

Improving African American Representation in Brooklyn Park Police Department

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The project on which this presentation is based was completed in collaboration with the City of Brooklyn Park as part of the 2016–2017 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Brooklyn Park.



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Project Background



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Humphrey School of Public Affairs Mission:

To inspire, educate, and support leaders to advance the common good in a diverse world.

Resilient Communities Projects (RCP)

RCP Mission:

Build local capacity around sustainability and resilience issues.

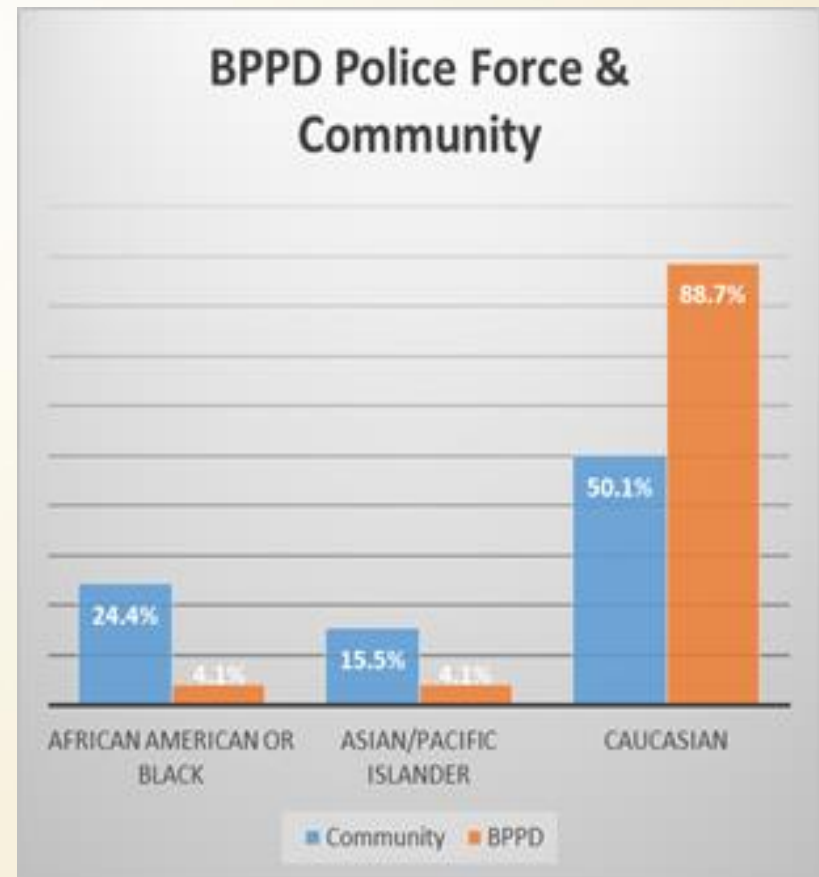


Rational for Project



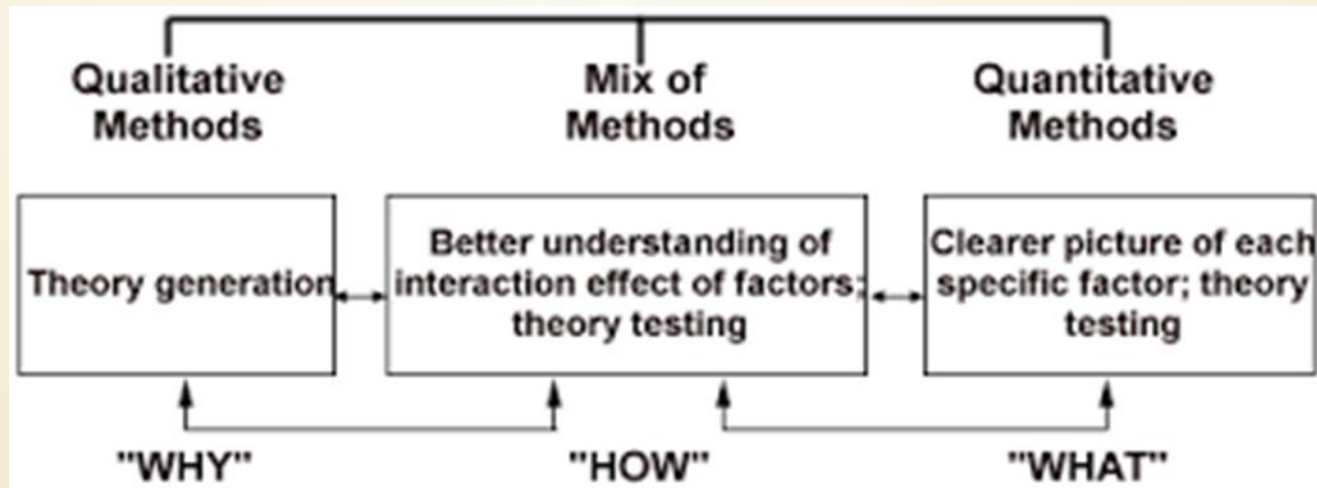
Brooklyn Park Police Department (BPPD) Identified:

- Rapidly changing community demographics no longer resembled the BPPD workforce.
- Insufficient diversity in applicant pool, making it difficult to improve.



Method of Research

- Mixed Methods:
 - Academic Literature 38
 - Key Informant Interviews
 - Focus Groups
 - Surveys
 - Data (Census, Dept of Labor, etc)



Paper and Appendices:

Appendix A: Memorandum of Agreement

Appendix B: Literature Review

Appendix C: National Black Police Association (MN Chapter) Focus Group Agenda

Appendix D: National Black Police Association (MN Chapter) Focus Group Transcript

Appendix E: North Hennepin Community College Focus Group Agenda

Appendix F: North Hennepin Community College Focus Group Transcript

Appendix G: PPOE School Student Diversity Survey Results

Appendix H: Executive Order 16-09

Appendix I: Brooklyn Park Police Department Survey

Appendix J: Interview Questions



Minnesota Board of Peace Officer Standards and Training (POST)

- **The PPOE Schools**—If mandated, PPOE certified schools can provide exact counts of students in law enforcement classes, including graduation rates, by ethnicity.
- **The POST Board Exam**—Since every police officer candidate must pass the POST Board Exam in order to be considered for employment, this is the best opportunity for Minnesota to gain an understanding of its applicant pool diversity, as well as to learn if the exam has a disproportionate impact on people of color.
- **The POST Board Background Check**—Similar to the exam, the background check performed by the POST Board may be having a disproportionate impact on people of color.
- **Current Law Enforcement Officers**—Since every officer maintains licensure through the POST Board, it is positioned to be able to monitor and report on current diversity levels.

Schools Survey



- 29 PPOE Schools Surveyed
- Three levels of participation
- A rough estimate only
- Useful to identify best schools to recruit from

PPOE Schools Survey			
Rough Estimate of African American Representation in PPOE Programs			
Fully Participating Respondants- These schools provided multiple years of student data including data specific to the number of African American Students			
School Name:	Av Students	Av AA Students	% African American
Concordia University - St. Paul	127.6	27.6	21.6%
Fond du Lac Tribal and Community College	88	0.6	0.7%
Hamline University	83.8	7.2	8.6%
Hennepin Technical College	350.2	29.2	8.3%
Leech Lake Tribal College	286	4	1.4%
Metropolitan State University ²	191	11.8	6.2%
Minneapolis Comm & Tech College	28.4	7.9	27.8%
Minnesota State Com & Tech College Moorhead	105.2	7.8	7.4%
Minnesota State University, Moorhead	248	10.6	4.3%
Minnesota West Community & Technical College ²	29.2	0.6	2.1%
Northland Comm & Tech College ³	79.8	4.9	6.1%
Ridgewater College	158.2	6	3.8%
Rochester Community and Technical College ¹	77	4	5.2%
Southwest Minnesota State University	84.3	6.2	7.3%
St Cloud State University	404	26.4	6.5%
University of Minnesota Crookston	46.2	5.4	11.7%
University of Northwestern	54.2	3.3	6.2%
Winona State University	245.8	5.7	2.3%
Totals:	2687	169	6.3%
Students of Color (SOC) Schools- These schools provided multiple years of student diversity data, but only in "students of color" or "white" categories.			
School Name:	Av Students	Av SOC	% SOC
Alexandra Tech & Comm College	263.6	15.8	6.0%
Bemidji State University	285.5	27.5	9.6%
Central Lakes College	119.8	11.2	9.3%
Hibbing Community College	119	9.125	7.7%
Vermilion Community College	220.8	8.5	3.8%
Totals:	1009	72	7.2%
People of Color Adjustment to African American ² :		33	
Noncooperative Schools- These schools refused to provide diversity data. Estimates are based on community population and number of students.			
School Name:	Approx. Students	Approx. AA Studen	Approx % AA Stud
Inver Hills Community College ⁷	37.6	3.8	10%
Minnesota State University, Mankato ⁶	458	27.3	6.0%
Rasmussen College ⁸	96	4.8	5.0%
Riverland Community College ⁴	68	2	2.9%
St. Mary's University of Minnesota ⁵	30	1.6	5.3%
University of St. Thomas ⁴	5.5	0.1	2.0%
Totals:	695	40	5.7%
Grand Totals:	4391	242	5.5%

Focus Groups



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- NBPA Group – 8 African American police officers
- North Hennepin Community College Group – 20 African American college students
- Provided in Appendixes

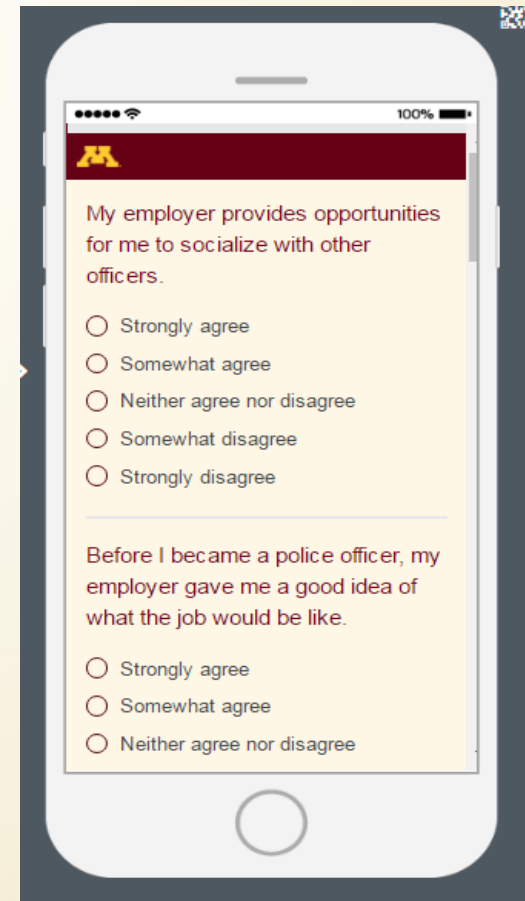


BPPD Employee Survey



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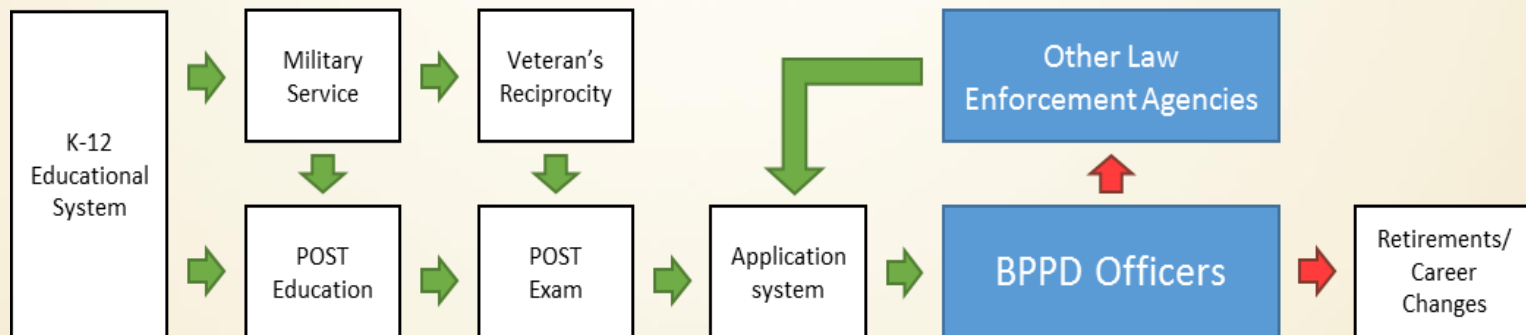
- 97 / 104 officers responded (leaders abstained)
- 26 Employee Satisfaction / Turnover questions
- 24 Diversity Attitude questions



BPPD in the System



How Police Officers are Lost and Gained at BPPD



Police Officer Pipeline



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Minnesota State Population Aged 20 – 29.
9.0% African American
N = 67,421

College Students
8.4% African American.
N = 25,716

PPOE School Students
5.5% African American.
N = 242 (approx.)

POST Certification
??% African American.
N = 43.5 (approx.) / Year

446
Police
Depts

BPPD Diversity System



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Strategic Planning



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- We Recommend that language embracing diversity be added to BPPD's core Mission, Vision, and Goals.
- Rational for diversity should be included.

Harvard Business Review: Three main paradigms



Profile as an Employer



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- Employer Branding should feature diversity
- Salary Rates should be competitive
- Officers are skeptical of diversity programs & community outreach, but cooperative on an individual level

Top five BPPD survey results: workplace variables surrounding recruitment and retention


Strengths Identified from Results of BPPD Officer Survey Diversity Attitudes Section			
Survey Question	Av. Score	% Agree	% Disagree
I do my part to make sure new police officers are welcomed into the department.	1.41	95.88%	0.00%
My department's policies and procedures discourage community discrimination.	1.50	89.58%	2.08%
I believe my department will take appropriate action in response to incidents of discrimination.	1.50	88.54%	5.21%
My department's policies are procedures discourage internal department discrimination.	1.70	82.29%	2.08%
My coworkers of different backgrounds interact well in the department.	1.72	79.17%	2.08%

The police officers at BPPD believe their workplace is largely a positive one with appropriate protections in place to ensure that discrimination does not occur.

Top five BPPD survey results: command climate and internal department culture

Areas Where Improvement is Possible Identified from Results of BPPD Officer Survey Diversity Attitudes Section			
Survey Question	Av. Score	% Agree	% Disagree
Increasing police education about diversity will enhance the department's proficiency with the community.	2.80	41.67%	25.00%
I believe increased community involvement from the Brooklyn Park Police Department would help us serve the community.	2.81	45.36%	29.90%
I believe that more African American Police officers strengthen the department.	2.91	30.93%	20.62%
I believe African American citizens of Brooklyn Park have a positive opinion of the Brooklyn Park Police Department.	2.91	42.27%	31.96%
I would be more satisfied with my work if the department became more diverse.	3.34	12.37%	36.08%

The areas where officer agreement were the lowest related to a skepticism of diversity related ideas and interventions.



Employer Branding



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- Employer Branding that includes diversity related images has been shown to interest from people of color.

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- **BPPD Salaries are competitive as compared to other Metro-Area cities of the same size**

2016 BPPD Salary Rates for Patrol Officers as Compared to Minneapolis Metro Area Police Departments Serving Similarly Sized Populations

Organization	Municipality Population ¹	Years to Max Rate	Min Salary	Midpoint	Max Salary
Eagan	66,286	15	\$ 56,519.84	\$ 71,830.08	\$ 87,140.32
Bloomington	85,136	15	\$ 55,896.00	\$ 71,484.00	\$ 87,072.00
Plymouth	72,868	20	\$ 57,324.80	\$ 71,479.20	\$ 85,633.60
Brooklyn Park	77,579	14	\$ 56,305.60	\$ 70,959.20	\$ 85,612.80
Woodbury	67,855	16	\$ 53,768.00	\$ 68,600.48	\$ 83,432.96
Maple Grove City	64,364	15	\$ 52,990.08	\$ 67,481.44	\$ 81,972.80

Profile as an Employer



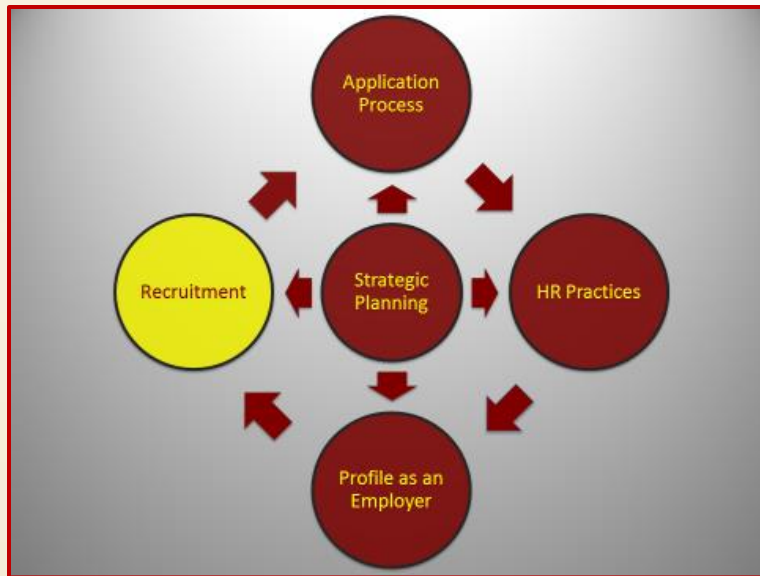
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- **BPPD Salaries are above the State Average:**

Comparison of BPPD Salary Rates against Averages from the Bureau of Labor Statistics, Occupational Employment Statistics for Minnesota, for the year 2015.

US DOL 2015 Salary Statistics	25th Perct	50th Perct	75th Perct	90th Perct
Police and Sheriff's Patrol Officers	\$ 49,260	\$ 61,320	\$ 71,340	\$ 77,520
Brooklyn Park 2015 Pay Rates	Minimum	Midpoint		Maximum
Patrol Officer	\$ 54,517	\$ 68,713		\$ 82,909

Recruitment



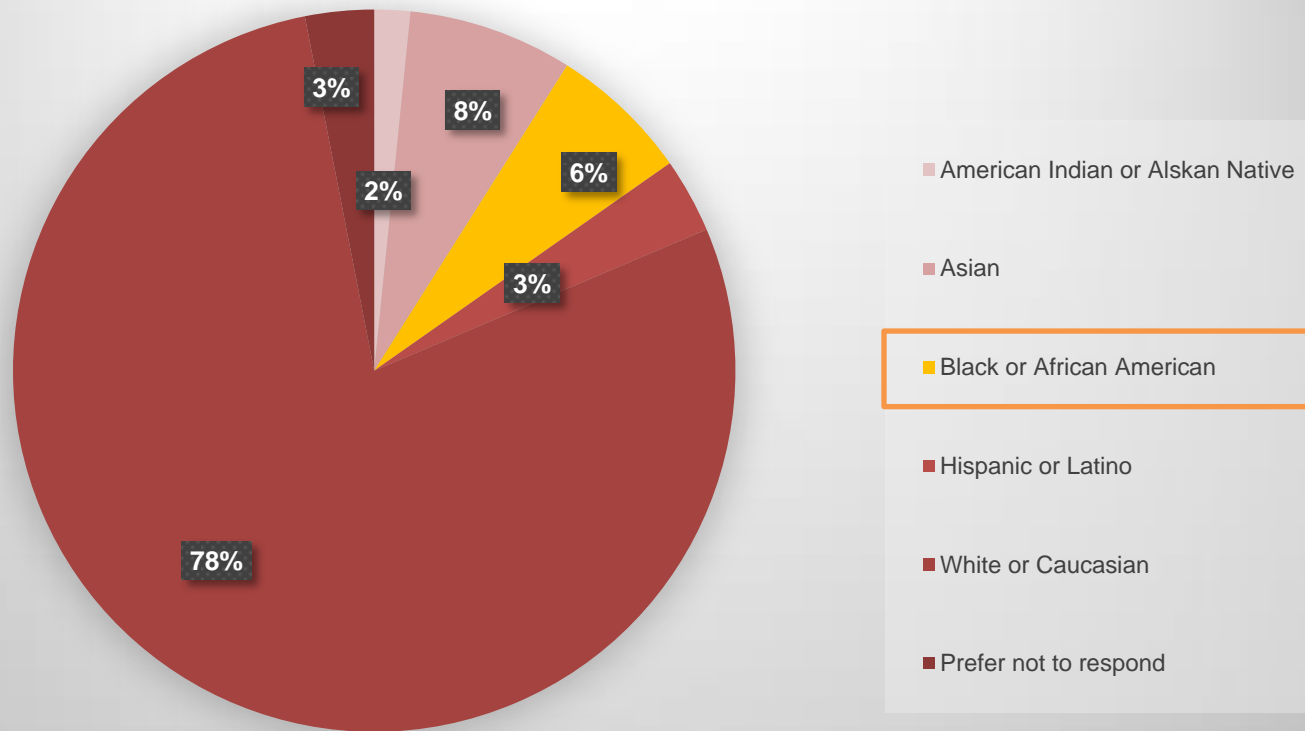
- Recruit from the most diverse schools
- Use Cadet Program
- Opportunity to show commitment to the African American community

BPPD Applicant Pool



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BPPD Applicants Who Meet Minimum Qualifications



Recruitment Schools



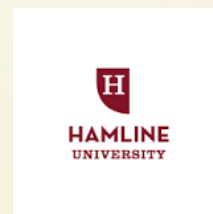
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School Recruitment

Best PPOE Metro Area Schools for Recruitment Efforts

School Name	Location	% African American
Concordia University	Saint Paul	21.6%
Minneapolis Comm & Tech College	Minneapolis	27.8%
Hamline University	Saint Paul	8.6%
Hennepin Technical College	Brooklyn Park	8.3%

Source: PPOE Schools Survey



Cadet Program



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- Helps with both recruitment and the application process
- Overcomes economic obstacles to PPOE education
- Maintaining a local focus ensures cadet diversity

Application Process



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- Neogov is a major data resource
- Use barrier analysis
- Shorten Process
- Diversify interview panels

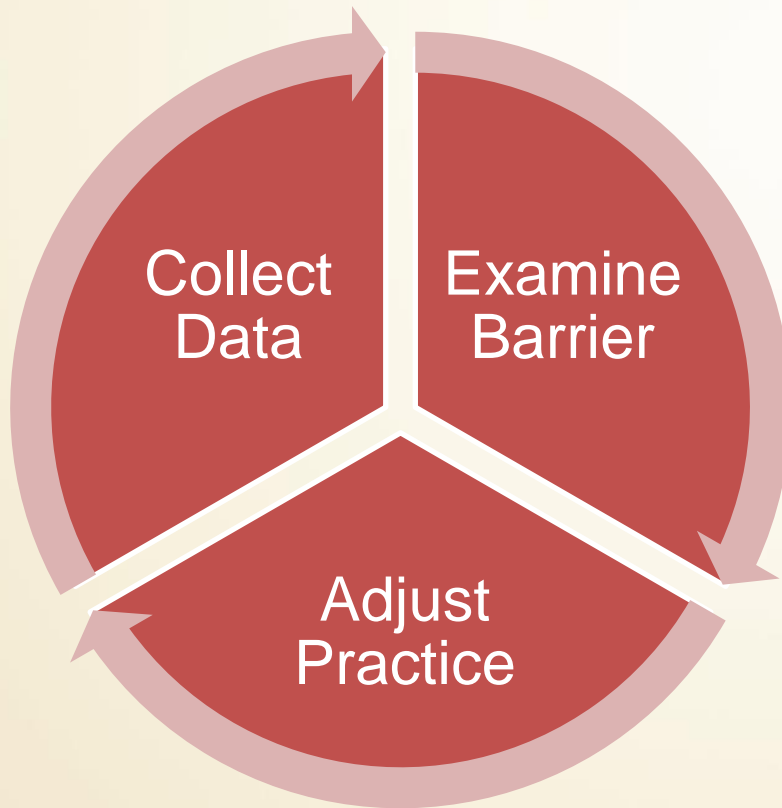
“I don’t know if there is a more important job for the chief of police other than firing bad cops and hiring good ones.” Metro Transit Police Chief, John Harrington



Barrier Analysis



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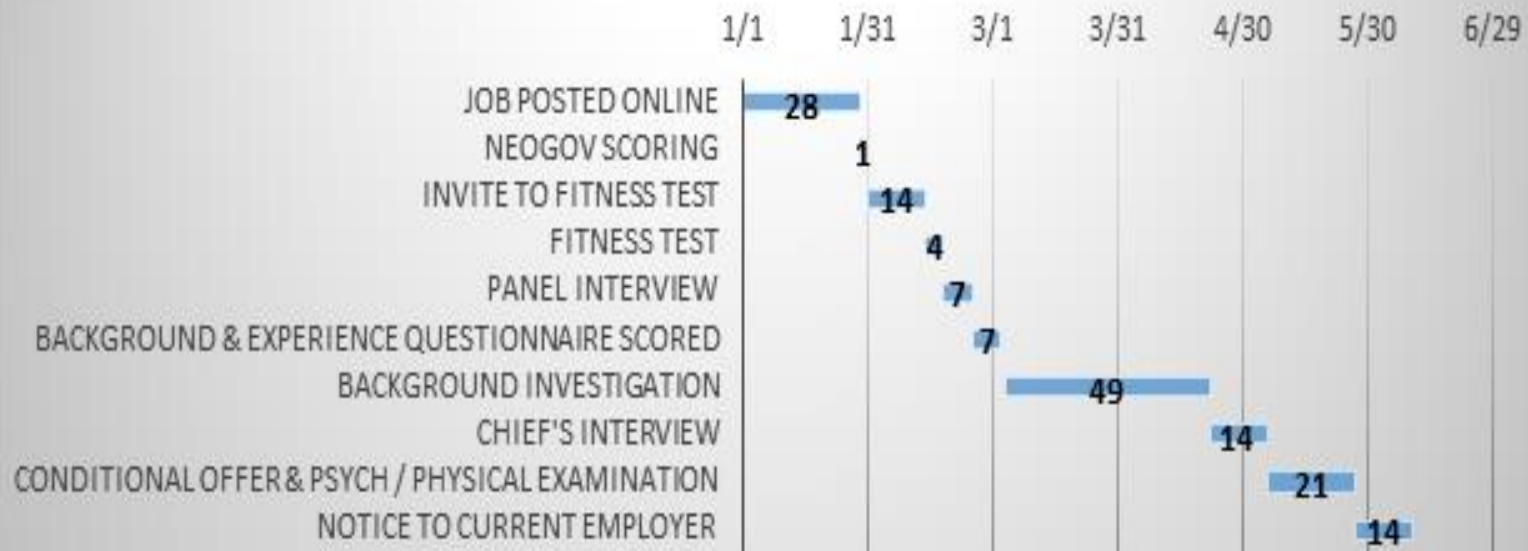
1. Collect and use data to find where minority candidates are being eliminated.
2. Question it relates to the performance of the job being hired for, and how it can be modified to better relate to that job.
3. Eliminate or modify the practice to make it more directly related to the job

Application Process



Hiring process minimum time: 20 weeks

Typical Hiring Timeline At BPPD





- Officers like their leadership and are committed
- Opportunity to improve bottom-up communication
- Turnover is low for both white and African American officers

Employee Satisfaction



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Strengths include commitment to Police Officer roles and BPPD, respect for leadership

Strengths Identified from Results of BPPD Officer Survey Employee Satisfaction Section				
Survey Question [Category]	Av. Score	% Agree	% Disagree	Meta Score
I understand and can complete all of my job duties. [Job Scope]	1.42	93.81%	4.12%	-14%
I am committed to being a law enforcement officer. [Organizational Commitment – Police Officer]	1.45	89.69%	2.06%	-27%
I clearly understand my role within my unit. [Role Clarity]	1.51	90.72%	4.12%	-24%
I am committed to the Brooklyn Park Police Department as an organization. [Organizational Commitment – BPPD]	1.69	86.60%	6.19%	-27%
My direct supervisor does a good job in his/her role as a leader. [Supervisor Satisfaction]	1.69	74.23%	19.59%	-13%

Employee Satisfaction



Areas where improvement is possible included communication with higher level employees, promotional opportunities, and role conflict

Areas Where Improvement is Possible Identified from Results of BPPD Officer Survey Employee Satisfaction Section				
Survey Question [Category]	Av. Score	% Agree	% Disagree	Meta Score
I have opportunities for promotion within the Brooklyn Park Police Department. [Promotion Opportunities]	2.63	54.64%	26.80%	-16%
My job as a police officer allows me to complete the other responsibilities I have in life, such as being a parent, a coach, a friend, a union member, etc. [Role Conflict]	2.88	48.45%	40.21%	22% ¹
My department leadership and I exchange information about the work we do. [Leader-Member Exchange]	3.03	39.18%	43.30%	-25%
We have good communication where I work. [Communication]	3.09	32.99%	40.21%	-14%
I have a say in most important decisions that affect me. [Participation in Decisions]	3.34	28.87%	52.58%	-13%

Turnover



- Turnover rates are a very low as compared to public sector turnover
- 5 year average turnover was lower for African Americans than Caucasians

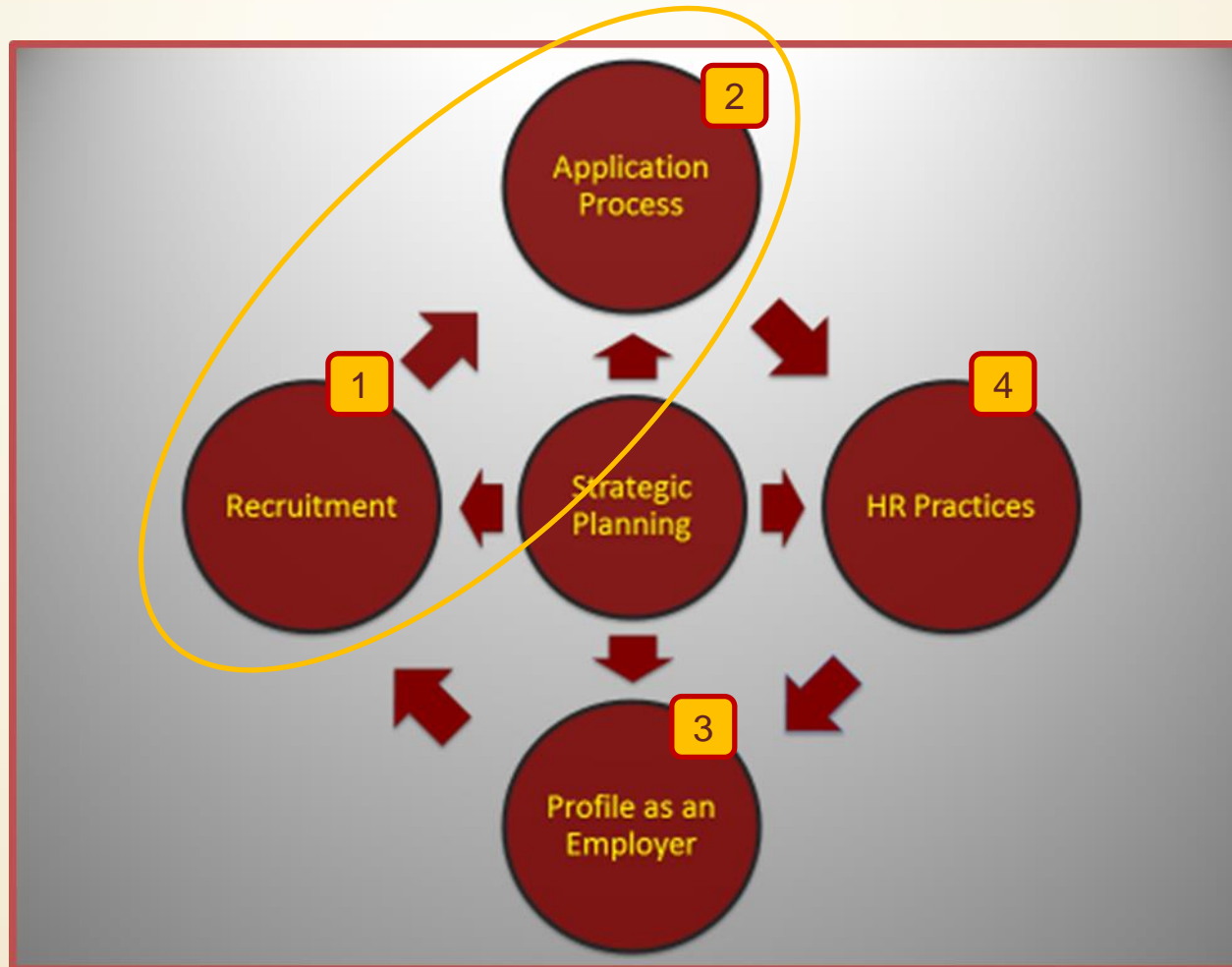
Turnover Rates at BPPD & Same-Year US Public Sector Rates

Year	Terms	Av EE's	Turnover Rate	Public Sector
2011	2	97.67	2.0%	15.60%
2012	6	98.33	6.1%	16.00%
2013	8	99.00	8.1%	16.10%
2014	10	98.67	10.1%	16.10%
2015	2	101.33	2.0%	18.10%
Av	5.6	99.00	5.7%	16.38%

Combined Average Turnover by
Ethnicity 2011 - 2016

Group	Turnover
African American	4.2%
Caucasian	5.4%
All Ethnicities	5.7%

Priorities



Recommendations Overview



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1. **Adopt a rationale for diversity such as the diverse work perspectives paradigm**
2. **Focus on recruitment and hiring, as opposed to retention**
3. **Add diversity messages to strategic planning and internal communications**
4. **Include diversity related messaging in recruitment efforts**
5. **Consistently use NeoGov to track every step of the hiring process**
6. **Conduct a barrier analysis over the hiring process**
7. **Diversify the hiring panel using community members**
8. **Focus Recruitment efforts explicitly on African Americans**
9. **Refine the application process to make it faster**
10. **Provide diversity, inclusion, cultural competency training**
11. **Create a plan to improve department communication per BPPD survey**
12. **Focus recruitment around the PPOE schools with the greatest African American representation**
13. **Increase the Cadet Program size**
14. **Continue academic partnerships**