



**TULSA CITY COUNCIL
EQUALITY INDICATORS
SPECIAL MEETING:
AUGUST 14, 2019**

Theme 4 Justice: Topic 2 Law Enforcement
Indicator 31: Race & Tulsa Police
Department Employees
Indicator 32: Gender and Tulsa Police
Department Employees

INDICATOR 31 Race & Tulsa Police Department Employees			
DEFINITION	Ratio of rates of White to Hispanic/Latinx Tulsa Police Department employees per 1,000 population		
REPORT YEAR	2018	2019	CHANGE SCORE
STATIC SCORE	18	15	-3
RESULTS	White: 1.4 Hispanic/Latinx: 0.2 Ratio: 5.719	White: 1.4 Hispanic/Latinx: 0.2 Ratio: 6.253	
DATA SOURCE	Tulsa Police Department, Internal Affairs 2016 & 2017 Annual Reports; U.S. Census Bureau, 2016 & 2017 American Community Survey, 1-Year Estimates		

INDICATOR 32 Gender & Tulsa Police Department Employees			
DEFINITION	Ratio of rates of male to female Tulsa Police Department employees per 1,000 population		
REPORT YEAR	2018	2019	CHANGE SCORE
STATIC SCORE	32	30	-2
RESULTS	Males: 1.6 Females: 0.5 Ratio: 3.349	Males: 1.6 Females: 0.4 Ratio: 3.629	
DATA SOURCE	Tulsa Police Department, Internal Affairs 2016 & 2017 Annual Reports; U.S. Census Bureau, 2016 & 2017 American Community Survey, 1-Year Estimates		

The City Council held a panel discussion to understand and address racial and gender underrepresentation in the Tulsa Police Department (TPD) and current practices to improve outcomes. The panelists were able to provide high-level guidance for a successful Diversity and Inclusion strategy as well as more information on current TPD practices. Generally, the panel discussions can be categorized into the following topics: 1) Recruitment, 2) the Hiring Process, and 3) Promotion and Retention. Below is a summary of the themes from this panel discussion.

Key Components to a Successful Diversity and Inclusion Strategy in an Organization:

Across all categories the following components were noted as elements of a successful strategy in an organization:

- Organizations must be *strategic, deliberate*, and the *effort* must match the *impact*.
- Organizations that successfully message Diversity and Inclusion programs: 1) talk about the benefits of diversity, 2) employ inclusive leadership, 3) have accountable measures, and 4) consistently talk about bias checks at moments that matter.
- “Bias checks” → A tool that poses questions to assist decision-makers in being thoughtful in their bias, explains how bias impacts thought process, and gives tools to mitigate bias.
- Hire, promote, or develop at or above representation

Recruitment:

The Tulsa Police Department employs two full-time Hispanic recruiters. In addition, many officers assigned to the field often work on recruiting trips. TPD provided the Council with a document highlighting recruiting efforts and department demographics. It is TPD’s goal to have a workforce that mirrors the demographics of the City of Tulsa.

National Challenges to Recruitment: TPD Panelists explained that departments nation-wide are experiencing challenges in recruiting specifically because of a successful job market, high-profile violence against police, and the perception of police.

Challenges specific to TPD Recruitment noted by Panelists:

- Benefits package
- Challenges to recruiting minority candidates:
 - o Bachelor’s Degree Requirement (TPD noted importance of this requirement)
 - o Challenges specific to female candidates include: 1) In general, women struggle to apply for positions when they don’t see a path forward, 2) concerns regarding physical requirements, 3) care for family, and 4) concerns working in a male dominated field.
 - o When discussing TPD’s recruitment plan with African American and Hispanic community stakeholders, TPD received feedback that they needed to gain trust of the community and increase non-enforcement activities.

Current & Planned TPD Recruitment Efforts:

- Community Dinner with Academy Classes
- Women in Policing Day
 - o Next Steps: TPD plans to use this strategy to target other demographics in the Fall of 2019 with probable outcomes in May or September of 2020.
- University visits
 - o TPD sees more success with African American candidates at non-HBCUs than at HBCUs. However, there is a lot of success recruiting Hispanic candidates at Hispanic serving institutions. TPD specifically found classroom presentations useful and also targets female college athletes.
 - o Other panel experts noted that this practice is important to increasing diversity in hiring.
 - o Next Steps: Focus specifically on student organizations
- Investigating Degree Completion Program (Academic credit for completing the Academy)
- Promote other careers that translate into law enforcement (ie: dispatchers)
- Youth Engagement:

- 100% of female recruits in academies 104, 105, and 106 were in the Explorer program.
- Next Steps: Expand to include a middle school program, expand Explorer program in African American community, and partner with TPS to form a club
- Fall 2019 Partnership with TU to develop Marketing Strategies
- TulStat Strategies, specifically updating the website was noted
- Pre-Hire Program Expanded

Hiring Process (Testing, Interviews, and Academy):

The hiring process generally consists of fifteen steps including written tests, physical tests, background questionnaire, psychological evaluation (state requirement), oral board, ranking of the candidates, Chief of Police selection, physical (pension system requirement), final psychological evaluation (state requirement), and final HR review. The TPD academy has an attrition rate of below 5% and remedial strategies are deployed during the academy. An officer must be 21 (state law requirement) to apply and cannot be over 45 to enter the pension system. For three years, TPD has utilized a structured exit interview for each academy.

Review of applicants: Background questionnaires are reviewed by the investigators, the Major, additional ranked officers, and HR. Beyond state mandated crimes for non-acceptance, TPD relies on IAACP's selection model which ranks the background investigation as the most critical component, followed by an individual's credit. An individual's credit can trigger an "adverse action letter" to be issued and applications can be put on hold to address credit.

Current Strategies to assist in Hiring Diverse Candidates:

- Fast-track testing for out-of-town candidates: Testing at the university and additional assessment completion in two days
- Remedial assistance to accomplish a necessary skill
- Pre-hire program: This is available for an individual who meets the standards for the academy, but has some obstacle. It is also used to get candidate physically ready.
- Informal mentoring of diverse candidates

Suggested Action Steps and Strategies for Improvement:

- Use a diverse panel, candidates need to see someone that looks like them
- Utilize a review committee before decisions are final
- Establish a referral program
- Evaluate what is shared with candidates in the hiring process. People are interested in organizational culture, the type of people they will be working with, and who they will be working for.

Retention and Promotion:

Retention: Compared to the City of Tulsa as an organization, TPD has a relatively low turn-over. The City of Tulsa does not track demographics of employees leaving the organization. TPD engages in an exit interview process. To date, no distinct pattern has been identified in reasons for leaving the department.

Promotion: The promotion process was described as very complicated and difficult to navigate. A consultant is hired to run this process, which is the practice throughout the nation. There are time and grade qualifications to sit for a promotional exam. It was noted by TPD that all supervisors get the level of training needed to take exams, however officers that find success are those that invest in themselves and seek outside training.

- Specialty position selection is not done through the promotional process. The candidate who is the best fit for the position is selected. TPD has struggled with getting minority officers to apply for some specialty positions, including the gang unit.

Suggested Action Steps and Strategies for Improvement:

- The focus also needs to be on retaining talent. An organization needs to have courageous conversations and needs to help employees in the organization understand the steps it is taking to promote diversity.
- Women and minority employees require *sponsorship* and *mentorship* to be as successful as non-minority employees.
 - Sponsorship is different than mentorship. A sponsor has a seat at the table and can advocate for an individual.
- Identify who is responsible/accountable for ensuring diverse talent are successful.
 - This includes a focus on culture and holding leadership accountable.
- Need to show people where they fit in an organization
- Power of 10 groups
- Talk with promotion vendor about training opportunities for minorities seeking promotions

Human Resources Involvement in TPD Processes:

Questions were presented to determine City Human Resource's (HR) role in the following processes for TPD:

- Discipline: HR works within TPD's investigation process. They are primarily involved in discipline if a grievance is filed. They also play a support role in determining just cause and in filling Open Records requests.
- Recruitment: One primary staff member is dedicated to testing in the recruitment and promotional process. HR was actively engaged in the TulStat process for Recruitment.
- Policy Application: TPD is not covered by HR's fraternization and nepotism policy. TPD has a departmental conduct policy.