Howard County Human Rights Commission

County Resolution 180 (CR-180)
Report
Supplement

March 2018

March 20, 2018

County Council of Howard County
3430 Courthouse Drive
Ellicott City, Maryland 21043

Dear Honorable Council Members,

The Human Rights Commission of Howard County has completed its work on the supplemental information requested in response to its submission and briefing previously provided to the council on County Resolution 180 (CR180-2016). Attached to this letter is the information in support of pending items noted in our letter to you dated January 22, 2018 (attached).

Once again, thank you for allowing us to participate in the Council's effort to review how the county's major governmental and educational organizations are incorporating and implementing diversity objectives into their recruiting, hiring and promotional practices. We look forward to assisting you in the future should you feel that our input is helpful to the subject under discussion.

Respectfully Submitted,

[signature: Rev. Robert Turner]

Reverend Robert Turner, Chair
The Howard County Human Rights Commission

ATTACHMENTS

>

Attachment 1

January 23, 2018

County Council of Howard County
3430 Courthouse Drive
Ellicott City, Maryland 21043

Dear Honorable Council Members,

The Human Rights Commission of Howard County briefed the Howard County Council on October 10, 2017 to discuss its report in response to Council Resolution 180-2016. At that briefing, we were asked to follow up on several items and provide the additional information later. This letter is being submitted in response to those pending items. A summary of the items and their status follows.

1. It was requested that the Howard County Police Department (HCPD) provide additional data on its recruitment, hiring and retention. They have provided the additional data and commentary requested and we are in the process of reviewing their submission and completing our analysis of the data.

2. At the time of our report, the Sheriff's Office was in the process of drafting a Strategic Plan to address issues identified in our report. We promised to forward that to the Council when completed.

3. It was requested that the Howard County Library System submit additional data addressing its pay comparability with other library systems. Meetings on this have been scheduled after which we will compile and analyze the data submitted.

4. It was requested that we do a 6-month review of the Howard County School System's Director of Diversity, Equity and Inclusion position to assess proper scope and effectiveness. Dr. Kevin F. Gilbert has been very responsive to our request for information and has submitted an interim report to the Human Rights Commission which we are reviewing.

It is our intention to complete the analysis of the above pending items as soon as possible and submit an addendum report to you by March 31, 2018. Thank you for your interest in requesting the additional information and your patience as we take the necessary time to do full analysis on the additional information prior to submitting our addendum to you.

Respectfully Submitted,

Rev. Robert Turner

Reverend Robert Turner, Chair

The Howard County Human Rights
Commission

"Working Together For Equality"

Attachment 2

Attachment

2

Recruitment and Promotional Efforts

Howard County
Department of Police

Allan H. Kittleman
County Executive

Gary L. Gardner
Chief of Police

Executive Summary

The police recruiting environment has been in a state of flux for the greater part of the last decade. Departments across the country, from New York to Los Angeles, have noted significant reductions in applicants due to lower unemployment rates, labor shortages and difficult application standards. A number of high profile police involved shootings took place beginning in 2014 that captured the national spotlight and further blemished the image and stature of becoming a law enforcement officer.

In focusing on the last three years, agencies have continued to feel a significant influence within their applicant pools. Maryland State Police recognized that recruiting efforts dropped by fifty-percent (50%) from approximately 8,000 to 4,000 applicants per class and have found it difficult to staff full academy classes. Other agencies including Fairfax County, Virginia and Seattle, Washington experienced a near ninety percent (90%) decline in applicants.

The Howard County Police Department (HCPD) applicant numbers also felt the effects from 2014 through 2016, when recruit officer applicants dropped from 713 to 456, a drop of thirty-seven percent (37%) during three academy classes. During the same period, lateral officer applications fell from 108 to 68, a drop of thirty-two percent (32%) during three lateral classes.

Although our agency has seen a decline in applicants, HCPD has remained steadfast in maintaining the highest standards in Maryland, in keeping with the excellence that our community expects. In addition to the basic requirements required by the Maryland Police and Correctional Training Commission (MPCTC), recruit applicants are required to have sixty (60) college credits or two (2) years active military service. To increase recruit applicant numbers, HCPD is in the initial process of also accepting recruit applicants with two (2) years of full service police service from a non-MPCTC certified agency (mainly out-of-state agencies). Lateral applicants are required to be certified through MPCTC and have two (2) years of full service police experience. These requirements are critical to hiring the most qualified applicants for a position that demands a high level of responsibility and to serve a highly educated community. Many agencies across the country are also adding these standards and Chicago, Illinois has even raised their age minimum requirement from 21 to 22 years of age.

The HCPD Recruitment Section has continually followed best practices and sought out progressive initiatives to increase applicant numbers. The staff are involved with recruiters across the state by virtue of regular contact at recruitment fairs and other events, are members of the Eastern Region Police Recruiters and Applicant Investigators Association (ERPRAIA), and have involvement in the Recruitment Standards Workgroup through MPCTC, dictated by Maryland House Bill 1016 (HB1016). HB1016 was enacted in October 2016 by the Maryland State Legislature to focus on police reforms covering a variety of law enforcement facets for which HCPD has followed all mandates.

The HCPD continually focuses on diversity in hiring practices and works to ensure that applicants reflect the diversity of the community we serve. Recruiting in Howard County remains a priority. In-county initiatives have included high school career days, college job fairs, the Howard County Korean Festival, the Howard County Hispanic Festival, and the NAACP Recruitment Fair, just to name a few. These events encompassed a wide array of contacts throughout diverse populations. HCPD's social media outlets boast more than 139,000 followers (Facebook and Twitter) with an average Facebook post reaching over 125,000 people. HCPD's marketing also covers a wide array of advertising with a focus on diverse websites, radio and television. The Recruitment Section has worked with the HCPD Public Information Office (PIO) in coordinating visual representations of the HCPD in recruitment and is continually looking for new opportunities for advertising.

The Recruitment Section has participated in meetings with the African American Roundtable and worked with the HCPD Centurions of Justice Minority Officers Association to obtain feedback and develop recommendations for positive

strategies. They have fostered an Assistant Recruiter program that involves a diverse group of seventy-six (76) officers that are trained to participate with recruitment events, applicant testing, and interview panels. The Section has been proactive and worked with the Community Outreach Division in the development of relationships with faith based and other community organizations. They have worked with School Resource Officers and improved programs geared toward youth (Police Explorers, Cadets, and Interns). They are also in the initial phase of "testing on the road" by providing the written recruit test during recruitment events to enhance diversity and enable easier access to the first phase of the process.

The Recruitment Section also strives to increase and diversify its applicant pool by recruiting in other areas of Maryland and out-of-state. Recruiters are in the initial phase of implementing "testing on the road" by offering the written recruit test during out-of-state recruitment events. Testing on the road provides an immediate opportunity for out-of-state applicants to participate in the first phase of the hiring process. If successful in this first phase, the hope is the applicant will be committed to completing the hiring process.

These efforts have been successful in increasing applicant diversity to match the service population. In 2015, twenty-seven percent (27%) of all applicants were African-American compared to nineteen percent (19%) of the County workforce. Hispanic applicants made up eight and a half percent (8.5%) while the County workforce represented six and a half percent (6.5%). Asian applicants lagged at five percent of the applicants (5%) while the County workforce captured seventeen and six tenths percent (17.6%); however, of the Asian candidates that completed the process all were hired.

This report provides statistical data, explanations, and depth of HCPD's recruitment, hiring and promotional efforts. We are confident that our agency continues to offer the most superior benefit package in the region. HCPD provides the top pay amongst Maryland police agencies (entry-level $54,880, lateral $58,753, both effective 1/1/18), along with a substantial benefit package, to include shift differential, specialty pay, considerable paid time off, take home vehicles to those that qualify, a quality healthcare plan, and a significant pension plan. To attract diverse candidates and continue community efforts, HCPD also offers language incentive pay of $3,000 per year to officers who are fluent in Spanish, Korean or Chinese languages. Officers are also offered $1,100 in specialty pay for fluency in secondary languages outside of the three listed.

HCPD has also seen tremendous attrition of members that were ranked at Corporal or above, encompassing a total of one-hundred and ten (110) sworn members, due to retirement, resignation, termination, or death over the last four years. With attrition came the ability for eligible members to apply for promotion to the next higher rank. The standards are high with college credits becoming a more significant factor along with mandated supervisory and administrative schools. Competitive promotional testing from Corporal through Lieutenant occurred regularly during the period while the Captain rank was only tested when vacancies occurred. After arduous processes, the Chief of Police had the ultimate selection for each rank, since becoming Chief in June 2014, Chief Gardner selected eighty-five (85) of those promotions through October 30, 2017.

The HCPD continues to be a national leader in policing, certified through the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) for the last twenty-seven (27) years. A part of the CALEA certification is specifically focused on fair and nondiscriminatory personnel practices for which HCPD remains committed. HCPD celebrates diversity in the workplace through recruitment and selection initiatives, which align with the County's goals. We will continue to evolve with the County's changing demographics and continually consider all options moving forward.

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Recruitment

Promotional

Recruiter Demographics

There is currently one Sergeant (W/M) and one PFC level recruiter (A/M) that are permanently assigned to the Recruitment Section. The Sergeant and full-time recruiter handle the management of job fairs, advertising, social media advertising and assist with sworn testing (entry-level/lateral). The Sergeant also oversees the pool of HCPD assistant recruiter's, which currently stands at 76 members.

Race	Male	Female	Total	Race Percentage
White	25	10	35	46.1%
Black	13	10	23	30.3%
Asian	11	2	13	17.1%
Hispanic	4	1	5	6.5%
Gender Total:	53	23	76	
Gender Percentage:	69.7%	30.3%		

HCPD Assistant Recruiters

2.6% 1.3%

13.2%

13.2%

14.4%

- White Male
- Black Male
- Asian Male
- Hispanic Male
- White Female
- Black Female
- Asian Female
- Hispanic Female
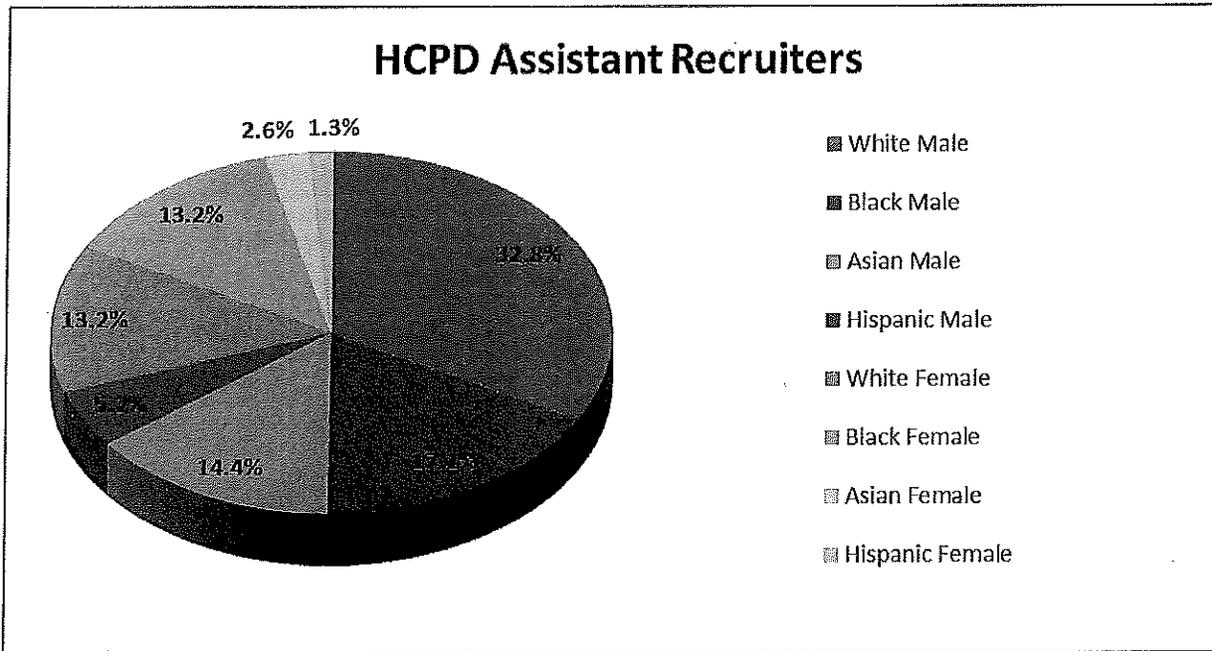
Assistant recruiters have been trained in the aspects of effective recruiting, ADA and EEO compliance, and the overall benefits of a sworn position within Howard County. Dispatchers also serve as assistant recruiters and have attained the same level of training, allowing a partnership of sworn and civilian members.

The assistant recruiters are utilized for job fairs, events and sworn interview panels. HCPD only uses certified assistant recruiters to work testing dates. This will ensure that potential applicants have contact with the best that HCPD has to offer.

Partnerships / Where we're recruiting

The Department's goal is to focus efforts on the recruitment and hiring of all officers, including minority and female officers, in proportion to the population living in our service area. To better understand how to reach these goals, we belong to and attend the Eastern Regional Police Recruiters and Applicant Investigators Association (ERPRAIA) meetings that are held every two months. Hiring for diversity is a topic discussed frequently at these meetings.

On a year over year basis, there has been an overall increase in minority applicants, proving that recruitment strategies have been successful. Police recruiters have continued to focus attention on both the African American and Asian populations as they continue to increase within the County. This emphasis has led the Recruitment Section to attend job fairs and recruit at historically Black Colleges and Universities, Asian based events in the region by making visits, posting flyers and providing testing information. In addition, we have also advertised in the Equal Opportunity Employment & Education Journal (EOEE). We also maintain contact with members of the HCPD Centurions of Justice Minority Officers' Association in order to solicit referrals and recommendations on recruitment strategies. The Recruitment Section has also made it a point to reach out to the faith based community by reaching out to various churches within the County. Along with those partnerships, the Recruitment Section routinely interacts and has relationships with the NAACP, African American Community Roundtable, the Korean Society, The Citizens Advisory Council (CAC), the Police Foundation, Delta Sigma Theta, Omega Psi Phi, the Guilford Baptist Church, and Grace Community Church.

At the high school level, the Department's School Resource Officers (SROs) and new Youth Liaison have been helpful in identifying prospective students who may be viable candidates for positions within the department, through the Explorer Program, Youth Police Academy, Seasonal Cadet Position and/or full-time Cadet Position. Our recruiters also present to the Youth Police Academy on a yearly basis to encourage the participants to consider a career in law enforcement and warn them of disqualifying behaviors.

We have also partnered on numerous events with the Community Outreach Division in order to maximize our ability to effectively recruit highly qualified minority applicants. We are hoping to expand this effort in the future and attend more events that are sponsored by or attended by the COD.

The Recruitment Section attended the following career/job fairs during 2017:

Salisbury State University Job Fair	2/15/2017
University of Maryland Eastern Shore Job Fair	2/23/2017
John Jay College (NY) Career Fair	3/9/2017
WestPACS (PA) Job Fair	3/15/2017
Howard Community College Job Fair	3/17/2017
Coppin State University Job Fair	3/29/2017
Towson University Job Fair	3/31/2017
Congressman Elijah Cummins Job Fair	4/3/2017
Morgan State University Job Fair	4/5/2017
Bowie State University Job Fair	4/16/2017
DAV Recruitment Military - Baltimore Veterans	6/1/2017
Ocean City Job Fair	7/6/2017

Frederick City Career Fair	7/19/2017
NAACP National Conference Career Fair	7/25/2017
John Jay College Career Fair	9/14/2017
University of the District of Columbia Job Fair	9/19/2017
Columbia Workforce Development Center Job Fair	9/20/2017
University of Maryland, College Park Job Fair	9/20/2017
Virginia Law Enforcement Hiring Expo	9/26/2017
Towson University Job Fair	9/29/2017
Salisbury State University Job Fair	10/4/2017
University of Maryland Eastern Shore Job Fair	10/5/2017
CCBC, Catonsville Job Fair	10/5/2017
WestPACS Job Fair	10/11/2017
Morgan State University Job Fair	10/18/2017
The Maryland Law Enforcement Hiring Expo	10/19/2017
Coppin State University Job Fair	10/19/2017
NAACP MD State Conference	10/27/2017
Howard County Community College Job Fair	10/27/2017
Montgomery County East County Regional Job Fair	11/2/2017
DAV Recruitment Military - Fort Bragg, NC	11/8/2017

Advertising / Materials

The Section has effectively used the internet to target vast numbers of applicants. Constant updating of Facebook, Twitter, www.hcpd.org, the county website, DLLR Maryland Workforce Exchange, indeed.com, lawenforcementjobs.com along with several other free websites allow for the promotion of our continuous hiring process.

Advertising to the minority community also extends to the internet with advertising in the National Minority Update, Diversity Edition of The Equal Opportunity Employment & Education Journal, and numerous college websites. Job fairs, career fairs, and other venues specifically geared toward law enforcement, such as the Ocean City Police Department career day and John Jay University career fair seem to be beneficial.

HCPD has over 42,000 followers on Facebook and over 97,000 on Twitter. An average Facebook post from HCPD reaches approximately 125,000 people. We will continue to utilize these social media venues as a way to publish and entice potential applicants to HCPD.

The Recruitment advertising budget was increased significantly in FY'18 to allow for advanced media campaigns. After a thorough review of advertising options, Comcast Spotlight initiated a digital and mobile advertising commercial that began in August 2017. It was estimated that this campaign would reach 600,000 television viewers and 164,000 mobile users. The Section continues to look at various media advertising to effectively market position vacancies to the metropolitan area.

> Internal References
  o Lateral referrals
    ▪ Multiple lateral officers call HCPD home which allows for a broad connection to multiple local agencies. This connection allows for excellent dissemination of lateral offerings correlated to the testing process.
    ▪ Lateral bonuses
      • $3,500 lateral bonus payable upon successful completion of probation (12 months)

Budget

The following categories account for changes to the Recruitment Budget for FY18. These amounts reflect approved amounts by the County Council. The increased budget captures the Enhanced Recruitment Initiative (ERI) in many areas.

Printing
($1K General Printing; $2K Recruitment Brochures, Fliers and Posters; $8K for ERI)
FY18 – $11,000
FY17 – $3,500
FY16 – $7500
FY15 – $5000
FY14 – $4000
FY13 – $4000

General Supplies Materials / Hardware
($6000 Recruitment Tests; $14000 for Recruitment Promo Items)
FY18 – $20,600 (w/ERI)
FY17 – $10,000
FY16 – $8000
FY15 – $9800
FY14 – $9800
FY13 – $9800

Advertising
(Internet, Cable TV, Radio, Print Media, Professional Marketing)
FY18 – $43,000 (ERI)
FY17 – $2,400
FY16 – $10,000
FY15 – $15,000
FY14 – $15,000
FY13 – $15,000

Business & Educational Expenses
(Mileage, Parking, Tolls for Background Investigators)
FY18 – $3400
FY17 – $2000
FY16 – $2400
FY15 – $3000
FY14 – $3000
FY13 – $3000

Job Fairs, Seminars and Meetings
(Job Fairs, AAPP Conference, ERPRAIA, American Poly Assoc., MD Polygraph Association)
FY 18 – $17,870
FY17 – $8405
FY16 – $5100
FY15 – $5810
FY14 – $4960
FY13 – $3860

Benefits / Incentives

➢ Salary ($54,880 starting salary effective 1/1/18)
➢ Differential pay (3% - beginning after 1:59pm / 6% - beginning after 5:59pm)
➢ XL pay for 12-hour shifts (4hrs overtime / paycheck)
➢ Language-pay ($1,100 for secondary languages / $3,000 for primary languages (Spanish, Chinese, Korean)
➢ Specialty-pay (various)
➢ Clothing allowances (various)
➢ Take home vehicles
➢ Pension (as noted below)

Agency	Starting Pay	Top-out pay	Pension	Other	Minimum Standards
Howard County PD	$54,880 (1/1/18)	20 years: $105,165 (PFC) $112,736 (CPL)	20 yrs @ 50% 25 yrs @ 75% 30 yrs @ 80%	>DROP up to 5 years at year 25 >Vehicle	60 credits, 2 years military, 2 years f/t LE (out-of-state)
Anne Arundel County PD	$46,855	23 years: $90,660 (PFC) $94,250 (CPL)	20 yrs @ 50% 2% thereafter	>DROP >Vehicle	None beyond MPTSC
Baltimore City PD	$48,971	26 years: $83,881 (PFC)	25 yrs @ 60%	>No vehicle	None beyond MPTSC
Baltimore County PD	$50,043	29 years: $96,791 (PFC) $101,008 (CPL)	25 yrs	>Reverse DROP >No vehicle	None beyond MPTSC
Carroll County SO	$41,725	12 years: $51,876 (PFC) 22 years: $60,653 (Master)	Yes	Vehicle	None beyond MPTSC
Charles County SO	$40,000 (recruit) $46,920 (post grad)		25 yrs	Vehicle	None beyond MPTSC
Frederick County PD	$47,521	18 years: $73,182	20 yrs @ 50% 2% thereafter	Vehicle	None beyond MPTSC
Maryland State Police	$35,000 (recruit) $46,920 (post grad)	18 years:	25 yrs	Vehicle	None beyond MPTSC
Montgomery County PD	$50,462	21 years: $99,836 (PFC)	25 yrs @ 61%	Vehicle	60 credits, 3 years military or 3 years f/t LE
Prince Georges County PD	$51,691	20 years: $82,554 (PFC) $88,433 (CPL)	25 yrs @ 72.5%	Vehicle	None beyond MPTSC
Washington DC Metro PD	$55,362	30 years: $101,601	25 yrs	No vehicle	High school diploma
FBI (agent)	$43,421		1.7% x yrs of service		Bachelors degree

➢ Early offers
   ▪ Early offers of final employment are provided to those candidates that match to an above average analysis of their entire application process and are typically processing through other law enforcement agencies that are selecting candidates during the same timeframe of HCPD. Those candidates are selectively identified by the HR Command and sent to the Chief of Police for approval. Upon approval, candidates are provided with final offers of employment for the start date of the academy.

Sworn Testing Process

Process – steps and sample written tests are provided online for applicants:

HOWARD COUNTY POLICE DEPARTMENT

The following steps are included within the application process:

- **Registration and Written Test:** The written test is scheduled and offered on an ongoing basis. There is no pre-registration or application needed to take the test. At the time of the written test we will obtain your personal information so that we can maintain contact with you during the application process. Recruiters will be available and you will be encouraged to ask any questions you may have about Howard County and its Police Department. You will have two hours to complete the written test. The written test score is valid for six months. If you do not pass the written test on your first attempt, you will be eligible to take the test again six months after your first attempt.

- **Physical Agility Test:** The physical agility test is comprised of four physical tests. Sit-ups, Push-ups, Vertical Jump, and 1½ mile run. You will be provided with your goal for each test based on your age and gender. You must pass the written test before you are eligible to take the physical agility test. However, you are eligible to take the physical agility test as many times as it is offered in the six months following the written test in order to pass it successfully. It is required that you bring the completed HCPD Physical Test Form with you in order to complete the physical agility test.

- **Completion of a Personal History Questionnaire (PHQ):** This PHQ booklet will be given to you following the successful completion of the Physical Agility Test. You will be given ten days to complete and return this booklet. It is critical that you be thorough and honest when completing this booklet, as all the information you provide will be verified during your polygraph exam and background investigation.

- **Oral Interview:** Upon our receipt and successful review of your PHQ you will be scheduled for an oral interview. The oral interview is conducted by three Howard County Police employees. A series of questions will be asked of you concerning your background, capabilities, and personality.

- **Polygraph Exam:** Upon successful completion of the oral interview you will be scheduled for a polygraph exam. You will be provided with an information sheet concerning the polygraph exam. You can expect the polygraph exam to last approximately three hours. A trained and certified Polygraph Examiner conducts the exam. You will receive an explanation of the polygraph equipment and exam procedures and the Examiner will review all test questions with you prior to administration of the tests.

- **Background Investigation:** After successfully passing the polygraph exam, your case file will be assigned to a Background Investigator. The investigator will make contact with you and let you know they will be conducting records checks, verifying education, and contacting all of your listed references: family members, neighbors, and employers. This portion of the process takes the longest to complete.

- **Psychological Exam:** Upon the successful completion of the background investigation you will be scheduled for a psychological exam. A trained and certified psychologist conducts the exam.

Police Headquarters
3410 Courthouse Drive
Ellicott City, MD 21043

Police Training Center
2200 Scott Wheeler Dr
Marriotsville, MD 21104

HCPD IS AN
ACCREDITED AND
EEO AGENCY

➤ **Written test, 100 question test (>70%)**
➤ **Physical Ability Test – based on Cooper Standards and graduated for gender and age.**
  o Vertical Jump
  o Sit-ups
  o Push-ups
  o 1 ½ mile run
➤ **Personal History Questionnaire (PHQ)**
  o In-depth questionnaire that provides initial background information
  o Must be returned to HCPD within 10 days of issuance
➤ **Oral Panel Interview**
  o Conducted by three employees of ESD / Assistant Recruiters
  o Panel members are consistently diverse in gender and race

- ➢ **Polygraph**
  - o Conducted by one of two polygraph examiners assigned to ESD
- ➢ **Background**
  - o Various records checks
  - o Social media review
  - o Residence verifications
  - o Education verifications
  - o Military verifications
  - o Employment verifications
  - o Contact with all references (family, neighbors, etc)
  - o Home visits
- ➢ **Psychological Testing**
  - o Conducted by a certified psychologist contracted through HCPD
- ➢ **Selection discussion and meeting**
- ➢ **Chief's final selection and notification**
- ➢ **Medical Screening**

Demographics of County and Sworn Entry-Level Overview

2016 US Census (estimate) vs. Academy 41 Recruit Selection

State Population: 6,016,447 (2016 estimate)
Howard County Population: 317,223 (2016 estimate)

Race	State	Howard County	Academy 41
White	59.3%	58.4%	77.7%
Black	30.7%	19.1%	0%
Asian	6.6%	18.3%	0%
Other	3.4%	4.2%	5.5%
Hispanic*	9.8%	6.6%	16.6%

2016 Howard County Demographics

2014-2016 County Demographic Changes by Percentage

Sworn demographics (as of 11/1/17)

RANK	AUTHORIZED	VACANT	ACTUAL	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/E
CHIEF	1		1	1											
MAJOR	3		3	1	1	1									
CAPTAIN	8	+1	9	6	1	1	1								
LIEUTENANT	26		26	15	6	1	1			2				1	
SERGEANT	63		63	51	5	5		1			1				
CORPORAL	53		53	32	7	8	2	1		2	1				
PFC	266		266	178	24	25	10	9	3	14	3				
PO/PROB	54	(10)	44	31	3	2		3	2	2				1	
TOTAL	474	(9)	465	315	47	43	14	14	5	20	5	0	0	2	0
% of Actual				68%	10%	9%	3%	3%	1%	4%	1%	0%	0%	0%	0%

Additional staff at the Captain rank is due to recent promotions and in advance of a Captain's retirement.

Civilian demographics (as of 11/1/17)

Job Class	Grade	Authorized	Vacant	Actual	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F
Admin Analyst I	I	14	(1)	13	5	5	2	1								
Admin Analyst II	K	3		3	1	2										
Senior Admin Analyst	L	1		1		1										
Admin Sup Tech II	E	33	(5)	28	3	15		10								
Admin Support Tech III	F	21	(4)	17	1	16										
Administrative Aide	G	5		5		5										
Animal Control Officer	H07	4		4	1	3										
Animal Handler	H05	7	(1)	6		5										1
Cadet	D	4	(2)	2	1										1	
Crossing Guard (Benefitted)	C	2		2		2										
Fiscal Manager I	M	1		1		1										
Fiscal Specialist I	J	1		1									1			
Human Serv Spec II	J	1		1	1											
Human Services Spec III	K	1		1		1										
Operations Leader I	G	3		3	1	1			1							
Operations Leader II	H	1		1	1											
Police Serv Sup Spec	J	5		5	3	2										
Police Serv Sup Supv I	H	2		2	1	1										
Police Serv Sup Supv II	I	2		2		2										
Police Serv Sup Supv III	K	3		3	1	2										
Police Serv Sup Tech II	H	11		11	4	3	1	2				1				
Police Serv Sup Tech I	F	12	(1)	11	8	2		1								
Public Information Spec	K	1		1		1										
Senior Stores Clerk	H06	4		4	3											1
Emerg Comm Supv	J	5	(1)	4	3	1										
Tech Serv Manager I	M	1		1		1										
Tech Serv Sup Spec I	I	2		2	2											
Tech Serv Sup Spec II	J	1		1		1										
Senior Dispatcher	H	8	(1)	7	4	3										
ECO/DISPATCHER/DFC**		59	(5)	54	13	26		13	1	1						
TOTAL		218	(21)	197	57	102	3	28	1	1	1	1	0	0	1	2
% of Actual					29%	52%	2%	14%	1%	1%	1%	1%	0%	0%	1%	1%

Howard County Department of Police – Recruitment and Promotional Efforts

2012-2017 Entry-Level Applicant Overview

	2012	2013	2014	2015	2016	2017
Total Applicants	1223	836	711	671	457	Ongoing

HCPD has seen a sixty-three percent (63%) total reduction of applicants from 2012 to 2016.

2013-2017 Sworn Attrition

	2013	2014	2015	2016	2017	TOTAL	5 Year Average
White male	5	14	9	7	8	43	8.6
White female	4		4	4	1	13	2.6
Black male	6	2	2	5	1	16	3.2
Black female	1	1	1	2	1	6	1.2
Asian male		1		1	1	3	0.6
Asian female							
Hispanic male			1	1	1	3	0.6
Hispanic female							
Other male							
Other female				1		1	0.2
TOTAL	16	18	17	21	13	85	17

Contributors to attrition: Retirement, Medical Retirement, Resignation, Terminated, and Deceased

HCPD Sworn hiring – 2013-2017

Race / Gender	Academy 38 2013	Academy 39 2014	Lateral 27 2015	Academy 40 2015	Lateral 28 2016	Academy 41 2016	Lateral 29 2017	Total
White males	11	14	6	6	6	13	3	59
Black males	3	2	0	1	2	0	1	9
Asian males	1	2	0	2	0	0	0	5
Hispanic males	0	0	0	3	1	1	0	5
Other males	0	0	0	0	0	0	0	0
White females	5	1	0	1	1	2	0	10
Black females	1	1	0	0	0	0	0	2
Asian females	0	1	0	0	0	0	0	1
Hispanic females	0	0	0	0	0	2	0	2
Other females	0	0	0	0	0	1	0	1
Total	21	21	6	13	10	19	4	94

Academy Demographics by Applicants Passing Per Stage
Academy 41 - 2016
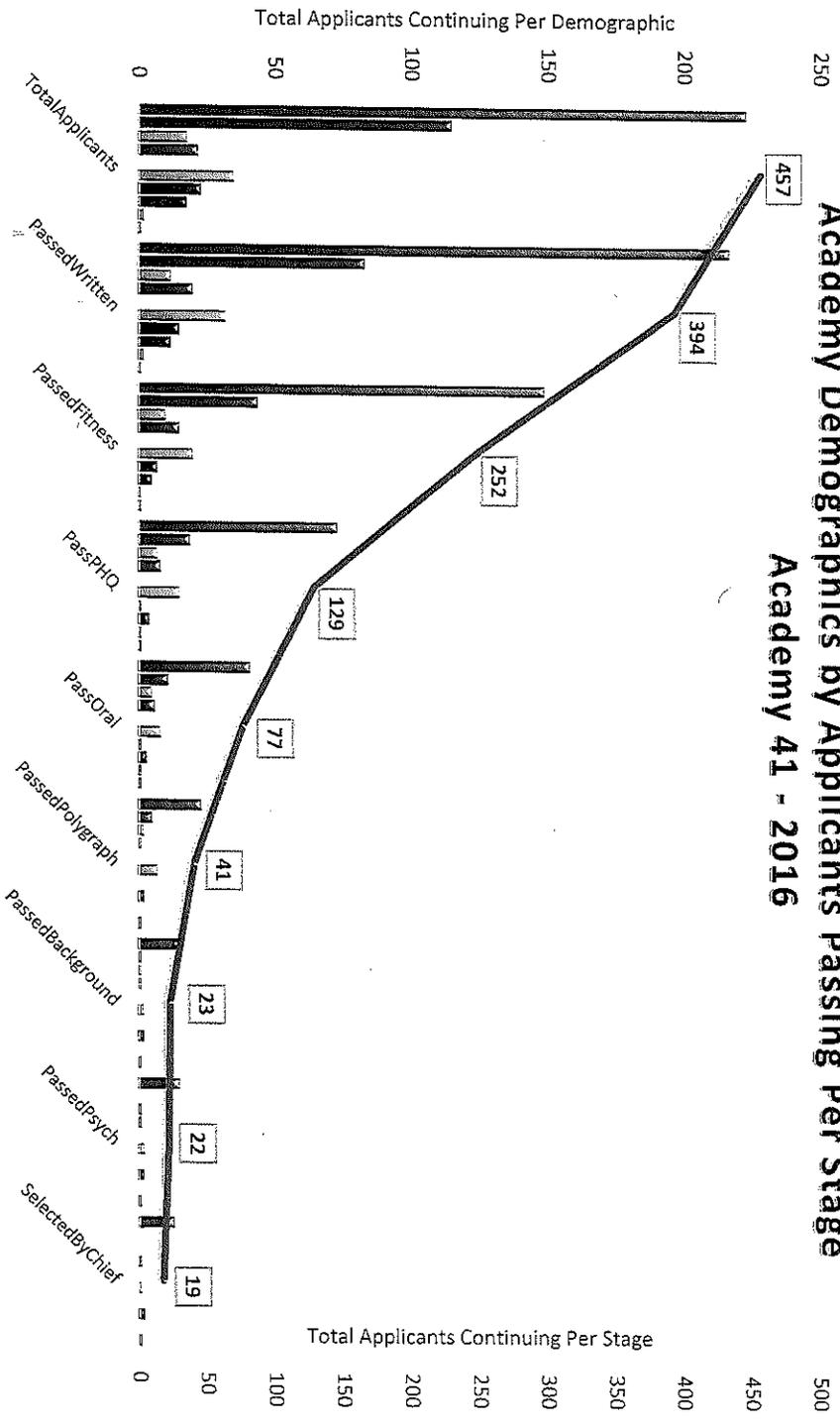
Race / Gender	Total Applicants	Passed Written		Passed Fitness		Passed PHQ		Passed Oral		Passed Polygraph		Passed Background		Passed Psych		Selected by Chief	
White Males	223	217	97%	149	69%	73	49%	41	56%	23	56%	15	65%	15	100%	13	87%
Black Males	115	83	72%	44	53%	19	43%	11	58%	5	45%	1	20%	0	0%	0	0%
Asian Males	18	12	67%	10	83%	7	70%	5	71%	2	40%	1	50%	1	100%	0	0%
Hispanic Males	22	20	91%	15	75%	8	53%	6	75%	1	16%	1	100%	1	100%	1	100%
Other Males	0	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
White Females	35	32	91%	20	63%	15	75%	8	53%	7	88%	2	29%	2	100%	2	100%
Black Females	23	15	65%	7	47%	1	14%	1	100%	0	0%	0	0%	0	0%	0	0%
Hispanic Females	18	12	67%	5	42%	4	80%	3	75%	2	67%	2	100%	2	100%	2	100%
Asian Females	2	2	100%	1	50%	1	100%	1	100%	0	0%	0	0%	0	0%	0	0%
Other Females	1	1	100%	1	100%	1	100%	1	100%	1	100%	1	100%	1	100%	1	100%
Totals	457	394	86%	252	64%	129	51%	77	60%	41	53%	23	56%	22	96%	19	86%
Overall reductions		-63	86%	-205	55%	-328	28%	-380	17%	-416	9%	-434	5%	-435	5%	-438	4%

HCPD Promotional Breakdown 2014-Present

Demographic Data

Sworn demographics (as of 11/1/17)

RANK	AUTHORIZED	VACANT	ACTUAL	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F
CHIEF	1		1	1											
MAJOR	3		3	1	1	1									
CAPTAIN	8	+1	9	6	1	1	1								
LIEUTENANT	26		26	15	6	1	1			2				1	
SERGEANT	63		63	51	5	5		1			1				
CORPORAL	53		53	32	7	8	2	1		2	1				
PFC	266		266	178	24	25	10	9	3	14	3				
PO/PROB	54	(10)	44	31	3	2		3	2	2				1	
TOTAL % of Actual	474	(9)	465	315 68%	47 10%	43 9%	14 3%	14 3%	5 1%	20 4%	5 1%	0 0%	0 0%	2 0%	0 0%

Additional staff at the Captain rank is due to recent promotions and in advance of a Captain's retirement.

2013 - 10/30/2017 Sworn Attrition*

	2013	2014	2015	2016	2017	TOTAL
White male	5	14	9	7	8	43
White female	4		4	4	1	13
Black male	6	2	2	5	1	16
Black female	1	1	1	2	1	6
Asian male		1		1	1	3
Asian female						
Hispanic male			1	1	1	3
Hispanic female						
Other male						
Other female				1		1
TOTAL	16	18	17	21	13	85

*Contributors to attrition: Retirement, Medical Retirement, Resignation, Terminated, and Deceased

6/30/14-10/30/17 Sworn Retirements*

RANK	Retirement	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F
CHIEF	1	1											
MAJOR	2	2											
CAPTAIN	2	2											
LIEUTENANT	9	5		2	2								
SERGEANT	9	4	1	3		1							
CORPORAL	3	2	1										
TOTAL	26	16	2	5	2	1							
PFC/PO/PROB	37	17	6	5	4	2		2					1
OVERALL TOTAL	63	33	8	10	6	3		2					1

*Contributors to attrition: Retirement, Medical Retirement, Resignation, Terminated, and Deceased

6/30/14-10/30/17 Sworn Promotions

RANK	Promoted	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F
CHIEF	1	1											
MAJOR	3	1	1	1									
CAPTAIN	7	5	1		1								
LIEUTENANT	17	9	5		1			2					
SERGEANT	27	23	2	1					1				
CORPORAL	31	20	2	5	2			2					
TOTAL % of Actual	85	58 68%	11 13%	7 8%	4 5%	0 0%	0 0%	4 5%	1 1%	0 0%	0 0%	0 0%	0 0%

Howard County Department of Police -- Recruitment and Promotional Efforts

Promotional Vendor

The promotional process vendor coordinates all testing and assessment centers from the rank of Corporal through the rank of Captain. The current vendor, Fields Consulting Group, Inc. has provided services to the Department for these ranks for several years and goes through a competitive bid process every five (5) years. Fields Consulting provides professional services for each process, which includes job analysis updates, candidate orientation programs, multiple choice tests, assessment center development, validation, administration and scoring, assessor training programs, score analysis, and candidate feedback reporting.

Fields has been a leader in personnel assessment and other human resources services for over two decades. Their extensive knowledge of and expertise in testing for all ranks in public safety is unmatched. The combination of the staff's educational training and public safety knowledge has contributed to the fact that none of Fields' testing programs have ever been legally challenged.

Fields customizes all their programs to the needs of each agency. They do not conform to the parameters of off-the-shelf products and integrate each agency's unique qualities and characteristics, which ultimately leads to an improvement in the quality of the workforce.

Fields provides services for police testing, fire testing, sheriff testing, other promotional assessment center testing, performance evaluation, compensation, classification, organizational assessment, career development, executive search, executive selection, benchmarking, leadership training, supervisory training, management studies, career coaching, and mentoring. They serve local, state and federal government agencies and private sector companies, with a focus on public safety including fire, rescue, police, sheriff and emergency communications.

Testing Logistics

- Subject Matter Experts (SME) selection:
  - SME's are selected from sworn members within the agency at the rank for the process and must have a minimum of one-year in the current rank. Diversity in demographic make-up and assignments are heavily looked at along with limitations of whom has been a SME in previous processes.
  - SME's are responsible for attending meetings between the SME group (4-6 members), Fields Consulting staff, and Employment Services Division (ESD) staff. SME's provide knowledge of policy, assignments, and proper testing that is correlated to the rank. SME's review and approve the testing documents that Fields staff creates through the SME process prior to the promotional process taking place.
  - The SME's also benefit through gaining an internal understanding of the process and how the process is assembled.
- Outside Assessors:
  - Assessors for each competitive process are solicited through the Chief of Police from neighboring agencies of similar size and make-up. Assessors are selected and placed into each process with diversity of racial and gender make up in mind. Assessors take part in evaluating administrative exercises, participating in role play, and structured panel interviews while having an active role in providing candidate scoring.
- Training
  - Outside assessment centers
    - Members in all ranks, Corporal and above, are solicited frequently by the Commander of Human Resources to participate in outside agency promotional processes. This assists the member by giving them a real-life perspective of the process by directly participating as an assessor. The selection process is typically done with diversity in mind and provided to members throughout the year. During 2017, the following promotional assessment centers were requested by outside agencies and staffed by members of the following ranks:

Agency	Rank
Annapolis Police Department	Sergeant, Lieutenant
Anne Arundel County Police Department	Lieutenant
Bowie Police Department	Sergeant
Carroll County Sheriff's Office	Corporal, Sergeant, Lieutenant
Fairfax County Police Department	Lieutenant
Frederick City Police Department	Corporal, Sergeant, Lieutenant
Harford County Sheriff's Office	Corporal, Sergeant, Lieutenant (2)
Maryland National Capital Park Police	Sergeant, Lieutenant, Captain
Maryland Transportation Authority Police (MTA)	Corporal, Sergeant, Lieutenant
Metropolitan Police Department (D.C.)	Sergeant, Lieutenant, Captain
Montgomery County Police Department	Sergeant, Lieutenant
Prince George's County Sheriff's Office	Sergeant

- Appeals & Grievance process:
  - Written testing appeals are provided soon after the results of the written tests are provided. Candidates can review their score, test booklet, and provide evidence that a question may not be applicable or that there may be a better answer. The appeals are reviewed by Subject Matter Experts by using the data used for the question to determine whether credit should be given.
  - The grievance process is dictated by applicable union contracts and/or the employee manual. Each process is specifically outlined in their respective document, which lays out the process involved in order to grieve a specific area of the process.
- Chief's Selection:
  - The Office of the Chief requests feedback from Lieutenants through Major for recommendations for promotion from the eligible list of candidates. The feedback is sent directly to the Chief and provides useful information when the Chief is in the decision-making process.
  - The Chief of Police has the final decision on promotion through the rank of Captain. The rank of Major is an appointed rank by the County Executive; the Chief makes a recommendation to the Executive with the Executive making the final appointment.

Promotional Eligibility

Eligibility for promotion by rank:

PFC: To be eligible for promotion to the rank of Police Officer First Class, a member must have:

    a. Reached their third year of service as a police officer with the HCPD. During December each year, the Department conducts testing for those employees who will reach their third year of service during the following calendar year.

    b. A current certification of basic law enforcement training as issued by the Maryland Police and Correctional Training Commission.

CORPORAL: To be eligible for promotion to the rank of Corporal, a member must have:

    a. Held the rank of Police Officer First Class for one year as of the date of testing.

    b. Satisfactory performance during last evaluation period.

    c. A minimum of 15 college level credits.

    d. A current certification of basic law enforcement training as issued by the Maryland Police and Correctional Training Commission.

    e. The eligibility list for Corporal is valid for two-years.

    f. The Chief interviews the top eight candidates per one vacancy.

SERGEANT: To be eligible for promotion to the rank of Sergeant, a member must have:

    a. Held the rank of Corporal for at least one year.

    b. Satisfactory performance during the last evaluation period.

    c. A minimum of 30 college credits.

    d. A current certification of basic law enforcement training as issued by the Maryland Police and Correctional Training Commission.

    e. The eligibility list for Sergeant is valid for two-years.

    f. The Chief interviews the top eight candidates per one vacancy.

LIEUTENANT: To be eligible for promotion to the rank of Lieutenant, a member must have:

    a. Held the rank of Sergeant for at least one year.

    b. Satisfactory performance during the last evaluation period.

    c. A minimum of 60 college credits.

    d. Graduation from the basic supervisory course from the Maryland Police and Correctional Training Commission or an equivalent course.

    e. The eligibility list for Lieutenant is valid for two-years.

    f. The Chief interviews the top ten candidates per one vacancy.

CAPTAIN: To be eligible for promotion to the rank of Captain, a member must have:

    a. Held the rank of Lieutenant for at least one year.
    b. Satisfactory performance during the last evaluation period.
    c. A Bachelor's Degree from an accredited college or university.
    d. Graduation from both the supervisory and administrative courses mandated by the Maryland Police and Correctional Training Commission or an equivalent course.
    e. Eligibility and testing are only completed on an as needed basis.
    f. The eligibility list for Captain is valid for one-year.
    g. The Chief interviews the top ten candidates per one vacancy.

The Howard County Department of Police does not permit external, lateral entry into any promotional vacancy.

Promotional Testing

PFC:

Pass a one-hundred question written test formulated by the Employment Services Division (ESD) with a score of 70% or better.

Application procedures for competitive promotions are published via e-mail by the ESD. To be eligible for a process the candidates must complete an online application for the position by going to www.howardcountymd.gov. The applicant then must click on 'JOBS', then 'Promotional Opportunities', then complete the application and submit. Candidates are given two weeks to complete the online application.

Candidates are provided reading lists and orientation dates on the initial email sent by ESD. Orientations are voluntary but provide an overview of the process, best practices for studying and videos on how to prepare for testing. The information provided by e-mail is also available in the Howard County Office of Human Resources, and the Police Department/Human Resources Bureau.

CORPORAL:

The written examination accounts for forty-percent (40%) of a candidate's overall score. Only the top forty (40) candidates with the highest score on the written examination advance to the assessment center. The assessment center includes a structured panel interview accounting for forty percent (40%) and an administrative exercise that accounts for twenty percent (20%).

Final ranking on the Qualifying Register will be based on the combined scores of the above elements.

SERGEANT:

The written examination accounts for forty percent (40%) of a candidate score while the assessment center accounts for sixty-percent (60%). The assessment center includes an emergency incident (20%), role play (20%), and in-basket exercise (20%).

Final ranking on the qualifying register is based on the combined scores of the above elements

LIEUTENANT:

The written examination accounts for forty percent (40%) of a candidate score while the assessment center accounts for sixty-percent (60%). The assessment center includes an emergency incident (20%), role play (20%), and in-basket exercise (20%).

Final ranking on the qualifying register is based on the combined scores of the above elements.

CAPTAIN:

The writing assignment accounts for thirty-five percent (35%) of a candidate's score while the structured panel interview accounts for sixty-five-percent (65%).

Final ranking on the qualifying register is based on the combined scores of the above elements.

2013-2017 Sworn Eligibility & Promotion

Promotions 2013-2017
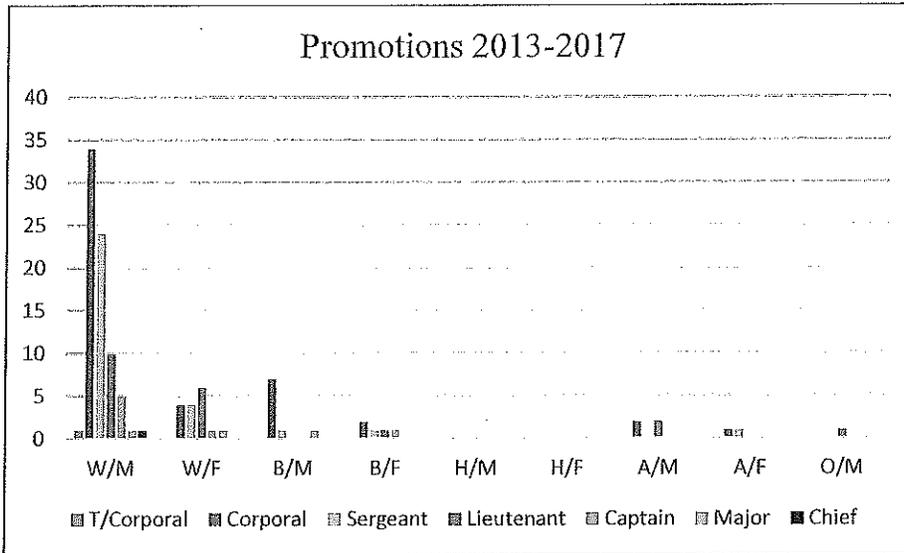
The above chart correlates to the below eligibility lists. The Chief of Police was appointed in mid-2014 and was followed by two Major promotions/appointments in August 2014, the third Major was promoted/appointed in October 2017. The eligibility lists below do not account for Sergeant promotions made in 2013 and the beginning of 2014 (2012-2014 list) but overall encompass a total of one-hundred and ten (110) promotions.

2013 Corporal Process (2013-2015)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE TO TEST	75	8	9	4	4		4	2					108
ELIGIBLE AFTER WRITTEN	35	4	4	0	0		1	1					45
ELIGIBLE FOR CHIEF'S INTERVIEW	23	3	3				1	1					31
SELECTED FOR PROMOTION	17	2	2				1	1					23
% of those eligible	74%	67%	67%				100%	100%					
% of overall promoted	74%	9%	9%				4%	4%					

2013 Lieutenant Process (2013-2015)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
SUBMITTED FOR PROCESS	15	6	2		2		2				1		28
ELIGIBLE FOR CHIEF'S INTERVIEW	12	5	1		2		2				1		21
SELECTED FOR PROMOTION	5	3	0		0		2				1		11
% of those eligible	42%	60%	0%		0%		100%				100%		
% of overall promoted	45%	28%	0%		0%		18%				9%		

Howard County Department of Police – Recruitment and Promotional Efforts

2014 Sergeant Process (2014-2016)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
SUBMITTED FOR PROCESS	22	5		1				1					29
ELIGIBLE FOR CHIEF'S INTERVIEW	18	5		1				1					25
SELECTED FOR PROMOTION	12	4		1				1					17
% of those eligible	66%	80%		100%				100%					
% of overall promoted	71%	24%		6%				6%					

2014 Captain Process (2014-2015)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
SUBMITTED FOR PROCESS	9		2	2									13
ELIGIBLE FOR CHIEF'S INTERVIEW	9		2	2									13
SELECTED FOR PROMOTION	3		0	1									4
% of those eligible	33%		0%	50%									
% of overall promoted	75%			25%									

2015 Corporal Process (2015-2017)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE TO TEST	63	5	9	3	4		2	1					87
ELIGIBLE AFTER WRITTEN	32	3	3	2	1		1	0					42
ELIGIBLE FOR CHIEF'S INTERVIEW	22	3	3	2	0		1	0					31
SELECTED FOR PROMOTION	14	1	3	2			1						21
% of those eligible	64%	33%	100%	100%			100%						
% of overall promoted	67%	5%	14%	10%			5%						

2015 Lieutenant Process (2015-2017)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
SUBMITTED FOR PROCESS	14	1	1	1	1								18
ELIGIBLE FOR CHIEF'S INTERVIEW	10	1	0	1	0								12
SELECTED FOR PROMOTION	4	1		1									6
% of those eligible	40%	100%		100%									
% of overall promoted	67%	17%		17%									

2016 Sergeant Process (2016-2018)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE FOR PROCESS	34	5	4		1		1	1					46
SUBMITTED FOR PROCESS	19	1	1		0		1	1					23
ELIGIBLE FOR CHIEF'S INTERVIEW	17	1	1				1	0					20
SELECTED FOR PROMOTION	12	0	1				0						13
% of those eligible	70%	0%	100%				0%						
% of overall promoted	92%		8%										

Howard County Department of Police – Recruitment and Promotional Efforts

2016 Captain Process (2016-2017)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
SUBMITTED FOR PROCESS	9	3	2				1						15
ELIGIBLE FOR CHIEF'S INTERVIEW	7	2	1				0						10
SELECTED FOR PROMOTION	1	0	0										1
% of those eligible	14%	0%	0%										
% of overall promoted	100%												

2017 Corporal Process* (2017-2019)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE TO APPLY	151	23	20	7	7	3	10	1					222
ELIGIBLE AFTER WRITTEN	27	3	6	1	2	0	4	0					43
ELIGIBLE FOR CHIEF'S INTERVIEW	5	3	3	0	0		1						12
SELECTED FOR PROMOTION	3	1	2				0						6
% of those eligible	11%	33%	67%	0%	0%	0%	0%	0%					
% of overall promoted	50%	17%	33%										

2017 Lieutenant Process* (2017-2019)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE TO APPLY	42	7	4		1		1						55
SUBMITTED FOR PROCESS	18	2	0		0		1						21
ELIGIBLE FOR CHIEF'S INTERVIEW	10	2					0						12
SELECTED FOR PROMOTION	1	2											3
% of those eligible	10%	100%	0%		0%		0%						
% of overall promoted	33%	67%											

2017 Captain Process* (2017-2018)

	W/M	W/F	B/M	B/F	H/M	H/F	A/M	A/F	I/M	I/F	O/M	O/F	TOTAL
ELIGIBLE TO APPLY	13	4	1				2				1		21
APPLIED FOR INTERVIEW	7	2	1				1				0		11
SELECTED FOR PROMOTION	1	1	0				0						2
% of those that applied	14%	50%	0%				0%				0		
% of overall promoted	50%	50%											

*through 10/30/17

Howard County Department of Police – Recruitment and Promotional Efforts

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Attachment 3

Attachment

3

Howard County Sheriff's Office

Under the direction of Sheriff William J. McMahon, the Howard County Sheriff's Office ("Sheriff's Office" or "HCSO") created a Strategic Plan FY18-20 (the "HCSO Plan") setting both short and long-term goals for the next several years. The HCSO Plan is dynamic and flexible which will allow the Sheriff's Office to adapt to environmental changes and unanticipated events. All agency policies – including promotion, recruitment and retention – will be reviewed. The Office is prioritizing policy review based on criticality, mandates, and emergent issues. During the past year, the Office revised or developed 10 policies and have approximately a dozen that are now under review. The HCSO Plan was implemented after offering all Sheriff's Office employees the opportunity to review and make suggestions to the document.

The HCSO presents the following four (4) strategic goals:

(1) Improving the HCSO through focus on safety, efficiency, staffing considerations and recruitment and retention policies;
(2) Improving the HCSO through policy development and training;
(3) Planning for a new Circuit courthouse; and
(4) Improving community engagement.

Increasing diversity and promoting a culture of inclusion is an ongoing goal which will be added to the Plan's overall strategic goals to reinforce the Office's commitment.

Recruitment & Retention
A Commander has been assigned to explore ways to improve recruitment and retention. While this review is not yet complete, the Commander is meeting with deputies to help identify what has attracted people to the Sheriff's Office in the past and what improvements can be made to improve the working environment. The review will consider best practices to enhance minority recruiting.

The Sheriff's Office has conducted informal exit interviews. Employees have pointed to comparatively low pay and the lack of a competitive retirement system as concerns. The more limited role that the Sheriff's Office plays in Howard County does not necessarily appeal to younger people entering law enforcement. The Sheriff's Office has worked with Howard County and the deputies' labor organization to make improvements in pay and non-monetary areas.

Strategies include creating a new performance evaluation system (FY19), reviewing current pay and benefits in preparation for the next Collective Bargaining Agreement (December 2018) and organizing a work group to discuss ideas for recruitment and retention by April 2018.

Promotion
Effective July 1, 2018, the Sheriff will consider the top 5 candidates for promotions to the ranks of Corporal and Sergeant. Under Maryland Constitution Article 4 §44, the Sheriff has the authority to "bypass" the promotional process (which includes a review board) for corporals, sergeants and lieutenants "when such action serves the good order and efficiency of the agency." Sheriff McMahon has not exercised this "bypass" authority and the Sheriff's Office has not recently had the opportunity to make

promotions. The Sheriff's Office will work with the Howard County Office of Human Resources to "develop appropriate processes" for future promotions.

Effective July 1, 2018, Sheriff's Office will implement a Deputy First Class rank. This will be a non-competitive promotion that recognizes satisfactory service and 3 years of service. It will have no supervisory authority.

Updated Workplace Harassment Policy

The Sheriff's Office recently updated its Workplace Harassment policy. All supervisors met with employees to review the policy. The Office will continue to work with Howard County's Office of Human Resources to conduct diversity training.

HCSO Demographics

At present, 65% of HCSO staff is white and 35% is non-white. Males represent 73% and females represent 27% of the HCSO. These are steps in the right direction. Of note, regarding the 9 most recent hires, 5 were non-white and 4 were females. The Sheriff's Office recognizes that public support can be enhanced when agency demographics are consistent with the community. The recruiting materials identify the Office as being an Equal Opportunity Employer where minorities and females are encouraged to apply. The Office tends to attract experienced officers and makes use of current employees to help recruit.

Community Involvement

The Sheriff's Office will continue to work in cooperation with the community to proactively identify and address areas of improvement. For example, the Sheriff's Office recently implemented a Community Policing Policy that helps set expectations for its role in the community including those who work in and attend the Circuit Courthouse, victims of domestic violence and their advocates, parties to landlord-tenant issues and others they directly serve.

Regularly, sheriffs meet with judges, court administrators, attorneys, and others to resolve issues at the courthouse, to respond proactively to potentially dangerous trials and to address inquiries.

Further, the Sheriff's Office has routine conversations with Hope Works - the non-profit center that supports victims of domestic violence and sexual assault - to ensure victim's needs are being met. The Office also recently met with United Way representatives to assess opportunities to reduce the number of families facing evictions.

The Office has been involved in many initiatives to foster positive relations with the greater community. The Sheriff has attended several events hosted by the NAACP and other groups. The staff has participated in several youth-related activities and has been very involved with supporting Special Olympics Maryland and Hope Works. Strategies to work with the community also include an ongoing effort to enhance social media communication, to create a more user-friendly website and to develop a Public Information Officer role by December 2018.

HCSO Strengths, Weaknesses, Opportunities & Threats (SWOT Analysis)

The HCSO performed a SWOT analysis to identify internal strengths, weaknesses, opportunities and threats. Internal strengths identified were the HCSO's leadership, teamwork, communication, training/education and knowledgeable staff. Internal weaknesses included personnel shortages, retirement of experienced members and maintaining competitive employee benefits. The Sheriff noted that practice and policy are not always aligned. Identified external opportunities included community outreach, improved reputation, multi-agency teamwork, social media outreach, grants and a new Circuit

Courthouse. External threats included the current national police/community relations climate, the economic forecast, increased population/crime and increased workload.

HCSO Policies & Best Law Enforcement Practices

The Sheriff's Office recognizes the importance of alignment with current law enforcement philosophies and best practices. The Sheriff's Office utilizes professional associations such as the International Chiefs of Police, the Police Executive Research Forum, the Maryland Sheriff's Association, the National Sheriff's Association, the Maryland Chiefs of Police Association, the Maryland Association of Police Planners, and other resources to inform its decisions. The Office offers input opportunities to both the employees and the labor organization.

The Sheriff Office's strategies for aligning policies, practice, and philosophies include prioritizing the order of policy review, reviewing policies and procedures for accuracy (August 2018), making necessary changes to policies and procedures, assessing the need for additional policies (April 2019), and discarding outdated policies by (April 2019).

Improved Training & Approaching Those in Crisis and/or Suffering from Mental Illness

HCSO's in-service training includes scenario-based training which emphasizes dispute resolution by verbal communication and de-escalation. Approximately six (6) staff members attended the 40-Hour Crisis Intervention Team Training. Two (2) deputies will be attending the Crisis Intervention Annual Conference in 2018. All deputies and security officers have been trained and equipped with Naloxone to better respond to opioid overdoses. The Office had one utilization during an incident at the Courthouse which helped save a life.

Strategies for improved training include expanding training content & frequency, ensuring all personnel are properly trained in the dangers of the opioid crisis, implementing mandatory Special Police Officer Certification for Security Officers and assigning additional personnel to Crisis Intervention Training.

Observations/Recommendations

The Howard County Sheriff's Office seems to be making some improvements with respect to hiring people from diverse backgrounds. The Office has also encouraged input from all sworn and non-sworn employees. Workplace Harassment policies have been revised and reviewed with all employees.

There continues to be opportunities for growth. Intentional diversity recruitment and retention strategies should be explored and implemented sooner rather than later.

HOWARD COUNTY SHERIFF'S OFFICE
GENERAL ORDER OPS-29
COMMUNITY POLICING
EFFECTIVE FEBRUARY 28, 2018

This General Order contains the following numbered sections:

I.   POLICY
II.   GUIDING PRINCIPLES
III.   PROBLEM SOLVING STRATEGY
IV.   PROGRAMS
V.   RESPONSIBILITIES

I.   POLICY

It is the policy of the Howard County Sheriff's Office (HCSO) to operate in a manner that promotes collaboration, partnerships, problem solving and trust in carrying out the mission of the Office. Our community includes the general public, as well as those who conduct business at the Howard County Circuit Courthouse. We value the input of those we serve as we continue to improve the services we deliver. It is the responsibility of every HCSO employee to promote positive relations with our community. Our problem-solving approach will apply to internal processes, as well.

II.   GUIDING PRINCIPLES

A.   Crime Prevention is the responsibility of the total community.

B.   The police and community share ownership, responsibility, and accountability for the prevention for crime.

C.   Police effectiveness is a function of crime control, crime prevention, problem solving, community satisfaction, quality of life, and community engagement.

D.   Mutual trust between the police and the community is essential for effective policing.

E.   Crime prevention must be a flexible, long-term strategy in which the police and community collectively commit to resolving the complex and chronic causes of crime.

F.   Community policing requires the knowledge, access, and mobilization of community resources.

G.   Community Policing can only succeed when top management, police and government officials enthusiastically support its principles and tenets.

H.   Community policing depends on decentralized, community-based participation in decision making.

I.   Community policing allocates resources and services based on analysis, identification, and projection of patterns and trends, rather than incidents.

J.   Community policing requires an investment in training with special attention to problem analysis and problem solving, facilitation, community organization, communication, mediation and conflict resolution, resource identification and use, networking and linkages, and cross-cultural competency.

III.   **PROBLEM SOLVING STRATEGY**

The HCSO utilizes the SARA (Scanning, Analysis, Response, and Assessment) problem solving model as a framework to address issues.

A.   Scanning:

1. Identifying recurring problems of concern to the public and the police.
2. Identifying the consequences of the problem for the community and the police.
3. Prioritizing those problems.
4. Developing broad goals.
5. Confirming that the problems exist.
6. Determining how frequently the problem occurs and how long it has been taking place.
7. Selecting problems for closer examination.

B.   Analysis:

1. Identifying and understanding the events and conditions that precede and accompany the problem.
2. Identifying relevant data to be collected.
3. Researching what is known about the problem type.
4. Taking inventory of how the problem is currently addressed and the strengths and limitations of the current response.
5. Narrowing the scope of the problem as specifically as possible.
6. Identifying a variety of resources that may be of assistance in developing a deeper understanding of the problem.
7. Developing a working hypothesis about why the problem is occurring.

C.   Response:

1. Brainstorming for new interventions.
2. Searching for what other communities with similar problems have done.
3. Choosing among the alternative interventions.
4. Outlining a response plan and identifying responsible parties.
5. Stating the specific objectives for the response plan.
6. Carrying out the planned activities.

D.   Assessment:

1. Determining whether the plan was implemented (a process evaluation).
2. Collecting pre– and post–response qualitative and quantitative data.
3. Determining whether broad goals and specific objectives were attained.
4. Identifying any new strategies needed to augment the original plan.
5. Conducting ongoing assessment to ensure continued effectiveness.

IV.   **PROGRAMS**

Every employee is responsible for promoting positive relationships with our community and are encouraged to offer suggestions to improve the services we provide. When dealing with individual incidents, employees should look for underlying causes that could prevent a recurrence of the problem.

Complaints or suggestions for improvement, from the community and/or employees, will be seen as an opportunity for improvement.

A.   The HCSO will meet regularly with partner organizations to improve the quality of services we provide. Examples include, but are not limited to:

1. Administrative Judge of the Circuit Court and individual judges.
2. The State's Attorney's Office
3. The Howard County Department of Corrections
4. The Howard County Department of Police

      5.   HopeWorks
      6.   Grassroots
      7.   Other public safety and non-profit organizations

B.   The HCSO will seek training opportunities and partnerships to improve our ability to handle situations in a manner that provides the best outcome. Examples include, but are not limited to:

      1.   Crisis Intervention Training
      2.   Narcan Training

C.   The HCSO will be involved with community organizations to educate them about the role of the Office, to address complaints and community issues and to support community initiatives. Examples include, but are not limited to:

      1.   NAACP
      2.   Special Olympics
      3.   TRIAD
      4.   Youth groups and activities

D.   The HCSO will be transparent with the community and responsive to inquiries it receives.

      1.   Citizen inquiries will be responded to in a timely manner.
      2.   Media inquiries will be responded to in a timely manner.
      3.   Social media, press releases and other forms of communications will be used to inform the community of significant events that the HCSO is involved in.

V.   RESPONSIBILITIES

A.   Every employee is responsible for:

      1.   Utilizing a problem-solving approach (SARA model) to improve the services we provide and the procedures we use.
      2.   Fostering positive relationships with our community.
      3.   Offering suggestions for improving HCSO policies and procedures.

B.   Supervisors are responsible for:

      1.   Ensuring compliance with this policy
      2.   Identifying recurring issues that could be resolved through a problem-solving approach
      3.   Ensuring that employees are fostering respectful relationships with the community.

C.   Administrative Command are responsible for:

      1.   Coordinating HCSO community outreach efforts.
      2.   Annual compilation of HCSO community policing activities.
      3.   Preparation of the annual Community Policing Program report and submission to the Police Standards and Training Commission.

Authority:

William J McMahon

William J. McMahon
Sheriff

Howard County Sheriff's Office

Strategic Plan FY18-20

William J. McMahon

Sheriff

Howard County Sheriff's Office
9250 Bendix Rd.
Columbia, MD 21045
410-313-4202

August 1, 2017

Contents

Foreword by Sheriff McMahon

It is my pleasure to share the Howard County Sheriff's Office Strategic Plan for FY18-20. It is critical that our agency, our personnel, and our community have a roadmap for the future. This plan sets both short and long-term goals that will guide our priorities and decisions over the next few years. This plan will be supplemented with a series of more specific objectives to accomplish our goals. The plan will also have flexibility to adapt to changes in our environment and to respond to unanticipated events. As always, our overarching goals are to:

- provide our employees with the training, tools and support they need to do their jobs
- maintain the trust and support of the community we serve

Our actions and decisions will always be consistent with our core values of *professionalism, integrity, and service.*

Introductory Statement

This strategic plan was developed by the Howard County Sheriff's Office (HCSO) to provide a comprehensive overview and disciplined approach to the multi-year strategy of the organization through FY 2020. A strategic plan with tangible goals, objectives, and quantifiable measurements steers the path to making the HCSO's vision a reality. The purpose of this plan is to establish the goals and objectives for the HCSO. Additionally, this plan identifies factors, both internal and external, that may affect the outcome of the HCSO's goals as well as plan for short-term and long-term success. Finally, this plan will inform the citizens of Howard County about the quality and level of service they deserve and can expect.
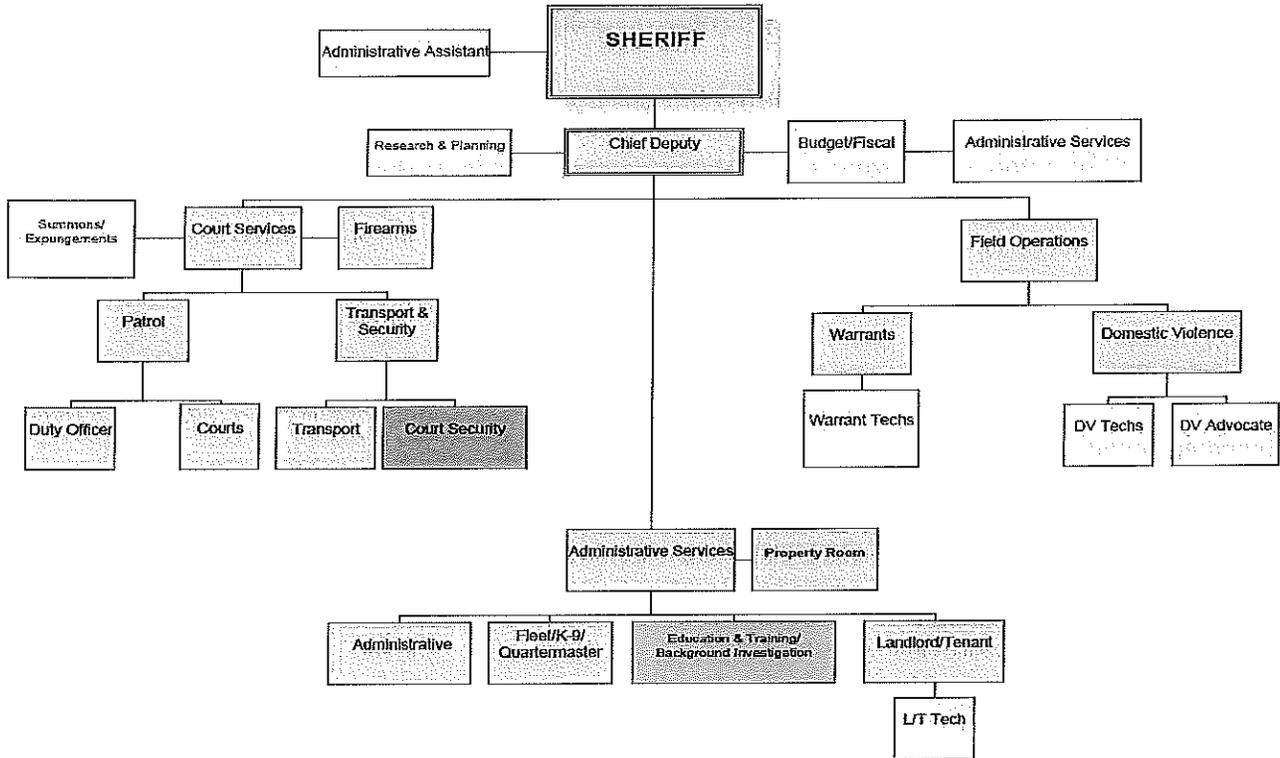
Background

The Howard County Sheriff's Office (HCSO) has been in existence and serving the citizens of Howard County since 1851. The HCSO offers unique law enforcement services such as Judicial Security, Summons Service, Warrant Service & Fugitive Retrieval, Domestic Violence Service & Assistance, Prisoner Transportation, and Landlord/Tenant Services. Over the years, the HCSO has evolved to better serve the citizens of Howard County.

Management and Staff

The HCSO is made up of both sworn and civilian personnel. William McMahon serves as Sheriff and

Major Donald Knott serves as Chief Deputy. Below is an organizational chart of the HCSO.

OFFICE OF THE SHERIFF-HOWARD COUNTY, MARYLAND
ORGANIZATIONAL CHART

Administrative Assistant — **SHERIFF**

Research & Planning — Chief Deputy — Budget/Fiscal — Administrative Services

Summons/Expungements — Court Services — Firearms

Field Operations

Patrol — Transport & Security

Warrants — Domestic Violence

Duty Officer — Courts — Transport — Court Security

Warrant Techs — DV Techs — DV Advocate

Administrative Services — Property Room

Administrative — Fleet/K-9/Quartermaster — Education & Training/Background Investigation — Landlord/Tenant

L/T Tech

Organizational Principles

Vision Statement

The HCSO will continue to grow, adapt, and evolve as we provide the highest level of service and

protection to our residents and the visitors of Howard County.

With this vision in mind, we will achieve and surpass those goals by providing our personnel with the

knowledge, tools, and opportunities to meet and exceed all present and future needs of Howard County

within the scope of our services. We will work in cooperation with our community to proactively identify and address areas of improvement and continually provide the level of service and safety deserved by Howard County, its residents, and visitors.

Mission Statement

It is the mission of the Howard County Sheriff's Office to provide judicial enforcement and physical security for the Circuit Court, to provide a variety of quality services for citizens, and to assist federal, state, and local law enforcement agencies in maintaining law and order in Howard County.

Core Values

Professionalism-The HCSO is committed to providing professional law enforcement services by highly trained personnel.

Integrity-The HCSO is committed to demonstrating and maintaining the highest ethical standards both personally and organizationally.

Service-The goal of the HCSO is to ensure that a positive and professional working relationship between law enforcement and the community is preserved within our County.

SWOT Analysis

A SWOT analysis is a tool that is used by an organization to identify internal and external strengths, weaknesses, opportunities, and threats. Identifying these internal and external factors, the HCSO can gain insight on how the organization could be impacted. This information is used to create a strategy for the organization.

Strengths & Weaknesses

Internal Strengths	Internal Weaknesses
Leadership	Loss of experienced members to retirement
Teamwork	Personnel shortages
Communication	Practice and policy not always aligned
Training and Education	Maintaining competitive employee benefits
Knowledgeable staff	

Opportunities & Threats

External Opportunities	External Threats
Community outreach	National police/community relations climate
Improved reputation	Economic forecast
Grants	Increased population & crime
Multi-agency teamwork	Increased workload (court sessions, evictions, prisoner transports)
Social media outreach	
New Circuit Courthouse	

Major Goals & Action Plan

Strategic Goal 1: Improve the HCSO through focus on safety, efficiency, staffing considerations, and recruitment and retention practices.

Objective A: Improve employee welfare

Objective B: Increase personnel efficiency

Objective C: Review staffing needs

Objective D: Improve recruitment and retention techniques

Objective E: Develop Deputy First Class position

Objective A: Improve employee welfare

The unique work of the HCSO includes potentially dangerous circumstances. It is important for the HCSO to mitigate risk to ensure the safety and wellbeing of its employees. Our objective is to give employees the training and tools needed to stay safe.

Strategies

- Assess current state of PPE and reissue to deputies

- Research ballistic vest covers that are compatible with the standard issue uniform

- Assess need for higher threat level vests for Warrant Unit

- Improve preparation for emergency situations

- Improve resources and training for employees in response to opioid crisis

- Evaluate the need for new firearms and research potential replacements

- Evaluate the need for and applications of Electronic Control Devices (ECD) for safer control of suspects

- Adopt "BlueCheck" technology to better identify and verify potential wanted subjects

- Update MDC's in Sheriff vehicles

Objective B: Increase personnel efficiency

The HCSO has many work groups responsible for a variety of tasks. It is important that these units work in harmony to promote the HCSO's mission and value statements. To support efficiency and effectiveness among units and the HCSO, we will evaluate the potential benefits of organizational restructuring.

Strategies

- Identify organizational restructuring opportunities

- Evaluate need to improve timekeeping procedure and practice

Objective C: Review staffing needs

The HCSO is committed to strengthening administration and operations by addressing staff needs to better serve the Office and the community. Through improved administration and operations staffing, the HCSO will be able to better serve and protect the citizens and visitors of Howard County, Maryland.

Strategies

- Review staffing needs in Administrative Services and increase if necessary

- Explore the effectiveness of assigning a deputy to the U.S. Marshal's Fugitive Task Force

- Assess the staffing of the Transportation Unit to meet a growing demand

- Review staffing needs at District Court

- Review staffing needs at Circuit Court

- Review adequacy of current supervisory staffing levels

- Forecast future staffing needs, including needs of proposed new courthouse

<u>Objective D:</u> Improve the organizational culture of the HCSO

The HCSO has a great organizational culture; however, there is always room for improvement. Employee recognition is at the heart of administrative improvements being made at the HCSO. The HCSO believes that properly recognizing personnel for their accomplishments fosters a positive and encouraging organizational culture. It is equally important to ensure all personnel is held accountable for their responsibilities. To improve the organizational culture at the HCSO, the HCSO will reinstitute the Annual Employee Recognition Awards, improve the performance evaluation practice, and explore ways to improve recruitment and retention.

Strategies

- Improve the culture of the HCSO through employee recognition
- Improve employee performance feedback
- Make the HCSO more attractive to desirable deputy candidates
- Improve TRACKHoward metrics

<u>Objective E:</u> Develop Deputy First Class position

The most recent Collective Bargaining Agreement (CBA) includes a new position—Deputy First Class. This position was created to recognize the job knowledge and performance of our more experienced deputies.

Strategies

- Develop position through creating test content and administering test

Strategic Goal 2: Improve the HCSO through policy development and training

<u>Objective A:</u> Improve administrative policies

Objective B: Improve training

Objective C: Review current process for office reporting and document storage

Objective D: Improve property room accountability through improved policy and training

---

Objective A: Improve administrative policies

A review of the HCSO has revealed the need to improve and update administrative policies and procedures. It is important that our policies and procedures accurately reflect our practices.

Strategies

- Ensure policies accurately reflect current law and best law enforcement philosophies and practices
- Assess the need for additional policies

Objective B: Improve training

It is important to the HCSO that all personnel receive proper training. Additionally, it is important to regularly review important training topics to minimize liability for all staff.

Strategies

- Identify areas for improved training
- Evaluate the best methods of delivering training
- Improve training for opioid crisis response
- Implement mandatory Special Police Officer certification for all Security Officers
- Continue training for approaching those in crisis or suffering from mental health issues

<u>Objective C:</u> Review current process for office reporting and storage

As the County moves toward electronic records, the HCSO will evaluate the potential need and uses for a web-based document storage solution.

Strategies

- Assess current reporting methods, forms, etc.

- Research County's current RMS system (RIM) for potential uses

- Ensure compliance with retention schedule

- Evaluate current and future use of RIM

<u>Objective D:</u> Improve property room

A review of the property room procedures has revealed a need for greater control over inventory. Through the development of new property room policies and procedures, the HCSO will improve the accuracy of property room records and ensure compliance with periodic internal audits.

Strategies

- Review property room policies and procedures

- Evaluate the need for a new audit process

- Provide training for employees responsible for property room management

Strategic Goal 3: Plan for new Circuit Courthouse

<u>Objective A:</u> Participate in the Circuit Court development project and transition

<u>Objective A:</u> Be involved with the Circuit Court development project and transition

Howard County Executive Alan H. Kittleman has approved the FY18 capital improvement program budget that includes county funding for the construction of a new Circuit Courthouse. Current operations at the Dorsey Building will need to relocate temporarily.

The primary function of the HCSO is to provide security to the Circuit Courthouse. Due to the importance of our presence at the Circuit Courthouse, the HCSO will provide input during the development of this project.

Strategies

- Secure temporary space
- Work with County and vendor design teams to ensure best security features are included
- Ensure security and efficient operations at the new Circuit Courthouse

Strategic Goal 4: Improve community engagement

<u>Objective A</u>: Increase community awareness of the functions of the HCSO

<u>Objective B</u>: Enhance communication between the community and the HCSO

<u>Objective A:</u> Increase community awareness

There is increased awareness of the HCSO in the community. This creates an opportunity for improvement. In the past, members of the community were not aware of the services we offer. We provide a variety of services to the community and our objective is to ensure the community is aware of our services so that we can better serve their needs.

Strategies

- Create HCSO marketing material

- Create more user-friendly website access

- Reach out via social media

Objective B: Enhance communication between the community and the HCSO

Providing continued outreach to the community, the HCSO can enhance communication between itself

and those it serves, thus providing better service.

Strategies

- Improve outreach

- Enhance social media communication

- Improve community perception

- Develop PIO role

- Explore partnerships with non-profits

Evaluation

The goal evaluation will be completed by the department supervisor. If approved, the goal will be

reviewed by Sheriff McMahon and Chief Deputy Major Knott for final approval and implementation.

A periodic review of the progress on each goal will be conducted by the Budget/Fiscal Administrative

Analyst and reported to the Sheriff and Chief Deputy.

Attachment 4

Howard County Human Rights Commission
CR 180 Study on Diversity in Howard County Library System
By Kui Zhao

August – September 2017

Legislative Mandate

CB 180-2016 enacted on December 5, 2016 calls on the Human Rights Commission to study recruitment, hiring, retention, and promotion practices the Howard County government agencies, the Howard County Sheriff, Howard County Public School System, Howard Community College, and Howard County Library System. The intent of this study is to submit a report and make recommendations relating to potential discriminatory practices in Howard County.

Howard County Library System

The Howard County Library System (HCLS) is the nation's Library of the Year by Gale/Library Journal. HCLS is a vital component of Howard County's renowned education system, delivering high-quality public education for all county residents from racially, religiously, and socioeconomically diverse backgrounds

Current Number of Employees
The Howard County Library System (HCLS) currently has 229.5 employees in the fiscal year 2018, including the full time and part time. These employees are salaried with benefits, working throughout the system's seven branch libraries and administration.

Employees by Gender
HCLS strives to recruit diverse candidates for open positions, even its current statistics (Chart 1) do not reflect population by gender countywide (51% female vs. 49% male). However, HCLS' gender composition is slightly more representative than the overall library statistics according to the American Library Association (ALA). It has consistently shown 83% female and 17% male in libraries nationwide.

The report author suggests that the significantly high proportion of female employees in HCLS may reflect the library profession's characteristics in general. According to a 2011 study by the Allied Professional Association (a companion organization to the American Library Association), library workers have been, and will continue to be,
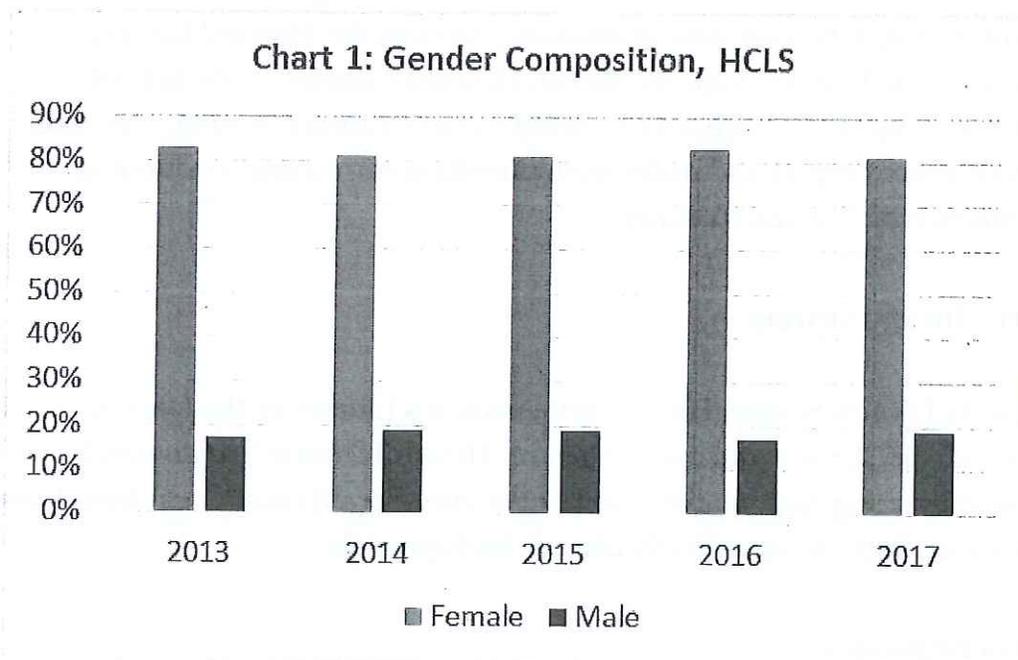
female dominated. In 2010, women accounted for 82.8 percent of all staff. Most college students of library science are women. (Source: http://ala-apa.org/files/2012/03/Library-Workers-2011.pdf)

Chart 1: Gender Composition, HCLS

Employees by Race or Ethnicity

According to ALA, the library profession is predominantly white and female. Among 118,866 librarians who hold the Master of Library Science degree (MLS), 6,160 are black or African American and 3,661 are people from the Hispanic or Latino origin. The numbers for those two minority groups seem high and yet, the percent share to 118,866 are minimal (3.26% and 3.08% respectively). ALA supposes that the MLS is widely seen as a barrier to distinguished groups entering the profession.

The best library system nationwide, HCLS celebrates diversity and strives for inclusiveness by recruiting staff from different demographic groups (Chart 2) who reside inside or outside Howard County. In Howard County, the most recent data by the U.S. Census Bureau show that the racial or ethnic composition is 62.2% white, 17.5% black or African American, 14.4% Asian, and people from other racial groups. The

people of the Hispanic or Latino origin account for 5.8%. Employees from minority racial or ethnical groups amount to a smaller percent share of the total employee body than the percentage of each of minority groups countywide.

Chart 2: Race or Ethnicity, HCLS

Race/Ethnicity	2013	2014	2015	2016	2017
Black or African American	11%	12%	11%	11%	12%
Asian	10%	10%	10%	10%	10%
Hispanic*	2%	1%	2%	2%	1%
Other	0%	0%	0%	0%	1%
Two or More**	0%	0%	0%	0%	1%
White	78%	77%	77%	76%	76%

*: Ethnicity.
**: Two or more is often double entered at the national and state levels but singular point for HCLS.

It is worthwhile comparing the HCLS demographic data with figures at the county level. However, it ought to be prudent while making comparison to avoid misleading a conclusion. In addition, the racial composition within HCLS cannot be compared directly, because there are staff persons from other Maryland jurisdictions.

Diversity Training and Performance Goals
Professional Development guidelines reinforce HCLS' commitment to diversity. All new hires are required to complete the following on-line classes on diversity and inclusion in orientations:

- As simple as respect – diversity, respect, and preventing discrimination
- Please respect my generation! – five generations at work
- Real world guide to diversity in the workplace

All staff is required to complete 90 credits of continuing education every five years. HCLS manages the professional development curriculum that highlights on-line classes as shown below:

- Making diversity work
- Overcoming personal barriers to diversity
- Diversity challenges: what would you do?
- Working well with others: diversity equals greatness and the diversity continuum

The objective of all above training classes is to enable HCLS staff to:

- Define diversity and inclusion
- Explain differences between assimilation, acculturation, and multiculturalism
- Identify benefits of a diverse and inclusive workplace
- Identify and explain the laws prohibiting discrimination
- Demonstrate respect through verbal or nonverbal behaviors
- Recognize, understand, and overcome personal barriers to diversity
- Explain the negative impact of stereotypes
- Explore differences to promote inclusion
- Encourage respect by modeling inclusive behaviors

Performance Goals & Requirements on Diversity

All HCLS staff is expected to live the library's seven authentic values: respect, inclusiveness, unity, assertive communication, progress, continuing education, and supportive customer services. Among all of the values, respect and inclusiveness are fundamental. HCLS' current strategic plan, *Vision 2020: Education for All*, defines respect and inclusiveness as shown in the following paragraphs:

Respect

HCLS demonstrates respect that is to value and appreciate each other, communicate honestly and directly, facilitate mutual learning, and coordinate knowledge and skills to achieve curricular. Respect enables staff to make effective decisions, take decisive actions, and image new possibilities to achieve the goals.

Howard County Human Rights Commission
CR 180 Study on Diversity in Howard County Library System
By Kui Zhao

August – September 2017

Inclusiveness

HCLS builds constructive working relationships characterized by a high level of acceptance, collaboration, trust, and mutual respect. HCLS creates a work environment that welcomes, appreciates, and supports diversity by actively soliciting input and feedback for decisions.

Achieving Excellence, HCLS' performance management system, translates these values into outcomes for each employee to improve and achieve. It sets the moral model for every employee to emulate. Achieving Excellence establishes the standards that are applied to evaluate job performances and shape the behavior of staff.

Exhibits of Recruitment for Hiring

HCLS position descriptions serve as a major instrument in recruiting. The description identifies outcomes that candidates are expected to achieve, essential responsibilities, educational attainment, and expertise for performing the job. Each position description also includes a statement on the equal employment opportunity policy: "Howard County Library System takes pride in providing equal employment opportunities".

Promotion by Job Category

Merit is the basis for promotion in all job categories. HCLS employs objective criteria to ensure fairness for all candidates. The hiring criteria include but are not limited to the following elements:

- Documentation of superior performance of current job includes exceeding standards in all major responsibilities or significant achievements, such as:
    - Instruction and research
    - Community partnerships
    - Teamwork and communications
    - Leadership, supervision, and management
- Demonstration of potential for advancement as reflected by previous achievements and recommendations
- Suitability for a new role and job responsibilities as determined by a structured panel review.

Howard County Human Rights Commission

CR 180 Study on Diversity in Howard County Library System

By Kui Zhao

August – September 2017

Salary, Job Level, and Ethnicity Report

The salary scales by job category are displayed in Chart 3. As for all other jobs universally, the pay rate increases along with the level of difficulty for performing tasks and/or that of management.

Chart 3. Race or Ethnicity, HCLS

Job Level	Salary Range ($)
Customer service and support staff	27,042-56,236
Customer service supervisor	34,025-66,038
Children's instructions & research	39,295-68,904
Technical specialist	40,356-70,764
Management	48,979-135,557
Executive	84,636-148,410

Statistics[1] on the job category by job level by race or ethnicity in Chart 4 (on page 7) indicate that the majority of HCLS staff are in the customer service & support as well as instructions and research. The data for other races and two or more races are not available for some years within the reporting period.

Among staff from Asian or black or African American, a significant proportion is in the management. This percentage – the number of staff in management to total staff persons within a particular racial or ethnic group -- is higher than any other racial or ethnic groups of HCLS.

The percent share of Asians in management positions is the highest as compared to other racial or ethnic groups. The black or African American ranks second in terms of percent share of them in management. In 2017, the percent share of people from the Hispanic or Latino origin increased notably from previous years for the reporting period. At the executive level, the highest percent share in terms of race is registered in the black or African American group. As a matter of fact, two of three senior staff members who were in my interview for this report are black or African American.

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[1] *Data are not available for other races or two or more races in some reporting years provided by HCLS.*

Chart 4: The Level of Jobs by Race/Ethnicity
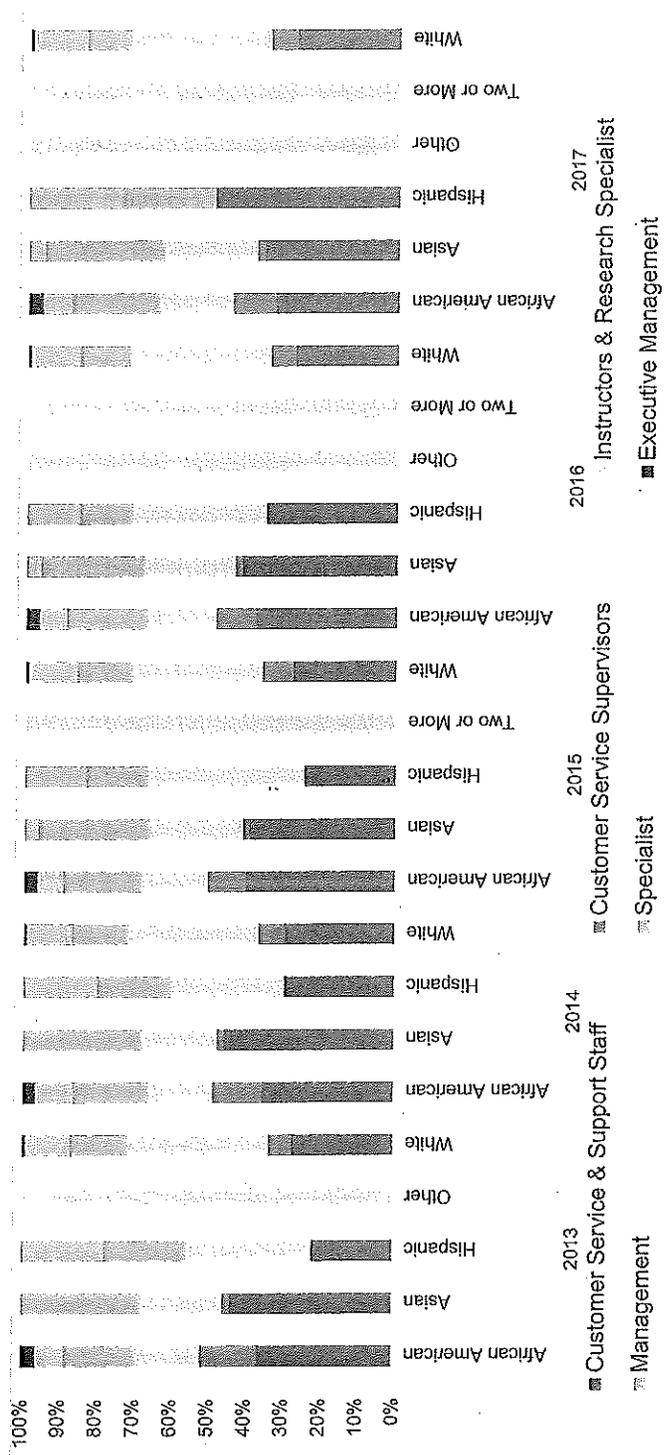
Programs for Improving Staff Demographics

HCLS is committed to attending recruitment fairs and performing targeted recruitment for the underrepresented population. The system is devoted to collaborating with diverse organizations in the community to develop programs in order to make HCLS a more diverse workforce. The author has observed that HCLS often makes its best attempt to make it available for events, conferences, or classes for the County residents or non-library science professional organizations from the metropolitan region.

Recruitment Policies & Procedures

HCLS supports and is committed to the principle of the equal employment opportunity. It is the HCLS policy to recruit, hire, train, and promote staff or administrators regardless of race, color, religion, creed, age, sex, national origin, marital status, political opinion, occupation, sexual orientation, disability in accordance with applicable laws.

Summary of Staff Retention

As the nationally renowned and acclaimed library system, HCLS has been able to retain highly qualified staff (staff and administrative personnel) for the past five years. The remarkably high retention rate indicates that HCLS provides excellent work environment physically and professionally that makes staff feel enjoyable to work.

Chart 5: Staff Retention, 2012 to 2016

Calendar Year	Staff Retention Rate
2012	98.90%
2013	99.10%
2014	99.25%
2015	99.25%
2016	99.06%

The author notes that in recent years, HCLS, with the support of the County Government, built the state of art Miller Branch, renovated the former Miller Branch as the new Administrative Headquarters, and refurbished six other branch libraries. All of my interviews for this report occurred in the charming Administrative Branch.

Howard County Human Rights Commission
CR 180 Study on Diversity in Howard County Library System
By Kui Zhao

August – September 2017

Geographic Areas of Employees Residences

Among all HCLS employees, the majority reside in Howard County. The rest are from neighboring jurisdictions in Maryland, particularly from Baltimore County.

Chart 6: Geographic Areas of Employees Residences

County/State	% Total Employees
Anne Arundel County	3.00%
Baltimore City	2.00%
Baltimore County	13.00%
Carroll County	4.00%
Frederick County	0.40%
Howard County	73.00%
Montgomery County	4.00%
Prince George's County	0.40%

Position Descriptions for Major Job Categories

HCLS provides detailed job descriptions by category. This report summarizes them to highlight what is pertinent to the purpose of this study for CR-180. The responsibility – based on HCLS authentic values and equal employment opportunity doctrine -- applies to all job categories. It serves the principles of HCLS in pursuit of public education, values of teamwork and leadership, and research and instruction.

The common qualifications and functions are consistent with diversity & inclusive training purposes and expectations for all employees, regardless of their years of service and ranking at HCLS. Customer service, problem solving, and interpersonal skills are basic in all jobs, which reflects respect and inclusiveness that HCLS seriously strives.

Customer Service Specialist
This job requires the high school diploma or equivalency. It emphasizes customer services skills, being technologically savvy, and ability to retain detailed instructions. This job description indicates that candidates ought to demonstrate passion for working with a diverse public, which is one of objectives of HCLS. Resolving customer issues and reconciling records are among main functions of this job.

Customer Service Supervisor

Excellent public service, management, problem solving, diplomacy, and knowledge of community are among required skills or functions of this position. The qualification stresses that the candidates be able to develop and maintain effective, collaborative working relationships with diverse groups including staff, partners, libraries, communities, and the public.

Children's Instructor & Research Specialist

In addition to basic qualifications or functions that are akin to two types customer services jobs aforementioned, candidates or staff for this job ought to demonstrate ability to engage children with an enthusiastic, friendly, and approachable demeanor. Children and their parents are representative of a rapidly emerging diversity of population. Therefore, it is indispensable of staff on this position to be aware of and trained with regard to respect, diversity, and inclusiveness.

Professional Development Instructor

The position description for staff on this job accentuates people skills as well as ability on team building, writing, teaching, problem solving, program planning, and multi-tasking. Qualifications also include ability to motivate people, lead large groups, and develop and maintain effective working relationships. Interpersonal skills are principal to motivating people, lead large groups, and develop or maintain effective working relationships. The author believes that one of crucial traits for interpersonal skills is to respect and civil, regardless who colleagues or patrons are.

Branch Manager

Qualifications for the branch manager position are similar to aforementioned supervisory jobs. The additional traits include a more advanced education, outstanding management skills and experience, and capability to demonstrate positive and forward thinking to move the branch forward.

Two most essential functions of staff on this job are (1) to establish the branch culture by fostering positive working relationships, modeling the HCLS mission, and encouraging creativity and camaraderie on a daily basis and (2) to collaborate with branch

leadership team and staff to ensure daily operations exceeding customer service expectations. The author considers that as a branch manager, she or he ought to have a strong sense of treating staff, communities, and patrons with respect and being inclusive to execute functions for advancement of public education for everyone.

Chief Operating Officer
In addition to qualifications for a branch manager, candidates or staff on the chief officer job are required to possess strengths and experience in collaborating with a variety of institutions or organizations on mutually beneficial programs. Functions for a chief operating officer are similar to those for a branch manager but require the officer playing additional supervisory roles on a superior level to make HCLS excel in public education and effective participation in the community.

The author deems that on top of distinguished leadership and communication skills, requirements are based on stringent criteria and moral standards including respect, inclusiveness, and willing sense of diversity.

Conclusion and Recommendations

Conclusion
During the course of this study and eight interviews with Stacey Fields, human resource director of the Howard County Library System (HCLS) between April and September 2017, including one meeting with two interim CEOs[2] (Angela Brade and Lewis Belfont), I have been strongly impressed that HCLS seriously and genuinely strives to recruit diverse candidates for open positions, even its current staff statistics do not reflect population by gender or race/ethnicity countywide.

The significantly high proportion of female employees in HCLS, closely similar to the national trend and composition, represents characteristics or cultural preferences of the library profession. According to a professional study conducted by an ALA partner, library employees have been, and will continue to be, female dominated. This

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[2] Ms. Brade currently is chief operating officer (COO); Mr. Belfont is acting COO.

demographic phenomenon is reflected in college applications and admissions as well, where most library science students are female.

HCLS is the best library system nationwide. As the role model of all libraries, HCLS diligently strives for inclusiveness by recruiting staff from different demographic groups. HCLS' workforce has been notably more diverse than the national library standard from time to time. HCLS is committed to implementing a recruitment plan to eliminate its current diversity gap. One of its strategies has been removal of the Master of Library Science degree from basic qualifications when hiring staff. HCLS also makes efforts to utilize networks throughout the community to search for prospective candidates from the underrepresented population.

Staff form Asian and black or African American show a significant proportion in the management than any other racial or ethnic groups. The percent share of Asians in management positions is the highest. At the executive level, the highest percent share falls in the black or African American group.

At HCLS, the Professional Development guidelines reinforce HCLS' commitment to diversity, respect, and inclusiveness. All new hires are required to complete classes on diversity and inclusiveness in orientations. During employment with the library system all staff is required being enrolled in continuing education every five years.

All HCLS staff is expected to live the library's seven authentic values with the most important ones being respect and inclusiveness. In relevancy to its values, each position description also includes a statement on the equal employment opportunity policy to ensure fairness for all candidates.

Recommendations
The author is confident that extraordinarily exceptional HCLS will continue to undertake for excellence in not only public education and customer services, but also staff recruitment and career advancement for all staff, by choosing civility, celebrating diversity, and embracing for inclusiveness. As Ms. Fields indicated several times during interviews, this CR-180 study will be certain to make HCLS aware of

demographic characteristics of staff. This study in partnership with the Human Rights Commission will help HCLS continue to improve recruitment, hiring, and promotion to include more minorities who may demonstrate interest in working in the library.

The author suggests that advanced education in library science remain an important requirement for candidates who seek employment in certain job categories. Moreover, caution must be exercised when making analysis or comments about gender imbalance, as the library industry may continue to be female dominated due to understandable reasons. Furthermore, there might be preferences among different population groups. As the author shared with Ms. Fields, Asians, for instance, have a tendency to pursue education or career in medicine, information technology, or engineering. The library science may not be their academic interest, culturally. It is worthwhile mentioning that one of branch managers (Savage) is Asian, who emigrated from China.
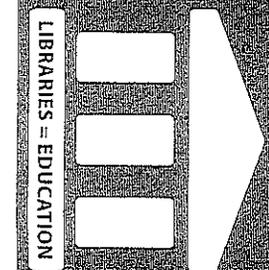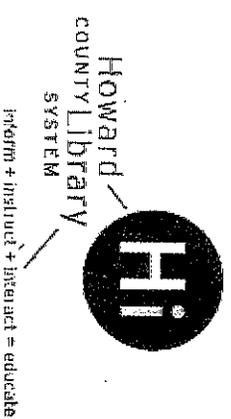
Vision 2020: Education for All

A DISTINGUISHED TRADITION, CUTTING-EDGE STRATEGIES

Howard County Library System's Strategic Plan | 2015–2020

Approved and Adopted by the Howard County Library System Board of Trustees, July 2015

LIBRARIES = EDUCATION

Howard COUNTY Library SYSTEM

Hi

inform + instruct + interact = educate

Attachment

5

Attachment
5

Six Month Report of the Director of Diversity, Equity, and Inclusion
To the Howard County Human Rights Commission
Submitted by Kevin F. Gilbert, Ed.D.

Dear Commissioners,

Per your request, I would like to submit the following update on my work to date. This report is not exclusive, and only serves as a highlight of some key work completed since my arrival to the district in the capacity of Director of Diversity, Equity, and Inclusion.

One of my main responsibilities is to oversee the implementation of the 52 recommendations submitted by the HCPSS Committee on Diversity and Inclusion (2016). The recommendations covered four areas: professional learning, student voice, human resources, and curriculum and instruction. The following are highlights of the implementation thus far:

Professional Learning:

- As Director of Diversity, Equity, and Inclusion, I oversee the cultural proficiency work in the district. This ongoing work in the district is done through three levels of training: Awareness, Application, and Facilitation. Currently there are 555 people (consisting of staff and community people) being trained in cultural proficiency. This represents almost a 100% increase in our yearly average.
- There have been workshops with principals and assistant principals on defining diversity, equity, and inclusion and gaining awareness of bias. Future workshops are planned on institutional racism; student voice; and family engagement and restorative justice.
- There is now a cultural proficiency liaison (CPLs) in all 76 schools.
- Several CPLs are conducting a 3 credit Continuing Professional Development Course (CPD) on Culturally Responsive Teaching using the book *Culturally Responsive Teaching & the Brain* by Zaretta Hammond.

Student Voice

- In partnership with Howard County's One Howard initiative, 1,191 students and 105 staff members have conducted three major student dialogues this year. Additionally, the department of Diversity, Equity, and Inclusion is partnering with One Howard to sponsor a youth in conversation group consisting of over 30 high school students to discuss issues of diversity, equity, and inclusion within the district, schools, and communities.
- 82% of HCPSS schools are reporting that they either have created space or are planning to create space for students to have meaningful dialogue around school climate issues.

Human Resources

- As Director of Diversity, Equity, and Inclusion, I am working with the Chief of Human Resources to develop strategies for a more diverse and inclusive workforce. This work entails three areas: recruitment, retention, and support. I am updated on progress periodically.
- The diversity of new hires in HCPSS has increased from 27.6% last year to 32% this year.

Curriculum and Instruction

- As Director of Diversity, Equity, and Inclusion, I am working with the Executive Director of Curriculum and Instruction in assuring that HCPSS curriculum and instruction is diverse, equitable, and inclusive. We meet on a regular basis, and I am updated on progress.
- The Curriculum and Instruction Department is in the process of developing a rubric to assist in infusing more diversity and inclusion into the current curriculum and instruction within HCPSS. The rubric development is in collaboration with the Department of Diversity, Equity, and Inclusion.
- Curriculum and Instruction piloted a new service learning project in Grade 8 that engaged students in exploring unrepresented perspectives at the Constitutional Convention and the impact of not including all viewpoints on individual freedoms, rights, and the common good.

I have also been instructed to build stronger more meaningful relationships between HCPSS and the community; especially around diversity, equity, and inclusion. Some highlights include:

- I represent HCPSS on the One Howard steering committee.
- I have met with several community constituency groups such as PFLAG, CAN DO, Focus on Diversity, and Collaboration for an Inclusive Community. Some of these meetings are ongoing.
- I have been invited to speak at several events for community groups such as the Rotary Club and the African American Community Roundtable (panelist).
- I am currently working with the President of the Parent Teacher Association of Howard County to develop a strategy to increase diversity and inclusion among PTAs throughout the district.

Other important areas of work include:

- Assisting the Superintendent and system school chiefs in executing the strategic call to action of the district: *Learning and Leading with Equity*.
- Working with Howard County Office of Human Rights on the production of the play *Disgraced* in Howard County, which brings awareness to valuing diversity and inclusivity.
- Leading district efforts in implementing restorative justice not merely as an alternative to punitive discipline but as a philosophy to build community and strengthen relationships among students, families, staffs, and the community.
- Working with the Chief of School Management and Instructional Leadership to build and sustain learning environments that are caring, supportive, and nurturing in order to foster student success.
- Assisting the HCPSS Board of Education in developing a "Safe Schools Resolution" reaffirming the districts commitment to providing a safe learning environment for all HCPSS students.

If you have any further questions, or seek additional information, please do not hesitate to contact me at 410-313-8483.

Respectfully Submitted,

Kevin F. Gilbert, Ed.D.
Director of Diversity, Equity, and Inclusion
Howard County Public School System