

Minneapolis Police Department

Comprehensive Diversity Plan



*To Protect
With Courage*

*To Serve
With Compassion*

June 2008
Chief Timothy J. Dolan

Statement of Purpose: The Minneapolis Police Department (MPD) is firmly committed to establishing a culture of inclusivity. As the most diverse police department in the state of Minnesota (18%), the MPD has already been successful in making its workforce reflective of the communities it serves. However, recognizing that more must be done to enhance career opportunities for women and people of color in the MPD, this Comprehensive Diversity Plan has been devised to further diversity recruitment goals and to encourage employee retention and promotion.

The MPD proposes to implement innovative recruitment and hiring practices which will bring more people from culturally and linguistically diverse backgrounds to the applicant pool. Additionally, MPD intends to realize professional development strategies that will identify a career path to advancement, provide clear and attainable goals for promotional consideration, and outline benchmarks for promotional selection and testing.

MPD Definition of Diversity: The MPD considers the term “diversity” to go beyond merely hiring more women and people of color. The MPD defines diversity more broadly as taking pride in work and in a workforce which represents a wide range of cultures, backgrounds, experiences, educational types and levels, values, and points of view.

Diversity is of critical importance to the MPD for three primary and interrelated reasons: trust, credibility and safety. First, earning the trust of the community requires breaking down cultural and linguistic barriers to understanding. Trust between the community and the police can be increased when people see that its ranks are inclusive and diverse. Earning the trust of the community allows new partnerships to be forged and existing partnerships to be enhanced. Second, gaining community trust helps establish credibility. A police department that is representative of the community is more credible within those communities. Trust and credibility are the cornerstones of an effective police department; community involvement in crime reduction and prevention increases police effectiveness and efficiency. Residents who are more satisfied with police services work more closely with officers and can solve more crimes. Third, increased community trust and credibility mean officers are safer on the streets. The more residents support their officers in their communities, the safer those officers become. And finally, the more residents see police officers as making a positive impact on their own communities, the greater the likelihood that they will consider MPD as a viable career opportunity.

MPD Diversity Plan Goals: A long term goal of to the Diversity Plan is to have the ranks of the MPD match the diversity of Minneapolis’ resident population¹. To this end, the MPD will:

- Ensure that each class of Community Service Officers (CSO), recruits, and cadets be more diverse than the current overall sworn diversity rate of the department (18.43% as of May 2008).
- Implement the recommendations included in our Recruitment Marketing Plan (currently under development by marketing firm, Tom Dupont & Associates).
- Work to change the existing City of Minneapolis charter and Minnesota state law which limit the department’s ability to select candidates by mandating use of the “rule of the list” for initial hiring procedures: City Charter requires “rule of one”; City Charter, Chapter 19 (Civil

¹ Data from Minneapolis Planning Department: 2000 Census Report: White 67%, Black 20%, Am Indian 3%, Hispanic 7.6%, other race 2.4%)

Service Section 15): State law allows for “rule of three”; State Statute Chapter 511 H. F. No. 2047 (1978).

- Maintain or increase a diverse workforce across all ranks by assuring that professional development opportunities are available to all staff, establishing opportunities to identify employee career goals and identifying appropriate benchmarks for attaining those goals. Near-term objectives include:
 - Creating a professional development program which will assist all officers with identifying and fulfilling their professional goals and identifying a career path for advancement.
 - Creating a mentorship program which pairs senior supervisors with new supervisors and officers to provide guidance to achieve their professional goals (Phase II of the mentorship program includes expanding it all MPD personnel).
 - Utilizing benchmarks identified in professional development program in testing and selection process.
 - Enhancing opportunities for training aimed at creating a higher level of multicultural awareness within the department, including offering free courses on foreign languages and culture-specific training to minimize cultural differences and improve understanding in the community.

- Institutionalize the Diversity Plan in order to sustain or expand efforts in the future by:
 - Creating clear and consistent messages from the administration to all ranks of management and officers in order to measure diversity benchmarks as stated in this plan.
 - Increasing employee engagement and participation in development and diversity efforts.
 - Identifying methods to increase the participation and engagement of employees who have previously experienced barriers accessing or benefiting from the MPD’s employee development and diversity efforts.
 - Continuing to leverage the work of those employees with greater involvement in employee development and diversity initiatives and activities.
 - Identifying methods of making development and diversity issues more relevant and appealing to a broader range of employees.

Focus Areas of the Diversity Plan: The plan’s stated goals as outlined above refer to three focus areas: 1) Recruitment and hiring of new employees; 2) Retention and development of current employees and; 3) promotional opportunities. Highlighted below are efforts that are already underway in each focus area.

1) Recruitment and Hiring: In order to advance recruitment and hiring processes, the MPD has:

- Staffed a full time Recruitment Coordinator position, currently held by a Sergeant. This person coordinates the department’s recruitment efforts.
- Created a comprehensive Recruitment Manual documenting MPD recruitment policy and procedure. This manual was written with input from community members including the Police Community Relations Council (PCRC).

- Contracted with Dupont marketing firm, to develop a comprehensive recruitment plan. As a result of months of research, interviews and surveys with officers, they have developed a 9-step “action plan.”
- Established a Community Recruitment team comprised of residents who assist in recruitment efforts, particularly those efforts aimed at increasing diversity. (According to our research, MPD is only the second police department in the nation to have a multicultural recruiting team.)
- Developed a team of diverse police officers who assist in recruiting efforts by attending job fairs, mentoring, and promoting the MPD.
- Significantly increased the budget for recruitment; it is over \$95,000 per year, not including personnel costs.
- Strengthened the CSO program; the CSO program has been extremely successful in helping MPD hire women and people of color for non-sworn support positions. The MPD pays the CSO’s salary and educational expenses, amounting to approximately \$50,000 per year. Upon successful completion of the educational requirements and program, CSOs are promoted into sworn positions. The MPD, with strong support from City Council, has made significant investments in the CSO program. The CSO program has also started an internal mentoring program that offers guidance and support to newly hired CSOs.
- Developed a program to bring candidates into sworn positions while they are still in college. This unique program allows MPD to expand the applicant pool to those who have degrees in areas other than law enforcement. This also permits MPD to hire using “rule of list” rather than “rule of three”, thus increasing the diversity among applicants that meet requirements.
- Utilized community members in the selection process for all officer positions, including having at least one woman or person of color on each interview panel.
- Created an extensive recruiting web site (www.ci.minneapolis.mn.us/police/recruiting) and other multimedia promotional materials.

Challenges to Recruiting and Hiring: Historically, Minnesota’s college and university law enforcement degree programs and the Peace Officer Standards and Training program (POST) have not made accepting people from diverse backgrounds a priority. There have been some changes recently with efforts such as *The Power of You* Program which offers free college tuition to Minneapolis/St. Paul high school graduates who enroll in law enforcement programs.

A limited pool of diverse candidates and high level of competition for qualified candidates has resulted in fewer qualified women and minority candidates. Qualified college grads are sought by all employers, not just law enforcement, so MPD competes not only with other law enforcement agencies but also with the private sector, which can often offer higher salaries. Also many qualified candidates who seek a mission oriented career have entered military service within recent years.

The limitations placed on hiring by civil service rules and state laws (e.g. “rule of three”) curtail opportunities for attracting diverse candidates.

There is little currently being done to reach out to high schools to solicit interest in law enforcement careers among high school students.

2) Retention and Career Development of Current Employees: In the second focus area of the Diversity Plan, retention and employee development, the MPD strives to maintain a diverse workforce across ranks by assuring that benefits, salary and professional development opportunities are available to all staff. Thus far the MPD has:

- Participated in the City Leadership Program; MPD will continue to make this training opportunity available.
- Sponsored officers for specialized Command School training; MPD continues to send officers to nationally recognized programs offered by FBI, Southern Police Institute, etc. The MPD will continue its efforts to promote diversity by actively seeking diverse applicants for these programs. The MPD has developed an objective selection process for selection to these schools and published this process so all employees clearly understand it.

Percentage of MPD diverse officers sponsored for Command School

	Before 2003	Since 2003
FBI	7	33
Northwestern	28	29
Southern Police Institute	11	40
Senior Management Institute for Police	30	50

MPD will further strengthen protocols to:

- Utilize employee feedback received from Dupont Marketing firm.
- Implement mentorship program (in progress April 2008).
- Ensure equal access to opportunities continues.
- Make sure processes for selection to training, specialty assignments, and command schools is equitable and transparent.
- Identify benchmarks for persons interested in specialty assignments and/or promotion.
- Enhance training designed to promote diversity such as foreign language courses. Increase participation in such programs. The MPD has used results from a recent employee survey to determine training needs and issues.

Challenges to Employee Retention and Career Development: The number of opportunities for training and advancement is limited and therefore competitive due to the large quantity of bright and qualified employees.

The hierarchical nature of command, the structure of the relationships among officers, and the dispersed nature of the workforce present a unique set of challenges to engaging officers in an exchange of ideas and opinions that might lead to changes in organizational culture.

3) Promotional Opportunities: In the third focus area of promotional opportunities, the goal is simple: increase diversity in all MPD promoted ranks. To do this MPD will;

- Utilize benchmarks identified in Professional Development Program in testing and selection process.
- Review data from 2008 City of Minneapolis *Availability and Utilization Analysis* and make changes where necessary. Accordingly, MPD will fully comply with the 2008 citywide *EEO/AA Plan*.

Challenges to Promotional Opportunities: The numbers of opportunities for promotional opportunities are limited and therefore competitive due to the large quantity of bright and qualified employees. In addition the civil service “rule of three” that applies to all classified promoted positions severely limits candidates for promotion. Also, there is yet to be established a testing process for promoted positions that is appropriately validated and is a true measure of skills and abilities needed for such positions that also takes into account employees past work experience and history.

Conclusion: The MPD is committed to diversifying its workforce to reflect the community it serves. Meeting the diversity goals of the MPD has set for the department will be a long and complex process. This process is complicated by rules and regulations that lie beyond the department’s control. Nevertheless, the MPD remains committed to overcoming the legal and institutional challenges to recruit, hire and promote a diverse workforce.

The MPD understands that diversity of thought, culture, ethnicity, and experience is what makes Minneapolis a great place to call home and also makes our police department great.

Appendices:

- Federal Mediation Agreement action items related to diversity.
- MPD Mentorship Program Outline.
- MPD Historical Diversity Levels
- MPD Attrition Data 1998-2007
- HR Workforce Availability and Utilization Analysis.
- MPD Recruitment Manual
- Recruitment/Retention Plan developed by Dupont Marketing Firm.
(*Separate attachment*)

Appendix 1: Federal Mediation Agreement action items related to diversity.

4.1 Statement of Goals. The MPD reaffirms that it is an equal opportunity employer committed to hiring a diverse work force in all ranks. Accordingly, the MPD will not discriminate against any person with regard to an employment related decision on the basis of a person's race, ethnic background, country of origin, sex, religion, or sexual orientation or any impermissible reason. In an effort to address decreasing numbers of minority applicants and the lack of diversity throughout the department, the MPD will institute an active recruitment and retention program. The MPD will exercise its best efforts to meet its own stated goals for recruitment, hiring, and promotion for protected classes, to include people of color, African Americans, American Indians, women, and people of disability. Moreover, the parties mutually strive for the MPD to be a police department that:

- Values diversity;
- Creates equal opportunities for the hiring and advancement of all people, at all levels of the organization;
- Creates an environment where all employees feel welcome and valued;
- Can effectively work with the community to identify and successfully recruit quality police candidates, with an emphasis on candidates of a status presently underrepresented in the Department; and
- Ranks in the top five nationally in the category of diversity for police organizations of a similar size, as assessed by annual studies done by the Department of Justice and the FBI.

4.4.1 Identifying Career Path for Advancement. The MPD will prepare and make available materials describing specific training programs and career achievements that are important in preparing employees for advancement. The MPD will identify potential candidates and consider all applicants from all communities of color, African Americans, women, American Indians, and members for the GLBT community for all supervisory, administrative, and policy making positions to include but not limited to those positions carrying the rank or title of corporal, sergeant, ERU commander, K-9 supervisor, lieutenant, captain, inspector, deputy chief, and other key development positions. Such information will be maintained in a manner so as to make the materials easily accessible to all sworn MPD personnel. MPD will provide a copy of the materials to the PCRC.

4.4.2 Inclusive Succession Planning. The MPD will develop and implement a formal succession planning program for all the above positions. The MPD will monitor the participation of female officers, officers of color, American Indian officers in the program as well as publish a report which outlines the gender and racial demographics of persons who participate in the program.

4.4.3 Reporting. The MPD acknowledges that merely making available the materials referenced in Section 4.4.1 may be insufficient to impact the diversity of supervisory, administrative and policy making positions. Therefore, the MPD will track the participation of its employees in such training and career achievements by race, sex, and all protected classes. When such data indicate that female officers, officers of color, and American Indian Officers are underrepresented in their participation, the MPD will actively recruit and encourage participation among such underrepresented classes of employees. The MPD will publish and distribute to the PCRC an annual report summarizing such tracking data and the efforts of the Department regarding the participation of female officers, officers of color, African American officers, and American Indian Officers.

4.4.4 Mentor Program. The Minneapolis Police Department will develop and implement a formal mentorship program for all ranks. The MPD will monitor the participation of female officers, officers of color, American Indian Officers in the program. MPD will publish a report, which outlines the gender and racial demographics of persons who participate in the program.

4.4.5 Performance Management. The MPD will adopt the recommendations of the City of Minneapolis performance management system regarding the use of the performance review process to identify and encourage potential candidates for promotion and to provide career counseling to those employees who express an interest in advancement within the organization.

4.4.6 City Leadership Development Program. The MPD will allow and encourage participation in the City of Minneapolis Leadership Development Program. MPD will monitor the participation of women, people of color, African Americans, and American Indians in this program and report on such finding.

Appendix 2:MPD Mentorship Program Outline April 2008

MPD Mentorship Program Outline

New Program

- ✦ Leadership Development Group started working on this project over a year ago.
- ✦ Our goal was to start with the new Sergeants and then continue developing programs for the rest of the ranks.

Short Term Objectives

- ✦ Help new Sergeants transition from officer to supervisor
- ✦ Avoid pitfalls
- ✦ Decision Making
- ✦ Acclamation

Long Term Objectives

- ✦ Identify career paths for advancement
- ✦ Develop future leaders
- ✦ Increase diversity at all ranks

Why You Were Selected

- ✦ You are seen as a quality employee
- ✦ Expressed an interest
- ✦ Leadership qualities
- ✦ Understand the importance of mentoring
- ✦ Developing the new leaders of the Department
- ✦ Understand what it means to be a leader
 - Make tough decisions
 - Make unpopular decisions
 - Take risks

Getting Buy In

- ✦ Philosophy
- ✦ Failure
- ✦ Morale
- ✦ WE WANT YOU TO SUCCEED

Why Do Sergeants Need Mentors?

- ✦ Who in your life has been a mentor?
- ✦ Class Discussion

Why Does MPD Need Mentors?

- ✦ Attract, retain and engage high performers.
- ✦ Upgrade employee skills and knowledge.
- ✦ Promote diversity of thought and style.
- ✦ Develop future leaders and leadership talent.

- ✦ Ease the transition to new assignments

Facts of Mentoring:

- ✦ Business Week reports that over 35% of employees who are not being mentored within 12 months of being hired, are actively looking for a new job!
- ✦ Employees want to learn and grow. Their own success is very important to them. The employee who cannot get answers, cannot learn or find out how to be successful, and often grows frustrated.

Partnership

- ✦ The mentoring partnership is an agreement between the mentor and protégé to share experiences and expertise to help with personal and professional growth.

FTO vs. Mentor

- ✦ The FTO evaluates the performance on a daily basis.
- ✦ The FTO has accountability and record keeping
- ✦ The Mentor provides support and guidance and does not evaluate performance. Mentors assist with the transition from being a “buddy” or “one of the guys” to the role of now being a supervisor

Why Do We Mentor?

- ✦ Mentoring is a mutually beneficial relationship in which a knowledgeable and skilled veteran employee (mentor) provides insight, guidance and developmental opportunities to a lesser skilled and experienced colleague (protégé).
- ✦ The modern concept of Mentoring, that has recently been used to effectively recruit and retain new employees in business and academic institutions, provide law enforcement with an opportunity to engage and anchor new supervisors at a time when competition for those employees is at an all time high.

Goals of the Mentor

- ✦ Address concerns of a new supervisor
- ✦ Enhance participants career development by
 - Providing guidance and advice to the new supervisor
 - Giving the mentor an opportunity to express themselves
- ✦ Enhance internal communication

Goals for the Department:

- ✦ Improve Retention
- ✦ Improve Morale
- ✦ Improve career satisfaction
- ✦ Improve the overall diversity and culture of the police department

Goal of the Protégé

- ✦ Increase knowledge
- ✦ Increase networking
- ✦ Improve decision making

- ✦ Avoid pitfalls
- ✦ Benefit from the partnership
- ✦ Inspire personal motivation
- ✦ Seek guidance and support

Mentor Responsibilities

- ✦ Advocate for the New Supervisor
- ✦ Instill confidence
- ✦ Offer guidance and advice
- ✦ Be a role model that is knowledgeable of the policies and willing to share your knowledge with others
- ✦ Be supportive and honest and provide constructive criticism
- ✦ Set tasks for protégé to gain insight
- ✦ Engage in discussion to view different ways to solve issues

Mentor Benefits

- ✦ Certificate of participation and added to your personnel file
- ✦ Interpersonal
 - Revitalized interest in work
 - Ability to assist a co-worker
 - Further develop communication and analytical skills

Time Commitment

- ✦ Make contact with the new supervisor and set up a meeting with them.
- ✦ Meet with them 2x per month for the first 3 months
- ✦ Meet with them 1X per month for the next 6 months
- ✦ Be available to them for calls and questions

Protégé's Responsibilities

- ✦ Contact mentor when needed
- ✦ Contact mentor for meetings
- ✦ Be prepared for the meeting
 - Answer questions
 - Complete tasks
- ✦ Have open mind to view situations differently
- ✦ Accept feedback and coaching
- ✦ Understand own career development responsibility
- ✦ Attend scheduled activities

Characteristics of a Protégé

- ✦ Good listener
- ✦ Has a clear vision for themselves (personal and professional goals)
- ✦ Is eager to learn
- ✦ Is mature
- ✦ Respects the mentor
- ✦ Takes constructive criticism well

- ✦ Is a good communicator
- ✦ Has respect for and abides by MPD policies
- ✦ Displays a good attitude
- ✦ Is willing to work hard

Protégé Benefits

- ✦ Increased likelihood of success
- ✦ Increased awareness of MPD policies
- ✦ Insight on MPD procedures
- ✦ Decreased adjustment period
- ✦ Built in internal support system

Tips for Mentoring

- ✦ Offer challenging ideas
- ✦ Help build self-confidence
- ✦ Encourage professional behavior
- ✦ Listen to personal problems
- ✦ Teach by example
- ✦ Provide growth experiences
- ✦ Explain how the organization works
- ✦ Encourage winning behavior
- ✦ Share critical knowledge
- ✦ Offer encouragement
- ✦ Assist with protégé's career

– John Sheridan “Mentors Build Morale”

Avoid Pitfalls

- ✦ Unrealistic or unfulfilled expectations
 - Mentor expects more of protégé than is capable of accomplishing
 - Protégé expects more of the mentor than is capable of providing
- ✦ The mentor begins to exert an unhealthy control over the protégé
- ✦ The mentor does too much for the protégé
- ✦ Jealousy
- ✦ Cloning
- ✦ Others view the mentoring relationship as favoritism

Paired Up With Your Protégé

- ✦ The Leadership committee will pair up mentors with new supervisors
- ✦ If you have a problem with the person that you have been paired up with, contact the supervisor in training, no questions will be asked, the changes will be made.

The First Meeting

- ✦ This first meeting can be a little uncomfortable, make contact with the new Sergeant and make this as painless as possible for both of you!
- ✦ Pick a comfortable meeting place

- ✦ Inform the new Sergeant what will happen at the meeting to prepare them
- ✦ Be prepared yourself
- ✦ Be on time

Issues to Keep in Mind

- ✦ The program is voluntary
- ✦ The majority of contacts should be made during work hours.
- ✦ It is the goal of the department to use as little overtime as possible.
- ✦ Overtime may be approved by your supervisor for special circumstances.
- ✦ Confidentiality issues

How Do I Get Started?

- ✦ Make the call!
- ✦ Set up a meeting with your new Sergeant

M E N T O R

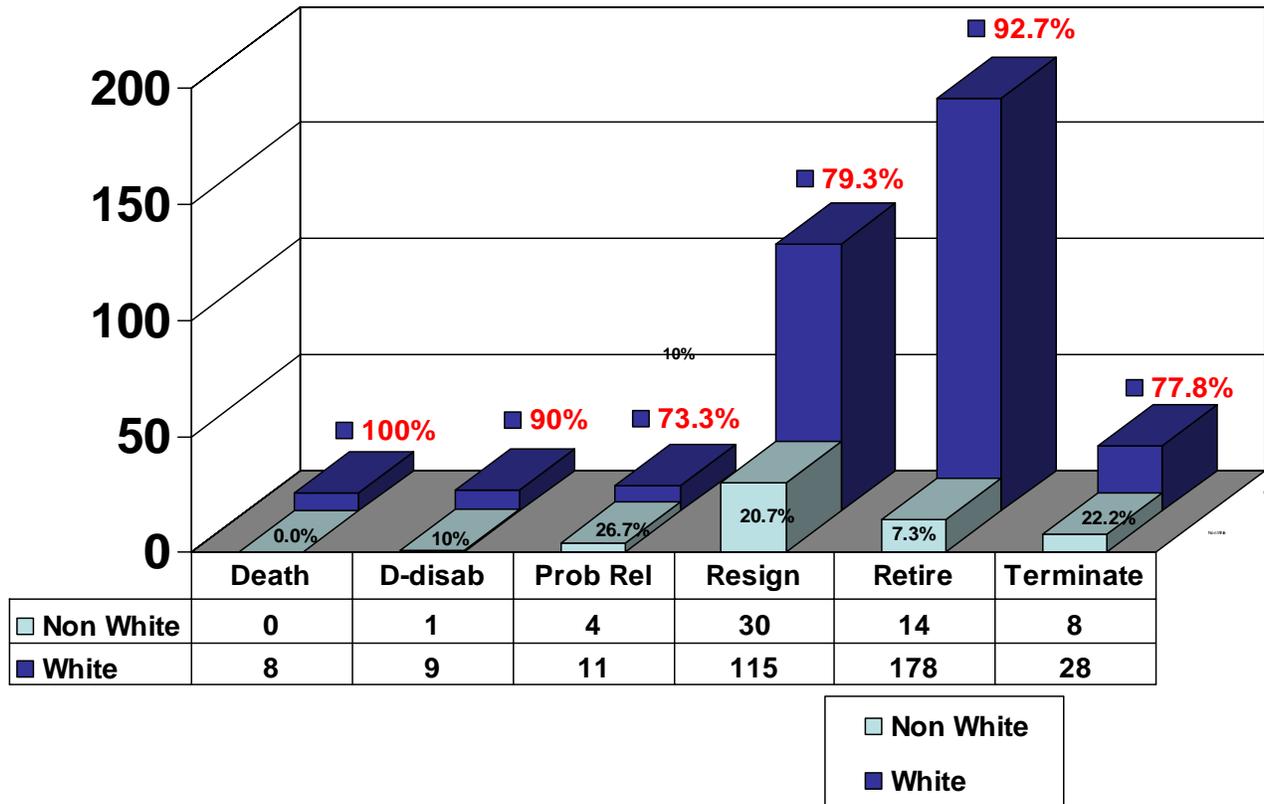
- ✦ **M**ake time for protégé
- ✦ **E**ncourage
- ✦ **N**o lecturing
- ✦ **T**ake an organizational view
- ✦ **O**ffer honest feedback
- ✦ **R**emember to ask questions/listen

Appendix 3:MPD Historical Diversity Levels

Year	White	Black	Hispanic	Native American	Asian	Total Sworn Minorities	Percentage of Sworn Minorities	Total Actual Sworn
2008	717	66	41	25	30	162	18.43	879
2007	702	63	39	25	28	155	18.13	857
2006	689	61	37	24	23	145	17.39	834
2005	665	50	34	25	24	133	16.67	798
2004	661	50	34	25	24	133	16.77	794
2003	670	49	34	24	23	130	16.25	800
2002	715	50	36	27	24	137	16.08	852
2001	736	51	34	27	23	135	15.5	871
2000	746	52	31	28	24	135	15.32	881
1999	782	58	32	30	25	145	15.64	827
1998	786	57	32	29	26	144	15.48	930
1997	782	60	34	33	29	156	16.63	938
1996	774	54	33	30	19	136	14.95	910
1995	759	52	34	30	15	131	14.72	890
1994	730	52	31	34	11	128	14.92	858
1993	755	51	29	33	8	121	13.81	876
1992	724	46	24	28	6	104	12.56	828
1991	729	32	20	26	5	83	10.22	812
1990	735	30	18	22	5	75	9.26	810
1989	687	28	17	22	3	70	9.25	757
1988	662	24	14	20	3	61	8.44	723
1987	644	22	15	21	2	60	8.52	704

Appendix 4:MPD Attrition Data 1998-2007

Sworn Officer Attrition Rate between 1998 and 2007



YEAR: 1998

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	2	2	0	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
Duty Disability	2	2	0	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
Prob. Release	3	3	0	3	100.0%	0	0.0%	0	0	1	0	0	0	1	0	1	0
Resignation	19	16	3	5	26.3%	3	15.8%	12	2	2	0	1	1	1	0	0	0
Retirement	39	39	0	0	0.0%	0	0.0%	39	0	0	0	0	0	0	0	0	0
Termination	10	5	5	4	40.0%	5	50.0%	3	3	0	0	1	0	1	1	0	1
Total	75	67	8	12	16.0%	8	10.7%	58	5	3	0	2	1	3	1	1	1

YEAR: 1999																	
Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	3	2	1	0	0.0%	1	33.3%	2	1	0	0	0	0	0	0	0	0
Prob. Release	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Resignation	15	11	4	2	13.3%	4	26.7%	9	4	2	0	0	0	0	0	0	0
Retirement	22	22	0	1	4.5%	0	0.0%	21	0	0	0	0	0	0	0	1	0
Termination	3	3	0	1	33.3%	0	0.0%	2	0	0	0	0	0	1	0	0	0
Total	45	39	6	4	8.9%	6	13.3%	35	6	2	0	0	0	1	0	1	0

YEAR: 2000																	
Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Prob. Release	1	1	0	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
Resignation	16	13	3	5	31.3%	3	18.8%	9	2	2	1	1	0	1	0	0	0
Retirement	25	24	1	1	4.0%	1	4.0%	23	1	0	0	0	0	0	0	1	0
Termination	3	2	1	0	0.0%	1	33.3%	2	1	0	0	0	0	0	0	0	0
Total	45	40	5	6	13.3%	5	11.1%	35	4	2	1	1	0	1	0	1	0

YEAR: 2001																	
Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Prob. Release	2	2	0	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
Resignation	14	6	8	4	28.6%	8	57.1%	5	5	1	2	0	0	0	1	0	0
Retirement	27	27	0	2	7.4%	0	0.0%	25	0	0	0	1	0	0	0	1	0
Termination	3	2	1	0	0.0%	1	33.3%	2	1	0	0	0	0	0	0	0	0
Total	46	37	9	6	13.0%	9	19.6%	34	6	1	2	1	0	0	1	1	0

YEAR: 2002

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Duty Disability	1	1	0	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
Prob. Release	1	0	1	0	0.0%	1	100.0%	0	1	0	0	0	0	0	0	0	0
Resignation	11	10	1	2	18.2%	1	9.1%	8	1	1	0	1	0	0	0	0	0
Retirement	22	20	2	2	9.1%	2	9.1%	18	2	2	0	0	0	0	0	0	0
Termination	4	2	2	1	25.0%	2	50.0%	2	1	0	0	0	0	0	0	0	1
Total	41	34	7	5	12.2%	7	17.1%	30	6	3	0	1	0	0	0	0	1

YEAR: 2003

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Duty Disability	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Prob. Release	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Resignation	12	10	2	2	16.7%	2	16.7%	8	2	2	0	0	0	0	0	0	0
Retirement	32	29	3	3	9.4%	3	9.4%	26	3	0	0	0	0	0	0	3	0
Termination	1	1	0	0	0.0%	0	0.0%	1	0	0	0	0	0	0	0	0	0
Total	49	42	7	5	10.2%	7	14.3%	37	7	2	0	0	0	0	0	3	0

YEAR: 2004

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
		M	F	Total #	Pct	Total #	Pct	White		Black		Hispanic		Asian		Am. Indian	
								M	F	M	F	M	F	M	F	M	F
Death	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Duty Disability	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Prob. Release	2	2	0	0	0.0%	0	0.0%	2	0	0	0	0	0	0	0	0	0
Resignation	11	8	3	0	0.0%	3	27.3%	8	3	0	0	0	0	0	0	0	0
Retirement	7	7	0	1	14.3%	0	0.0%	6	0	0	0	1	0	0	0	0	0
Termination	3	3	0	0	0.0%	0	0.0%	3	0	0	0	0	0	0	0	0	0
Total	25	21	4	1	4.0%	4	16.0%	20	4	0	0	1	0	0	0	0	0

YEAR: 2005

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
								White		Black		Hispanic		Asian		Am. Indian	
		M	F	Total #	Pct	Total #	Pct	M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	1	0	1	0	0.0%	1	100.0%	0	1	0	0	0	0	0	0	0	0
Prob. Release	1	0	1	0	0.0%	1	100.0%	0	1	0	0	0	0	0	0	0	0
Resignation	8	5	3	1	12.5%	3	37.5%	4	3	0	0	0	0	0	0	1	0
Retirement	5	2	3	2	40.0%	3	60.0%	1	2	1	0	0	1	0	0	0	0
Termination	2	2	0	1	50.0%	0	0.0%	1	0	0	0	0	0	1	0	0	0
Total	17	9	8	4	23.5%	8	47.1%	6	7	1	0	0	1	1	0	1	0

YEAR: 2006

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
								White		Black		Hispanic		Asian		Am. Indian	
		M	F	Total #	Pct	Total #	Pct	M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Prob. Release	2	1	1	1	50.0%	1	50.0%	0	1	0	0	0	0	1	0	0	0
Resignation	17	15	2	4	23.5%	2	11.8%	11	2	1	0	1	0	2	0	0	0
Retirement	11	9	2	2	18.2%	2	18.2%	8	1	1	0	0	0	0	0	0	1
Termination	2	2	0	1	50.0%	0	0.0%	1	0	0	0	0	0	1	0	0	0
Total	32	27	5	8	25.0%	5	15.6%	20	4	2	0	1	0	4	0	0	1

YEAR: 2007

Turnover Reason	Total	Gender		Officers of Color		Female Officers		OFFICERS OF COLOR DISTRIBUTION									
								White		Black		Hispanic		Asian		Am. Indian	
		M	F	Total #	Pct	Total #	Pct	M	F	M	F	M	F	M	F	M	F
Death	0	0	0	0	0.0%	0	0.0%	0	0	0	0	0	0	0	0	0	0
Duty Disability	1	1	0	1	100.0%	0	0.0%	0	0	0	0	0	0	1	0	0	0
Prob. Release	1	0	1	0	0.0%	1	100.0%	0	1	0	0	0	0	0	0	0	0
Resignation	22	16	6	5	22.7%	6	27.3%	13	4	2	1	0	1	0	0	1	0
Retirement	2	1	1	0	0.0%	1	50.0%	1	1	0	0	0	0	0	0	0	0
Termination	5	4	1	0	0.0%	1	20.0%	4	1	0	0	0	0	0	0	0	0
Total	31	22	9	6	19.4%	9	29.0%	18	7	2	1	0	1	1	0	1	0

Appendix 5: HR Workforce Utilization and Availability Analysis

POLICE DEPT (SWORN) WORKFORCE UTILIZATION ANALYSIS (Source data generated on 03/31/08)
Relevant Labor Market (RLM) vs. City's Utilization Matrix (RLM consists of 11 MN Counties and 2 WI Counties except the Promotional positions whose pool is based on the internal availability data)

#	EEO Category		TOTAL				Availability			2009 Goal		
			Full Time	Male	Female	POC Group	Male	Female	POC Group	Male	Female	POC Group
1	Officials & Administrators *		5	3 60.0%	2 40.0%	1 20.0%	59.4%	40.6%	6.5%			<input checked="" type="checkbox"/>
2	Professionals ** (based on 2-yr. requirement as Pol. Sgt.)		56	43 76.8%	13 23.2%	16 28.6%	82.3%	17.7%	13.3%			
3	Technicians *** (based on 4-yr. requirement as PO)		213	179 84.0%	34 16.0%	26 12.2%	84.6%	15.4%	15.8%			<input checked="" type="checkbox"/>
4	Protective Services	Sworn	607	521 85.8%	86 14.2%	118 19.4%	78.9%	21.2%	14.5%			<input checked="" type="checkbox"/>
		Non-Sworn		n/a	n/a	n/a	n/a	n/a	n/a			
5	Para-Professional			n/a	n/a	n/a	n/a	n/a	n/a			
6	Administrative Support			n/a	n/a	n/a	n/a	n/a	n/a			
7	Skilled Craft			n/a	n/a	n/a	n/a	n/a	n/a			
8	Service Maintenance			n/a	n/a	n/a	n/a	n/a	n/a			

Goals 2009 Goals will be set in collaboration with Department Heads and the Office of Diversity and Workforce Strategies during the next Business Plan cycle.

RLM The 11 MN Counties are Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Washington and Wright; and the WI Counties are Pierce and St. Croix

Indicates where availability is higher than utilization which indicates under-utilization.

* Incumbents are less than 10 and thus, goal setting is not needed for the job group.

** Promotional only - availability based on 2 years requirement for eligibility to test for and become Police Lieutenant.

*** Promotional only - availability based on 4 years requirement for eligibility to test for and become Police Sergeant.

POLICE DEPT (NON-SWORN) WORKFORCE UTILIZATION ANALYSIS (Source data generated on 03/31/08)													
Relevant Labor Market (RLM) vs. City's Utilization Matrix (RLM consists of 11 MN Counties and 2 WI Counties)*													
The dept's 6 Para-Professional positions are combined with the Administrative Support FJC as there is no availability data for Para-professional FJC)													
#	EEO Category		TOTAL				Availability			2009 Goal			
			Full Time	Male	Female	POC Group	Male	Female	POC Group	Male	Female	POC Group	
1	Officials & Administrators *		1	0	1	0							<input checked="" type="checkbox"/>
				0.0%	100.0%	0.0%	59.4%	40.6%	6.5%				
2	Professionals		49	20	29	7							
				40.8%	59.2%	14.3%	48.0%	52.0%	9.5%				
3	Technicians *		5	3	2	1							<input checked="" type="checkbox"/>
				60.0%	40.0%	20.0%	41.9%	58.3%	9.2%				
4	Protective Services	Sworn		n/a	n/a	n/a	n/a	n/a	n/a				
		Non-Sworn	64	38	26	25							<input checked="" type="checkbox"/>
				59.4%	40.6%	39.1%	32.6%	67.5%	6.3%				
5	Para-Professional			n/a	n/a	n/a	n/a	n/a	n/a				
6	Administrative Support		87	21	66	18							
				24.1%	75.9%	20.7%	34.3%	65.6%	10.4%				
7	Skilled Craft			n/a	n/a	n/a	n/a	n/a	n/a				
8	Service Maintenance *		2	2		1							<input checked="" type="checkbox"/>
				100.0%	0.0%	50.0%	57.0%	42.9%	20.0%				
Goals	2009 Goals will be set in collaboration with Department Heads and the Office of Diversity and Workforce Strategies during the next Business Plan cycle.												
RLM	The 11 MN Counties are Anoka, Carver, Chisago, Dakota, Hennepin, Isanti, Ramsey, Scott, Sherburne, Washington and Wright; and the WI Counties are Pierce and St. Croix												
<input checked="" type="checkbox"/>	Indicates where availability is higher than utilization which indicates under-utilization.												
*	Incumbents are less than 10 and thus, goal setting is not needed for the job group.												

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mission statement

The Minneapolis Police Department considers our relationship with the community to be of primary importance; as police officers, we recognize that the badge of our office symbolizes a unique trust placed in us by the community that we serve. The Minneapolis Police Department shall actively recruit within the community in which we serve because all of our efforts have the same goal: to make this a safe and friendly community in which to live and work. The Minneapolis Police Department shall embrace people of diverse cultures and commit to ensuring that Minneapolis is recognized as an international city where each citizen and visitor will have positive and meaningful experiences.

THE MPD MULTICULTURAL RECRUITMENT TEAM (MCRT)

The MCRT is comprised of a minimum of 14 MPD officers representing the diversity on our department and in the communities we serve. The MCRT will work on an on-call basis to assist the MPD Recruitment and Professional Standards Unit with recruitment efforts. The team will be activated according to the needs of the community or the department, individually or in groups by the Recruitment Coordinator or his/her designee. Officers assigned to the MCRT may be of any rank.

A steering committee made up of no less than three and no more than five members of the MCRT will set objectives and discuss how to most efficiently and effectively use the team. The MCRT steering committee will meet semi-annually to discuss recruitment strategy and other pertinent business. The steering committee will also train MCRT members to include information on the hiring process, hiring categories (CSO, Recruit, Cadet and Lateral), fitness requirements and recruiting at job fairs, colleges and high schools.

The MPD MCRT will assist the Recruitment Unit with its recruitment efforts by

- Participating in job fairs and other recruitment events as a recruitment representative of the Minneapolis Police Department
- Advising potential candidates of job openings and job requirements
- Providing recruitment literature for potential candidates as needed
- Identifying viable opportunities for recruiting qualified candidates for positions within the Minneapolis Police Department
- Mentoring and advising persons that are in the hiring process for the Minneapolis Police Department

- Assisting the Recruitment Coordinator as needed

Officers assigned to the MCRT are expected to be a resource for applicants who are going through the hiring process. Applicants may have questions regarding deadlines, backgrounds information, resources for physical fitness and wellness, department personnel, or locations of key places within the City's infrastructure. MCRT members are expected to act as guides and in some cases they will actually mentor candidates as they work their way through the process.

Officers assigned to the MCRT will also work proactively within the community to identify persons with diverse ethnicities and cultures who may have an interest in becoming police officers and assist them in their development by mentoring, providing information and guidance, and answering questions they may have about a career as a Minneapolis Police Officer.

MCRT members will have MPD business cards with their name, badge number, a contact phone number, and City email address. The Recruitment Coordinator or designee will provide all other necessary resources for MCRT members.

On occasion, MCRT members may be assigned to out of town duties in another city. In such instances, MCRT members are to conduct themselves as professionals representing the Minneapolis Police Department.

MINNEAPOLIS POLICE - COMMUNITY RECRUITMENT TEAM

The Minneapolis Police Department is only the second city in the nation to embrace and implement the concept of a community recruitment team. By engaging members of the communities we serve to assist us with recruitment of Community Service Officers, Recruit Officers, and Cadet Officers, as well as lateral hires, we are working towards our goals of diversifying the department by helping to identify and aid young people in our communities who are interested in careers in law enforcement.

The mission statement of the MPCRT is as follows:

The mission of the Minneapolis Police-Community Recruitment Team (MPCRT) is to identify young men and women from the diverse communities of Minneapolis who want to pursue a career in local law enforcement and assist in their professional development. Working together in a police-community recruitment collaborative to increase the diversity within the police department will ensure future success of public safety initiatives and strengthen community relationships that are essential to protecting life and property and preserving the public peace.

Once a team of community members has been assembled, a three-hour training session is held, which covers a variety of issues involved in the hiring process of the department.

Team members learn everything from the written examination and oral examination to the physical agility test and background investigation. In addition, experts from our human resources department, background investigations and recruitment offices attend to ensure that each team member has the knowledge needed to assist and educate potential candidates.

Currently directed by Officer Michael Kirchen, the MPCRT involves members from the Minneapolis African American, Asian, Caucasian, Latino, Native American and Somali communities.

DEPARTMENT'S RECRUITMENT INITIATIVES

Our continuous goal is to recruit qualified diverse candidates to fill positions on the Minneapolis Police Department (MPD) as Community Service Officers, Recruit Officers, and lateral transfers and to focus efforts on diversifying the MPD so that it is more demographically representative of the community it serves. Specifically, each class of Community Service Officers, Recruits and laterals should have minority candidates reflective of this initiative.

The MPD recognizes that different recruiting strategies are necessary for recruiting candidates from diverse ethnicities, cultures, and backgrounds. Understanding this, the MPD will strive to identify the most culturally appropriate and effective method of recruiting various persons of color. What may be an effective strategy for recruiting African American candidates may not be an effective or culturally appropriate strategy for recruiting Native American candidates. Community leaders from these communities will be of utmost importance at helping the MPD identify the most appropriate and effective methods of recruiting within their respective community, and to assist in identifying venues for recruiting events and individuals who may have an interest in becoming a police officer.

Initiative One: Maintain a job information hotline with a toll-free number and website for MPD Recruitment.

Objective: To create access to current information on positions for which the department is hiring and to create opportunities in order for candidates to correspond with recruiters.

Candidates can call our toll free number at 1-866-553-cops or access our MPD website at <http://www.minneapolis.mn.us/police/recruiting> for information regarding the Minneapolis Police Department to include positions the department is hiring for, projected hiring dates, compensation and benefits, physical fitness requirements, police culture, specialty units and much more. This website also provides access to other police related websites including the Minnesota P.O.S.T Board for peace officer licensing requirements.

The MPD website also lists the name, phone number and email address of the recruitment coordinator so candidates can correspond. Candidates can contact the

recruitment unit or apply via email on the website to have their personal information entered into a database to be notified when a position is open for hire.

Initiative Two: Marketing Plan: On-going process with marketing firm.

Objective: To present an easily identifiable image and message that connects the public with the MPD recruitment campaign. As the department's recruitment initiative makes its way across local and state boundaries, this slogan and logo should appear on all printed materials. The slogan should be used constantly at all job fairs, on the website, radio and television ads, and on the recorded message for the MPD toll free recruitment line. This initiative will allow people to connect the Minneapolis Police Department with its slogan and logos.

The MPD will also strive to have messages that can be tailored to the interests of specific cultures so that we utilize the most effective tools to identify potential candidates from the many diverse cultures within Minneapolis.

Initiative Three: Advertising Campaign

Objective: To highlight with visual advertising MPD's commitment to diversity.

The MPD is committed to actively, openly and aggressively soliciting diverse applicants with the use of a marketing firm to develop a campaign that closely reflects the community we serve.

Recruitment strategies are ever changing and our advertising campaign should mirror this whether it is in the use of brochures, ads in various community papers, billboards, bus shelters, radio broadcasts and new innovative methods.

Initiative Four: Multicultural Recruitment Team (MCRT) participation in onsite recruitment at colleges, Minnesota P.O.S.T certified skills programs, and presentations at local high schools.

Objective: Actively recruit during hiring and continue to recruit throughout the year for future hiring.

MCRT will actively recruit during hiring by attending colleges, Minnesota P.O.S.T certified skills programs, job fairs and making presentations at colleges and high schools depending on the open position.

It is imperative that we continue to recruit for future hiring and keep the MPD as the most desired department to work for. Presentations at the local high schools and mentorship of promising young candidates should be done to obtain qualified and diverse future officers.

Initiative Five: Community Outreach

Objective: To actively engage the community in our recruitment efforts so that they can assist us in identifying qualified candidates from within the community.

Methods:

MPD Recruitment & MCRT work in partnership with the Community Recruitment Team to identify qualified candidates from our community.

The MPD website has a wealth of information available to the community and potential candidates regarding license requirements and standards for peace officers in the state of Minnesota.

MPD Recruitment and MCRT make numerous contacts with teachers, community members and mentors who refer qualified candidates to apply for the MPD.

The MPD will use formal and informal community events as a tool for recruitment. This could include community celebrations, meetings, gatherings, youth groups, or other venues where we might be effective in identifying potential candidates.

The MPD recognizes the need to partner with community leaders in order for our outreach efforts to communities of color to be effective. The MPD recruitment coordinator will identify and work with community leaders on developing the most effective recruitment methods and to assist in the overall recruitment process.

MENTORSHIP PROGRAM

The recruitment coordinator and members of the MCRT are committed to actively recruit in Minneapolis high schools to identify and mentor those students and specifically students of diverse cultures who desire to become Minneapolis police officers. The goal is to recruit from within our own community and to provide guidance and preparation for the required educational, mental and physical components in becoming an officer. We understand that the challenges are different for each candidate and we will work diligently to create effective tools to help keep the candidate focused and on task.

If there are occasions where persons interested in becoming Minneapolis police officers are identified that may have minor issues associated with their background or academic performance, the MPD will work with them so that any deficiencies or issues may be addressed and corrected. The CSO program has been a successful example of not only diversifying the ranks of the MPD, but also allowing individuals a chance to grow and prove themselves. Without this chance, some individuals may not have been otherwise selected for sworn positions based upon issues in their past. By proving themselves as CSO's, the MPD has successfully developed many persons into outstanding police officers.

- 1.) MCRT will work in conjunction with school resource officers to assist in identifying potential candidates.
- 2.) MCRT will work in conjunction with the Community Recruitment Team, community members and teachers to assist in identifying potential candidates.
- 3.) MCRT will continue to recruit at local high school job fairs and conduct presentations at high schools to assist in identifying potential candidates.

- 4.) MCRT will work in conjunction with the Police Explorers Program and CSO Program to nominate qualified candidates for those positions.
- 5.) MCRT will make frequent contacts with their assigned school.
- 6.) MCRT will initiate contact with their assigned candidate at least once per week to see how things are going and if the candidate needs assistance with anything.

MPD RECRUITMENT BUDGET				
<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
\$4823	\$9533	\$9723	\$95,062	\$95,062+

MEASURES OF SUCCESS

In order to measure how effective our recruitment efforts have been, MPD recruitment will use the following benchmarks:

- The overall diversity levels of each class of Recruits, Cadets, and Community Service Officers will exceed the overall current diversity (percentage) of the MPD as a whole. This will assure that the MPD continues to move forward in diversifying our Department.
- The percentage of females in each class or recruits, Cadets, Recruits, and Community Service Officers will increase by 10% in 2008.
- MPD recruitment will track the numbers of persons who are successfully hired as Recruits, Cadets, and Community Service Officers who were initially recruited by the MPD and Community Recruitment Team.

The long-term goal for the MPD is to have a police force that reflects the same diversity levels as the City as a whole. Although the MPD is currently the most diverse department in the state of Minnesota and has the highest overall diversity levels in our history, we recognize that this goal will take time and the continued efforts of the MPD, our elected officials, and most importantly, the efforts of our community members.

CONCLUSION

The MPD Recruitment Unit and MCRT are committed to actively recruit qualified candidates to reflect the diverse communities we serve to become Minneapolis Police Officers. The Department’s Recruitment Initiatives embrace the working partnership between the MPD and our community to accomplish this mission. With our recruitment strategies and a successful recruitment marketing plan, we will continue to be the best police department in the state of Minnesota where officers come to make a difference.