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COLONEL
WILLIAM M. PALLOZZI
SUPERINTENDENT

January 4, 2016

The Honorable Edward J. Kasemeyer
Chairman
Senate Budget and Taxation Committee
Miller Senate Office Building, Suite 3 West
11 Bladen Street
Annapolis, MD 21401

The Honorable Maggie L. McIntosh
Chairman
House Appropriations Committee
House Office Building, Room 121
6 Bladen Street
Annapolis, MD 21401

Dear Chairmen Kasemeyer and McIntosh:

In accordance with the 2015 Joint Chairmen's Report, page 145, the Maryland Department of State Police submits this Report on Diversity in Hiring and Promotion within the Sworn Officer Ranks. The Department appreciates your interest in the sworn compliment of the Department.

The Maryland Department of State Police is committed to diverse work force. Should you or any member of the Committees have any additional questions, please do not hesitate to contact me by email at thomas.williams@maryland.gov.

Sincerely,

Thomas M. Williams
Director
Government Affairs Unit

cc: The Honorable Thomas V. "Mike" Miller, President of the Senate
The Honorable Mike E. Busch, Speaker of the House
Ms. Sarah Albert, Maryland Department of Legislative Services Library (5 Copies)

"Maryland's Finest"

Maryland State Police



Report on Diversity in Hiring and Promotion

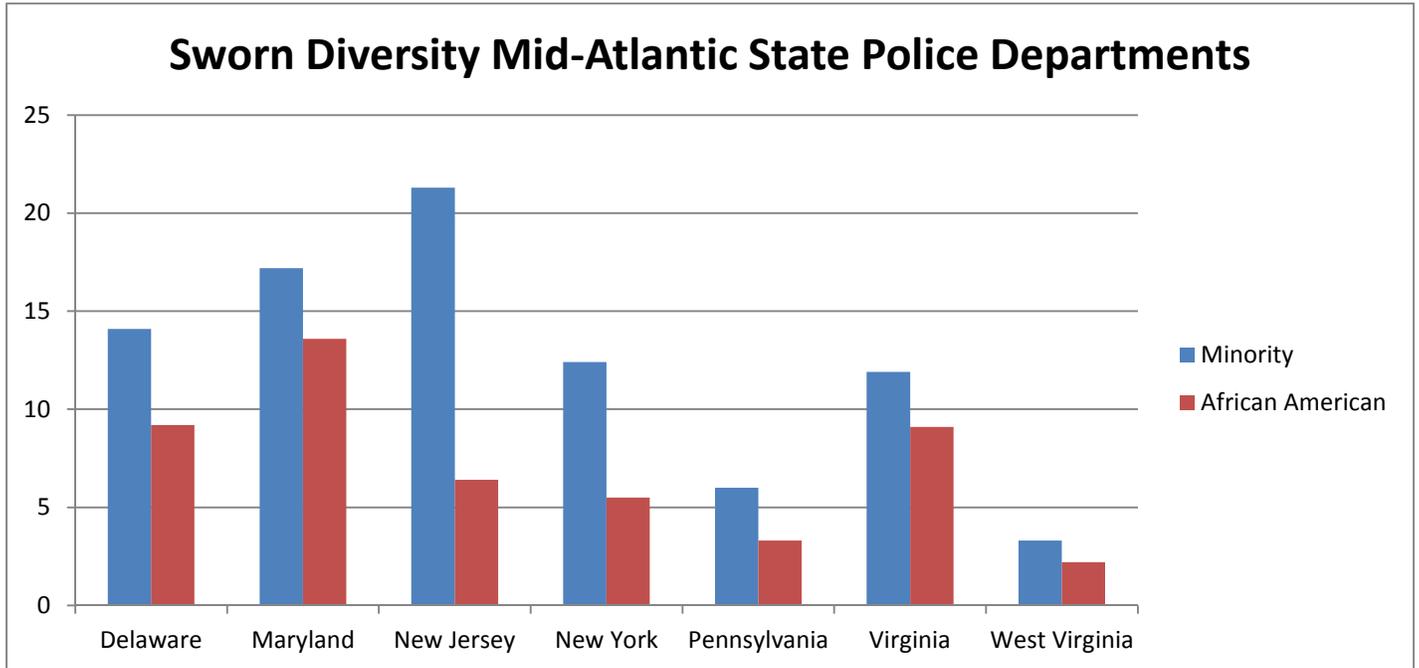
Report on Diversity in Hiring and Promotion within Sworn Officer Ranks: The budget committees request that the Department of State Police (DSP) submit a report detailing the department's plans to increase diversity in hiring and promotion within sworn officer ranks. The report should provide the most recent demographic breakdown of DSP's sworn officers by rank, race, ethnicity, and gender. The report should also compare DSP's diversity to the diversity of the State and other comparable police forces in the area. In addition, DSP should identify any diversity goals or standards the department aims to meet.

The following report is being submitted in compliance with the above stated requirements. Please note, all charts and statistical analysis were completed over a 30 day period using the most recent Maryland State Police demographic data. These data sets are fluid and may document a slight variance given the increase or decrease in staffing. All Maryland population data was derived from the United State Census Bureau.

MARYLAND STATE POLICE SWORN RACE/SEX/RANK DISTRIBUTION REPORT															
as of 12/21/2015															
RACE/SEX	WM	WF	BM	BF	AM	AF	IM	IF	HM	HF	OM	OF	MALE	FEMALE	TOTAL
RANK															
Col.	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Lt. Col.	1	1	1	0	0	0	0	0	0	0	0	0	2	1	3
Major	7	1	0	1	0	0	0	0	0	0	0	0	7	2	9
Captain	13	3	1	0	0	0	0	0	0	0	0	0	14	3	17
Lieutenant	40	2	2	0	0	0	0	0	1	0	0	0	43	2	45
1/D Sgts	70	6	8	4	1	0	0	0	2	0	0	0	81	10	91
Sergeant	194	15	34	4	2	0	1	0	3	0	0	0	234	19	253
Corporal	163	11	28	2	2	0	0	0	2	0	0	0	195	13	208
Master Trooper	69	3	14	0	1	0	0	0	2	0	0	0	86	3	89
Senior Trooper	78	5	16	1	1	0	0	0	2	0	0	0	97	6	103
TFC	318	21	44	4	5	0	0	0	8	1	0	0	375	26	401
Trooper	140	11	25	2	5	0	0	0	10	0	0	0	180	13	193
Trooper Candidate	27	7	4	2	2	0	0	0	1	0	0	0	34	9	43
SUB.Total Sworn	1121	86	177	20	19	0	1	0	31	1	0	0	1349	107	1456
Civilian	306	233	39	92	5	7	1	1	4	1	0	1	355	335	690
Grand Total	1427	319	216	112	24	7	2	1	35	2	0	1	1704	442	2146

Demographics

The Maryland State Police has the highest African American representation within its sworn ranks when compared to other state police departments in the region. It is second only to the New Jersey State Police when comparing overall minority representation.



	Males and Females						Minority Total	% Minority	% Black	Totals
	White	Minority Totals								
State	W	B	A	I	H	O				
Delaware	617	66	11	5	19	0	101	14.1%	9.2%	718
Maryland	1,210	198	19	1	33	0	251	17.2%	13.6%	1,461
New Jersey	2,171	177	56	16	325	14	588	21.3%	6.4%	2,759
New York	4,191	261	42	6	275	9	593	12.4%	5.5%	4,784
Pennsylvania	4,192	147	32	7	78	4	268	6.0%	3.3%	4,460
Virginia	1,717	178	11	6	38	0	233	11.9%	9.1%	1,950
West Virginia	654	15	0	1	6	0	22	3.3%	2.2%	676

*demographic statistics represent staffing totals as of 12-18-2015

Diversity is essential for an effective law enforcement agency for many reasons, but two of the most important reasons are trust and credibility. Trust and credibility are the cornerstones of any effective police department. When members of the public or members of the department see that its ranks and command staff are inclusive and diverse, they are much more confident that decisions and actions are being made for the right reasons without regard to race, gender or ethnicity.

The Maryland State Police utilizes a holistic approach to attaining a diverse workforce, command staff and working environment for all employees. Numerous areas must be addressed and constantly monitored such as administration of discipline and terminations, assignment to specialized units, career development, promotions, and awareness training. We must be successful in recruiting and hiring a highly qualified, diverse group of Troopers representative of Maryland's population. If properly trained and mentored, they will develop into tomorrow's supervisors and command staff members. We strongly believe that police departments can succeed only when they reflect the communities they serve and create supportive work environments for all of their members.

Minorities currently comprise 33% of the MSP's 2,147 member workforce. 23% of our sworn positions are minorities and 55% of our civilian positions are minorities. African Americans currently comprise 15% of the MSP workforce. 13.5% of our sworn positions are African Americans as are 19% of our civilian positions.

Sworn	Totals	%
African American	197	13.53%
Other Minorities	138	9.47%
Total Minorities	335	23.00%
White Males	1121	77.00%
Total Sworn	1456	

Civilian	Totals	%
African American	131	18.96%
Other Minorities	253	36.61%
Total Minorities	384	55.57%
White Males	307	44.43%
Total Civilian	691	

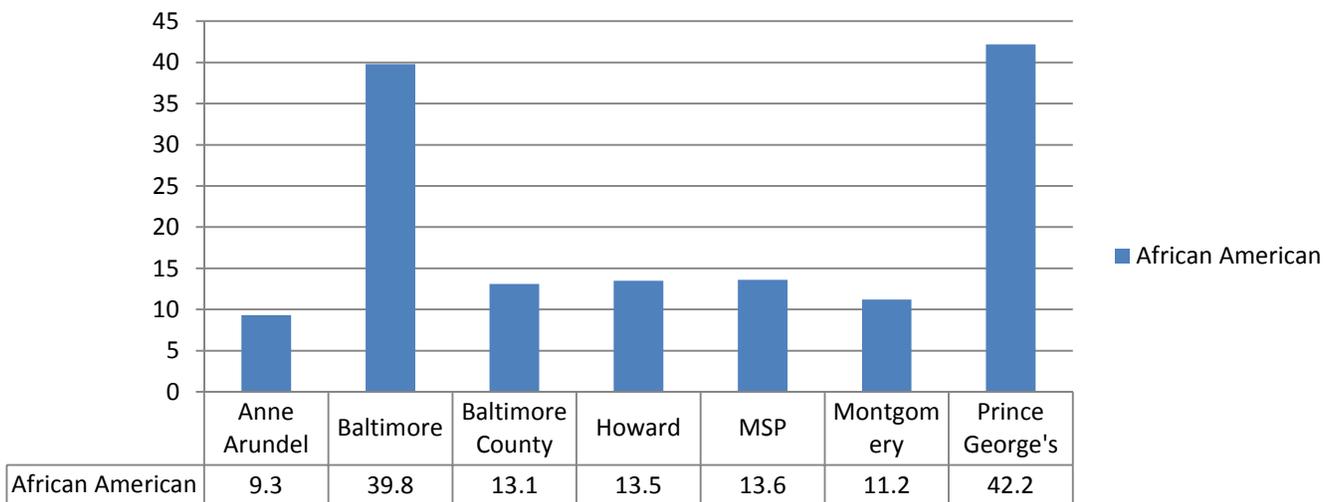
*demographic statistics represent staffing totals as of 12-21-2015

According to the 2010 US Census, Maryland's total population is 5,773,552. Just over 39% of Maryland residents are non-white. 30 % of Marylanders are African American, 9 % are Latino and 51% are female.

The Maryland State Police serves all Maryland residents and those citizens who visit our State. In central Maryland, the Maryland State Police primarily serve a highway safety function and specialize in offering technical, criminal investigative expertise to those primary local law enforcement agencies responsible for providing full service police functions. In Maryland's farthest eastern, western and southern counties the Maryland State Police serve as the primary law enforcement agency providing full service police functions including highway safety and criminal enforcement.

The average minority population in Maryland's central region is 38%. The greatest minority representation resides in Baltimore City and Prince George's County where the percentage of minority residents is 63% and 64% respectively. Maryland's eastern, western and southern counties have an average minority representation of 21%, 7%, and 23% respectively.

African American Diversity Maryland Law Enforcement - a snapshot



Agency	Total Sworn	African American	Percent African American
Anne Arundel County PD	690	64	9.3%
Baltimore PD	2,636	1,048	39.8%
Baltimore County PD	1,835	240	13.1%
Howard County PD	465	63	13.5%
Maryland State Police	1,461	198	13.6%
Montgomery County PD	1,255	141	11.2%
Prince George's County PD	1,694	715	42.2%

*demographic statistics represent staffing totals as of 12-18-2015

The Maryland State Police continues to increase its minority representation in those areas where it offers full service police functions and continues to aggressively recruit from the geographical areas where it takes a secondary enforcement role. The challenge for the Maryland State Police in hiring potential troopers from the central regions generally, but Prince George's County and Baltimore City specifically, remains the secondary law enforcement role the State Police play in those jurisdictions coupled with its salary.

Approximately 30,000 Maryland State employees have collective bargaining rights. Maryland State Troopers are among those employees. The organization certified as the exclusive bargaining representative for Troopers is the State Law Enforcement Officers Labor Alliance (SLEOLA). SLEOLA is entitled to negotiate with the Governor or his designee(s) regarding wages, hours, and working conditions.

The starting salary for Troopers, while in the academy, is \$35,000. Upon successful completion of the academy, the salary is increased to \$46,000. The starting salary for a Prince Georges County police officer, \$54,827, is approximately seventeen percent higher than the Maryland State Police salary of \$46,000. Baltimore City's starting salary, \$48,971, is approximately six percent higher. The Salary Survey of MD County Government FY 2016, prepared by Maryland Association of Counties, December 2015 reports that for those counties who reported, the average actual salary for a deputy or police officer in Maryland is \$51,040. Lastly, the Maryland State Police is a statewide police force. Potential applicants from metropolitan areas frequently report concern and apprehension regarding the requirement to relocate, potentially to unfamiliar rural areas, and therefore find local or county police departments more attractive.

When compared to other state police departments in the Mid- Atlantic Region, the starting salary for the Maryland State Police ranks 5th out of 7 and is below average for both pre and post academy salary.

	Academy	Graduation	
Maryland State Police	\$35,000	\$46,000	5
Delaware State Police	\$44,527	\$54,115	4
New Jersey State Police	\$20,222	\$62,404	2
New York State Police	\$50,374	\$69,608	1
Pennsylvania State Police	\$30,212	\$58,962	3
Virginia State Police	\$36,207	\$36,207	7
West Virginia State Police	\$33,996	\$41,258	6
Average	\$35,923	\$53,759	
Median	\$35,102	\$56,539	

Hiring

Salary and jurisdiction are factors that fall outside of the Department's direct influence however each are recognized and addressed as we continue to develop and modify our recruitment and retention efforts. The Maryland State Police continue to evaluate the starting salary for troopers with the goal of being in the top five county agencies in Maryland and becoming competitive among state police agencies in the mid-Atlantic region.

The Maryland State Police Strategic Plan has been developed to establish the goals and priorities of our Department. Those goals and priorities are to prevent and investigate crime while supporting allied law enforcement agencies, ensure that Maryland highways are safe, support citizens and the communities in which they live and lastly to develop an efficient and effective workforce.

A stated and measured objective for the Maryland State Police is our recruitment of sufficient trooper applicants, who are qualified and able to complete the high-intensity entry-level Maryland State Police training program. Our goal is to consistently increase our sworn diversity representation so that our State Police mirror our State's residency diversity. The below chart demonstrates that the Maryland State Police has, over the past 3 years, consistently achieved this goal as it enhances sworn staffing.

Academy Class	Dates	Graduates	% Minority	% African American
Class 138	01/16/12 – 07/13/12	82	29.27%	12.20%
Class 139	08/13/12 – 02/08/13	50	38.00%	20.00%
Class 140	07/01/13 – 12/20/13	67	23.89%	11.94%
Class 141	09/23/13 – 03/28/14	22	40.91%	22.73%
Class 142	06/23/14 – 12/12/14	70	25.71%	10.00%
Class 143	01/26/15 – 07/17/15	39	33.00%	23.08%
Totals		330	30.00%	15.00%

The Maryland State Police has made modifications to the Academy to include revisions to resignation monitoring, a mentoring system, special leave privileges and the establishment of candidate forums. This has decreased the average rate of attrition from 28% to 18%.

Class#	Seated	Graduated	Completed	Drop Out
Class 132	30	18	60%	40%
Class 133	41	27	66%	34%
Class 134	75	59	79%	21%
Class 135	67	53	79%	21%
Class 136	61	46	75%	25%
Class 137	71	52	73%	27%

Class#	Seated	Graduated	Completed	Drop Out
Class 138	96	82	85%	15%
Class 139	64	50	78%	22%
Class 140	80	67	84%	16%
Class 141	30	22	73%	27%
Class 142	80	70	88%	13%
Class 143	46	39	85%	15%

In furtherance of our recruitment goals, the Maryland State Police recently published a request for proposal to enter into a contract with a qualified contractor to provide a wide range of advertising, marketing, digital, web, social media, research and communications services. This media campaign will focus on densely populated ethnically diverse areas of the state, to include municipalities and townships, which the Maryland State Police primarily serve. Our campaign strategy is to effectively communicate with the Department's different target audiences, to include, diverse audiences who have the minimum criteria to become sworn members of the Maryland State Police. Our objectives are to increase awareness to men and women of various racially and ethnically diverse cultures, including, but not limited to, African American, Hispanic, Latino, Asian and Native American communities, through advertising/marketing of employment opportunities. The campaign seeks to increase awareness of sworn Department employment opportunities at Maryland colleges and universities especially those historically black and culturally diverse colleges and universities.

A pre-proposal conference was held on December 17, 2015 at the Maryland State Police, Quartermaster Division, wherein 12 marketing and advertisement companies were represented. The expected Go-Live Date is anticipated to be on or about February 1, 2016.

Another stated and measured objective for the Maryland State Police is to maintain and revise a recruiting plan for troopers and certain civilian employees that is focused on hiring and retaining a qualified and diverse workforce. To that end the Maryland State Police utilizes several technology based platforms to support its recruiting efforts; online employment application process, mass email and social media.

The Maryland State Police launched an on-line employment application process for employment processing for persons interested in becoming a Maryland State Trooper and it appears to be beneficial in the recruitment of minorities. In addition the Maryland State Police uses GovDelivery, the only digital communications platform exclusively for government, to maintain communication with applicants and potential applicants. Finally, the Maryland State Police has made its hiring process transparent to the public and its employees. By doing so, we empower everyone to support our recruiting efforts with clear, concise and relevant information available 24/7. Maryland State Police utilizes social media platforms, such as Facebook, twitter and Instagram. Postings are made to these platforms to communicate event information, marketing images and general recruiting information.

On average, during 2015, the full time Maryland State Police sworn recruiting staff was supplemented by 35 Barrack/Field Recruiters. In 2015, the Maryland State Police conducted 511 recruiting initiatives, 82 of which were completed by Barrack/Field Recruiters. Of the 433 initiatives completed by full time recruiters, 91 or 21%, were conducted at a venue that was selected specifically for its minority representation. These initiatives included but were not limited to Coppin State University, Woodlawn High School, Frederick Douglass High School, Sojourner–Douglass College, Dunbar City High School, Carmelo Anthony Youth Development Center, Baltimore City Community College, Northwestern High School, Montgomery County Community College, American Public University Virtual Career Fair, Tall Oaks Vocational School, Bowie High School, and South Bowie Library, MD West Lanham Hills Fire Department, Good Luck Community Center, Prince George's County Let's Get It Started Youth Job Fair and Prince George's County Community College.

Promotion

The Maryland State Police's promotional process was developed in conformance with State and federal law as outlined under the Uniform Guidelines on Employment Selection Procedures, Title 41 of the Code of Federal Regulations. As such, the process has been validated as job related. The promotional process is similar to that utilized by the majority of major police departments in Maryland and throughout the country. The process and associated policy is in compliance with our accreditation standards as listed in Chapter 35 of the CALEA Law Enforcement Accreditation program:

- Standard 34.1.1: A written directive defines the agency's role in the promotion process for sworn personnel.
- Standard 34.1.2: A written directive vests in an identifiable position the authority and responsibility for administering the agency's role in the promotion process for sworn personnel.
- Standard 34.1.3: A written directive describes the procedures used for each element of the promotion process for sworn personnel. This includes the right of candidates to review and challenge all aspects of the promotion process.
- Standard 34.1.4: All elements used to evaluate candidates for sworn personnel for promotion are job related and nondiscriminatory. This goal of this standard is to ensure that the agency has the documentation necessary to make a logical and persuasive case in the event of a legal challenge and that the elements of the promotion process measure skills, knowledge, abilities, and traits needed to perform that job.
- Standard 34.1.5: The agency provides sworn personnel with a written announcement of the promotional process.
- Standard 34.1.6: A written directive establishes criteria and procedures for the development and use of eligibility lists for sworn positions to include the numerical weight, the duration of the lists and system for selecting names from the lists.
- Standard 34.1.7: A written directive describes the probationary period, if any, for all personnel who are promoted.

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The MSP promotional process is considered a condition of employment under Maryland law and must be negotiated with the union, the State Law Enforcement Officers Labor Alliance (SLEOLA). SLEOLA's bargaining unit is comprised of representatives of employee groups to include the Coalition of Black Maryland Troopers, the Fraternal Order of Police and the Maryland Troopers Association. The current process, originally created in 1996, has been modified several times. Prior to the advent of the 2013 process, SLEOLA and its constituent employee groups requested that a minimum passing score of 60% be utilized for the written examination and the weights of each component be modified.

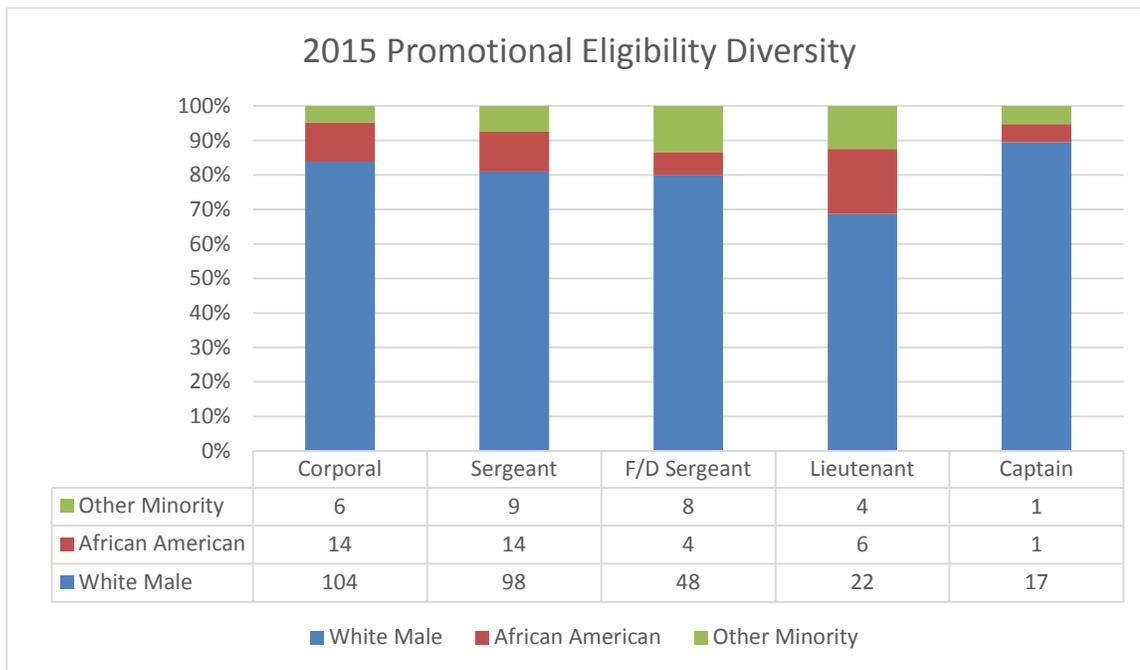
The Maryland State Police promotional process is comprised of three individual components with the following weights; written examination (40%); structured resume (30%); and oral interview (30%). Individuals competing for promotion are assessed by members of other state police agencies holding the rank equivalent to that being assessed. These assessors are trained and then participate in mock assessments as part of their training. The assessments are conducted by three person diversified boards. There may only be a one point variance among the assessors for the oral interview board and a maximum half point variance for the assessors reviewing the resumes. The practice of utilizing a diversified group of outside assessors who receive assessor training acts as a safeguard to ensure fairness.

The Office of Promotional Testing provides training to all personnel on the Department's internal messaging program; PowerDMS. Written training is provided on studying and preparing for all phases of the process. Training includes an overview of the process, individual learner styles, time management strategies, study techniques, strategies for writing successful resumes, strategies for successful oral interview methods and memory improvement drills. In addition, videos were produced showing assessors from the 2013 process.

In the video, these assessors provide guidance to the candidates about what was looked for in the scoring, from

the assessor perspective. This training was offered online to ensure maximum candidate exposure and participation. During the 2015 process promotional process, 95% of sworn employees viewed the Information & Study Guide and 94% viewed the Promotional Process Video.

After each promotional process, candidates are encouraged to review their rated promotional testing material. After the 2013 process, over 56% of the employees participating in the process reviewed their packets. 21% of the candidates in the 2015 process participated in a packet review with members of the Office of Promotional Testing, the remaining candidates were provided scanned copies of their promotional packets. In-person packet reviews of the 2015 process continue through August, 2016.



2013 & 2015 Minority Promotional Eligibility Comparison						
	Total Candidates 2013	Total Candidates 2015	2013 Minorities (%)	2015 Minorities (%)	2013 African American (%)	2015 African American (%)
Corporal	106	124	21.67%	16.12%	11.32%	11.29%
Sergeant	81	121	22.22%	19.00%	17.28%	11.57%
First Sergeant	56	60	25.00%	20.00%	16.07%	06.66%
Lieutenant	30	32	10.00%	31.25%	3.33%	18.75%
Captain	17	19	17.65%	10.52%	5.88%	05.26%
TOTALS	290	356	21.03%	18.82%	12.76%	10.95%

The promotional process for ranks of Corporal through Captain is competitive. As such, the number of minorities on promotional eligibility lists is directly related to the number of minorities eligible by each rank and the number of minorities who participate in the process. Participation rates by African Americans are relatively similar to participation rates of white males as noted below.

Year	Corporal		Sergeant		First Sergeant		Lieutenant		Captain	
	A/A	White	A/A	White	A/A	White	A/A	White	A/A	White
2011	60.24%	59.68%	85.71%	82.44%	78.13%	51.49%	0%	40.00%	50.00%	44.74%
2013	45.21%	51.49%	70.00%	76.36%	76.67%	49.12%	100%	50.00%	50.00%	41.73%
2015	55.07%	54.61%	81.48%	83.77%	75.76%	58.62%	66.67%	49.15%	50.00%	74.19%

African Americans in the 2015 Promotional Process			
Rank	Eligible	Participated	On Final List
Corporal	69	38	14
Sergeant	27	22	14
F/D Sergeant	33	25	4
Lieutenant	9	6	6
Captain	2	1	1

Regardless of race, a certain number of sworn members are not interested in becoming supervisors or managers. With the advent of additional non-supervisory ranks such as Senior Trooper and Master Trooper, there is no longer a monetary incentive to promote. Further, due to compensation compression between the ranks of First Sergeant and Lieutenant and the fact that Lieutenants are not overtime eligible many troopers do not see the financial advantages in the promotion process especially when promotion to higher levels, especially to commissioned ranks, likely result in a transfer and an associated increased drive time for the employees.