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COLONEL  
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SUPERINTENDENT

January 30, 2017

The Honorable Thomas V. "Mike" Miller, Jr.  
President of the Senate  
State House, H-107  
100 State Circle  
Annapolis, MD 21401

The Honorable Michael E. Busch  
Speaker of the House  
State House, H-101  
100 State Circle  
Annapolis, MD 21401

Dear President Miller and Speaker Busch:

In accordance with the Chapter 249 of the Acts of the General Assembly of 2014 and the 2016 Joint Chairmen's Report, page 151, the Maryland Department of State Police submits this Report on Diversity in Hiring and Promotion. The Department continues to work with the Administration and the General Assembly to recruit, hire, and promote a diverse workforce.

The Maryland Department of State Police appreciates your interest in the sworn compliment of the Department. Should you or any member of the Committees have any additional questions, please do not hesitate to contact me directly.

Sincerely,

Thomas M. Williams  
Director, Government Affairs Unit

- cc: Senator Edward J. Kasemeyer, Chairman, Senate Budget and Taxation  
 Senator Thomas M. Middleton, Chairman, Senate Finance  
 Senator C. Anthony Muse, Chairman, Joint Committee on Fair Practices and State Personnel Oversight  
 Delegate Adrienne A. Jones, Chairman, Joint Committee on Fair Practices and State Personnel Oversight  
 Delegate Maggie L. McIntosh, Chairman, House Appropriations  
 Delegate Shane E. Pendergrass, Chairman, Health and Government Operations  
 Ms. Sarah Albert, Maryland Department of Legislative Services Library (5 Copies)

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# Maryland State Police



## 2016 Report on Diversity in Hiring, Promotion and Retention

**Larry Hogan**  
Governor

**Boyd K. Rutherford**  
Lt. Governor

**William M. Pallozzi**  
Colonel

This report is in response to the request language in the 2016 Joint Chairmen's Report on pages 151-152, and Chapter 249 of the Acts of the General Assembly of 2014. The request language states:

The budget committees continue to be concerned with the limited gender and racial diversity among the Department of State Police (DSP) sworn officer staff. The committee's request that the department submit a report detailing the continued efforts to increase diversity in hiring and promotion within sworn officer ranks. The report should provide the most recent demographic breakdown of DSP's sworn officers by rank, race, ethnicity, and gender, in addition to providing the same demographic breakdown for each new trooper training class in calendar 2015 and 2016. The report should also identify specific strategies and goals for increasing diversification among the sworn staff. A report shall be submitted by December 1, 2016, to the budget committees.

Please note, all charts and statistical analysis were completed over a 30 day period using the most recent Maryland State Police demographic data. The data represents data collected as of November 1, 2016. These data sets are fluid and may document a slight variance given the increase or decrease in staffing. All Maryland population data was derived from the United States Census Bureau (2010 data).

The chart below represents the gender and racial diversity of sworn officers in the Maryland State Police as of November 1, 2016. The rows represent the ranking officers from Colonel to trooper candidate. The columns represent race and gender. The last line in the chart represents civilian employees in the department.  
*(See chart 1)*

(Chart 1)

MARYLAND STATE POLICE															
RACE/SEX/RANK DISTRIBUTION REPORT															
As of 11/1/16															
RACE/SEX	Caucasian /Male	Caucasian/ Female	African American/ Male	African American/ Female	Asian/ Male	Asian/ Female	Indian/ Male	Indian/ Female	Hispanic /Male	Hispanic/ Female	Other/ Male	Other/ Female	MALE	FEMALE	TOTAL
<b>RANK</b>															
Col.	1	0	0	0	0	0	0	0	0	0	0	0	1	0	1
Lt. Col.	1	1	0	0	0	0	0	0	0	0	0	0	1	1	2
Major	7	1	1	1	0	0	0	0	0	0	0	0	8	2	10
Captain	20	2	0	0	0	0	0	0	0	0	0	0	20	2	22
Lieutenant	48	4	3	2	0	0	0	0	2	0	0	0	48	6	54
1/D Sgts	76	8	6	2	1	0	0	0	2	0	0	0	85	10	95
Sergeant	243	14	35	4	4	0	0	0	3	0	0	0	285	18	303
Corporal	147	7	25	2	0	0	0	0	2	0	0	0	174	9	183
Master Trooper	71	4	17	0	1	0	0	0	3	0	0	0	92	4	96
Senior Trooper	79	4	18	2	0	0	0	0	1	0	0	0	98	6	104
TFC	286	23	39	3	8	0	0	0	12	1	0	0	345	27	372
Trooper	103	12	15	3	4	0	0	0	4	0	0	0	126	15	141
Trooper Candidate	33	5	4	0	2	0	0	0	2	0	0	0	41	5	46
<b>SUB-Total Sworn</b>	<b>1110</b>	<b>85</b>	<b>183</b>	<b>19</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>31</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1324</b>	<b>105</b>	<b>1429</b>
Civilian	304	218	37	93	7	7	1	1	5	2	0	1	354	322	676
<b>Grand Total</b>	<b>1414</b>	<b>303</b>	<b>200</b>	<b>112</b>	<b>27</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>36</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>1678</b>	<b>427</b>	<b>2105</b>

In Chart 2, the Maryland State Police, minorities comprise of **32.82%** of the MSP's **2,105** member workforce. **22.32%** of our sworn positions are minorities and **55.02%** of our civilian positions are minorities. **12.74%** of our sworn positions are African Americans and **19.23%** of our civilian positions are African Americans.

(Chart 2)

Sworn	Totals	%
African American	182	12.74%
Other Minorities*	137	9.59%
Caucasian Males	1110	77.68%
Total Sworn	1429	

\*Other minorities include Caucasian females.

Civilian	Totals	%
African American	130	19.23%
Other Minorities*	242	35.79%
Caucasian Males	304	44.97%
Total Civilian	676	

\*Other minorities include Caucasian females.

It should be noted that organizational structure, law enforcement mission, functional duties and responsibilities of local police agencies and state police agencies vary greatly. These variances generally play a significant role in recruiting. When compared to other state police agencies, specifically those in the Mid-Atlantic region, the Maryland State Police ranks 3<sup>rd</sup> out of 7 in overall minority diversity for sworn personnel, and 1<sup>st</sup> out of 7 in African American diversity for sworn personnel.

(See Charts 3-5 for comparable numbers)

### State Agencies Sworn Demographic Breakdown

(Chart 3)

#### Racial Percentages of Surrounding States

State	Caucasian	African American	Asian	Indian	Hispanic	Other	Total Sworn	African American %	% Total Minority
Delaware	621	68	11	6	20	0	726	9.37%	25.90%
New Jersey	2,115	163	54	15	310	1	2,658	6.13%	24.20%
Maryland	1,195	182	20	0	32	0	1,429	12.74%	22.30%
New York	4,441	260	45	5	287	9	5,047	5.15%	20.30%
Pennsylvania	3,974	149	35	8	83	4	4,253	3.50%	17.80%
Virginia	1,709	189	11	6	34	0	1,949	9.70%	16.70%
West Virginia	634	15	0	1	3	0	653	2.30%	6.00%

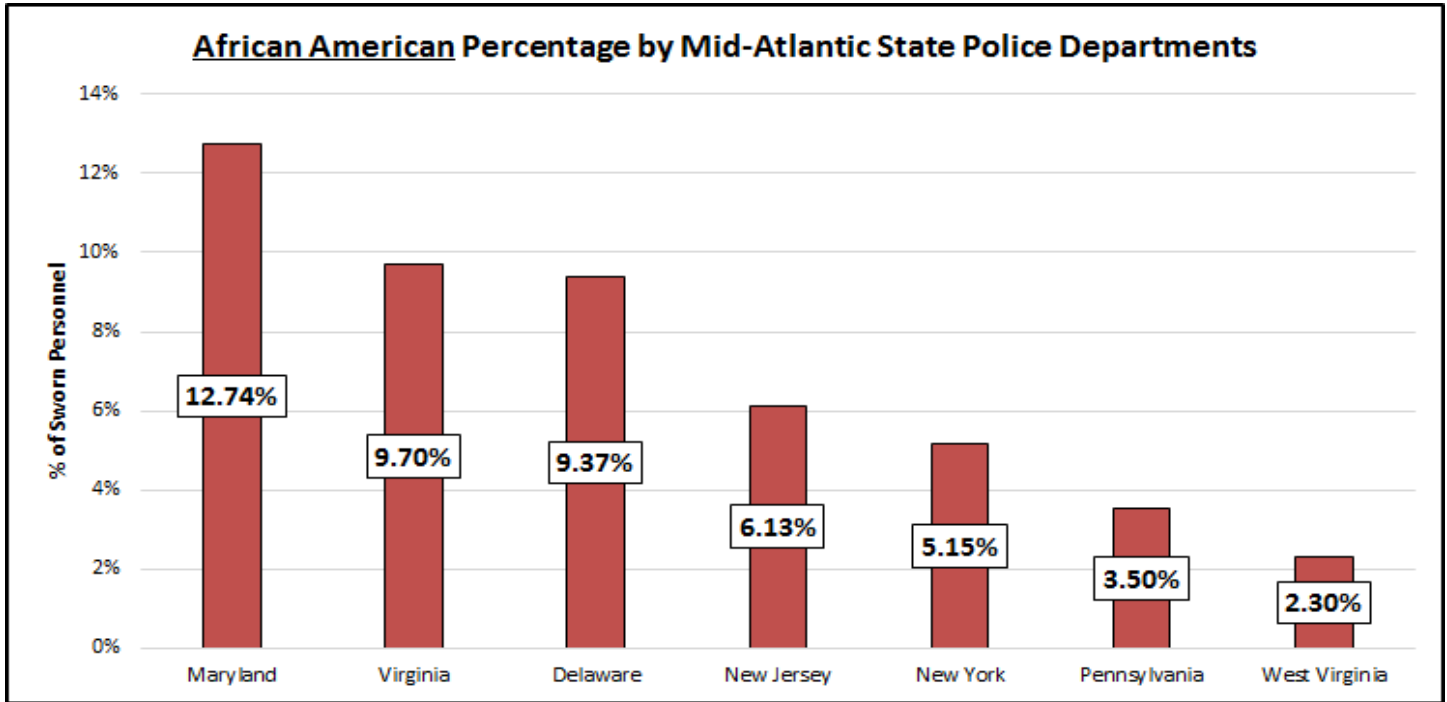
#### Minority Breakdown of Surrounding States

State	Caucasian		African American		Asian		Indian		Hispanic		Other	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Delaware	538	83	62	6	9	2	6	0	19	1	0	0
New Jersey	2,015	100	154	9	51	3	14	1	297	13	1	0
Maryland	1,110	85	163	19	20	0	0	0	31	1	0	0
New York	4,024	417	231	29	41	4	5	0	247	40	8	1
Pennsylvania	3,736	238	138	11	35	0	7	1	75	8	3	1
Virginia	1,622	87	172	17	11	0	6	0	29	5	0	0
West Virginia	614	20	14	1	0	0	1	0	2	1	0	0

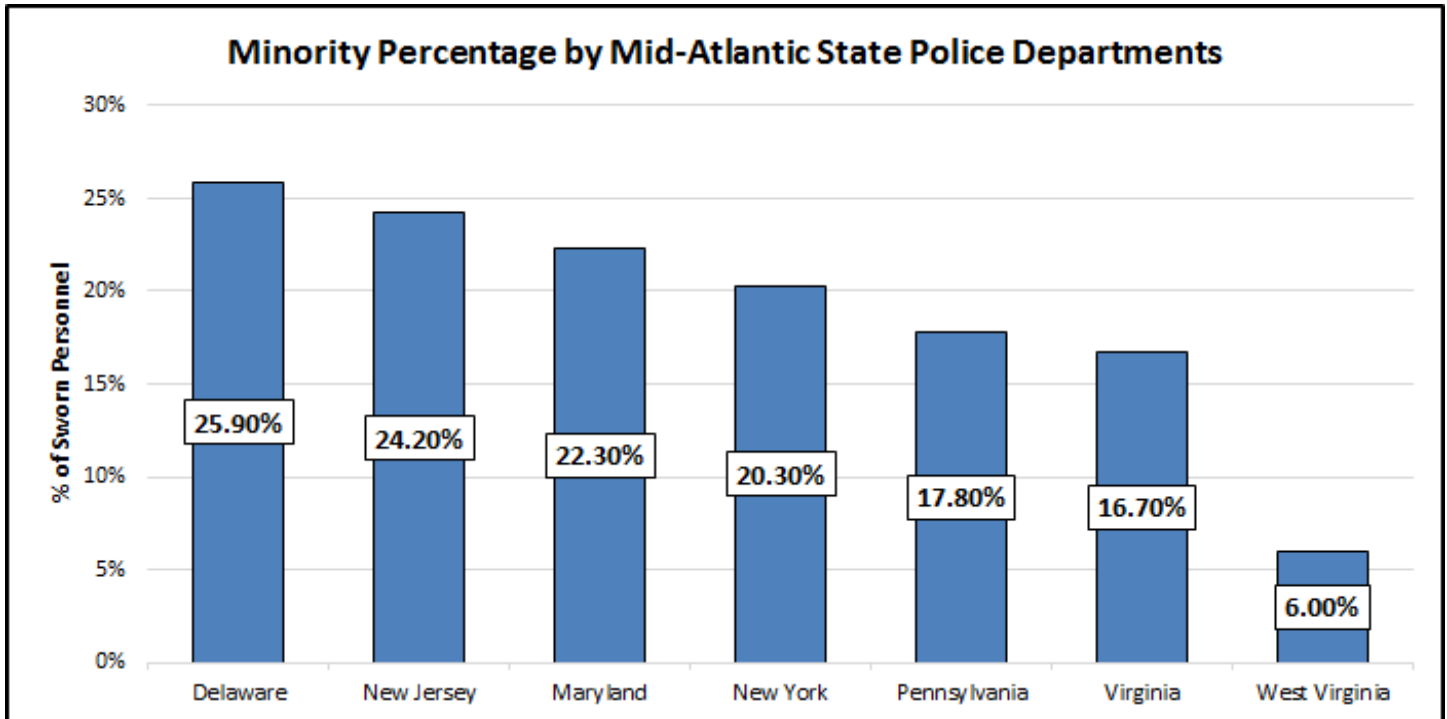
\*% total minority includes caucasian females

\*The data captured above is current as of 11/2016.

(Chart 4)



(Chart 5)



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

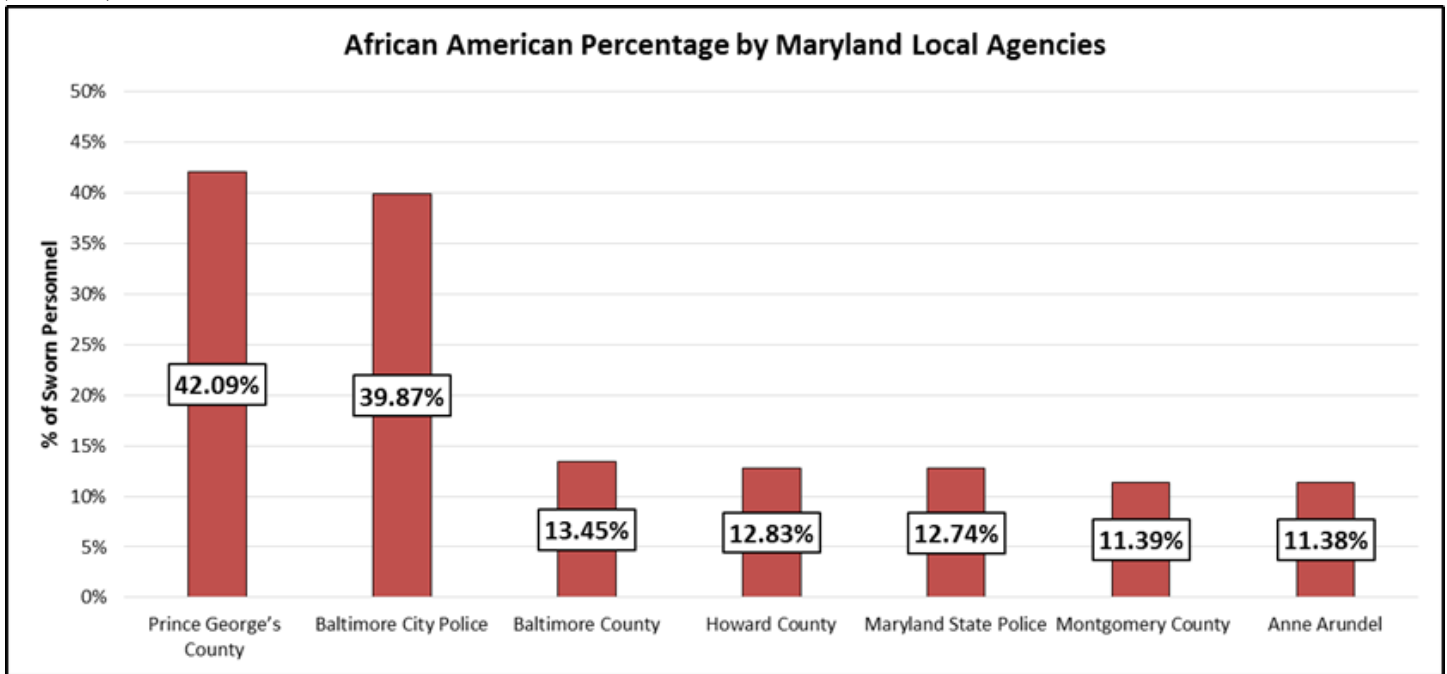
The Maryland State Police serves all Maryland residents and those citizens who visit our State. In central Maryland, the Maryland State Police primarily serve a highway safety function and specialize in offering technical, criminal investigative expertise to those primary local law enforcement agencies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

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

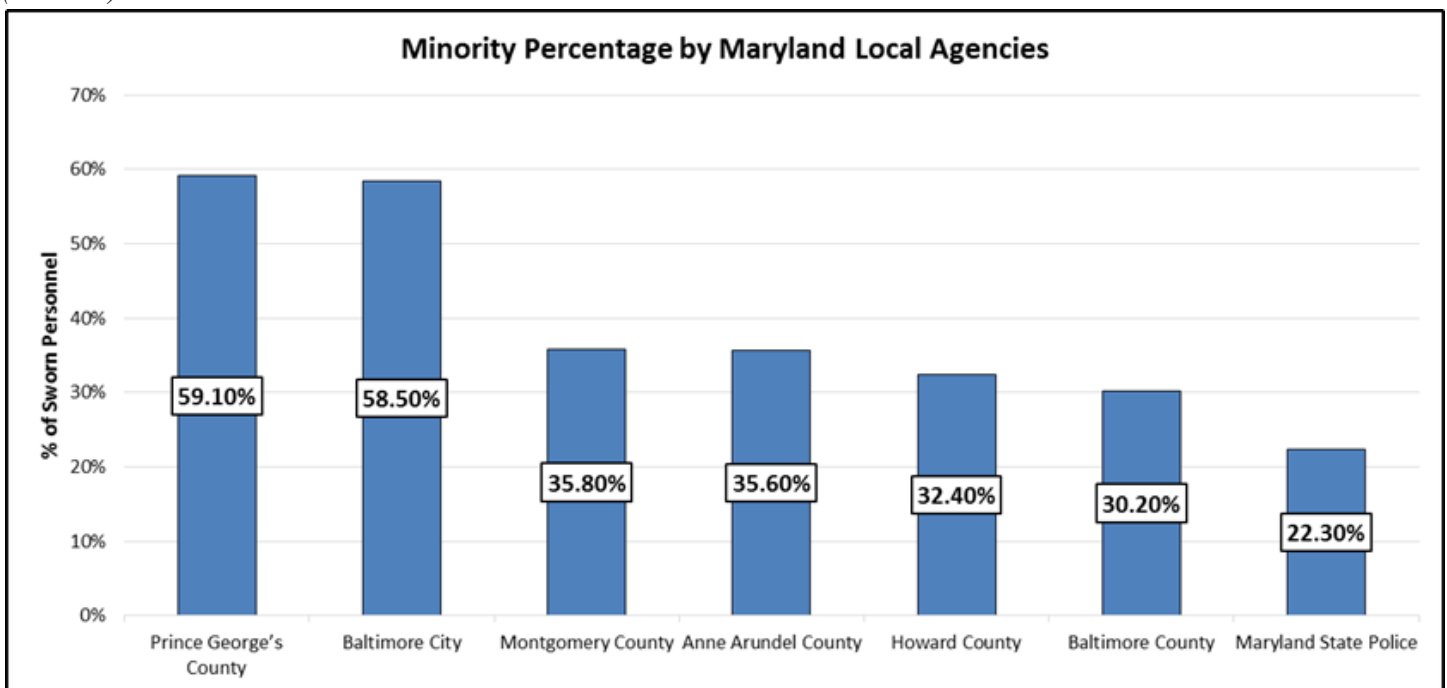
As seen in Charts 6 and 7, a comparison of Maryland's 6 largest central region police agencies, the Department ranks 7th out of 7 in overall minority diversity for sworn personnel, and 5<sup>th</sup> out of 7 in African American diversity for sworn personnel.

It should be noted however, that the population demographics of the police agencies, including the Maryland State Police, are comprised of the employment age range of 18 to 59; while the age range demographics reflected in the U.S. census data includes all age ranges.

(Chart 6)



(Chart 7)





## **Hiring Strategies**

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

The Maryland State Police utilizes a holistic approach to attaining a diverse workforce, command staff and working environment for all employees. Numerous areas must be addressed and constantly monitored such as administration of discipline and terminations, assignment to specialized units, career development, promotions, and awareness training. We must be successful in recruiting and hiring a highly qualified, diverse group of troopers representative of Maryland's population. If properly trained and mentored, they will develop into tomorrow's supervisors and command staff members. We strongly believe that a police department can succeed only when it reflects the communities it serves and creates supportive work environments for all its members. Workforce diversity encourages internal reform in both thought and action and creates a culture willing to accept new ideas.

## **Policy**

It is the policy of the Maryland State Police to publish and maintain a comprehensive Trooper Recruiting Plan that is updated annually. The objective of the Recruiting Plan is to maintain a highly-qualified, diverse workforce by recruiting and processing trooper and cadet applicants who meet the minimum requirements for the position which they applied. The Recruiting Plan contains the Department's plan of action to attract qualified candidates and pays particular attention to the demographics of the service community. In 2016, the Plan was updated to formally recognize and expand the Department's Explorer program. This program, in partnership with the Boy Scouts of America, is designed to expose interested teenagers, ages 14 to 20, to a possible career as a state trooper through comprehensive training, competition, service and practical experiences. The program is expected to support the goal of growing and sustaining a stronger, more diverse Maryland State Police that is more representative of our State.

Training of recruiters and their commanders is essential to the Plan's success. As such, statewide training was completed in 2016 for sworn and civilian employees that included more than 35 field recruiters as well as 1<sup>st</sup> and 2<sup>nd</sup> line administrators assigned to both Field Operations Bureau and Support Services Bureau.

## **Marketing**

On March 1, 2016, the Maryland State Police entered into a 5-year contract with Pinnacle Communications Resource Company for advertising, digital, web, social media and research services designed exclusively to enhance the Department's recruitment efforts generally and improve diversity recruitment specifically. The contract term began on May 1, 2016 and concludes April 30, 2021.

Since beginning in May 1, 2016, the Department and Pinnacle have successfully launched its social, digital and print media campaign; designed, printed and distributed 20,000 new hiring brochures; and overhauled the Department's recruitment website. Since August, 2016, the Department has made more than 2 million impressions on social media. Using 100% of the internet through a CBS Local digital platform, the Department is now targeting potential applicants through behaviorally and geographically banner ads on desktop computers, smartphones and tablets. Additionally, the campaign uses email marketing combined with physical recruiting to target job-seekers in Maryland, including those job-seekers attending Maryland's historically black colleges and universities. Quarterly data is analyzed and the Department is working with Pinnacle to isolate top performing ads among underrepresented populations and pair them with the most effective method of delivery, desktop vs. mobile, to better target the desired population and effectively measure recruiting performance.

Also in 2016, the Department conducted a survey of all sworn members to determine how each became Maryland state troopers. Of the 1,388 sworn employees surveyed, 74% reported that they became Maryland state troopers through self-initiation with the vast majority knowing or being related to a state trooper. These survey results inform us that trooper engagement is key to the successful recruitment of diverse and highly qualified applicants. To that end, the Department focused its efforts on equipping our more than 2,000 sworn and civilian employees with the tools needed to effectively recruit. One such tool was a professionally designed recruitment brochure that provides troopers, not assigned to the Employment Services Section, with the confidence and information needed to successfully inform prospective applicants about the Department's endless career opportunities, pension, health and other employment benefits as well as an overview of the application and selection process. This brochure coupled with the overhaul of the Department's recruitment web-page streamlined the information gathering process for applicants, bolstered the recruitment efforts of lesser trained employees, and provided the Department with the ability to track online traffic.

For a two week period from Thanksgiving weekend, November 25, 2016 through December 8, 2016, the Department will run a 15-second recruitment advertisement in eight movies theaters across Maryland. Theatres were selected based upon attendance demographic data provided by National CineMedia. Advertising in these theatres fits the target audiences of the campaign; racial and ethnic communities or other individuals underrepresented in the Department's workforce. The video advertisement will run 424 times per day or 5,936 times total. Additionally, the spot will play 10 – 12 times per hour on the Lobby Entertainment Network (LEN), which includes screens in the lobby, behind concession stands and in eating areas. The spot will play 157,136 times total on the LEN or 11,224 times per day. In a select number of cinemas, the Department will have a trained recruiter, cadet and/or MSP Explorer at a recruitment table located in or near the cinema lobby.

### **Partnerships**

According to the 2015 Maryland Department of Military's Annual Report, the Army National Guard's workforce is 63% Caucasian, 32% African American, and 4.0% Hispanic. This demographic make-up is almost a mirror image of the State's citizenry. Balanced diversity coupled with the fact that the Guard is a Maryland employer seeking the same type of service minded men and women of high moral character inspired the Maryland State Police to develop a recruiting and retention partnership with the Guard. This partnership is designed to focus resources, combine recruitment efforts and customize processes so as to fully consider offers of employment, rejections, and delayed hiring based on an applicant's lack of competitiveness. One such example of mutual benefit would be an applicant who is medically rejected by the Guard due to an illness such as asthma that is perfectly suitable for employment by the Maryland State Police and/or an applicant who is

delayed for hiring by the Maryland State Police due to errors in judgment or demonstrated lack of maturity is perfectly suitable for Guard enlistment.

### **Superintendent's Council on Opportunity and Inclusion**

In an effort to seek recruiting advice from a variety of people, the Superintendent re-established the Superintendent's Council on Diversity under a different name and focus. The new council consists of members from different backgrounds and business interest, i.e. the military, legislators, health care administration, and minority business experience. The Council members are tasked with developing suggestions and solutions to increasing the law enforcement enrollment by using "out of the box" ideas and methodology. The Council members will review the multi-media approach established by Human Resources Command in order to make suggestions on how the campaign can be improved.

The Council will meet periodically throughout the calendar year to brainstorm ideas and collaborate on better practices to ensure a better connection to the communities the MD State Police serve. The perceived outcomes of the Council are (1) better outreach to the community, (2) more collaborative methods of outreach, and (3) increased number of applications to law enforcement careers. *(See Appendix A for the list of council members)*

### **Collective Bargaining Unit Challenges**

The Maryland State Police continues to increase its minority representation in those areas where it offers full service police functions and continues to aggressively recruit from the geographical areas where it takes a secondary enforcement role. The challenge for the Maryland State Police is hiring potential troopers from the central regions, specifically Prince George's County and Baltimore City. In these regions, the local police departments provide the primary law enforcement services while the Maryland State Police remain as a secondary law enforcement agency and attempt to compete with those agencies who have higher salaries.

Approximately 30,000 Maryland state employees have collective bargaining rights, including Maryland state troopers. The organization certified as the exclusive bargaining representative for troopers is the State Law Enforcement Officers Labor Alliance (SLEOLA). SLEOLA is entitled to negotiate with the Governor or his designee(s) regarding wages, hours, and working conditions. Therefore, wages and working conditions subjected to the bargaining process may prove challenging in the recruitment process as needed improvements to non-competitive employment benefits often times are delayed or prolonged.

### **Salary Challenges**

Maryland state troopers continue to see the lowest salary when compared to its State's local, county and neighboring state police officers. The starting salary for Maryland state troopers, while in the academy, is \$35,000. While troopers do realize a salary increase upon successful completion of the academy, to \$46,920, a trooper's salary is still below the starting salary of a Prince George's County police officer (\$47,076) and a Baltimore City police officer (\$48,971). The Salary Survey of MD County Government FY 2016, prepared by Maryland Association of Counties, December 2015, reports that for those counties who reported, the average actual salary for a deputy or police officer in Maryland is \$51,040, which is 8.78% greater than Maryland State Police's starting salary upon graduation. Lastly, the Maryland State Police is a statewide police force. Potential applicants from metropolitan areas frequently report concern and apprehension regarding the requirement to

relocate, potentially to unfamiliar rural areas, and therefore, find the higher paying local or county police departments more attractive.

When compared to other state police departments in the Mid-Atlantic region, the starting salary for the Maryland State Police ranks 5<sup>th</sup> out of 7 in starting salary and 4<sup>th</sup> out of 7 for academy salary. (See Chart 8)

(Chart 8)

Mid-Atlantic Region State Police Agency Starting Salary Chart		
State	Academy Salary	Starting Salary
New York State Police	\$55,645	\$70,652
New Jersey State Police	\$30,550	\$62,404
Pennsylvania State Police	\$31,200	\$58,962
Delaware State Police	\$47,500	\$56,308
Maryland State Police	\$35,000	\$46,920
West Virginia State Police	\$33,994	\$41,258
Virginia State Police	\$36,207	\$36,207

data provided by SLEOLA 11.16.16

## **Recruiting**

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

A stated and measured objective for the Maryland State Police is the recruitment of highly qualified, diverse applicants capable of completing the high-intensity, entry-level Maryland State Police training program. Our goal is to consistently increase underrepresented sworn minorities so that our State Police mirror our State's resident diversity. The below chart demonstrates the minority representation of new troopers added to the ranks over the past 4 years. Over the past 4 years, of the 415 new troopers who successfully graduated, 31% were an underrepresented minority of which 15% were African American. *(See Chart 9)*

*(Chart 9)*

Class	Dates	Seated	Graduated	Separated	Completed	Minority	African American	Attrition
Class 138	01/16/12-07/13/12	96	82	14	85%	29%	12%	15%
Class 139	08/13/12-02/08/13	64	50	14	78%	38%	20%	22%
Class 140	07/01/13-12/20/13	80	67	13	84%	24%	12%	16%
Class 141	09/23/13-03/28/14	30	22	8	73%	41%	23%	27%
Class 142	06/23/14-12/12/14	80	70	10	88%	26%	10%	12%
Class 143	01/26/15-07/17/15	46	39	7	85%	33%	23%	15%
Class 144	10/26/15-4/29/16	49	39	10	80%	27%	13%	20%
Class 145	05/16/16-11/6/16	55	46	9	84%	28%	8%	16%

**Field Recruiter Program**

This program is essential to the Department’s recruitment efforts and ensures the Department’s ability to attract the best qualified and most diverse candidate population possible. It emphasizes the Department’s commitment to actively recruit a culturally diverse pool of applicants to be processed. Field recruiters supplement the Department’s full time recruitment staff and function on a part-time basis to the dedicated recruitment of applicants to fill trooper, cadet and explorer positions. Each of the 23 State Police barracks has assigned at least one sworn field recruiter who is responsible for establishing a trusted presence in their community. These field recruiters identify and publish online and on social media his/her consistent presence at strategic locations within his/her assigned region wherein his/her availability is assured and dedicated to applicant recruitment.

The Maryland State Police Recruitment and Selection Unit (RSU) with support from 48 supplemental Recruiters assigned to Field Operations Bureau (FOB) conducted approximately 253 recruitment related events throughout the 2016 calendar year, a significant increase since 2013. In addition, RSU has consistently focused on increasing its recruiting efforts toward individuals that are underrepresented in the Department’s workforce.

*(Chart 10)*

MSP Recruitment Events					
Year	Q1	Q2	Q3	Q4	Grand Total
2013	14	14	13	3	44
2014	5	8	8	28	49
2015	61	30	38	42	171
2016	45	62	115	31	253
<b>Total</b>					<b>517</b>

Diversity Recruitment Events	
Year	Total
2013	18
2014	9
2015	56
2016	62
<b>Total</b>	<b>145</b>

**Focused Recruitment Programs**

The Maryland State Police Recruitment and Selection Unit maintains a set of standard operating procedures designed to ensure all recruiting efforts are thoughtful, focused and purposeful. These procedures focus on underrepresented populations within our workforce and target those sectors of the general population where highly qualified applicants are thought to be present.

1. African American
2. Female
3. Multicultural
4. Military
5. General

In 2016, the Maryland State Police conducted 253 recruiting initiatives, 141 of which were completed by Barrack/Field Recruiters. These initiatives included but were not limited to Baltimore City Community College, Baltimore Leadership School for Young Women, Bowie State University, Congresswoman Donna Edwards' Job Fair, Coppin State University, Delaware Technical Community College - Criminal Justice Career Expo, Essex County College, Liberty University, Maryland State Fair, Morgan State University, National Urban League Career Fair, National Night Out, National Urban League Conference & Career Fair, Salisbury State University,

Seat Pleasant Job Fair, Sojourner–Douglass College, Tesst College, Union Baptist Church Male Mentoring Program, University of Maryland Eastern Shore Career Fair, Westwood College, and Wor-Wic Community College.

### **Explorer Program**

Since 1991, the Maryland State Police has been affiliated with the Exploring Learning for Life Program, founded by the Boy Scouts of America. The purpose of the program is to expose interested teenagers in public service careers such as police, fire/rescue, and emergency care. The Maryland State Police recruit and process eligible young adults as Explorer applicants who may be interested in a career in law enforcement. The Program provides its members comprehensive basic law enforcement training, skills competition, opportunities to serve and practical patrol experiences. The focus of the program is character development, physical fitness, fostering good citizenship and patriotism as well as developing the Explorer's awareness of the purpose, mission and objectives of the Maryland State Police. The Program supports the goal of growing and sustaining a stronger, more diverse Maryland State Police that is more representative of our State. The Explorer program is considered a developmental career opportunity for the Maryland State Police Cadet program and in 2016 was expanded from 4 posts to 6, providing for one post per region in the State.

Educating our youth in a career in law enforcement is essential to achieving our goal of developing a workforce that is representative of the State's population. As such, during 2016 the RSU visited the Achievement Academy at Harbor City, DuVal High School, Excel Academy at Francis M. Wood High School, High Point High School, Joppatowne High School, New Town High School, Northwestern High School, Perry Hall High School, Thomas Stone High School, and Western School of Technology.

### **Promotion**

The Maryland State Police's promotional process was developed in conformance with state and federal law as outlined under the Uniform Guidelines on Employment Selection Procedures, Title 41 of the Code of Federal Regulations. As such, the process has been validated as job related. The promotional process is similar to that utilized by the majority of major police departments in Maryland and throughout the country. The process and associated policy is in compliance with our accreditation standards as listed in Chapter 34 of the Commission on Accreditation for Law Enforcement Agencies, Law Enforcement Accreditation program:

- Standard 34.1.1: A written directive defines the agency's role in the promotion process for sworn personnel.
- Standard 34.1.2: A written directive vests in an identifiable position the authority and responsibility for administering the agency's role in the promotion process for sworn personnel.
- Standard 34.1.3: A written directive describes the procedures used for each element of the promotion process for sworn personnel. This includes the right of candidates to review and challenge all aspects of the promotion process.
- Standard 34.1.4: All elements used to evaluate candidates for sworn personnel for promotion are job related and nondiscriminatory. The goal of this standard is to ensure that the agency has the documentation necessary to make a logical and persuasive case in the event of a legal challenge and that the elements of the promotion process measure skills, knowledge, abilities, and traits needed to perform that job.

- Standard 34.1.5: The agency provides sworn personnel with a written announcement of the promotional process.
- Standard 34.1.6: A written directive establishes criteria and procedures for the development and use of eligibility lists for sworn positions to include the numerical weight, the duration of the lists and system for selecting names from the lists.
- Standard 34.1.7: A written directive describes the probationary period, if any, for all personnel who are promoted.

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

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

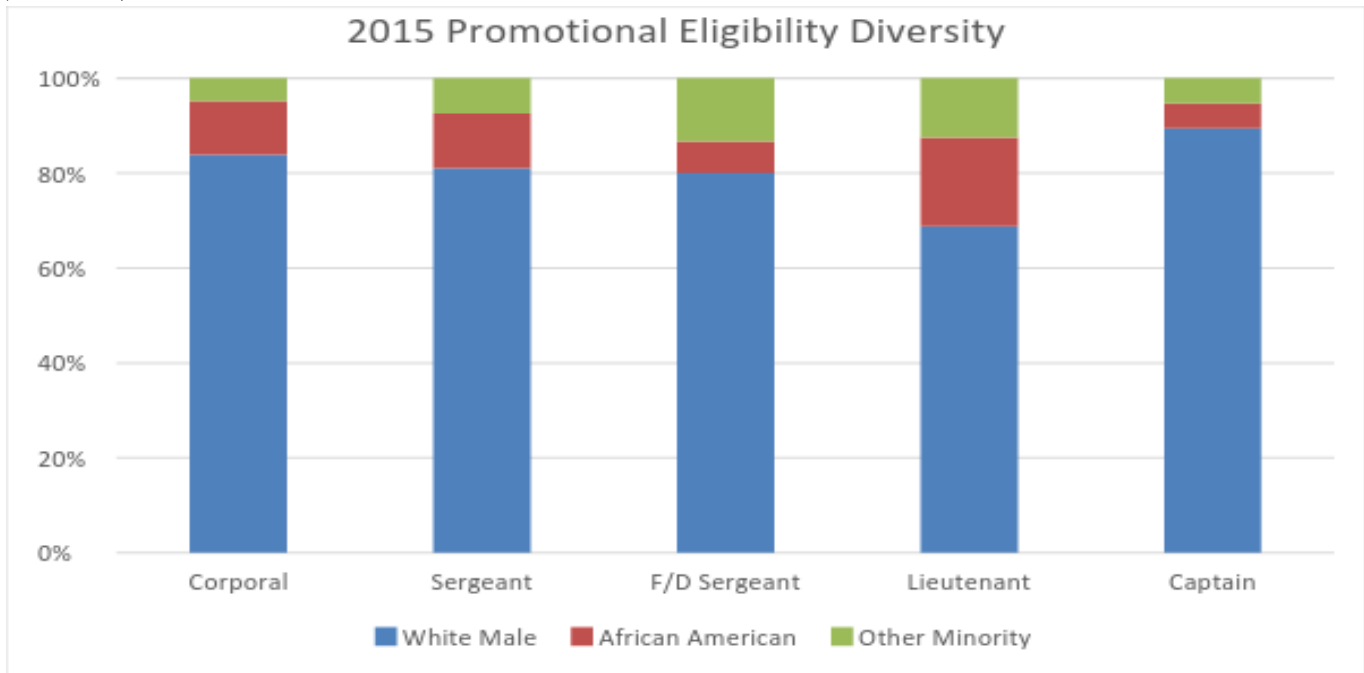
The Office of Promotional Testing (OPT) provides training to all personnel via the Department's internal messaging program, PowerDMS. Written training is provided on studying and preparing for all phases of the process. Training includes an overview of the process, individual learner styles, time management strategies, study techniques, strategies for writing successful resumes, strategies for successful oral interview methods and memory improvement drills. In addition, OPT provides a video wherein previous assessors provide guidance to the candidates about what is looked for in scoring, from their perspective. This training is offered online to ensure maximum candidate exposure and participation. During the 2015 promotional process, 95% of sworn employees viewed the Information & Study Guide and 94% viewed the Promotional Process Video.

After each promotional process, candidates are encouraged to review their rated promotional testing material with members of the Office of Promotional Testing. After the 2013 process, over 56% of the employees participating in the process reviewed their packets compared to 25.6% of the candidates in the 2015 process. In 2015, those candidates who did not review their performance with OPT were provided scanned copies of their promotional packets. In-person packet reviews of the 2015 process continued through August, 2016.



As seen in Charts 11 and 12, the promotional process for ranks of corporal through captain is competitive. As such, the number of minorities on promotional eligibility lists is directly related to the number of minorities eligible by each rank and the number of minorities who participate in the process. As seen in Charts 13 and 14, participation rates by African Americans are relatively similar to participation rates of white males as noted below.

(Chart 11)



(Chart 12)

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

(Chart 13)

<b>Promotional Processing Participation Rates - Rank and Year</b>										
<b>Year</b>	<b>Corporal</b>		<b>Sergeant</b>		<b>First Sergeant</b>		<b>Lieutenant</b>		<b>Captain</b>	
	African American	White	African American	White	African American	White	African American	White	African American	White
2011	60.24%	59.68%	85.71%	82.44%	78.13%	51.49%	0%	40.00%	50.00%	44.74%
2013	45.21%	51.49%	70.00%	76.36%	76.67%	49.12%	100%	50.00%	50.00%	41.73%
2015	55.07%	54.61%	81.48%	83.77%	75.76%	58.62%	66.67%	49.15%	50.00%	74.19%

(Chart 14)

<b>African Americans in the 2015 Promotional Process</b>						
<b>Rank</b>	<b>Eligible</b>		<b>Participated</b>		<b>On Final List</b>	
Corporal	69		38	(55%)	14	(36.8%)
Sergeant	27		22	(81.4%)	14	(63.6%)
F/D Sergeant	33		25	(75.7%)	4	(16%)
Lieutenant	9		6	(66.6%)	6	(100%)
Captain	2		1	(50%)	1	(100%)

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

The Office of Promotional Testing has begun the 2017 promotional process. The unit incorporates personnel throughout the agency to assist with the review of current policies, procedures, and processes. Personnel are chosen by their bureau chiefs as subject matter experts for their rank. The Office of Promotional Testing requests that bureau chiefs consider diversity when assigning personnel. Chart 15, represents the personnel who assisted with the initial phases of the next promotional process.

(Chart 15)

<b>2017 Subject Matter Expert (SME) - Promotional Process Development</b>				
	<b>Total SME's</b>	<b>Minorities (%)</b>		<b>African American (%)</b>
<b>Corporal</b>	8	3	(37.50%)	3 (37.50%)
<b>Sergeant</b>	9	5	(55.55%)	5 (55.55%)
<b>First Sergeant</b>	9	4	(44.44%)	2 (22.22%)
<b>Lieutenant</b>	7	2	(28.57%)	0 (0.00%)
<b>Captain</b>	7	1	(14.29%)	1 (14.29%)
<b>TOTALS</b>	40	15	(37.50%)	11 (27.50%)

## **Retention**

Since 2012, the Maryland State Police has seen 483 sworn employees separate from the Department. The vast majority of those, 60% or 291, separated as a result of retirement; service or medical. 29% or 141 sworn employees have resigned over the past 5 years, with the remaining 10% or 51 being terminated.

Since 2012, the Maryland State Police has seen 344 civilians separate from the Department. 48% or 166 resigned from the Department. 33% or 114 separated as a result of retirement; service or medical. 12% or 40 employees transferred to another State agency and 6% or 21 were terminated.

Superintendent's Council on Opportunity and Inclusion Roster

Special Secretary Jimmy Rhee  
Governor's Office of Minority Affairs

Mr. Keiffer Mitchell, Jr.  
Special Advisor, Deputy Legislative Officer  
Office of the Governor

Mr. William Roberts  
Chair of the Board of Directors  
MedStar Health  
WR Roberts Company LLC

Major General Linda Singh  
Maryland National Guard

Senator Delores Kelley  
Vice Chair, Senate Judicial Proceedings Committee

Delegate Cheryl Glenn  
Chair, Legislative Black Caucus

Delegate Aruna Miller, Chair  
Women Legislators of MD

Delegate Joseline Pena-Melnyk

Mr. Bernard "Jack" Young  
President, Baltimore City Council

Mr. Gerald G. Stansbury  
President, Maryland State NAACP

Ms. Shawn Harrison, President  
National Organization of Black Law Enforcement Executives  
Region II- MD Chapter

Colonel (Retired) Douglas DeLeaver  
Director of Government Affairs, MTA