

Recruitment, Hiring, and Training

Recommendations for the Seattle Police Department

July 2017

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ABOUT THE COMMUNITY POLICE COMMISSION

In 2010, the shooting death by a Seattle police officer of First Nations woodcarver John T. Williams and a series of other serious incidents involving police and people of color ignited public concern over racial bias and the use of excessive force in the Seattle Police Department (SPD). After a federal investigation prompted by community advocacy,¹ the City of Seattle signed a settlement agreement with the US Department of Justice (DOJ) in July 2012 to address those issues by reforming SPD practices.²

Guiding that commitment was a memorandum of understanding (MOU) with DOJ establishing the work to be done over the subsequent years to ensure bias-free policing and address the issue of excessive force.³ By ordinance, and as mandated under the MOU, the City of Seattle established the Community Police Commission (CPC) as a temporary body to represent community interests and perspectives and to develop recommendations for reform. In March 2013, the CPC began its work to give community members a voice and stake in police reform. Specifically, its charge was to represent a broad range of community perspectives by engaging communities directly for critical feedback, and to recommend changes to SPD policies and practices.

On May 22, 2017, the Seattle City Council unanimously passed legislation to revitalize civilian oversight of Seattle police by making the CPC a permanent element of a three-part system along with an Office of Police Accountability and an Office of the Inspector General.⁴ The commission will continue to be made up of volunteers who represent the diversity of Seattle and include people from communities of color, faith communities, immigrant communities, the urban Indian community, the LGBTQ community, civil rights advocates, and the business community. The commission will also include individuals familiar with the challenges faced by homeless people and those with mental illness or substance abuse issues, as well as Seattle's youth. One member will represent the Seattle Police Officers' Guild and one will represent the Seattle Police Management Association. Overall, the legislation has enhanced the authority of the commission, codified significant strides toward civilian oversight, and turned long-awaited police reform into law." The goals of the CPC, according to the ordinance, are to:

"...institute a comprehensive and lasting police oversight system that ensures that police services are delivered to the people of Seattle in a manner that fully complies with the Constitution and laws of the United States and State of Washington, effectively ensures public and officer safety, and promotes public confidence in SPD and the services that it delivers."

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1. US Department of Justice Civil Rights Division and US Attorney's Office Western District of Washington, *Investigation of the Seattle Police Department* (December 16, 2011).
 2. The US and the City of Seattle, *Settlement Agreement and Stipulated Order of Resolution* (July 27, 2012).
 3. The US and the City of Seattle, *Memorandum of Understanding between the United States and the City of Seattle* (July 27, 2012).
 4. City of Seattle, Ordinance Number 125315 (June 1, 2017).

Community Police Commission Members

- ◆ **Enrique Gonzalez (co-chair)**, Community Advocate, Public Defender Association
- ◆ **Isaac Ruiz (co-chair)**, Attorney
- ◆ **Harriett Walden (co-chair)**, Reverend
- ◆ **Claudia D'Allegrì**, Vice President of Behavioral Health Services, Sea Mar Community Health Centers
- ◆ **Lisa Daugaard**, Director, Public Defender Association
- ◆ **Josias Flynn**, Attorney
- ◆ **Melinda Giovengo**, Executive Director, YouthCare
- ◆ **Kay Godefroy**, Founder, Seattle Neighborhood Group
- ◆ **Jay Hollingsworth**, Chair, John T. Williams Organizing Committee
- ◆ **Joe Kessler**, Captain, Seattle Police Department
- ◆ **Kevin Stuckey**, President, Seattle Police Officers Guild
- ◆ **Aaron Williams**, Reverend, Mount Zion Baptist Church

UPDATE ON CPC AND SPD ACTIVITY

In January 2016, we released our formal report on SPD's policies and practices for recruitment, hiring, and training.⁵ That report—*An Assessment of the Seattle Police Department's Community Engagement through Recruitment, Hiring, and Training*—documented our findings on whether these policies and practices promote positive engagement with people from Seattle's racial, ethnic, immigrant, and refugee communities.⁶ It was generally well-received by SPD, community members, and local media, prompting a chorus of voices eager to hear recommendations for how to address those findings. In response, we decided to postpone our plan to research additional priority issues and focus on developing a set of recommendations to address the shortcomings we found in recruitment, hiring, and training. Accordingly, we have formulated these recommendations in consultation with both the community and SPD.

It is important to note that significant events and activities have transpired while we were working to develop our recommendations in 2016 and 2017. Since the report's release, SPD has, of its own accord, taken several steps to remedy the shortcomings identified therein.

- ◆ **Recruitment:** SPD has increased its recruiting presence at local cultural and affinity group events. It has also developed a group of officers who serve as recruiting liaisons in their precincts and communities, allowing for wider reach and more direct connections.
- ◆ **Hiring:** The department has improved the consistency of its messaging and branding while adding more advanced content to its website. SPD has also streamlined the background investigation process to decrease application wait times.
- ◆ **Training:** SPD has implemented field training tracking software that assists with operational and quality control issues. It has also overhauled the field training curriculum, which now includes two skill areas of critical importance: public interactions and problem solving/decision making.

Also since our report's release, the City has begun an "SPD Hiring Equity Analysis" prompted by a 2015 Mayoral Executive Order.⁷ In January 2017, a newly-retained consultant group began 1) mapping current SPD entry-level testing, oral boards, and screening and selection practices, 2) analyzing patrol officer job tasks to align hiring practices with the demands of the role, and 3) analyzing the barriers to equity and inclusion in the hiring process. It remains to be seen how the research that emerges from the consultant's analysis will develop and whether it will reinforce the commission's work. In all cases, we are confident the following recommendations, originating from Seattle communities, afford a promising pathway to growth for the department.

5. This report can be found at <http://bit.ly/2rt8lxl>.

6. From this point forward, the reference to "racial, ethnic, immigrant, and refugee communities" will be shortened to "racial/ethnic" or "racial/ethnic communities" for simplicity. The intent is for this abbreviated reference to still encompass immigrant and refugee communities and any other non-white individuals. The CPC prefers to avoid the use of other shorter but often disparaging terminology, such as "minority," which can be interpreted as inferior or less than.

7. Office of Mayor Edward Murray, *Executive Order 2015-02: Workforce Equity Initiative*.

SOURCES AND METHODOLOGY

The following recommendations were informed by a series of community meetings designed to share the results of the CPC's January 2016 report and seek ideas on how to:

- ◆ increase racial equity in hiring entry-level police officers
- ◆ decrease candidate attrition throughout the selection process
- ◆ increase community engagement opportunities for student officers during training

These meetings, which were all attended and facilitated by CPC staff in collaboration with commissioners, were held throughout April and May of 2016 and garnered feedback from about 75 total participants. They were structured in three different ways:

- ◆ **Demographic Advisory Councils:** We worked with many of the SPD Demographic Advisory Councils (DACs) by attending their meetings and facilitating a guided discussion. We also had attendees complete a brief multiple-choice survey. See *Appendix I* for meeting details, participants, discussion questions, and the survey.
- ◆ **Community Roundtables:** We hosted four roundtable meetings with community members who had been identified as leaders in local racial/social justice organizations and/or those who are highly connected to historically underrepresented communities. These roundtables were guided by the same discussion questions as the DAC meetings, and attendees also completed the same written survey. See *Appendix I* for a list of meeting details and participants.
- ◆ **Meetings with SPD Personnel:** We hosted three roundtable meetings with SPD line-level staff who have experience with the subject matters at hand. We also participated in one SPD command-level staff meeting. We asked specific questions and had participants complete a brief written survey. See *Appendix II* for meeting details, participants, discussion questions, and the survey.

As we had hoped, meeting attendees provided innovative ideas for how to tackle the complex issues identified in our initial assessment.⁸ After compiling and analyzing the information collected, we researched national best practices to see which strategies were succeeding, failing, or deemed promising in other parts of the country (although this alone did not determine whether we would make a recommendation, as we know Seattle is unique and therefore must have unique solutions). From there, we whittled down the list to a more manageable and focused set of recommendations. As a result, our recommendations are not comprehensive and do not address every concern identified in our initial assessment. Rather, they provide a starting point based on community priorities, feasibility of implementation, and City budget considerations.

8. Highlighted throughout the report are some statements by community meeting participants that we felt were particularly poignant, often capturing the majority sentiment in the room.

SUMMARY OF RECOMMENDATIONS

Create a comprehensive recruiting plan that builds a pipeline of potential applicants from Seattle's diverse racial and ethnic communities by taking the following steps:

1. Shift resources away from career fairs and toward direct relationship building with diverse communities.
2. Develop a more explicit and visible link between SPD's recruitment program and its existing youth engagement programs.
3. Market police careers to more explicitly seek candidates with effective communication skills, cultural knowledge, and a capacity for creative problem solving.
4. Revise and diversify marketing materials and recruitment venues.

Ensure more inclusive and transparent outcomes in the selection process by taking the following steps:

5. Retroactively collect and analyze data to assess for disparate impacts on racial/ethnic applicants at each decision point in the selection process.
6. Broaden the criteria used to award applicant bonus points to include community service experience and bilingual ability, and provide incentive pay to officers willing to use language skills on the job.
7. Ensure the consistent use of appropriate criteria in the various stages of the selection process by creating explicit, written guidelines and standards.

Increase student officers' cultural awareness and community engagement skills by taking the following steps:

8. Institute cultural awareness training into post-academy instruction.
9. Provide student officers more opportunities to engage with the community during post-academy instruction and field training.

SECTION 1: RECRUITMENT

SPD more closely mirrors the racial makeup of Seattle residents than law enforcement agencies in other cities, both nationally and in the Pacific Northwest.⁹ However, we have come to understand that racial congruity alone is not enough to build rapport with communities, many of which have long felt oppressed by governmental institutions. Our 2016 report noted that while SPD conducts some outreach to racial/ethnic communities, its recruitment program lacks an explicit strategy for drawing officers from Seattle's diverse communities. We also concluded that the department's effort to treat candidates uniformly missed the opportunity to cultivate more interest and potential candidates from these communities. Since our report, the department has made significant improvements in this regard by updating its website, increasing recruiting efforts at local events, and creating a recruiting support team. In fact, hiring of people of color at SPD thus far in 2017 is up 11 percentage points over the previous two years (41% in 2017 versus 30% in 2015 and 2016.)¹⁰ We are also encouraged that department leadership reports using a continuous-improvement approach to recruitment and is open to considering some additional organizational and planning measures that could further advance community trust.

Create a comprehensive recruiting plan that builds a pipeline of potential applicants from Seattle's racial and ethnic communities by taking the following steps:

Recommendation 1: Shift resources away from career fairs and toward direct relationship building with diverse communities.

SPD's recruitment efforts have not been unlike those of other large police agencies: The department has traditionally recruited at private sector, university, and military career fairs, while less so at community events and meetings. This conventional approach has not been adequate to overcome what we reported in 2016 to be deep-seated negative views of policing as a *career* within many of Seattle's racial and ethnic communities. Such negative attitudes varied widely in their rationale, from viewing policing as only a blue-collar occupation to seeing it as a white-dominated culture far removed from or even hostile to the local culture.

Based on these findings, many of the community members we spoke to during our most recent outreach said it is time to revamp SPD's approach to recruitment. Some individuals viewed career fairs, specifically, as a time-consuming task that produces minimal results (see *Figure 1*), especially considering that only 4% of a pool of applicants surveyed in 2014 and 2015 said a career fair was the

9. Eileen Sullivan, "Report: Seattle Among 'Balanced' Police Departments in US," Associated Press, September 7, 2014, accessed June 25, 2015, <http://www.komonews.com/news/local/Report-Seattle-among-balanced-police-departments-in-diverse-US-cities-274265101.html>.

10. Seattle Police Department, "2014-2017 YTD Sworn Hire Data Final," received July 10, 2017.

impetus for their application.¹¹ With this in mind, the CPC recommends shifting resources away from career fairs and toward direct relationship building with diverse communities to establish a foundation of trust. Community members hypothesized that once such trust is built, recruiting individuals from these communities will become easier. One way this recommendation could be implemented is for SPD to create strategic plans for outreach *in* the community and *with* the community. Each strategic plan could focus on the unique needs of a specific, distinctive community, recognizing that no single recruitment plan will work for every community.¹²

A COMMUNITY VIEWPOINT:
*Change happens at the
 speed of trust.*

Creation of such community-based strategic plans may also help SPD convey its commitment to racial equity in police officer hiring. Case in point: Nearly two-thirds of community members who responded to our April 2016 multiple-choice survey said SPD could better demonstrate its commitment to racial equity in police officer hiring “by having more specific organizational goals and plans for recruiting people of color.”¹³

FIGURE 1: ALTHOUGH CAREER FAIRS MADE UP 54% OF ALL SPD RECRUITING EVENTS IN 2015, ONLY 4% OF A POOL OF APPLICANTS SURVEYED SAID A CAREER FAIR WAS THE IMPETUS FOR THEIR APPLICATION

| SPD Recruitment Events | 2015 | 2016 |
|--------------------------|------|------|
| Total Recruitment Events | 65 | 119 |
| Career Fairs | 54% | 51% |
| Community Events | 34% | 28% |
| Speaking Engagements | 12% | 21% |

NOTE: In 2015, 17% of all recruitment events were military-related. In 2016, they were 30% of all recruitment events.

Source: CPC analysis of 2015 and 2016 recruitment event data compiled and provided by SPD. This data set excludes SPD’s recruitment efforts at pre-test workshops, written exams, oral board interviews, background interviews, civil service exams, and physical agility tests.

- Public Safety Civil Service Commission, “How Did You Hear About This Opportunity?” (unpublished data collected from SPD entry-level exam takers in July 2014, October 2014, February 2015, and May 2015).
- International Association of Chiefs of Police, “IACP National Police Summit on Community-Police Relations: Advancing a Culture of Cohesion and Community Trust,” 2015.
- Results of CPC’s community survey conducted during April and May 2016 outreach efforts. View the full survey in Appendix I. The survey did not use methods based on scientific principles and best practices including determining an appropriate sample size or controlling for certain biases that may affect the data collected, such as self-selection. We acknowledge the survey results do not reflect the views of people in Seattle’s total population.

Recommendation 2: Develop a more explicit and visible link between SPD's recruitment program and its existing youth engagement programs.

Community members thought recruitment might be suffering because their youth are not making enough positive connections with local police officers through police-led activities, which they viewed as the most crucial long-term strategy needed. Paradoxically, however, many of these leaders did not acknowledge or were, possibly, unaware of SPD's existing programs of youth community engagement, such as the Summer Youth Employment Program, Police Explorers Program, Police Activities League, or Late Night Program. Nevertheless, SPD officials characterized their youth programs as a critical component of community outreach and recruitment.¹⁴

Our recommendation, therefore, is for SPD to reexamine its youth engagement programs and find ways to garner further support and increase their visibility. A more comprehensive youth outreach plan, perhaps using the city's Racial Equity Toolkit, could help ensure all pieces of youth engagement can work together to strengthen the connection to police careers.¹⁵

Recommendation 3: Market police careers to more explicitly seek candidates with communication skills, cultural knowledge, and a capacity for creative problem solving.

We heard loud and clear from community members that recruiting materials need to clearly emphasize strengths not often associated with modern policing: solid communication skills, emotional intelligence, and a capacity to problem solve. Marketing explicitly to people with these attributes may attract individuals who previously would not have considered a career in law enforcement due to the common misconception of the role of a police officer. The Vera Institute of Justice, a nonprofit research and policy organization, underscores the relevance of these skills to policing: "Policing is about more than just the number of arrests made. Officers need to be able to solve individual and neighborhood problems, resolve community disputes, reduce destructive behavior, and get to know the community they're working with."¹⁶ The CPC, therefore, recommends these qualities be clearly sought and outlined on recruiting materials.

CASE STUDY: The Los Angeles Police Department has put this principle to play in one of its recruiting videos, which shows officers working closely with the community in emotionally-charged situations just as much as traditional "crime fighting" images. Such realistic images can resonate with applicants who are socially aware.¹⁷

14. Lesley Cordner (Assistant Chief, Compliance and Professional Standards Bureau, SPD) , Mike Fields (Director, Human Resources, SPD) Brian Maxey (Chief Operating Officer, SPD), meeting with Community Police Commission members and staff, July 5, 2017.
15. Seattle's Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation, and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.
16. Caitlin Gokey and Susan Shah, eds., "How to Support Trust Building in Your Agency," *Police Perspectives: Building Trust in a Diverse Nation*, no. 3, Office of Community Oriented Policing Services, 2016.
17. Jeremy Wilson, "Police Recruitment and Retention for the New Millennium: The State of Knowledge," The RAND Corporation, 2010.

The commission also suggests SPD continue its practice of highlighting the desirable pay and benefits of the law enforcement profession, particularly in Seattle, given that these advantages can be completely unfamiliar to some ethnic groups.¹⁸

Recommendation 4: Revise and diversify marketing materials and recruitment venues.

In our 2016 report on recruitment, we noted that SPD has a strong, albeit small, recruitment team whose efforts are augmented only by the department's career website, a recruitment brochure, and a few ad placements. Our subsequent interviews with community members suggested SPD recruitment information could better reach racial and ethnic communities by utilizing both local and professional help.

Regarding current weaknesses, SPD's primary recruiting brochure is a two-page front-to-back document that we find to be too text-heavy, and is in a format that is hard-to-print, uses jargon applicants might not understand, and features photos mostly of Seattle cityscapes rather than of realistic police work or officers of color. The CPC suggests it be overhauled by a culturally-competent marketing professional who can alter this brochure as well as develop different types of recruiting materials for use in various locales and scenarios. Researchers in the field are explicit that having materials tailored for different types of events will help recruit candidates with the desired characteristics.¹⁹ SPD tells us they have used materials specifically designed for particular communities/events and have featured officers of color in those materials, but that the extent of their ability to customize recruitment advertising is hampered by modest resources.²⁰ Without specialized, professional support, the two recruitment officers responsible are challenged to produce and administer ad campaigns in addition to their many other duties.

While SPD's marketing budget for recruiting has increased since 2015, the CPC and the community believe its advertising strategy still needs to be more informed by the communities the department is trying to reach and include more diversification of ad placement. The department has already taken a significant step in this direction by partnering with the Seattle Office of Immigrant and Refugee Affairs for advice on the best ethnic media outlets in which to place ads.²¹ This strategy sounds like one that should continue: Instead of having a few large and expensive ad campaigns, SPD might be better served by having a multitude of smaller, more affordable ones placed with local, ethnic media. Again, further consultation and input from liaisons from various communities—who likely know which print and online sources their fellow community members use to get news—could be very effective. Each year, the strategy could be altered based on ever-changing needs. For example, if Asian American officers are underrepresented at SPD, perhaps the 2018 advertising strategy should focus more resources on print and online sources most read by the local Asian American community.

18. Caitlin Gokey and Susan Shah, eds., "How to Serve Diverse Communities," *Police Perspectives: Building Trust in a Diverse Nation*, no. 2, Office of Community Oriented Policing Services, 2016.

19. Gokey and Shah, "How to Support Trust Building in Your Agency."

20. Lesley Cordner (Assistant Chief, Compliance and Professional Standards Bureau, SPD), Mike Fields (Director, Human Resources, SPD) Brian Maxey (Chief Operating Officer, SPD), meeting with Community Police Commission members and staff, July 5, 2017

21. This resulted in ad placements in ethnic media outlets such as NW Vietnamese News, NW Asian Weekly, Seattle Chinese Post, Salon Ethiopia, African American Business Directory, Saludos/The Cause, and the International Examiner.

Community members also suggested using radio as a marketing tool. Local, non-English radio stations, like *Saigon Radio* and *El Rey*, were said to be the primary channel through which some ethnic communities receive their news. In fact, during one of our meetings, a community-based health care provider, SeaMar, offered to sponsor a public service radio announcement to assist SPD with recruiting. Such partnerships could be made with communities if SPD were to work with them to create an outreach plan.

Simple hard-copy flyer placement throughout the city was also suggested as an alternative to advertising in print and online news sources. A multitude of people were optimistic that flyers would be seen by their fellow community members in places like libraries, ethnic food stores, and community centers. Uncomplicated, highly-accessible flyers, with text in local languages, could penetrate much further than a four-page booklet exclusively in English.

As for SPD's jobs website, although the layout and appeal have improved, SPD personnel frequently lament their inability to produce quality and timely updates due to limited access to the city's information technology (IT) services. Given our earlier finding that most of SPD's entry-level exam takers had learned of the job opportunity from the department's website, it would be reasonable to expect that SPD commit additional resources to the website once the city's IT department is better able to assist.

Finally, as noted above, SPD recruitment activity at armed forces events constituted 30% of all recruitment events in 2016. However, community events that were not also military-related events made up just 25% of events during the same year.²² Community leaders have proposed that such events, as well as all strategic planning, should be created for as many distinct ethnic communities as possible *in* the communities and *in consultation* with the communities. The community suggested many ways to increase the effectiveness of SPD's recruitment marketing strategy (see *Figure 2*).

A COMMUNITY VIEWPOINT:
As for recruiting venues, mirror what the community is already doing: go to local events and enjoy music, food, and celebration.

FIGURE 2: COMMUNITY SUGGESTIONS FOR BETTER MARKETING

- ◆ Hire a culturally-competent marketing professional
 - ◆ Increase ads in local ethnic media outlets and on non-English radio stations
 - ◆ Create recruiting materials in additional formats and for different situations
 - ◆ Advertise for specific skills desired
 - ◆ Continue to highlight pay and benefits
 - ◆ Post hard-copy recruitment flyers throughout the city
-

22. Of SPD's 119 recruitment events in 2016, 38 were military-related (e.g., Operation Next Step Military Career Fair, Brown Bag Lunch at Bangor Naval Base, Veteran's Networking Event at Washington State University).

SECTION 2: HIRING

Regarding selection and hiring practices, our 2016 report found a high early-attrition rate among racial/ethnic individuals who had submitted applications, but SPD does not explicitly collect and analyze relevant data that could help determine the possible reasons for this loss. With regard to the department's criteria for ranking candidates, we found a lack of scoring bonuses for those who might increase the diversity of the department and add to its reservoir of cultural knowledge. We also found that, in the absence of such scoring bonuses for applicants with highly-needed skills, SPD's policy for giving exclusive preference to veterans may be detrimental to further reform. Most importantly, we were able to find very little evidence of formal guidelines and standards in place to guide SPD personnel in the selection process, suggesting a lack of transparency and a risk of inconsistency.

Ensure more inclusive and transparent outcomes in the selection process by taking the following steps:

Recommendation 5: Retroactively collect and analyze data to assess for disparate impacts on racial/ethnic applicants at each decision point in the selection process.

Because SPD does not collect applicant demographic data during the selection process, it cannot begin to identify whether there are potential barriers to success for racial/ethnic candidates.²³ Retrospective analysis of the race of applicants is useful in identifying critical points in the selection process that act as barriers to certain groups.²⁴ Without such data, SPD cannot differentiate applicant performance at the various decision points for hiring, such as the Physical Ability Test, oral board, or the background investigation. The reliance on these tests, per se, is not necessarily a barrier, but the design and administration of those examinations can inadvertently exclude certain populations. Research has revealed that many selection methods can have a disproportionate and unwarranted impact on underrepresented populations.²⁵

According to DOJ's Equal Employment Opportunity Commission, law enforcement agencies that have been successful in attracting a diverse workforce have generally paid attention to specific trends and underlying practices during the selection process that had disproportionately affected applicants from underrepresented populations. Once barriers were identified, these agencies have taken steps to address them and ensure criteria, standards, and benchmarks are job-related and consistent with law enforcement needs. Such proactive analysis has helped these agencies attract, select, and retain qualified officers with the values and skill sets necessary for the job.²⁶

23. The CPC recognizes the complications surrounding the issue of data collection (namely that the Public Safety Civil Service Commission data and the SPD data systems are not linked). However, we feel the need for this data is crucial enough to warrant the commitment of substantial resources to ameliorate the existing obstacles.

24. The department says they would support implementation of a data analytics solution that would allow meaningful, timely demographic analysis. Additionally, it is important to draw the distinction between the selection process, during which the department is precluded from considering race in its hiring decision, and the recruitment process, during which race is very much a consideration.

25. US Department of Justice and US Equal Employment Opportunity Commission, "Advancing Diversity in Law Enforcement," October 2016.

26. Ibid.

CASE STUDY: The St. Paul (Minnesota) Police Department determined its testing process was having a disproportionately harmful impact on candidates of color, who performed less well on the situational and written tests but significantly better than white candidates during the in-person interview. The department reevaluated its hiring criteria to ensure its testing criteria accurately aligned with the qualities most important to the job. It changed its written tests to focus more on the candidate's personal history and community engagement and removed the entire situational component. The department reported it was able to hire more diverse, but equally qualified, applicants using this new approach.²⁷

Moreover, results of our April/May 2016 written survey of SPD personnel²⁸ (see *Appendix II*) revealed 77% of respondents favored collecting and retrospectively analyzing data on applicant demographics toward a strategic goal of examining the selection process to ensure it has no unnecessary and disparate effect on candidates.²⁹ Additionally, SPD leadership has expressed support in principle for such analysis.³⁰

In full consideration of the above, the CPC recommends SPD begin collecting and maintaining statistical data throughout the selection process on race, ethnicity, gender, and other descriptors of significance. This data should be compiled and evaluated routinely so factors that contribute or serve as barriers to success for racially and ethnically diverse applicants might be identified and stronger, appropriate selection criteria and process implemented.

Recommendation 6: Broaden the criteria used to award applicant bonus points to include community service experience and bilingual ability, and provide incentive pay to officers willing to use language skills on the job.

SPD's policy for entry-level exam scoring provides extra points to those with military service experience. These "veteran's preference points" amount to 10 percentage points of their written exam score.³¹ Yet there has been no such scoring policy to recognize applicants who might increase the racial and ethnic diversity of the department, such as individuals who are multi-lingual or have prior experience working

27. US Department of Justice and US Equal Employment Opportunity Commission, "Advancing Diversity in Law Enforcement," October 2016.

28. Lesley Cordner (Assistant Chief, Compliance and Professional Standards Bureau, SPD), Mike Fields (Director, Human Resources, SPD) Brian Maxey (Chief Operating Officer, SPD), meeting with Community Police Commission members and staff, July 5, 2017.

29. The survey did not use methods based on scientific principles and best practices including determining an appropriate sample size or controlling for certain biases that may affect the data collected, such as self-selection. We acknowledge that the survey results do not reflect the views of people in Seattle's total population.

30. While some of the 23% of respondents disagreed due to concerns over the legality of collecting such data—Initiative 200, passed by citizens of Washington State in 1998, prohibits preferential treatment in employment—the City of Seattle is, in fact, allowed under state law and required under federal law to identify the gender, race, and ethnicity of each employee and, where possible, the gender, race, and ethnicity of each applicant. See RCW 40.60.6 and 41 CFR 60-1.12c. As a recipient of federal grants, the City of Seattle is required under federal law to maintain and analyze race and ethnicity data of applicants and employees.

31. For example, a score of 82% becomes a score of 92%.

in different racial/ethnic communities. Fortunately, legislation passed by the Seattle City Council on May 22, 2017 mandated the use of such preference points.³²

“SPD shall use preference points in hiring sworn employees who are multi-lingual and/or have work experience or educational background providing important skills needed in modern policing, such as experience working with diverse communities, and social work, mental health or domestic violence counseling, or other similar work or community service backgrounds.”³³

The CPC endorses the city's new requirement and urges SPD to implement the change as swiftly as possible.

In addition, the commission also recommends SPD offer a financial incentive to bilingual officers. Such pay would signal its commitment to addressing the growing communication and perception challenges within the community and help attract candidates from various walks of life. SPD does not currently compensate officers who are bilingual and use their language skills on the job. As a result, and as some officers informed us, it is not uncommon for personnel to intentionally omit supplementary language proficiency on official paperwork to avoid increased responsibility and stress without additional compensation.

The need for language skills is paramount because Seattle is home to many different languages. If police officers are not able to speak the primary language of the residents and visitors, it can be challenging—if not impossible—to make meaningful connections, communicate effectively, and build trust. A bilingual police officer in a Pennsylvania community who was recently featured in a local news article framed the issue well: “They are definitely more willing to be open. Even sometimes people who speak some English are more open if you can talk to them in Spanish. They feel more comfortable and like there’s someone who understands them.”³⁴ Local community members with whom we spoke expressed a similar opinion. An SPD officer participating in one of our roundtable discussions agrees: “If we could provide incentive pay for one thing, it should be language. Language skills are the most important skill a candidate could bring. Our first foray into a community is language. If we don’t start there, we start at a disadvantaged place.”

To best introduce additional compensation for language skills, SPD might consult with a variety of police departments across the country that have already done so (see *Figure 3*). Their policies vary according to different needs and circumstances in each jurisdiction. Most departments appear to test spoken and written proficiency to verify bilingual skills. Some partner with other municipal agencies, the courts, or private language service companies to use their proficiency exams; others are developing their own proficiency exams that include law enforcement terminology.

32. It should be noted that this idea is not new. The Office of Professional Accountability Auditor first proposed it to the Mayor and City Council in 2013.

33. See City of Seattle Ordinance 125315, passed by Seattle City Council May 22, 2017 and signed by Mayor Murray June 1, 2017.

34. Eleanor Klibanoff, “For many Pa. cities, hiring cops who hablan Espanol is harder than it seems.” *Keystone Crossroads* (Hazelton, Pennsylvania) January 29, 2016, accessed June 15, 2017, <http://crossroads.newsworks.org/index.php/local/keystone-crossroads/90466-for-many-pa-cities-hiring-cops-who-hablan-espanol-is-harder-than-it-seems>.

FIGURE 3: LANGUAGE INCENTIVE PAY POLICIES VARY ACROSS THE NATION

| Department | Incentive | Requirements |
|-------------------|--|---|
| Anaheim, CA | 2.5% (street), 5% (complex), or 7% (court certified) | Incentive only available for positions the Chief has designated as requiring bilingual proficiency |
| Atlanta, GA | 2% salary increase | Proficiency test |
| Dallas, TX | \$110-\$150 | Proficiency test in Arabic, Cambodian, Cantonese, Chinese, Hindi, Khmer, Korean, Kurdish, Laotian, Spanish, Thai, Urdu, or Vietnamese |
| Fort Worth, TX | Up to \$125 per month | Proficiency test |
| Oklahoma City, OK | \$50-\$100 per pay period | Proficiency test |
| Phoenix, AZ | \$10 per hour extra | Engaged in translation activities (paperwork, investigation time, or court appearances) |
| Raleigh, NC | \$500 per year | Spanish or American Sign Language certification |

Recommendation 7: Ensure the consistent use of appropriate criteria in the various stages of the selection process by creating explicit, written guidelines and standards.

Our 2016 assessment uncovered very few written guidelines, internal policies, tip sheets, or standards to guide SPD personnel in the selection process as they conduct oral boards, investigator interviews, and background investigations. While we understand certain content needs to remain confidential, without access to this information, we could not be certain that hiring decisions are consistently guided by sound criteria. SPD either did not have or would not share with us any of its process information on oral boards or background investigations. For example, when we asked SPD personnel how the Personal History Information packet and background investigation are evaluated, they told us that SPD background detectives “just know what combo of factors are going to present a solid candidate.”³⁵ It is our view, however, that hiring personnel should have interview guidelines, panelist training materials, scoring guides, evaluative criteria, and explicit statements of the core competencies being sought. Without such structure, it could be difficult for SPD to ensure decisions are made in a uniform manner, and that they remain current and strictly adhered to by SPD personnel. Without evidence of them, moreover, the department cannot demonstrate to the public that the process is objective and eliminates biases or other factors that would disadvantage candidates from racial/ethnic communities.³⁶

35. Deborah Nicholson (Sergeant, Background Investigations Unit, SPD), interview with Community Police Commission staff, May 14, 2015.

36. Although SPD officials recently informed the commission that these documents do exist, we have not seen them for ourselves.

In addition to leaving SPD vulnerable to significant inconsistencies in hiring, this lack of transparency also erodes department credibility with applicants. When probed about how SPD relays the news of disqualification to an applicant, we were informed that a general letter is sent saying the applicant is “less competitive” than other applicants. They are not told the reason—even broadly speaking—for this determination, which leaves applicants questioning the process.

In contrast, the California Commission on Peace Officer Standards and Training cites five major behavior categories assessed in the background investigation, along with their related character dimensions. Such a document serves several purposes: it lets candidates know how they are being evaluated, guides investigators by anchoring an applicant’s experiences to job-related traits, and explains the reason for disqualification to the applicant in terms of the behavior category that made him or her “less competitive” (without compromising any of the interviewed sources).³⁷

The Vera Institute provides guidelines to ensure the oral board and interview process for applicants is rigorous yet dynamic enough to avoid unintentionally disqualifying otherwise-qualified applicants because of certain cultural misunderstandings. Some of their tips are listed in *Figure 4*.

FIGURE 4: SAMPLE OF THE VERA INSTITUTE’S TIPS FOR HOW TO CONDUCT CULTURALLY-SENSITIVE INTERVIEWS

- ◆ The interview does not need to be carried out like an interrogation. The role of the interviewer is to learn as much as possible about the applicant with an eye towards cultural sensitivity.
- ◆ Before you begin asking questions, think about how people may respond. Poor phrasing can cause negative and defensive reactions.
- ◆ Be clear about why you ask certain questions. Share the questions up front so that the applicant is not surprised if you ask personal questions. You need to explain why the questions matter in this context, particularly with individuals who may have historically distrusted police.
- ◆ When interacting with community members, provide examples of behaviors or experiences that typically lead to applicants becoming disqualified during the oral interview process. Be as transparent and candid as possible so applicants can prepare accordingly.

Source: Gokey and Shah, “How to Support Trust Building in Your Agency.”

Since clearly-mapped hiring processes have been implemented by other law enforcement agencies, we recommend SPD create and/or make evident the appropriate, written guidelines for the various stages of the Seattle selection process.

37. California Commission on Peace Officer Standards and Training, “Behavioral Traits Evaluated in the Selection Process: Reference Guide January 2014,” (2014).

SECTION 3: TRAINING

In 2015, we reviewed SPD’s advanced and field training curriculum to see how well the department might prepare officers to engage with diverse communities. That review suggests SPD may be missing a critical component of reform until it can also incorporate cultural competency training and community engagement into its curriculum.³⁸

Increase student officers’ cultural awareness and community engagement skills by taking the following steps:

Recommendation 8: Institute cultural awareness training into post-academy instruction.

SPD’s post-academy coursework, while robust in many ways, awaits coursework that promotes the more effective cross-cultural communication required in everyday interactions for providing service to, and making connections with, the diverse populations of Seattle.³⁹ In fact, SPD officials have recently discussed the prospect of a foundation course in cultural competency.⁴⁰ Certainly, without an understanding of the characteristics of different races, religions, cultures, and ethnicities, officers have less ability to make meaningful connections. All communities have their own cultures and distinct perceptions of law enforcement based on experience and knowledge. If officers are wary or fearful due to lack of exposure, they can become closed off to the people around them and engender distrust. At worst, a community may view the police as little more than an occupying force.⁴¹

Culture awareness training, as identified in research, aims to increase knowledge and understanding of many cultures and recognize the history of police-community relations. Such trainings should help officers understand local perceptions and how their actions and words can either perpetuate or change them.⁴²

Therefore, the CPC recommends creating a block of cultural awareness coursework to be provided during post-academy instruction and prior to field training.⁴³ We propose that community leaders become involved not only in presentations and panels to the class, but also in the curriculum design. As the Vera Institute notes, involving the community in this way will help “demonstrate to new recruits the department’s commitment to community priorities; emphasize the importance of community policing

38. The commission recognizes that over the past five years, SPD has been dedicating significant resources to meeting federally-mandated trainings under the consent decree, and this has affected its ability to implement additional non-mandated training. As SPD enters final phases of the consent decree process, we are hopeful that capacity to do this work will open up.

39. In addition to typical law enforcement skill development courses, SPD student officers do receive some instruction to help them understand how to better relate to Seattle’s diverse communities, including training on ending institutional racism, bias-free policing, crisis intervention, and a visit with a Seattle service provider.

40. Lesley Cordner (Assistant Chief, Compliance and Professional Standards Bureau, SPD), Mike Fields (Director, Human Resources, SPD) Brian Maxey (Chief Operating Officer, SPD), meeting with Community Police Commission members and staff, July 5, 2017.

41. Gokey and Shah, “How to Support Trust Building in Your Agency.”

42. Ibid.

43. SPD’s transgender training is an example of a curriculum that aims to educate officers on how to better interact with a particular community with which law enforcement officials may not be familiar.

practices; and allow new recruits an opportunity to connect policing theory with field experience.”⁴⁴ Moreover, such preparation prior to field training and final assignment can make recruits less vulnerable to the influence of veteran officers and supervisors whose perspectives may be less culturally sensitive.

Ideally, cultural awareness training opportunities should be ongoing throughout an officer’s career, not merely upon entrance into the field—a point emphasized in the President’s Task Force on 21st Century Policing.⁴⁵ In community interviews, we heard repeatedly that cultural awareness should be more than a half-day training.

A COMMUNITY VIEWPOINT:
I understand the need for student officers to be more culturally aware, but let’s be honest: anti-oppression training is not a half-day process, but a life-long one.

CASE STUDY: Montgomery County, Maryland, is widely known for its racial, ethnic, and religious diversity. Their police department had previously initiated diversity training for its police officers to improve community relationships. Initial trainings, however, were not developed with cultural understanding in mind. After September 11, 2001, the department implemented a new multicultural training approach that emphasized the department’s revitalized efforts to better understand the communities they serve. The objectives of its training are to 1) identify the people the department serves, 2) identify their customs, behaviors, and attitudes, 3) dispel fear through institutional knowledge and understanding, 4) provide insight on different cultures for officer safety, and 5) improve relations between police and citizens.⁴⁶

Recommendation 9: Provide student officers more opportunities to engage with the community during post-academy instruction and field training.

Real-world policing can be vastly different for student officers than academy training, particularly in terms of interacting with people, which is part and parcel of the job, but the CPC found that SPD’s post-academy coursework and field training program lack an official, interactive community engagement component. Critics of the field training model currently used by SPD are often concerned it does not teach students how to more broadly involve the community as a collaborative partner in determining solutions to local issues.⁴⁷ Research suggests recruits should spend time as observers with patrol officers

44. Gokey and Shah, “How to Support Trust Building in Your Agency.”

45. President’s Task Force on 21st Century Policing, “Final Report of the President’s Task Force on 21st Century Policing,” (Washington, DC: Office of Community Oriented Policing Services, 2015).

46. Gokey and Shah, “How to Support Trust Building in Your Agency.”

47. Patricia Rushing, “A New Strategy for Training Police Officers—the PTO Program,” CALEA Update Magazine 102, February 2010.

in local neighborhoods throughout their academy training and bring the experience of real-world complexities and the questions they raise back into the classroom. This would give context to discussions about diverse communities, and recruits could feel more comfortable being in a place that might previously have felt unfamiliar to them.⁴⁸

The CPC recommends that, in addition to classroom-based learning, SPD training for student officers also include practical, community-based components that provide recruits with access to critical community resources and strategies for effectively building trust with community partners. Combining such practical learning with class time would be ideal, as it would enable student officers to discuss what they saw and ask questions about things that may have felt uncomfortable to them.⁴⁹ For this strategy to succeed, SPD would need to find reliable partners who represent the neighborhoods where recruits will work. This could be done by developing community partnership programs that identify community leaders, residents, and business people to join recruits and provide community perspective.

The importance of positive engagement with the community was emphasized by community members many times throughout our outreach efforts. They offered several ideas for engagement (see *Figure 5*).

A COMMUNITY VIEWPOINT:
Get officers involved in community service activities—like cleaning up graffiti—to create mutual buy-in. It'll make the cops feel like they belong in the community, and the community will see that the cops are contributing to the well-being of the neighborhood.

FIGURE 5: COMMUNITY MEMBERS' IDEAS FOR HOW RECRUITS COULD ENGAGE WITH THE PUBLIC

- ◆ Attend SPD Demographic Advisory Council meetings
 - ◆ Spend time working on a project with SPD's Community Police Teams
 - ◆ Conduct a research assignment that requires community outreach
 - ◆ Partner with the SPD community liaisons
 - ◆ Interact with clients through a human services program
-

48. Gokey and Shah, "How to Support Trust Building in Your Agency."

49. Ibid.

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APPENDIX I: COMMUNITY OUTREACH

Part A: SPD Demographic Advisory Council Meetings and Participants

SPD formed Demographic Advisory Councils (DACs) over a decade ago to build trust between racial/ethnic communities and the department, discuss law enforcement in the community, and increase understanding about cultural norms and the role of police. We attended various DAC meetings in April/May 2016 (see *Figure 6*) to share the findings of our initial assessment of SPD’s recruiting, hiring, and training practices and to brainstorm recommendations for how to address those findings. We were unable to attend the African American DAC due to scheduling conflicts. There were no attendees at the Muslim, Sikh, and Arab meeting. However, our meeting materials were distributed electronically to regular participants of both meetings, and multiple people sent back responses.

FIGURE 6: DEMOGRAPHIC ADVISORY COUNCIL MEETINGS AND ATTENDEES

| Advisory Council | Date/Time | Location | Attendees* |
|------------------|-------------------|-----------------------------|------------|
| East African | April 7, 6 PM | SPD Training Facility | 7 |
| Southeast Asian | April 19, 5:30 PM | Peter Claver House | 15 |
| Native American | April 20, 5 PM | Seattle Indian Health Board | 6 |
| Filipino | April 27, 5:30 PM | South Park Community Center | 11 |
| Latino | May 3, 5:30 PM | South Park Community Center | 8 |

*The attendee count does not include SPD personnel, CPC staff, or city stakeholders

- ◆ Bereket Airos
- ◆ Tomas Aquino
- ◆ Rocío E. Arriaga
- ◆ LaNopa Ballantyne
- ◆ Nussy Borge
- ◆ Norma Borge
- ◆ Norman Borge
- ◆ Emma Catague
- ◆ Hoa Chau
- ◆ Ernesto Cubangbang
- ◆ Vincent Estacio
- ◆ Tom Ferrer
- ◆ Russ Fox
- ◆ Robert Galindeo
- ◆ Hassan Guyo
- ◆ Alma Goddard
- ◆ Sang Ho
- ◆ Tune Lam
- ◆ Nam Le
- ◆ Paulina López
- ◆ Ly Luu
- ◆ Jorge Madrazo
- ◆ Annaliza Marin
- ◆ Carmen Martinez
- ◆ Michael Neguse
- ◆ Arlana Nelsen
- ◆ Hue Ngo
- ◆ Drem Nguyen
- ◆ Khen Nguyen
- ◆ Quam Nguyen
- ◆ Laurdes Pasten
- ◆ Cam Cuget-Pham
- ◆ Tuy Pham
- ◆ Phan Rang
- ◆ Jaunita Rivera
- ◆ McCoy K. Sengsi
- ◆ Kamal Sharif
- ◆ Alysia Smith
- ◆ Robert Stearns
- ◆ Marc Taylor
- ◆ Chau Tran
- ◆ Rolly Uban
- ◆ Van Vo
- ◆ Susan Welsh
- ◆ Terefe Worde

Part B: Community Roundtable Meetings and Participants

To reach a variety of communities, the CPC convened four roundtables of community members who had been identified as leaders in local racial and social justice organizations in addition to those who are highly connected to historically underrepresented communities (see *Figure 7*). The goal of these roundtables was to seek input from and brainstorm recommendations with community leaders who are familiar with the challenges their communities face as they relate to SPD recruiting, hiring, and training practices.

FIGURE 7: COMMUNITY ROUNDTABLE AND ATTENDEES

| Roundtable | Date/Time | Location | Attendees* |
|---------------|-------------------|-------------------------|------------|
| Roundtable #1 | April 14, 5:30 PM | Seattle Municipal Tower | 3 |
| Roundtable #2 | April 15, 3 PM | Seattle Municipal Tower | 5 |
| Roundtable #3 | April 25, 5:30 PM | Seattle Municipal Tower | 4 |
| Roundtable #4 | April 28, 1:30 PM | Seattle Municipal Tower | 8 |

*The attendee count does not include SPD personnel, CPC staff, or city stakeholders

- ◆ Maythia Airhart
- ◆ Mergitu Argo
- ◆ Mauricio Ayon
- ◆ Pamela Banks
- ◆ Jorge L. Baron
- ◆ Tsukina Blessing
- ◆ Twyla Carter
- ◆ Maiko Winkler-Chin
- ◆ Alison Eisinger
- ◆ Edith Elion
- ◆ Alecea Galvon
- ◆ Roxana Pardo Garcia
- ◆ Katie Garrow
- ◆ Fathi Karshie
- ◆ Tanya Kim
- ◆ Marcos Martinez
- ◆ Jennifer Shaw
- ◆ Rich Stoltz
- ◆ Chris Stears
- ◆ Toi-Sing Woo

Part C: SPD Demographic Advisory Council and Community Roundtable Discussion Questions

1. SPD recruiters go to academic and military career fairs, job expositions, festivals, and special events, some of which are specific to particular racial or ethnic communities. In what ways could their recruitment efforts at public events be altered to attract more people of color?
2. SPD recently had their general-audience advertisements appear on Saludos.com, NW Asian Weekly, and The Cause in attempt to recruit people of color. Going forward, what could they do to increase the visibility of their marketing efforts? How could they make their message resonate more with you?
3. SPD hosts free workshops before each police officer exam to familiarize applicants with format and content. They've previously partnered with community-based organizations to try and increase racial/ethnic participation in the workshops; this effort was largely unsuccessful, as no hires were made as a result of the outreach. In the future, how could SPD partner more effectively with communities to increase participation in these workshops?
4. As part of their training after being hired, SPD's student officers attend a half-day class on implicit bias and a full-day class on race, power, and privilege. What kind of coursework or field training could supplement this so that student officers are more prepared to engage effectively in cross-cultural situations?
5. Are there any other issues you'd like to discuss?

Part D: SPD Demographic Advisory Council and Community Roundtable Survey

1. How could SPD better demonstrate its commitment to racial equity in the police officer recruiting and hiring process? Please circle ONE option.
 - a) By stating on all recruiting materials that SPD is committed to racial diversity
 - b) By ensuring that the recruiters and hiring team look like me and/or understand my culture
 - c) By advertising with ethnic media outlets in ways that make sense to me
 - d) By having more specific organizational goals and plans for recruiting people of color
 - e) By showing up more frequently to recruit at events in my neighborhood

2. If you (or someone from the constituency you work with) were looking for an entry-level police officer position, which of the following factors would be the biggest barrier to applying? Please circle ONE option. *
 - a) Exam cost (from free up to \$50)
 - b) Opportunity to attend a pre-test workshop
 - c) Friendly, positive, and timely interactions with recruiting and hiring staff
 - d) Frequency of exam (from once a week to 3 times a year)
 - e) Location of exam (locations across the region/state or always in Seattle)

3. If you (or someone from the constituency you work with) were looking for an entry-level police officer position, which of the following factors would be the biggest barrier to applying? Please circle ONE option. *
 - a) The length of the hiring process
 - b) My limited English language skills
 - c) My personal history (drug use, felony conviction, financial instability, etc.)
 - d) Lack of understanding/clarity/communication regarding the hiring process
 - e) The fear that I would receive disparate and unfair treatment

* We recognize that many important systemic and institutional barriers are not listed here as options. This survey is intended to help the CPC understand how to alleviate other specific community concerns.

APPENDIX II: SPD OUTREACH

Part A: SPD Roundtable Meetings and Participants

In an effort to collaborate with SPD in the development of recommendations, the CPC conducted a total of four meetings with SPD staff in April and May 2016 (see *Figure 8*), including one meeting with command-level staff and three meetings with various other personnel. The goal of these meetings was to receive feedback on recommendations and to give SPD staff an opportunity to help shape policies that may affect them and their work.

FIGURE 8: SPD MEETINGS AND ATTENDEES

| Roundtable | Date/Time | Location | Attendees* |
|---------------|--------------------|-------------------------|------------|
| Roundtable #1 | April 11, 10:30 AM | SPD Headquarters | 12 |
| Roundtable #2 | April 26, 12:30 PM | City Hall Room | 5 |
| Roundtable #3 | April 27, 9:30 AM | Seattle Municipal Tower | 2 |
| Roundtable #4 | May 5, 2 PM | Seattle Municipal Tower | 3 |

*The attendee count does not include CPC staff or city stakeholders

- ◆ Lt. Shanon Anderson
- ◆ Mark Baird
- ◆ Dep. Chief Carmen Best
- ◆ Rebecca Boatright
- ◆ Sgt. James Britt
- ◆ Det. Brenda Burrows
- ◆ Asst. Chief Lesley Cordner
- ◆ Mike Fields
- ◆ Sgt. Chriseley Lang
- ◆ Brian Maxey
- ◆ Asst. Chief Robert Merner
- ◆ Sgt. Susanna Monroe
- ◆ Pierce Murphy
- ◆ Chief Kathleen O'Toole
- ◆ Ofc. Wesley Phillips
- ◆ Det. Tony Porter
- ◆ Bill Schrier
- ◆ Ofc. Katrina Stuckey
- ◆ Asst. Chief Perry Tarrant
- ◆ Asst. Chief Steve Wilske

Part B: Seattle Police Department Discussion Questions

1. Is departmental racial diversity consistently portrayed as a top priority by current SPD leadership? If so, how is that sentiment conveyed internally? If not, how could it be made more evident?
2. What goals and objectives could SPD establish for recruiting and hiring officers from diverse racial and ethnic communities in order to more explicitly outline its stance and strategy?
3. What approaches could SPD implement to decrease candidate attrition during the lengthy and complex hiring process?
4. Should the skills assessed by the entry level civil service exam be relied upon so heavily for determining a candidate's relative ranking? If not, how could other attributes and experiences be measured and factored into their ranking?
5. Without compromising quality, what could SPD do to interest more officers in serving as field trainers?
6. How do the culture, standards, and responsibilities of field training officers need to shift in order to support student officers in a more inclusive and equitable manner?
7. How should an officer's OPA record affect his or her ability to become or remain a field training officer?
8. How could SPD increase the opportunities for student officers in field training to build relationships with communities?

Part C: SPD Survey

1. To be an asset to SPD and the community it serves, how important is it for officers to have the following characteristics? Please rank each of the following options in order of importance with #1 being the most important and #5 being the least important.
 - a) College degree in social sciences (e.g., sociology, criminal justice)
 - b) Prior involvement with the community
 - c) Familiarity with complex urban settings
 - d) Military experience
 - e) Bi- or multi-lingual

2. Should SPD start collecting and analyzing data on applicant demographics to ensure there are no disparate impacts or unintentional consequences brought about by the various steps in the recruitment, hiring, and training process?
 - a) Yes
 - b) No

3. From your perspective, which of the following aspects of SPD's Field Training Program could benefit the most from a few strategic changes? Please circle the ONE option you feel strongest about.
 - a) Overall culture
 - b) Training of field training officers
 - c) Oversight of field training officers
 - d) Curriculum for student officers
 - e) Finding and keeping quality field training officers

To learn more about the CPC, please visit
<http://www.seattle.gov/community-police-commission>

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