

Welcome

To An Exciting Lifetime Career

"The recruiting efforts of the VPD are directed towards hiring the very best qualified candidate. We endeavor to reflect the diversity of the communities we serve by ensuring that we actively recruit from all segments of our society."



Best Practices: Addressing Diversity in Police Outreach and Recruitment Programs

For
Ottawa Police Service

Draft Report prepared by:
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Monday, March 10, 2003

Objective:

To do some research on best practices on outreach and recruitment programs targeting the objective of creating a diverse workforce in a Police Service organization. A scan of what might have worked in North America, Great Britain, and Australia in reaching out to hire: women, GLBT community members, and racial/ethnic minorities as police officers.

Background:

The Ottawa Police Service is currently reviewing its outreach and recruitment programs in order to design and implement recruitment strategies that will result in the hiring of staff that will serve groups that are currently not represented or are under-represented within the Ottawa Police Service. This review will result in the establishment of an Outreach Recruitment Program for on-going operation within the Ottawa Police Service, with a goal of successfully recruiting and hiring employees that will reflect the community's diversity. Specific objectives of the project are to:

- Establishing strategic targets for recruitment of employees to increase the capacity of OPS to provide service to diverse groups within the community.
- Assess current recruitment processes and tools to identify means of measuring effectiveness of the Recruitment Outreach initiatives in attracting applicants of the target groups.
- Establish the foundation for ongoing outreach processes that will become part of the normal OPS operation. This long-term Outreach Recruitment Strategy will include the development of a communication campaign to reach targeted groups within the community.
- Develop an internal outreach program to identify key individuals that will represent the OPS during community outreach initiatives. Selected representatives will ideally reflect the targeted audiences within the community.

Summary of Findings:

- A number of best practices were identified in the course of the research. For a detailed breakdown refer to the *Examples of Best Practices* sections by Jurisdiction.
- In the Ontario Association of Chiefs of Police resolution 01-7, approved at the 50th Annual General meeting held June 20, 2001, where the subject is **marketing policing as a career**, the resolution does not include a reference to diversity when the O.A.C.P. urges the Provincial Government of Ontario, Ministry of Solicitor General, to create and deliver a province wide marketing campaign to focus on policing as a career.

Resolution 01-7: MARKETING POLICING AS A CAREER

WHEREAS the number of existing vacancies and projected vacancies for police constables in various police services have increased dramatically;

WHEREAS the number of individuals considering policing as a career seems to be declining as a result of competition in the labour pool of candidates;

WHEREAS the number of candidates completing the various Constable Selection System test has decreased; and

WHEREAS there are no coordinated Provincial marketing plans in place to actively promote policing as a career.

THEREFORE BE IT RESOLVED that the Ontario Association of Chiefs of Police urges the Provincial Government of Ontario, Ministry of Solicitor General, to create and deliver a province wide marketing campaign to focus on policing as a career.

- Although many police services in Canada and the United States have a statement which reflects a commitment equal opportunity or to a workforce which reflects the communities they respectively serve, only a handful of websites provided details on how their outreach and recruitment programs will achieve this goal.
- Further research is required to identify two factors: first to identify if additional practices are being conducted which were not reflected on their websites; and secondly, to identify if police services are having any progress in achieving the goal of reflecting diversity.

Examples of Best Practices in Ontario

York Regional Police: (Contact: Sgt Randle 1-866 876-5423)
(www.police.york.on.ca/contact.htm)

The York Regional Police Web site has the following practices:

- Cover group photo depicting staff predominantly (80%) visible minorities (male and female) in uniform;
- One can Click on Recruiting information in THREE foreign languages:
 - **Italian** **Arabic** **Chinese**
- Motto: Deeds Speak (i.e. Actions speak louder than words).
- Recruiting Message From Chief Armand La Barge:
“We believe that our employees are the most valuable resource. Our empowering work environment encourages innovation, participation, open communication and respect for the opinion of each staff member. We focus on developing our skills, processes and programs to meet the changing needs of the communities we serve. We lead by personal example and provide our people with the appropriate resources and training. We understand and accept responsibilities and are accountable for our actions. Success through teamwork comes from a working partnership with our diverse communities. We are prepared to demonstrate courage and take a stand on important beliefs and ideals. Come join our team. The Recruiting Branch is dedicated to serving the community by actively recruiting the highest calibre of candidate’s in the GTA”.
- **Police Constable Qualifications Statement**
*”Our most successful candidates have a variety of life skills including, but not limited to, College or University education, language skills, diverse work experience dealing with the service industry, security, and social services. The York Regional Police **actively recruit candidates who represent our diverse community in the Region of York.** Successful candidates have been actively involved in their communities, volunteering in a variety of ways.”*
- **Confidential Applicant Survey Form (on Diversity Data)**
The responses to this survey will be used to assess applicant suitability based upon the organizational needs of the York Regional Police. **Organizational Needs Include:**
 - Visible Minorities
 - Females
 - Aboriginal Peoples
 - Residents of York Region, Simcoe County & Greater Toronto Area
 - Second Language Skills
- **Frequently Asked questions:**
Question: ***I am from a racial minority - do I get special consideration?***
York Regional Police actively recruits from the diverse communities that are part of our Region. All applicants must meet the same standards and be as competitive as all others.
Question: ***I am a woman - do I get special consideration?***
York Regional Police encourages applications from women. All applicants must meet the same standards and be as competitive as all others.

Peel Regional Police: (Contact Sgt. Evan Cranna (905) 453-3311 ext. 6007)

Through telephone contact information provided: They are currently working on an Outreach/Advertising Campaign for Recruiting. They have 2 Officers working full-time on Diversity outreach to visible minorities and the GLBT Communities. They would be happy to share any information or experiences their Recruiting Bureau has had to date.

The Peel Regional Police Service web site provides examples of best practices such as:

- Photos with women and visible minorities;
- Recruiting Bureau Information Session;
- Information on Practice Physical Fitness Testing;
- Recruiting qualifications.

Toronto Police Service: (Contact Sergeant Dino Doria (416) 808-7144)

Information was received that the Toronto Police Service has one full-time Police Officer dedicated to outreach and recruitment for the Gay Lesbian Bisexual and Transgendered Communities. This still needs to be confirmed directly with the Toronto Police Service.

The Toronto Police Service web site provides many examples of practices such as:

- Recruiting Newsletter which features:
 - How the Service is targeting outreach to visible minorities;
 - Upcoming Mentoring Sessions;
 - Recruiters at the World Youth Day;
 - Open invitation to Prep Practice Sessions for all applicants to prepare for the physical Prep Test;
 - Update on New Recruits hired, such as:
 - 144 hired, 19 females and 22 were visible minorities;
 - they bring an additional 19 language skills;
 - racial make up include Aboriginal, Chinese, Korean, South Asians, Blacks, and Central American;
 - Anticipating hiring 400 new police officers in 2003.
- 2002-2004 Service Priorities Brochure with the Toronto Police Service:
 - Mission
 - 7 key Values (Respect: We value ourselves, each other, and members of our communities; showing understanding and appreciation for our similarities and differences.)
 - Service Priority includes Human Resources Development: a statement to continue efforts to have the membership of the Toronto Police Service reflect the community we serve.
- 3 Downloadable Video features focused on Diversity in Action:
 - Women in Policing;
 - Constable Ming Kwan on becoming a Police Officer
 - Constable Emmerson Myers on becoming a Police Officer.

Ontario Police College: (Contact David Snoddy)

The Ontario Police College demonstrated a commitment to Diversity and GLBT issues by hiring an openly gay man to teach at the College. The College is endeavouring to reflect diversity into the new curriculum.

Ontario Association of Chiefs of Police: (Contact www.oacp.on.ca)

The Ontario Association of Chiefs of Police have two examples:

- **2003 OACP Annual Conference** on “**Diversity and the Power of One**” hosted by the *York Regional Police*. The dates of the conference are June 15 – 19, 2003
- **Rotman Police Leadership Program** which is dedicated to developing future Police Executive’s competencies, which includes among others, components on Community Knowledge, Police Service Delivery, Political Astuteness, Human Resource Management, and Leadership and Strategy. The Learning model features opportunities for participants to experience simulations, role-playing, lifestyle counselling, and case analysis discussions among more traditional modes of learning.

Examples of Best Practices in Canada

Edmonton Police Service: (Contact **Recruitment and Diversity Unit** (780) 421-2233)

The Edmonton Police Service Web site has the following examples of best practices:

Recruitment Frequently Asked Questions

- Can I talk to a Recruiter?

You may call the Recruitment and Diversity Unit at 780-421-2233 and ask to speak to a recruiting officer. You may wish to attend an information session. These sessions will inform you about the stages involved in recruit selection and ways that you can prepare for testing, interviewing, etc. For information session dates please call our Recruitment & Diversity Unit at 780-421-2233 or toll free at 1-866-777-0815.

Physical Fitness Standards

The following are MINIMUM standards only. In order to be competitive with other candidates you should aim for scores better than these minimums. Your score on this and all components of our testing protocol will be used to judge your overall competitiveness. You will be advised of your results on this component of the testing only.

Test Component	Male Standards	Female Standards
<u>Aerobic Power (ml O₂/kg)</u>	37	35
<u>Lower Body Anaerobic Power (Watts/kg)</u>	10.8	8.8
<u>Upper Body Anaerobic Power (Watts/kg)</u>	5.5	3.6
<u>Fatigue Ratio</u>	2.9	2.9
<u>Body Composition (%)</u>	19	23
<u>Flexibility (cm)</u>	38	38
<u>Chin Ups (n)</u>	9	1
<u>Dips or Bench Dips (n)</u>	15	24
<u>Curl Ups (n)</u>	34	34
<u>Obstacle Course</u>	2 minutes 25 seconds	3 minutes 10 seconds

Click On Each Of The Above Exercise For A Photo And A Narrative Of Each Test Component

Vancouver Police Department: (Contact (604)-717-2700)

The VDP Web site has the following examples of best practices:



Vancouver Police Diversity Advisory Committee Policies

2.4.1 Diversity Training

- a. The highest priority result will be that all officers have achieved basic knowledge of diversity issues, and the skills necessary to enhance their sensitivity in all areas of their work, and the knowledge:
 - i) that insensitivity to diversity affects the Vancouver Police Department's workforce;
 - ii) that insensitivity to diversity affects the Vancouver Police Department's interaction with the public it serves;
 - iii) of causes and factors that increase sensitivity to diversity.
- b. A high priority be given to a positive public image of the Vancouver Police Department where every member of the Vancouver Police Department is perceived to be sensitive in every interaction in the community.
- c. The second highest priority result will be training methods to eliminate the insensitivity to diversity issues.
- d. Effective methods will assure the transfer of diversity knowledge to everyday practice at the Vancouver Police Department.
- e. Effective methods will make ongoing training available and will reinforce diversity training.
- f. Effective methods will assure that language skills in languages other than English are acquired by members of the Vancouver Police Department.

2.4.3 Workplace Harassment

A favourable environment for everyone in the Vancouver Police Department workplace will be evidenced by laws, regulations, internal policies, including, but not limited to, human resources such as equity and harassment policies and will:

- a. Accommodate and promote the value of diversity
- b. Encourage and enhance opportunities for interactions
- c. Eliminate segregation and strengthen the integration of the diverse members.

2.4.4 Recruitment, Assessment and Training

The Vancouver Police Department's recruitment and assessment policy will actively target every individual in the community and will ensure every applying individual an accessible, affordable and equitable process of application and assessment of application.

- a. The highest priority will be to achieve an increase in diversity in the Vancouver Police Department by the year 2001.
- b. The second highest priority will be to assure that diversity includes an increase in women from the diverse groups.
- c. The third highest priority will be to assure that diversity includes an increase in Aboriginal people from the diverse groups.
- d. The fourth highest priority will be to assure that diversity includes an increase in persons of colour from the diverse groups in Vancouver.

Recruitment Information Sessions

Interested applicants are required to attend an information session. As session dates are subject to change, we suggest you phone our information line at 604-717-2700 to confirm session dates.

Regular Constable Basic Requirements

Mandatory Additional Assets:

In addition to the minimum requirements, we are also interested if you have other unique accomplishments, special talents, and/or abilities that would be an asset to the Vancouver Police Department. Each year, there are many hundreds of candidates applying to the Vancouver Police Department for a limited number of positions. At each step of the selection process, a basic level of achievement must be obtained. Even if candidates achieve this basic level, the Recruiting Unit will decide which candidates may proceed further in the process based on the number of available positions and the competitiveness of the applicant. You must remember that you are competing with others for employment. The calibre of our recruits is high and you must be prepared to accept the

competitive nature of the process. In particular, we are looking for more than one of the additional assets. Additional Assets include:

- Knowledge of a second language or culture
- A two year diploma in an academic subject or a university degree in any discipline
- Work experience involving a position of responsibility, such as supervising, teaching, or nursing
- Volunteer experience in the community
- Duties that involve significant interaction with the public
- Other significant accomplishments

Resume Guidelines Checklist

- **Cultural Knowledge:**
 - Detail extent of knowledge of different cultures.
 - Relevant experience may come from
 - Being raised within a different cultural setting.
 - Marrying into a second culture.
 - Work experience within a different cultural.
- **Language Skills:**
 - Number of languages spoken and written.
 - Proficiency Level.

Frequently Asked Questions

Is knowledge of another language an asset?

- *Knowledge of another language is considered a preferred qualification. However, successful candidates must be fluent in English (written and spoken).*

Do I need post secondary education to become a police constable?

- *Yes. The Vancouver Police requires one year of post secondary education which equals thirty credits and must be through an accredited educational institution. A degree is not considered a minimum requirement but is considered a preferred qualification. We do recognize some technical and trade post secondary training, upon comparative evaluation, along with all academic disciplines.*

What if my education took place in another country?

- *Education gained at an institution outside of Canada must be comparatively evaluated. International Credential Evaluation Service (I.C.E.S.) can evaluate your education and compare it to Canadian standards. You must submit your original education transcripts as well as the evaluation by I.C.E.S with your application.*

What kind of experience would make an applicant more competitive?

- *Please refer to the Basic Qualifications link and look under Additional Assets.*

Diversity Relations Unit of the Vancouver Police Department

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Questions or comments, you can send us e-mail: vpd_diversity@city.vancouver.bc.ca

Last modified: October 1, 2002

OFFICE ETHICS POLICY

March 21, 2000

Introduction:

The values described herein are intended as a guideline for work behaviours of the Diversity Relations Unit members as they perform their duties. It is not assumed that these values represent or should represent a member's complete set of individual values and there is no attempt to intrude on anyone's moral or religious orientation.

Service excellence in the Diversity Relations Unit will be measured by how well each member and the Diversity Relations Unit as a whole, perform in accordance to these values. Together, these values are this unit's service ethics.

Statement:

As member of the Diversity Relations Unit, it is recognized and accepted that we are all leaders within the Vancouver Police Department and as such we must be self-aware and consistently model the values reflected in this policy.

Values: The members of Diversity Relations Unit believe in the following values:

Honesty	We believe that by being truthful in our dealings with others, the public and co-workers, we exhibit trustfulness, which is essential for healthy relationships and interactions
Competency	We believe that knowing our jobs well is the first step toward excellence and we are committed to lifelong learning thru training
Confidentiality	We believe in seeking to protect the individual's anonymity in shared information with the members of this unit
Creativity	We believe each of us should seek new ways to improve our knowledge, effectiveness and efficiency
Diversity	We believe that everyone is valued for their unique contributions to improve relations
Equity	We believe that everyone should be treated respectfully and fairly
Fairness	We strive for equitable resolutions to all situations
Informative	We acknowledge that we are one of the community's and department's resources for information and we endeavour to communicate the most up-to-date and accurate information as possible
Positive Attitudes	We believe that each of us is obligated to encourage our best personal characteristics and we strive to maintain and model a courteous, friendly behaviour
Self-Assessment	We believe in self-improvement and value the views and opinions of others
Teamwork	We believe that no one is better than the team and that no one's interests are over the team's interests
The Golden Rule	We endeavour to do unto others, as we would have them do unto us

Canadian Police College: (Contact Doug Daziel (613) 998-0857)
ddalziel@cpc.gc.ca

The Canadian Police College has three examples:

- Police Executive Workshops, such as
The Art and Science of Knowledge Management in Police Organizations. :
(May 11-13, 2003) -
This workshop will expose police executives to the change and knowledge management techniques that can be used to deal with many of the unforeseen shifts in the legal, socio-cultural, technological, fiscal and international environments in which today's police services frequently must operate. Participants will consider how to manage the collective loss of Astored wisdom which retirement, restructuring, and resignation of police personnel will bring. They will also consider how to attract and retain talent, and the elements of effective Human Resource strategies which are capable of meeting the priority needs of police chiefs.
- **2003 Canadian Association of Police Educators (CAPE) Conference on “Learning from Experience”** The dates of the conference are May 11–15, 2003
- **CPC Research Reports on Police Issues**
- [Women in policing in Canada: The year 2000 and beyond -its challenges](#) [1997] Dr. Marcel-Eugène LeBeuf, Julia McLean, Ph.D.
- [Three Decades of Women in Policing: A Literature Review](#) [1996]. Dr. Marcel-Eugène LeBeuf
- [Social Order and Disorder in Canada: A Summary of the Facts](#)
- [A Social-Psychological Model of Unethical and Unprofessional Police Behaviour](#) [2002]. DF. Sunahara. [\(PDF for printing\)](#)
- [Redefining Police-Community Relationships](#) [1998]. Dr. Marcel-Eugène LeBeuf
- [1997]. Dr. Marcel-Eugène LeBeuf

Examples of Best Practices in the United States

City of Seattle – Commission for Sexual Minorities

The Commission's role is to effectively address and present the concerns of gay, lesbian, bisexual and transgendered citizens of Seattle to the Mayor, City Council, and all City Departments. The Commission was formerly known as the "Seattle Commission for Lesbians and Gays."

The Commission recommends legislation, policy, programs and budget items to the mayor, city council and city departments.

Recruiting and Retaining Sexual Minorities in the Seattle Fire Department City of Seattle Budget Proposal Seattle Commission for Sexual Minorities

In concurrence with the Mayor and the City Council's public safety priorities, the Seattle Commission for Sexual Minorities has established as a priority the improved recruitment and retention of sexual minorities in the Seattle Fire Department (SFD). This proposal includes a request for a .5 FTE staff in the SFD dedicated to recruiting sexual minorities and conducting community organizing activities designed to foster support for those sexual minorities applying to join the fire service. This proposal also includes a request for funding to assess and address issues facing sexual minorities working in the Seattle's fire service (based on a model used by the Seattle-King County Department of Public Health).

The need to recruit and retain sexual minorities in Seattle's fire service is clear: a diverse work force is one element of a vital City. Seattle has recognized and promoted diversity in a multiplicity of ways both among its workforce and in the larger community. Unfortunately, the work climate for sexual minorities in Seattle's Fire Department is vastly different from most of the City's other work environments. Lesbians appear to have fared somewhat better than gay men in joining and serving the SFD "out of the closet." This is likely at least partly due to affirmative action goals which benefit women; of course, gay men (unless they are also a racial minority) do not benefit from affirmative action hiring practices.

While the Seattle Commission for Sexual Minorities has been unable (in the last year and a half) to identify any gay male Seattle fire fighters who are serving "out of the closet" or otherwise, we have spoken with several lesbian fire fighters serving the City of Seattle. They report a range of experiences working in SFD including discrimination, harassment, quiet hostility, tolerance, and support from colleagues. Unfortunately, they have been unable or unwilling to assist us in speaking with their gay male colleagues. The very absence and/or invisibility of these men in addition to the barely tolerable treatment of many lesbians in SFD portray a situation which must be remedied.

To that end, the Seattle Commission for Sexual Minorities proposes that a .5 FTE staff be hired or assigned to recruit sexual minorities into Seattle's fire service. Among other activities, recruitment will include outreach and education as well as community organizing within the sexual minority community in order to provide support for those seeking employment as a fire fighter in SFD.

In addition, this proposal seeks a total of \$98K to assess and begin to address the workplace issues and needs of Seattle's sexual (and other minority) fire fighters.* The purpose of these activities is to support and retain these fire fighters in Seattle's workforce. These funds will be used to 1) hire an outside consultant to assist with an assessment of issues/needs and the formulation of recommendations for improvement, 2) create a Diversity Work Group in the SFD (which will be composed of SFD personnel as well as other community representatives) to work with the aforementioned consultants on the assessment and formulation of recommendations, and 3) implement recommended changes as permitted within the limitation of the budget.

*This portion of the proposal (including the dollar amount) is based on the successful program developed and implemented by the Seattle-King County Department of Public Health.

Budget

.5 FTE Staff (1999) \$30,486
Fringe (1999) \$7,621
Assessment/Recommendation Activities (1999) \$49,000
Total (1999) \$87,107
.5 FTE Staff (2000) \$31,890
Fringe (2000) \$7,973
Assessment/Recommendation Activities (1999) \$49,000
Total (2000) \$88,863
Sub-TOTAL (1999-2000) \$175,970
Operating Expenses (15%) \$ 26,395
TOTAL (1999-2000) \$202,365

Electronic Mail scsm@seattle.gov Average response time: 2-7 days

Telephone (206) 684-4500 [Voice] (206) 684-4503 [TDD]
Average response time: 2-7 days

Regular mail

The Seattle Commission for Sexual Minorities
700 Third Avenue, Room 250
Seattle, WA 98104-1809

Average response time: 7-14 days

Please indicate how we may contact you (telephone, address, electronic mail address) if you would like a response.

Police Outreach to the Hispanic / Latino Community: A Survey of Programs and Activities

This report identifies **21 outreach programs** (mainly Latino with some Southeast Asian) in the United States that are categorized by the type of program sponsorship:

- the police department
 - the mayor's office
 - visible minority police officers
 - community groups.
- One Award winning program is with the **Clearwater Police**, Florida, USA. The Police Professionalism Initiative of the University of Nebraska cited the Clearwater Police Department's Operation Apoyo Hispano partnership program as a model police community outreach program.

The Clearwater Police Department has launched a community policing program to reach out to the city's growing Hispanic population that is designed to serve as a model for law enforcement agencies nationwide.

Today Hispanic residents in Clearwater are an under-served population because of language barriers and

cultural perceptions that keep some Hispanics from joining the mainstream. This new program will reach out to our Hispanic neighbors and bridge the gap in communicating with our Spanish speaking population, seek ways to positively resolve law enforcement issues, and increase the number of bi-lingual police officers and staff. The department has produced a 30-minute video titled *Joining Hands: Operation Apoyo Hispano*

describing our Hispanic Outreach initiative. This video is available to law enforcement agencies by contacting the [Regional Community Policing Institute](#) at St. Petersburg Junior College.

Among the major partners committed to the Hispanic Outreach effort are the U.S. Department of Justice [Executive Office for Weed and Seed](#), [Regional Community Policing Institute](#) at St. Petersburg Junior College, the [U.S. Attorney's Office for the Middle District of Florida](#), the [Bureau of Justice Assistance](#) and the [YWCA of Tampa Bay](#), and the [Pinellas County Schools](#) Adult Education Center. The police department expects to partner with other organizations, businesses, and groups as the program is implemented over the next year.



Officer Billy Farias speaks with Hispanic citizen.

The Hispanic initiative is a comprehensive and multi-faceted program that eventually will encompass everything from crime to economic opportunity to social issues. Among its key components are the creation of a interpretation program consisting of bi-lingual officers and citizen interpreters to assist officers at crime scenes, incidents and accidents, the recruitment of bi-lingual officers, a victim advocacy outreach program, and a domestic violence component specifically for non-English speaking Hispanic residents and families.

The Clearwater police department will create a mobile outreach program that will include a specially equipped multi-purpose bus to bring the police to Hispanic neighborhoods. As part of its Spanish public information program, the department will present Spanish language programs on community policing and crime prevention, drug and alcohol education, and present information on social services and job information in Spanish. It will also create a Spanish language segment on its monthly cable television show [Blueline CPD](#).



Town Square (El Centro)
Ixmiqulpan, Hidalgo, Mexico

As an adjunct of its existing computer learning labs and community centers, the department plans to partner with the Pinellas County Schools Adult Education Center and other social service agencies to will offer [English For Speakers of Other Languages](#) (ESOL) classes, computer training, and GED instruction, and job training.

Hispanics are the fastest growing minority population in Clearwater. It's estimated there are 8,000 to 15,000 Hispanic residents in Clearwater or up to 15% of the population. It is expected that the Hispanic population will become an even bigger economic force in the future and to contribute to Clearwater's attractiveness as a diverse cultural environment.

Officer Billy Farias has been appointed as the Hispanic Outreach Officer of the department and is responsible for organizing and implementing the program. Organizations, businesses, and individuals who would like to participate or want further information, can email wfarias@clearwaterpolice.org or call (727) 562-4147. For information in Spanish on other city services, call (727) 562-4252.

You may review a chronology of our Hispanic Outreach programs [here](#).

City of Baltimore

www.ci.baltimore.md.us/news/crime/composition.html

The Mayor's Plan to Dramatically Reduce Crime in Baltimore

- **CURRENT PRACTICES OF THE BALTIMORE POLICE DEPARTMENT**

The Internal Reality

Force Composition and Recruitment

Although the BPD has made progress in bringing the representation of minorities on the force in line with their representation in the community, the BPD's racial composition is opposite that of Baltimore.

BPD Racial/Ethnic Composition			
	Baltimore 1990 Census	BPD Total 2/15/00	Ranking Officers 2/15/00
Blacks	59.2 %	38.1 %	23.2 %
Whites (non-Hispanic)	39.1 %	59.2 %	73.9 %
Others	1.7 %	2.7 %	2.9 %

Source: U.S. Census Bureau, BPD

In addition, women comprise 15.4% of the BPD, which is slightly greater than the national average of 14% for municipal police departments.

BPD Race and Gender Composition							
	WM	WF	BM	BF	OM	OF	Total
Commissioner			1				1
Deputy Commissioner	2						2
Colonel	2	1	3				6
Major/Director	14	3	9	1		1	28
Captain	3		1				4
Lieutenant	81	7	11	2	3	0	104
Sergeant	239	11	71	18	9	1	349
Officer/Agent	1301	122	743	289	58	9	1
Total	1642	144	836	310	70	11	3012

*1999 total incidents reflect the yearly pre-audit reported incidents. Source: BPD

Minorities and females have comprised 41.4% of the promotions given between 1/1/95 and 11/23/99.

BPD Sworn Appointments/Promotions 1/1/95 and 11/23/99							
	WM	WF	BM	BF	OM	OF	Total
Colonel	3		3				6
Major/Director	15	2	9	1		1	28
Captain	3		1				4
Lieutenant	43	7	13	2	3	1	69
Sergeant	123	10	55	17	6		211
Total	184	19	80	20	9	2	314

*1999 total incidents reflect the yearly pre-audit reported incidents. Source: BPD

In an effort to fill department vacancies and to bring the racial and gender composition of the force in line with the City's, the BPD has engaged in recruiting efforts to attract qualified candidates to apply to become BPD officers. The Personnel Unit had set a recruiting goal of 50% minorities for each academy class. In the past three years, 43% of all police recruits hired by the BPD have been minorities and/or females.

The BPD has been averaging 45 recruits per academy class and four academy classes per year, hiring 407 new police officers in 9 classes since 1997. However, the number of officers hired over the last three years - 407 - has not been nearly enough to offset attrition during the same period - 615 officers. Also, according to those officers surveyed, the quality of recruits over the last five years has been poor: 68.8%, believe that poor screening of new recruits by the BPD in the last five years has produced a lower caliber of officers. Interviews with officers in the Personnel Unit revealed that in the past, the

BPD has hired recruits who have admitted to past use of marijuana or cocaine. However, the exact number of such recruits cannot be quantified and there is no evidence to link past drug use to current officer misconduct. Nonetheless, the screening standards of the BPD, at least in this area, must be improved.

Interviews with members of the Personnel Department and Education and Training Division also revealed that the BPD is having difficulty attracting enough applicants to fill academy classes and that the academy is only operating at half capacity. One reason may be the low compensation given to BPD officers discussed further on in this chapter. Another reason has been the lack of compelling recruitment campaigns specifically targeting young men and women with strong credentials. The New Orleans Police Department was able to increase the number of officers recruited by 16-fold with a carefully crafted and targeted advertising campaign. To make inroads on high crime in Baltimore, the Department must be brought up to at least authorized strength through drastically accelerated recruiting and testing.

Technical Services

To improve the operating and investigative capabilities of the BPD, a target date of April 2000 has been set for forming a technical response unit to be modeled on cutting-edge response units in other large cities. This unit, consisting of ten detectives and technicians, will provide technical support by improving the electronic surveillance capabilities (i.e. electronic eavesdropping and wiretapping) of the BPD. Currently the BPD does not possess these capabilities. Furthermore, the information gathered by this unit will allow detectives to develop stronger cases against major suspects contributing to the high rates of violent crime in Baltimore.

Department of Criminal Justice, University of Nebraska at Omaha

- Report: "DRIVING WHILE FEMALE": A NATIONAL PROBLEM IN POLICE MISCONDUCT, by Samuel Walker and Dawn Irlbeck, May 2002

This report provides useful outreach information on the reasons for hiring Women Police Officers. **In its remedies section the report identifies Step Five: Hire More Female Officers** to deal with the DWF problem.

Studies have shown that male officers are much more likely to use excessive force and engage in misconduct than female officers. One solution to this problem is simply to hire more women.

The Feminist Majority Foundation and The National Center for Women & Policing conducted a study on the costs of police misconduct and abuse in the Los Angeles police department as a result of civil liability lawsuits between 1990-1999.[23] The study only analyzed cases involving excessive force allegations, police officers involved in sexual

assaults, and police officers involved in domestic violence incidents that had judgments or out-of-court settlements exceeding \$100,000. Between 1990-1999, there were 80 such lawsuits, which cost a total of \$67.8 million. Of the 80 lawsuits, the gender of the officers could be determined in 78, which cost a total of \$66.3 million.

The study found that female officers were involved in excessive force lawsuits at much lower rates than male officers. No cases of sexual assault or domestic violence listed a female officer as a defendant. Of the total \$66.3 million in payouts, male officers were responsible for \$63.4 million, or 95.8 percent. Female officers accounted for \$2.8 million, or 4.2 percent. Sexual assault and domestic violence cases, involving only male officers, resulted in \$10.4 million in judgments and settlements. The overall ratio of male to female officers and sergeants from 1990-1999 was 4:1. Male officers were also involved in or at the scene of an incident compared to women by a ratio of 9:1. Of the 27 female officers at the scene of an excessive force incident, only 15 were alleged to be "directly involved in the use of excessive force." The ratio of payouts for killings by male and female officers was 43:1, and the ratio of payouts for assault and battery was 32:1. "Moreover, not one female police officer was named in more than one lawsuit, while some male officers were defendants in more than one case, evidencing a pattern of use of excessive force among these male officers."

The National Center for Women & Policing has recommended that departments hire more women not only to change from an aggressive style of policing to one that emphasizes communication, but also to stem the use of excessive force and misconduct.

DiversityInc.com [www.newsletter@diversityinc.com]

“DiversityInc is **the trade publication for diversity**. If diversity is your business, you should be reading the only publication dedicated to covering that business”.

Annual Survey of the Top Companies for Diversity

Survey allows organizations to measure progress in implementing diversity in workplace. :

- 6 questions on Company Information
- 13 questions concerning Recruitment, Retention, Promotion
- 4 questions on Benefits
- 9 questions on Diversity Management
- 10 questions on Communications
- 4 questions on Supplier Diversity

Examples of Best Practices in the United Kingdom

Thames Valley Police: Recruiting 01865-846816



Thames Valley Police is committed to developing a workforce which reflects the communities we serve. To achieve this, we have appointed a team of officers who dedicate their time to recruiting and retaining the very best people.

We are committed to valuing and supporting our people and eliminating all forms of harassment and unfair bias. We have pledged to be flexible and adaptable in promoting policies which help to realise the full potential of our diverse workforce.

Thames Valley Police offers unlimited potential for a rewarding, stimulating career. You will find daily challenges, variety and responsibility as a police officer, or one of our large number of civilian support staff, as the following



Case study one

Sergeant Ian Smith graduated from Trent Polytechnic in 1985 with a degree in Humanities and joined the police soon afterwards. He joined Thames Valley Police in February 1997 and is now stationed in Slough.

Becoming a police officer was something I only thought of in my final year when I heard that Graduate Familiarisation courses were being held in my area. I hadn't considered it for a career prior to that time. As a black person there are certain issues you have to resolve before you make such a move. Some people I encounter are confused by me and others are antagonistic. You have to be prepared to deal with that reaction. I believe it's no good criticising institutions from the outside, you have to get involved and try and change things for the better. Change is definitely taking place here. Ethnic minorities are under represented in the Thames Valley and senior officers are well aware of this and are actively trying to address this. The Force is adapting itself to the times in other ways too. We've started a new system of policing which aims to form partnerships with the community we serve. Today we are much more geared towards problem solving and there's a lot of satisfaction about being able to follow through incidents and problems. It's that sense of making a difference that makes what we do so worthwhile and it is why policing is such a rewarding career.



Case study two

Marcia Hardy studied 'A' level Criminal Law before joining Thames Valley Police in August 1997 as a Crime Desk Operator. She is now also an Executive Member of the Thames Valley Black Police Association.

The Crime Desk is a busy department that is responsible for the recording and updating of crimes. The department can receive up to 600 calls per week, these can be enquires from police personnel, other outside agencies or members of the public requesting updates on a particular offence. As a Crime Desk Operator you have the accountability of recording accurate information being mindful of crime patterns and giving both legal and crime prevention advice. I also have to determine whether further action is required in relation to information that is received into the office and or if it needs to be referred to another department.

Since joining Thames Valley Police I have seen encouraging developments such as the introduction of the TVBPA of which I am an executive member. The TVBPA is about showing a commitment to creating an environment in which diversity is valued where all staff have equal opportunities and where discrimination and prejudice have no place. One of its aims is to improve the working relations between the Police and the Minority Ethnic Communities within the Thames Valley. This is reflected by the support received from our Chief Constable.

My time with Thames Valley Police has been both educational and challenging and no two days have been the same. I liaise with uniformed police officers and have had the opportunity to work closely with other departments such as the car squad, cheque intelligence and CID.

For me there is a sense of achievement when intelligence received into the crime desk leads to an arrest or when the database is researched and stolen property is identified that makes my job rewarding.

Thames Valley Police Diversity Strategy (PDF Document)

What we are trying to achieve from our Diversity Strategy:

We have legal and moral obligations to treat people fairly; but more than that, getting diversity right means:

“being able to police successfully in a society which consists of multiple ages, faiths, races, lifestyles, needs, disabilities, beliefs, opinions, genders and sexual orientations”.

Community and Race Relations Strategy (PDF Document)

Officer Training on Homophobia

- First Contact Officers for victims of homophobia have now been trained in Reading with Wokingham Police Area, Thames Forest, Slough and District and Milton Keynes.
- It is hoped through the training that officers will have a clearer understanding of victims when they report homophobic crimes to the police.
- The aim of the training is to give officers an insight into the lesbian and gay community so that they understand the pressures that exist within a larger community which is heterosexual. Officers learn how these pressures affect lesbian and gay individuals and how that might affect their reporting crimes to the police.


Force Diversity Group

A new Force Diversity Group has been set up to lead and monitor the commitment of Thames Valley Police to diversity in the workplace and in the service we deliver.

The Group, chaired by the Chief Constable, recently met for the first time in Reading.

Members of relevant outside organisations have been invited to sit on the Group as independent advisers and the first meeting was attended by Rajinder Sophal from Reading Council for Racial Equality.

The functions of the Diversity Group are to:

- maintain the focus and define the priorities of the organisation on diversity issues
- promote two-way communication within the work force and with the communities we serve
- identify and encourage best practice/positive initiatives
- identify and challenge bad practice/barriers
- develop a clear and strong link with operational policing
- scan the environment for changes to legislation and practice which will impact on the organisation and the way we do business
- maintain and develop the focus of the [Race Equality Scheme](#)  and equality generally
- encourage the availability and use of independent advice and guidance in Thames Valley Police
- oversee the development and use of diversity monitoring.

[Force diversity strategy](#) 

[Tony Cloke](#)

Examples of Best Practices in Australia

Australian Federal Police

The Australian Federal Police (AFP) introduced a recruitment program to target potential young applicants and provide support networks for indigenous trainees. The Malunggang Unit within the AFP's Equity and Diversity Team sponsors an Indigenous Officer's Network, organizes regular meetings and provides advice and assistance with career and development to members of the network.

Australian Public Service Commission

Guidelines on Workplace Diversity Publication

- Establishing effective workplace diversity programs (Planning, Implementation, Evaluation, Reporting);
- Roles and Responsibilities of a workplace diversity coordinator;
- Assessment Framework for workplace diversity programs
- **Ideas for workplace diversity strategies**
 - **Integrating workplace diversity with agency goals and business;**
 - **Awareness raising;**
 - **Attracting and developing people from culturally and linguistically diverse backgrounds;**
 - **Attracting and developing people with a disability;**
 - **Attracting and developing Indigenous Australians;**
 - **Providing a discrimination-free workplace;**
 - **Flexible work arrangements;**
 - **Managing and evaluating diversity outcomes;**
 - **Increasing number of staff providing voluntary equity data;**
 - **Performance management;**
 - **Leadership development;**

Workplace Diversity Practitioner's Handbook:

- Developing a workplace diversity program
- Appendix contains some pointers and case examples from both the public and private sector organizations, which have been successful in advancing their employment equity and diversity agendas.

Workplace Diversity Report 2001-02: State of the Service 2001-02

- Table of Contents

Office of the State Service Commissioner, Tasmania, Australia

- Guidelines: Implementing a Workplace Diversity Program, April 2002

Developing an effective Workplace Diversity Program

- Context
- Planning
- Identification of Desired Outcomes
- Identification of How the Desired Outcomes will be Achieved
- Implementation and Monitoring
- Monitoring Progress
- Evaluation
- Reporting
- Performance Indicators

Assessment Framework for Workplace Diversity Programs

Input from the Community

- The Gay, Lesbian, Bisexual and Transgender (GLBT) Reference Group has prepared a “draft checklist” for identifying discrimination or potential discrimination in the State Service. The checklist may be a useful resource to draw on the developing Managing Diversity policy/plans.

Other Outreach and Recruitment Activities in Police Services

A number of Police Service Websites were researched to determine if they displayed information specific to Diversity in their Outreach and Recruitment programs: Many sites included photos of women and/or visible minorities and a statement regarding employment equity. However, they do not have any information on best practices directly related to outreach and recruitment activities specifically targeted to individuals in diverse communities.

Winnipeg Police Service – Recruiting Office (204) 986-6204 Sergeant J. Cassell (wps-recruiting@city.winnipeg.mb.ca)

City of Winnipeg has committed itself to the implementation of an employment equity program. This program is an employer initiated action to ensure that recruitment, selection, and promotion of all current and future employees is carried out in a non-discriminating manner.

- Committed to a dynamic and diverse workforce of highly skilled employees. All qualified individuals are encouraged to apply.
- Application for Police Constable includes Voluntary Declaration – Prospective City of Winnipeg Employees Form which allows candidates to voluntarily self-identify on Gender, Ethnic/Racial Origin, and Physical or Mental Disability.

Hamilton Police Service – Recruiting Information (905) 546-4855

- Provide a Recruiting Information Night (does not specify if it includes issues of diversity) which includes Video of the Prep physical fitness test, video of the Constable Selection System, and Information on preparing for the Interview Stage.

London Police Service – Recruiting Information (???) 661-5515 ext. 5660

- No information specific to diversity in their Recruiting & Training information.

Greater Sudbury Police Service – Recruiting Information (705) 675-9171 ext.6280 gspsmail@police.sudbury.on.ca

- The selection process will reflect the dedication of the Greater Sudbury Police Service to the principles of Equal Opportunity.
- No information specific to diversity in their Recruiting & Training information.

Halifax Regional Police – Recruiting Information (???)

- No information specific to diversity in their Recruiting & Training information.

Calgary Police Service – Recruiting Information (cpsrecruiting@calgarypolice.ca)

- No information specific to diversity in their Recruiting & Training information.

**Royal Canadian Mounted Police (RCMP) – Recruiting Office for “HQ”
(613) 993-8259**

- The RCMP’s Commitment to Cultural Diversity Declaration: The Government of Canada recognises cultural diversity as a fundamental characteristic of Canadian society and, as a federal institution, the RCMP is committed to providing effective police services that are appropriate, sensitive and equally responsive to all segments of Canada’s diverse society. The RCMP is committed to policies and practices which reflect all laws, regulations and government commitments confirming and dealing with diversity and including all laws prohibiting discrimination on any grounds as defined by the *Canadian Human Rights Act*. The RCMP is committed to a membership which is representative of Canadian society and to promoting and supporting equity within its employment practices.

**(Canada) Aboriginal and Diversity Law Enforcement Conference:
Respect in Service**

- Workshop on Recruiting Practices of Police Forces: Local, National and International by Sergeant J. Cassell (Winnipeg Police Service), Dr. Valerie Pruegger, (Calgary Police Service), Shirley Cuillierier (Recruiting RCMP Headquarters, Ottawa), and Charla Williams.

San Francisco Police Department – Recruiting Information (415) 401-4770

- No information specific to diversity in their Recruiting & Training information.
- San Francisco Police Officers Association Celebrates 25 years of Women Police Officers. Mayor Willie Brown presented a Mayoral proclamation to the San Francisco Police Department in honour of women’s contribution to patrol.

**Santa Cruz Police Department – Recruiting Information Sgt. Colleen
McMahon at (831) 420-5801 (cmcmahon@ci.santa-cruz.ca.us)**

- No information specific to diversity in their Recruiting & Training information but photos of women and visible minorities were on the website.
- Provide Orientation Session to interested applicants;
- Encourage applicants to contact the Recruiting Officer, Sergeant McMahon to:
 - Ask questions about the Police Officer Position;
 - Schedule a ride-along with an officer; and
 - Schedule a tour of the Police Department.

**Los Angeles Police Department – Recruitment Section (866) 444-LAPD
(866) 444-5273 or via E-mail at joinlapd@lapd.lacity.org.**

- Frequently Asked Questions
*Is there a special program for physical training for women?
Any candidate who has taken and passed the written exam may participate in our Candidates Assistance Program (CAP). CAP will assist you in developing a physical fitness level that is comparable to the expectations of a recruit in the academy. It will also allow you to interact with other police candidates striving to reach the same goal. Call (213) 485-6345 for information.*
- **Meet Some of LAPD's Female Employees:**
[Deputy Chief Margaret Ann York](#)
[Commander Betty Kelepecz](#)
[Captain Ann Young](#)
[Senior Police Service Representative Carol Bauer](#)
[PSR Employment Information](#)
[Functions of Communications Division](#)
[The Women's Coordinator](#)
[Academy Trainee \(AT\) Program](#)
[Candidate Assistance Program \(CAP\)](#)

Tulsa Police Department

www.tulsapolice.org/recruiting/diversity/main.html

- The City of Tulsa is made up of a diversity of people, cultures and religion. The Tulsa Police Department is committed to reflecting the diversity of the Tulsa community.

Workplace Diversity Infrastructure

1. Workplace Diversity Policy and Program

- 1.1. Management support (walk and talk)
 - 1.1.1. Policy, Program, Procedures
- 1.2. Advisory committee
- 1.3. Community outreach

2. Sanctions

- 2.1. Harassment Policy

3. Support

- 3.1. Cultural Change
- 3.2. Tolerance, support, acceptance, understanding

4. Performance Review

- 4.1. Evaluation
- 4.2. Audit
- 4.3. Lessons Learned
- 4.4. Structural and or functional change

5. Budget

- 5.1. FTE's,
- 5.2. Funding

6. Change Management

- 6.1. Communications Strategy
- 6.2. Organizational Culture

Miscellaneous - Best Practices in Diversity Programs

Workplace Diversity Update, April 1999 Vol. 6 No. 4

(www.diversityupdate.com/divissue.htm)

- **Gay Support Group Aids Success at Lucent (Case Study)**

CSSMM - **Center for the Study of Sexual Minorities in the Military**, University of California Santa Barbara

- **Pink and Blue: Outcomes Associated with the Integration of Open Gay and Lesbian Personnel in the San Diego Police Department**

By [Aaron Belkin](#) and [Jason McNichol](#)

13 November 2001 - Santa Barbara, CA

I. [Executive Summary](#)

II. [Biographical Sketches](#)

III. [Introduction](#)

IV. [Methodology](#)

V. [Case History: The Inclusion of Self-Identified Gay and Lesbian Personnel in the San Diego Police Department](#)

VI. [Outcomes Associated with Increasing Participation: Discrimination, Work Environments, and Organization Performance](#)

VII. [Formal Harrasment, Discrimination, and Misconduct](#)

VIII. [Changes in the Work Environment](#)

IX. [Organizational Performance: Effectiveness, Responsiveness, Community Relations, Recruitment and Reputation](#)

X. [Synthesis and Conclusion](#)

[References](#)

[Personal Interviews](#)

I. Executive Summary

A new University of California study has found that the integration of open gay and lesbian officers has improved the organizational effectiveness of the San Diego Police Department. The 43-page study is written by Aaron Belkin and Jason McNichol. Belkin is Director of the Center for the Study of Sexual Minorities in the Military at UC Santa Barbara and McNichol is Doctoral candidate in Sociology at UC Berkeley.

Based on an analysis of prior research and a site visit to San Diego, the study is the most comprehensive analysis ever undertaken of the integration of open gay and lesbian officers in a major, urban American police department. The authors interviewed twenty-nine individuals - gay and straight - and surveyed 328 government documents, academic studies, newspaper articles, and other materials. They took numerous steps, outlined in the report's section on 'methodology' to ensure the fairness of their findings.

Major findings include:

- **The integration of open gays and lesbians has improved the police department's organizational effectiveness.**
- **A quiet process of normalization has reduced much of the emotional charge that heterosexual officers originally anticipated. A 'taken-for-grantedness' seems to characterize the presence of gay and lesbian officers.**
- **Departmental leaders including the current and former Chiefs of Police have taken numerous, important steps to ensure that the decade-long process of integration has proceeded effectively.**
- **While integration has proceeded largely uneventfully, subtle forms of discrimination do persist, and some gay officers who do not already enjoy respect may face challenges.**
- **In spite of these uneven effects, integration has enhanced cohesion as well as the SDPD's standing with the communities it serves.**

Harvard University

The Harvard University Gazette

- **Conference Explores Ways to Encourage Workplace Diversity**

About 100 Harvard academic and administrative officials reaffirmed the University's support for creating a diverse workplace and shared ideas about how to reach that goal during the University's first Work Management Conference on diversity last Thursday.

The five-hour conference featured speakers from across the University and included top officials such as Provost Harvey Fineberg and Medical School Dean Joseph Martin. Speakers discussed strategies to reach diversity goals, including using outreach and internship programs to recruit minority candidates and ensuring top officials and the people actually responsible for hiring have similar concepts of diversity.

Strategies include:

- **Advertising openings in publications and professional journals circulated among the minority community.**
- **Attending job fairs and recruiting from schools and colleges with large minority populations.**
- **Creating internships and cooperative programs that identify promising young people and establish ties that could lead to Harvard.**
- **Linking managers' pay to performance, one element of which is progress toward diversity goals.**

- **Better coordination of recruiters from different offices so they can share resumes of candidates who might be a better fit in a position other than the one they applied for.**
- **A variety of diversity-related events, including informal lunchtime sessions at the Office of Personnel Services to share candidate resumes and case discussions at the Kennedy School, where staff, students and faculty discuss moral and ethical issues involving diversity.**
- **Teams that include both high-level school officials and supervisors responsible for hiring, to ensure everyone shares the same understanding of diversity goals.**
- **Increasing awareness that hiring practices can overemphasize personal references, which can prompt hiring of people from similar social, racial, and economic backgrounds.**
- **Beginning training and education programs that can prepare promising young and low-level workers for higher-level positions.**
- **Creating permanent committees with representation from staff, faculty, and students to examine diversity issues and act to implement changes.**

Northern Arizona University - Human Resources (www.hr.nau.edu)
 Departmental/Employee Support

- **Ideas for Recruiting and Hiring for Diversity**

Be proactive in recruiting. Here are some effective, low-cost ideas:

- *Personal and professional networking.* Expect everyone in your department to be a recruiter for your open positions. Have each person be responsible for referring at least two individuals to your posting. Don't pass up recruiting currently employed colleagues, either. They may be ready to make a change.
- *Targeted Recruiting:* Identify minority or women's organizations and target your recruiting to them. In addition to sending the job posting, make a personal phone call and discuss your opening with the organization. HR and AA can assist with ideas for such organizations.
- *Well-written job announcement.* Write your job announcement with diversity and cultural awareness in mind. Don't rely on the "EEO/AA" statements. Applicants are aware of the "tone" of job announcements and a well-written ad or announcement will more likely attract a diverse pool.
- *Give a job posting enough time:* Work with Human Resources to understand the diversity of your pool as it develops. Consider keeping the posting open longer if the diversity is not sufficient. And, most importantly, don't stop recruiting until the job closes. An ad in the paper is usually not enough in today's tight labor market; you must keep at it!

WetFeet: Your Internet Recruiting Partner
(www.wetfeet.com/employer/articles/article.asp?aid=478)

- **Five Steps to More Effective Diversity Recruiting**

By Karen Hildebrand, WetFeet Inc.

In a competitive job market, it makes sense to recruit from the broadest possible talent pool. Effective diversity recruitment is critical to attracting the best talent available. Following are five ways to making your diversity recruiting as effective as possible.

1. **Build a diversity message into your recruitment brand**

A new WetFeet corporate study, [Diversity Recruitment Report 2001: How to Source and Retain Top Women and Minorities](#), indicates the best sources for minority candidates are not necessarily diversity specific. "Diversity candidates are going to the same places to look for a job as anyone else," says Nancy Shaw, WetFeet research analyst.

Though companies may find it useful to maintain a presence with such organizations as the [National Black MBA Association](#) and [Women in Technology International \(WITI\)](#), they can also find minority candidates through general job posting sites such as Monster.com. "What companies need to do is imbed a diversity message into their regular recruiting materials," says Shaw.

"People want to be hired based on their skill set, not just because they're part of a minority group," says Jennie Halstead, director of BrassRing Diversity, a sponsor of two annual diversity-recruiting events for undergraduate students.

At the same time, says Halstead, "Companies need to build a recruitment brand for themselves that [says], 'This is a great place to work.'" And when it comes to attracting diversity candidates, it means showing that your company will be a great place for them to work.

2. **Demonstrate the diversity of your organization**

Include profiles of real employees on your website and show your workforce statistics by job level. Are women and minorities in your company represented in professional and management level positions, or are they clustered in lower positions? Shaw recommends making it a priority to diversify upper management. "Women and minorities want to know there is real opportunity, that they can have a career here," she says. "They want to hear 'the sky's the limit here.'"

3. **If you aren't where you want to be in terms of diversity, say so**

According to the WetFeet study, the percentages of women and minorities in the workforce are growing, but, with the exception of Asian professionals, their representation in managerial and professional positions does not mirror their workforce participation rates. For example, although Hispanics represent 10.4 percent of the labor pool, only 3.9 percent are in executive or management positions, and only 3.3 percent are classified as professionals.

If women and minorities are well represented in your company, it's important to let candidates know that's the case. But even if they aren't, if you're trying to improve representation of women and minorities in more senior levels or across your company, make sure diversity candidates are aware of that fact. You'll make your company more attractive to them than it would be otherwise.

4. Invest in education

One way to enhance your diversity recruiting efforts is to become actively involved in increasing college enrollment of minorities. [LEAD \(Leadership Education and Development Program in Business, Inc.\)](#) and [INROADS](#) are national organizations that partner with companies to identify high-performing disadvantaged youths. Some companies pay college tuition in exchange for students who agree to work for them after graduation..

5. Give back to the community

James Mueller, director of executive recruiting at IBM, a company with a strong reputation for diversity, recommends considering ways to increase your visibility among members of minority organizations as a good way to build your brand for diversity.

He advises that companies ask themselves, "What can [we] give back to those organizations [other than] jobs?" IBM, for example, provides speakers and sponsors regional meetings for several minority organizations. "Give back to the organizations and share information valuable to the personal development of [those organizations'] constituents," Mueller suggests.

"It's taken us a long time to build an awareness that this is an excellent place for everyone to work," says Mueller. "It's not a specific recruiting action. It's an ongoing business effort."

Author Bio

Karen Hildebrand is a freelance writer in San Francisco

**Cornell University's School of Industrial and Labor Relations:
Workplace Diversity Network (www.ilr.cornell.edu/extension/wdn)**

- Resources for Workplace Diversity: An Annotated Practitioner Guide to Information, Fall 2000

NOTE: Extensive list of Diversity Sources

Attachment A

**Internet Search
on
Diversity
in
Outreach and Recruitment**

Workplace Diversity World Wide Web Survey

Source	Contacted	Thumbnail	Policy Programme	Visible Minorities	Sexual Minorities	Gender	Disabled	Outreach	Notes
Tulsa Police Dept USA http://www.tulsapolice.org		Statement of reflecting community Diversity in the department	Yes	Yes	?	Yes	?	?	
Thames Valley Police Dept UK http://www.thamesvalley.police.uk/recuiting/indexdiv.htm		Images of workforce diversity	?	Yes	?	Yes	?	Yes	
Seattle Commission for Sexual Minorities http://www.cityof seattle.net/scsm/firedept.html		City sexual minorities commission Fire department	?	?	Yes	?	?	?	
Baltimore Police Dept USA http://www.ci.baltimore.md.us/crime/composition.html		Racial/Ethnic/Gender police force composition	Yes	Yes	?	Yes	?	?	
Edmond Police Dept OK, USA http://www.ci.edmond.ok.us/pd/pd_training-recuiting.html		Hiring requirements Qualified minorities encouraged	?	?	?	?	?	?	
Australian Public Service Commission Workplace Diversity Practitioner's Handbook http://www.apsc.gov.au/publications98/practicehandbook1.htm		Broad guidelines for Agencies to adopt or adapt as needed	Yes	Yes	Yes	Yes	Yes	?	Religion Identified as a minority group
Cambridge Mass, Office of Affirmative Action, USA http://www.ci.cambridge.ma.us/dept/aff.html		Affirmative Action FAQ	Yes	Yes	?	Yes	Yes	?	
Philadelphia Police Dept Governance Study http://www.seventy.org/cops3.htm		Study/survey of police governance issues	?	?	?	?	?	?	
City of Stamford, Human Resources CT USA http://www.cityof stamford.org/humanresources/diversityinfo.htm Contact fmanfredonia@ci.stamford.ct.us		Affirmative action plan updates	Yes	?	?	?	?	?	

Workplace Diversity World Wide Web Survey

Source	Contacted	Thumbnail	Policy Programme	Visible Minorities	Sexual Minorities	Gender	Disabled	Outreach	Notes
Youngstown State University http://www.yzu.edu/diversity_statement.htm		Abstract quotes related to diversity. Not related to any specific program	?	?	?	?	?	?	
National Conference for Community and Justice West Virginia page USA http://www.nccjgh.org/workplace.htm		National Organization that fosters workplace diversity	?	?	?	?	?	Yes	May be a clearing house of information worth follow-up
Tasmania Implementing a workplace diversity program Australia		State level guidelines	Yes	Yes	Yes	Yes	Yes	Yes	GLBT reference group submission of a discrimination checklist
Halifax Community and Race relations Advisory Committee Canada		Dec. 6, 2000 committee minutes Not sufficient information to determine minorities covered	Yes	?	?	?	?	?	
City of Halifax		Submission to city council of the working group on racial equity	?	Yes	?	?	?	?	
Equal Opportunity Publication] http://www.eop.com/compwd.html		Home page for publications group							Not applicable to Organizational programs, potential info clearing house

Workplace Diversity World Wide Web Survey

Source	Contacted	Thumbnail	Policy Programme	Visible Minorities	Sexual Minorities	Gender	Disabled	Outreach	Notes
Work Life 2000 – Workshop article Work place diversity: A research perspective on policy and practice http://www.niwl.se/w12000/workshops/workshops65/article_en.asp		Article overview of a Swedish article							Needs follow-up to understand the research properly
Society for human resource management What is the business case for diversity http://www.shrm.org/diversity/businesscase.htm		A primer on preparing a business for work place diversity							Over view document very recent Jan 03
Federal Communications Commission: Office of Workplace Diversity USA, Jack W. Gravely Director http://www.fcc.gov/owd/		Policy statement of workplace diversity	Yes	Yes	Yes	Yes	Yes	?	Federal Gov policy and office of workplace diversity web page
MIT Employment Recruiting Resources Jane Hamilton, Robert Martinez, Regina Caines – Director Affirmative Action http://www.web.mit.edu/personnel/www/recruit/diversity.htm		Web page under construction, contact individuals listed under source							
WetFeet Article: Five Steps To Effective Diversity Recruiting (Karen Hildebrand) http://www.wetfeet.com/employer/articles/article.asp?aid=478		How to article on workplace diversity							
Northern Arizona University Human Resources http://www.hr.nau.edu/~hr/department_support/hiring/diversity_recruiting		Guidelines to improve workplace diversity							
Magazine Publishers of America: Recruitment/Retention A Corporate Initiative http://www.magazine.org/diversity/articles/corp_div_initiatives.htm		Many links to diversity material and training							
Recruiters Network Citing the WebFeet Article Five Steps To Effective Diversity Recruiting (Karen Hildebrand)		2 nd citation of WebFeet							

Workplace Diversity World Wide Web Survey

Source	Contacted	Thumbnail	Policy Programme	Visible Minorities	Sexual Minorities	Gender	Disabled	Outreach	Notes
http://www.recruitersnetwork.com/articles									
ADA Employers – Workplace Diversity Series Fact Sheet http://www.mnwfc.org/rehab/adadiversity.htm		Sources list for workplace diversity and persons with Disabilities					Yes		
Managing Workplace Diversity http://www.alexia.lis.uiuc.edu/~lis405/diversity/intro.htm		Links on workplace diversity including Ageism							Ageism is identified in this article. Another column?
Harvard University Gazette: Conference explores ways to encourage workplace diversity (Alvin Powell) http://www.news.harvard.edu/gazette/1998/04.16/conferenceexplo.html		Conference overview on diversity held in 199(
Pauly Group Inc. Recruiting for Diversity http://members.aol.com/paulygroup/service1.html		How To article limited to contacting potential candidates							
San Diego Police Center for the Study of Sexual Minorities in the Military Home Page http://www.gaymilitary.ucsb.edu/publications/SanDiegoPub3.htm		Excellent links for sexual minorities issues in military, police, fire departments							
http://oee.od.nih.gov/resources/special-interest.asp http://www.ervk.org/workplacediversity.htm http://www.diversityinitiatives.com/resources/index.html http://www.grapevinegroup.com/diversityrec.htm http://www.inform.umd.edu/edres/topic/response/workplace/ http://www.lbl.gov/workplace/wfdo/workplace.html http://www.adversity.net/0_policefiremuni/pfm_intro.htm http://www.diversityupdate.com/divissue.htm		Links to workplace diversity. Generalized information							

Workplace Diversity World Wide Web Survey

Source	Contacted	Thumbnail	Policy Programme	Visible Minorities	Sexual Minorities	Gender	Disabled	Outreach	Notes
Cornell University Workplace Network The Network Newsletter http://www.ilr.cornell.edu/extension/wdn/		Series of newsletter articles on various topics related to workplace diversity, with links included.							

Work Place Diversity

Internal

Policy
Program
Procedures
Sanctions
Training
Performance Review
Budget
Change Management
Communications

Intersection

- Tolerance
- Acceptance
- Support

External

Community outreach
Systemic barrier mitigation
Reflect Community diversity