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Chapter 3: Recruitment, Hiring, and Personnel Practices

How many findings did you cover: 8

Finding #1 and Recommendation:

Diversity in ranks:

a. African Americans and other minorities are applying for positions (and not just officers). Many are simply not making it through the background process for a variety of reasons. Please review the civilian positions as well. For the civilian positions there are qualified African Americans who have not been selected for extremely important positions in the agency. We suggest that all exempt civilian positions be subject to a process that is well documented so that the agency is not allowed to hire “friends” etc.

b. All prospective employees should be interviewed by a panel.

c. When the agency posts for special units (lateral transfers), the postings usually indicate that “women and minorities” are encouraged to apply. Women and minorities should not only be encouraged to apply, they should have a real opportunity to be selected for and assigned to those specialty units. The current system of selection to specialty units is set up so that units select whom they want, regardless of how qualified other members are. This usually results in few minorities and women being assigned. All members selected for any position should be interviewed and a selection process should be created to ensure fairness and transparency.

Finding #2 and Recommendation

Strategic Recruiting Plan:

a. Specifically recruit minorities and women for employment on the Milwaukee Police Department. Less than 20% of the department consist of women, national average is 12%, yet it is important for more women to apply. Approximately 30% of the department are minorities; however, the city consists of 50% or more minority residents.

b. A collaboration with FPC and MPD should take place. Review the racial/gender demographics of the department and compare to the city’s demographics.

c. Recruit from the minority student unions at the colleges and universities located within and just outside the city limits.

d. Minorities apply to become officers, yet the process stops them from being accepted. Review the matrix system of the background process and update it. The process is believed to be old and outdated.

- e. Review the background process. Update antiquated processes.
- f. Review the psychological process.
- g. Review the number of chief objections, who was/is objected and who is not. Review for racial/gender disparities.
- h. A cultural competence component needs to be added to the psychological process so that minority applicants are not discriminated against.
- i. Diversity recruiting has to be in every position, not just officers. Diverse recruiting also should deal with civilian positions throughout the agency.
- j. Applicants don't always receive advance notification of the testing process. Applicants should be made aware of testing, interviews, and anything else associated with the hiring process as far in advance as possible. Last minute notifications make things challenging for the average applicant.

Finding #3 and Recommendation

Job task for law enforcement–

- a. The FPC should review the current duties of law enforcement officers.
- b. Update the job task analysis to include many of the daily tasks officers are required to perform.
- c. Community engagement and professional communication should be included in the job task analysis.
- d. FPC and MPD may benefit from reviewing other agency job task analysis documents that have been updated and determine if any are relevant to MPD.

Finding #4 and Recommendation

Information on hiring – Information on hiring for the Milwaukee Police Department is presented in a variety of places using myriad formats. This is not an issue.

- a. People in the community, including family members, often discourage their friends and loved ones from joining the police department. Folks have been ridiculed, criticized and picked on for showing interest in working for the department.
- b. It's important that community residents and family members don't discourage African Americans from becoming

officers or civilian members of the agency.

Finding #5 and Recommendation

Recruitment standards –

a. It would be good to have law enforcement classes in high school to assist in recruiting. Teaching students about the criminal justice system at an early age is important. This will give students an opportunity to adequately prepare for LE careers so they have a real chance to learn about the profession and take the necessary steps to pass written and physical exams as well as the background process.

Finding #6 and Recommendation

FPC and MPD do not have a mechanism for external input from the community regarding the recruitment and hiring of MPD officers

a. Allow citizens who have actually completed the citizen academy to sit on the police officer panels.

Finding #7 and Recommendation

Promotional Practices for MPD lack written procedures –

a. Processes and procedures are structured at the lieutenant level and below. No changes are needed in that process.

b. The process for Captain and above should also be structured and documented. Members should automatically be provided with a copy of their scores and rating documents so they have an opportunity to determine their strengths and weaknesses and can work toward improvement. No members should be allowed to be assigned to “acting” command positions.

c. All members who are promoted to captain should be assigned to a district first or the main criminal investigation bureau (NO SPECIALTY UNIT ASSIGNMENTS). Some people have continuously been promoted and remain in specialty assignments and have no proven ability to actually command a district, supervise significant staff, identify crime and develop deployments, manage a budget or work with the community.

Finding #8 and Recommendation

PD does not have a career development plan

a. Self-initiative is needed if a member wants to get promoted.

b. Put in the work/make the effort.

c. Get rid of the good old boy program. People who are not qualified should not be promoted. If education and experience is a qualification, those who don't meet the qualifications should not be promoted.