



*Fulfilling the Will of the People to
improve relations between the
community and the Pittsburgh Bureau
of Police.*

***Report
Resolution No. 445
Pittsburgh City Council***

Ms Marsha V. Hinton, Chair
Citizen Police Review Board
Pittsburgh, Pennsylvania



CITIZEN POLICE REVIEW BOARD

816 FIFTH AVENUE, SUITE 400

PITTSBURGH PA 15219

October 17, 2002

Members of the Board.

Ms. Marsha V. Hinton

Chair

Mr. John H. Bingler, Jr., Esq.

Vice Chair

Mr. Craig B Edwards

Rev. Toussaint Hill, D. Min.

Rev. Johnnie Monroe, D. Min.

Mr. Charles A Peters

Mr. Eric Roberson

Solicitor:

Mr. Frederick W. Thieman

Mr. Thomas J. Farrell

Executive Director:

Ms. Elizabeth C Pfittinger

The Honorable Gene Ricciardi, President
Honorable Members
City Council of the City of Pittsburgh

Dear Mr. Ricciardi and Members of Council:

On behalf of the Members of the Citizen Police Review Board, I am pleased to submit this report to you.

In sum, we found that the prerequisite educational qualification for application to the Pittsburgh Bureau of Police does not function to exclude otherwise qualified men and women of all races and ethnicity.

We are concerned however, that the cumulative effect of the screening process appears to exclude a significant number of non-white applicants, particularly women.

An expanded and creative recruitment program must be integrated into the Pittsburgh Bureau of Police as a critical primary and continuous function of the Bureau.

We hope that the observations and recommendations offered in this report are helpful to you and those charged with recruiting and managing the men and women of the Pittsburgh Bureau of Police.

We are convinced that the reliability and quality of public safety in this City is directly correlated to the preparedness and wellness of our police officers. Keeping the peace amid the turmoil of contemporary society is no easy task and is one that must be entrusted only to the best-qualified, best-trained and healthiest law enforcement professionals.

Thank you for the opportunity to review this very important issue.

Sincerely,

Elizabeth C. Pfittinger
Executive Director

CONTENTS

I. ADMINISTRATIVE SUMMARY	3
CHARGE OF COUNCIL.....	3
BACKGROUND	6
EXPLORATORY QUESTIONS	8
II. RESEARCH.....	9
DIVERSITY	9
60 COLLEGE-CREDIT REQUIREMENT.....	13
PHYSICAL ABILITY SCREENING.....	18
RECRUITMENT & RETENTION.....	20
STRESS MANAGEMENT.....	23
III. SUMMARY FINDINGS & CONCLUSIONS	27
IV. RECOMMENDATIONS	33
V. APPENDIX	35
VI. BIBLIOGRAPHY.....	45

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Members of City Council

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Judith E. Yankovic, Vice President For Administrative Services And Student Affairs

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Dr. Gary L. Smith, VP of Academic Affairs

M. Sandie Turner, Ph.D., Director, Professional Leadership Program

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Chief (Ret.) Morris Vaughn, National Association of Black Law Enforcement

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Commander Paul Donaldson, Pittsburgh Bureau of Police, Training Academy

Steve Hundiak and Phyllis Bianculli, Citizen Police Review Board

Brent Cohen '02, Rebekah Taylor '02, Brook Hindley '03, Laurel Shaw '03, Fellows in Public Affairs, Coro Center for Civic Leadership

We extend our appreciation to the many citizens and police officers whose insight and opinions on the subjects provided invaluable perspective in the development of this report.

We also thank the representatives of the NAACP and the Urban League who offered support and advice in the course of this project.

I. Administrative Summary

CHARGE OF COUNCIL



**OFFICE OF THE CITY CLERK
City of Pittsburgh**

510 City-County Building - Pittsburgh, Pennsylvania 15219-2457
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Linda M. Johnson-Wasler
City Clerk
(412) 255-2138

Mary Beth Doheny
Deputy City Clerk
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June 28, 2001

RECEIVED

JUL 02 2001

CPRB
PITTSBURGH

Elizabeth Pittinger, Executive Director
816 Fifth Avenue
Suite 400
Pittsburgh, PA 15219

Dear Ms. Pittinger,

I transmit herewith a copy of Resolution No. 445, which was not approved by the Mayor, and became law without his signature, June 28, 2001.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Linda M. Johnson-Wasler".

Linda M. Johnson-Wasler
City Clerk

/kc
encl.
received by:

RESOLUTION

Authorizing and directing the Citizen Police Review Board to study the prerequisite qualifications required of potential applicants for the position of police officer in the City of Pittsburgh. The Citizen Police review Board is also directed to examine whether or not periodic stress evaluations and professional support should be provided for current police officers. The Board is to prepare a report of ~~that~~ these inquiries with recommendations related to minimum qualification standards appropriate to meet the civilian and professional expectations of law enforcement in the city and conducive to successful and inclusive recruiting and maintenance strategies

Be it resolved by the Council of the City of Pittsburgh as follows:

Section 1.

That the Council of the City of Pittsburgh is hereby authorizing and directing the Citizen Police Review Board to study the prerequisite qualifications required of potential applicants for the position of police officer in the City of Pittsburgh. The Citizen Police review Board is also directed to examine whether or not periodic stress evaluations and professional support should be provided for current police officers The Board is to prepare a report of ~~that~~ these inquiries with recommendations related to minimum qualification standards appropriate to meet the civilian and professional expectations of law enforcement in the city and conducive to successful and inclusive recruiting and maintenance strategies.

SECTION 2. Any Resolution or Ordinance or part thereof conflicting with the provisions of this Resolution is hereby repealed so far as the same affects this Resolution.

Ordained and enacted in Council, this 12th day of June A.D. 2001

Bob O'Connor
President of Council

ATTEST: Linda M. Johnson-Wasler
Clerk of Council

MAYOR'S OFFICE
APPROVED:
Mayor

ATTEST: _____
Mayor's Secretary

Recorded in Resolution Book, Vol. 135 Page 564 28th day of June 2001.

EFFECTIVE DATE: June 28, 2001.

I HEREBY CERTIFY THAT THE ABOVE IS TRUE AND CORRECT


CITY CLERK

Pittsburgh, June 28, 2001.

I do hereby certify that the foregoing Resolution duly engrossed and certified, was delivered by me to the Mayor for his approval or disapproval and that the Mayor failed to approve or disapprove the same, whereupon it became law without his approval, under the provisions of the Act of the Assembly in such case made and provided.


Linda M. Johnson-Wasler
City Clerk

BACKGROUND

This is not the first time that the effect of qualifications and the application process on the diversity of the Pittsburgh Bureau of Police (PBP) became a matter of public concern.

In 1975, the Commonwealth of Pennsylvania, on behalf of numerous plaintiffs, filed a complaint in the U.S. District Court for the Western District of Pennsylvania alleging discrimination in the hiring, appointment, promotion, and working conditions of black and female applicants and officers of the PBP. Judge Gerald J. Weber presided and issued a preliminary injunction that permitted the City of Pittsburgh to continue their hiring procedure but imposed a remedial process to address the under-representation of blacks and females.

Judge Weber found that the City's reliance upon the written test score as the sole selection criteria virtually eliminated minority groups and females. The Judge also noted a "cultural bias" resulting from the 10 points added to test scores of veterans that adversely affected female eligibility.

The Judge devised a remedial system of hiring quotas that entailed separation of candidates into four groups: 1) white male, 2) black male, 3) white female, and 4) black female. The process required the City to hire police recruits in groups of four, appointing one person from each of the four lists. To mitigate the exclusionary effect of the veteran preference, he permitted it to be applied, but only within the separate lists.

Judge Weber's highly unusual judicial imposition of a quota-based hiring process, cured a significant deficiency in demographic representation in the PBP, and resulted in a police force that closely resembled the City.

In 1984, the Fraternal Order of Police (FOP) filed a motion challenging the 1975 hiring system and Judge Weber denied their petition, permitting the injunction to continue in effect.

In 1990, several white candidates challenged the 1975 Weber decree and sought its dissolution. Following the death of Judge Weber, Judge Cohill presided over the case. Ultimately, Judge Cohill dissolved the 1975 preliminary injunction on March 20, 1991.

In 1999, as an administrative policy initiative, the City of Pittsburgh established a minimum of 60 college-credits as a pre-requisite qualification for anyone interested in taking the written examination and pursuing an application to be a Pittsburgh Police Officer.

Now, in 2002, those women and men hired as a result of the Weber ruling to strengthen and diversify the Pittsburgh Bureau of Police are retiring. As they leave, we observe the demographic diversity of the Bureau declining. We recognize the dilemma faced by the hiring authorities charged with hiring the best-qualified persons, without regard to race, ethnicity, or gender. We are however concerned with the declining number of racial, ethnic and female applicants achieving eligibility status. The imposition of the 60 college-credit prerequisite raised concerns among community leaders and elected officials as to its effect on the volume of non-white and female applicants. Secondary to this concern was the extent to which the requirement influenced the training, management and retention of PBP officers.

Table 1: Race/Gender Composition of Recent PBP Academy Recruit Classes¹

Race/ Gender	8/15/94	1/16/95	2/20/95	5/19/97	1/24/00	10/02/00	5/15/00	4/30/01	12/10/01	# of R/G	R/G % of Recent Academy Classes
White Male	17	27	44	16	24	29	34	32	34	257	82.4%
White Female	2	2	2	2	3	4	2	2	2	21	6.7%
White Unknown	3	5	1	1	0	0	0	0	0	10	3.2%
Black Male	1	1	1	1	0	1	0	0	2	7	2.2%
Black Female	1	1	1	1	0	0	0	2	2	8	2.6%
Hispanic Male	1	1	1	1	0	1	0	0	0	5	1.6%
Hispanic Female	0	0	0	0	1	0	0	0	0	1	0.3%
Unknown Male	0	0	0	0	0	1	2	0	0	3	1.0%
Total	25	37	50	22	28	36	38	36	40	312	100.0%

This inquiry quickly evolved into a major undertaking, as the phenomena expressed locally, as to the severe decrease in the volume of all applicants begged for explanation. It was realized through research conducted by the Citizen Police Review Board (CPRB) staff, with the help of Fellows from the Coro Center for Civic Leadership, that the decrease in the pool of applicants reflects a national trend, and is actually less detrimental in Pittsburgh than in other locations. After that determination, we delved into the issues that have been facing the police force here in Pittsburgh.

The process of this inquiry took the form of research, studies, publications, interviews, and a public hearing conducted by the CPRB on February 21, 2002.

¹ "Statistics for PBP Recruitment", Department of Personnel & Civil Service, City of Pittsburgh, 2000.

EXPLORATORY QUESTIONS

The following policy questions framed this inquiry and directed the exploration:

- I. What is the impact of the 60 college-credit requirement on the diversity of the applicant pool?
- II. How does the application process effect the diversity of the applicant pool and ultimately the Pittsburgh Bureau of Police?
- III. Are current recruitment strategies inclusive, broad, and adequate?
- IV. Are effective mechanisms in place to manage police stress?

II. Research

DIVERSITY

The essential question of this inquiry is whether the college requirement is affecting the ability of the City to attract desirable candidates or if it functions to exclude people who would be good police officers. The inherent assumption is that qualified people will include diversity of race and ethnic identity and include women of all races and ethnic identities. Within the Pittsburgh Bureau of Police, we are faced with a severe decline in representation of female, racial and ethnic diversity. Deferring to the basic assumption, race, ethnicity, and gender are irrelevant when determining qualified candidates, but the facts suggest an incongruity related to the progression of qualified applicants to achieving eligibility status.

Research data related to the national decline in volume of qualified applicants for police positions correlated to race and gender is sparse. We deduce that the sharp decline noted nationally is attributable to unknown and previously mentioned factors and not solely related to the imposition of college requirements imposed by at least 14% of the 18,000 police agencies in the country.

We decided to evaluate non-scientifically, the race/gender data available to us on the applicants for the Pittsburgh Bureau of Police in the years 1992, 1999 and 2001. Our purpose was to evaluate the decline in race/gender representation on the Pittsburgh Bureau of Police, and whether there is any indication of bias in the screening process.

Determining who and where the 1992 applicants and tested parties are now and if they attempted again in 1999 or 2001 would be helpful in determining what factors influenced their ultimate exclusion from the process or career decision, however that task was beyond the capability of this office.

Thus, our question of inquiry is twofold: Are the qualifications, particularly the college-credit requirement, excluding women and minorities, or, is there a bias in the actual testing process that excludes women and minorities?

The U.S. Census Bureau reports the female population in the City at 52.4% and the male population at 47.6%. The Census Bureau reflects a racial profile of 67.6% white, 27.1% black, and others at 5.3%². The following table reflects the demographic profile of the Pittsburgh Bureau of Police as of February 2002.

² "Profile of General Demographic Characteristics: 2000". U.S. Census Bureau, Census 2000.

Table 2: Race/Gender Composition of the PBP (as of 2/20/02)³

Race/ Gender	Number	% of Race	% of Gender	% of PBP
White Male	719	83.0%	81.9%	63.7%
White Female	147	17.0%	58.6%	13.0%
Black Male	149	59.4%	17.0%	13.2%
Black Female	102	40.6%	40.6%	9.0%
Hispanic Male	7	100.0%	0.8%	0.6%
Hispanic Female	0	0.0%	0.0%	0.0%
Asian Male	2	66.7%	0.2%	0.2%
Asian Female	1	33.3%	0.4%	0.1%
Nat Am Male	1	50.0%	0.1%	0.1%
Nat Am Female	1	50.0%	0.4%	0.1%
Total:	1129			100.0%

The racial profiles are significantly different from that of the general population. Whites comprise 76.7% of the Bureau, blacks 22.2%, others 1.1%; the gender imbalance is significant with 22.2% women, which is higher than the national police standard but significantly less than the local demographic presence.

³ "Race/Gender Profile of Pittsburgh Bureau of Police". Pittsburgh Bureau of Police, 2000.

The following table reflects the contrast between the demographic composition of the Pittsburgh Bureau of Police and the City population:

Table 3: Contrast of Demographic Profiles:⁴

	Pittsburgh Police		US	Impression	
Gender:	No.	%	Census Data 2000		
Male	878	78%	47.6%	30.2%	Over Represented
Female	251	22%	52.4%	-30.2%	Under Represented
Race:					
White	866	77%	67.6%	9.1%	Over Represented
Black	251	22%	27.1%	-4.9%	Under Represented
Other	12	1%	5.3%	-4.2%	Under Represented

To adapt the representation analysis to labor force participation, we further considered the composition of the labor force in the City. Unfortunately, figures from the 2000 census were unavailable, so our comparative relies on figures from 1990.

Table 4⁵

Pittsburgh Labor Force (US Census 1990)

Race	Male	% of Gender	% of Total	Female	% of Gender	% of Total
White	62,251	81.93%	42.95%	54,426	78.93%	37.55%
Black	11,444	15.06%	7.90%	13,414	19.45%	9.25%
Hispanic	267	0.35%	0.18%	112	0.16%	0.08%
Asian	1,953	2.57%	1.35%	922	1.34%	0.64%
Am Indian	69	0.09%	0.05%	82	0.12%	0.06%
Totals	75,984	100.00%	52.42%	68,956	100.00%	47.58%

When the available workforce is compared to the race/ethnic and gender representation in the PBP, we observe in Table 5 that participation in the Pittsburgh Labor Force is 80.5% white, 17.2% black and 2.3% others. When compared in this fashion, the composition of the Pittsburgh Bureau of Police reflects a significant gender imbalance of 26%. However, the racial and ethnic representation appears to be more on par with the general population.

⁴ "Contrast of Demographic Profiles." United States Census Bureau, 1990.

⁵ "Composition of Pittsburgh Labor Force". United States Census Bureau, 1990.

Table 5⁶:

Labor Force Participation v. PBP Composition Race/Gender

Race/ Gender	Number	% of Race	% of Gender	% of PBP	% of Labor Force	PBP Rep Comp to Labor Force	Effect
White Male	719	83.0%	81.9%	63.7%	42.95%	20.74%	Over Represented
White Female	147	17.0%	58.6%	13.0%	37.55%	-24.53%	Under Represented
Black Male	149	59.4%	17.0%	13.2%	7.90%	5.30%	Over Represented
Black Female	102	40.6%	40.6%	9.0%	9.25%	-0.22%	Under Represented
Hispanic Male	7	100.0%	0.8%	0.6%	0.18%	0.44%	Over Represented
Hispanic Female	0	0.0%	0.0%	0.0%	0.08%	-0.08%	Under Represented
Asian Male	2	66.7%	0.2%	0.2%	1.35%	-1.17%	Under Represented
Asian Female	1	33.3%	0.4%	0.1%	0.64%	-0.55%	Under Represented
Nat Am Male	1	50.0%	0.1%	0.1%	0.05%	0.04%	Over Represented
Nat Am Female	1	50.0%	0.4%	0.1%	0.06%	0.03%	Over Represented
Total:	1129			100.0%	100.00%		

The racial composition of the entire pool of applicants in 2001, was 84% white (70% male, 13% female, 1% unknown), 12% black (7% male, 5% female) and 4% others.

The 2001 applicant pool was comprised of 38.9% City residents and 61.1% non-City residents. The residency characteristic is of critical importance when contrasting the race/gender representation and the representation in the labor force.

Of the City residents who applied in 2001, 70% were white, 23% were black and 7% were of other races/ethnicity. The labor force is 80.5% white, 17.2% black and 2.3% others. Female City residents represented 27% of the City applicants and males represented 73%. From this information, it appears that the application process attracted an adequate number of diverse City residents, albeit predominately male.

Of the City residents on the current eligibility list, 78% are white, 16% black and about 6% representing other race/ethnicity. When compared to the labor force, these numbers are not particularly disturbing and suggest expanded representation of other ethnic communities.

We recognize an imbalance among the races and genders represented on the Bureau of Police when compared to the general demographics of the City of Pittsburgh. However, we find in contrast that when compared to the available labor force, the population that is the least adequately represented is women. This finding also points to the need for an enhanced

⁶ "Labor Force Participation". U.S. Census Bureau 1990/PBP Statistics 1990

recruitment effort to correct the gender disparity and maintain an appropriate representation of the community.

We do not suggest that a perfect percentage reflection can, or should, be achieved at the expense of lowering the standard of qualification or compromising the standards of fair employment opportunities and non-discriminatory hiring practices. Our only tenable position is to promote hiring of the most qualified persons for the job while also making sure that there are no built in biases to women and minority applicants.

60 COLLEGE-CREDIT REQUIREMENT

Before 1999, no post-secondary educational requirement existed. The last recruitment effort and written examination before 1999 was administered in 1992. The pre-requisite requirements were different, but the comparison of 1992 and 1999 data illustrates a sharp decline in the volume of applicants. The obvious question emerges as to whether the decline in volume is directly related to the imposition of the college-credit requirement in 1999.

National Trends

Much national research has been conducted concerning the imposition of a college credit prerequisite for police officers. Dr. Lou Mayo, Executive Director of the Police Association for College Education, offered numerous citations of Court opinions, Presidential Commissions and research results, which recommend a higher level of education for police officers.

The following are excerpts from the President's Commission on Law Enforcement and the Administration of Justice, 1967:

Few professions are so peculiarly charged with individual responsibility. Complexities inherent in policing further dictate that officers possess a higher degree intellect, education, tact, sound judgement, physical courage, emotional stability, impartiality and honesty...mistakes in judgement could cause irreparable harm to citizens and even to the community...The quality of policing will not improve significantly until higher education requirements are established for its personnel...It is nonsense to state or assume that the enforcement of law is so simple that it can be done by those unencumbered by the study of the liberal arts. Officers of any department should certainly be conversant with the structure of government and its philosophies...must be well grounded in sociology, criminology, and human relations in order to understand the ramifications of the problems which confront him daily. ⁷

The American Bar Association supports the Commission's position on Standards for the Urban Police Function. According to the Bar Association, "Police need personnel in their ranks who

⁷ Presidents Commission on Law Enforcement & Administration of Justice. US Department of Justice. Washington: GPO, 1967.

have the characteristics a college education seeks to foster: intellectual curiosity, analytical ability, articulateness, and a capacity to relate the events of the day to the social, political and historical context in which they occur.”

In the case of *Davis v. City of Dallas*,⁸ the Fifth Circuit Federal Court stated, “police officers are left with their more essential task which includes social control in a period of increasing social turmoil, preservation of our Constitutional guarantees, and exercise the broadest discretion – sometimes involving life and death decisions – of any government service. The need for police officers who are intelligent, articulate, mature, and knowledgeable about social and political decisions is apparent... college education develops and imparts the requisite level of knowledge.”

Dr. Mayo commented that “fundamental to changing the culture of a police organization is to require college degrees which instill and produce an understanding of democratic values in a professional environment to replace the procedural and militaristic organization so traditional and so destructive of quality policing.”

There does not appear to be debate over the value of the college credit requirement as related to character development, socialization and self-discipline imposed by the rigors of education. Police administrators, officers and civilians seem to agree with empirical evidence that suggests the college-educated officer appears better equipped to deal with challenges encountered on the job. They also seem to be more likely to recognize, control and manage the effects of various “stressors” related to the job that often lead to inappropriate interactions with the public.

While it is clear that higher education is beneficial to police officers, the question still remains whether or not the 60 college-credit prerequisite functions as a barrier to entry for women and minorities.

In a 1991 publication, *Police Education and Minority Recruitment, The Impact of a College Education*,⁹ the Police Executive Research Forum found that an adequate pool of qualified females and minorities was available. Below are comparisons of education levels among white and black officers as well as among male and female officers.

The study found the following statistics regarding the education levels of black and white officers:

- 34% of white officers had not attended college/university
- 28% of black officers had not attended college/university
- 62% of white officers had completed some/all of an undergraduate degree
- 63% of black officers had completed some/all of an undergraduate degree
- 8% of white officers had received a graduate degree
- 9% of black officers had received a graduate degree

When analyzed by gender, they found the following statistics for the education levels of male and female officers:

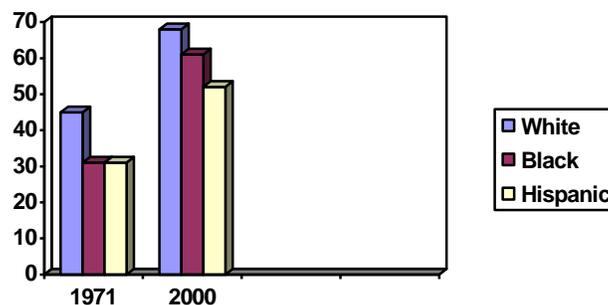
⁸ *Davis v. City of Dallas*, 777 F.2d 205, 6th Cir. 1985, Certiorari denied to USSC 5/19/86

⁹ “Police Education and Minority Recruitment, The Impact of a College Education.” Police Executive Research Forum, 1991.

- Males averaged 13.6 years of education
- Females averaged 14.6 years of education
- 34.8% of male officers had not attended college/university
- 24% of female officers had not attended college/university
- 62% of male officers had completed some/all of an undergraduate degree
- 46% of female officers had completed some/all of an undergraduate degree
- 3% of male officers had received a graduate degree
- 30% of female officers had received a graduate degree

According to the National Center for Educational Statistics, the percentage of high school graduates with some level of college education, including those with an Associate's Degree or vocational certificate, increased for whites from 45% in 1971 to 68% in 2000. For Blacks and Hispanics the attainment increased from 31% in 1971 to 61% and 52% respectively in 2000¹⁰. It can reasonably be inferred by this data that accessibility to higher education has improved significantly among all peoples, though most significantly for minorities. See tables 5 and 6 below.

Table 6¹¹: High School Graduates with Some College Education: Race



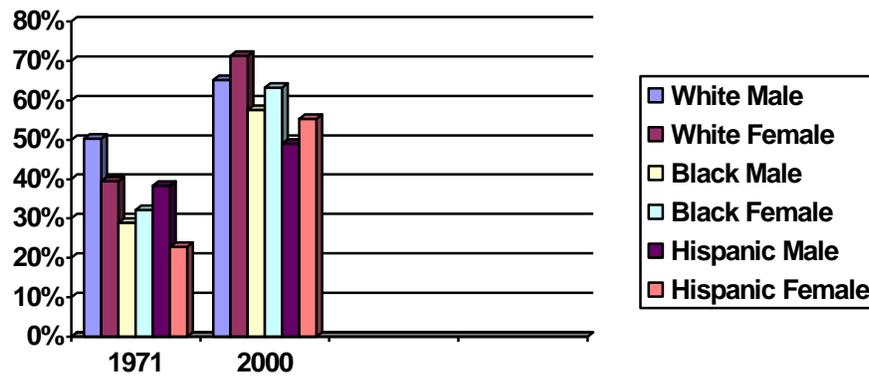
As displayed on the following chart, gender choices related to higher education have also changed significantly over the last 30 years¹². The attainment figures are similar for disciplined Associate and Bachelor degrees.

¹⁰ National Center for Education Statistics, Post Secondary, Percentage of 25 – 29-year-olds who attained selected levels of education, by race/ethnicity: March 1971 and 2000; NCES Source: US Department of Commerce, Bureau of the Census, March 1971 and 2000

¹¹ National Center for Education Statistics, Post Secondary, Percentage of 25 – 29-year-olds who attained selected levels of education, by race/ethnicity: March 1971 and 2000; NCES Source: US Department of Commerce, Bureau of the Census, March 1971 and 2000

¹² U.S. Department of Education, National Center for Education Statistics, *The Condition of Education 2001*, NCES 2001-072, Washington, DC: US Government Printing Office, 2001.

Table 7: High School Graduates with Some College Education (Gender)



Local Trends

Turning from a national view to a local perspective, educational attainment beyond the high school level for City residents, age 25 years and older, is reported at 48.8% by the U.S. Census Bureau (2002).

Table 8 reflects the exclusion of applicants in 1999 due to deficient compliance to the education requirement as well as other requirements. This was the first time 60 college credits were required of applicants.

Table 8: 1999: Screening Effect of Educational Requirement on applicants:

Race/Gender	Total Applicants	Excluded due to Educational Requirement	Percent Excluded of R/G Group Applicants	Percent of all Those Excluded by the Educational Req. (29)	Those otherwise Excluded	Percentage otherwise Excluded (of raw data)	Tested
White Male	812	24	2.9%	82.7%	61	7.5%	727
White Female	148	02	1.3%	6.9%	14	9.5%	132
Black Male	90	02	2.2%	6.9%	14	15.5%	74
Black Female	55	0	0	0	8	14.5%	47
Hispanic Male	5	0	0	0	0	0	5
Hispanic Female	3	0	0	0	0	0	3
Asian Male	4	0	0	0	0	0	4
Asian Female	1	0	0	0	0	0	1
Native Amer. Male	2	0	0	0	0	0	2
Native Amer. Female	0	0	0	0	0	0	0
Unknown Male	25	01	0	3.4%	2	8.0%	22
Unknown Female	5	0	0	0	1	20%	4
Total of All:	115	29	2.5 %	0	129	11.2%	1021

These results suggest that an adequate pool of educated applicants is available to the Pittsburgh Bureau of Police. Indeed, the results of the 1999 and 2001 recruitment and testing effort proved more efficient, increased the representation of City residents on the eligibility list and academy graduates from these pools scored higher than past classes.

At the public hearing conducted on February 21, 2002, testimony was received that suggested the educational requirement resulted in disparate treatment of non-white racial and ethnic groups. The raw data on the 1999 applications describes a minimal effect related to the educational requirement. However, when combined with the statistical increase in educationally qualified men and women, it raises concern as to why such a high percentage of applications submitted by non-whites and women were ultimately excluded during the pre-testing screening. The Board did not delve into these unspecified concerns, but makes note of the disparity.

Impact on City Residents

Another factor of concern related to the imposition of the educational requirement is the impact on the number of City resident applicants compared to Non-City resident applicants. The City requires all police officers to establish and maintain City residency throughout their term of employment relationship. Notwithstanding the ultimate residency of all City police officers, concern has been expressed related to a perception that too many police officers come from other towns and cities.

In 1992, the 60 college-credit requirement did not exist in Pittsburgh. The original applicant pool was comprised of 50% City residents and 50% non-City residents. Prior to the test in 1992, 26.1% of the 3070 applicants were disqualified and the remaining 2269 were tested. The lower standard of qualification undoubtedly influenced the volume of the original applicant pool.

In 1999, the first time the 60-college credit requirement was imposed, we observed the following among the 1150 original applicants:

- 89% of original applicants completed the written test
- 11.2% of original applicants were disqualified for some reason before the written test
- 2.5 % of original applicants were disqualified due to the 60 college-credit requirement
- 41.3% of original applicants were City residents
- 58.7% of original applicants were non-City residents
- The ultimate eligibility list of 407 people was composed of 36.6% City residents and 53.3% non-City residents.
- The ultimate eligibility list included 49.2% of the City-residents who applied and 53.1% of the non-City residents who applied.

In 2001, it was observed that:

- 86.6% of original applicants completed the written test
- 8.6% of original applicants were disqualified for some reason prior to testing.
- 38.4% of original applicants were City residents

- 61.6% of original applicants were non-City residents
- The ultimate eligibility list included 59.1% of the City residents who applied and 56.3% of the non-City residents who applied

We have concluded that the two recent recruitment efforts that imposed the 60-college credit requirement reflect a trend that demonstrates improved efficiency in recruitment, and a greater percentage of City-residents achieving eligibility status.

We conclude that the educational requirement has not significantly impeded the ability of the City of Pittsburgh to recruit and select qualified people to serve as Pittsburgh police officers. The imposition of some college education as a pre-requisite qualification for applicants to the PBP is not unreasonable and does not function as the primary means of excluding women and minorities.

PHYSICAL ABILITY SCREENING

We have observed that a significant number of female applicants are disqualified after the physical ability screening of the entrance exam. We researched this process in order to determine whether or not the screening contained biases. The Physical Ability Test (PAT) is a component of the examination process used by the PBP and administered by the Department of Personnel and Civil Service Commission. A passing performance on the PAT is not only mandatory but it also carries a weight of 25% of the total examination score. PAT is a task-based test developed for the City by SHL-LJ, a human resources consulting firm. The testing process is based on job analysis data collected by SHL-LJ. Standards are established through time trials that are conducted using 85 incumbent police officers. The selected officers are from various Zones and shifts and the race/gender/age/years of service reflect the number of same in the Pittsburgh Bureau of Police.

Females have had difficulty passing this component of the exam. An analysis of the data suggests that the PAT has a disparate impact on females. The following discusses the nature of Physical Ability Tests in law enforcement.

Physical Fitness Tests, Standards, and Programs for Law Enforcement

In the past 40 years, there have been significant legal, scientific, program and policy changes in public safety fitness. The PBP's approach to fitness may have been acceptable at the time of implementation, but new legislation and validation studies have provided a different direction. According to legislation (Civil Rights Act of 1991 and the Americans with Disabilities Act of 1991), standards should be job related and based on the principle of "Same Job Equals Same Standard." This interpretation may be responsible for implementation of job task simulation tests.

A job task simulation test battery, sometimes called an obstacle or agility test, accounts for only 20-25% of performance on all physical tasks. The Cooper Institute for Aerobic Research¹³ has worked with fitness programs in law enforcement, public safety, and the military since 1976 and their fitness test is used at the Pittsburgh Police Academy.

¹³ The Cooper Institute, <http://www.cooper.inst.org>

The Cooper Institute does not recommend job task simulation testing because it is not as accurate and predictive of physical ability, as is fitness testing. A fitness test battery should contain only those items that measure both the underlying fitness components and predictive fitness components. The tests must have validity to predict an applicant's ability to perform essential and critical physically demanding tasks regardless of age, gender, or handicapping condition.

The Cooper Institute recommends that the fitness test battery consist of 1.5 mile run, 300 meter run vertical jump, 1 RM bench press and/or maximum push up, and 1 minute sit up. There are two differing opinions with respect to applicant standards that revolve around the interpretation of the Civil Rights Act of 1991. The opinion of the Department of Justice (DOJ) is that applicant fitness standards that are age and gender based are acceptable if they are not job related. DOJ attorneys believe that the Civil Rights Act only applies to job related standards.

If applicant standards are used only as fitness standards with no claim of job relatedness, then age and gender based standards would be acceptable. Therefore, for applicants, agencies might use age and gender fitness norms to reflect trainability. Upon hire and academy exit, established absolute standards should apply. If this approach is used, precautions should be taken to ensure that age and gender fitness standards at a certain percentile (e.g. 40th percentile) are not higher than academy exit standards (50th percentile at the Pittsburgh Police Academy).

Other attorneys interpret the Civil Rights Act of 1991 to mean that applicant standards should be set as absolute single standards with data support for job relatedness. Department of Justice attorneys concur that the use of absolute single standards that have been validated as being job related is acceptable. Therefore, using this approach, applicant standards for academy entrance would be the same as academy exit and incumbent standards, but set at 10% to 15% lower than the exit scores to reflect trainability. Absolute standards, however, will probably demonstrate adverse impact especially against females.

This adverse impact against females has been a factor in the applicant selection process with the Pittsburgh Bureau of Police in the past. Implementing age and gender norm standards and using percentile ranking should minimize the trend of adverse impact against females and thus avoid discrimination and consequent potential litigation. The current Physical Ability Test (PAT) was developed and used for the first time in the 1999 Police Officer testing and selection, based on a comprehensive analysis of the City of Pittsburgh Police Officer position conducted in conjunction with an outside public safety consultant organization (SHL Landy Jacobs).

Although this consultant organization has done a comprehensive analysis and has a department that addresses public safety positions, it is an organization that offers quality products, training and consulting services across a broad range of psychometric and people management areas. Consideration should be given to a consultant organization such as the Cooper Institute that specializes in public safety fitness test standards. A good starting place is to send an officer through a physical fitness specialist certification course conducted by a specialized organization in law enforcement fitness training. This would prepare an officer to be a fitness coordinator who can set up a testing and training program for the department and for use as an equalized screening tool for applicants.

It is also important, and required legally, that the essential functions of the job be defined to permit validation of job relatedness and to diminish the discriminatory effect of irrelevant or arbitrary requirements.

Currently, it appears that the PAT standard or performance measurement attained on the PAT is not related to the fitness standards employed by the Academy. Simply put, we screen for apples and expect them to perform like oranges.

We recommend that the Physical Ability Test be replaced with a screening tool based on fitness standards which measure the trainability of an applicant and therefore is consistent with the standard of physical fitness necessary to complete the Pittsburgh Police Academy exit criterion. (See PAT tables in the appendix for supporting data.)

RECRUITMENT & RETENTION

Current Recruitment Efforts

The Pittsburgh recruitment plan appears well organized, coherent and comprehensive. The community outreach was significant and included use of focus groups and an outreach survey to 56 community groups, churches, and neighborhood organizations. The survey invited recommendations for targeted appearances, media use, public service announcements on local media, and innovative ideas, which would enhance the recruitment effort to facilitate an inclusive campaign. It appears that the effort to include community input was well planned and executed.

Table 9 ¹⁴: Race/Gender Composition of PBP, 2/2002

Race/Gender	Number	% of Race	% of Gender	% of PBP
White Male	719	83%	82%	64%
White Female	147	17%	59%	13%
Black Male	149	59%	17%	13%
Black Female	102	41%	41%	9%
Hispanic Male	7	100%	1%	1%
Hispanic Female	0	0%	0%	0%
Asian Male	2	67%	0%	0%
Asian Female	1	33%	0%	0%
Native American Male	1	50%	0%	0%
Native American Female	1	50%	0%	0%
Total	1129			

¹⁴ "Personnel Data, 2/2002". Department of Personnel & Civil Service Commission, City of Pittsburgh.

It is noteworthy that the PBP exceeds the national average of female gender representation (13%), but according to our local demographics, females still remain underrepresented. The U.S. Census Bureau, for 2000, reported that the female population represents 52.4% of the City's total population. As of February 20, 2002, women comprised 22% of the City's police officers. Women dominate the City population, and career opportunities must be screened for gender bias. The results of the Physical Ability Test offer convincing evidence of such bias or at the very least, a suspicious practice as related to non-discriminatory practices.

To offer a more complete picture, the final eligibility list for the 2001 recruitment class was comprised of 445 individuals. Of these 445 recruits, 383 were male, 56 were female, and 6 declined to answer. The racial breakdown is as follows: 43 of the recruits were black, 6 were Hispanic, 3 were Asian, 383 were white, and 10 listed as "unknown." Of the top half of the recruits class, 10 were black, 2 were Hispanic, 0 were Asian, and 208 were white. In terms of gender, 203 were males and 16 were females. The latter statement, in particular, illustrates the gender representation gap as it relates to Pittsburgh's demographics. To further illustrate this last point, of the top 50 recruits, 4 were black and 2 were female.

Alternative Recruitment Strategies

A Citizen Assisted Police Unit might provide a pool of potential applicants and provide volunteer support to police officers. A model in Dodge City, Kansas was implemented in 1998 and has proven successful, efficient and cost-effective.

In 1996, Dodge City was faced with a critical shortage of police officers, an increase of gang violence, and a vacancy in the Chief's position. The program emerged as an answer to the question raised by concerned citizens: "How can we relieve police officers of menial tasks such as writing reports so that they (officers) can concentrate on matters requiring professional attention?"¹⁵ Essentially, the program is comprised of volunteers who receive 150 hours of training, wear clothing distinctive from police uniforms and perform low-risk activities. They write reports, assist with traffic and crime scene control, and patrol the City. They do not exercise police power, and always relay suspicious conditions to a police officer through a dispatcher.

The general characteristics of the Citizen-Assisted Policing volunteers are:

- Average age is 45 years
- 72% have post-secondary education
- have full-time jobs
- 40% are women

Since the program's inception nearly four years ago members have contributed more than 9600 hours of police services, responded to 7600 incidents and saved the city more than \$140,000"¹⁶

While the demographics of Dodge City and Pittsburgh are not specifically comparable, the concept is adaptable. This model would function in the following ways:

- Provide an opportunity for volunteers to support police activities

¹⁵ Thorpe, Jeff and Judith A. Circle. "Citizen-Assisted Policing" Community Links Mar. 2002.

¹⁶ Ibid.

- Expose citizens to the nature of law enforcement
- Permit the Bureau to evaluate potential applicants for positions as Police Officers
- Increase police officers' service time
- Offer potentially large savings to the City

In addition to the potential recruitment benefits, this type of partnership would offer an invaluable opportunity to enrich community-police relations and foster citizen responsibility within neighborhoods; as well as build on the City's existing efforts as mentioned below.

Currently in the City of Pittsburgh, at least one block-watch has implemented mobile patrols in their neighborhood. We understand that volunteers for this activity must complete the PBP sponsored Citizen Police Academy and they may not pursue, confront or otherwise engage a suspect, enter a potential crime-scene or interfere with police procedure. We suggest that these efforts offer a foundation upon which the PBP could develop a citizen-assisted police program.

The PBP also sponsors a volunteer program that permits citizens to assist with major citywide events; however, the program has been under reorganization since 1999. Volunteers must be 18 years of age and undergo a background check. If the volunteer assists officers with policing of a community event, he/she must sign a release and agree to indemnify the City from any harm. This program could provide a wealth of applicants for the PBP, and we encourage the Bureau to develop and expand this civilian-based support system.

Such programs would permit development of career interest among young people and could be partnered with the Pittsburgh Public Schools' Public Safety Academy. There are some low-risk tasks that Cadets could be assigned, such as traffic control within a police controlled incident, mail-runs, street visibility, providing assistance to citizens in dense business areas, records filing, and phone contacts, to name some possibilities. The Cadet program could be integrated to provide administrative or community oriented support and deployed to Zone locations to minimize risk but not compromise exposure to police work.

The federal Community Oriented Police (COP) program offers some scholarship support for qualifying police departments. Evaluating the feasibility of this program for Pittsburgh may yield another viable recruitment opportunity.

A related community goal is to attract people to live in the City. The residency requirement has been determined by the Courts to be valid and therefore it is assumed that residents have a stake in the well being of the City and will, hopefully, contribute beyond their City employment.

Housing incentives can be a powerful enticement to people considering relocating to another city for employment purposes. The City of Pittsburgh has a large housing stock that could serve as a lure to career oriented people. We recommend offering housing incentives through mortgage deals, low-cost repair loans, or grants, to entice law enforcement professionals to consider a career and future in the City of Pittsburgh as a police officer.

Challenges to Successful Recruitment of Women

1. The general perception that policing is a male-oriented profession helps dissuade women from seeking law enforcement careers. There is a stereotype of policing that focuses on the use of force (physical strength) and a military style environment (unconditional conformity).

2. Physical ability testing used as a prerequisite for employment can screen out otherwise capable candidates when the standards do not take into account certain physical differences between males and females.
3. The lack of family-friendly policies, such as those concerning childcare, sick leave, and the assignment of light duty, can deter women either initially from applying for positions or from staying on the force long-term.
4. Discrimination and harassment are barriers to the recruitment and retention of women police officers.
5. Police officers can be compelling recruiters as they speak from experience. The relatively fewer numbers of female officers present a challenge to recruiting other women.

STRESS MANAGEMENT

First and foremost, the reference to stress must be grounded in a definition that crafts the context of the following discussion. For the purpose of this section of the report, the Citizen Police Review Board (CPRB) defines stress to mean the episodic and/or cumulative physiological and psychological effects of chronic or sudden exposure to unpredictable, volatile, aggressive, rude, gruesome, lethal, and potentially lethal confrontations. The CPRB definition undoubtedly mirrors other such definitions, however, without specific attribution, we are adopting this as our contextual reference. We are not interested, nor will we recognize or otherwise countenance any narrow-minded, subjective, judgmental portrayal of stress as a character weakness, volitional condition, or malingering device.

National Trends

National research on stress management conducted by Brent Cohen, Coro Fellow in Public Affairs, on behalf of CPRB, found that stress is addressed by many law enforcement administrators as a condition amenable to psychological intervention, rather than as a complex psycho-physiological reaction to environmental conditions. It appears that this perception of stress is replicated within the police culture and associated with personal weakness. This characterization tends to dissuade people from obtaining support, and promotes prolonged strain on the affected individual for fear of ridicule, criticism, and ostracism by their peers.

Of the almost dozen psychologists and law enforcement professionals contacted, none of them had ever heard of any police force in the country implementing a periodic check on the stress levels of their officers. The standard stress management most common to cities similar in size to Pittsburgh (e.g., St. Paul, MN, Arlington, TX, and Anaheim, CA) is a reactive form of intervention. We found that reactive intervention typically occurs as a mandatory visit to a psychologist following involvement in a critical incident or demonstration of abhorrent behavior patterns on the job.

“Police Stress” has gained notoriety in the field of psychology over the past twenty years. Within that same time period, many attempts have been made to combat the problem of stress through different models of psychological services, which include peer counseling, critical incident debriefing, and voluntary and mandatory therapy. In addition, almost all police academies offer a course on stress recognition and ways to handle stress associated with the job. For example, the PBP mandates that all cadets in the academy take a nine-hour stress

course. Some departments, including the New York Police Department, have “police stress inoculation” classes for active officers.

Primary source materials underscored that financial constraints would be a significant obstacle faced by any effort to impose periodic stress evaluations. First, the psychological staff, as well as the budget, would have to be expanded to handle the heavy load of assessing the officers. The cost-benefit of this task would not be a favorable one. It seems virtually impossible to get money for a program, of a division, of a police department that many do not voluntarily use or feel they need. Many psychologists and law enforcement professionals agreed if a police officer is forced to meet with a psychologist they would give stock answers, thereby negating the purpose of the process.

Secondly, if psychologists begin finding people too “stressed out” to work; the amount of claims for disability may skyrocket. For example, in the 1980’s the Los Angeles Police Department started to recognize stress as a means to disable an officer from duty. As a result, 25% of the LAPD went on disability through claims of stress. The absence of a reliable assessment tool suggests that a high probability of false-positives related to periodic stress-evaluations may have occurred. This could lead to a significant drain on a city’s finances.

A major observation was that a proactive stance could help in curbing police stress before reactions to it turn violent. For example, a significant introductory period would be necessary to establish a credible program before a proper rapport would emerge for it to be optimally effective. One correlation was that imposing a post-secondary education requirement on police recruits could yield beneficial results for a police culture that is not typically receptive to the psychology field.

Among the police administrators and psychologists contacted during the research, there was a common theme related to managing “Police Stress.” All sides agreed that management must develop a better understanding and willingness to monitor and identify the needs of their subordinates.

Police Stress in Context

Stress reactions are measurable and capable of being stated objectively. Physiological indicators are identifiable and quantifiable. Perceptual distortions can be induced in times of extreme experiences by the body’s brain, neurological, endocrine and cardiac systems. Adaptive psychological and biological changes often, resulting from chronic exposure to uncertainty, heightened vigilance and contextual factors.

For illustration, consider an officer who encounters an armed actor. Verbal commands directing the actor to surrender the weapon are delivered. The actor refuses and advances. The officer realizes this person is now acting in a lethal manner. The officer’s instinct toward self-preservation is alarmed. The officer’s blood pressure may rise, perspiration may begin, heart rate increases, visual and auditory senses become acutely aroused, the focus narrows, time seems to slow down, the officer is overwhelmed simultaneously with both physical fatigue and exhilaration. The officer gives another warning, he registers a movement by the actor, he fires and the actor falls. The actor’s weapon is found two feet behind him. The split-second “action – reaction” may not have registered in the officer’s conscience mind, he never really saw the weapon go down. Few would fault this officer’s reaction, however, the involuntary physiological control that influenced the officer’s actions must be thoroughly considered when evaluating such an incident.

As we have noted previously, most stress-management for police officers is reactive. The available post-critical incident debriefing and support services are necessary and crucial to assisting an officer as he/she deals with the aftermath of a critical incident.

However, we are also concerned with the chronic exposure to stress endured by police officers, and how those effects may be minimized, recognized and managed. No two police calls are the same, and none are routine. Public safety demands and trusts that when an officer responds to a call for assistance, he/she will arrive fully prepared to intervene in a manner that will safely resolve the immediate situation. Effective intervention may simply be officer presence, or it may require escalation to force; it all depends on the dynamics present at the very moment and location of the incident. Sometimes officers develop conditioned responses to calls of a similar nature. This habit may lead to a less attentive, less concentrated evaluation of the dynamics, which may result in catastrophic outcomes for all involved. This performance adaptation is often referred to as “complacency.” Chronic stresses leading to permanent physiological changes may also include ambiguity in the workplace, inconsistencies in procedural application and generalized uncertainty of public interactions initiated under duress.

In public service, the duty to protect and serve extends to the community, and is not limited to self-preservation. This demand of unselfish service and acceptance of personal risk is contrary to the innate drive to protect oneself. The responsibility to prepare public safety personnel, particularly police officers, to effectively overcome this primal instinct rests upon the PBP and the City of Pittsburgh.

We accept that some of human adaptation to stress is a function of evolution resulting in species change, while some is personally unique for self-preservation. We accept common scientific information that stress is a product of various factors that lead to a psycho-physiological response in humans that may result in temporary alterations of perception and permanent adaptations in physiological functioning. We also accept that such influences may be managed through effective stress management designed to permit the individual to maximize management of stresses and minimize their destructive effect on personal psycho-physiological reactions.

Further, we will not accept fear of litigation as an excuse for failing to provide comprehensive psycho-physiological training for Pittsburgh Police Officers. The public is not safe if our police officers are ill prepared to deal with the phenomena attendant to this occupational stress and the byproducts thereof.

PBP Officer Management Efforts

We recognize that the Pittsburgh Bureau of Police requires recruits to take a nine-hour course in stress management, and that some psycho-physiological phenomena are presented during firearms training. We applaud the availability of the City’s Employment Assistance Program and the availability of a police psychologist; however, we believe more preventive measures must be taken by the Bureau of Police.

Currently, the automated Officer Management and Performance Assessment and Review systems utilized by the PBP, collect data on certain performance indicators that are monitored by police managers. The interpretation of this data becomes the critical factor of proactive stress monitoring by police management. One anonymous research contact stated: “. . . Cops do not fall through the cracks, in fact all superior officers and peers see the problems but, due to culture, will not turn them in to the proper channels.” Herein lies the problem.

Rather than solely relying upon reactive measures to stress management, we propose that the PBP initiate a proactive stress management tool. By giving officers the resources and mechanisms to process their stress, before it occurs, officers will be able to better handle difficult situations in the short and long run.

Instead of periodic stress evaluations, we believe it better to prepare those facing the stress and those responsible for monitoring their well being, in a proactive, continuous manner. We are therefore of the opinion that periodic stress evaluations are not feasible at this time. Rather, we believe it is imperative to institute proper training and preparation of police officers, and supervisors, in managing the stress they are subjected to on the job.

A final factor to job-related stress, worth illuminating, is the influence of officer's secondary-employment. Under the PBP's current guideline, full-time police officers cannot exceed 24 hours per week of secondary employment. Assuming an officer works a full shift as well as the 24-hour maximum for outside employment, officers are ostensibly able to work 64 hours per week. In light of stress indicators that typify police work, allowing officers to work an additional 24 hours, has a potential to increase the already high level of stress officers face. This should be kept in mind when formulating future stress management policies.

III. Summary Findings & Conclusions

We return to the questions that guided us and summarize our impressions accordingly.

1. What is the impact of the 60 college-credit requirement on the diversity of the applicant pool?

We conclude that the 60 college-credits/equivalency requirement is reasonable and consistent with trends and theories of contemporary law enforcement.

The testimony and documentary evidence reviewed demonstrates a national trend toward implementing some level of post-secondary educational requirement for police officers. Research on the relationship between higher education and police officers, emphasizes that police officers with at least 60 college credits generate fewer citizen complaints, use force appropriately and less often. This is attributed to the more agile and diverse analytical skills possessed by college-educated officers.

We found that it is generally accepted that the rigors of education inherently impose self-discipline, expose the individual to diverse socialization, develop critical thinking skills, refine inter-personal skills and enhance receptive and expressive communication skills.

Police work has evolved into a complex series of activities involving intelligence gathering, abstract analytical demands, heightened threats to personal safety, social, cultural and linguistic competence, and contemporary knowledge of continually changing legal processes. In today's police work, there are no hard and fast procedures that apply to every situation. Therefore, the agility and trustworthiness of men and women to perform in a competent, consistent and predictable manner to varied circumstances rises to a comparison with professional standards expected of the professional disciplines of medicine, education and law. Professional standards represent a set of ideal or expected behaviors commonly and consistently demonstrated by persons representing a specific professional discipline.

Police work requires officers to exercise discretion. In post-9/11 America, agile use of discretion - personal judgement to make an informed choice affecting an outcome - is more critical than ever before. Discretion is also a trait most vulnerable to bias, under-developed analytical skills, poor socialization, limited general or technical knowledge or immature self-control.

Hiring officers with 60 college credits today promises a better educated supervisory staff tomorrow. Recruiting candidates with college degrees is strongly recommended with advice to establish a tiered entry system distinguishing between those meeting the minimum requirement and those exceeding the requirement through possession of an appropriately related Bachelor's degree.

In order to further promote the pursuit of academic achievement and training, once an officer, progression in rank and/or assignment should be predicated to some extent by a demonstration of self-initiated skill development and enhancement, as well as proven technical competence. Pursuit of educational achievement provokes intellectual stimulation and demonstrates a competence necessary to successfully handle progressively complex management and professional responsibilities.

Supervisory level staff should be well trained, empowered to manage their subordinates, and be permitted to objectively evaluate each member of their command.

Generational leadership is exchanging. As entry level qualifications become more stringent, a progressive expectation emerges toward those who manage the qualified subordinates. The tendency is to expect superiors to have achieved or exceeded the formal training requirements of subordinates. The equalizing factor of police academy training is no longer the common standard. Now, rookie officers are entering with a higher level of education than ranking supervisory officers. An organization enduring this transition is under tremendous stress and faces challenges to morale and leadership.

The transition period may prove difficult as the rookies, possessing a higher level of education than supervisors, become more prominently represented in the police force. Resentment may develop among some who hold a higher level of educational training than do superior officers. A resentful attitude is destructive to morale, detrimental to the superior-to-subordinate relationship. This perceived disparity ultimately erodes respect for command as it provides a rationale with which to discredit the supervisors' authority.

It is further noted that a decentralized model of police management must permit managers the authority that is necessary to fulfill the responsibility attendant to the position, rank or duty assignment. A highly centralized or micro-managed environment may breed resentment, disorganization, ineffective communication, and undermine the success of division/zone efforts to implement public safety policies and procedures.

We find that imposing higher education requirements on officers aspiring to ranking positions is reasonable; however, such impositions must be sensitive to entry level requirements. We are not advocating progression in education beyond the master level for the highest levels of police management. For example, if entry level requires the equivalent of 60 non-directed, non-specific, college-credits (current requirement), then we find it reasonable to require degree satisfying progression for promotion, such as an Associate's degree to qualify for Sargent, Bachelor's degree for Lieutenant, Bachelor's plus for Commander, etc. If however a Bachelor's degree was required for entry, then the progression should require some continuing education or progressive degree to qualify for higher rank. A standard for continuing education beyond required annual in-service training hours should be established and enforced for all ranks.

We observed that an adequate number of qualified applicants were recruited and an adequate number of candidates are available on the eligibility list to fill police officer vacancies.

We have found that the 60 college-credit requirement does not have a negative affect on female and non-white individuals seeking to join the PBP. In actuality, in 1999 when the educational requirement was implemented, white males were the population most impacted by the 60 college-credit prerequisite.

In 1999, only 2.5% of applicants (29 out of 1150) were excluded due to a lack of 60 college-credits. The percentage breakdown of those individuals excluded in 1999 because of the educational requirement is as follows:

2.9 % of white males

1.3% of white females

0.04% of unknown males

0.02% of black males

0% of black females

One important reason why the education requirement does not have more of a significant influence on applicants is because of the flexibility of credits that are acceptable. For example, if an individual completes the PA-Act 120 training as certified by the Municipal Officers Training & Education Commission, 15 of the 60 college credits are waived. This requirement is liberally interpreted, for example, trade school, apprenticeships and journeyman experience are evaluated and given credit-hour equivalency.

Most Associate Degrees conferred by Community Colleges require successful completion of 60 credit hours of a standardized curriculum. This post-secondary educational preparation is generally viewed as standardized training in a specialized technical occupation. It is often associated with vocational careers. In 2001, Community College of Allegheny County awarded 35 Associate Degrees in Law Enforcement were awarded to 3 black men, 3 black women, 21 white men, and 8 white women.¹⁷

It does not appear that the 60 college-credit requirement significantly limits the ability of City of Pittsburgh residents to become PBP officers. In 1999, the first time 60 college credits were required of applicants, only 11.2% of the applicant pool was disqualified, and less than 1% (29 applicants) was disqualified for lacking the college-credit qualification. The original applicant pool was comprised of 41.3% City residents and 58.7% non-City residents.

In 1999, the ultimate eligibility list of 407 people was composed of 36.6% City-residents and 53.3% non-City residents. The final eligibility list included 49.2% of the City-residents who applied, and 53.1% of the non-City residents who applied.

In 2001, the ultimate eligibility list of 445 recruits was made up of 38.9% city residents and 61.1% non-city residents. The ultimate eligibility list contained 59.1% of city-residents who applied and 56.3% of the non-city residents who applied. This is an improvement from the recruiting efforts of 1999.

It is our opinion that the 60 college-credit requirement does not adversely affect the recruitment of women or minorities. We recommend retention of this requirement with consideration of imposing more stringent requirements for supervisory levels, though we do not find that education beyond the undergraduate level is necessary for persons entering the law enforcement profession.

2. How does the application process effect the diversity of the application pool and ultimately the Pittsburgh Bureau of Police?

We find that factors, other than the 60 college-credit requirement, significantly influence the presence of minorities and woman in the Pittsburgh Bureau of Police.

It is clear that the dissemination of application forms and information is readily available to all persons interested in applying to be a PBP officer. However, and most significantly, a bias is strongly suspected within the screening tools utilized. With the exception of a few “outliers,” the

¹⁷ “Degrees And Awards Conferred By Institution, Program, Level Of Program, Gender And Race.” Pennsylvania Department of Education, Adult & Higher Education, Statistics, 2000.

written test score distribution demonstrates a pooling of non-whites and females at the lower end of the pass point distribution. In addition, the Physical Ability Test results reflect a disparate impact on females. These observations would seem to suggest that there is a flaw in the screening process. We recommend the further investigation and evaluation of the written test and Physical Ability Test.

The testing process relied upon by the Civil Service Commission must be evaluated and cultural and gender biases eliminated; therefore:

- The written test be evaluated to determine why the score-distribution of minorities and females is clustered at the lowest levels, and revised accordingly.
- The physical ability test results suggest an adverse impact on women and must be replaced with an equitable, bias-free, fitness evaluation.
- Currently, the oral interview, of the application process, is solely conducted by police personnel. We strongly recommend the inclusion of civilian representation in order to neutralize any biases directed towards applicants in the interview.

The demographic imbalance reflected in the PBP can and must be eliminated through aggressive, innovative, recruitment strategies. The responsibility to devise and implement effective recruitment strategies is equally shared among administrators, elected officials, community leaders, schools, and citizens.

The testing process relied upon by the Civil Service Commission must be reviewed to eliminate cultural and gender biases. Specifically, the written test must be evaluated to determine why the score-distribution of minorities and females is clustered at the lowest levels. The Physical Ability Test is gender-biased and must be replaced with an equitable, bias-free, fitness evaluation. Police personnel conduct the interview process, inclusion of civilian representation would serve to neutralize bias towards applicants.

3. Are current recruitment strategies inclusive, broad, and adequate?

We found that the recruitment plan implemented by the Department of Personnel and Civil Service successfully recruited an adequate pool of applicants. However, current efforts can be broadened to more specifically target recruitment of women and minorities, as well as community involvement in the work of the PBP. We are concerned with the exclusionary effects of the written test and the physical ability test screening processes, which have had a demonstrably negative impact on women and minorities, and the overall diversity of the police force. The appendix contains detailed data, charts and graphs that form the basis of our findings and subsequent recommendations.

Within the scope of PBP's current recruitment strategies, Pittsburgh police officers, in the past, have been assigned for brief periods during a recruitment campaign. We recommend that at least two officers be assigned to a recruitment detail, designated as "Recruitment Officer." We recommend that the recruitment effort be recognized as a critical phase of organizational development for the PBP. As with any essential function of an organization, recruitment should

be treated with the same care, attention, planning, and management. The assignment should be marketed to officers in an effort to attract at least two of the most outstanding, professionally attractive, and personable uniformed officers of the PBP. The detail should commence upon recognition that a recruitment effort will be undertaken. The Recruitment Officers should be involved throughout the planning, implementation and evaluation of the recruitment campaign.

We recommend that the Civil Service Commission and the Bureau of Police enhance efforts to create and market local career opportunities in law enforcement, for women and minorities. Development of a strategic recruitment plan to recruit more female officers will go lengths to improve diversity of the force and is critical if the force is to better reflect the community.

Implementation of these efforts can begin by finding female recruits through current employees, colleges and universities, health clubs, sports leagues, high schools and nonprofit organizations. Potential recruits could be attracted through paid advertisements, public service announcements, and guest appearances by a female officer on local radio or television. Another issue that needs to be addressed to insure effective implementation of these strategies involves gender bias in physical ability testing of applicants and in the interview process. This requires making a shift toward utilizing a physical fitness assessment, too, based on the physical standards as used by the Pittsburgh Police Academy.

Another source of both recruitment and aid to the work of the PBP, is through community relations efforts. Often crime investigations are hampered by lack of community involvement and currently the PBP lacks an active citizen-assisted police program. To this end, we suggest development of a structure Cadet Program that would engage qualified, interested persons in low-risk police support activity while giving time to acquire educational qualifications to apply for a police officer position. This model would permit a period of time during which the PBP and the Cadet could evaluate each other and weigh the feasibility of a long-term employment relationship. A citizen-assisted police program would also aid in crime prevention and intervention. Getting active participation in the Cadet Program should involve nurturing a partnership with the Pittsburgh City Schools, particularly with the Public Safety Academy, as a resource for potential recruits and volunteers.

Such a program would be an excellent opportunity to train young people to be tomorrow's leaders through public service. The program could be partnered with the Pittsburgh Public School's Public Safety Academy. There are some low-risk tasks that Cadets could be assigned, such as traffic control within a police controlled incident, mail-runs, street visibility and providing assistance to citizens in dense business areas, records filing, phone contacts, etc. The Cadet program could be integrated to provide administrative or community oriented support and deployed to Zone locations to minimize risk but not compromise exposure to police work.

In order to insure success, recruitment efforts must be continuously evaluated to ascertain what does and does not work as well as keep current job descriptions up to date and appropriate to today's policing practices.

4. Are effective mechanisms in place to manage police stress?

While current efforts at dealing with police stress rely upon reactive measures to stress management, we propose that the PBP initiate a proactive stress management tool. By giving officers the resources and mechanisms to process their stress, before it occurs, officers will be able to better handle difficult situations in the short and long run. Currently, the automated

Officer Management and Performance Assessment and Review systems utilized by the PBP, collect data on certain performance indicators that are monitored by police managers. The interpretation of this data becomes the critical factor of proactive stress monitoring by police management.

Instead of periodic stress evaluations, we believe it better to prepare those facing the stress and those responsible for monitoring their well being, in a proactive, continuous manner. We are therefore of the opinion that periodic stress evaluations are not feasible at this time. Rather, we believe it is imperative to institute proper training and preparation of police officers, and supervisors, in managing the stress they are subjected to on the job.

Several officers we spoke with, emphasized that officers are not trained extensively in the effects of chronic or episodic exposure to stress related to police work. Under the consent decree, monitoring of various performance indicators was required, and comprised of two components: "Officer Management System" and "Performance Assessment and Review System." Some of these indicators may be indicative of stress related issues, but they are not monitored specifically for that purpose. We are concerned that once the consent decree is fulfilled, there is no assurance that the data collected under the decree will continue to be collected, thereby threatening the availability of potentially effective stress indicators.

We recommend consideration of an officer wellness program that emphasizes mental conditioning as well as physical conditioning. Psycho-physiological stress responses should be taught thoroughly as well as strategies to manage the influence of and effects of those reactions on officer performance. We recommend that academy training include mental conditioning, stress avoidance and reduction, integration and recognition of stress effects, with the preventative principles of stress management and practical experience. Academy training should be presented by a professional health care practitioner specializing in the psycho-physiological processes related to stress conditions; and be required annually and applicable to the entire organization.

Another supporting conclusion for proposal of these measures includes the effect of police stress and, specifically, stress overload, on police officer's families and ultimately, the overall performance of the PBP. Stress commonly reported by domestic partners of police officers includes: the effect of shift work on family activities, concern over officer's withdrawal and cynicism, fear for the officer's safety, presence of a firearm in the home, tendency of the officer to be overly protective of the family, and/or an actual critical incident involving the officer. Failure to provide an effective stress reduction and officer wellness program will lead to demoralization of officers, labor relations problems including civil suits, absenteeism, tardiness, and an increased risk of police brutality.

In the aggregate, these measures would offer services of a mental health professional experienced with law enforcement, peer support from trained officers, or licensed psychological services specialized for law enforcement experience. These suggestions should supplement an annual, in-service training curriculum of comprehensive training in the psychosocial, physiological and emotional effects of incidental stress associated with police work. Taking steps to implement such measures insures that officers receive constant stress evaluation and education that is proactive. In order to achieve this, officers must be taught about stress and stress management from the time they enter the Academy and throughout their careers; as well as addressing the related affects of an officer's job stress on their domestic life.

IV. Recommendations

| Retain the 60 college-credit requirement.

| Institute a tiered entry system that encourages educational attainment.

| Promote professional development by supporting further pursuits of academic achievements.

| Provide and publicize incentive packages to encourage higher education.

| Evaluate extensively the written test for biases.

| Replace the Physical Ability Test with a physical fitness test.

| Include a citizen representative in the interview process for PBP recruits.

| Redesign the current volunteer program of the PBP in order to recruit and train citizens to perform low-risk support roles for the Bureau.

| Assign two PBP officers to the full-time duty of "Recruitment Officer" to plan and implement recruitment campaigns.

| Create and develop a structured citizen-assisted policing program that would engage qualified, interested persons in low-risk police support activities.

| Establish participatory management techniques in order to provide individual officer input at the duty assignment level through non-roll call activities.

| Build on the current accountability structure.

| Update current job descriptions to make them more appropriate to today's policing practices and compliant to the Americans with Disabilities Act regarding essential functions of the position.

| Inform potential candidates of the Bureau's policies against sexual harassment and discrimination in the workplace and record of enforcement.

| Continuously assess recruitment efforts in order to determine the best methods to draw the highest quality and most diverse police force possible.

| Offer carefully selected and trained mentors to help guide all officers, particularly female and minority officers, in their careers.

| Ensure that female officers receive opportunities for assignments and training that will lay the groundwork for eventual promotions.

| Train supervisors to encourage females in the department to apply for promotions.

| Design safeguards that allow women to continue to fulfill their weapons qualifications while pregnant or breastfeeding.

| Make available as many resources and as much flexibility as is reasonable to address child-care issues, including job sharing and part-time schedules to male and female officers.

| Develop a stress reduction program, inclusive of family members, as an alternative to the Employee Assistance program.

| Implement an officer wellness program that emphasizes mental conditioning as well as physical conditioning.

| Present psycho-physiological stress conditioning classes at the PBP Academy, led by professional health care practitioners.

| Enforce a strict zero-tolerance policy on domestic violence.

| Produce an annual operational profile, made available to the public, and potential recruits, that describes internal and external outcomes of the PBP. This document should profile the nature, outcomes and number of: disciplinary actions taken, disciplinary grievances and arbitration, demotions, separations, commendations, promotions and educational levels of active officers. It should also profile the number of calls responded to, the incidence of officers' use of force, arrests and conviction rates. Such a document would serve to influence public confidence as well as offer prospective applicants information to evaluate personal career choices.

V. Appendix

PAT Effect on Applicants (1999)¹⁸

Physical Ability Test Data: 1999

Race/ Gender	Written Test: Pass	PAT Pass	PAT Fail	Passed as % of R/G Group	Failed as % of R/G Group
WM	436	326	110	75%	25%
WF	74	50	24	68%	32%
WU					
BM	12	6	6	50%	50%
BF	13	9	4	69%	31%
BU					
HM	4	4	0	100%	0%
HF	1	1	0	100%	0%
HU					
AM					
AF	1	1	0	100%	0%
AU					
NatAm M	2	1	1	50%	50%
NatAm F					
UM	7	7	0	100%	0%
UF	2	2	0	100%	0%
UU					
Total:	552	407	145	74%	26%

¹⁸ "1999 PAT Test, Pittsburgh Bureau of Police". Office of Personnel and Civil Service, City of Pittsburgh.

PAT Effect on Applicants (2001)¹⁹

Physical Ability Test - 2001

	Total	Pass	Fail	% Pass	% Fail
WM	346	345	1	99.7%	0.3%
WF	62	42	20	67.7%	32.3%
BM	31	31	0	100.0%	0.0%
BF	23	12	11	52.2%	47.8%
HM	5	5	0	100.0%	0.0%
HF	1	1	0	100.0%	0.0%
AM	3	3	0	100.0%	0.0%
AF	0	0	0		
NAT AM M	0	0	0		
NAT AM F	0	0	0		
U Race M	9	9	0	100.0%	0.0%
U Race F	1	1	0	100.0%	0.0%
UNK	0	0	0		
Unk Gen B	0	0	1		
Unk Gen W	6	6	0	100.0%	0.0%
Total:	487	455	33	93.4%	6.8%

2001 Recruitment Class (Race)²⁰

Race	No. in Recruit Class	% of Recruit Class
White	383	86.1%
Black	43	9.7%
Unknown	10	2.2%
Hispanic	6	1.3%
Asian	3	0.7%
Total	445	100%

2001 Recruitment Class (Gender)²¹

Gender	No. in Recruit Class	% of Recruit Class
Male	383	86.1%
Female	56	12.6%
Unknown	6	1.3%
Total	445	100%

¹⁹ "2001 PAT Test, Pittsburgh Bureau of Police". Office of Personnel and Civil Service, City of Pittsburgh.

²⁰ "2001 Recruitment Class, Pittsburgh Bureau of Police" Department of Personnel and Civil Service, City of Pittsburgh

²¹ Ibid.

Demographic Profile²²:

Race/Gender Composition of the Pittsburgh Bureau of Police (as of 2/20/02):

Race/ Gender	Number	% of Race	% of Gender	% of PBP
White Male	719	83.0%	81.9%	63.7%
White Female	147	17.0%	58.6%	13.0%
Black Male	149	59.4%	17.0%	13.2%
Black Female	102	40.6%	40.6%	9.0%
Hispanic Male	7	100.0%	0.8%	0.6%
Hispanic Female	0	0.0%	0.0%	0.0%
Asian Male	2	66.7%	0.2%	0.2%
Asian Female	1	33.3%	0.4%	0.1%
Nat Am Male	1	50.0%	0.1%	0.1%
Nat Am Female	1	50.0%	0.4%	0.1%
Total:	1129			100.0%

²² "Demographic Profile of Pittsburgh Bureau of Police". Department of Personnel & Civil Service Commission, City of Pittsburgh.

Contrast of Demographic Profiles: ²³

Gender:	Pittsburgh Police		US Census Data 2000	Impression	
	No.	%			
Male	878	78%	47.6%	30.2%	Overly Represented
Female	251	22%	52.4%	-30.2%	Under Represented
Race:					
White	866	77%	67.6%	9.1%	Overly Represented
Black	251	22%	27.1%	-4.9%	Under Represented
Other	12	1%	5.3%	-4.2%	Under Represented

²³ "Contrast of Demographic Profiles". Department of Personnel & Civil Service Commission, City of Pittsburgh, 2002.

Applicant Analysis²⁴

1992/1999/2001 Applicant Contrast (For Info Only)							Comparison of 1999 & 2001 Tested		From 1999 to 2001	% Change 1999-2001
Race/ Gender	1992 Applicants	1999 Applicants	2001 Applicants	Change 1999 from 1992	% Fewer R/G Apps in 1999 than 1992	1992 Tested (info only)	1999 Tested	2001 Tested	Change (number tested by R/G)	% Fewer by R/G Tested in 2001
WM	1816	812	479	-1004	-55.3%	1352	727	479	-248	-34.1%
WF	298	148	88	-150	-50.3%	230	132	88	-44	-19.1%
WU	171	0	10	-171	-100.0%	118	0	10	10	8.5%
BM	461	90	46	-371	-80.5%	329	74	46	-28	-8.5%
BF	186	55	36	-131	-70.4%	138	47	36	-11	-8.0%
BU	44	0	1	-44	-100.0%	33	0	1	1	3.0%
HM	26	5	7	-21	-80.8%	16	5	7	2	12.5%
HF	5	3	1	-2	-40.0%	5	3	1	-2	-40.0%
HU	6	0	0	-6	-100.0%	6	0	0	0	0.0%
AM	11	4	4	-7	-63.6%	8	4	4	0	0.0%
AF	0	1	0	1		0	1	0	-1	
AU	1	0	1	-1	-100.0%	1	0	1	1	100.0%
NatAm M	13	2	0	-11	-84.6%	9	2	0	-2	-22.2%
NatAm F	3	0	0	-3	-100.0%	2	0	0	0	0.0%
UM	17	25	12	8	47.1%	12	22	12	-10	-83.3%
UF	8	5	1	-3	-37.5%	7	4	1	-3	-42.9%
UU	4	0	0	-4	-100.0%	3	0	0	0	0.0%
Total:	3070	1150	686	-1920	-62.5%	2269	1021	686	-335	-14.8%

²⁴ "1992/1999/ 2001 Applicant Contrast". Pittsburgh Bureau of Police, 2002.

Residency Status: 1999 Eligibility List

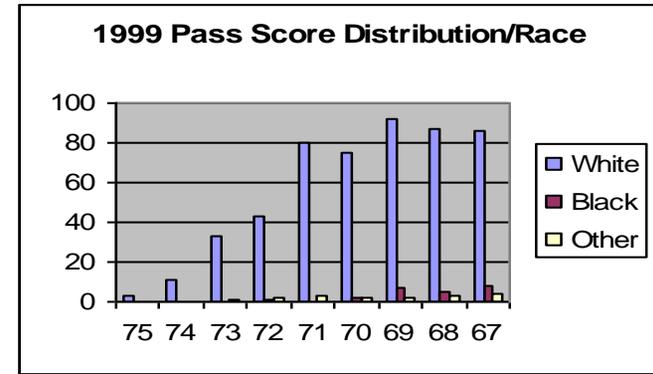
R/G	1999 Eligibility List	Eligibility List City Resident	% Eligible City Residents	Eligibility List Non-Resident	% Eligible Non-City Residents
WM	326	109	33.4%	217	66.6%
WF	50	20	40.0%	30	60.0%
WU					
BM	6	3	50.0%	3	50.0%
BF	11	10	90.9%	1	9.1%
BU					
HM					
HF					
HU					
AM					
AF					
AU					
NatAm M					
NatAm F					
UM					
UF					
UU					
Total:	393	142	36.1%	251	63.9%

Residency Status: 2001 Eligibility List

R/G	2001 Eligibility List	Eligibility List City Resident	% Eligible City Residents	Eligibility List Non-Resident	% Eligible Non-City Residents
WM	345	122	35.4%	221	64.1%
WF	42	18	42.9%	24	57.1%
WU	6				
BM	31	18	58.1%	13	41.9%
BF	12	10	83.3%	2	16.7%
BU	0				
HM	5				
HF	1				
HU	0				
AM	3				
AF	0				
AU	0				
NatAm M	0				
NatAm F	0				
UM	9				
UF	1				
UU	0	11		14	
Total:	455	179	39.3%	274	60.2%
<i>Note: City & Non-City count does not add-up to 455 (453)</i>					

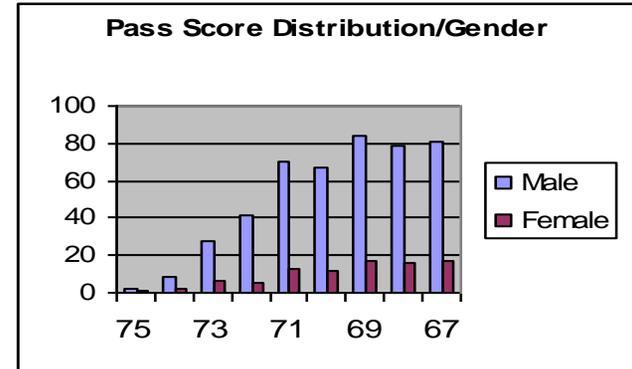
1999 Pass Score (Pass Point 67)

R/G Group	75	74	73	72	71	70	69	68	67	Total
WM	2	9	28	38	67	63	80	74	75	436
WF	1	2	5	5	13	12	12	13	11	74
BM				1		2	3	4	2	12
BF							4	1	6	11
HM					1	1			2	4
HF			1							1
AM										0
AF								1		1
NatAm M				1					1	2
NatAm F										0
UM				1	2	1	1	1	1	7
UF							1	1		2
Total:	3	11	34	46	83	79	101	95	98	550



Race/Gender Score Distribution (1999)

Score	White	Black	Other	Total	Male	Female	Total
75	3			3	2	1	3
74	11			11	9	2	11
73	33		1	34	28	6	34
72	43	1	2	46	41	5	46
71	80		3	83	70	13	83
70	75	2	2	79	67	12	79
69	92	7	2	101	84	17	101
68	87	5	3	95	79	16	95
67	86	8	4	98	81	17	98
Total	510	23	17	550	461	89	550



1992 Applicant Demographic Status

Race / Gender	# of Applicants	% of Total	% of Race	Vet Credit	# City Resident	% of Total: City Resident	# Non-City Resident	% of Total Non-Resident
WM	1816	59.2%	79.5%	536	749	24.4%	1067	34.8%
WF	298	9.7%	13.0%	25	189	6.2%	109	3.6%
WU	171	5.6%	7.5%	44	56	1.8%	115	3.7%
BM	461	15.0%	66.7%	194	324	10.6%	137	4.5%
BF	186	6.1%	26.9%	17	145	4.7%	41	1.3%
BU	44	1.4%	6.4%	17	31	1.0%	13	0.4%
HM	26	0.8%	70.3%	11	7	0.2%	19	0.6%
HF	5	0.2%	13.5%	1	5	0.2%	0	0.0%
HU	6	0.2%	16.2%	0	2	0.1%	4	0.1%
AM	11	0.4%	91.7%	7	1	0.0%	10	0.3%
AF	0	0.0%	0.0%	0	0	0.0%	0	0.0%
AU	1	0.0%	8.3%	1	1	0.0%	0	0.0%
NatAm M	13	0.4%	81.3%	3	7	0.2%	6	0.2%
NatAm F	3	0.1%	18.8%	0	1	0.0%	2	0.1%
UM	17	0.6%	58.6%	3	11	0.4%	6	0.2%
UF	8	0.3%	27.6%	0	4	0.1%	4	0.1%
UU	4	0.1%	13.8%	2	2	0.1%	2	0.1%
Total:	3070	100.0%	----	861	1535	50.0%	1535	50.0%

1999 Applicant Demographic Status

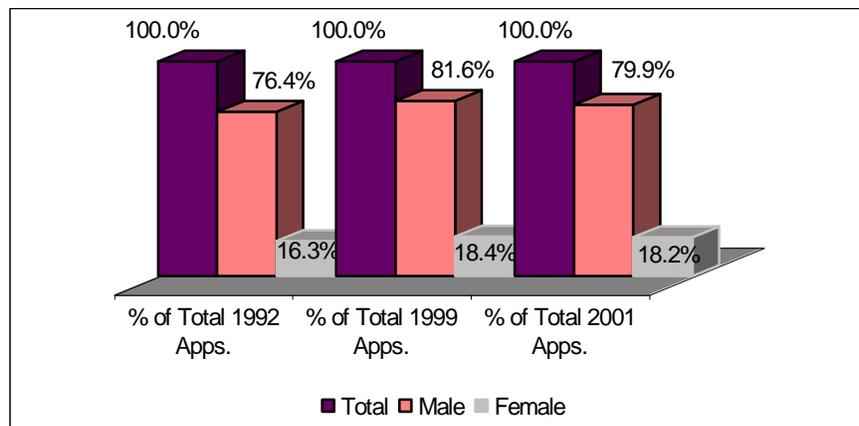
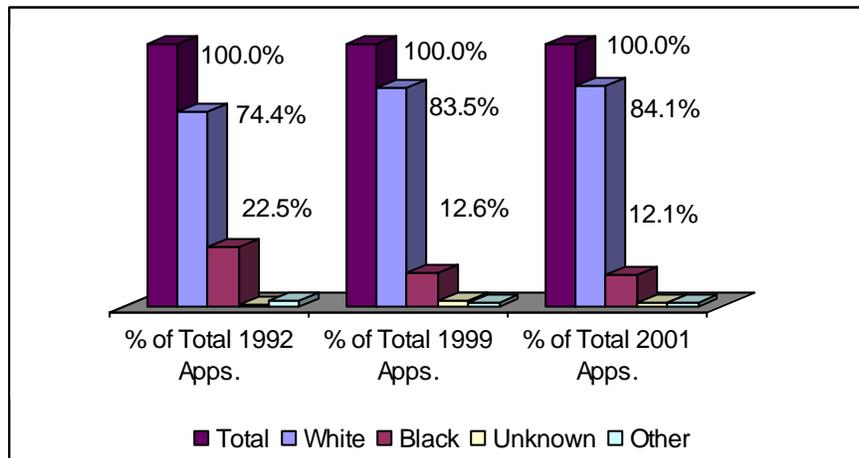
Race / Gender	# of Applicants	% of Total	% of Race	Vet Credit	# City Resident	% City Resident	# Non-Resident	% Non-Resident
WM	812	70.6%	84.6%	176	273	23.7%	539	46.9%
WF	148	12.9%	15.4%	8	73	6.3%	75	6.5%
WU	0	0.0%	0.0%	0	0	0.0%	0	0.0%
BM	90	7.8%	62.1%	28	59	5.1%	31	2.7%
BF	55	4.8%	37.9%	4	45	3.9%	10	0.9%
BU	0	0.0%	0.0%	0	0	0.0%	0	0.0%
HM	5	0.4%	62.5%	2	1	0.1%	4	0.3%
HF	3	0.3%	37.5%	1	1	0.1%	2	0.2%
HU	0	0.0%	0.0%	0	0	0.0%	0	0.0%
AM	4	0.3%	80.0%	0	0	0.0%	4	0.3%
AF	1	0.1%	20.0%	1	0	0.0%	1	0.1%
AU	0	0.0%	0.0%	0	0	0.0%	0	0.0%
NatAm M	2	0.2%	100.0%	1	7	0.6%	-5	-0.4%
NatAm F	0	0.0%	0.0%	0	1	0.1%	-1	-0.1%
UM	25	2.2%	83.3%	4	11	1.0%	14	1.2%
UF	5	0.2%	16.7%	1	4	0.3%	1	0.1%
UU	0	0.0%	0.0%	0	0	0.0%	0	0.0%
Total:	1150	100.0%		226	475	41.3%	675	58.7%

2001 Applicant Demographic Status

R/G	# of Applicants	% of Total	% of Race	Vet Credit	# City Resident	% City Resident	# Non-Resident	% Non-Resident
WM	479	69.8%	83.0%	35	147	4.8%	328	47.8%
WF	88	12.8%	15.3%	2	43	1.4%	45	6.6%
WU	10	1.5%	1.7%	0	3	0.1%	6	0.9%
BM	46	6.7%	55.4%	5	29	0.9%	17	2.5%
BF	36	5.2%	43.4%	0	30	1.0%	6	0.9%
BU	1	0.1%	1.2%	0	1	0.0%	0	
HM	7	1.0%	87.5%	0	4	0.1%	3	0.4%
HF	1	0.1%	12.5%	0	0	0.0%	1	0.1%
HU	0	0.0%	0.0%	0	0	0.0%	0	
AM	4	0.6%	80.0%	0	3	0.1%	1	0.1%
AF	0	0.0%	0.0%	0	0	0.0%	0	
AU	1	0.1%	20.0%	0	0	0.0%	1	0.1%
NatAm M	0	0.0%		0	0	0.0%	0	
NatAm F	0	0.0%		0	0	0.0%	0	
UM	12	1.7%	92.3%	1	6	0.2%	6	0.9%
UF	1	0.0%	7.7%	0	1	0.0%	0	
UU	0	0.0%	0.0%	0	0	0.0%	0	
Total:	686	100.0%		43	267	38.9%	419	61.1%

Demographic Comparison of Applicants: 1992-1999-2001

Race	Applied 1992	% of Total 1992 Apps.	Applied 1999	% of Total 1999 Apps.	Applied 2001	% of Total 2001 Apps.	1999 compared to 1992	2001 compared to 1992	2001 compared to 1999
White	2285	74.4%	960	83.5%	577	84.1%	-58.0%	-74.7%	-39.9%
Black	691	22.5%	145	12.6%	83	12.1%	-79.0%	-88.0%	-42.8%
Unknown	29	0.9%	30	2.6%	13	1.9%	3.4%	-55.2%	-56.7%
Other	65	2.1%	15	1.3%	13	1.9%	-76.9%	-80.0%	-13.3%
Total:	3070	100.0%	1150	100.0%	686	100.0%	-62.5%	-77.7%	-40.3%
Gender									
Male	2344	76.4%	938	81.6%	548	79.9%	-60.0%	-76.6%	-41.6%
Female	500	16.3%	212	18.4%	125	18.2%	-57.6%	-75.0%	-41.0%
Unknown	226	7.4%	0	0.0%	13	1.9%	-100.0%	-94.2%	
Total:	3070	100.0%	1150	100.0%	686	100.0%	-62.5%	-77.7%	-40.3%



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