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**HISPANIC AMERICAN POLICE
AMERICAN POLICE COMMAND OFFICERS**

**IMPROVING THE RECRUITMENT OF HISPANICS
INTO LAW ENFORCEMENT CAREERS**

PROPERTY OF
National Criminal Justice Reference Service (NCJRS)
Box 6000
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IMPROVING THE RECRUITMENT OF HISPANICS INTO LAW ENFORCEMENT CAREERS

INTRODUCTION

The workshop funded by the National Institute of Justice (NIJ) under Grant Number 94-IJ-CX-K007, was held August 2, 1994, in Chicago, Illinois at the Days Inn on North Lake Shore Drive.

SPECIAL REMARKS BY SUPERINTENDENT RODRIGUEZ

Remarks by Chicago Police Superintendent Matt L. Rodriguez provided an auspicious beginning for the workshop. The special obligation to give back to the communities from which they came was a point he stressed to the audience of Hispanic police officers. His remarks evoked images of the trials and tribulations their ancestors must have endured as immigrants to the United States. He said that recent immigrants from Central and South America faced abuses because many did not have facility with the English language and were unfamiliar with American customs. Therefore, they were venerable and in dire need of the help Hispanic law enforcement officers could provide due to their unique skills and positions of authority.

COMMENTS BY DR. FRANK NEWTON

After Superintendent Rodriguez's presentation, Dr. Frank Newton, Executive Director of the National Hispanic Leadership Agenda (NHLEA), spoke regarding employment obstacles faced by Hispanics in various occupations. He said experiences of friends and associates clearly showed discrimination and bias attitudes against Latinos was a reality that should not be denied. One of his key observations was that Hispanics often cannot help each other because they often are not in decision and policy making positions. He illustrated his remark that Hispanics can hurt each other by observing that those in power to use negative remarks by Hispanics against other Hispanics to justify denying deserving Hispanics jobs and promotions. However, praise of one Hispanic about another Hispanic is not given any weight in employment decisions.

THE ROLE OF HISPANIC POLICE ORGANIZATIONS IN RECRUITMENT

The first part of the workshop titled "The Role of Hispanic Police Organizations in Recruitment", was conducted by Mr. Mario Garcia, Senior Consultant with the Latino Institute in Chicago, Illinois. The Latino Institute was created in 1974, as a not-for-profit organization which promotes Hispanic progress through research, training and advocacy. The purpose of the Institute is to empower committed individuals and groups to obtain, for the Latino community, a fair share of public and private resources to improve the quality of life for the Latino community in the Chicago metropolitan area.

This was an important topic in light of the tremendous network represented by the 25 Hispanic police organizations which had agreed to form a coalition and their common objective to assist police and sheriffs departments in recruiting Hispanics into law enforcement careers.

Teams were formed to utilize the collective knowledge and experience of CHAPA's Board of Directors to discuss and report on what they determined the role should be.

There was no consensus on the best way to assist police and sheriffs departments and what the relationship should be. What was produced was an inventory of ways police organizations were using in helping. The fact there were few instances of formal working relationship between the departments and the police associations. Accounts for the inability to reach an agreement on what worked best.

Providing police protection and services to diverse populations requires a diversified police workforce which possesses competencies in various languages and understanding of customs of many cultures. Evidence supporting the validity of this statement is found in a 1992 Policy Summary published by the National Hispanic Leadership Agenda (NHLA). The NHLA report indicated that the shortage of Latinos throughout the police and court systems had resulted in insensitivity, misunderstandings, disparate sentencing and physical abuse. The NHLA recommended, "...that hiring, appointment and promotion of Latinos must be a top priority at all levels of the criminal justice system...including police departments."

Yet there appears to be limited understanding and acceptance of this fact by police and sheriffs departments--as well as by Hispanic police organizations themselves.

ANALYSIS OF QUESTIONNAIRE

Of the 20 Hispanic law enforcement officers who responded to the questionnaire administered during the workshop, eleven indicated their departments had not identified the shortage of Hispanic police officers as one of its major concerns. Significantly, eighteen responded their associations had not made recruitment a priority.

None of the respondents indicated they were "recruited" into law enforcement. Most of them responded they applied on their own due to their interest in law enforcement career; and a few respondents indicated they applied as a result of seeing a newspaper advertisement announcing police officer openings.

Other areas explored through the questionnaire, and which should be topics for future studies, included the rejection of candidates during the hiring process; bilingual compensation as a recruitment incentive; and whether the departments had effective recruitment plans.

The reasons for rejecting candidates mentioned most frequently were failure to meet or pass:

- academic and physical requirements
- background investigations
- entrance test and oral interview

Another reason given for finding candidates unqualified, and which would relate to poor performance in written and oral tests, was "not proficient in English."

The scarcity of highly qualified candidates, that is, those who are fluent in English and Spanish and who can pass all the requirements may be attributable to that they do not see Hispanics in the upper echelons of the department. A lack of advancement is a strong deterrent. For Hispanic officers to retire after over 20 years service at the rank of sergeant, and below, is seen as evidence that the departments have a "glass ceiling." Since lack of promotion opportunities for Hispanics in police and sheriffs departments correlate with the department's inability to attract qualified candidates interested in occupations that offer good careers, this is another area that needs to be researched.

TABULATION OF QUESTIONNAIRE

Below is a tabulation of the responses to the 14 questions that were structured for yes or no answers. There were 28 items on the questionnaire.

QUESTION	YES	NO
Has your department/agency identified the shortage of Hispanic Law Enforcement Officers as one of its major concerns.	9	11
Has your Member Organization (MO) identified the shortage of Hispanic Law Enforcement Officers as one of its major concerns?	18	2
Do you believe your department/agency is serious and cares about hiring Hispanics into its ranks?	9	9
Have you or your MO been called upon by your department/agency to participate in their recruitment efforts?	10	10
Did you or your MO receive any recruitment training?	4	15
Have you or your MO sponsored or participated in a Job Fair?	2	1
Does your department/agency have a recruitment office?	12	8
Are any Hispanic Law Enforcement Officers assigned to your department/agency recruitment office?	11	9
Does your department/agency maintain a current recruitment plan?	11	6
In your opinion, is this plan in need or re-evaluation?	16	0
Do bilingual and/or bi-cultural capabilities enable you to better embrace the philosophy of community policing?	19	0
Does your department provide bilingual compensation?	5	14
Do you believe your department/agency has an effective recruitment program to attract Hispanics?	2	18
Have you met with the head of your department/agency to discuss how your MO can assist the department/agency in its recruitment efforts?	11	9

The need for research of recruitment practices is supported by the fact 18 respondents indicated their departments did not have effective recruitment programs to attract Hispanics.

WHAT IS MEANT BY "RECRUITMENT"

An important point raised during the initial phases of the workshop was the need to define recruitment. The participants felt recruitment entailed the departments actively seeking candidates instead of just waiting for applicants to come in as a result of newspaper announcements about job openings. Other features of "recruitment" in the view of the participants was year-round visibility through community outreach efforts to demonstrate the department's sincerity regarding employment opportunities for Hispanics. It also meant to start talking to youngsters as early as elementary schools and nurturing their interest through activities which enabled them to view police departments from the inside and to know police officers on a personal basis. Also, departments should concentrate on local talent and if sufficient candidates are not available to be willing to recruit outside their jurisdictions.

AREAS AND WAYS HISPANIC POLICE ORGANIZATIONS CAN HELP

The areas and ways in which the workshop participants felt Hispanic police associations could be helpful to departments in attracting Hispanic candidates included:

1. Public relations
2. Setting policy
3. Educate Hispanic community (parents)
4. Cultivate interest in Hispanic youth
5. Encourage and help candidates apply
6. Prepare candidates for entrance examinations
7. Provide support system for new recruits
8. Research why Hispanics fail application process
9. Establish mentor programs
10. Promote establishment of policing related courses in high schools
11. Identify weaknesses in application process
12. Identify new hires and introduce them to Hispanic police organizations
13. Conduct orientation training sessions
14. Act as mediator in discrimination complaints
15. Conduct community outreach through churches and civic organizations
16. Provide names of officers to be trained as recruiters
17. Provide input on police standards

PARAMETERS FOR RECRUITMENT RESEARCH PROJECT

The afternoon session was led by Dr. Ramon Garcia, Senior Program Manager with the Community Relations Service (CRS). Through the effective leadership of Dr. Garcia the group was able to pose the questions that would facilitate establishing the parameters for researching the effectiveness of recruitment practices and methods to attract Hispanic candidates for careers in policing.

The participants felt the study should be concerned with "targeted recruitment" in general and should focus on actions and policies which tailor the department's recruitment effort toward attracting Hispanic candidates. Also, the study should be structured to determine the discrete components of a department's recruitment program.

The questions posed by Dr. Garcia included:

1. Is a research study regarding the effectiveness of police departments to attract Hispanics the right approach to take to address the problem?
2. What is the source of statistics or research findings used to support our research approach?
3. Are there Hispanic police officer recruiting models in use today?
4. What period of time do we need to conduct the research?
5. What logical progression do we need to follow to reach our objective?
6. Do we want to address sub-problems?
7. Will this research lead to other research?
8. Who will design the survey instrument?

The participants generally agreed the recruitment study should include departments in cities that met the following criteria:

1. Major 50 cities that have written targeted recruitment plans.
2. Cities that have at least 5% Hispanic populations.
3. Cities that have Hispanic police chiefs, or assistant chiefs; and sheriffs, or assistant sheriffs.
4. Cities that have at least 5% Hispanic police officers in its workforce.

5. Cities that were studied in the 1970 survey conducted by the Civil Rights Commission.
6. Cities that have career development programs that facilitate the advancement of Hispanics and other minorities into command positions.

It was also agreed that CHAPA would appoint a Project Director and Assistant Project Director who would be responsible for:

- drafting the grant proposal
- overall coordination of the project
- consultation with CHAPA's Executive Committee and consultants, as needed,
- identifying and working with research organization to do the research design
- consulting and negotiating with the Project Manager from National Institute of Justice (NIJ).

CONCLUSION

The recruitment workshop funded by NIJ met the objectives set forth in the grant award. It sharpened the focus of the participants regarding recruitment and enabled them to assess their capability to work with police and sheriffs departments in attracting Hispanic candidates. In addition, the parameters were set for research project to be submitted by the newly founded Coalition of Hispanic Police Associations (CHAPA) with the ultimate objective of developing a model targeted recruitment program designed to increase the effectiveness of these departments in attracting Hispanics into law enforcement careers.

June 19, 1995

CHAPA Recruitment Workshop Follow-Up Meeting
June 28-29, 1995
Washington, D.C.

Participants:

CHAPA President Ruben Z. Diaz
CHAPA Secretary Gilbert Najjar
HAPCOA National Second Vice President Joseph De Lopez
HAPCOA National Secretary Manuel F. Zamora
HAPCOA Past First Vice President Diego L. Mella
HILE President Lucio Martinez
HILE Executive Director Teresita Diaz-Lewis

Meeting Facilitators: Dr. Ramon Garcia, CRS Senior Program Manager
Mr. Jesse M. Gallegos, HAPCOA Executive
Director/CHAPA Recruitment Workshop
Coordinator

Guest: Mr. Jim Perez, FBI EEO Officer

AGENDA

I. Grant Proposal Submitted by HILE to NIJ for Recruitment Research Study: Information and Discussion item.

Proposal was submitted by HILE on June 15, 1995. CHAPA was unable to submit the grant proposal because it has not established its IRS 501 (c)(3) corporate status. Dr. Ramon Garcia with assistance from HILE's President Lucio Martinez and Executive Director Teresita Diaz plus Dr. Jess Maghan from UIC drafted the grant proposal. There was no time for review by CHAPA, HAPCOA and HILE. Dr. Garcia will brief the participants regarding the salient features of the proposal and answer any questions. A copy of the proposal is enclosed.

II. Grant Awarded to HAPCOA by NIJ for Project Regarding Community Oriented Policing in Hispanic Communities: Information, Discussion and Action item.

The grant award was made in 1993, in the amount of \$. The Project Director Diego Mella has notified HAPCOA President Venegas that he cannot continue the assignment. There is a possibility that with the proper assistance, Mr. Mella will reconsider and will be able to complete the project. An alternative is to have one of the HAPCOA Chapters take over the project. It has been suggested that the Midwest Chapter headquartered in Chicago may be interested. The Chapter President Joe De Lopez also serves as HAPCOA's National Second Vice President and may have the resources from which to select a Project Director and complete the project.

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Another option is to have HILE take over the project. Mr. Mella will brief the participants on the status of the project and recommend a course of action. Mr. De Lopez and Secretary Manny Zamora, a members of the HAPCOA's Executive Board, will be prepared to decide what will be done. Other participants will help in the discussion and resolution of the problem. A synopsis of the project is enclosed.

III. Meeting of Minority Group and Women's National Police Associations. Information item.

The Bureau of Justice Assistance, in collaboration with the FBI, is considering convening a meeting in September 1995 of Minority Group and Women's National Police Associations, including CHAPA and NOBLE. Mr. Jim Perez will brief the participants regarding the significance of the meeting and answer any questions.

IV. HNLEA National Training Conference. Information item.

National President Lucio Martinez will brief the participants regarding the HNLEA National Training Conference being held in August 1995 in New York.

V. HAPCOA National Training Conference. Information item.

HAPCOA National Secretary Manny Zamora will brief the participants regarding the HAPCOA Annual Training Conference being held November 28th to December 1st at the Sands Hotel in Las Vegas.

VI. CHAPA Update. Information item.

President Ruben Z. Diaz will brief the participants regarding CHAPA's progress in getting its organizational footing and the process it will use in addressing major issues.

VII. Introduction to NIJ Project Monitors/Officials.

Arrangements will be made for participants to meet and network with NIJ personnel during their two days in Washington.

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Meeting Itinerary

Tuesday, June 27th - Arrival and hotel check-in. Participants have evening free to meet with friends.

Wednesday, June 28th - Meeting at FBI Bldg. at 9:30 a.m. until 12:00 Noon. Lunch in the FBI cafeteria. Meeting will resume at 1:00 p.m. until 5:00 p.m.

Participants have dinner together at El Paso Cafe at 6:30 p.m.

Thursday, June 29th - Meeting at FBI Bldg. (Same time schedule as on Wednesday.) Participants have evening free to meet with friends or can plan to take late flights back home (after 5:00 p.m.).

Friday, June 30th - Check-out and return flight home.

Participants will be reimbursed for airfare, hotels and meals. Reimbursement forms and receipts will be returned to Mr. Gallegos.

Please call Mr. Gallegos at 703-450-3875, or Dr. Ramon Garcia at 301-492-5808, Ext. 130, if you have any questions.

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