO OBSCURE THE ACCOMPLISHMENTS OF THE EQUAL OPPORTUNITY COMMISSION AND OTHER FEDERAL MANPOWER PROGRAMS. WHEN A UNIONIZED COMPANY MUST LAYOFF EMPLOYEES, THE FIRST TO GO ARE THOSE WITH THE LEAST SENIORITY, USUALLY MINORITIES, WOMEN, AND YOUTHS. ONE COMPANY, RELUCTANT TO LAYOFF A LARGE PORTION OF ITS MINORITY WORKERS AND YET UNABLE TO SUSTAIN A FULL WORK FORCE, TURNED TO THE COURTS FOR ADJUDICATION OF THE MATTER. THE COURTS ADVISED THE COMPANY TO DIVIDE ITS EMPLOYEES INTO TWO GROUPS, BLACK AND WHITE, AND TO LAYOFF EQUAL NUMBERS FROM BOTH GROUPS ACCORDING TO SENIORITY WITHIN EACH. IN ADDITION TO THE DILEMMA BETWEEN SENIORITY AND EQUAL EMPLOYMENT OPPORTUNITY, THE DISCUSSION TOUCHES ON THE NEED TO RETHINK THE FUNCTION OF UNEMPLOYMENT INSURANCE (AND PERHAPS TO EXPAND COVERAGE TO INCLUDE EXOFFENDERS, AS WELL AS NEW ENTRANTS TO THE WORK FORCE); FEDERAL MANPOWER POLICY AND THE POSSIBILITIES OF REVAMPING THE LITTLE-USED PUBLIC EMPLOYMENT SERVICE; THE PROBLEMS FACED BY EXECUTIVES WHO loose THEIR JOBS AND PLACEMENT RESOURCES AVAILABLE TO EXECUTIVES; THE FAILURE OF PUBLIC EDUCATION TO PREPARE STUDENTS TO ENTER THE LABOR FORCE; AND THE LONG-TERM CONSEQUENCES OF HIGH UNEMPLOYMENT RATES.

NCJ-52652


AVAILABILITY: NGRS MICROFICHE PROGRAM.

NCJ-52512

POSSIBLE DISCRIMINATION IN RECRUITMENT IS INVESTIGATED IN THIS STUDY THAT ANALYZES THE RESPONSES OF 207 COMPANIES TO UNSOLICITED RESUMES. THE STUDY FOCUSES EXCLUSIVELY ON DISCRIMINATION IN RECRUITMENT, A CRUCIAL STAGE IN THE EMPLOYMENT PROCESS. ITASKS TWO QUESTIONS: (1) DO COMPANIES WITH AFFIRMATIVE ACTION PROGRAMS DISCRIMINATE AGAINST MINORITIES IN THEIR RECRUITMENT PRACTICES? (2) IS THERE ANY VALIDITY TO THE CLAIM THAT AFFIRMATIVE ACTION PRESSURES HAVE RESULTED IN REVERSE DISCRIMINATION? IN THIS STUDY QUALIFICATIONS AND RACE OF THE FICTITIOUS APPLICANTS WERE MANIPULATED ON RESUMES SENT TO A RANDOM SAMPLE OF COMPANIES WITH AFFIRMATIVE ACTION PROGRAMS. RESPONSE BY THE COMPANIES TO THESE RESUMES WERE THEN USED TO MEASURE THE IMPACT OF AFFIRMATIVE ACTION PROGRAMS ON THE RECRUITMENT OF MINORITIES. EACH OF THE 207 COMPANIES RECEIVED 2 RESUMES, ONE FROM A FICTITIOUS BLACK APPLICANT AND ONE FROM A FICTITIOUS WHITE. EACH APPLICANT WAS PORTrayed AS APPROXIMATELY 23 YEARS OLD, WITH FULL-TIME WORK EXPERIENCE AND UNDERGRADUATE BUSINESS ADMINISTRATION. ADJUSTED TO THE PROGRAM ENROLLMENT. FOUR FACTORS WERE MANIPULATED TO ASSESS THE EXTENT AND NATURE OF RECRUITMENT: RACE, GEOGRAPHIC REGION, COMPANY SIZE, AND APPLICANT QUALIFICATIONS. ANALYSIS OF THE DATA INDICATED THAT BLACK APPLICANTS WERE FAVORED SLIGHTLY MORE OFTEN THAN WHITES. DIFFERENCES WERE MORE PRONOUNCED IN LARGE COMPANIES CONTRARY TO EXPECTATIONS, GEOGRAPHIC LOCATIONS OF COMPANIES DID NOT ACCOUNT FOR ANY VARIATION IN RESPONSES TO THE TWO RESUMES. (AUTHOR ABSTRACT MODIFIED).


FEDERAL LAWS ON EQUAL EMPLOYMENT OPPORTUNITIES FOR ELDERLY PERSONS, HANDICAPPED PERSONS, AND DISABLED VIETNAM-ERA VETERANS ARE EXAMINED, WITH EMPHASIS ON THE LAWS’ APPLICATION AND IMPACT. THE 15TH IT’S A SERIES ON LABOR-MANAGEMENT ISSUES PRODUCED BY THE INDUSTRIAL RESEARCH UNIT OF THE WHARTON SCHOOL. UNIVERSITY OF PENNSYLVANIA, THE MONOGRAPH ON EMPLOYMENT INFORMATION, CASE LAW, AND COMMENTARY PERTAINING TO THE age DISCRIMINATION IN EMPLOYMENT ACT OF 1977, WHICH

Supplemental Notes: LABOR RELATIONS AND PUBLIC POLICY SERIES

Sponsoring Agencies: PEW MEMORIAL TRUST, 1569 WALNUT STREET, PHILADELPHIA PA 19102; GENERAL ELECTRIC FOUNDATION, 1285 BOSTON AVENUE, BRIDGEPORT CT 06602; UNIVERSITY OF PENNSYLVANIA WHARTON SCHOOL INDUSTRIAL RESEARCH UNIT, DERECTION TO AFFIRMATIVE ACTION IN MOTOR VEHICLES.

Sponsoring Agency: PEW MEMORIAL TRUST, 1569 WALNUT STREET, PHILADELPHIA PA 19102.

Availability: UNIVERSITY OF PENNSYLVANIA WHARTON SCHOOL INDUSTRIAL RESEARCH UNIT, VANCE HALL / CS, PHILADELPHIA PA 19104.

32. J. P. NORTHROP, OLD AGE, HANDICAPPED AND VIETNAM ERA ANTIDISCRIMINATION LEGISLATION—SUPPLEMENT, UNIVERSITY OF PENNSYLVANIA WHARTON SCHOOL INDUSTRIAL RESEARCH UNIT, VANCE HALL / CS, PHILADELPHIA PA 19104. 100 P.


34. J. C. READ, EQUAL EMPLOYMENT OPPORTUNITY UNDER FEDERAL CONTRACTS, COMMERCE CLEARINGHOUSE, INC., 4025 WEST PETERSON AVENUE, CHICAGO IL 60646. LABOR LAW JOURNAL, V 28, N 1 (JANUARY 1977), P 3-12.

CHANGES IN REGULATIONS AND ORGANIZATION PROPOSED IN 1979 BY THE OFFICE OF FEDERAL CONTRACTS COMPLIANCE PROGRAMS (OFCCP) TO IMPROVE ITS EFFORTS TO REDUCE EMPLOYMENT DISCRIMINATION BY FEDERAL CONTRACTORS ARE DESCRIBED. THE OFCCP IS THE U.S. DEPARTMENT OF LABOR DEDICATION RESPONSIBLE FOR OVERSEEING A NUMBER OF AGENCIES THAT IMPLEMENT AN EXECUTIVE ORDER REQUIRING FEDERAL CONTRACTORS TO PROVIDE EQUAL EMPLOYMENT OPPORTUNITIES FOR MINORITIES AND WOMEN FOLLOWING A COMPREHENSIVE REVIEW OF ITS ACTIVITIES, THE OFCCP PROPOSED SEVERAL NEW REGULATIONS DESIGNED TO FOCUS GOVERNMENT RESOURCES ON AREAS IN WHICH THE GREATEST EMPLOYMENT OPPORTUNITIES FOR WOMEN AND MINORITIES EXIST AND DISCRIMINATION IS MOST LIKELY TO OCCUR. THE PROPOSED REGULATIONS CALLED FOR CHANGES IN THE FOLLOWING AREAS:

(1) ESTABLISHMENT OF GOALS AND TIMETABLES FOR PREPARING SUCH PLANS, (3) EVALUATION OF AF-
EQUAL EMPLOYMENT OPPORTUNITY

FIRMATIVE ACTION PROGRAMS, (4) FREDWARD COMPLIANCE REVIEWS, AND (5) ENFORCEMENT AND SANCTION PROCEDURES. Overall, the proposed changes were intended to redirect government enforcement efforts away from compliance with procedural requirements, toward compliance with substantive Executive Order and the principles of equal employment opportunity. In addition to the regulations, the OFCCP proposed to consolidate the responsibilities (and reduce the number) of different compliance agencies, thereby removing a major handcap to the OFCCP’s ability to manage and monitor compliance agency enforcement programs. The consolidation was to have gone into effect in October 1977.


THIS ANALYSIS OF EQUAL EMPLOYMENT OPPORTUNITY (EEO) IN THE FEDERAL BUREAUCRACY Focuses on the contest between those seeking to maintain the traditional merit system and those seeking a new representation of equal employment service. The analysis encompasses the social composition of the Federal work force in the late 1960’s and early 1970’s; the competing principles of merit and social and political representativeness, which have been used in determining how civil service positions should be distributed; the history and structure of the Federal EEO program within the civil service commission; and the politics of Federal EEO policy formulation and implementation. The prominence of race and sex discrimination as fundamental features of Federal personnel administration in the past are cited as reasons behind distrust of the merit system among ‘representationists.’ Substantial inroads by representationists in EEO policy and administration, particularly in the area of goal and timetables for hiring and promoting women and minorities, are described. The analysis reveals the extent to which organizational and administrative choices are intertwined with politics in the Federal EEO program, as well as strategies used by agencies to advance their control over EEO policy implementation to protect their own ‘cultures’ and values. In addition to advancing the argument that the organizational politics of Federal EEO policy will continue to dominate its content, the analysis sheds light on the nature of bureaucratic politics in the Federal government. The analysis concludes that representation—the belief that all segments of the population should be represented in the Federal work force—will occupy a key position in public personnel administration in the future. A bibliography and supporting data are included.

Supplemental Notes: PRAEGER SPECIAL STUDIES IN U S ECONOMIC, SOCIAL, AND POLITICAL ISSUES.

Availability: PRAEGER PUBLISHERS C/O HOLT, RINEHART, WINSTON, 383 MADISON AVENUE, NEW YORK NY 10017.


An overview of changes at the equal employment opportunity commission (EEOC) and the office of federal contract compliance (OFCC) in the first year of the Carter administration is presented. The EEOC is responsible for processing job discrimination charges, while the OFCC supervises 11 other government units to see that government contractors do not engage in job discrimination. Under a Carter reorganization plan, the EEOC would gradually become the Federal supervisory agency for federal employment, subsuming the OFCC and taking over the equal employment opportunity responsibilities of other agencies that enforce approximately 40 laws, executive orders, and regulations pertaining to equal employment opportunity. In addition to the reorganization, which was to have been proposed before Congress in January 1976, changes have taken place within the EEOC and the OFCC. The most dramatic changes have been at the EEOC, where the Carter-appointed chairperson instituted the most fundamental internal reorganization in the agency’s history 6 months after she took office. The changes were designed to clear the agency’s large backlog of job discrimination cases and to make its complaint-handling mechanism more efficient and effective. The new chairperson also has made progress toward establishing uniform federal antidiscrimination guidelines—standards for selection procedures in hiring, promotion, and all other employment decisions. She also used the ‘W’ leadership and is seeking to develop a commitment to tougher enforcement, as well as a new willingness to consult with victims of job discrimination.

37. G. D. SQUIRES. AFFIRMATIVE ACTION—A GUIDE FOR THE PERPLEXED. MICHIGAN STATE UNIVERSITY INSTITUTE FOR COMMUNITY DEVELOPMENT, KELLOGG CENTER, RM 27, EAST LANSING MI 48824. 301 P. 1977. HCJ-58849

Major legislation, court decisions, executive orders, and implementing regulations related to civil rights enforcement in employment, education, housing, voting rights, and federally-assisted programs are summarized. The major federal civil rights legislation, orders, and regulations enacted in the past two decades show the most extensive changes in employment, where the concept of affirmative action is being applied. This handbook explains the rationale behind affirmative action: what it means, what it requires, of whom it is required, and the consequences of noncompliance. The basic steps in developing, implementing, and evaluating an affirmative action program are reviewed, and a list of sources that can assist in mounting such a program is presented. It is hoped that the major federal civil rights agencies that can offer assistance and information is included, together with a bibliography containing publications that explain what civil rights law requires, how and where to file complaints, recommendations for action, and evaluations of current enforcement efforts. Examples of what some organizations have done and are doing to deal with civil rights problems in their communities are presented: (1) inter-faith centers for racial justice, which constitute the white response to institutional racism; (2) the monitoring and enforcing of equal opportunity and aid-to-the-poorest provisions of the community development block grant program; and (3) the locked-in program, which involves giving workers from ethnic minorities increased work responsibility. Some of the major controversies in civil rights enforcement are addressed: do affirmative action goals constitute illegal quota systems or reverse discrimination against white males? Does the concept of affirmative action reduce merit as a basis for rewards? Have employers restricted the rights of certain minority groups to provide opportunities for
OTHER MINORITIES IN THE NAME OF AFFIRMATIVE ACTION? THE CURRENT STATE OF THE NATION'S CIVIL RIGHTS ENFORCEMENT EFFORT IS REVIEWED AND WHAT MIGHT BE EXPECTED IN THE FUTURE IS CONSIDERED.

A. S. STENCE. REVERSE DISCRIMINATION, CONGRESSIONAL QUARTERLY, INC., 1414 22ND STREET, NW, WASHINGTON DC 20037. EDITORIAL RESEARCH REPORTS, V 11, N 5 (AUGUST 5, 1970), P 593-560. NCI-59128

MANY EMPLOYERS TODAY COMPLAIN THEY ARE TRAPPED BETWEEN DEMANDS TO INCREASE OPPORTUNITIES FOR WOMEN AND MINORITIES AND CHARGES BY WHITE MALES THAT AFFIRMATIVE ACTION IS REVERSE DISCRIMINATION. A THOROUGH ANALYSIS IS PRESENTED OF THE PROBLEM STEMMING FROM THE GOVERNMENT'S DECADE-OLD POLICY OF REQUIRING EDUCATORS AND EMPLOYERS TO TAKE AFFIRMATIVE ACTION TO PREVENT RACIAL OR SEXUAL DISCRIMINATION, GROWING NUMBERS OF WHITE MALES, HOWEVER, ARE GOING TO COURT CHARGING THEY ARE VICTIMS OF REVERSE DISCRIMINATION. THIS ARTICLE, WRITTEN IN 1970 BEFORE THE BAKKE DECISION, DISCUSSES SEVERAL COURT CASES. PREFERENTIAL TREATMENT IS ANALYZED AND THE CASE FOR AND AGAINST THE POLICY IS OUTLINED. JUSTICE WILLIAM O. DOUGLAS IN THE LANDMARK DEFUNIS CASE STATED THAT 'THERE IS NO CONSTITUTIONAL RIGHT FOR ANY RACE TO BE PREFERRED.' BUT A BRIEF SUBMITTED TO THE SUPREME COURT IN THE SAME CASE STATED THAT 'PREFERENCE WHICH AIDS MINORITIES IS PERFECTLY CONSISTENT WITH THE PURPOSE OF THE 14TH AMENDMENT.' THIS ARTICLE DISCUSSES HIRING AND ADMISSIONS DISPUTES IN THE ACADEMIC WORLD AND THE POLITICAL BACKLASH AGAINST AFFIRMATIVE ACTION IS GIVEN. THE PHILADELPHIA PLAN, WITH GOVERNMENT-SET GOALS FOR THE NUMBER OF BLACKS AND OTHER MINORITIES TO BE HIRED ON FEDERAL CONSTRUCTION PROJECTS IS HIGHLIGHTED AS IS THE DEFUNIS CASE. LEADING COURT CASES STEMMING FROM THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION'S (EEOC) INVESTIGATIONS OF EMPLOYMENT DISCRIMINATION ARE INCLUDED. THE CONTROVERSY OVER SENIORITY RIGHTS THAT STEMMED FROM THE 1974 RECESSIONS LAYOFFS OF MINORITIES IS PRESENTED, AND ATTACKS ON SENIORITY AS A BASIS FOR DISCRIMINATORY JOB PROTECTION ARE ANALYZED. THE FRANKS CASE IN WHICH THE SUPREME COURT UPHOLDS THE RIGHT TO AWARD SENIORITY RIGHTS RETROACTIVELY TO PERSONS WHO COULD PROVE DISCRIMINATION BY THE MARKET, ALTERNATIVES TO SENIORITY-BASED LAYOFFS, SUCH AS WORKSHARING AND ROTATING LAYOFFS, CONCLUDE THE ARTICLE.

F. J. THOMPSON and B. BROWN, COMMITMENT TO THE DISADVANTAGED AMONG URBAN ADMINISTRATORS — THE CASE OF MINORITY HIRING. SAGE PUBLICATIONS, INC., 275 SOUTH BEVERLY DRIVE, BEVERLY HILLS CA 90212. URBAN AFFAIRS QUARTERLY, V 13, N 3 (MARCH 1978), P 355-379. NCI-69118

POTENTIAL CORRELATES OF ATTITUdINAL COMMITMENT FOR MINORITY HIRING AMONG URBAN PERSONNEL OFFICERS ARE EXAMINED IN THIS RESEARCH PAPER. SOCIOPOLITICAL BELIEFS CONCERNING EQUALITY WOULD BE POWERFUL PREDICTORS OF ATTITUDES TOWARD RECRUITING NONWHITES. WORK-RELATED BELIEFS, PROFESSIONAL CHARACTERISTICS, COMMUNITY RELATIONS AND PERSONAL ATTITUdINES WOULD EXPLAIN VARIANCE IN THE COMMITMENT TO MINORITIES. THE RESEARCH FOUND SOCIOPOLITICAL AND WORK-RELATED BELIEFS DO ACHIEVE SUBSTANTIAL CORRELATIONS WITH ATTITUDES TOWARD RECRUITING NONWHITES, WHILE THE THREE OTHER CLUSTERS OF INDEPENDENT VARIABLES ACCOUNT FOR LESS VARIANCE THAN EXPECTED. SOME IMPLICATIONS OF THE DATA FOR MINORITY EMPLOYMENT AND FOR AGENCY OBJECTIVES ARE EXAMINED. POLITICAL LIBERALISM OF OFFICERS AND THEIR AWARENESS OF INEQUALITY WERE FOUND TO RELATE TO THEIR SYMPATHY FOR RECRUITING NONWHITES. THE FINDINGS SUGGEST THE IMPORTANCE OF WORK-RELATED BELIEFS ESPECIALLY NOTIONS ABOUT ORGANIZATION TRADE-OFFS INVOLVED IN MINORITY HIRING. COMMUNITY RELATIONSHIPS, PROFESSIONAL AND PERSONAL ATTITUdINES SPECIFICALLY RELATED TO ATTITUdINAL SUPPORT FOR NONWHITE RECRUITING. THOSE WHO SEEK TO ASSIST MINORITY JOB SEEKERS MUST (1) DEVISE MEANS TO ASSURE THAT MORE POLITICAL LIBERALS WIN HIGH POSITIONS, (2) MAKE CIVIL SERVANTS MORE AWARE OF SOCIOECONOMIC INEQUALITIES, AND (3) CONVINCE OFFICIALS THAT HIRING MINORITIES IS NOT INCONSISTENT WITH THE ATTAINMENT OF OTHER ORGANIZATIONAL OBJECTIVES. (AUTHOR ABSTRACT MODIFIED)


THIS SECOND EDITION OF A SEMIANNUAL REPORT ON EQUAL EMPLOYMENT OPPORTUNITY STATISTICS PROVIDES DATA ON FULL-TIME, WHITE-COLLAR EMPLOYMENT FOR DESIGNATED MINORITIES IN THE FEDERAL CIVILIAN WORKFORCE. THE MINORITY GROUPS COMPRISING BLACKS, SPANISH-SURNAMED PERSONS, AMERICAN INDIANS, ORIENTALS, ALEUTS AND ESKIMOS IN ALASKA, AND WOMEN AS A COMPONENT WITHIN EACH MINORITY ARE THE FOCUS OF THESE STATISTICS FOR OCCUPATIONS IN PROFESSIONAL, ADMINISTRATIVE, TECHNICAL, CLERICAL, AND OTHER CATEGORIES. STATISTICS ARE ALSO INCLUDED FOR MINORITY GROUPS AND WOMEN IN FULL-TIME BLUE-COLLAR EMPLOYMENT WITHIN 33 MAJOR OCCUPATIONAL JOb FAMILY GROUPS UNDER THE FEDERAL WAGE SYSTEM. DATA ARE PRESENTED BY SELECTED PAY SYSTEMS, GRADE OR SALARY LEVELS, AND AVERAGE GRADE OR SALARY AS OF NOVEMBER 30, 1977. STATISTICAL TABLES ARE FURNISHED ALSO IN THREE APPENDICES ON EMPLOYMENT DATA BY AGENCY (INCLUDING AN ALL-AGENCIES SUMMARY), BY GEOGRAPHIC AREA (REGIONS, STATES, STANDARD METROPOLITAN STATISTICAL AREAS, TERRITORIES, AND FOREIGN COUNTRIES), AND BY WORLDWIDE FULL-TIME FEDERAL EMPLOYMENT WITHIN WHITE-COLLAR OCCUPATION BREAKdowns AND BLUE-COLLAR OCCUPATIONAL FAMILY GROUP. DEFINITIONS OF TERMS AND EXPLANATIONS OF THE DATA SOURCES AND OCCUPATIONAL CATEGORIES ARE INCLUDED. AS WELL AS A SUMMARY OF GENERAL FINDINGS, THIS SUMMARY INDICATES THAT MINORITIES (BLACK, SPANISH-SURNAMED, AMERICAN INDIAN, AND ORIENTAL AMERICAN) HELD 6,309 MORE FEDERAL JOBS AS OF THIS REPORTING PERIOD THAN FOR THE PREVIOUS-REPORTING PERIOD IN NOVEMBER 1976. THE NET GAINS WERE DISTRIBUTED THROUGH THE MIDDLE GRADE GROUPINGS OF THE PAY SCALE AND THE FRACTION OF MINORITY JOBS (GRADS 16-18) INCREASED BY ONE-TENTH OF 1 PERCENT. BLACKS CONTINUED TO MAKE MAJOR GAINS (UP 5,265 FROM 180,372); SPANISH-SURNAMED EMPLOYEES INCREASED THEIR OVERALL NUMBERS IN THE WORK FORCE BY 1,836; AMERICAN INDIANS GAINED 1,533 ADDITIONAL GOVERNMENT JOBS; ORIENTAL AMERICANS DECREASED IN NUMBERS THROUGHOUT ALL MAJOR PAY SYSTEMS BY 475 JOBS; AND WOMEN'S NUMBERS INCREASED BY 12,150.

Availability: GPO. Stock Order No. 006-000-01066-1.


THIS PAMPHLET WRITTEN FOR A WIDE AND VARIED AUDIENCE CONTAINS BASIC GUIDELINES FOR INTERNAL EVALUATION OF EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS. ALTHOUGH NOT EVERY FEDERAL AGENCY WILL ADOPT EVERY APPROACH OR PROTOCOL SUGGESTED, THE PAMPHLET MAY HELP TO DEVELOP SOME SYSTEM FOR PERIODICALLY REVIEWING EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICIES AND PROGRAMS. THE
MAJOR OBJECTIVES OF EEO EVALUATION ARE TO ASSESS THE EFFECTIVENESS OF MANAGEMENT IN IDENTIFYING EEO FACTORS AND PROBLEMS, REVIEW IMPLEMENTATION OF ACTION PLANS TO OVERCOME OBSTACLES TO EEO, PROVIDE RECOMMENDATIONS FOR REMEDIAL ACTION TO AGENCY MANAGEMENT, AND ASSURE ACTION HAS BEEN TAKEN ON RECOMMENDATIONS. APPROACH TO EEO EVALUATION ARE DISCUSSED. EVALUATION SHOULD BE ORIENTED BY RESULTS. IT SHOULD BRING ABOUT THE GREATEST POSSIBLE INVOLVEMENT OF SUPERVISORS AND PROGRAM MANAGERS AND BE AIMED AT BRINGING ABOUT ORGANIZATIONAL CHANGE OR IMPROVEMENT WHEN NEEDED. EVALUATION SHOULD ALSO BE INTEGRATED WITH OTHER MANAGEMENT SYSTEMS AND SHOULD BE A CONTINUOUS PROCESS. EVALUATION METHODS SHOULD FOLLOW CAREFUL DETERMINATION OF THE APPROACH THAT BEST MEETS THE SPECIFIC NEEDS OF THE SPECIFIC AGENCY. PROBLEMS SHOULD BE CLEARLY IDENTIFIED AND AN ACTION PROGRAM SHOULD BE DESIGNED TO SOLVE THEM. THE PAMPHLET PROVIDES A CONCEPTUAL FRAMEWORK OUTLINING HOW MANAGERS CAN IDENTIFY EEO PROBLEMS, ANALYZE THEIR CAUSES, ORDER AND CHOOSE FROM ALTERNATIVE SOLUTIONS, AND MAKE AN ACT UPON A FINAL DECISION TO PRODUCE CHANGE. THE MODEL CAN APPLY AT ANY LEVEL OF THE ORGANIZATION AND INCREASE UNDERSTANDING OF HOW A TYPICAL PROBLEM SOLUTION PROCESS SHOULD WORK.

Supplemental Notes: There is a charge for more than one copy.

42. US CONTPROLLER GENERAL, 441 G STREET NW, WASHINGTON DC 20548. FEDERAL EMPLOYMENT EXAMINATIONS—DO THEY ACHIEVE EQUAL OPPORTUNITY AND MERIT PRINCIPLE GOALS? 145 p. 1979. NCJ-58730

TO DETERMINE WHETHER EXAMINING PROCEDURES FOR CIVIL SERVICE POSITIONS ARE ACHIEVING EQUAL OPPORTUNITY AND MERIT PRINCIPLE GOALS, THIS REPORT EXAMINES FOUR FEDERAL EMPLOYMENT EXAMINATIONS. ANALYSES OF THE PROFESSIONAL AND ADMINISTRATIVE CAREER EXAMINATION (PACE) AND THE JUNIOR FEDERAL ASSISTANT (JFA) TEST FOR: (1) THAT BLACK APPLICANTS PASSED THE WRITTEN TESTS AT A SUBSTANTIALLY LOWER RATE THAN WHITES AND OTHER RACIAL MINORITIES, AND THAT FEW BLACKS WHO PASSED SCORED HIGH ENOUGH TO HAVE A REALISTIC CHANCE OF EMPLOYMENT CONSIDERATION. ACCORDING TO PACE SCORES, 58 PERCENT OF WHITE APPLICANTS PASSED THE TEST—16 PERCENT WITH A SCORE OF 90 OR ABOVE, HIGH ENOUGH FOR EMPLOYMENT CONSIDERATION. 58 PERCENT OF OTHER RACIAL MINORITIES PASSED—44 PERCENT WITH A SCORE OF 90 OR ABOVE; AND 12 PERCENT OF BLACK APPLICANTS PASSED—0.2 PERCENT WITH A SCORE OF 90 OR ABOVE. SIMILARLY, THE PROPORTION OF BLACKS WHO SCORED WELL IN THE CERTIFIABLE RANGE ON THE JFA EXAMINATION WAS STILL FAR LOWER THAN THAT OF WHITES—15 PERCENT OF WHITES IN THE CERTIFIABLE RANGE, COMPARED TO 5 PERCENT OF BLACKS. ON THE ACCOUNTANT-AUDITOR AND SOCIAL WORKER EXAMINATIONS, FOR WHICH NO WRITTEN TESTS ARE REQUIRED, PROPORTIONATELY AS MANY BLACKS AS WHITES SCORED WITHIN THE CERTIFIABLE RANGE. ALTHOUGH THE GENERAL ACCOUNTING OFFICE (GAO), WHICH CONDUCTED THIS STUDY, DID NOT REACH A CONCLUSION CONCERNING THE QUESTION OF ADVERSE IMPACT, THE GAO DID FIND THAT FEDERAL AGENCIES WERE NOT KEEPING STORES ON BOTH THE RACE OR ETHNICITY OF JOB APPLICANTS, AND THE NUMBER OF INDIVIDUALS, BY RACE, SEX, AND ETHNICITY, WHO ARE SELECTED FOR AN OCCUPATION USING PROCEDURES OTHER THAN CIVIL SERVICE JOB REGISTERS. IN ADDITION, GAO REVIEWED THE QUESTION OF TEST VALIDATION FOR PACE AND FOUND THAT: (1) THE VALIDATION STRATIGIES USED FOR PACE WAS APPROPRIATE, ALTHOUGH STANDARDS CONCERNING THE NEED FOR A REPRESENTATIVE SAMPLE OF RESEARCH PARTICIPANTS AND INVESTIGATIONS OF TEST FAIRNESS WERE NOT FOLLOWED, BUT SHOULD HAVE BEEN; (2) JOB ANALYSIS FOR ALL OCCUPATIONS HIRED THROUGH PACE SHOULD BE COMPLETED—JOB ANALYSES HAVE BEEN CONDUCTED FOR ONLY 27 OF THE 118 OCCUPATIONS AVAILABLE THROUGH PACE; AND (3) FURTHER STUDIES SHOWING A STATISTICAL RELATIONSHIP BETWEEN TEST SCORES AND MEASURES OF JOB PERFORMANCE MAY BE NEEDED—THESE STUDIES WERE PERFORMED ON ONLY 3 OF THE 12 TO 15 OCCUPATIONS WHERE THEY MIGHT HAVE BEEN TECHNICALLY FEASIBLE. OTHER SUGGESTIONS ARE PROPOSED BY GAO, ALONG WITH AGENCY COMMENTS CONCERNING THIS REPORT, AND FURTHER DATA ON PACE AND THE JFA AND ACCOUNTANT-AUDITOR TESTS.

Supplemental Notes: There is a charge for more than one copy.

43. W. P. WHITE. TESTING AND EQUAL OPPORTUNITY—GETTING A FAIR CHANCE. US COMMISSION ON CIVIL RIGHTS, 1121 VERMONT AVENUE, NW, WASHINGTON DC 20425. CIVIL RIGHTS DIGEST, V 7 (SPRING 1978), P 42-51. NCJ-58125

THIS ARTICLE EXAMINES ONE ASPECT OF TITLE VII OF THE 1964 CIVIL RIGHTS ACT—SECTION 703 (4) WHICH PROVIDES FOR THE USE OF 'PROFESSIONALLY DEVELOPED ABILITY TESTS' IN EMPLOYMENT SITUATIONS. THE FEDERAL COURTS ARE RESPONSIBLE FOR INTERPRETING THE AMBIGUOUS STRUCTURES OF TITLE VII AND STIPULATING THE MEANING OF 'PROFESSIONALLY DEVELOPED ABILITY TESTS' IN EMPLOYMENT SITUATIONS. THE COURTS HAVE LOOSELY DEFINED A TEST AS ANY MEASURE UPON WHICH AN EMPLOYMENT OR ADVANCEMENT DECISION IS BASED. WHETHER TESTS CAN BE DEVELOPED AS AN INSTRUMENT FOR IMPLEMENTING AFFIRMATIVE ACTION IS A QUESTION REMAINING UNANSWERED. COURTS HAVE TAKEN A WAIT-AND-SEE ATTITUDE ON THIS SUBJECT. EQUAL EMPLOYMENT OPPORTUNITY (EEO), HOWEVER, WAS GIVEN A BOOST BY THE DECISION IN GRIGGS V. DUKE POWER COMPANY (1971) WHEN THE SUPREME COURT HELD THAT IT IS THE 'CONSEQUENCES OF EMPLOYER PRACTICE THAT IS IMPARILY AD MINISTERED BUT HAS A DISCRIMINATORY EFFECT OR PERPETUATES DISCRIMINATION IS UNLAWFUL. SINCE THIS LANDMARK DECISION, AN EXPLOSION OF COURT CASES INVOLVING DISCRIMINATION HAS POINTED UP MANY OF THE PROBLEMS IN THE TEST USED. THIS ARTICLE EXPLORES THE HISTORY OF TEST USE SPECIFICALLY WITHIN THE FEDERAL GOVERNMENT, AND OUTLINES THE PRACTICE BEHIND TITLE VII SECTION 703 (4). OTHER SECTIONS ARE DEVOTED TO TESTING AND FAIR EMPLOYMENT PRACTICES, FAIR TEST DEVELOPMENT AND USE, AND TEST VERSITY IN THE EMPLOYMENT CONTEXT.

44. D. ZISKIND. AFFIRMATIVE ACTION VERSUS SENIORITY—RETROACTIVE SENIORITY—A REMEDY FOR HIRING DISCRIMINATION. COMMERCE CLEARINGHOUSE, INC., 4025 WEST PETERSON AVENUE, CHICAGO IL 60640. LABOR LAW JOURNAL, V 27, N 8 (AUGUST 1976), P 480-490. NCJ-58822

THIS DISCUSSION OF EMPLOYMENT DISCRIMINATION FOCUSES ON THE LAW IN RELATION TO SENIORITY PROBLEMS AND THE JUDICIAL PROCESS WHICH ESTABLISHED THE LAW. IN FRANKS V. BOWMAN (1978), THE SUPREME COURT DECLARED THAT THE APPROPRIATE REMEDY FOR DISCRIMINATION IN HIRING IS THE EMPLOYMENT OF THE PARTY DISCRIMINATED AGAINST WITH FULL SENIORITY, BACK TO THE DATE OF THEIR APPLICATION FOR WORK. THE BOWMAN DECISION ESTABLISHES A PREMISE THAT ONE SUBJECTED TO RACIAL DISCRIMINATION IS ENTITLED TO EMPLOYMENT WITH FULL RETROACTIVE SENIORITY. THIS IS SEEN AS THE CORRECT LEGAL AND SOCIAL DECISION, HOWEVER, IF IN THE PROCESS OF TRYING TO DO JUSTICE INHIBITED PERSONS ARE DEPRIVED OF BENEFITS, THEN THEIR RIGHTS AND EXPECTATIONS MUST ALSO BE TREATED JUSTLY. TO PROTECT BOTH GROUPS, IT IS SUGGESTED THAT THE TWO EMPLOYEES BE GIVEN EQUAL SENIORITY AND THE EMPLOYER BE REQUIRED
AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY

NOT TO LAY OFF EITHER. SINCE EMPLOYERS AND UNIONS ARE RESOURCEFUL, IT SHOULD BE POSSIBLE TO ACCOMMODATE BOTH GROUPS—BLACKS AND OTHER MINORITIES AND WHITES. OTHER REMEDIES TO THE PROBLEM ARE AVAILABLE INCLUDING THE CIVIL RIGHTS ACT OF 1966 WHICH CAN SUPPLEMENT THE CIVIL RIGHTS ACT OF 1964. IN ADDITION, ADMINISTRATIVE REGULATIONS IN VARIOUS FEDERAL DEPARTMENTS AND THE EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC) CAN GOVERN AND EFFECT A WIDE RANGE OF EMPLOYMENT RELATIONS, INCLUDING SENIORITY. STATE FAIR EMPLOYMENT PRACTICE ACTS CAN ALSO BE UTILIZED. IT IS STATED THAT THE PROCESS OF LEGAL ARGUMENT—USE OF ESTABLISHED PRINCIPLES, LEGISLATIVE DECISION, CASE PRECEDENT, AND LOGIC—CAN HELP ASSURE THAT THE RESULT OF LEGAL MANEUVERING IS A JUST ARRANGEMENT OF HUMAN BEHAVIOR.
CRIMINAL JUSTICE SYSTEM


This report shows the extent to which the California Youth Authority had met its employment goals for ethnic minorities and women through March 31, 1975, and provides pertinent breakdowns of these personnel statistics. The ethnic group and employment goals, and sex distribution and employment goals are reviewed. Statistics are provided on the sex and ethnic group personnel distribution by facility, and the sex and ethnic group personnel distribution by parole zone. Personnel distributions by occupational categories are also reported. In addition to the personnel statistics, comparative data are presented which show the ethnic and sex distributions of the youth authority ward population for the current reporting period. It is noted that as of March 1975, 29.5 percent of youth authority personnel were from minority groups, and 37.1 percent of women, these figures are both 1.1 percent below the projected affirmative action goals for these groups. (Author Abstract Modified)

Availability: NCJRS microfiche program.

46. R. COULSON, AGENCIES WHICH CAN HELP—THE NATIONAL CENTER FOR DISPUTE SETTLEMENT, AMERICAN BAR ASSOCIATION, 1155 EAST 60TH STREET, CHICAGO ILLINOIS 60637, BUSINESS LAWYER, V 29, N 3 (APRIL 1974), P 1013-1016. NCJ-40619

This article discusses the functions of the national center for dispute settlement and the agencies available for aiding businesses in dispute settlements. The National Center for Dispute Settlement (N.C.D.S.) is discussed in particular. In 1964, the community relations service was created as an agency of the U.S. Department of Justice to help communities resolve conflict flowing from discriminatory practices. The service has developed a national network of conciliators and mediators. The federal mediation and conciliation service also serves as a resource in community disputes involving labor relations. Private mediation services such as the national center for dispute settlement of the American Arbitration Association and the Institute for Mediation and Conflict Resolution in New York are available when use of government agencies is not appropriate. The National Center for Dispute Settlement is based in Washington (D.C.) and has offices in Philadelphia, Boston (Mass.), Cleveland (Ohio), Rochester (N.Y.), and San Francisco (Calif). N.C.D.S. provides a number of services and resources including mediation, factfinding, and arbitration services for businesses corporations. It has the ability to administer elections for community participation in various kinds of programs, and can administer and design training programs for mediators and impartial agents interested in conflict resolution techniques and urban awareness. N.C.D.S. can work with representatives of both factions to design arbitration procedures and enforce contract obligations. The service also assists corporations in the development of affirmative action programs.

47. GENERAL RECRUITMENT STRATEGIES FOR CRIMINAL JUSTICE AGENCIES, 1979. NCJ-41987

Federal equal employment opportunity guidelines are noted, and suggestions to effectively bring women and minorities into the criminal justice system are discussed in this pamphlet. Eight federal laws and executive orders requiring equal employment opportunity in criminal justice agencies are summarized. Agencies are encouraged to remove artificial barriers to women and minority job applicants and to implement job analysis, redefine job specifications, and flexible, innovative workforce scheduling to broaden the range of potential employees. Manpower planners should consider fundamental organizational trends, anticipated attrition, turnover rates, general economic forecasts, technological breakthroughs, governmental trends, and related legislative policy. Possible sources for recruits are listed in view of agencies' need to actively seek out candidates. Moreover, recordkeeping and evaluation of recruitment strategies are suggested to measure the success of affirmative action programs and indicate problems of excessive turnover. Also featured in this pamphlet are a table projecting criminal justice manpower needs through 1985, a flow chart showing a model minorit y recruitment process for police and sheriffs departments, and a list of agencies providing technical assistance. Some photographs are included.


Availability: GPO. Stock Order No. 027-000-00865-0, (Pamphlet)
CRIMINAL JUSTICE SYSTEM


NCL-56569

TRAINING MATERIALS ARE PRESENTED FROM A WORKSHOP ON EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION COMPLIANCE PROGRAM DEVELOPMENT FOR RECIPIENTS OF LEAA ASSISTANCE. THE MATERIALS WERE PART OF A 2-DAY WORKSHOP IN DENVER THAT FOCUSED ON LEA, EQUAL EMPLOYMENT OPPORTUNITY LAWS, RULES, AND REGULATIONS; THE PURPOSE AND PHILOSOPHY OF AFFIRMATIVE RECRUITMENT; AND TECHNIQUES AND SKILLS REQUIRED FOR UNDERSTANDING AFFIRMATIVE ACTION PROGRAMS AND DEVELOPING EQUAL EMPLOYMENT OPPORTUNITY PLANS AT THE AGENCY LEVEL. A SECTION ON PRINCIPLES OF EMPLOYMENT DISCRIMINATION LAW INCLUDES INTERPRETIVE SUMMARIES AND CASE CITATIONS ON CONSTITUTIONAL, STATUTORY, AND ADMINISTRATIVE PROHIBITIONS AGAINST EMPLOYMENT DISCRIMINATION; DISCRIMINATORY PRACTICES AND PROVING DISCRIMINATORY PRACTICES; DEFENSES TO ALLEGATIONS OF DISCRIMINATORY PRACTICES; REMEDIES; AND RELATED PROCEDURAL PROBLEMS OF AGENCIES. THE HANDBOOK ALSO INCLUDES U.S. DEPARTMENT OF JUSTICE RULES AND REGULATIONS ON NONDISCRIMINATION IN FEDERALLY ASSISTED CRIME CONTROL AND JUVENILE DELINQUENCY PROGRAMS (AND RELATED QUESTIONS AND ANSWERS); LEAA GUIDELINES FOR COMPLYING WITH THE RULES AND REGULATIONS; UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES PROPOSED IN DECEMBER 1977 BY FOUR AGENCIES; THE FIVE-CIVIL SERVICE COMMISSION'S GUIDELINES FOR EVALUATING STATE AND LOCAL GOVERNMENT PERSONNEL OPERATIONS; GUIDELINES ON ELIMINATING SEXIST LANGUAGE FROM WRITING; AND A GLOSSARY OF AFFIRMATIVE ACTION TERMINOLOGY. A TRAINING EXERCISE IN THE DEVELOPMENT OF AN EQUAL EMPLOYMENT OPPORTUNITY PLAN WITHIN A POLICE AGENCY PRESENTS A TABLE OF CONTENTS FOR A HYPOTHETICAL WRITTEN PLAN, SAMPLE PAGES FROM THE PLAN, AND COMMENTS ON THE DEVELOPMENT OF EACH SECTION OF THE PLAN (SIGNED PAGE, STATEMENT OF MANAGEMENT COMMITMENT TO AFFIRMATIVE ACTION, AGENCY BACKGROUND, ASSESSMENT OF LABOR-AREA, WORK-FORCE, AND PERSONNEL STATISTICS, AND AFFIRMATIVE ACTION PLAN).


Availability: UNIVERSITY RESEARCH CORPORATION, 5530 WISCONSIN AVENUE, WASHINGTON DC.


NCL-37070


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCLRS MICROCOPIC PROGRAM.


NCL-41129

THE RELATIONSHIP OF EQUAL OPPORTUNITY EMPLOYMENT LAWS TO THE CRIMINAL JUSTICE SYSTEM IS DISCUSSED, INCLUDING AFFIRMATIVE ACTION PROGRAMS, BARRIERS TO CHANGE, AND ESTABLISHMENT OF GOALS AND GRIEVANCE PROCEDURES. THE EQUAL EMPLOYMENT OPPORTUNITY ACT OF 1972 MAY BE THE MOST IMPORTANT LAW AFFECTING JOB DISCRIMINATION BECAUSE IT SPECIFIES THAT RACE, COLOR, RELIGION, SEX, AND NATIONAL ORIGIN NOT BE FACTORS IN EMPLOYMENT. FOR CRIMINAL JUSTICE AGENCIES, HOWEVER, ADDITIONAL PROHIBITIONS BARRING DISCRIMINATION WERE WRITTEN INTO THE 1973 OMNIBUS CRIME CONTROL AND SAFE STREETS ACT. BASED ON THIS ACT, THE LEAA EQUAL EMPLOYMENT OPPORTUNITY PROGRAMS REQUIRE THAT THE MAKUP OF THE POPULATION SERVED MUST BE REFLECTED IN THE EQUAL OPPORTUNITY EFFORTS OF A GRANTEE. IMPLEMENTATION DIFFICULTIES ARE HIGHLIGHTED BY EXCERPTS FROM SEVERAL NEWS STORIES. BARRIERS TO AFFIRMATIVE ACTION PROGRAMS FALL INTO THREE GROUPS: ORGANIZATIONAL BARRIERS WITHIN THE AGENCY, MANAGERIAL BARRIERS WITHIN INDIVIDUAL MANAGERS, AND INTRAPERSONAL BARRIERS, I.E., BARRIERS WITHIN MINORITIES AND WOMEN THEMSELVES. IDEAS FOR OVERCOMING EACH TYPE OF BARRIERS ARE LISTED. SUGGESTIONS FOR DESIGNING AND IMPLEMENTING AN AFFIRMATIVE ACTION PLAN INCLUDE THE FOLLOWING STEPS: DEVELOP OR REAFFIRM THE POLICY TO ELIMINATE DISCRIMINATORY SYSTEMS, DISSEMINATE THE POLICY WITHIN THE ORGANIZATION AND TO OUTSIDE ORGANIZATIONS, ASSIGN RESPONSIBILITY TO IMPLEMENT THE POLICY TO THE CHIEF EXECUTIVE AND AN AFFIRMATIVE ACTION OFFICER, PERFORM A UTILIZATION ANALYSIS, IDENTIFY PROBLEM AREAS, ESTABLISH GOALS AND TIMETABLES, PERFORM AN INternal AUDIT, ORGANIZE A REPORTING SYSTEM, AND PROVIDE EMPLOYEES WITH GRIEVANCE PROCEDURES. GRAPHS AND A LIST OF RESOURCE AGENCIES ARE INCLUDED.

Supplemental Notes: GENERAL INFORMATION PAMPHLET.


Availability: EDC. Stock Order No. 027-000-0084B-8.


NCL-43687

THIS THREE-VOLUME REPORT PRESENTS A SURVEY OF CORRECTIONAL AGENCIES FUNDED BY LEAA TO DETERMINE COMPLIANCE WITH CIVIL RIGHTS LEGISLATION BARRING DISCRIMINATION ON THE BASIS OF RACE AND SEX. FEDERALLY FUNDED STATE AND LOCAL CORRECTIONAL AGENCIES ARE CHARACTERIZED WITH REGARD TO THEIR TREATMENT OF MINORITY AND FEMALE CLIENTELE. DATA ADDRESS THE ISSUE OF REHABILITATION THROUGH THE USE OF TRAINING PROGRAMS AIMED AT THE PREPARATION OF CLIENTELE FOR RE-ENTRY INTO THE SOCIETY OUTSIDE OF THE AGENCY OR INSTITUTION. THE REPORT IS ORGANIZED IN THE DEVELOPMENT OF THE QUESTIONNAIRE OF THE AGENCIES WHICH RESPONDED TO THE SURVEY WITH USEFUL DATA AND SOME OF THE CHARACTERISTICS OF THESE
EQUAL EMPLOYMENT OPPORTUNITY


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.


THIS ARTICLE DESCRIBES THE INCREASE OF WOMEN IN THE CRIMINAL JUSTICE FIELD. INCREASINGLY, WOMEN ARE BEING EMPLOYED AT ALL LEVELS AND IN ALL SEGMENTS OF THE CRIMINAL JUSTICE SYSTEM-CORRECTIONS, LAW ENFORCEMENT, THE JUDICIARY, PROBATION AND PAROLE, AND AS PROSECUTORS, PUBLIC DEFENDERS, AND PRIVATE CRIMINAL DEFENSE LAWYERS. HOWEVER, THE CRIMINAL JUSTICE SYSTEM MUST BEGIN AN ACCELERATED GAME OF 'CATCH-UP' TO INSURE THAT IT DOES NOT CONSIDER THE LARGELY UNTAPPED RESOURCE OF WOMEN AS EMPLOYEES. PARTICULARLY WITH THE INCREASING NUMBERS OF ADULT AND JUVENILE FEMALE OFFENDERS, AND THE INCREASING ATTENTION BEING PAID TO FEMALE VICTIMS OF CRIME, ADDITIONAL WOMEN EMPLOYEES, THE ARTICLE Asserts, ARE A MUST.

53. N. E. ROBINSON. WISCONSIN COUNCIL ON CRIMINAL JUSTICE-EQUAL OPPORTUNITY/AFFIRMATIVE ACTION PROGRESS REPORT. NATION-WIDE, WISCONSIN COUNCIL ON CRIMINAL JUSTICE, 122 WEST WASHINGTON, MADISON WI 53702. 219 p. 1977. NCI-55855


Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.


STATE-STATE REPORTS OF THE 51 ADVISORY COMMITTEES TO THE U.S. COMMISSION ON CIVIL RIGHTS PROVIDE AN OVERVIEW OF NATIONAL PROGRESS, BOTH ACHIEVEMENTS AND FAILURES, AND PRESENT CHALLENGE FOR THE FUTURE. IN ADDITION TO THE TRADITIONAL CONCERNS ABOUT UNEMPLOYMENT AND EDUCATION, THESE STATE REPORTS DOCUMENT THE RISING IMPORTANCE OF WOMEN'S RIGHTS AND CIVIL RIGHTS IN THE ADMINISTRATION OF JUSTICE. STATE REPORTS FOCUS ON WOMEN'S ISSUES RANGE FROM EQUAL CREDIT AND EMPLOYMENT OPPORTUNITY TO DOMESTIC VIOLENCE. A SECOND MAJOR AREA OF RESEARCH HAS BEEN CIVIL RIGHTS IN THE CRIMINAL JUSTICE SYSTEM, PARTICULARLY IN PRISONS AND POLICE-COMMUNITY RELATIONS. RECOMMENDATIONS FOR MINORITY STAFFING OF CORRECTIONAL INSTITUTIONS REPEL AMBIGUITY OF THE NEED FOR EQUAL EMPLOYMENT OPPORTUNITIES AND FOR ETHNIC AND CULTURAL SENSITIVITY BETWEEN PRISONERS AND THEIR KEEPERS. AT THE SAME TIME, SHIFTING COMPOSITION OF THE CITIES REQUIRES LOCAL POLICE FORCES TO BE SENSITIVE TO THE EVER-CHANGING CULTURAL CHARACTERISTICS OF THEIR COMMUNITIES. INCREASED RECRUITMENT OF INDIGENOUS POLICE OFFICERS AND LOCALLY INITIATED TRAINING ARE RECOMMENDED.

55. US COMMISSION ON CIVIL RIGHTS. 1121 VERMONT AVENUE, NW, WASHINGTON, DC 20425. TOWARD AN UNDERSTANDING OF BAKKE. 195 p. 1979. NCI-48384

THIS PUBLICATION PURPORTS TO INCREASE UNDERSTANDING OF AFFIRMATIVE ACTION BY PRESENTING THE COMPLETE TEXT OF THE BAKE DECISION AND THE EQUAL OPPORTUNITY COMMITTEE'S VOLUNTARY AFFIRMATIVE ACTION GUIDELINES. THE BAKE DECISION ANNOUNCED ON JUNE 29, 1978, WAS A LANDMARK; IT WAS THE FIRST SUPREME COURT DECISION WHICH ADDRESSED THE ISSUE OF WHEN VOLUNTARY MEASURES INTENDED TO REMEDY EFFECTS OF PAST RACE-CONSCIOUS ACTION
Criminal Justice System

May take race into account. Allan Bakke, a white male who applied for admission to medical school and was refused, brought a case to the U.S. Supreme Court, alleging reverse discrimination. He eventually took his appeal to the U.S. Supreme Court and won the decision.

The rationale behind the argument of Justice Powell, who did not align himself with the justices on either side of the issue, is explained, and the difficulties in applying the voluntary affirmative action guidelines are discussed. The guidelines emphasize that the general ban on employment discrimination in federal laws must be understood in the context of the congressional purpose underlying them, to improve the economic and social conditions of minorities. The guidelines encourage employers to do a 'reasonable self-analysis' of their work force, and if a 'reasonable basis for concluding action is appropriate,' to take 'reasonable action'in relation to the problems disclosed. Besides the text of the Bakke decision and the voluntary affirmative action guidelines, the report furnishes two statements by the U.S. Commission on Civil Rights on affirmative action and a 1979 Presidential memorandum on affirmative action programs.

Supplemental Notes: US Commission on Civil Rights Clearinghouse Publication.

Availability: GPO. Stock Order No. 005-000-00199-4.


NCJ-58860

Lea's Office of Civil Rights Compliance was established to ensure that recipients of grant funds comply with the nondiscrimination provisions. This report highlights the activities of the Office since the 1977 Jordan Amendment. The Jordan Amendment to the omnibus crime control act eliminated agency discretion in initiating the cutoff of funding and provided for 'triggers' that would automatically begin administrative procedures for the cutoff of funding to grant recipients not complying with civil rights provisions of the Act. The amendment also required Lea's Office of Civil Rights Compliance (OCRC) to promulgate two sets of new regulations, setting specific time limits to respond to complaint filing, institute an investigation, and advise complainants of the states of their case, and to conduct independent audits and reviews of recipient compliance. OCRC reviews grant applications for civil rights concerns in a manner similar to Lea's budget and financial reviews and imposes special conditions on grants where necessary. The complaints must be processed within 171 days and systemic reviews of civil rights compliance must be conducted in a manner similar to fiscal or management audit. OCRC evaluated its administrative procedures in 1976 with a view to initiating a computer-oriented, automated processing and information system (a complaint case processing has been partially automated and a related Management Information System has been prepared providing staff performance information. Summaries of the results of complaint processing and compliance reviews for the year are presented as well as a digest of administrative suspensions and terminations of funds. The OCRC coordination efforts with civil rights agencies, use of contractors with civil rights expertise to improve minority employment and community service practice of recipients, and future plans are documented. Appendices contain plans for regulations to be developed or under review prior to September, 1979 and for regulations scheduled for initial review.


NCJ-53548

This decision held that statistical evidence supports a finding that a blanket rule against hiring ex-offenders is, prima facie, racially discriminatory, and cannot be justified by business necessity. This case comment analyzes this decision along with other pertinent case law dealing with racially discriminatory business personnel policies under Title VII of the Civil Rights Act of 1964.


Fundamentals of Supervising Employees in Police Departments, Sheriffs' Offices, Courts, Probation and Parole Agencies, and Correctional Institutions are discussed in a classroom/self-study text. Like the original text, the second edition expands upon the theme that supervision of employees in Criminal Justice Agencies requires a special body of knowledge. Five new chapters have been added. One focuses on the supervisor's role from first-level supervision of employees to middle-level and executive supervision. Others detail supervisors' responsibilities with respect to situational behavior, employees' rights, equal opportunity, and conduct of interviews and counseling sessions with employees experiencing problems related to job stress. Other chapters, all of which have been modified and updated, cover the duties and responsibilities of supervisors; leadership, decisionmaking; training; communications; employee misconduct and corrective discipline; work motivation, job satisfaction, and morale; and work assignments and appraisal. Learning AIDS include a statement of chapter objectives at the beginning of each chapter and review and discussion questions at the end of each section. Major Concepts and Practices are illustrated in charts and diagrams. Lists of references are included. (Author Abstract Modified)

Availability: Charles C Thomas, 301-327 East Lawrence Avenue, Springfield IL 62717.
CONSIDERATIONS, PROMOTIONS, RESISTANCE TO EMPLOYING

A SURVEY AND GUIDE TO POLICE AGENCIES AND MUNICIPAL
GOVERNMENTS IN THE SUCCESSFUL RECRUITMENT TRAINING,
AND UTILIZATION OF FEMALE POLICE OFFICERS, WITH EMPHASIS
ON OBSTACLES FACED BY POLICEMEN. CASE STUDIES ON
THE EXPERIENCES OF SEVERAL POLICE FORCES IN EMPLOYING
FEMALE POLICE OFFICERS ARE FIRST PROVIDED. AN OUTLINE
FOR A SIX-MONTH RECRUITMENT CAMPAIGN, AND SUGGESTIONS
ON MONITORING THE RECRUITMENT EFFORT ARE ALSO GIVEN.
SELECTION STANDARDS WHICH MAY NEED SCRUTINY DUE TO
THEIR TENDENCY TO LIMIT SIGNIFICANTLY THE NUMBER OF
WOMEN ACCEPTED INTO POLICE DEPARTMENTS ARE DISCUSS ED,
AND ALTERNATIVE APPROACHES TO THESE SELECTION
CRITERIA ARE SUGGESTED. ALSO CONSIDERED ARE SUCH
TRAINING ISSUES AS EQUAL OR DIFFERENTIAL TRAINING, INTEGRA TED
OR SEGREGATED TRAINING, THE VARIOUS APPROACHES TO PHYSICAL TRAINING, THE RELEVANCE OF FIELD
TRAINING, THE NEED FOR SUPPLEMENTAL AND OPTIONAL TRAINING,
THE RE-TRAINING OF VETERAN WOMEN POLICE OFFICERS,
THE DESIRABILITY OF HAVING WOMEN IN POSITIONS OF AU THORITY AND THE EFFECT OF INSTRUCTOR AND RECRUIT ATTIT UDES. ISSUES OF PERFORMANCE, INCLUDING POTENTIAL BENEFITS OF A PERFORMANCE EVALUATION SYSTEM, PROBLEMS INVOLVED IN PERFORMANCE EVALUATION, RATING BIAS, DEALING WITH BIAS, FACTORS INVOLVING THE PERFORMANCE OF POLICEWOMEN, MORALE, REWARDS, AND SANCTIONS ARE ALSO EXPLORED. OTHER TOPICS DISCUSSED INCLUDE OPERATIONAL CONSIDERATIONS, PROMOTIONS, RESISTANCE TO EMPLOYING POLICEWOMEN, AND PROGRAM EVALUATIONS OF WOMEN ON PAROLE. PERSONAL STATEMENTS ON THE PATROL EXPERIENCE BY SIX OFFICERS, A LEGAL ANALYSIS OF WOMEN IN POLICING, AND A BIBLIOGRAPHY ON POLICEWOMEN ARE INCLUDED AS WELL.

Sponsoring Agency: FORD FOUNDATION, 320 EAST 43RD STREET, NEW YORK NY 10017.


60. L. ACERA. FROM MATRON TO COMMANDING OFFICER—WOMEN'S CHANGING ROLE IN LAW ENFORCEMENT FROM LAW ENFORCEMENT BIBLE, 1978, BY ROBERT A. SCANLON—SEE NCIJ-48390, STOEGER PUBLISHING COMPANY, 55 RUTA COURT, SOUTH HACKENSACK NJ 07606. 10 p. 1978. NCIJ-48404

THE CHANGING ROLE OF WOMEN IN LAW ENFORCEMENT, FROM THE FIRST POLICE MATRONS HIRED IN 1891 TO THE PRESENT, IS REVIEWED. EMPHASIS IS ON FEMALE POLICE IN NEW YORK CITY. ALTHOUGH AN EARLIER MOVEMENT HAD INTRODUCED MATRONS INTO THE NEW YORK CITY'S JAILS, POLICE OFFICIALS ADAMENTLY RESISTED HIRING WOMEN FOR POLICE DETENTION CASES. LEGISLATION IN 1888 LAID THE GROUNDWORK FOR THE HIRING OF THE FIRST POLICE MATRONS. WORLD WAR I EXPANDED THE ROLE OF FEMALE POLICE, AND LEGISLATION IN 1920 GAVE MATRONS POLICE POWER AND GRANTED TENURE TO FEMALE WAR HIRÉES. THE TITLE, 'POLICEWOMAN,' ESTABLISHED IN 1920 ENDURED UNTIL 1973 WHEN THE UNISEX TITLE 'POLICE OFFICER' WAS ADOPTED. BOTH THE POLICEWOMAN DESIGNATION AND SEX-BASED SEGREGATION OF POLICE DUTIES AND SEPARATE PROMOTIONAL POLICIES AND TITLES SERVED TO DISCRIMINATE AGAINST FEMALE POLICE. IN 1952, THERE WAS A SPECTACULAR INCREASE IN THE NUMBER OF WOMEN WITH DETECTIVE RATINGS, AND BY 1955 WOMEN DETECTIVES WERE BEING ASSIGNED TO A VARIETY OF DUTIES. IN 1965 A UNISEX RATING SYSTEM OF ADVANCEMENT WAS INITIATED, AND IN 1967 WOMEN WERE BEING ASSIGNED TO PATROL PRECINCTS, PRIMARILY ON STATION-HOUSE ASSIGNMENTS. DURING THE EARLY 1970S, EXPERIMENTS IN NEW YORK CITY AND WASHINGTON, D.C. DEMONSTRATED THAT WOMEN COULD PERFORM A WIDE RANGE OF PATROL DUTIES AS WELL AS THEIR MALE COUNTERPARTS. IN NEW YORK CITY, HEIGHT REQUIREMENTS WERE ABOLISHED AND WOMEN PARTICIPATED IN THE SAME TRAINING AS MEN. ALTHOUGH IN THEORY, WOMEN'S ASSIGNMENTS WERE TO BE EQUAL TO MEN'S PATROL DUTIES, SEGREGATION IN ASSIGNMENTS WAS STILL PRACTICED AND WOMEN OFFICERS WERE GENERALLY ASSIGNED TO MATRON DUTIES. HOWEVER, THIS PROBLEM IS BEING SOLVED BY THE HIRING OF CIVILIAN MATRONS. ISSUES REGARDING UNIFORMS, WEAPONS, AND OTHER AREAS WHERE DISCRIMINATION STILL EXISTS ARE BEING RAISED AND THEIR LEGALITY CHALLENGED. INCREASING CAREER DEVELOPMENT OPPORTUNITIES FOR FEMALE OFFICERS SHOULD RESULT IN AN INCREASE IN FEMALE APPLICANTS. WHAT IS NOW NEEDED IS THAT POLICE DEPARTMENTS, AND THE MALE OFFICERS PROJECT A POSITIVE ATTITUDE TOWARD WOMEN'S DRIVE FOR EQUALITY. A SYSTEM OF CONTROLS MUST BE BUILT INTO THE SYSTEM THAT WILL ENSURE TRUE EQUALITY OF ASSIGNMENT AND POLICY FORMULATIONS SHOULD INCORPORATE THE FEMALE OFFICER'S POINT OF VIEW, PARTICULARLY IN THOSE AREAS DIRECTLY RELEVANT TO HER ROLE.
61. B. BARNABAS. PROFILE OF A GOOD POLICE OFFICER. CORP ORGANIZATION, INC., 37 W 55TH STREET, NEW YORK NY 10019. LAW AND ORDER, V 24, N 5 (MAY 1976), P 32, 34, 36, 38, 40, 42 AND 44. NCJ-345855
A TEST WAS DEVELOPED FOR POLICE APPLICANTS IN WICHITA (KS) TO PREDICT SUCCESSFUL TRAINING AND PERFORMANCE IN COMPLIANCE WITH EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION LAWS. THE TEST MEASURES PERSONALITY PARAMETERS, ADJUSTMENT UNDER STRESS, VOCATIONAL INTERESTS, AS WELL AS THE STANDARD INTELLIGENCE, VOCABULARY, ORAL COMPREHENSION, AND CLERICAL EFFICIENCY TESTS. THE TEST WAS FOUND TO BE HIGHLY EFFICIENT IN PREDICTING APPLICANT SUCCESS.

THIS STUDY REPORTS DATA ON THE RECRUITMENT, JOB ASSIGNMENTS, PROMOTION, INTERPERSONAL RELATIONS, RETENTION, AND ATTITUITION OF BLACK OFFICERS IN THE METROPOLITAN POLICE DEPARTMENT. AN APPENDIX INCLUDES DATA ON BACKGROUND AND PERSONAL CHARACTERISTICS: INTERPERSONAL RELATIONS AMONG POLICE OFFICERS AND THEIR PERCEPTIONS OF THE COMMUNITY'S ATTITUDES TOWARDS THE MPD; ATTITUDES OF BLACK OFFICERS TOWARDS MPD SUPERVISORS AND OFFICIALS AND THE ISSUE OF DISCRIMINATION IN DEPARTMENT POLICIES AND REGULATIONS; JOB SATISFACTION AND PROMOTION OPPORTUNITIES; AND SIGNIFICANT PROBLEMS CONFRONTING THE POLICE DEPARTMENT, POLICE PROFESSION, AND POLICE OFFICERS. (AUTHOR ABSTRACT)
Availability: NCJRS MICROFICHE PROGRAM.

NCJ-485865
BASED UPON DATA FROM RELEVANT REPORTS AND SURVEYS, RECOMMENDATIONS ARE MADE CONCERNING THE MINIMUM AGE REQUIREMENT FOR MILITARY POLICE. THE 1976 TASK GROUP REPORT ON PROVOST MARSHAL AND MILITARY POLICE ACTIVITIES INDICATES DEFICIENCIES IN THE EFFECTIVENESS OF THE MILITARY POLICE. THE MINIMUM AGE LEVEL OF 18 AND A LACK OF MEDICAL SERVICES AND WEAPONS HANDLING COULD BE A POSSIBLE REASON FOR THIS UNACCEPTABLE PERFORMANCE. IT IS POINTED OUT, HOWEVER, THAT NO SPECIFIC EVIDENCE EXISTS THAT PERSONS OVER 21 CAN DO A BETTER JOB THAN YOUNGER PERSONNEL. IT IS SIMPLY THE PREVAILING OPINION OF THOSE IN COMMAND POSITIONS. RAISING THE AGE MINIMUM IS ViewED AS IMPRACTICAL, SINCE 70 PERCENT OF THE PEOPLE ENTERING THE MILITARY POLICE CORPS ARE UNDER 21 YEARS OF AGE. IN ADDITION, THERE IS NO EVIDENCE THAT RAISING THE AGE LEVEL BY 3 YEARS WOULD NECESSARILY GUARANTEE A HIGHER LEVEL OF MATURITY AMONG MILITARY POLICE PERSONNEL. IT IS RECOMMENDED, THEREFORE, THAT SCREENING PROCEDURES BE ESTABLISHED WHICH WOULD ELIMINATE THE IMMATURE, REGARDLESS OF AGE. PSYCHOLOGICAL TESTING, BACKGROUND INVESTIGATION AND A PROBATION PERIOD ARE SUGGESTED AS POSSIBLE ELEMENTS OF A SCREENING PROCEDURE.
Availability: NTIS Accession No. ADA 043 015 (Microfiche); NCJRS MICROFICHE PROGRAM.

64. W. D. BOETTCHER. MINORITY RECRUITMENT AND RETENTION IN THE DES MOINES POLICE DEPARTMENT—A SURVEY OF OPINIONS. 63 p. 1975. NCJ-349111
FINDINGS OF A STUDY TO ASSESS THE EFFECTIVENESS OF THE DES MOINES POLICE DEPARTMENT JUVENILE LIAISON PROJECT IN INCREASING MINORITY RECRUITMENT AND IDENTIFYING DETERRENTS TO MINORITY RECRUITMENT AND RETENTION INCREASE. REGARDING MINORITY APPLICATIONS WERE OBTAINED FROM THE PERSONNEL DEPARTMENT. DATA REGARDING DETERRENING 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. INTERVIEW RESPONSES SUGGEST THAT FURTHER INTENSIFICATION OF RECRUITMENT EFFORTS IS NEEDED WITHIN THE COMMUNITY AND WITHIN THE HIGH SCHOOLS WITH SPECIAL EFFORTS TO INVOLVE COUNSELORS. 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 ACCOUNT STUDENTS WITH THE ADVANTAGES OF LAW ENFORCEMENT CAREERS. FOR THE OTHER REPORTS IN THIS SERIES, SEE NCJ-349099.
Sponsoring Agencies: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION; DES MOINES CHAMBER OF COMMERCE, 800 HIGH, DES MOINES IA 50307; DES MOINES/POLK COUNTY METROPOLITAN CRIMINAL JUSTICE CENTER: DES MOINES.
Availability: NCJRS MICROFICHE PROGRAM.

NCJ-41878
LITERATURE ON LEGAL, SOCIAL, AND OTHER INFLUENCES ON THE ROLE OF WOMEN IN POLICE WORK IS REVIEWED, AND THE STATUS OF POLICEWOMEN IS ASSESSED. THE INVOLVEMENT OF WOMEN IN POLICE WORK HAS BEEN LINKED WITH THE STEREOTYPING OF PERSONALITY CHARACTERISTICS AND OF FEMALE ROLES. TOGETHER WITH THE PARAMILITARY IMAGE OF POLICE AGENCIES, STEREOTYPED VIEWS HAVE REDUCED THE PROBABILITIES OF WOMEN ENTERING POLICE WORK AND HAVE CONFINED CAREER MOBILITY FOR POLICEWOMEN TO SUCH AREAS AS JUVENILE, METER PATROL, AND ADMINISTRATIVE DUTIES. THE LAW PROHIBITING DISCRIMINATION IN EMPLOYMENT ON THE BASIS OF SEX WAS THE MOST IMPORTANT LEGAL ACTION AFFECTING DEPARTMENTAL POLICIES CONCERNING WOMEN. OTHER IMPORTANT LEGAL ISSUES AFFECTING WOMEN IN LAW ENFORCEMENT INCLUDE SEPARATE PROMOTIONAL PROCEDURES AND JOB DEFINITIONS FOR MALES AND FEMALES, PHYSICAL FITNESS AND WEIGHT STANDARDS, CONSENTING TO SEARCHES. CONSTRUCTING SEX-SPECIFIC ITEMS, AND THE VETERANS' PREFERENCE SYSTEM. SOCIA R REACTIONS TO THE USE OF WOMEN IN POLICE AGENCIES AND ON PATROL VARY ACCORDING TO POPULATION GROUP, ALTHOUGH STUDIES INDICATE THAT THE PUBLIC GENERALLY IS NOT OPPOSED TO WOMEN IN POLICING. THE GREATEST RESISTANCE TO THE USE OF POLICEWOMEN, PARTICULARLY ON PATROL DUTY, COMES FROM MALE POLICE OFFICERS. IMPROVED PUBLIC IMAGE, LESS VIOLENCE IN POLICE-CITIZEN ENCOUNTERS, OVERALL REDUCTION OF POLICE VIOLENCE, AND BETTER HANDLING OF RAPE AND SEX CRIME VICTIMS ARE AMONG ADVANTAGES ASSOCIATED WITH THE USE OF FEMALE PATROL OFFICERS IN PILOT PROGRAMS. MAJOR DISADVANTAGES INCLUDE ADVERSE EFFECTS ON THE MORALE OF MALE OFFICERS AND THE TENDENCY OF MALE OFFICERS TO BE OVERLY PROTECTIVE OF THEIR FEMALE COLLEAGUES. TOPICS FOR FUTURE STUDIES OF WOMEN IN POLICING ARE SUGGESTED. A LIST OF REFERENCES IS INCLUDED.

66. CHESTAPEAK (VA) MINORITY RECRUITMENT AND EN· POWER DEVELOPMENT PROGRAM—EVALUATIVE REPORT. 100 p. NCJ-306920
THIS PROJECT INVOLVED A SEARCH AND RECRUITMENT STRATEGY AIMED AT MINORITY AND COLLEGE-EDUCATED CANDIDATES,
COUPLED WITH AN INTERN TRAINING PROGRAM. GOALS OF THE PROJECT WERE TO INCREASE THE NUMBER OF NONWHITE OFFICERS, TO INCREASE THE NUMBER OF WHITE AND NONWHITE COLLEGE GRADUATE RECRUITS, TO INCREASE THE EFFECTIVENESS OF RECRUITMENT TECHNIQUES AMONG MINORITIES, AND TO IMPROVE DEPARTMENTAL TRAINING AND PLANNING. RELATED GOALS INCLUDE THE FOLLOWING TO INCREASE INTERDEPARTMENTAL, INTER-RANK INPUT CONCERNING TRAINING AND PLANNING PROCESSES AND TO EXPLORE AND EVALUATE A METHOD OF MINORITY RECRUITMENT AND RETENTION AND A METHOD OF COLLEGE GRADUATE RECRUITMENT, TRAINING, AND RETENTION. EACH GOAL AND THE DEGREE TO WHICH IT WAS ATTAINED IS TREATED SEPARATELY. EVALUATION MEASURES INVOLVED BOTH PRE- AND POST-TESTING OF INTERNS. THROUGH THIS PROGRAM, SOME OF THE DEPARTMENTS OF THE CHICAGO DIVISION OF POLICE DOUBLED AND QUADRUPLED THEIR MINORITY MEMBERSHIP, OTHER RESULTS AND PROJECT RECOMMENDATIONS ARE PROVIDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT MANAGEMENT AND ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

67. M. COKWIN. IOWA DEPARTMENT OF PUBLIC SAFETY—EQUAL EMPLOYMENT OPPORTUNITY COORDINATOR—PRELIMINARY EVALUATION. IOWA DEPARTMENT OF PUBLIC SAFETY. EAST 12TH AND WALNUT STREETS, DES MOINES IA 50319. 3 P. 1976. RES. 5715
THE PERFORMANCE OF A FULL-TIME COORDINATOR HIRED TO PROMOTE FEMALE AND MINORITY RECRUITMENT, TO DEVELOP PROMOTION PROCEDURES, AND TO OVERSEE EQUAL EMPLOYMENT OPPORTUNITIES IS EVALUATED. THE GOAL OF THE COORDINATOR POSITION IS TO ENABLE THE IOWA DEPARTMENT OF PUBLIC SAFETY TO IMPLEMENT AFFIRMATIVE ACTION AND EQUAL OPPORTUNITY PROGRAMS IN ITS HIGHWAY PATROL. CRIMINAL INVESTIGATION, VICE, NARCOTICS, AND RESEARCH AND ADMINISTRATIVE UNITS. THE COORDINATOR'S PERFORMANCE DURING HER FIRST YEAR WITH THE DEPARTMENT IS EVALUATED IN TERMS OF PROGRESS TOWARD 11 OBJECTIVES. THE COORDINATOR'S EFFORTS RESULTED IN INTERVIEWS WITH 13 WOMEN AND 30 MINORITY PERSONS. OF THOSE INTERVIEWED, 5 WOMEN AND 4 MINORITY PERSONS JOINED THE DEPARTMENT. THE COORDINATOR CONTACTED COLLEGE PLACEMENT OFFICES AND ATTENDED CAREER DAY SESSIONS AT COLLEGES AND UNIVERSITIES IN ORDER TO PROMOTE PUBLIC SAFETY CAREER OPPORTUNITIES FOR WOMEN AND MINORITIES. THESE AND OTHER ACTIVITIES LED TO THE CONCLUSION THAT THE COORDINATOR HAS PERFORMED SATISFIERLY. CONTINUATION OF THE JOB SUPPORTING HER EMPLOYMENT IS RECOMMENDED. THE GUIDE USED IN AN EVALUATIVE INTERVIEW WITH THE COORDINATOR IS INCLUDED.

Sponsoring Agencies: IOWA CRIME COMMISSION; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

68. B. CORY. MINORITY POLICE—TRAMPING THROUGH A RACIAL MINFIELD. CRIMINAL JUSTICE PUBLICATIONS. 1090 AVENUE OF THE AMERICANS. NEW YORK NY 10017. POLICE MAGAZINE, V 2, N 2 (MARCH 1979), P 4-14. NCJ-54454

Supplemental Notes: BACK ISSUES ALSO AVAILABLE.

Availability: CRIMINAL JUSTICE PUBLICATIONS, INC, 801 SECOND AVENUE, NEW YORK NY 10017.

69. L. CRITES. WOMEN IN LAW ENFORCEMENT. INTERNATIONAL CITY MANAGEMENT ASSOCIATION, 1140 CONNECTICUT AVENUE, NW, WASHINGTON DC 20036. MANAGEMENT INFORMATION SERVICE REPORT, V 5, N 9 (SEPTEMBER 1973), COMPLETE ISSUE. NCJ-118802
USE OF WOMEN IN POLICE FOR A COMMON GOAL, IN IMPLEMENTING SUCH PROGRAMS, AND BENEFITS GAINED. THE AUTHOR DISCUSSES THE LEGAL STATUS OF WOMEN TODAY, CITING THE FOURTEENTH AMENDMENT AND THE CIVIL RIGHTS ACT OF 1964 WHICH PROHIBIT DISCRIMINATION ON THE BASIS OF SEX. BASIC MISCONCEPTIONS ABOUT WOMEN'S EMOTIONAL INSTABILITY AND LACK OF SELF CONFIDENCE ARE EXAMINED IN THE CONTEXT THAT THEY HAVE IMPERED THE EMPLOYMENT OF WOMEN IN PATROL. THE AUTHOR PRESENTS A LIST OF CITIES AND COUNTIES WHICH ARE KNOWN TO BE UTILIZING WOMEN ON PATROL. HE INDICATES THAT THERE ARE BENEFITS TO THE POLICE DEPARTMENT WHICH MAKES SUCH USE OF POLICEWOMEN. SOME OF THE BENEFITS MENTIONED ARE FEWER CITIZEN COMPLAINTS FOR SUCH CHARGES AS POLICE BRUTALITY, INCREASED ATTENTION TO THE SERVICE NATURE POLICE WORK, AND IMPROVED CAPABILITY IN A SURVEILLANCE SITUATION WHERE THE POLICEWOMAN CAN BE INCONSPICUOUS. THE AUTHOR DISCUSSES THE PLANNING OF SUCH PROGRAMS IN THE AREAS OF RECRUITMENT, TESTING, SCREENING, TRAINING, AND SELECTION OF UNIFORMS. HE ADVOCATES CAUTION IN THE USE OF SUCH GUIDES AS THE EQUAL YGR AS THE ENDOCRINE SURVEYS TO EVALUATE THE POLICEWOMAN'S PERFORMANCE.

70. M. D. DUNHETTE and S. J. MOTOWIDLO. POLICE SELECTION AND CAREER ASSESSMENT. PERSONNEL DECISIONS, INC, 2515 FOSHEAY TOWER, MINNEAPOLIS MN 55402. 220 P. 1975. NCJ-38257
THIS REPORT DETAILS THE RESEARCH ACTIVITIES AND VALIDATION EFFORTS UNDERTAKEN IN THE DEVELOPMENT OF THE TWO PERSONNEL EVALUATION INVENTORIES DESIGNED DURING THIS PROJECT, AND OUTLINES THE INSTRUMENTS' ORGANIZATIONAL USES. THE MAJOR OBJECTIVE OF THIS RESEARCH PROGRAM WAS TO DEVELOP NEW METHODS FOR EVALUATING PERSONS WHO APPLY FOR POSITIONS IN POLICE WORK AND FOR ASSESSES
ING THE POTENTIAL OF PRESENT POLICE OFFICERS BEING CONSIDERED FOR PROMOTION IN ORDER TO ACCOMPLISH THIS, CRITICAL FEATURES OF FOUR DIFFERENT POLICE JOBS WERE DETERMINED. THESE JOBS WERE GENERAL PATROL OFFICER, INVESTIGATOR/DETECTIVE, PATROL SERGEANT, AND INTERMEDIATE COMMAND. THE MEANS BY WHICH THESE CRITICAL FEATURES AND OTHER INFORMATION SUCH AS JOB PERFORMANCE RATINGS WERE UTILIZED TO DEVELOP AND VALIDATE TWO PERSONNEL EVALUATION INSTRUMENTS ARE DESCRIBED IN DETAIL. THE FIRST EVALUATION INSTRUMENT DEVELOPED, WHICH CAME TO BE CALLED THE POLICE CAREER INDEX, CONSISTS OF A BRIEF, EASILY ADMINISTERED AND OBJECTIVELY SCORED INVENTORY TO BE USED IN PRELIMINARY SCREENING OF APPLICANTS AND CANDIDATES FOR POLICE JOBS. THE SECOND PROCEDURE, THE REGIONAL ASSESSMENT CENTER, CONSISTS OF A SERIES OF POLICING SIMULATION EXERCISES FOR PATROL OFFICERS, DETECTIVES, SERGEANTS, AND MIDDLE LEVEL COMMAND OFFICERS, SEE NCJ-28068 TO 28091.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LEAA NATIONAL INSTITUTE OF LAW ENFORCEMENT AND CRIMINAL JUSTICE, 639 INDIANA AVENUE NW, WASHINGTON DC 20531

Availability: NCJRS MICROFICHE PROGRAM. Stock Order No. 027-000-00390-7.


INTERVIEW TECHNIQUES AND AFFIRMATIVE ACTION PROGRAMS FOR WOMEN IN LAW ENFORCEMENT OCCUPATIONS ARE DISCUSSED AS PART OF THE NATIONAL UNION LEAGUE'S LAW ENFORCEMENT MINORITY MANPOWER PROJECT FOR MINORITY RECRUITMENT. SOME OF THE SUGGESTED TECHNIQUES FOR INTERVIEWING FEMALE APPLICANTS ARE AS FOLLOWS: (1) MAKE THE FEMALE APPLICANT FEEL COMFORTABLE AND ON AN EQUAL FOOTTING WITH OTHER CANDIDATES; (2) ADVISE THE WOMAN THAT THE INTERVIEW IS CONFIDENTIAL WITHIN THE SEXTES; (3) INTRODUCE THE POTENTIAL EMPLOYEE TO SENIOR WOMEN IN THE ORGANIZATION; NEVER ASK A FEMALE CANDIDATE QUESTIONS REGARDING MARRIAGE STATUS, MARRIAGE PLANS, OR CHILD CARE REQUIREMENTS UNLESS THE SAME QUESTIONS ARE ASKED MALE APPLICANTS; AND (5) ALLOW THE CANDIDATE TO DESCRIBE NONTRADITIONAL WORK EXPERIENCE SUCH AS VOLUNTEER WORK. BEING IN MIND THAT A WOMAN MAY BE ANXIOUS TO PROVE HERSELF IN NONTRADITIONAL FUNCTIONAL EVEN THOUGH HER WORK HISTORY INVOLVED SECRETARIAL OR VOLUNTEER EMPLOYMENT. THE BASIC PROCESSES FOR ESTABLISHING AND ADMINISTERING AN AFFIRMATIVE ACTION PLAN INVOLVE PROVIDING AN HONEST PICTURE OF THE EXTENT OF UTILIZATION OF FEMALES. ONE MEANS OF UNDERMINING THE LAW, WASHINGTON DC STATISTICAL PERCENTAGE OF WOMEN IN A GIVEN CATEGORY IS A COMPARABLE PERCENTAGE OF MEN PERFORMING THE SAME FUNCTION. IN ADDITION, THE OFFICE OF FEDERAL CONTRACT COMPLIANCE REQUIRES THE SETTING OF GOALS AND TIMETABLES FOR HIRING AND PROMOTING WOMEN AND MINORITIES IN AFFIRMATIVE ACTION PLANS. STATISTICAL DATA CONCERNING WOMEN IN TODAY'S LABOR MARKET ARE INCLUDED, AND SIGNIFICANT LEGISLATION INCLUDING THE EQUAL EMPLOYMENT OPPORTUNITY ACT IS REVIEWED. FACTORS TO IMPROVE RETENTION RATES AND MORALE AMONG FEMALES ARE DISCUSSED AND GUIDELINES FOR DEVELOPING RECRUITMENT BULLETINS, TEST ANNOUNCEMENTS, AND FLYERS TO ENCOURAGE FEMALE APPLICANTS ARE LISTED. FINALLY, THE FOLLOWING DISCUSSIONS ARE INCLUDED: AN ATTITUDE REVIEW WORKSHEET, A CHECKLIST OF PERFORMANCE DIFFERENCES BETWEEN THE SEXTES, STEPS TO DESIGN A RECRUITMENT CAMPAIGN, A LIST OF SELECTION STANDARDS AND PROCEDURES TO REVIEW, A SCENARIO TO BE ANALYZED FOR IMPROVING WORKING RELATIONSHIPS, A TRAINING PROCEDURE REVIEW, A FOLLOW UP AND EVALUATION EXERCISE, ROLE SIMULATION, AND PARTICIPANT EVALUATION FORM.

Supplemental Notes: LEMPP (LAW ENFORCEMENT MINORITY MANPOWER PROJECT) TRAINING AID NO 8.

72. FEDERAL BUREAU OF INVESTIGATION, WASHINGTON DC 20535. FBI'S NATIONAL EXECUTIVE INSTITUTE—EDUCATING LAW ENFORCEMENT'S TOP LEVEL MANAGERS. FBI LAW ENFORCEMENT BULLETIN (SEPTEMBER 1978), P 34.


AN EXAMINATION OF THE FEDERAL LEGISLATION AND U.S. SUPREME COURT DECISIONS RELATING TO EQUAL EMPLOYMENT OPPORTUNITY IS FOLLOWED BY AN ANALYSIS OF SPECIFIC LAW ENFORCEMENT PRACTICES FOUND TO BE DISCRIMINATORY. THREE PIECES OF FEDERAL LAW HAVE BEEN THE BASIS OF MOST CHALLENGES TO THE EMPLOYMENT PRACTICES OF EMPLOYERS, BOTH PUBLIC AND PRIVATE: SECTION 1981 OF THE CIVIL RIGHTS ACT OF 1866, TITLE VII OF THE CIVIL RIGHTS ACT OF 1964, AND THE FOURTEENTH AMENDMENT TO THE UNITED STATES CONSTITUTION. THERE ARE OTHER PROVISIONS OF FEDERAL STATUTORY LAW THAT MAY BE USED AS A BASIS FOR AN ATTACK ON RACIALLY AND SEXUALLY DISCRIMINATORY EMPLOYMENT PRACTICE, BUT THESE THREE SOURCES ARE FUNDAMENTAL. THE PROVISIONS OF THESE THREE BASIC SOURCES ARE REMEMBERED IN some FORMER CASES THAT A FAIRLY STRONG LEGAL CHALLENGE TO THE USE OF AN EMPLOYMENT SCREENING DEVICE OR EMPLOYMENT PRACTICE IS DISCUSSED, AND THE TYPES OF EVIDENCE THAT MIGHT BE PRESENTED BY THE PLAINTIFF AND THE DEFENDANT ARE REVIEWED. SPECIFIC AGENCY PRACTICES THAT HAVE BEEN FOUND DISCRIMINATORY ARE REVIEWED. THESE INCLUDE USE OF ENTRANCE AND PROMOTIONAL EXAMINATIONS, BACKGROUND EXAMINATIONS, MINIMUM PHYSICAL HEIGHT AND WEIGHT REQUIREMENTS, AND SOME SYSTEMS FOR PERFORMANCE RATING. CASES IN WHICH THE COURTS HAVE REQUIRED AFFIRMATIVE ACTION PROGRAMS TO RELIEVE THE DAMAGE CAUSED BY DISCRIMINATORY EMPLOYMENT PRACTICES ARE REVIEWED IN THE FINAL SECTION. (AUTHOR ABSTRACT MODIFIED)
ITY OF WAIVING HEIGHT REQUIREMENTS FOR PERSONS WHO SUCCESSFULLY COMPLETE A JOB PERFORMANCE TEST IS SUGGESTED.

Availability: NTIS Accession No. ADA 043 750 (Microfiche); NCJRS MICROFICHE PROGRAM.


DATED DECEMBER 1976, THIS REPORT PRESENTS THE RESULTS OF A REVIEW OF THE DEPARTMENT'S ORGANIZATION, PERSONNEL SYSTEM, AND AFFIRMATIVE ACTION PLAN, AND PROVIDES RECOMMENDATIONS FOR IMPROVEMENT OF PROBLEM AREAS. THE JACKSON POLICE DEPARTMENT HAS A SWORN POLICE STRENGTH OF 106 OFFICERS SERVING 47,000 RESIDENTS LIVING IN A 21 SQUARE MILE AREA. THIS TECHNICAL ASSISTANCE ASSIGNMENT WAS TO GENERATE ANALYSES OF THE JACKSON POLICE DEPARTMENT (JPD) PERSONNEL SYSTEM AS IT IMPACTS ON EQUAL EMPLOYMENT OPPORTUNITY PROGRAM (EEOC) AND AFFIRMATIVE ACTION PROGRAM (AAP) CONSIDERATIONS. THE TECHNICAL ASSISTANCE WAS TO IDENTIFY DEFICIENCIES IN THE PRESENT PERSONNEL SYSTEM THAT MAY CREATE LEGAL PROBLEMS FOR THE CITY AND/OR MAY BE CONTRARY TO SOUND PERSONNEL PRACTICES. IN ADDITION, IT WAS TO GUIDE THE JPD IN IMPROVING ITS PERSONNEL PRACTICES AND THE EEOC/AAP OF THE DEPARTMENT. IT WAS FOUND THAT THE DEPARTMENT LACKED FORMALIZED WRITTEN PROCEDURES TO ESTABLISH PERSONNEL POLICY. SEVERAL DEFICIENCIES WERE ALSO NOTED IN THE DEPARTMENT'S EEOC/AAP. SHORT-TERM RECOMMENDATIONS ARE MADE TO IMPROVE THE MINORITY RECRUITMENT AND PERSONNEL SELECTION OF THE DEPARTMENT. LONG-TERM RECOMMENDATIONS FOR A REVISED ORGANIZATION AND PERSONNEL SYSTEM ARE ALSO PRESENTED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

78. S. E. MARTIN. BREAKING AND ENTERING—POLICEMEN IN THE POLICE WORLD. 308 p. 1977. NCJ-45404

A STUDY EXPLORING THE WAYS IN WHICH POLICEMEN MESH THEIR OCCUPATIONAL AND SEX ROLES WAS CONDUCTED. POLICEMEN IN WASHINGTON, D.C., WERE INTERVIEWED ABOUT THEIR CAREERS AND ATTITUDES. THE STUDY EXAMINED: (1) THE SPECIAL PROBLEMS POLICEMEN FACE AS NEWCOMERS AND AS WOMEN ASSIGNED TO PATROL DUTIES IN SURVIVING IN THE WORK ENVIRONMENT AND PERFORMING THEIR OCCUPATIONAL ROLE; AND (2) THE MECHANISMS THEY EMPLOY TO COME TO TERMS WITH PROBLEMS AND DILEMMAS POSED BY THE FORMAL AND INFORMAL WORK ORGANIZATION AND THE DAY-TO-DAY PATTERNS OF INTERACTION WITH PEERS, SUPERVISORS, AND CLIENTS. THE RESEARCH FINDINGS ARE BASED ON 30TH PARTICIPANT OBSERVATION AND INTERVIEW DATA GATHERED PRINCIPALLY IN ONE POLICE DISTRICT IN WASHINGTON, D.C., BETWEEN DECEMBER 1975 AND JUNE 1976. THE PROJECT CONTINUED FOR 9 MONTHS AS A MEMBER OF THE METROPOLITAN POLICE RESERVE CORPS, A CITIZEN ORGANIZATION WHOSE MEMBERS WORK IN UNIFORM ALONG SIDE OF POLICE OFFICERS. IN ADDITION, INTERVIEWS AVERAGING 1-AND-1/2 TO 2 HOURS IN LENGTH WERE CONDUCTED WITH 27 POLICEMEN, 28 POLICEMEN, AND 15 OFFICIALS OF THE OBSERVATION DISTRICT PLUS 7 CURRENT OR FORMER POLICEMEN INVOLVED IN THE DEPARTMENT'S POLICEMEN PROGRAM. THE INTERVIEWS, INCLUDING BOTH OPEN AND CLOSED QUESTIONS, Elicited INFORMATION ABOUT OFFICER'S BACKGROUNDS, CAREER CHOICE, EXPECTATIONS AND ASPIRATIONS, TRAINING, AND ATTITUDES TOWARD DEPARTMENT, CITIZENS, FELLOW OFFICERS, AND THE WORK ITSELF. THE DIFFICULTIES THAT POLICEMEN WERE FOUND TO FACE IN ENTERING A TRADITIONALLY MALE OCCUPATION EMANATE FROM STRUCTURAL FEATURES OF THE WORK ORGANIZATION AND CULTURAL FEATURES GOVERNING MALE-FEMALE INTERACTION. DEPARTMENTAL POLICIES OFTEN PLACE THE POLICEMEN AT A DISADVANTAGE IN THEIR EFFORT TO MEET THEIR UNIQUE NEEDS. THE STRUCTURE OF THE DEPARTMENT GENERATE A CYCLE OF DEMOTIVATION AND FAILURE ON THE PART OF SOME WOMEN. THE POLICEMEN'S WORK SUBCULTURE, BUILT ON MUTUAL TRUST OF OFFICERS WITH SIMILAR BACKGROUNDS, ATTITUDES, AND VALUES, IS THREATENED BY THE PRESENCE OF POLICEMEN. FOR THIS REASON, WOMEN ARE NOT ACCEPTED AS OFFICERS AND ARE FREQUENTLY DENIED INFORMATION, ALLIANCES, PROTECTION, AND SPONSORSHIP NECESSARY FOR SUCCESS IN THE DEPARTMENT'S OFFICIAL AND INFORMAL STRUCTURE. AT THE INTERPERSONAL LEVEL, FEMALE OFFICERS MUST CONTEND WITH THE STRAINS OF STATUS INEQUITY AS WOMEN, COMPOUNDED BY PERFORMANCE PRESSURES AS TOKENS PRESENT IN LIMITED NUMBERS. THEY ARE CAST INTO LIMITING STEREOTYPIC ROLES AND PRESSURED BY MALE PEERS TO REMAIN SUBORDINATE THROUGH A VARIETY OF VERBAL AND NONVERBAL CUES. POLICEMEN ADOPT TWO PATTERNS OF BEHAVIOR AS A RESULT OF THE DILEMMAS THEY FACE: ONE GROUP SUCCCEEDS AS OFFICERS BY A STRATEGY OF OBEYING RULES, WHILE THE OTHER ADAPTS TO THE STEREOTYPIC ROLES INTO WHICH WOMEN ARE CAST, REMAINING 'LADIES' AND BEING LESS SUCCESSFUL AS PATROL OFFICERS. MOST POLICEMEN ATTEMPT TO FIND AN INTERMEDIATE COMPROMISE, BUT THEIR SITUATION AS PATROL OFFICERS IS STRESSFUL AND DIFFICULT. THE PATH THEY ADOPT SUPPORTING DOCUMENTS AND DATA ARE APPENDED, AND REFERENCES ARE PROVIDED. (AUTHOR ABSTRACT MODIFIED)

Supplemental Notes: AMERICAN UNIVERSITY—DOCTORAL DISSERTATION.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.

79. J. E. MCCLELLAN. CHANGING NATURE OF POLICE MANAGEMENT. COPP ORGANIZATION, INC, 57 WEST 98TH STREET, NEW YORK NY 10024. LAW AND ORDER, V 25, N 5 (MAY 1978), P 18-21, 25. NCJ-45507

UNIONIZATION, PROFESSIONALIZATION, EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION HIRING, AND PROVISION OF COMMUNITY SERVICES MAKE THE POLICE MANAGER'S JOB MORE COMPLEX THAN BEFORE. DESPITE A DESIRE TO ADHERE TO TRADITIONAL MODES OF BEHAVIOR, THE POLICE MANAGER MUST BE PREPARED TO ACCEPT CHANGES IN THE FIELD OF LAW ENFORCEMENT. UNIONISM IN THE PUBLIC WORK SECTOR IS A HOTLY CONTESTED ISSUE. IT IS SUGGESTED THAT UNIONISM CAN BE AVOIDED TO THE BENEFIT OF BOTH MANAGEMENT AND EMPLOYEES THROUGH A SYSTEM OF OPEN COMMUNICATION, APPLICATION OF GOOD SUPERVISORY SKILLS, EQUITABLE GRIEVANCE PROCEDURES, EMPHASIS ON CAREER DEVELOPMENT, AND A PROGRESSIVE MANAGEMENT ENVIRONMENT. EQUAL OPPORTUNITY EMPLOYMENT AND AFFIRMATIVE ACTION POLICIES ARE AN IMPORTANT ASPECT OF POLICE PERSONNEL ADMINISTRATION. ACCEPTANCE OF THESE POLICIES, COUPLED WITH ENLIGHTENED MANAGEMENT, CAN PREVENT ADVERSE PUBLIC OR EMPLOYEE CHARGES AGAINST POLICE ADMINISTRATION. EDUCATIONAL AND TRAINING REQUIREMENTS SHOULD BE SET IN ACCORDANCE WITH COMMUNITY EXPECTATIONS AND DEPARTMENTAL NEEDS. COLLEGE EDUCATION IS BECOMING MORE COMMON IN THE GENERAL POPULATION; IT IS REASONABLE THAT POLICE OFFICERS BE EQUAL IN EDUCATION TO THE PEOPLE THEY SERVE. INSERVICE TRAINING PROVIDES A METHOD FOR ACHIEVING ONGOING EMPLOYEE EDUCATION. TRAINING PHILOSOPHY AND A BUDGET SHOULD BE ESTABLISHED. INSERVICE TRAINING CAN IMPROVE DECISIONMAKING SKILLS, JOB EFFECTIVENESS, DEPARTMENTAL COHESION, COMMUNICATION, AND JOB SATISFACTION. CHANGE NECESSARILY INVOLVES A DEGREE OF RISK AND ATTENDANT FEAR, UNCERTAINTY, DISTURBANCE, AND AWARENESS. AWARNESS AND UNDERSTANDING ON THE PART
EQUAL EMPLOYMENT OPPORTUNITY

OF MANAGEMENT, COUPLED WITH EFFECTIVE COMMUNICATION AND GRADUAL IMPLEMENTATION, CAN SIGNIFICANTLY REDUCE RISK AND RESISTANCE TO CHANGE. WHILE EACH AREA OF CHANGE INVOLVES RISK, A GREATER HAZARD IS INVOLVED IN IGNORING CHANGES AND THEIR EFFECTS ON THE POLICE OFFICER AND THE COMMUNITY.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.


HCl-48506


Availability: SWALLOW PRESS INCORPORATED, 811 WEST JUNIOR TERRACE, CHICAGO IL 60613.

81. L. M. MOORE and J. A. SCHWARTZ. MINORITY EMPLOYMENT IN POLICE SERVICES-A MANAGEMENT ANALYSIS FOR POLICE DEPARTMENTS. LEAGUE OF CALIFORNIA CITIES, 702 HILTON CENTER, LOS ANGELES CA 90017.

WESTERN CITY (NOVEMBER 1978), P 10-14, 23.

HCl-429832

MINORITY RECRUITMENT, SELECTION, RETENTION, AND PROMOTION DISCUSSIONS ARE PRESENTED, ALONG WITH THE LEGAL ISSUES INVOLVED. MANAGEMENT RECOMMENDATIONS ARE OFFERED IN DEALING WITH THE SITUATION. HISTORICAL DISCRIMINATION IN LAW ENFORCEMENT IS DETAILED AND THE FEASIBILITY OF ATTAINING THE DIVERSITY AMONG THE POLICE IS DISCUSSED. THE ROLE OF THE MANAGEMENT IN THE RECRUITMENT OF MINORITY PERSONNEL IS DISCUSSED, TOGETHER WITH THE RESULTS OF A SAMPLE STUDY OF THE EFFECTIVENESS OF RECRUITING PROGRAMS AND THE POTENTIAL FOR SUCCESSFUL EFFORTS TO COMBAT RACISM.

Availability: UNIVERSITY MICROFILMS, 300 NORTH ZEEB ROAD, ANN ARBOR MI 48106.


NCJ-388963

NATIONAL LEAGUE OF CITIES CONFERENCE PANEL DISCUSSES IMAGE OF POLICE; POLICE ADMINISTRATION AND POLICE/CITY RELATIONSHIPS. THE FOUR PANELISTS, ALL PRESENT OR FORMER POLICE CHIEFS, DEBATE THE POLICE OFFICER'S STRUGGLE TO COMBAT RACISM, THE PANELISTS' URGENT CALLS FOR REFORM OF THE POLICE, AND STUDIES ON POLICE EFICACY IN COMBATING CRIME. THE PANELISTS' URGENT CALLS FOR REFORM OF THE POLICE, AND STUDIES ON POLICE EFICACY IN COMBATING CRIME.

Availability: Not available through NCJRS Document Loan Program.


NCJ-388862

FINAL REPORT ON A PROJECT TO STIMULATE THE HIRING OF MINORITY EMPLOYEES BY LAW ENFORCEMENT AGENCIES IN SACRAMENTO (CA), LITTLE ROCK (AR), AND SPRINGFIELD (MA). THE PROJECT INVOLVED SCREENING A FILM ON THE LEWIS PROJECT TO INTERESTED AGENCIES AND PREPARING CANDIDATES TO TAKE THE ENTRANCE EXAMINATION THROUGH TUTORING. REPORTS FROM THE THREE CITIES INDICATE THAT 3,455 MINORITY MEN AND WOMEN WERE SUCCESSFULLY INTERVIEWED, OF THESE, 87 WERE PLACED WITH POLICE DEPARTMENTS, 141 WITH LAW ENFORCEMENT RELATED AGENCIES, AND 110 WITH UNRELATED AGENCIES.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.


NCJ-478097

A MODEL OF INTENTIONAL AND UNINTENTIONAL, INTERPERSONAL AND INTERORGANIZATIONAL FACTORS IN RACIAL DISCRIMINATION IN POLICE RECRUITMENT IS PRESENTED TOGETHER WITH RESULTS OF A STUDY OF ROLE DIVESTMENT IN WHITE URBAN POLICE. THE CIVIL RIGHTS MOVEMENT, RACIAL UNREST, AND THE FEDERAL COMMITMENT TO AFFIRMATIVE ACTION EMPLOYMENT POLICIES HAVE LED TO A CRITICAL EVALUATION OF MINORITY RECRUITMENT, RETENTION, AND PROMOTION IN TRADITIONALLY WHITE POLICE DEPARTMENTS. UNDERLYING THE FREQUENTLY HEARD CHARGES OF INADEQUATE MINORITY GROUP REPRESENTATION AND UNSATISFACTORY EFFORTS TO INCREASE MINORITY PARTICIPATION IS THE ASSUMPTION THAT LAW ENFORCEMENT AGENCIES ARE GUILTY OF RACIAL DISCRIMINATION.
NATION. DISCRIMINATION, AS FREQUENTLY USED IMPLIES A SYSTEMATIC AND INTENTIONAL EXCLUSION OF BLACKS, AND TENDS TO IGNORE UNINTENTIONAL AND FORTUITOUS FACTORS WHICH MAY ACT AS BARRIERS TO BLACK EMPLOYMENT IN POLICE DEPARTMENTS. SUCH BARRIERS MAY BE INTENTIONAL, OR UNINTENTIONAL AND MAY BE IN THE INDIVIDUAL, IN THE ORGANIZATION, OR IN THE SOCIETY. FOR INSTANCE, BARRIERS INTENTIONALLY ERECTED BY BLACKS MAY INCLUDE DISINTEREST IN POLICE WORK, NEGATIVE ATTITUDES TOWARD THE POLICE, AND GREATER ATTRACTIONNESS OR PRESTIGE OF OTHER OCCUPATIONS. INTENTIONAL BARRIERS MAY BE THE BLACKS MAY INCLUDE SUBCULTURAL VALUES WHICH MAKE THEM LESS LIKELY THAN WHITES TO COMPLETE COMPLEX CIVIL SERVICE HIRING PROCEDURES AND LACK OF EDUCATIONAL, PHYSICAL, MORAL, OR MENTAL PREREQUISITES TO POLICE EMPLOYMENT. WITHIN THE POLICE ORGANIZATION THERE MAY BE UNINTENTIONAL BARRIERS SUCH AS RECRUITMENT PROCEDURES WHICH LIMIT LATERAL ENTRY OR UTILIZE PRIMARY WORD-OF-MOUTH REFERRALS, OR POLICIES WHICH, BY NOT ACTIVELY ENCOURAGING MINORITY PARTICIPATION SERVE TO DISCOURAGE BLACKS. ORGANIZATIONAL INTENTIONAL BARRIERS MAY INCLUDE OVER EXCLUSIONARY HIRING PRACTICES OR QUALIFYING CRITERIA, DISCRIMINATORY RACIAL ATTITUDES AMONG PERSONNEL, OR A DEPARTMENT IMAGE WHICH DISCOURAGES BLACK PARTICIPATION. UNINTENTIONAL SOCIAL BARRIERS SUCH AS THE INCREASING SOCIAL STATUS OF MINORITY GROUPS AND SOCIETAL NORMS WHICH NEGATIVELY EVALUATE LAW ENFORCEMENT MAY SERVE AS BARRIERS, AS MAY INTENTIONAL RACIAL BARRIERS WHICH SEEK TO EXCLUDE BLACKS FOR A VARIETY OF REASONS INCLUDING WHITE DISTRUST OF BLACKS AND BLACK FEARS OF BEING CO-OPTED BY THE WHITE MAJORITY. RESULTS OF AN ATTITUDINAL QUESTIONNAIRE PERTAINING TO ROLE DIVESTMENT (THE RELINQUISHING OF CERTAIN ROLE BEHAVIORS) INDICATED THAT REGARDLESS OF PERSONAL BACKGROUND AND RACIAL ATTITUDES, WHITE POLICE OFFICERS WERE UNWILLING TO RELINQUISH THEIR TRADITIONAL LAW ENFORCEMENT DUTIES TO BLACKS. THIS SUGGESTS AN INTERNALIZATION OF ORGANIZATIONAL AND/OR SOCIETAL NORMS WHICH NEED NOT BE RELATED TO NEGATIVE RACIAL ATTITUDES. SUCH NONRACIST ATTITUDES MAY INCLUDE A BELief THAT LACK OF OBJECTIVITY OF BLACK OFFICERS MAKES THEM INEFFECTIVE IN DEALING WITH MINORITIES, FEARED LOSS OF JOB SECURITY, OR THE VIEW THAT THE POLICE ROLE REQUIRES PROFESSIONAL SKILLS, NOT BLACK POLICE OFFICERS. TABULAR DATA AND REFERENCE NOTES ARE INCLUDED.

**Supplemental Notes:** REPRINTED FROM CRIME AND DELINQUENCY (JULY 1975), P 232-242.

**85. R. M. REGOLI and D. E. JEROME. RECRUITMENT AND PROMOTION OF A MINORITY GROUP INTO AN ESTABLISHED INSTITUTION—THE POLICE. NORTHWESTERN UNIVERSITY SCHOOL OF LAW, 357 EAST CHICAGO AVENUE, CHICAGO IL 60611. JOURNAL OF POLICE SCIENCE AND ADMINISTRATION, V 5, N 4 (DECEMBER 1975), P 410-418.**

THE POLICIES AND PRACTICES OF POLICE DEPARTMENTS IN MAJOR UNITED STATES CITIES ARE EXAMINED TO DETERMINE TRENDS IN THE HIRING AND PROMOTION OF BLACK POLICE OFFICERS. REASONS FOR THE UNDERREPRESENTATION OF BLACKS ON POLICE FORCES ARE FIRST EXAMINED. THESE INCLUDE DISCRIMINATORY HIRING PRACTICES, THE INABILITY OF BLACKS TO PASS WHITE-ORIENTED WRITTEN EXAMINATION, AND RELUCTANCE OF BLACKS TO JOIN POLICE FORCES. THE NEED FOR SPECIAL EFFORTS IN RECRUITING BLACKS IS DISCUSSED, AND EXAMPLES OF SEVERAL RECRUITING PROGRAMS, APARTMENTS, SUCH AS THE TRAINEE OR UNDERCLASS THROUGH COMMUNITY SERVICE OFFICER OR POLICE CADET PROGRAMS, AND ADVERTISING CAMPAIGNS DESIGNED TO ENCOURAGE BLACKS TO JOIN THE POLICE. PATTERNS OF BLACK PROMOTION AND BLACK REPRESENTATION ON POLICE FORCES ARE CONSIDERED IN THE FINAL SECTION. THE DATA INDICATE THAT BLACKS ARE UNDERREPRESENTED ON POLICE FORCES THROUGHOUT THE UNITED STATES AND THAT ONCE THEY ARE HIRED THEY ARE NOT PROMOTED AS EASILY AS WHITES.

**86. L. H. REYNOLDS. HOW TO UTILIZE COMMUNITY RESOURCES. NATIONAL URBAN LEAGUE, INC, 500 EAST 62ND STREET, NEW YORK NY 10021. 5 p. 1977.**

METHODS OF UTILIZING COMMUNITY RESOURCES FOR SUCCESSFUL MINORITY RECRUITMENT ARE DISCUSSED AS PART OF A SERIES OF TRAINING AIDS PREPARED BY THE URBAN LEAGUE'S LAW ENFORCEMENT MINORITY MANPOWER PROJECT. A PRESS CONFERENCE WITH LOCAL GOVERNMENT OFFICIALS AND REPRESENTATIVE OF CIVIC AND SOCIAL GROUPS OR A MEETING WITH LOCAL LEADERS CAN BE USED TO INFORM AND TO ASK ASSISTANCE OF LOCAL OFFICIALS IN A MINORITY RECRUITMENT DRIVE. POLICE DEPARTMENTS CAN MAKE USE OF PUBLIC SERVICE TIME FOR A RADIO PRESENTATION INVOLVING EITHER A BRIEF APPEAL TO MINORITIES CONCERNING EMPLOYMENT OPPORTUNITIES OR THROUGH THE EXPERIENCES OF A PERSON ALREADY IN THE MINORITY PROGRAM. A LOCAL DISC JOCKEY WITH A LARGE MINORITY AUDIENCE OR A CIVIC LEADER FIGURE CAN ALSO BE USED TO ATTRACT MINORITY APPLICANTS. INNOVATIVE USE OF POSTER AND ADVERTISING DISPLAYS TO REACH MINORITIES IS AN EFFECTIVE RECRUITMENT TECHNIQUE. CONTACTS WITH YOUNG MEN/WOMEN CHURCHIAN ASSOCIATIONS ('Y5), NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE (NAACP'S), URBAN LEAGUE OFFICES, AND SAVIALLY CHURCHES WILL ALL BE USEFUL IN ENUMOSING MINORITIES. ALTHOUGH COMMUNICATION WITH MINORITY GROUPS BY THE POLICE WILL PROBABLY ELICIT AUDIENCE COMPLAINTS AND DESTRUCTIVE COMMENTS CONCERNING POLICE APATHY AND INJUSTICE, THESE COMPLAINTS SHOULD BE PATIENTLY ANSWERED AND THE ISSUE OF RECRUITMENT KEPT UPPERMOST IN THE MINDS OF THE AUDIENCE. NO REFERENCES ARE INCLUDED.

**Supplemental Notes:** LEMMP (LAW ENFORCEMENT MINORITY MANPOWER PROJECT) TRAINING AID NO 2.

**87. L. H. REYNOLDS. CANDIDATE PREPARATION AND RETENTION. NATIONAL URBAN LEAGUE, INC, 500 EAST 62ND STREET, NEW YORK NY 10021. 7 p. 1977.**

METHODS FOR PREPARING A POLICE CANDIDATE FOR ALL EXAMINATIONS ARE DISCUSSED AS PART OF A SERIES OF TRAINING AIDS PREPARED BY THE URBAN LEAGUE'S LAW ENFORCEMENT MINORITY MANPOWER PROJECT. LEMMP CANDIDATES FOR POLICE JOBS OFTEN NEED MORE HELP AND ENCOURAGEMENT TO PASS SCREENING EXAMINATIONS THAN THEIR WHITE MALE COUNTERPARTS. THIS GUIDE SUGGESTS THAT LEMMP PERSONNEL ARRANGE MEETINGS FOR GROUPS OF MINORITY CANDIDATES TO PRACTICE EXAMINATION TECHNIQUES BY TAKING SAMPLE EXAMS. THIS PRACTICE SHOULD REDUCE THEIR FEARS AND MAINTAIN THEIR INTEREST. CANDIDATES CAN BE PREPARED FOR ORAL INTERVIEWS IN COUNSELING SESSIONS DESIGNED TO TEACH THEM HOW TO AVOID IMPROPER POSTURE, SUFFLED ATTITUDES, INCOHERENT RESPONSES TO QUESTIONS, AND BREAKING EYE CONTACT WITH THE INTERVIEWER. THE RECRUITMENT SPECIALIST SHOULD PROVIDE THE CANDIDATE WITH CUSTOMIZED ANSWERS. QUESTIONS AND COMMENTS (SAMPLE QUESTIONS ARE INCLUDED HERE) PRACTICAL CONSIDERATIONS FOR TEST PREPARATION SUCH AS GETTING AN ADEQUATE NIGHT'S REST BEFORE THE TEST, BRINGING THE NECESSARY EQUIPMENT TO THE TEST LOCATION, AND ARRIVING AT THE TEST CENTER EARLY ARE NOTED. PREPARATION FOR THE MEDICAL EXAMINATION INVOIVE.RING THE CANDIDATE OF WHAT TO EXPECT AND INSTRUCTING THEM TO REFRAIN FROM USING ALCOHOL OR MEDICATION PRIOR TO THE EXAMINATION. CANDIDATES SHOULD ALSO BE INFORMED OF WHAT TO EXPECT DURING THE PHYSICAL EXAMINATION.

**Supplemental Notes:** LEMMP (LAW ENFORCEMENT MINORITY MANPOWER PROJECT) TRAINING AID NO 3.
EQUAL EMPLOYMENT OPPORTUNITY


BARRIERS TO POLICE RECRUITMENT OF MINORITIES ARE DISCUSSED AS PART OF A SERIES OF TRAINING AIDS PREPARED BY THE URBAN LEAGUE'S LAW ENFORCEMENT MINORITY MANPOWER PROJECT (LEMP). SOME OF THE PROHIBITIONS AGAINST SUCCESSFUL MINORITY RECRUITMENT INCLUDE THE USE OF VISUAL ACUITY TESTS WHICH BAR APPOINTMENT TO THE FORCE WITHOUT 20/20 VISION IN SOME AREAS, HEIGHT STANDARDS WHICH ARE CURRENTLY UNDER ATTACK IF THEY ARE NOT JOB RELATED, RESIDENCY REQUIREMENTS, AND THE PREFILING OF APPLICATIONS WHICH ELIMINATES CANDIDATES WHO HEAR OF THE TEST AFTER THE TERMINATION DATE. SOLUTIONS TO THESE BARRIERS ARE PROPOSED, INCLUDING ALLOWING APPLICANTS TO HAVE CORRECTED VISION TO 20/30, DISALLOWING HEIGHT STANDARDS, REQUIRING CANDIDATES TO FULFILL THE RESIDENCY REQUIREMENT WITHIN 30 DAYS, AND INTEGRATING THE DATE FOR THE PREFILING OF APPLICATIONS INTO THE TEST DATE. IN ADDITION, FEE CHARGING FOR EXAMINATIONS OR APPLICATIONS SHOULD BE ELIMINATED, AND EDUCATION REQUIREMENTS SHOULD INCLUDE A HIGH SCHOOL DIPLOMA AND CANDIDATE'S LICENSE AT THE TIME OF APPOINTMENT. BARRIERS THAT ARE ALREADY PROHIBITED BY LAW INCLUDE DISCRIMINATION ON THE BASIS OF SEX, RACE, RELIGION, POLITICAL BELIEFS, AND NATIONAL HERITAGE; ARREST AS OPPOSED TO CONVICTION; AND WAGE GARNISHMENT. APPLICATIONS SHOULD BE READILY AVAILABLE TO FACILITATE EQUITABLE OUTCOME. THE ORAL INTERVIEW, IF PROPERLY CONDUCTED AND EVALUATED, CAN SERVE AS AN EFFECTIVE TOOL FOR ELIMINATING UNQUALIFIED CANDIDATES; HOWEVER, THE INTERVIEWER SHOULD REMAIN OPENMINDED, UNPREJUDICED, AND ABLE TO FACADE CANDIDATES, AND AVOID A CLIMATE OF INTERROGATION. NO REFERENCES ARE PROVIDED.

Supplemental Notes: LEMP (LAW ENFORCEMENT MINORITY MANPOWER PROJECT) TRAINING AID NO 4.


THE UNIFORM ORAL INTERVIEW STANDARDS DISCUSSED IN THIS MANUAL WERE DEVELOPED AS A PART OF THE NATIONAL URBAN LEAGUE'S LAW ENFORCEMENT MINORITY MANPOWER PROJECT FOR SUCCESSFUL MINORITY RECRUITMENT. ALL INTERVIEWERS SHOULD ACCEPT THREE SPECIFIC KINDS OF ORAL INTERVIEW STANDARDS: (1) STANDARDS REGARDING THE TYPE OF INFORMATION OBTAINABLE FROM CANDIDATES AND WHAT WOULD BE HELPFUL IN JUDGING SUITABILITY FOR HIRING AS FIREFIGHTERS OR POLICE OFFICERS; (2) STANDARDS OF INTERVIEWING TECHNIQUES TO OBTAIN USEFUL INFORMATION WITHOUT IMPROPER OR UNPROACTIVE QUESTIONS; AND (3) STANDARDS OF GRADING APPLIED UNIFORMELY AND IMPARTIALLY. ALL INTERVIEWERS SHOULD ASK CANDIDATES TO DISCUSS THEIR EDUCATIONAL AND WORK BACKGROUND TO SEARCH FOR EVIDENCE REGARDING CHARACTER MOTIVATION, ATTITUDES, AND WORK HABITS. OTHER IMPORTANT QUESTIONS THAT MAY BE ASKED DURING THE INTERVIEW PROCESS ARE INCLUDED IN THE INTERVIEW RATER'S WORKSHEET THAT IS APPENDED TO THIS DOCUMENT. THERE IS A TIP ON HOW TO BEGIN AND END INTERVIEWS. INTERVIEWERS SHOULD HELP THE CANDIDATE'S BACKGROUND BE ADRESSED DIRECTLY AND AN INORDINATE AMOUNT OF TIME SHOULD NOT BE SPENT ON UNFAVORABLE INCIDENTS IN COMPARISON TO FAVORABLE ASPECTS OF THE CANDIDATE'S HISTORY. IT IS THE RESPONSIBILITY OF THE CANDIDATE TO CONVINCE THE INTERVIEWER OF QUALIFICATIONS FOR THE POSITION. IN ADDITION, INTERVIEWERS SHOULD BE AWARE OF THEIR PERSONAL PREJUDICES AGAINST MINORITY OR FEMALE APPLICANTS. RULES FOR DETERMINING FINAL SCORES AND MARKING THE CANDIDATE RATING CARD ARE DISCUSSED, INCLUDING GUIDELINES DIRECTING INTERVIEWERS TO THE APPROPRIATENESS OF CHANGING A RATING. FINALLY, THERE IS A DISCUSSION OF WHETHER AND WHEN RATERS SHOULD DISQUALIFY THEMSELVES. A SAMPLE EXAMINATION FOR POLICE AND FIREFIGHTERS IS INCLUDED.

Supplemental Notes: LEMP (LAW ENFORCEMENT MINORITY MANPOWER PROJECT) TRAINING AID NO 5.

91. S. ROETHENBERG. MINORITIES' CONSTITUTIONAL RIGHTS TO POLICE DEPARTMENT EMPLOYMENT. ILLINOIS INSTITUTE OF TECHNOLOGY INSTITUTE FOR CRIMINAL JUSTICE, 3300 SOUTH FEDERAL STREET, CHICAGO IL 60616. POLICE LAW QUARTERLY, V 6, N 2 (JANUARY 1977), P 22-31.

BRIEF REVIEW OF STATUTORY BACKGROUND AGAINST DISCRIMINATORY EMPLOYMENT PRACTICES IN THE PUBLIC SECTOR, FOCUSING ON POLICE, AND DISCUSSION OF THE CONCEPT OF DISPROPORTIONATE RACIAL IMPACT. THIS CONCEPT, ENUNCIATED BY THE SUPREME COURT IN GRIGSBY v. DUKE POWER COMPANY (1971) HOLDS THAT IF AN EMPLOYMENT TEST CAN BE SHOWN TO HAVE A DISPROPORTIONATE RESULT ON CERTAIN PROTECTED GROUPS, THE EMPLOYER MUST DEMONSTRATE THAT THE TEST IS VALID AND RELATES TO THE JOB REQUIREMENTS. FEDERAL COURT LITIGATION CONCERNING THE CHICAGO POLICE DEPARTMENT IS USED AS AN EXAMPLE OF THIS DOCTRINE. ADDITIONALLY, THE AUTHOR DISCUSSS JUDICIOUSLY IMPOSED EMPLOYMENT QUOTAS AND PREFERENTIAL AFFIRMATIVE ACTION HIRING PRACTICES AS REMEDIES FOR DISCRIMINATION. THE ARTICLE CONCLUDES BY CITING A REPORT SHOWING THAT WOMEN CAN PERFORM COMPETENTLY AS POLICE OFFICERS.


OUTLINE OF CITYWIDE MINORITY RECRUITMENT ACTIVITIES INTENDED TO ENCOURAGE QUALIFIED MINORITY APPLICANTS (A
POLICE

GOAL OF 60 MALE BLACK APPLICANTS WAS SET TO APPLY AND BE APPOINTED POLICE OFFICERS. RECRUITMENT EFFORTS COMPRISED AN ORAL-INTERVIEW TUTORIAL SESSION FOR APPLICANTS, PHYSICAL TRAINING AND PREPARATION FOR THE PHYSICAL AGILITY PORTION OF THE TEST, WRITTEN EXAMINATION, TUTORIALS, RADIO AND TELEVISION SPOT ANNOUNCEMENTS, PRESS AND COMMUNITY NEWS RELEASES, AND MEETINGS WITH INTERESTED GROUPS. OF THE 60 APPLICANTS WHO TOOK THE POLICE OFFICER EXAMINATION (INCLUDING 55 BLACK MALES), 53 FROM THE MINORITY GROUP PASSED. THE POLICE DEPARTMENT STARTED ITS RECRUITMENT ACADEMY WITH NINE BLACK MALES, ONE BLACK FEMALE, AND ONE HISPANIC MALE OUT OF 43 RECRUIT.

93. RURAL HOUSING ALLIANCE AND RURAL AMERICA, INC. 1146 CONNECTICUT AVENUE, NW, WASHINGTON DC 20036. RURAL JUSTICE AND LEGAL ASSISTANCE. 9 P. 1975. NCU-J-1378

THE AUTHOR ADDRESSES ARGUMENTS TO SUPPORT HIS VIEW THAT RURAL JUSTICE IS LACKING IN THE QUALITY OF ITS LAW ENFORCEMENT, THE FUNCTIONING OF ITS JUDICIAL PROCESS, AND POOR AND ETHNIC MINORITY PARTICIPATION IN THE PROCESS. PROPOSALS FOR REFORM INCLUDE A FULL EMPLOYMENT STRATEGY, A REEXAMINATION AND CHANGE IN THE WAY IN WHICH FEDERAL DOLLARS UNDER LEAA ARE GRANTED TO THE STATES (TO EMPHASIZE IMPROVING THE QUALITY OF LAW ENFORCEMENT, JUDICIAL PROCESS, AND CORRECTIONS), AND EQUAL APPOINTMENT OF FEDERAL LEGAL ASSISTANCE FOR THE POOR BETWEEN RURAL AND URBAN AREAS. ALSO RECOMMENDED ARE INCREASED LAW SCHOOL EMPHASIS ON SPECIFIC RURAL ISSUES AND PRACTICE, AND AFFIRMATIVE ACTION RECRUITMENT OF MINORITIES FOR EMPLOYMENT IN LAW ENFORCEMENT, JUDICIAL, AND LEGAL PROFESSIONS.

Supplemental Notes: PAPER PRESENTED AT NATIONAL CONFERENCE ON RURAL AMERICA, APRIL 14-17, 1975.
Availability: NCUS MICROFICHE PROGRAM.

94. L. W. SHERMAN, ENFORCEMENT WORKSHOP—MINORITY QUOTAS FOR POLICE PROMOTIONS. WARREN, GORHAM AND LAMONT, INC. 210 SOUTH STREET, BOSTON MA 02111. CRIMINAL LAW BULLETIN, V 15, N 1 (JANUARY-FEBRUARY 1976), P 79-84. NCU-E-38070

THIS COMMENTARY DEALS WITH A CASE INVOLVING THE DETROIT POLICE OFFICERS ASSOCIATION IN MICHIGAN AND A WHITE POLICE OFFICER NAMED YOUNG WHO CHARGED THE ASSOCIATION WITH DISCRIMINATORY PRACTICES IN PROMOTION. THE JUDGMENT BETWEEN RURAL AND URBAN AREAS. ALSO RECOMMENDED ARE INCREASED LAW SCHOOL EMPHASIS ON SPECIFIC RURAL ISSUES AND PRACTICE, AND AFFIRMATIVE ACTION RECRUITMENT OF MINORITIES FOR EMPLOYMENT IN LAW ENFORCEMENT, JUDICIAL, AND LEGAL PROFESSIONS.

This commentary deals with a case involving the Detroit Police Officers Association in Michigan and a white police officer named Young who charged the association with discriminatory practices in promotion. The judgment between rural and urban areas. Also recommended are increased law school emphasis on specific rural issues and practices, and affirmative action recruitment of minorities for employment in law enforcement, judicial, and legal professions.

Affirmative Action

WHITES IN LAW ENFORCEMENT, AND THE GEOGRAPHY OF PERSONNEL RECRUITMENT IS ALSO EXAMINED. CASE LAW IS CITED.


GUIDELINES PERTAINING TO MINORITY RECRUITMENT OF OHIO PEACE OFFICERS ARE PRESENTED. COVERED ARE THE BASES FOR ANTIDISCRIMINATION POLICIES, DISCRIMINATION IN LAW ENFORCEMENT, AND REMEDIATION OF DISCRIMINATORY PRACTICES. THE MANUAL IS DESIGNED TO ASSIST LOCAL LAW ENFORCEMENT AGENCIES IN THEIR EFFORTS TO INCREASE REPRESENTATION OF ETHNIC MINORITIES AND WOMEN AS SWORN PEACE OFFICERS. IT IS EMphasized THAT MINORITY RECRUITMENT DOES NOT REFER TO PREFERENTIAL HIRING PRACTICES; RATHER, THE GOAL IS TO ATTRACT THE MOST QUALIFIED MINORITY GROUP MEMBERS. IN A DEMOCRATIC SOCIETY, ALL PERSONS SHOULD BE PERMITTED TO PARTICIPATE IN GOVERNMENTAL PROCESSES. THE RIGHTS OF MINORITY AND WOMEN APPLICANTS ARE SUPPORTED BY THE 14TH AMENDMENT OF THE CONSTITUTION, THE CIVIL RIGHTS ACT AND THE EQUAL EMPLOYMENT OPPORTUNITY ACT, LEAA, THE OHIO CIVIL RIGHTS COMMITTEE, AND THE COURTS. THE JUDICIAL DECISIONS, LAW AND LEGAL ALLIANCE, AND THE GEOGRAPHY ARE GRANTED TO THE STATES (TO EMPHASIZE IMPROVING THE QUALITY OF LAW ENFORCEMENT, JUDICIAL PROCESS, AND CORRECTIONS), AND EQUAL APPOINTMENT OF FEDERAL LEGAL ASSISTANCE FOR THE POOR BETWEEN RURAL AND URBAN AREAS. ALSO RECOMMENDED ARE INCREASED LAW SCHOOL EMPHASIS ON SPECIFIC RURAL ISSUES AND PRACTICE, AND AFFIRMATIVE ACTION RECRUITMENT OF MINORITIES FOR EMPLOYMENT IN LAW ENFORCEMENT, JUDICIAL, AND LEGAL PROFESSIONS.

Supplemental Notes: PAPER PRESENTED AT NATIONAL CONFERENCE ON RURAL AMERICA, APRIL 14-17, 1975.
Availability: NCUS MICROFICHE PROGRAM.


SELECTION OF REPORTS ON COLLABORATIVE EFFORTS BETWEEN POLICE AGENCIES AND BEHAVIORAL SCIENTISTS TO IMPROVE RECRUITMENT, SELECTION, AND HUMAN RELATIONS TRAINING. DURING THE PAST FEW YEARS, NUMBER OF INTERESTING COLLABORATIVE EFFORTS HAVE BEEN TAKEN PLACE BETWEEN POLICE AGENCIES AND BEHAVIORAL SCIENCE CONSULTANTS IN DEVELOPING INNOVATIVE PROGRAMS TO IMPROVE POLICE PRACTICES. THE MAJOR EMphasis OF THE PROGRAMS
EQUAL EMPLOYMENT OPPORTUNITY

REPORTED HERE CENTERS AROUND THE AREA OF HUMAN RELATIONS TRAINING. THERE HAS BEEN A GROWING RECOGNITION OF THE IMPORTANCE OF SUCH TRAINING BECAUSE OF THE VERY CONSIDERABLE DISCRETION GIVEN A POLICE OFFICER IN DEALING WITH PEOPLE. WHAT'S MORE, 75 TO 80 PERCENT OF THE JOB OF AN URBAN POLICE OFFICER IS INVOLVED WITH THE DELIVERY OF HUMAN SERVICES. THE TRAINING PROGRAMS REPRESENTED IN THIS VOLUME INCLUDE THE AREAS OF CHILD AND JUVENEILE CONTACTS, RACE RELATIONS, FAMILY CRISIS INTERVENTION, CONFLICT MANAGEMENT, AND COMMUNITY RELATIONS. THESE PROGRAMS REPRESENT A SIGNIFICANT DEPARTURE FROM TRADITIONAL POLICE TRAINING WHICH HAS FREQUENTLY BEEN A MATER OF INDUCRINATION THROUGH LECTURES. NEW DIRECTIONS ARE EXPLORED IN LEARNING AND CURRICULUM DESIGN TO INSTILL IN THE OFFICER THE GOOD JUDGEMENT, DECISION MAKING ABILITY, PRUDECE, AND UNDERSTANDING WHICH ARE REQUIRED FOR A PROFESSIONAL RESPONSE TO FIELD SITUATIONS. IN ADDITION, THIS COMPILATION OF REPORTS INCLUDES A DESCRIPTION OF PROGRAMS TO DESIGN PROMOTIONAL EXAMINATIONS AND TO RECRUIT POLICE APPLICANTS FROM THE BLACK POPULATION.

Availability: CHARLES C THOMAS, 301-327 EAST LAWRENCE AVENUE, SPRINGFIELD IL 62717.


INTENDED FOR ADMINISTRATORS AND SUPERVISORS INVOLVED IN DESIGNING AND IMPLEMENTING A PERSONNEL SELECTION PROCESS. THIS BOOK ANALYZES THE SELECTION PROCESS FROM THE ENTRANCE EXAMINATION THROUGH PROBATIONARY EMPLOYMENT. THE AUTHORS POINT OUT THERE IS NO SINGLE BEST SELECTION PROCESS FOR POLICE OFFICERS; HOWEVER, THEY MAINTAIN THAT IF THE ADMINISTRATIVE GUIDELINES, INVESTIGATIVE PROCEDURES, AND LEGAL REQUIREMENTS OUTLINED IN THE BOOK ARE FOLLOWED, THE FOLLOWING OBJECTIVES WILL BE ACCOMPLISHED: THE IDENTIFICATION OF CANDIDATES WELL SUITED FOR POLICE CAREERS AND THE RECOGNITION OF PERSONS WHO WOULD BE CLASSIFIED AS HIGH RISK CANDIDATES FOR EMPLOYMENT. IT IS CAUTIONED THAT ADMINISTRATORS USING THIS BOOK SHOULD BE CERTAIN THAT THE GUIDELINES SET FORTH DO NOT CONFLICT WITH THEIR STATE STATUTES. SOME OF THE SUBJECTS TREATED ARE: EQUAL EMPLOYMENT OPPORTUNITY IN LAW ENFORCEMENT; WRITTEN ENTRANCE EXAMINATIONS; MEDICAL AND PHYSICAL STANDARDS FOR LAW ENFORCEMENT APPLICANTS; USING POLYGONS AND PSYCHOLOGICAL STRESS EVALUATORS; PSYCHOLOGICAL AND PSYCHIATRIC ASSESSMENT OF POLICE APPLICANTS; THE CHARACTER INVESTIGATION; THE ORAL INTERVIEW; RECRUIT TRAINING; EVALUATION OF PROBATIONARY OFFICERS; AND THE FUTURE OF POLICE PERSONNEL SELECTION. SAMPLES OF VARIOUS FORMS USED IN THE SELECTION PROCESS ARE INCLUDED.

Availability: BOBBS-MERRILL PUBLISHING COMPANY, 4300 WEST 62 STREET, INDIANAPOLIS IN 46268.

98. TEXAS OFFICE OF THE GOVERNOR, AUSTIN TX 78771. EQUAL EMPLOYMENT OPPORTUNITY AND THE TEXAS CRIMINAL JUSTICE SYSTEM. 115 p. 1975. NCI-32537

THIS MANUAL, BOTH A BACKGROUND AND PROGRAM DOCUMENT, IS DESIGNED TO GIVE TEXAS AGENCIES AN UNDERSTANDING OF EQUAL OPPORTUNITY LAW AND ITS PRINCIPLES AS THEY RELATE TO ATTRACTION QUALIFIED MINORITY AND WOMEN APPLICANTS. A CONDENSATION OF VARIOUS LAWS, LEGAL DECISIONS, REGULATIONS, RESEARCH REPORTS, AND OPINIONS, IT ADDRESSES FOUR AREAS OF MAJOR CONCERN TO CRIMINAL JUSTICE AGENCIES: ALLOWABLE EMPLOYMENT STANDARDS AND QUALIFICATIONS, RECRUITING MINORITIES AND WOMEN IN PATROL WORK, AND HANDLING COMPLAINTS OF DISCRIMINATION. THIS MANUAL ALSO DISCUSSES HOW EQUAL OPPORTUNITY LAW DEVELOPED, TEXAS' EQUAL EMPLOYMENT LAWS AND REGULATIONS, AND UPWARD MOBILITY. THE APPENDIX COMPLIES TO EQUAL OPPORTUNITY COMMISSION GUIDELINES ON LAWFUL, AND UNLAWFUL PRE-EMPLOYMENT INQUIRIES. THE TEXAS EQUAL RIGHTS STATUTES, THE LEA COMPLAINE REVIEW PROCESS, AND THE STATE ATTORNEY GENERAL'S OPINION (H-251) ON QUESTIONS RELATING TO THE RIGHTS OF WOMEN EMPLOYED BY THE STATE. A BRIEF BIBLIOGRAPHY IS ALSO INCLUDED.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

99. P. E. TRIPLETT. WOMEN IN POLICING, INTERNATIONAL ASSOCIATION OF CHIEFS OF POLICE, 11 FIRSTFIELD ROAD, GAITHERSBURG MD 20760. POLICE CHIEF, V 43, N 12 (DECEMBER 1976), P 48-49. NCI-38103

DEVELOPMENTS IN KNOWLEDGE CONCERNING WHITE AND BLACK FEMALE POLICE OFFICERS AS REPORTED AT THE 1974 AND 1975 WORKSHOPS ON WOMEN IN POLICING OF THE NATIONAL BLACK POLICE ASSOCIATION CONVENTION ARE DISCUSSED. AMONG THE AREAS EXAMINED WERE PATROL EFFECTIVENESS, JOB ASSIGNMENTS, UNIFORMS, MALE/FEMALE PARTNERS AND OTHER TOPICS. THE WORKSHOPS SERVED TO ILLUSTRATE THAT THE MOST CONTROVERSIAL TOPIC ON WOMEN IN POLICING IS WHETHER OR NOT THE FEMALE CAN ADEQUATELY PERFORM PATROL FUNCTIONS. SEVERAL STUDIES ARE CURRENTLY UNDERWAY TO RESOLVE THIS QUESTION.


THIS PROJECT EXAMINES SHORTAGES OF POLICE MANPOWER AND ANALYZES THE ECONOMIC CONTENT OF POLICE HIRING STANDARDS. A SINGLE-BUYER MULTIPLE-SELLER MARKET MODEL TO EXPLAIN SHORTAGES IS REJECTED IN FAVOR OF A DYNAMIC SHORTAGE MODEL AND A MORE RIGOROUS MODEL STRESSING THE INTERACTION OF WAGES, HIRING STANDARDS, AUTHORIZED EMPLOYMENT LEVELS, VACANCY RATES, THROUGH MULTIPLE REGRESSION TECHNIQUES, THE CHARACTERISTICS SOUGHT BY THE OAKLAND (CALIFORNIA) POLICE DEPARTMENT TESTING PROCESS BETWEEN 1965 AND 1971 ARE DEFINED. THE PROBABILITY OF SUCCESS IS GREATLY INCREASED, AND IS ALSO RAISED BY PREVIOUS POLICE EXPERIENCE AND HIGH PREVIOUS WAGES. IT IS INCREASED BY MINORITY GROUP STATUS AND LOCAL RESIDENCE. RECENT CHANGES ARE REVIEWED, SUCH AS AGGRESSIVE MINORITY RECRUITEO AND AFFIRMATIVE ACTION PROGRAMS, WHICH HAVE GREATLY INCREASED MINORITY REPRESENTATION ON THE FORCE. A REVIEW OF THE LITERATURE AND A BIBLIOGRAPHY ARE INCLUDED. (AUTHOR ABSTRACT)

Supplementary Notes: DISSERTATION—UNIVERSITY OF CALIFORNIA, BERKELEY.


Availability: ERIC DOCUMENT REPRODUCTION SERVICE, P O BOX 160, ARLINGTON VA 22210 Stock Order Nos. ED 066 586; CE 002 692; NCJRS MICROFICHE PROGRAM.
STUDIES WERE UNDERTAKEN TO EXAMINE THE OPERATION OF THE ADMINISTRATIVE OFFICE OF THE COURTS (AOC) IN NEW MEXICO IN ORDER TO IDENTIFY PROBLEM AREAS AND RECOMMEND METHODS FOR THEIR AMELIORATION. TO THIS END, A TEAM OF ANALYSTS VISITED EVERY JUDICIAL DISTRICT COURT, A REPRESENTATIVE SAMPLING OF MAGISTRATE COURT OPERATIONS WAS MADE, AND INTERVIEWS WERE CONDUCTED WITH ALL AOC EMPLOYEES. EMPHASIS WAS ON EVALUATING PERSONNEL, MANAGEMENT, BUDGETING, AND ORGANIZATION. A PROFILE OF THE NEW MEXICO COURT SYSTEM IS PRESENTED WHICH INCLUDES INFORMATION ON JURISDICTION, PERSONNEL, ORGANIZATION, AND EXPENSES OF THE SUPREME COURT, THE INTERMEDIATE APPELLATE COURT, THE TRIAL COURTS OF LIMITED AND GENERAL JURISDICTION, THE SMALL CLAIMS COURT, JUDICIAL COMMISSIONS, AND THE AOC. AS THE AOC HAS GROWN THE NEED FOR A FORMALIZED PLANNING CAPABILITY HAS BECOME INCREDIBLY APPARENT. SUCH A PLANNING CAPABILITY MUST INCLUDE CAREFUL SETTING OF SHORT AND LONG-TERM GOALS, DEVELOPMENT OF REALISTIC PLANS TO ACHIEVE THESE GOALS, AND A MECHANISM FOR EVALUATING GOAL ATTAINMENT. THIS WILL REQUIRE AN EXPANSION OF THE STAFF AND UPGRADE OF THE PROFESSIONAL STATUS OF THE STAFF. IN THE AREA OF LEGAL RESEARCH, ANALYSIS, AND SERVICES, THE ABSENCE OF AN AOC STAFF MEMBER WITH PROFESSIONAL LEGAL TRAINING MEANS INADEQUATE AND SOMETIMES INACCURATE OPERATIONS. A FULLY QUALIFIED STAFF LEGAL OFFICER SHOULD BE RECRUITED TO REMEDY THIS SITUATION. PERSONNEL RECORD KEEPING IS INADEQUATE AND LITTLE EFFORT IS MADE TO MONITOR PERSONNEL QUALIFICATIONS. SELECTION FAVORS A PATRONAGE RATHER THAN A MERIT SYSTEM. FURTHER, EFFECTIVE EMPLOYEE GRIEVANCE PROCEDURES AND AFFIRMATIVE ACTION PLANS TO ENSURE MORE EQUITABLE EMPLOYMENT PRACTICES ARE LACKING. COURT BUDGET REQUESTS ARE OFTEN UNJUSTIFIED; THE REVIEW PROCEDURE IS INADEQUATE; AND DISPLEASURE HAD BEEN EXPRESSED BY JUDGES OVER INEQUITABLE BUDGETING PRACTICES AND PROCEDURES. A COMPREHENSIVE BUDGETING SYSTEM IS NEEDED. STATISTICAL DATA COLLECTION IS SPOTTY AND INFORMATION COLLECTED IS IN MANY INSTANCES INACCURATE. IT APPEARS THAT THE EXISTING STATISTICAL INFORMATION SYSTEM IS OF LITTLE PRACTICAL VALUE TO THE JUDICIAL DEPARTMENT. RECORD MANAGEMENT IS ALSO INADEQUATE; JUMPER COURT RULINGS ON SEX DISCRIMINATION, REPRODUCTIVE FREEDOM, AND PREGNANCY ARE REVIEWED. THE RELATIONSHIP BETWEEN THE BURGER COURT AND WOMEN'S RIGHTS BETWEEN 1971 AND 1977 IS EXAMINED, AS THEY RELATE TO LEGAL FICTIONS ABOUT WOMEN; PROCREATION; FEMALE INFERIORITY; MENTAL WEAKNESS; AND PREGNANCY. FEMALE CAPTIONAL MARRIAGE AND THE FAMILY; AND THE BURGER COURT OPINIONS REGARDING MATERNITY CASES, THE FATHER-CHILD RELATIONSHIP,
AFFIRMATIVE ACTION


11. D. L. .Lawyer Association of the National Association for the Advancement of Colored People.


THE STATUS OF CHILDREN, SEXUAL DISCRIMINATION, EDUCATION, SEXUAL FREEDOM, RACE, AND SEX IN THE UNITED STATES


EQUAL EMPLOYMENT OPPORTUNITY

LAW SCHOOLS IN VIRGINIA, SOUTH CAROLINA, NORTH CAROLINA, FLORIDA, LOUISIANA, AND ALABAMA. THE NUMBER OF BLACK LAW SCHOOL GRADUATES AT THE 17 SCHOOLS STUDIED HAS INCREASED DRAMATICALLY IN THE PAST FEW YEARS. AN LSCC RC SUMMER INTERNSHIP PROGRAM PROVIDED CIVIL RIGHTS AND LEGAL AID WORK EXPERIENCE TO 481 STUDENTS; 50 PERCENT WERE BLACK. ATTENTION RATES FOR WARREN SCHOLARSHIP STUDENTS DECLINED FROM 30 PERCENT IN 1969 TO 10 PERCENT IN 1971, AND DATA INDICATE THAT A NUMBER OF DROPOUTS HAD TRANSFERRED TO OTHER LAW SCHOOLS OR HAD BEEN SUBSEQUENTLY READMITTED. LARGE NUMBERS OF BLACK LAWYERS ARE ESTABLISHING PRACTICES IN THE SOUTH; IN MISSISSIPPI THE BLACK BAR HAS QUADRUPLED IN MEMBERSHIP SINCE 1969. FINALLY, BLACK LAWYERS ARE INEVITABLY BEING DRAWN INTO COMMUNITY LEADERSHIP ROLES, AS IS ILLUSTRATED BY THE POSITIONS NOW HELD BY A NUMBER OF FORMER POSTGRADUATE WARREN FELLOWS. FACTORS INVOLVED IN THE CHANGING ATMOSPHERE OF SOUTHERN RACE RELATIONS AND FUTURE TRENDS IN BLACK LAW SCHOOL ADMISSIONS ARE DISCUSSSED. A BIOGRAPHY OUTLINING THE EXPERIENCES OF AN LDF PROGRAM PARTICIPANT, NOW A SUCCESSFUL CIVIL RIGHTS LAWYER IN COLUMBUS, GEORGIA, IS ALSO INCLUDED. A LIST OF MAJOR CONTRIBUTORS TO THE PROGRAM IS PROVIDED.

Availability: NCRRS MICROFICHE PROGRAM.
THERE IS DISCRIMINATION IN PROMOTION PRACTICES, IS PRESENTED. THIS INTENSIVE STUDY INTERVIEWED 304 BLACK CUSTODIAL OFFICERS, 117 OTHER BLACK CORRECTIONAL PERSONNEL, 128 BLACK INMATES, 52WARDENS, SUPERINTENDENTS, AND ASSISTANTS, AND 35 EX-CORRECTIONAL EMPLOYEES TO DEVELOP A PROFILE OF THE BLACK CORRECTIONAL WORKER, IDENTIFY PROBLEMS FACED BY THESE WORKERS, AND SUGGEST PROCEDURES AND TECHNIQUES FOR RECRUITING AND RETAINING BLACK CORRECTIONAL EMPLOYEES. NONCORRECTIONAL EMPLOYEES GENERALLY HAD A COLLEGE DEGREE AND A MEDIAN INCOME OF $14,000 TO $17,000. THE CUSTODIAL WORKERS MOSTLY HAD HIGH-SCHOOL EDUCATIONS, 13 PERCENT HAD HIGHER EDUCATION OF SOME TYPE, AND MEDIAN INCOME WAS $9,000 TO $11,000. THE EX-EMPLOYEES HAD MEDIAN INCOMES OF ABOUT $5,000, WHICH MEANS THEY WERE WORSE OFF THAN THEY WERE WHILE WORKING IN CORRECTIONS, BUT THEY HAD NO INTENTION OF REAPPLYING. DESPITE THESE DIFFERENCES IN INCOME AND EDUCATION, THE BLACK EMPLOYEES REPORTED THE SAME PROBLEMS—WHILE WHITE WORKERS WERE GENERALLY FRIENDLY AND COOPERATIVE, ADMINISTRATORS SEEMED MORE INTERESTED IN THE ADVANCEMENT OF WHITES THAN BLACKS, EVALUATIONS WERE SEEN AS MORE FAVORABLE TO WHITES THAN BLACKS, AND THERE SEEMED TO BE LITTLE HOPE OF JOB IMPROVEMENT. THE CUSTODIAL PERSONNEL EXPRESSED HIGH DEGREES OF DISSATISFACTION WITH SHIFTS AND WORKING HOURS, THE NONCUSTODIAL WITH VARIETY IN JOB ASSIGNMENTS AND CHANCES FOR INCREASED PAY. INMATES INTERVIEWED FOR THEIR PERSPECTIVE ON THE SITUATION, MOST FELT THAT ADMINISTRATORS FAVORED WHITE EMPLOYEES. INMATES ALSO FELT THAT THERE SHOULD BE AN ETHNIC MIX OF CUSTODIAL PERSONNEL. BLACK INMATES ALSO REPORTED THEY FELT BLACK PERSONNEL HAD A GREATER UNDERSTANDING OF THEIR PROBLEMS AND DID A BETTER JOB OF PREPARING THEM FOR REENTRY INTO SOCIETY. IT IS RECOMMENDED THAT MORE BLACKS BE RECRUITED FOR TRAINING LEADING TO SUPERVISORY POSITIONS. THAT BLACKS BE ACTIVELY ENCOURAGED TO APPLY FOR JOB OPENINGS, ACTIVELY CONSULTED ABOUT SHIFTS, CHANGES, AND URGED TO TALK TO CAREER COUNSELING STAFF. IT IS ALSO POINTED OUT THAT TRANSPORTATION IS A PROBLEM FOR BLACkS AND THIS SHOULD BE TAKEN INTO ACCOUNT WHEN NEW FACILITIES ARE LOCATED. ORAL TESTS SHOULD BE DROPPED FOR BOTH EMPLOYMENT AND PROMOTION AND IMPERSONAL WRITTEN TESTS OR MULTIPLE CHOICE TESTS USED INSTEAD. IT IS ALSO SUGGESTED THAT THE SHIFT HOURS BE IMPROVED AND SALARIES RAISED TO ENCOURAGE
COMPETENT PERSONS OF ALL BACKGROUNDS TO SEEK CORRECTIONS WORK.


Availability: HOWARD UNIVERSITY INSTITUTE FOR URBAN AFFAIRS AND RESEARCH, WASHINGTON DC 20059; NCJRS MICROFICHE PROGRAM.


A DESCRIPTION OF THE CALIFORNIA DEPARTMENT OF CORRECTIONS PERSONNEL PROGRAM UNDERTAKEN TO PROVIDE EQUAL EMPLOYMENT OPPORTUNITIES TO FEMALE CORRECTIONAL WORKERS BY GRADUAL AND CONTROLLED INCREASES IN WOMEN EMPLOYEES, THE BASIC INTENT OF THE CALIFORNIA CORRECTIONS EFFORT IS TO EMPLOY WOMEN IN NUMBERS THAT ARE REFLECTIVE OF THE SURROUNDING COMMUNITY. THE ASSUMPTION IS THAT FEMALE EMPLOYEES CAN PERFORM IN CORRECTIONAL WORK SITUATIONS EQUALLY AS WELL AS MALE OFFICERS. AN AFFIRMATIVE ACTION PROGRAM OF LOGICAL AND PROGRESSIVE EXPANSION IN THE USE OF FEMALE EMPLOYEES WAS IMPLEMENTED; THIS PLAN WOULD ALLOW FACILITIES TO EXPAND THE NUMBER OF OFFICERS AT DIFFERENT RATES BECAUSE OF DIFFERENT TRADITIONS AND PHYSICAL PLANTS. IT WAS FELT THAT THIS WOULD ALLOW WOMEN TO DEMONSTRATE THEIR ABILITY TO DO THEIR JOBS AND WOULD ALLOW A TRADITION-APPROVED PROGRAM TO EFFECTIVE ENDURING SOCIAL CHANGE GRADUALLY. THIS PROGRAM HAS RESULTED IN THE EMPLOYMENT OF ABOUT 100 FEMALE OFFICERS IN SUCH JOBS AS SAFETY COORDINATOR, CHIEF OF INMATE APPEALS, PAROLE AGENTS, AND COUNSELORS. ALL CALIFORNIA INSTITUTIONS NOW EMPLOY FEMALE OFFICERS. AND SOME HAVE OPENED ALL POSTS TO FEMALES—INCLUDING POSTS WHICH REQUIRE DIRECT CONTACT WITH INMATES. IT HAS BEEN NOTED THAT FEMALE OFFICERS PERFORM EQUALLY WELL AS THEIR MALE COUNTERPARTS. IN ADDITION, EMPLOYMENT OF FEMALES SEEMS TO HAVE BEEN ACCEPTED BY MALE INMATES. AND APPEARS TO HAVE IMPROVED THE BEHAVIOR OF SOME INMATES. (AUTHOR ABSTRACT MODIFIED)


NCJ-18262

THIS MONOGRAPH SUMMARIZES THE RESULTS OF A NATIONAL QUESTIONNAIRE SURVEY OF SCREENING TECHNIQUES USED FOR SELECTION OF LINE CORRECTIONAL OFFICERS IN INSTITUTIONS. A RESPONSE OF 45 STATES AND THE DISTRICT OF COLUMBIA ASSURES A COMPREHENSIVE PICTURE OF SCREENING STEPS TAKEN TO ASSESS THE CRUCIAL QUALITIES OF PSYCHOLOGICAL AND EMOTIONAL FITNESS IN NEW LINE OFFICERS. THE SURVEY INDICATES THAT THE FOUR MAIN SCREENING DEVICES EMPLOYED ARE ORAL INTERVIEWS, BACKGROUND INFORMATION AND INVESTIGATIONS, REGULAR USE OF TESTING, AND MEDICAL EXAMINATIONS. VARIATIONS IN THE NATURE AND EXTENT OF THE FOREGOING DEVICES AS TECHNIQUES OF PSYCHOLOGICAL SCREENING ARE CONSIDERABLE IN EACH OF THE CATEGORIES. FOR EXAMPLE, ONLY A FEW AGENCIES INCLUDE POLICE RECORD CHECKS IN CONSIDERATION OF BACKGROUND INFORMATION SUPPLIED BY THE CANDIDATE, ONLY HALF OF THE JURISDICTIONS USING WRITTEN TESTS MAKE REGULAR USE OF PERSONALITY TESTS, AND FEW MEDICAL EXAMINATION PROCEDURES INCLUDE PHYSICAL AND PSYCHOLOGICAL ASSESSMENTS. THE MONOGRAPH INCLUDES OTHER DATA AND ANALYSIS SUCH AS REJECTION RATES, THE FACT THAT MOST RESPONDING STATES (65%) CONSIDER THEIR CURRENT PROCEDURE DURES EFFECTIVE, THE PARTICULAR TYPES OF PERSONALITY TESTS USED TO DETERMINE PSYCHOLOGICAL FITNESS, SCREENING PROBLEMS RAISED BY CIVIL RIGHTS AND EQUAL EMPLOYMENT OPPORTUNITY LAWS AND CRITERIA, AND THE POSTURE OF CURRENT REFORM THINKING AND STANDARDS ON LINE OFFICER FITNESS AND QUALIFICATIONS.

Availability: AMERICAN BAR ASSOCIATION, 1800 M STREET, NW, WASHINGTON DC 20036; NCJRS MICROFICHE PROGRAM.

111. HOWARD UNIVERSITY, P O BOX 191, WASHINGTON DC 20001. SUMMARIES OF STUDIES ON THE RECRUITMENT AND RETENTION OF MINORITY CORRECTIONAL EMPLOYEES. 44 p. NCJ-49049

THEMETHODS, FINDINGS, AND RECOMMENDATIONS OF THREE STUDIES CONCERNED WITH THE RECRUITMENT AND RETENTION OF MINORITY CORRECTIONAL EMPLOYEES ARE SUMMARIZED. THE FIRST STUDY EXAMINED MINORITY RECRUITMENT, SCREENING, SELECTION, PROMOTION, AND RETENTION POLICIES AND PRACTICES OF STATE PRISONS IN CALIFORNIA, MICHIGAN, MISSISSIPPI, AND OHIO. THE FINDINGS INDICATE THAT NATIONAL STANDARDS AND GOALS FOR MINORITY RECRUITMENT ARE NOT BEING MET, AND THAT THERE IS LITTLE HOPE OF MAJOR IMPROVEMENT IN THE NEAR FUTURE. THE SECOND STUDY EMPLOYS DATA FROM CALIFORNIA, LOUISIANA, MISSISSIPPI, NEW JERSEY, MICHIGAN, AND OHIO TO DETERMINE THE NUMBER OF MINORITIES IN CORRECTIONS-RELATED OCCUPATIONS. MINORITY GROUPS ARE FOUND TO BE UNDERREPRESENTED IN SUCH OCCUPATIONS IN 1975, AND THE UNDERREPRESENTATION IS PREDICTED TO CONTINUE THROUGH 1980. EFFORTS TO MAKE MINORITY STUDENTS IN SPECIALIZED AREAS (E.G., MEDICINE, LAW, SOCIAL WORK) AWARE OF CAREER OPPORTUNITIES IN CORRECTIONS ARE URGED. A STUDY OF THE ATTITUDES AND PERCEPTIONS OF BLACK CORRECTIONAL EMPLOYEES INVOLVED INTERVIEWS WITH 304 BLACK CUSTODIAL OFFICERS, 117 OTHER BLACK CORRECTIONAL PERSONNEL; 126 BLACK INMATES; 52 WARDOENS, SUPERINTENDENTS, AND THEIR ASSISTANTS; AND 36 FORMER CORRECTIONAL EMPLOYEES. SURVEY FINDINGS PROVIDE THE BASIS FOR RECOMMENDATIONS PERTAINING TO RECRUITMENT, SELECTION, AND RETENTION PRINCIPLES. NO TABULAR DATA ARE Included.

Sponsoring Agency: US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

112. NATIONAL CIVIC SERVICE LEAGUE. INSTITUTES ON AFFIRMATIVE ACTION LEADERSHIP DEVELOPMENT IN CORRECTIONAL INSTITUTIONS—FINAL REPORT. 192 p. 1977.

NCJ-40007

STUDY EXAMINES THE ATTEMPTS THAT HAVE BEEN MADE BY ADMINISTRATORS IN THE STATE PRISONS TO EMPLOY AFFIRMATIVE ACTION GUIDELINES. THE STUDY HELPED TO PROVIDE INFORMATION TO CORRECTIONAL ADMINISTRATORS ABOUT THE RELEVANT LAW AND REGULATIONS ON AFFIRMATIVE ACTION, AND TO HELP THEM UNDERSTAND LEAA'S AFFIRMATIVE ACTION GUIDELINES. IT ALSO WAS DESIGNED TO ENHANCE MANAGERS' ABILITIES TO PLAN, IMPLEMENT, MEASURE, AND DIRECT AFFIRMATIVE ACTION, AS WELL AS TO MONITOR CHANGES IN SYSTEMS WITH RESPECT TO RACIAL BALANCE IN WORK FORCES AND NONDISCRIMINATION WITHIN THE SERVICE POPULATION. IN TERMS OF RESULTS, THE STUDY FOUND THAT NO ADULT STATE SYSTEM HAD ATTAINED THE GOAL OF HAVING AN ETHNIC DISTRIBUTION OF ITS CORRECTIONAL WORK FORCE STAND IN A 70 PERCENT RATIO TO THE ETHNIC DISTRIBUTION OF THE INMATE POPULATION AND THAT MOST HAD A 1:1 RATIO.

Sponsoring Agencies: NATIONAL INSTITUTE OF CORRECTIONS, 320 FIRST STREET, NW, WASHINGTON DC 20534; US DEPARTMENT OF JUSTICE LAW ENFORCEMENT ASSISTANCE ADMINISTRATION.

Availability: NCJRS MICROFICHE PROGRAM.

NCJ-59265:

Constitutional Reasons for Inmates' Right to Privacy and Attempts to Synthesize This Right with Equal Opportunity for Prison Guards are examined in this Law Journal Note. In Davis v. Robinson (1977), the United States Supreme Court ruled that Alabama was not required to hire women as guards in its maximum security male penitentiaries. The decision was based on the bona fide occupational qualification (BFOQ) exception to Title VII's ban on sex discrimination in employment. However, that decision ignored the issue of an inmate's right to be free from observation by guards of the opposite sex while undressing, using toilet facilities, or being searched. The article discusses this right to privacy and examines the court cases (both of the lower federal courts and of the United States Supreme Court) in which there was a violation of this right. Bonner v. Coughlin (1979) was held that an inmate does not totally surrender the Fourth Amendment's Right to privacy upon incarceration. This right was construed to include a prohibition against humiliating and unnecessary searches. In Frazier v. Ward (1977), a district court held that inmates had a Fourth Amendment right against being subjected to pat-down searches as a routine procedure. York v. Story (1977) indicated that forced exposure of the naked body to guards or police officers of the opposite sex is degrading and violates the privacy right, since States have no security interest in having guards of the opposite sex performing strip searches or toilet facility surveillance. Equal opportunity could be best served by assigning guards of opposite sex to work in areas where they would not infringe on privacy rights. It is recommended that in inmate privacy suits, selective work responsibilities should be ordered in preference to absolute exclusion. This would further equal opportunity efforts and keep employers from using BFOQ to employ sex discrimination hiring practices. Footnotes are provided.

114. H. C. Rice. Civil Rights and Corrections-The Impact of LEAA Compliance Requirements. South Carolina Department of Corrections, 4444 Broad River Road, PO Box 768, Columbia SC 29202. RESOLUTION OF CORRECTIONAL PROBLEMS AND ISSUES, V 1, N 4 (SUMMER 1975), P 4-6.

NCJ-28902:

A Detailed Overview of the Impact of LEAA's Equal Employment Opportunity Regulations on Correctional Personnel Policies, Programs, and Procedures. The law enforcement assistance administration's civil rights compliance operations chart their formal beginnings from the issuance by LEAA of equal employment opportunity regulations. These regulations prohibit discrimination in the employment practices of the recipients of LEAA funds. In March 1972, the equal employment opportunity commission was given concurrent jurisdiction with LEAA in assuring that equal employment opportunity standards are met by recipients of LEAA funds. This article first defines 'employment practices' and the specific minority groups protected by these regulations. Specific LEAA guidelines and directions of the regulations are explained with respect to affirmative action programs, construction of new facilities, legislative changes, equal employment compliance reports, and promulgation requirements in cases of noncompliance. Emphasis in this article is generally directed toward the impact of these regulations on corrections. (AUTHOR ABSTRACT MODIFIED)

Availability: Not available through NCJRS Document Loan Program


NCJ-18184:

Examining new policies and trends in the employment of minorities in the field of corrections. One of the most striking manpower problems in our correctional systems is the vast disparity in racial composition between inmate populations and correctional staffs. This imbalance has stimulated a move to increase minority hiring in correctional staffs. Development on three levels—rhetoric, judicial decisions, and administrative regulations—offer hope that the goal of increased minority hiring will be realized. Political and correctional leaders, along with study commissions, have endorsed the concept of increased minority hiring in correctional staffs. This support is needed to legislatively and administratively effects and makes it difficult for them to reverse positions or justify no progress. Judicial decisions have struck down discriminatory employment requirements and practices and have removed barriers by establishing presumptions of discrimination when disproportionate racial balance exists in hiring. Administrative agencies, backed by federal antidiscrimination legislation, have promulgated tough new regulations which promise a significant impact on minority correctional hiring. LEAA, which supplies large sums of federal money for correctional programs, now requires grant recipients to file statements detailing the racial and other minority composition of their staffs. Where disparities exist, an affirmative action program is required. LEAA has also given notice that decisions on whether to locate new correctional facilities will be closely considered for their effect on minority hiring. (AUTHOR ABSTRACT)


NCJ-44162:

Standards for recruiting, retaining, and training personnel in Utah's correctional agencies are set forth by the Utah council on criminal justice administration. The 10 standards are accompanied by brief descriptions of the status of Utah correctional personnel practices and by suggestions for implementing the standards. The standards relate to the recruitment of correctional staff, recruitment from minority groups, employment of women and ex-offenders, use of volunteers, personnel practices for retaining staff, participatory management, a coordinated state plan for criminal justice education, an intern and work study program, and staff development. The standards urge the revision of recruitment practices that give corrections a military orientation, elimination of certain recruitment restrictions, active recruitment of minority groups and women, use of task analysis and testing for correctional positions, and use of an open system of selection. It is suggested that the use of participatory management techniques would help correctional agencies to retain staff and to improve employee morale.

Supplemental Note: Corrections Series

Sponsoring Agency: US Department of Justice Law Enforcement Assistance Administration

Availability: NCJRS Microfiche Program
CORRECTIONS


The organization and function of the Minnesota Ombudsman Office are described, and statistics on the Office's activities during its fifth year of operation are presented and discussed. The Ombudsman's Office is an independent state agency with statutory authority to receive and investigate all complaints concerning the administration of corrections programs and facilities, and to publish recommendations based on the findings of its investigations. In fiscal 1977, the Ombudsman opened 1,250 case files as a result of contacts made with the Office. Important policy changes that occurred as a consequence of the Ombudsman's intervention were the development of an affirmative action program at the state prison; revisions in rules governing the operation of holding facilities, lockups, jails, and adult correctional facilities; and development of a uniform policy for hiring and firing inmate workers. In 70 percent of the cases handled by the Ombudsman, the investigative process was completed within 30 days. The organization and function of the Office are described and illustrated in charts. An analysis of the Office's contacts during the year focuses on information most often sought by inmates, politicians, students, and practitioners interested in Ombudsman programs. Tabular data are presented on contacts, requests, and complaints closed; caseload; contact distribution by institution; population by institution; methods of communication; initial interviews; time taken to resolve contacts; contact resolution by category; referrals; and contact distribution by category for fiscal 1976 and 1977. Financial information, a copy of the State's Ombudsman Statute, and a summary of Ombudsman policy recommendation outcomes are appended.

Availability: Minnesota Ombudsman for Corrections, 333 Sibley Street, Suite 102, Saint Paul MN 55101; NCJRS Microfiche Program.


Alphabetical listing by author of over 100 books, journal articles, and government reports (most dated since 1970) on women employed in the probation and parole services and in correctional institutions. A separate section containing official public documents published by Canadian and United States government and private agencies is included.

Availability: NCJRS Microfiche Program.
## AUTHOR INDEX

### A
- Abramowitz, A. 59
- Acerra, L. 60

### B
- Baker, M. E. 3
- Barnabas, B. 61
- Beard, E. 62
- Becker, A. M. 109
- Behman, S. 4
- Berrong, L. E. 63
- Bettcher, W. D. 64
- Boyd, W. 13
- Bree, C. M. 65
- Brown, L. P. 62
- Burstein, P. 5

### C
- Calvert, R. J. R. 6
- Campion, W. 101
- Cebulski, B. G. 7
- Chamelin, N. C. 97
- Cohen, M. 67
- Colton, M. L. 101
- Cory, B. 68
- Coullon, R. 46
- Craft, J. A. 9
- Crites, L. 59, 69, 102

### D
- Delury, B. E. 9
- Dunnette, M. D. 70
- Dutton, A. 71

### E
- Edwards, H. T. 10
- Elking, H. 101

### F
- Field, H. B. 19
- Fischer, B. 11
- Fischer, V. 101

### G
- Garrett, Q. R. 65
- Gary, L. E. 62
- Gates, M. 59
- Gazelli, J. A. 73
- Goff, R. W. 74
- Goldstein, B. 110
- Griffin, J. S. 92
- Griggs, E. 48
- Griggs, E. A. 13
- Gross, B. R. 14

### H
- Hall, G. 15
- Hart, L. G. 16
- Hepperle, W. L. 102
- Hill, H. 17
- Hogan, B. 18
- Holley, W. H. 19

### J
- Jacoby, D. 101
- Jefferson, A. M. 75
- Jerome, D. E. 85
- Johnson, L. W. 76
- Jongeward, D. 20

### K
- Kelly, R. S. 21
- Knack, S. S. 22
- Keen, S. 23
- Kuban, G. B. 103

### L
- Laberge, R. 24
- Lawson, H. O. 103
- Lem, K. 25
- Levine, M. J. 26
- Lipsky, D. B. 27
- Loewenstein, R. 115
- Ludlow, H. T. 28

### M
- McCauley, R. P. 95
- McClellan, J. E. 79
- McCloy, R. 80
- McEvoy, D. W. 98
- Macias, R. 22
- Magulas, R. E. 77
- Martin, S. E. 78
- Mintz, E. 59
- Moore, L. M. 81
- Mortensen, S. J. 70
- Murphy, P. 62

### N
- Newman, J. M. 30
- Northrup, J. P. 31, 32

### P
- Pati, G. 33
- Pekkanen, L. K. 13
- Pomeroy, W. 62

### R
- Rafky, D. M. 64
- Read, J. C. 34
- Regolli, R. M. 85
- Reilly, C. W. 33
- Rehner, S. L. 113
- Reynolds, L. H. 86, 87, 88
- Reynolds, L. M. 80
- Reynolds, P. O. 22
- Rice, H. C. 114
- Robinson, L. O. 52
- Robinson, H. E. 50
- Rosenblom, D. H. 25
- Rothenberg, S. 91
- Rowan, R. H. 92

### S
- Saltzstein, A. 15
- Sandler, G. 59
- Sauber, D. L. 104
- Sayer, R. 46
- Sayer, R. J. 13
- Schneider, B. V. H. 7
- Schwartz, J. A. 81
- Scott, D. 20
- Sherman, L. W. 94
- Skoger, J. W. 36
<table>
<thead>
<tr>
<th>Author</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>SKOLER, D. L.</td>
<td>115</td>
</tr>
<tr>
<td>SHARR, R. W.</td>
<td>95</td>
</tr>
<tr>
<td>SPEARMAN, R. W.</td>
<td>105</td>
</tr>
<tr>
<td>SOURNES, G. D.</td>
<td>97</td>
</tr>
<tr>
<td>STEINBERG, J. L.</td>
<td>96</td>
</tr>
<tr>
<td>STEENEL, S.</td>
<td>38</td>
</tr>
<tr>
<td>STEVEN, D.</td>
<td>82</td>
</tr>
<tr>
<td>STEVEN, H.</td>
<td>105</td>
</tr>
<tr>
<td>SWANSON, C. R., JR</td>
<td>97</td>
</tr>
<tr>
<td>TERRITO, L.</td>
<td>97</td>
</tr>
<tr>
<td>THOMPSON, F. J.</td>
<td>39</td>
</tr>
<tr>
<td>THORKELSON, M. M.</td>
<td>21</td>
</tr>
<tr>
<td>TRIPLETT, P. E.</td>
<td>99</td>
</tr>
<tr>
<td>WATSON, T. R.</td>
<td>22</td>
</tr>
<tr>
<td>WESTON, P. B.</td>
<td>58</td>
</tr>
<tr>
<td>WHITE, W. P.</td>
<td>43</td>
</tr>
<tr>
<td>WILLIAMS, H.</td>
<td>82</td>
</tr>
<tr>
<td>WILLIAMS, T.</td>
<td>117</td>
</tr>
<tr>
<td>WINTER, L.</td>
<td>110</td>
</tr>
<tr>
<td>WOLITZ, L. B.</td>
<td>100</td>
</tr>
<tr>
<td>ZISKIND, D.</td>
<td>44</td>
</tr>
</tbody>
</table>
AA/EEO Resource Agencies

AFL-CIO (American Federation of Labor-Congress of Industrial Organizations)
Civil Rights Department
815 16th Street NW.
Washington, DC 20006
(202) 637-5270

American Bar Association
1155 East 60th Street
Chicago, IL 60637
(312) 947-4000

American Civil Liberties Union
22 East 40th Street
New York, NY 10016
(212) 725-1222

American Society for Public Administration
1225 Connecticut Avenue NW.
Washington, DC 20036
(202) 785-3255

Black Women's Community Development Foundation
Suite 1010
1028 Connecticut Avenue NW.
Washington, DC 20036
(202) 296-7565

Center for Community Change
1000 Wisconsin Avenue NW.
Washington, DC 20007
(202) 333-5700

Center for National Policy Review
620 Michigan Avenue NE.
Washington, DC 20064
(202) 832-8525

Center for Women Policy Studies
2000 P Street NW.
Washington, DC 20036
(202) 872-1770

Commission for Racial Justice
297 Park Avenue South
New York, NY 10010
(212) 533-7370

Equal Employment Opportunity Commission
2401 E Street NW.
Washington, DC 20506
(202) 634-6930

Federal Woman's Program
o/o U.S. Civil Service Commission
Washington, DC 20415

Indian Federal Employment Referral Program
Albuquerque, NM 87108

International Association of Human Rights Agencies
705 G Street SE.
Washington, DC 20003
(202) 547-8404

International City Management Association
1140 Connecticut Avenue NW.
Washington, DC 20036
(202) 293-2200

KNOW - Clearinghouse for Women
P.O. Box 86031
Pittsburgh, PA 15221
(412) 241-4844

National Alliance of Businessmen
1730 K Street NW.
Washington, DC 20006
(202) 254-7105

National Association for the Advancement of Colored People
Ten Columbus Circle
New York, NY 10019
(212) 586-8397
National Association of County Administrators  
1735 New York Avenue NW.  
Washington, DC 20006  
(212) 785-9577

National Catholic Conference for Interracial Justice  
Suite 20  
1330 Massachusetts Avenue NW.  
Washington, DC 20036  
(202) 638-0924

National Center for State Courts  
College of William & Mary  
P.O. Box FG  
Williamsburg, VA 23185  
(804) 229-7193

National Center for Urban Ethnic Affairs/Organization for Neighborhood Development  
1521 16th Street NW.  
Washington, DC 20036  
(202) 232-2600

National Civil Service League  
917 15th Street NW.  
Washington, DC 20005  
(202) 737-5850

National Council of County Association Executives  
1735 New York Avenue NW.  
Washington, DC 20006  
(202) 785-9577

National Council of LaRaza  
Suite 210  
1725 I Street NW.  
Washington, DC 20006  
(202) 659-1251

National Governor's Conference  
444 North Capitol Street  
Washington, DC 20001  
(202) 785-5600

National Image, Inc.  
Vacancy Outreach Service  
800 North Taylor Street  
Arlington, VA 22203  
(703) 243-3010

National League of Cities  
1620 I Street NW.  
Washington, DC 20006  
(202) 293-7300

National Municipal League  
47 East 68th Street  
New York, NY 10021  
(212) 535-5700

National Organization for Women  
425 13th Street NW.  
Washington, DC 20004  
(202) 347-2279

National Puerto Rican Forum  
214 Mercer Street  
New York, NY 10012  
(212) 685-2311

National Urban Coalition  
1201 Connecticut Avenue NW.  
Washington, DC 20036  
(202) 331-2400

National Urban League  
500 East 62nd Street  
New York, NY 10021  
(212) 644-6500

Panel of American Women  
210 Westport Road  
Kansas City, MO 64117  
(816) 531-8933

Personnel Research and Development Center  
Office of Personnel Management  
Applied Psychology Section  
1900 E Street NW.  
Washington, DC 20415  
(202) 632-5443
U.S. Civil Service Commission  
Office of the Assistant Executive Director  
Office of the Federal Equal Employment Opportunity  
1900 E Street NW.  
Washington, DC 20415  

U.S. Commission on Civil Rights  
1121 Vermont Avenue NW.  
Washington, DC 20425  
(202) 254-8130  

U.S. Conference of Mayors  
Resource Library  
1620 I Street NW.  
Washington, DC 20006  
(202) 293-7300  

U.S. Congress  
House Education and Labor Committee, Subcommittee on Employment Opportunities  
B346A RHOB  
Washington, DC 20515  
(202) 225-1927  

U.S. Congress  
Senate Human Resources Committee, Subcommittee on Labor  
G237 DSOB  
Washington, DC 20510  
(202) 224-3674, 224-5375  

U.S. Department of Labor  
Employment Standards Administration Office of Federal Contact Compliance Programs  
3rd Street & Constitution Avenue NW.  
Washington, DC 20210  
(202) 523-9435  

U.S. Department of Health, Education, and Welfare  
Office of Civil Rights  
330 Independence Avenue SW.  
Washington, DC 20201  
(202) 245-6403  

Women's Legal Defense Fund Inc.  
1010 Vermont Avenue NW.  
Washington, DC 20425  
(202) 638-1123  

Women's Lobby Inc.  
201 Massachusetts Avenue NE.  
Washington, DC 20002
AA/EEO Resource Agencies—Criminal Justice System

International Association of Human Rights Agencies
785 G Street SE.
Washington, DC 20003
(202) 547-8404

National Association of Criminal Justice Planning Directors
1012 14th Street NW.
Washington, DC 20005
(202) 347-2291

National Council of State Criminal Justice Planning Agencies
444 North Capitol Street NW.
Washington, DC 20001
(202) 347-4900

Positive Futures, Inc.
1522 K Street NW.
Washington, DC 20005
(202) 393-6040

U.S. Department of Justice
Civil Rights Division
Main Justice Building
Washington, DC 20530
(202) 739-2151

U.S. Department of Justice
Law Enforcement Assistance Administration
Office of Civil Rights Compliance
Suite 1103
425 I Street NW.
Washington, DC 20530
(202) 633-3747
AA/EEO Resource Agencies—Police

International Association of Chiefs of Police
11 Firstfield Road
Gaithersburg, MD 20760
(301) 948-0922

International Association of Women Police
8444 West Wilson
Chicago, IL 60656
(312) 625-0334

Law Enforcement Minority Persons Project (LEMPP)
National Urban League
500 East 62nd Street
New York, NY 10021
(212) 644-6574-75

National Organization of Black Law Enforcement Executives (NOBLE)
P.O. Box 1749
Newark, NJ 07102
(201) 643-3997

Police Foundation
1909 K Street NW.
Washington, DC 20006
(202) 833-1460
AA/EEO Resource Agencies—Courts

American Judicature Society
Suite 1606
200 West Monroe Street
Chicago, IL 60606
(312) 236-0634

Institute for Court Management
Suite 1800
1405 Curtis Street
Denver, CO 80202
(303) 534-6063

Institute of Judicial Administration
Resource Library
One Washington Square Village
New York, NY 10012
(212) 598-7721

Lawyers' Committee for Civil Rights Under Law
733 15th Street NW.
Washington, DC 20005
(202) 628-6700

National Association for Court Administration
National Center for State Courts
Suite 200
1660 Lincoln Street
Denver, CO 80203
(303) 892-1261

National District Attorneys Association
1900 L Street NW.
Washington, DC 20036
(202) 872-9504
AA/EEO Resource Agencies—Corrections

American Correctional Association
4321 Hartwick Road
College Park MD 20740
(301) 864-1071

National Institute of Corrections
320 First Street NW.
Washington DC 20534
(202) 724-3106

National Sheriffs' Association
1250 Connecticut Avenue NW.
Washington, DC 20036
(202) 872-0422