

**Need for effective Diversity Hiring and Diversity Training of Police
Officers**

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Need for effective Diversity Hiring and Diversity Training of Police

Officers

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Abstracts

Need for effective Diversity Hiring and Diversity Training of Police Officers

Vendarryl Jenkins

Under the supervision of Dr. Cheryl Banachowski-Fuller

Grinic 1994 Williams 1997, Wrote that the Black community believes that the police Departments are not effective and moreels viewed as intrusive and unwelcome because they lack any real commitment to the community. Weitzer and Tuch (2006) stated in a demographic study Black neighborhoods were twice as likely as White Neighborhoods to believe that the city's police stop too many people without good reason, that they use excessive and that they are verbally and physically abusive. Law enforcement was designed to have a strong partnership with the citizens in the communities. Citizens are expected to be witnesses for the police, sources of information to criminal elements plaguing the community. The role that citizens play in the partnership with law enforcement agencies are the basis that allows the judicial system to work at a high level. Police Departments act as the official social controller in American society. Chin (2005) wrote that the two ways Law enforcement can bridge the historical difference with the Black community is to first provide better training to police officers on race, culture and class. Secondly, law enforcement must make stronger efforts to hire officers that better represent the diversity of the communities they serve.

Purpose of Study

The purpose of this paper is to show how hiring a more educated and diverse force that gets systematic training on diversity will go a long way to create greater cooperation with the community. There is a significant problem of mistrust, fear and contempt for police officers in the Black community. If Police Departments place emphasis on diversity programs that trains officers and improve their hiring practices to recruit more minority officers that reflects the demographics of the cities they serve they have a greater chance to repair their reputation and earn the respect of the community they serve (US DOJ Community Relation Service DOC 2003). Diversity training in the department would also help managers deal with minority officers and help White officers deal with community members without being discriminatory or being accused of harassment by citizens (Roberg, Novak and Cordner 2005).

When you look at the history of law enforcement in the United States, there has always been an adversarial relationship with people of color. Diggs (1980) wrote approximately 10 percent of the American population in the 1700's was Black and they lived the total opposite of the American Dream. The history of White supremacy ideology has its roots based the 1857 Supreme Court ruling Dred Scott v. Sanford, which held that Blacks had no rights that Whites were, obliged to honor. They lived a life filled with formal social controls devised by the government to keep them void of economics, social power and education. During slavery most slave patrols were law enforcement officers who enforced the inhuman and oppressive social controls. In post slavery, police officers stood by silently as many people of color were lynched for violating Jim Crow Laws.

During the civil rights movement law enforcement officers were used by local municipalities and city mayors as brutal enforcers to disrupt marches and sit-ins by Blacks seeking equality. Several events occurred in recent history where police used excessive force in the Black community that made them enemy number one. In 1969, fourteen Police officers raided the Illinois Black Panther Party branch office killing nine people as they slept including Black Panther leader Fred Hampton. In 1985, police officers bombed the Philadelphia community occupied by members of the Black counterculture group “The Movement”. The law enforcement operation destroyed sixty-one homes leaving about 250 people homeless in the Black community. The assault caused the death of eleven residents and five of them were children.

In February of 1999, the shooting death of an unarmed West African Immigrant Amadou Daillo, caused protest in the streets when citizens heard 41 bullets were fired at him by four White Police Officers. In March 1991, the Rodney King arrest that was captured on video caused riots in the city of Los Angeles. Rap music is one of the most influential forms of media in the Black communities and they began to write songs that magnified the problems with the Black community and the police. West Coast rapper “Ice T” was one of the first well known rappers from the West Coast. This former gang member from Los Angeles wrote an album of songs about his frustrations with the conditions on the street especially targeting the police with the title “Cop KILLER”. The young street trio Ice Cube, Mac 10, MC Ren formed a group called “*Niggas with an Attitude*” (NWA). They drew a great deal of attention to the West Coast with their song to the Los Angeles Police called “Fuck The Police” They wrote one song called “187 on an undercover cop”, which is the police code for someone being killed.

The 1995, Orenthal James Simpson (O.J. Simpson) case was probably the most polarizing criminal trial in American history. O.J. Simpson was a Black football star who was acquitted for the murder of his White wife and her White male friend. There were accusations of the mishandling of evidence and misconduct by the Los Angeles Police Department. A national survey showed the dramatic difference between the White community and the Black community's views on law enforcement and Simpson guilt.

Significance and Implication of the Study

Phoenix Police Chief Harold Hurt stated (2004) in order to become a police officer; one must be well trained in the use of firearms, force, and the legal system. The police officer of the future must possess physical attributes to be effective on the streets and communities they serve. Officers must also be given comprehensive ongoing psychology and diversity training to enable them to serve the community well. This ongoing training is essential so that officers are not unprepared to deal with the stress, ethics and cultural dynamics such as race or class. These skills obtained from diversity training are as valuable as the physical skills since they are more prevalent in the day to day job. Chief Hurt stated that the hiring of women and minorities is one of the most important overhauls needed in police organizations. The ultimate goal of any police organization should be to have a force that is a true representation of the community that is being served. Many communities have changed tremendously over the last 30 years and aggressive recruiting of women and minorities have to be achieved to have close to the same representation of the diversity in the communities.

Phoenix Police Chief Harold Hurt gave his opinion that people in the community feel more comfortable accepting the social control of police officers that look like them and understand their cultures (Holbert and Rose 2004). Police organizations have to be proactive and move away from the archaic approaches to recruiting of the past to attract a strong diverse pool of candidates. Many departments using innovative recruiting tools that reach candidates from other states have seen 33% increases in applicant coming for the entrance exams. With a diverse police department and ongoing diversity training, officers are better prepared to understand the dynamics of the various cultures in the community. Phoenix Police Department Chief Harold Hurt stated (Holbert and Rose 2004) when you have a diverse police department trained with skills that allow them to resolve conflict on the front end it lessens the probability that conflicts will turn into major confrontations. Skilled trained officers will be able bring situation to a peaceful resolution if they understand cultures and even more if they are of that culture (Holbert and Rose 2004).

Methodology of Approach

The Methodology for gathering data for this paper will consist of statistical data and Secondary research. I plan to look at secondary research done on 4 different major agencies diversity programs after they had been sued, 2 Federal and 2 local departments. Secondary research will be conducted on several studies done on the subjects of why diversity training and hiring is needed in law enforcement. To show the different demographics I will use the Census Bureau's information and the Department of Justice Crime Statistics. I plan to use at least 40 resources for my paper but I listed about 10 sources I looked at to answer the four questions.

Contribution to the field: Recommendations for Effective Diversity Hiring and Diversity Training Programs for Police Officers

This paper will be an educational tool that can be used by all Police organization that serves cities with large Black populations. These departments can implement ongoing diversity and cultural awareness training and implement hiring practices that are proactive in recruiting diverse police forces. There is an urgent need to correcting the problems that many Federal and local agencies have dealing with the Black communities because of the lack of diversity training they receive and problems with their lack of diversity in their hiring process. Through observation and comparison of programs I hope to be able to make suggestions that would add substance to programs that have diversity programs and show a dire need to the departments who don't have an existing program.

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I. Introduction

The purpose of this paper is to show how hiring a more educated and diverse force that gets systematic training on diversity will go a long way to create greater cooperation with the community. There is a significant problem of mistrust, fear and contempt for police officers in the Black community. US DOJ Community Relation Service DOC (2003) stated that If Police Departments place emphasis on diversity programs that trains officers and improve their hiring practices to recruit more minority officers. Officers that reflects the demographics of the cities they serve they have a greater chance to repair their reputation and earn the respect of the community they serve. Roberg, Novak and Cordner (2005) wrote diversity training in the departments would also help managers deal with minority officers and help White officers deal with community members without being discriminatory or being accused of harassment by citizens. Chief Thomas Warren stated in his book (Cultural Competency 101 (2008) that historical problems with Blacks and law enforcement have led to distrust, anger and fear”.

In 1903, W.E.B. Du Bois wrote in his book the “The Souls of Black Folks” the major problem\confronting American society in the twentieth century would be ”The Problem of the Color Line”. This prophetic statement still holds true one decade into the twenty first century. The Black community looks at police officers as adversaries, which causes major deficiencies in how they can enforce laws in areas where they are not held in high regards. Howell, Perry and Vile (2004) Wrote “It is well known that African American and whites hold different views of the police. The underpinnings of these differences are both historical and current having their basis in both the role of the police in maintaining social order and the position of African Americans as a minority group. Historically the relationship between blacks and the police has been problematic, fluctuating from being mildly strained to openly confrontational.” Howell,

Perry & Vile 2004 stated that there is a major deficiency in the relationship because Blacks are less likely to have confidence in the police or to think that police should use force in any situation. Eric Hashimoto (2011) wrote in a journal article Class Matters that many in the black communities think Police target poor people or neighborhoods and Prosecutors are more likely to charge poor people for drug offenses than wealthy people.

Hashimoto (2011) further stated that Studies show that some community policing programs in the black communities are not effective because the police presences in the neighborhoods are viewed as intrusive and unwelcomed. These deficiencies exist because of the communities view police officers lacking any real commitment to community engagement. Grinic 1994; Williams 1997 wrote that Citizens encounters with police officers may influence their attitudes.

Blacks are more likely than whites to report that they have received unfair or disrespectful treatment from officers, thus contributing to the negative views of police. Weitzer and Tuch (2006) illustrated in a demographic study that Black neighborhoods were twice as likely as White Neighborhoods to believe that the city's police stop too many people without good reason, which they are too tough on people without good reason; they are verbally and physically abusive towards people in the neighborhood.

When you look at the history of law enforcement in the United States, there has always been an adversarial relationship with people of color. Diggs (1980) wrote approximately 10 percent of the American population in the 1700's was Black and they lived the total opposite of the American Dream. The history of White supremacy ideology has its roots based the 1857 Supreme Court ruling Dred Scott v. Sanford, which held that Blacks had no rights that Whites

were, obliged to honor. They lived a life filled with formal social controls devised by the government to keep them void of economics, social power and education. During slavery most slave patrols were law enforcement officers who enforced the inhuman and oppressive social controls. In post slavery, police officers stood by silently as many people of color were lynched for violating Jim Crow Laws. During the civil rights movement law enforcement officers were used by local municipalities and city mayors as brutal enforcers to disrupt marches and sit-ins by Blacks seeking equality. Several events occurred in recent history where police used excessive force in the Black community that made them enemy number one. In 1969, fourteen Police officers raided the Illinois Black Panther Party branch office killing nine people as they slept including Black Panther leader Fred Hampton. In 1985, police officers bombed the Philadelphia community occupied by members of the Black counterculture group “The Movement”. The law enforcement operation destroyed sixty-one homes leaving about 250 people homeless in the Black community. The assault caused the death of eleven residents and five of them were children. In February of 1999, the shooting death of an unarmed West African Immigrant Amadou Diallo, caused protest in the streets when citizens heard 41 bullets were fired at him by four White Police Officers.

In March 1991, the Rodney King arrest that was captured on video caused riots in the city of Los Angeles. Chin (2005) wrote all governments use police to regulate matters of health, welfare, safety and morality. Police Departments act as the official social controller in American society. Consequently, the police are the most important link between citizens in the community and the appointed leaders that govern them. Law enforcement was designed to have a strong partnership with the citizens in the communities. These citizens are expected to be witnesses for the police, sources of information for the police, assistants to police enforcement and jurors in

the court system. The roles that citizens play in the partnership with law enforcement agencies are the basis that allows the judicial system to work at a high level. Hulbert and Rose (2004) Wrote Law Enforcement must first make serious effort to repair the damage to their reputation and actually work with the Black community. Chin (2005)The two ways that law enforcement can appropriately enforce laws in the Black communities is to first provide better training to police officers on race, culture and class background in the communities they serve. Secondly, they must make stronger efforts to hire officers that better represent the diversity of the communities they serve.

Phoenix Police Chief Harold Hurt stated (2004) in order to become a police officer; one must be well trained in the use of firearms, force, and the legal system. The police officer of the future must possess physical attributes to be effective on the streets and communities they serve. Officers must also be given comprehensive ongoing psychology and diversity training to enable them to serve the community well. This ongoing training is essential so that officers are not unprepared to deal with the stress, ethics and cultural dynamics such as race or class. These skills obtained from diversity training are as valuable as the physical skills since they are more prevalent in the day to day job. Chief Hurt stated that the hiring of women and minorities is one of the most important overhauls needed in police organizations. The ultimate goal of any police organization should be to have a force that is a true representation of the community that is being served. Many communities have changed tremendously over the last 30 years and aggressive recruiting of women and minorities have to be achieved to have close to the same representation of the diversity in the communities.

Phoenix Police Chief Harold Hurt gave his opinion that people in the community feel more comfortable accepting the social control of police officers that look like them and

understand their cultures. Hulbert and Rose (2004) stated that Police organizations have to be proactive and move away from the archaic approaches to recruiting of the past to attract a strong diverse pool of candidates. Many departments using innovative recruiting tools that reach candidates from other states have seen 33% increases in applicant coming for the entrance exams. With a diverse police department and ongoing diversity training, officers are better prepared to understand the dynamics of the various cultures in the community.

The U.S. Commission on Civil Rights (1981) stated that the lack of diversity in the ranks of law enforcement officers continue to be a major problems with police departments throughout the country. In 1981, the Commission found that the serious underutilization of minorities and women in local law enforcement officers continues to be a major problem with police departments throughout the country. They found that it hampers the ability of police departments to function in and earn the respect of the communities they serve.

First this research will examine the need for effective diversity hiring and training of law enforcement officer to improve the working relationship with the Black community. Most of the communities policing programs are ineffective because the police department that run them are over 80 percent white and they receive get very little diversity training. These officers don't come from that community so they lack the real commitment necessary to relate to the people. Second this Research will examine the history of the long standing adversarial relationship with the Black community and the police. The many social controls that were put in place by the government in post slavery kept the Black community and the police problem at odds. Third this research will look at a couple of Federal and local law enforcement agencies diversity hiring and training programs. A review will be done to show the amount of training and the effectiveness of their diversity hiring programs.

Finally, this research will offer recommendations for an effective diversity hiring and training to include proactive and innovative ways to recruit for diversity, peer-reviewed cultural, Sensitivity and diversity training and community-policing program that partner with the Black community.

Section II: History of Law Enforcement and the Black Community, and the Need for Diversity Training and Diversity Hiring

The historical contentious relationship between the Black community and the police dates back as far as the slave patrols. Many gains have been made in the area of race relations which is evidenced by the election of the country's first Black president. Problems with police abuses of authority, Racial Profiling, police corruption, unnecessary use of force perpetuates negative feelings in the Black community. This problem is primarily a problem of race relations that has on many occasions erupted in violence.

Myrdal (1944) stated that the history of law enforcement and the Black community goes back to slavery where police were used to subdue and subjugate Blacks. Myrdal (1944) stated that between 1920 and 1932, White Police Officers were responsible for more than half of all the murders of black citizens in the south. White officers were also responsible for 68 percent of blacks killed outside of the southern region of the U.S. The Criminal justice system is the issue which seems to show the greatest racial divide in this nation. Samuel Walker (2003) who is one of the foremost authorities on policing stated police misconduct is one the most serious divisive human rights violations in the United States.

Walker (2003) concluded that the problems race bias policing are one of the most volatile aspects of the national race crisis between the Black Community and the Police Department.

Bubo (2009) wrote Blacks have a different reaction to national new stories that portrays the police in a negative light. This is the area where Blacks and Whites have different experiences to draw opinions on. This account furthers the negative feelings that make face to face encounters with the police tenuous at best.

History has shown these encounters are filled with lack of respect involving police authority and on the other hand, lack of respect for the rights of Black citizens. For most Black citizens each encounter scratches the wounds, personal and familial memories of injury and insult and the heavy weight of a community's experience of perceived injustice.

History of Law Enforcement and the Black Community

Warren et al (2008) wrote in no sector of American society is this race reality more glaring than in the nation's criminal justice system. While racial/ethnic group disparities exist in other segments of American society, including the gap in academic achievement, income, homeownership, the accumulation of wealth, and disparities in health, the racial disparities in incarceration are of such a magnitude that it can be argued that the criminal justice system is the one area of national life in which blacks, and to a lesser degree other minorities are the beneficiaries of uncontested affirmative action or racial preference. Siegel & Sienna (1997: page 211) wrote that "the first and most frequent, contact that the average citizen has with the criminal Justice system. The Police are essentially the gatekeepers to the criminal justice system." Van Mane asserts Politicians make law but the police are the ones that actually make contact with citizens to enforce those laws. The professionalism and training of the officers can negatively or positively affects citizen's day to day lives especially in the Black community.

Myrdal (1944) stated that the history of law enforcement and the Black community goes back to slavery where police were used to subdue and subjugate Blacks. The police primary role was as an oppressor to keep slaves in their place and to capture and return them to their owners. Later their role became important to enforcing Jim Crow segregation laws.

Myrdal (1944) stated that between 1920 and 1932, White Police Officers were responsible for more than half of all the murders of Black citizens in the South. White officers were also responsible for 68 percent of Blacks killed outside of the southern region of the U.S. The criminal justice system has done a great deal to promote the racial divide in the United States of America.

Irene Diggs (1980) stated that the entire culture of the United States has been conditioned by the presence of Africans living in America. America's foreign policy, politics, Supreme Court decisions, labor market, education, dance, language, literature, religion, art, music, and laws are influenced by the mere presence of Black people in America. The Black culture for many years has been mocked and denigrated in an effort to polarize the differences from White culture. Since slavery Whites have used these differences to enhance their feeling of superiority over Blacks. From the beginning the anomaly of slaves made the writers of the constitution hypocrites with their claims of brotherhood, freedom and equality for all men. Approximately 10 percent of the American population in the 1700's was Black and they lived the total opposite of the American Dream. They lived a life filled with formal social controls devised by the government to keep them void of economics, social power and education.

Alexander, Gyamarah, (1997) wrote the beginning of the differential criminal treatment of African Americans is the slavery period in the United States. They believe that slave owners enacted laws and the police upheld it to sanction slave behavior. There were many Whites during a period of time who were indentured servants and worked along with African slaves. The sanctions for the White slaves were handle very differently from the way African slaves were treated for the same offenses. Offenses like leaving the plantation without a pass, being out of their quarters after curfew, congregating in groups of more than five slaves without an

overseer present. Blacks could not own firearms or animals, buy alcohol; Moreover slaves could not address a White person rudely or strike a White person even in self defense without punishable jail time.

Alexander, Gyamarah, (1997) wrote during slavery, the United States Government allowed a great deal of latitude to southern states to control their slave population. They did not use their traditional formal control systems used towards Whites feeling it was inadequate to control African Americans. They felt that punishment for slaves had to be harsher than punishment for Whites because of the need to instill fear for obedience in slaves. As a result special courts were formed throughout the south called “Negro Courts”. The system was made up with a combination of county justices and slave owners. Louisiana’s system consisted of one county justice and four slave owners. Mississippi’s county court system consisted of two county justices and five slave holders.

These courts systems believed in quickly punishing with sanction the public to create fear and achieve total conformity. The State of Georgia ended Negro courts in 1850 but many other southern states continued this practice up until the end of slavery. This paper takes a look at the historical challenges that exist in policing the Black community because of the way the relationship began. Murphy (2003) wrote between the 1940’s and the 1970’s the Black people in the South began a mass exodus from the South to Mid West cities, East coast cities and the West coast.

The Black population outside the confederacy increased from 4 Million to 11 million during the aforementioned time frame. The greatest representation of this movement went to cities like New York, Chicago, Philadelphia, Detroit, Houston, Washington DC, Los Angeles,

Oakland and San Francisco. About (1,103,000) one million one hundred and three thousand of those people moved to the boroughs in New York City. The Black population moved to these cities to solve their problems but they soon discovered that the problems persisted, poor housing, mass unemployment and overcrowding in the Black neighborhoods. These Blacks brought their energy to these cities and joined organization like the Black Panther Party, The Black Muslims and many other vigorously violent religious sects like “THE MOVE.” The Police Departments quickly set out to use the necessary force to control the population growth and groups that were spawning in those big cities. The Muslims were very popular because of its vocal leader Elijah Muhammad, who in the Blacks mind spoke the truth. The Muslims grew to numbers well over 100,000 members with high profiled members like Kareem Abdul Jabir and Muhammad Ali carrying its banner.

The police and the Federal Bureau of Investigations (FBI) profiled the leaders of these organizations and dealt with them very brutally. The Philadelphia Police Department bombed the religious sect “THE MOVE “headquarters with women and children inside. FBI and Police conducted a deadly early morning raids on the Chicago, Oakland and Los Angeles Black Panther Headquarters. It has been reported that key members of the Black Panther Party were targeted by police and murdered in their sleep during this raid. The slain rapper and Hip Hop icon Tupac Shakur’s mother was a member of the Black Panther Party.

Murphy (2006) wrote in 1970, where the median income in New York City was \$9,682 but in South Bronx and Queens the median income was \$5,200. The area suffered one quarter of all the city’s malnutrition cases that were reported. The infant mortality rate in the Bronx was 29 in every 1,000 births. There were 6,000 abandoned buildings in the Bronx that were drug and crime havens. In 1975, there were 13,000 fires in a twelve square radius that left more than

10,000 people homeless and earned landlords millions in insurance settlements. This was coupled with ramped police corruption in the area.

Murphy (2006) wrote The Knapp Commission, whose investigation was sparked by the notorious corrupt officer Frank Serpico, testified that the problem was extensive in nature and spread department wide. The December 1972 report showed that police officers were selling drugs, turning informants in to the mob for pay, riding along as muscle on drug deals. In 1973, seventy three million dollars of cocaine and heroin were stolen from that precinct commander's police property clerk's office. This era of lawless New York was the birth place where poor kids began to express their life experiences over beats and rhymes.

Drug dealers began to do business by opening up clubs that later supported the kids who were dancers, DJ's, MC's and Graffiti artist. The lack of employment for minorities in these ghettos made gang culture and later Hip Hop culture attractive to be a part of. Everyone started having dance crews, rap crews and DJ crews to battle against one another at the discos. The socioeconomic factors in this era along with the lack of police presence allowed the neighborhood drug dealers to establish Hip Hop as a voice that would be heard commercially.

Hip Hop gave them a forum to express their frustration with the police. West Coast rapper "Ice T" was one of the first well known rappers from the West Coast. This former gang member from Los Angeles wrote an album of songs about his frustrations with the conditions on the street especially targeting the police with the title "Cop KILLER". The young street trio Ice Cube, Mac 10, MC Ren formed a group called "*Niggas With An Attitude*" (NWA). They drew a great deal of attention to the West Coast with their song to the Los Angeles Police called "Fuck The Police". They wrote one song called "187 on an undercover cop", which is the police code for someone being killed. West Coast Rappers Easy E, Dr. Dre, Snoop Dog, 2 Pac and E-40 also

gained fame by writing their rap songs that contained disparaging remarks about the Los Angeles Police department and their practices. Suddenly there were record labels like Death Row Records, murder Inc Records, Bad Boy Records, Gang Unit Records and Ruff Ryders Records. The East Coast rappers changed the lyrics of their rap to match the intensity and the hate for the police. Rappers used run-ins with the police as evidence of their street credibility. In some ways the rappers needed the police exposure to authenticate them as true gangster rappers.

History of Law Enforcement and Black Community Sparks the Need for Police Diversity Through Effective Diversity Hiring and Training Programs

Coderoni (2002) wrote law enforcement administrators must take a proactive approach to eliminate community disorder and unrest in the Black Community, Particularly that which results from a lack of understanding on the part of police officers. Police Administrators can make their officers more effective with more diversity hiring and diversity training. This training will reduce the human factors that produce many of the sparks that ignite community unrest. The Police Administrators must learn to manage cultural diversity and human differences, both within their departments and the changing demographics in the communities they serve. Coderoni (2002) further wrote racial discrimination law suits have high price tags. Civil disorder is costly and often results in death, personal injury and property loss. According to research 90 percent of the major civil disorders that have occurred in the United States, resulted from Police citizen conflicts. These conflicts in the future can be avoided with multicultural diversity training. Communities must begin to insist that police administrators seek to eliminate cultural biases, prejudices and other barriers that impede an officer's ability to work with the Black Communities they serve.

Dunn (2010) wrote that President Lyndon Johnson convened the National Advisory Commission on Civil Disorder (The “Korner Commission”) in 1967 to determine the root causes of the Race riots and the negative racial climate. The report warned that our nation is moving towards tow societies on Black, and one White, separate and unequal. The report cited deep hostility between the police and the Black Community as a primary cause for the disorders and riots.

Coderoni (2002) wrote the results of not understanding cultural differences which could lead to untrained officers not able to recognize, and understand citizens reactions based on differing cultural norms. Police Departments across the country are still paying the cost of rebuilding the trust of the Black communities they serve.

Problem as Result of ineffective Police Diversity Hiring and Diversity Training

Research suggests that problems arise as result of ineffective police diversity in agencies. Ahearn C. (2002) stated many police department began out of the necessity to control slaves and their behavior. When you look at the era’s of Black history like slavery, migration to big cities, Black Nationalism and currently Hip Hop culture there have been conflict as to how mostly White law enforcement has upheld the order of law. When more Blacks were recruited and hired over the years through diversity impact initiatives, relationships started to improve between law enforcement and the Black community. Black law enforcement officers, attorney and parole officers presence have been instrumental in reducing police brutality cases and discrimination in the legal system rather perceived or real. Black police and officers of the court are perceived by the community as having a greater amount of interest in the Black communities affairs and

problems. This along with the cultural diversity that comes with Black officers working with White officers has brought about some major Changes.

Research suggests that there are major Deficiencies in bridging the gap with the Black community and the Police Department that serve their communities. White & Ecobar (2008) stated that during the 1980's and 1990's, police departments across the USA adopted community and problem oriented policing. This strategy brought about a major shift in how police officers carry out their day to day responsibilities. This shift also revealed major deficiencies in police department's ability to train and hire officers capable to work in the Black community. Skolnick (1968) stated in order for police department to serve and protect a community the civic community must support compliance with the law for observing constitutional guarantees.

Each large police department should have at minimum diversity trained officers that look like the community they serve to act as a centralized police community relations unit. These officers could act as the grievance arm of the department and the major intelligence gatherers for the departments. The major deficiencies lie in the lack of attention given to the underlying reason for the bridge between law enforcement and the black community rather than simply demanding law and order. When we look at recent issues like racial profiling, racially charged shootings in New York City coupled with low minority police recruiting we still have a long way to go.

This research will examine the problems with police department's current policies on diversity training and recruitment. A Commission hearing of police practices stated that many law enforcement agencies do not provide adequate cultural sensitivity training to new recruits and veterans. Indeed, Problems have occurred when police departments created their own

cultural sensitivity training courses without community input. Some police department doesn't use outside experts or community leaders to formulate the learning materials or lectures.

Officers in New York testified that training material designed to reduce or eliminate racial, religious, and sexual stereotypes were often laced with negative and potentially offensive stereotypes. It has been suggested that input from outside experts or community leaders from the ethnic groups, could help the police department put together more effective learning material.

Major Deficiencies in Police Training – Lack Diversity

Research from the law enforcement recruitment Toolkit suggests that there are current deficiencies in diversity training and recruitment in police departments (Laine 2009). Police Department must first come to the realization that there is a need for diversity training and hiring. Police Departments should not rely on police officers previous experiences with different cultural groups and economic ranges. Nowack & Hanson (1983) wrote that the lack of training prevents officers from feeling confident that they have been given the ability handle conflict within ethnic community they serve. Nowack & Hanson (1983) said “Untrained officers lack the communications, interpersonal interaction, resolution of conflict, and human relations skills that takes them beyond their basic knowledge of law enforcement.”

Susan Woods, Tammy Bormann and Deborah Scmidle of Cornell University (2010) wrote that diversity is a people issue focused on the differences and similarities that people bring to and organization. Diversity is commonly interpreted include differences that people have like professions, education, income levels, and geographic location of neighborhoods. Diversity training and hiring initiatives should in many ways complement non-discrimination compliance programs.

The programs should be geared to create an organization that encourages communicating and learning from others who are not the same. Diversity training and hiring will promote a police environment where officers are taught to form partnerships with the community based on mutual respect. There are many problems with Current Police Diversity Training. Michael White and Gipsy Escobar (2008) wrote that the high expectation from the police departments constituents and partners in neighborhood policing programs have put a great deal of stress on the departments to increase efforts at professionalism. Police departments should increase the level of education required by officers develop a proactive recruiting and selection process and promote diversity training from the top of the organization down. Michael White and Gipsy Escobar (2008) stated that diversity training has become critically important issues for police departments around the world in large by the complexity of the population changes and the philosophy of community policing.

August Vollmer's (1946) famous quote sums up the high expectation placed the police department's and high lights their inability to produce the kind of well trained police officer the public is now demanding. He wrote "The citizens expects police officers to have the wisdom of Solomon, the courage of David, the strength of Samson, the patience of Job, the leadership of Moses, the kindness of a good Samaritan, strategically trained like Alexander the Great, the faith of Daniel, the diplomacy of Lincoln, the tolerance of the carpenter of Nazareth, and finally an intimate knowledge of the natural, biological, and social sciences. The public has high expectation for police officers and they are not being trained to deal with 21st century problems."

Major Deficiencies in Police Diversity Hiring – Lack Diversity

Research suggests that currently there are ineffective Police Diversity Hiring and Diversity Training Programs (Laine 2009). Many Police Department put minimal effort into diversity hiring and because of budget constraints they don't provide mandatory diversity training. Based on previous studies it has been revealed that different cultural groups may have different perceptions of the police based on economic levels and ethnic groups (Johnson 2003).

The U.S. Commission on Civil Rights has noted in several reports that law enforcement agencies can implement two actions to help protect civil rights: increase the recruitment and hiring of women and people of color from the communities being served and train officers not only in police work but also in community relations cultural sensitivity, and the importance of diversity. Studies have shown that most police departments have not implemented these recommendations to the detriment of the communities they serve.

Civil Rights Brief (2006) reported the lack of diversity in law enforcement officers continues to be problematic with police departments all over the United States. In the 1981 Civil Rights Commission they found that there was common problem with the under recruitment of Blacks in local law enforcement. The lack of recruitment of Blacks has hampered the ability of police departments to function effectively in the Black community. An all White male police force cannot earn the respect of the Black communities they have sworn to serve. Civil Rights Brief (1995) revealed that careful recruitment and selection procedures would improve the diversity in the police force and officers ability to deal with community members without resorting to discriminatory practices or harassment.

For example in the small town of Caruthersville, Missouri, where the general population is predominately black and Hispanic, almost 80 percent of the police officers are white, which community members believe contributes to the abusive attitudes toward black residents. The Civil Rights Commission Briefing (2000) experts on national police practices and civil rights echoed the call for increased diversity.

Charles Ogletree suggested that the Commission continue to focus its attention on diversity in the recruitment, selection, and training of law enforcement officers. (Ogletree 2000) further stated that the easiest way to change the perception of law enforcement in the Black community is to encourage Blacks to apply and hire Black officers, so that the communities of people of color will begin to see a police force that looks like them.

Lack of diversity training hurts local department's ability to effectively deal with Black constituents. A well trained police force in cultural sensitivity and community relations would be able to work the Black neighborhood to create a safe orderly environment. Diversity training would help officers with the appropriate interaction with Black constituents, including the use of force. The guardian Edge (1995) stated that the twenty –first century police practices must manifest sensitivity to the increasing changing communities to realize the department mandate to protect and serve. Therefore there must be a greater effort by police departments improve on diversity training and hire a more diverse police force. There is a significant problem of mistrust, fear and contempt for police officers in the Black community. US DOJ Community Relation Service DOC (2003) stated that if police departments should place emphasis on diversity programs that trains officers and improve their hiring practices.

Departments need to recruit more minority officers that reflect the demographics of the cities they serve, and then they have a greater chance to repair their reputation and earn the respect of the community they serve. This paper covers the history from the roots to current problems that continue to perpetuate the contentious relationship between the Black Community and the Police. The paper will accentuate the need for diversity training and diversity hiring.

Section III

Comparing Current Diversity Hiring & Training Programs: Los Angeles Police Department, New York City Police Department, US Secret Service, Bureau of Alcohol, Tobacco, Firearms and Explosives, The Federal Bureau of Investigation and the Indianapolis Police Department.

The New York Police Department is one of the largest cities and the most diverse city in the United States. The Police Department must meet the challenges of creating a police force that mirrors the demographics of the city. Veteran Officers need to be trained to work in these diverse communities.

New York City Police Department Diversity Program

Baker (2010) stated The New York has sent its recruiting officers to 11 cities around the globe even dispatching two officers as far as Abu Dhabi. The New York Police Department has about 40 officers assigned full-time to recruit from all corners of the city and its immigrant communities. The New York City Police Department has focused most of their efforts and money in Diversity hiring of people from the different cultures over diversity training. The New York Police Department has budgeted millions of dollars for advertising and hired a top Manhattan firm, the Bernard Hodges, group to improve the department's effectiveness in the area of diversity. The New York Police Department has begun to run ads in magazines like the Russian Daily, Novoye Russkoye Lovo, The Korean Times and the Haitian Times. Deputy Inspector Martin Morales, who is head of the New York City Police department Recruitment Section, said "Diversity on the police force is necessary to serve diverse communities. When citizen see a force that mirrors them it build trust. Thomas A. Reppetto, a police historian said the diversification of the department was consistent with the age-old trend of new immigrants supplanting the old. When new immigrants arrive eventually the new immigrants should reflect a cities municipal work force.

Jason Abed (2007) stated big cities like Los Angeles, Chicago and Miami have not had the same success that New York City has had with diversity recruiting. The New York City Police Department realized they needed to make some changes do to the major influx of immigrants moving into the city. The department historically has hired officer of German and Italian backgrounds. Recruitment efforts in the past consisted of son following their fathers onto the department almost as a rite of passage. In 2005, the department made a goal to make a force that mirrored the city it serves. Over the last five years about 35% percent of the department hires have been White, 28% percent Hispanic and 27% Black; a breakdown nearly matching that of the city. Since July 2006, the department has hired 5,593 new officers and from that number 1,042 of them were foreign born from 88 countries according the departments records. The New York Police department reported in 2010, a 1,103- member police academy class graduated and resembled a United Nations of law enforcement. They reported 264 of the rookies were born in 48 foreign countries including Turkey, Azerbaijan, Venezuela, Albania and Burma. Police Commissioner Raymond W. Kelly developed what he calls selective certification hires. Those recruits who claim proficiency in languages and culture other than English are subjected to a Berlitz test to assess their level of expertise in writing and speaking and reading. Languages like Arabic, Russian, Hindu and Mandarin are given certification and moved through the hiring process.

Commissioner Kelly stated that if we are able to understand the citizen language and culture it makes a complex and demanding job that much easier. Commissioner Kelly stated that since 2005, the department's diversity has change dramatically and he believes The change is for the better. He further stated that he believes that the department has become the most diverse

police department in the world. He further stated that the department's diversity makes for good policing and makes the New York Police Department a more effective organization.

The Department states that Diversity training is about 10% of the training that new recruits receive. Officers also receive a two-day diversity training conducted by someone in the precinct every year. The in house training is geared to the cultural awareness of newly arriving officers about the culture of the communities they will be serving. This specific training allows the officers to focus on particular cultures to increase their knowledge base to effectively communicate with the citizens.

The Los Angeles Police Department historically has been one of the most para-military law enforcement agencies in the country. The current Climate dictates a drastic change in the way they have been doing business.

Los Angeles Police Department

Commander Betty Kelepecz of the Los Angeles Police Department (2001) wrote the law enforcement profession has undergone major changes in recent years. Law enforcement has become an increasingly complex and sophisticated profession. The general training and education requirements and trends have been slow to change in Federal, State and local Police Departments.

Kelecz said Police Department's must begin to hire officers that pose communication skills to solve complex crimes. Glenn et al. (2003) Wrote that a half century ago police departments shifted from walking the beat in assigned neighborhood and took a more distant approach. People were familiar with the officers that worked in their neighborhoods and now more random officers patrolled in cars. The Los Angeles Police Department was one of the first

to break away from that model and institute a more paramilitary command and control approach. Because officers were now patrolling in squad cars they became more detached and had little positive interaction with citizens.

Glenn et al. (2003) Wrote the riots were the first sign that this model had eroded most of the advancement the Los Angeles Police department had gained over the years in the Black community. The race riots showed that the police were technically proficient but lacked the diversity to communicate in a way that would control the violence. Los Angeles Police Department's Paramilitary style became infamous leading to several clashes with the Black citizens that were nationally reported.

On June 15, 2001 the city was forced to sign a consent decree with the US Department of Justice which included a mandate to make changes in six different areas to include increasing diversity training and hiring. The Los Angeles Police Department hired the Rand Corporation to help them meet the Department of Justice mandates. The Rand Corporation is a non Profit institution that helps improve policy and decision making through Research and analysis. They immediately recommended to the Los Angeles Police Department to integrate community style policing back in the Department. The Rand Corporation noted that there was a great need for diversity hiring and diversity training to improve the effectiveness of the community style policing. Community officials and elected officials expressed their view that more diversity training is needed in the department. Researchers found that many of the Los Angeles Police Officers struggled to define what community policing is and had no idea how it could be implemented. The Rand Corporation gave guidelines to improve recruitment of Black officers to work with the Black Community. The Los Angeles Police Department began to go outside of the city limits for recruiting expos.

The Rand Corporation instructed the department that Blacks tend to respond better at recruiting events at historically Black colleges and better tailored marketing in magazines read by the Black community. The Rand Corporation helps the department to develop a model to help prioritize recruiting of key minority groups like Blacks, Asians and Pacific Islanders. The system helped them identify the highest priority candidates with the skills and requirements to manage the work flow and move those applications through the system as quickly as possible.

Because of the poor economic times Los Angeles Police Department has had more people from every demographic looking for positions but they must make sure that they look for quality and not quantity. Federal Law Enforcement Agencies serve every community in the United States and its territories. There is a great need for these agencies to have training and hiring plans to insure diversity of the agencies mirrors the people who pay taxes in America.

Bureau of Alcohol, Tobacco, Firearms and Explosives and United States Secret Service Diversity Hiring & Training Programs

Federal government agencies like the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) the United States Secret Service (USSS) follow the guidelines set forth by the Federal Equal Opportunity Recruitment Program (FEORP). The basic program requirement of FEORP is to establish procedures and conduct an equal opportunity recruitment program consistent with law and regulations which will eliminate “underrepresentation” of minorities and women within Federal law enforcement. The agencies also abide by the Civil Service Reform Act of 1978, which stated it is the policy of the United States to provide a federal workforce reflective of the Nation diversity. This Act requires Federal Agencies like ATF and USSS to establish ongoing recruitment programs ensuring equal opportunity and affirmative action to

overcome underrepresentation in civil service employment. underrepresentation is defined as a situation in which the number of minorities or women within a category of the federal employment is less than the percentage of minorities or women within the labor force of the United States. Minorities are categorized by the United States government as American Indian, Alaskan Native American, Asian's, Pacific Islanders, Blacks, Hispanics and Women from any race.

ATF

Deputy Director Kenneth Milson (2010) stated the primary ATF Diversity Program is called the Diversity and Career Impact Program (DCIP). The DCIP is a program that was developed in 1984 to create an organization reflective of America's diverse population.

The program is the tool that ATF hopes will address the underrepresentation and inequalities relevant to recruitment, training and promotions of female and minority special agents. ATF has a DCIP Program manager who reports to the Chief, Recruitment, Hiring and Staffing Center. Each of ATF 26 Field Offices has a DCIP Recruiter that reports to the DCIP Program Manager. The Program Manager disseminates information about program initiatives, trends and problems regarding diversity hiring. The DCIP recruiter performs the job as a collateral job and is not evaluated for any work done in this area. The DCIP recruiters communicate with prospective applicants and serve as a point of contact for targeted applicants. The DCIP recruiters are the face of ATF at career fairs and expos where they answer recruitment and hiring questions. The DCIP recruiter maintains liaison with the student program coordinators at colleges and Universities and other organizations that quality minorities and women are found.

In 2012 ATF will start a 3 hour annual diversity training program titled Embracing Diversity in the work place. The training will be an online course that will be mandatory for every ATF employee.

SECRET SERVICE

Director Mark Sullivan (2008) stated Secret Service recruitment initiative to hire qualified applicants from an ethnically diverse background is at the top of managements priorities. The recruitment of Special Agents is conducted through the Secret Service's 164 field offices throughout the world. Overall recruitment coordination is overseen by Secret Service Headquarters in Washington DC.

Specifically Secret Service has developed an African American Recruitment Initiative. This program is supposed to aggressively and proactively seek qualified Black applicants. The Director disclosed that in fiscal year 2008, the Secret Service attended 20 Career fairs targeting Black applicants. The program targeted 5 national Black professional conferences and 7 other events in cities with large Black populations. Additionally the program developed and initiative on several Historically Black College campuses to promote public service as a professional career. Director Sullivan further wrote that Secret Service provides annual diversity training online to ensure that the fundamental rights of its employees and all applicants are respected and protected. The overall training is to insure all applicants and employees are provided a full and fair opportunity at employment, training, and career advancement without regard to race, color, religion, gender, age, reprisal, sexual orientation. Diversity training is most important to Secret Service Agents because the travel all over the world coming in contact with the world community.

FBI

The Federal Bureau of Investigation is headquartered at the J. Edgar Hoover Building in Washington DC., with 56 field offices in major cities across the United States. The FBI maintains over 400 smaller offices called resident agencies (RA) across the country and over 50 legal attaches at US embassies and consulates. All FBI agent must hold American citizenship, have a clean record, and hold a four – year bachelor degree. All FBI agent are required to have a Top Secret clearance. The Federal Bureau of Investigation (FBI) is one of the largest Federal Law Enforcement agencies in the United States.

Based on the FBI's Diversity plan from 2010, the FBI takes a more top down approach to diversity training, which they believe leads to quality diversity hiring. Since 2003, Office of Personnel Management show that the FBI's diversity hiring is at about 16.5 percent including women hires.

In October 2011 FBI Director William Mueller ordered all management and human resource personnel to com insure that they comply with the Department of Justice Diversity Management Plan. The Department of Justice Diversity plan states that “DOJ recognizes that its employees are the vital link that ensures that the ideals, mission, and values of the Department are fully realized this end, the Department strives to ensure that its work force is drawn from the broadest segments of society so that it is poised to meet the present and future needs of our nation. Attorney General Eric H. Holder, Jr. supports and encourages recruiting and retaining the best and brightest citizens from every background and community in this country.

The Director has made his commitment to embracing and fostering a diverse workforce clear. Linking strategy to success is linked to the DOJ plan. These are resources that the Department now uses to focus on recruitment and retention strategies to foster the development of a highly qualified and diverse talent pool of law enforcement officers. ” Director Mueller wants to insure that the managers view the different symposiums and trainings offered by the DOJ. In 2010, the FBI created which they hope will strengthen their diversity training and hiring.

Hiring- The plan states that they will strategize to create outreach for recruiting a diverse and quality Special Agent Pool. They will create Special Recruiting initiatives and develop innovative approaches to reach under-represented groups or minorities.

Career Development- The FBI wants to insure supervisors are trained to guide and monitor the careers of all employees. They must be able to enhance the process to ensure all employees are being treated fairly in selections for promotions, training and details.

Supervisor/Management responsibility- The FBI believes supervisor/management is expected to lead by example to sensitize employees regarding Equal Employment Opportunities (EEO). The managers are expected to give training on matters that promote learning atmosphere EEO matters and cultural diversity awareness.

Minority Community Outreach - Supervisors are being trained to inspire employees to utilize creative methods to create and maintain multiple avenues for open dialogue with the key members of whatever minority that is prevalent in their areas. The Indianapolis Police Department is one of the mid west cities that has become known as one of the best cities to relocate to.

The population has grown tremendously over the last 20 years and the police department was very slow to make the changes to make the department as diverse as the communities they serve.

Indianapolis Police Department

Elaine Newman (2011) wrote after a summer of tension between the African American community and the Indianapolis Police Department Black clergy leaders have been asked to help overhaul diversity training within the police department. Public Safety Director Frank Straub has asked the Ten Point Coalition, a faith based organization established by Indianapolis clergy members, to help the department with needed reform.

The training team now includes eight black members and one Hispanic member to implement diversity training and hiring programs. The new plan would implement sending academy recruits into the communities before their training is completed. The theory is that people have less stress dealing with communities that they are familiar with and the community is familiar with them. The Clergy members are going back to the community to talk about the reform and diversity training that will be given. They are asking the Black community to give the police department a chance to redeem themselves.

The Police department is also utilizing veteran Black officers to seek support from the community which will benefit the police department. Working closely with the Indianapolis Police department will also be a benefit to the community they serve. The Black officers are asking the community to put pressure on the police department to hire a work force that mirrors the demographics of the city.

Brandon Perry (2011) stated that according to statistics only 13 percent of its force represents minorities of the 1.644 officers, 218 are black. The city of Indianapolis black citizen's makes up over a quarter of its population. Black Officers from the Fairness in Law Enforcement (FILE) the police department continues a practice that contributes to a tense relationship between the Black community and the police department when they assign Officers to the black community and they don't know anything about the culture of the people. The officers from (FILE) state that lack of diversity training and lack of diversity presence of officers familiar with the cultures of the particular areas they cover. The Black Indianapolis Police Officers from (FILE) say they are not saying Black officers are better, but their presence can help bring a more peaceful resolution to situation because of common interest and cultures.

Historically the since 1978 the city entered into a consent decree with the US Department of Justice that gave flexibility with hiring and promotions of minorities. The city of Indianapolis hoped that this would show the citizens their commitment to achieving diversity in the police department that was representative of the city's population. The consent decree was similar to the one the City of Hartford Connecticut operated with and when it was challenged and ruled unconstitutional the City of Indianapolis voluntarily rescinded its decree. Rev. Willoughby (2001) the gains in diversity of the Police department slipped backwards causing major tension in the Black community.

In 1978 the city leaders turned to Joe Slash, President and CEO of the Indianapolis Urban League and Reverend Richard Willoughby, Pastor of Promise Land Christian community Church to lead to achieving the diversity the community and the city needs. The Task Force looked at the current hiring practices for the police department and found that the process for recruiting, screening, and hiring has built in barriers that are more designed for screening out diversity than

for screening it in. They found that the original ordinance, Section 253-203, had language for the hiring of candidates that required the first 80% to be hired based on scores and the other 20% should be based on the need of the department for language diversity and special skills.

Since August 2010, the Indianapolis Police Department has been using an outside 3rd party consultant called Police Executive Research Forum (PERF). These consultants put together several questions to study the hiring and training practices for the Indianapolis Police Department. The basis for their study was to find out what actions does the police Department take to recruit, train and promote a diverse police force. It was also determined that the department should establish recruitment targets for the type of people they want to make up the police department. The Police Department decided that much consideration should be given to such characteristics as diversity, life experiences, age, education, military experience and prior work experience. This is the target that they have set to make a good patrol officer.

The department has created a full time recruitment department to insure they are able to attract individuals that match the ethnic and gender diversity of the city. The department has taken steps to develop a comprehensive recruitment plan that integrates continuous recruitment and selection process along with an accelerated effort needed when funds have been made available for a cadet class.

Beginning in 2010 the department started a series of recruitment activities designed to increase the number of potentially successful candidates. These include mixer/ information sessions where the prospective cadets get to talk to officers about the job and gauge their job satisfaction. They also do military drills which introduces the rigor of a training academy. They introduced the Pre –Applicant Recruit Program (PAR) designed to help candidates meet the

fitness standards. The PAR sessions include monthly meetings to provide candidates with fitness information (nutrition, injury prevention and muscle endurance exercises).

Local Police Department face unique challenges in their specific areas to obtain a diverse police force. They also face challenges to train officers to handle the rapid changes in the demographics in the areas that they police. Police work is more complex than it has ever been with the level of threats that most communities present.

I hope to show how police departments and Federal Agencies should work with the communities and develop plans that would increase the level of involvement in the communities and make officers a part of the community not an occupying force patrolling the community.

IV: General Recommendations:

The following proposed recommendations are being made after careful and thorough examination of the aforementioned of the current state of the Police Departments and Federal Agencies.

Proactive and innovative ways to recruit for diversity

It is recommended that police departments appointed a diverse civilian board to work with the Police Department on recruiting. The New York Police Department made up a civilian board consisting of individuals from each borough in New York and three are selected by Police Commissioner. The three that are selected by the Police Commissioner generally had some type of law enforcement experience. The other ten members are members of the community from diverse backgrounds. The Board holds monthly meetings, with the community to access the needs of the community from the Police Department. The board oversees agency operation plans by working with the police department supervisors in committees. The board reviews all citizen complaints and makes findings on all allegations raised by the members in the community. The findings are sent to the Police Commissioner who has the only authority to impose discipline. This recommendation would give community member the access that they feel they are missing with the police departments. The board would be able to work with the police department the best social events, job fairs and schools to do recruiting for a specific need.

It is also recommended that Police Departments follow a recruiting model that was forcibly set by a Department of Justice decree on the Indianapolis Police Department in 1978.

Slash (2011) wrote that section 253-203 of the Indianapolis Police Department code had language for hiring of candidates that required the first 80% of new hires to be appointed in the order in which they scored. The other 20% could be based on the needs of the department as long as they received passing scores on the battery of test given. The Indianapolis Police Department just restored the 80/20 rule that was put into their code while they were under the 1978 Decree. This rule would allow the different law enforcement agencies to fill the ranks with the new officer from diverse background that feel are underrepresented and need. The community could share the responsibility to help select individuals would be a benefit to the community and the police department. Research shows that the rule would be legally acceptable according to the Equal Employment Opportunity Commission (EEOC) under the 1978 Uniform Guidelines

It is recommended that the police department utilize more resources and creativity to go out and find minority recruits. It is recommended that police department have a full time recruiting staffs dedicated to seek out the best minority candidates from outside sources like the military, Historically Black Colleges and job fairs. A full time unit would be able to research the best means to get information out to targeted underrepresented groups. The full time units would be able to shorten the selection process so that it is less likely to lose good candidates to other departments who able to hire applicants quicker. It is recommended that members of the community share in the training of these officers in the area of cultural diversity.

Continuous training should be provided which helps the guide the officers' discretion when dealing with citizens. My recommendation is to require police recruits to be required to obtain a bachelors degree. Advance education would allow department to take advantage of the increasing technology, linguistics requirements and humanities needed in the new law

enforcement environment. Onalfo (2011) wrote currently the New York Police Department only requires applicants to have an Associate's degree or Military experience to join the department. Onalfo further wrote that the New York Police Department has developed sophisticated information systems to gather information quickly from multiple servers. Officers have computers in their vehicles and technologies at their finger tips if they are able navigate the programs. In order for Police departments to maximize the capacity of the systems they have they have to develop relationships with schools like military academies where the best and the brightest recruits are.

Examples of community Policing that partners with the Black community

Johnson (2005) shared information about a pilot program that the Sacramento Police Department used to partner with Pacific Islander communities and Asian communities. I would recommend this particular program be utilized in the Black community so they will feel like they are invested in the future of the Police Department. Johnson (2005) wrote that they went to the community asking for assistance in recruiting and training officers for the Pacific Islander and Asian communities. Community leaders began to bring in candidates that they wanted to be hired. These candidates often times were rejected because of lack of qualification, poor performance and background issues. The community leaders became disgruntled and this leads to mistrust in the police department sincerity to make the department a diverse department.

The Sacramento Police Department developed the Community Recruiting Program to correct some of the mistakes they made in the past and to improve on the caliber of recruits coming from the community. The Police Department sought out committed community leaders to form a committee to be trained by the police department. The police department trained and certified these individuals on recruiting needs, testing, and background check process an

introduction to life at the police academy. Properly trained community leaders are better able use their judgment to select an applicant who has high likelihood of meeting the requirement of the police department. They found the simple concept of properly training people from the community and let them be recruiters of officers they want to police their neighborhoods. These recruiters were sent out with a checklist of the qualifications like age, education, citizenship, drug policy. The Community recruiters were given sample test (written and oral) and physical agility requirements. The community recruiters were also given videos that introduced prospective applicants to the police academy. The Community recruiters were able to take prospective recruits on field trips to the police academy and to train on the emergency vehicle operations course. These gave the recruiters and the prospective applicants a deeper understanding of the requirements and training needed to be a police officer.

The Community recruiters were asked to work with the applicants from their community and pick the best qualified candidates that they would be willing to sponsor as the best and brightest that they wanted to represent that community. By sponsoring the best qualified recruits the police department was fostering a bond with the community leaders and these future officers that they are selected. The community recruiters would meet with their sponsored recruits weekly while they are being trained at the police academy. They also participate in the academy graduation and badge pinning ceremony. To many in a minority community becoming a police officer is often not highly regarded and is looked upon with disdain. The community recruiter can help bridge the gap between the community and sponsored recruit.

A key component of this program is the department will allow the recruit to patrol and work within the community that sponsored them once they have finished their probationary period. The Sacramento Police Department has been able to bridge the gap in those communities

because the people see people from their culture patrolling the community with a vested interest in keeping it safe. The People in the community feel that their needs are being addressed much faster today because of this program.

Peer reviewed Cultural, Sensitivity and diversity trainings literature

Shusta, Levine Harris and Wong (2009) wrote a book that is being used in training titled *Strategies for Peacekeeping in a Diverse Society*. The book has five main sections that are being used for training police officers. First section is training in cultural understanding for law enforcement. Second section is titled cultural specifics for law enforcement. The third section is called response strategies for hate crimes. The last section is titled Cultural effectiveness for law enforcement agencies. This training deals with the changing population that law enforcement officers are now encountering. Officers are trained on the problems that prejudices and biases have on the effectiveness of law enforcement officers. The training deals with law enforcement contacts with specific cultural groups including Asian American, Black Americans, Hispanic Americans and Arab Americans.

Carderoni (2002) wrote in *FBI Law Enforcement* peer reviewed journal about the need for training that would eliminate community disorder and unrest. He spoke about the problem being the lack of police officers understanding about the different cultures, diverse perspectives, traditions, attitudes and behaviors of the citizens in the community they serve. He believes in community based training. He believes partnering with the community enables the police to provide the leadership needed to address problems through citizen and police positive interaction. He believes the training should be welcomed from the top down. Police administrators must be aware of the attitudes, biases, and prejudices that police officers carry into law enforcement.

Bierzer (1999) wrote a peer reviewed article on his views of how training should be in the FBI Law enforcement Bulletin titled Police Training in the 21st Century. He wrote that police training should be more concentrated on issues like conflict resolution and insuring that citizens have a certain quality of life in their community. Bierzer (1999) stated that his research showed that police officers only spend about 10 percent of their time on law enforcement related issues and 90 percent on service calls or community related incidents. Bierzer wrote that training should be given to officers in areas like interpersonal skills, ethnic diversity, drug and alcohol awareness and domestic violence in tune with the customs of the different ethnic groups. Police officers must be self driven as well to get into the community and learn as much as they can from the citizens about their customs and beliefs to be affective.

V. Conclusion

I submit that (Roberg, Novak and Cordner 2005) was correct in their assessment in their writings thus the purpose of this paper is to show how hiring a more educated and diverse force that gets systematic training on diversity will go a long way to create greater cooperation with the community. There is a significant problem of mistrust, fear and contempt for police officers in the Black community. If Police Departments place emphasis on diversity programs that trains officers and improve their hiring practices to recruit more minority officers that reflects the demographics of the cities they serve they have a greater chance to repair their reputation and earn the respect of the community they serve (US DOJ Community Relation Service DOC 2003). Diversity training in the department would also help managers deal with minority officers and help White officers deal with community members without being discriminatory or being accused of harassment by citizens.

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