



Equity in Police Recruiting Data Analytics Consultation (Phase I)

City of Minneapolis
Internal Audit Department
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City of Minneapolis

Background

The City of Minneapolis Internal Audit Department consulted with Minneapolis Police and Civil Rights Office of Police Conduct Review to analyze police recruiting processes data, identify potentially inequitable processes, and propose process improvement. Human Resources and Information Technology Analytics Hub teams were instrumental in obtaining and analyzing police recruiting data.

The objective of the project was to, 1) obtain police recruiting data and establish a dashboard for management to review data and monitor trends, 2) identify potential problems in recruiting processes upon review of the data, and 3) establish cross-functional work groups to study potential problems and propose solutions.

The Minneapolis Police Department (MPD) recruits for three types of officers:

- Community Service Officer (CSO, nonsworn) - works approximately 20-30 hours per week up to three years while enrolled as a student in an approved, two-year law enforcement program and/or working toward completion of Minnesota Peace Officers Standards and Training (POST) licensing requirements. CSOs assist the police department and community to improve communications, understanding and cooperation between MPD employees and Minneapolis's diverse communities. The CSO is a civilian position with the possibility of promotion to a full-time police officer position.
- Cadet - attends and successfully completes a program in law enforcement at department authorized institution to meet the academic and technical skills requirements of the Minnesota POST Board. Cadets hired are promoted to Police Officer upon successful completion of the POST Board academic and skills requirements that are part of the recruit academy.
- Recruit (sworn) - Patrols assigned areas detecting, preventing and investigating crimes, maintaining law and order, making arrests and protecting life and property.

Police recruiting typically begins with posting of job announcement and optional information sessions. Applicants then fill out an application and answer screening questions. A review of applicant training and experience, Subject Matter Expert review, fitness entrance exam, oral exam, and background investigation are next steps in the hiring process.

The diagram below illustrates police recruiting and hiring processes that were reviewed in this engagement (Phase I) and processes that will be reviewed in the final engagement (Phase II).



Scope and Approach

The scope of this consultation included the police recruiting processes (Phase I) from 2015 through 2018, covering eleven recruiting classes for the positions of Police Cadet, Police Recruit and Community Service Officer.

Human Resources and Information Technology staff obtained police recruiting and testing data and converted the data to electronic form. Utilizing the data analysis and visualization application, Tableau, the data was aggregated to dashboards so management from various stakeholder groups could analyze the data. The data provides high level gender and ethnicity information of applicants as they enter and exit each stage of the recruiting, selection and hiring processes.

Upon review and analysis of the data by cross-functional teams, four areas in the police recruiting processes (Phase I) were identified for further analysis: 1) hiring process overall, 2) fitness test/assessment process, 3) Subject Matter Expert reviews, and 4) background investigation process. Cross-functional work groups were created to obtain more information, analyze the problems in greater detail, identify root causes of the problems, and identify possible solutions and process improvements.

Results

As a result of this engagement, the following areas for potential process improvements in police recruiting processes were identified:

- 1) General Police Hiring Process - Improving the hiring process to reduce the percentage of applicants voluntarily departing the hiring process.
- 2) Fitness Test/Assessment Process - Improving the fitness portion to increase equitable and consistent administration of the exam.
- 3) Subject Matter Expert Review - Improving the Subject Matter Expert review process based on defined requirements.
- 4) Background Investigation Process - Improving the background investigation process to reduce the percentage of Black and Indigenous People/Person(s) of Color (BIPOC) applicants that do not continue past this step.

Details of these observations and potential solutions are included within the *Work Group Summaries* section of this report beginning on page 7.

Overall opportunities for process improvement that apply to most or all police recruiting processes were also identified. They include:

- *Change Management* – Formalize process required to change any step or test in the police recruiting process. Documentation should include appropriate approvals.

- *Communication and Consensus* - Continue including City cross-functional management participation in process improvement initiatives. Communication with all impacted stakeholders before, during and after, process improvement is critical to establish clear expectations and to ensure employees are informed and engaged.
- *Criteria* – Review and document criteria for each step in the recruiting process that is used to determine which candidates move to the next step. Ensure criteria minimizes risk of bias.
- *Documentation* - Key recruiting processes and relevant criteria should be documented sufficiently to ensure each recruiting process step is consistently carried out.
- *Monitoring to Support Continuous Process Improvement* – Automate data collection in the police recruiting processes. Monitor results in the police recruiting dashboard.



Details of overall opportunities for process improvement are included within the *Work Group Summaries* section of this report beginning on page 15.

Conclusion

Police recruiting processes in Phase I were analyzed and opportunities for process improvements were identified. In addition, a dashboard was created to support ongoing police recruiting data analysis, data-driven decision-making, and monitoring efforts. Furthermore, management has two complementary initiatives already underway:

1. A Police Officer Job Task Analysis and Fitness Review, using an external consultant with expertise in law enforcement, job analysis, ergonomic assessment and validation analysis.
2. Metrics of Urgency using an external consultant with expertise in data analysis and hiring/selection to explore hiring and retention of several sworn positions and one civilian position in MPD.

Internal Audit would like to thank the Police, Human Resources, Information Technology, City Coordinator-Equity and Inclusion, and City Attorney staff for their cooperation, time and effort put forth during this engagement.

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Work Group Summaries

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Introduction

Four potential problem areas in police recruiting processes were identified during the initial review of data: hiring process; fitness test/assessment process; subject matter expert review; background investigation process. A cross-functional management work group for each potential problem defined:

- A. Strategic need – why problem is being reviewed
- B. Problem statement – description of problem
- C. Data analysis – analysis of data to better understand problem and causes
- D. Proposed process improvements – possible solutions to most efficiently and effectively resolve problem.

The data analysis details with specific proposed process improvements are summarized below. Overall police recruiting opportunities for process improvement begin on page 15.

1. Hiring Process

A. Strategic Need

Improving the hiring process to reduce the percentage of applicants voluntarily departing the hiring process.

B. Problem Statement

Over the eleven exams analyzed, approximately 55% of applicants who left the process did so voluntarily. In the fitness exam step, 91.3% of those that left the process did so voluntarily (CSO: 97.7%, Cadet: 88.5%, Recruit: 86.3%). Minneapolis Police Department is losing qualified candidates from the application process.

C. Data Analysis

The workgroup reviewed and analyzed the data associated to the hiring process and to why applicants are leaving the hiring process voluntarily. When applicants voluntarily depart from the hiring process, the City has a reduced pool of diverse applicants as part of the hiring process.

Two sample tests of equal proportions were carried out on the following: overall hiring process gender, overall hiring process race, fitness test gender, fitness test race, background check gender, and background check race. The null hypotheses for equal proportions can be rejected at a 95% level for overall by gender (p-value = 0.02298), fitness exam step by gender (p-value = 0.00001486), and background step by race (p-value = 0.03789). This implies that these steps are not equitable for the respective groups.

The fitness exam step by gender has the lowest p-value in the test of two proportions. The fitness exam is also the hiring process step with the most voluntary departures. Overall, 91.3% of the applicants departing the hiring process in the fitness exam step are leaving voluntarily. (CSO: 97.7%, Cadet: 88.5%, Recruit: 86.3%). Approximately 20.1% are not interested, 48.4% do not respond, and 36.2% did not appear for testing. Since there was not data regarding the reasons why applicants were

leaving, the work group sent out a survey to over 700 applicants who did not show up for one or more of the fitness tests on at least one occasion. The analysis of this survey is found in the fitness test/assessment process section.

D. Proposed Process Improvements

1. Consider a cross-functional team to develop and administer a follow-up survey regarding applicants voluntarily departing the hiring process; incorporate results into future exam classes
2. Consider a deeper dive into the hiring process timeline. How long is each step and what can be done to reduce the duration both overall and between steps? The goal being to reduce those finding different jobs while within the process
3. Consider evaluating the combination of application steps to minimize trips for out of town applicants
4. Consider actively reaching out to applicants (phone calls) before steps that need applicant interaction (specifically the fitness exam) to ensure applicants are aware of the dates/times/locations

2. Fitness Test/Assessment Process

A. Strategic Need

Improving the fitness portion to increase equitable and consistent administration of the exam/assessment.

B. Problem Statement

Over the eleven exams analyzed, women were failing the fitness test/assessment at higher rates than men. See chart below for highlights from the 6 most recent exams.

| Exam Number | Level | Eligible to take Fitness Test | %Non-white | %Female | Pass | %Non-white | %Female | Fail | %Non-white | %Female | Potential equity issue noted |
|-------------|---------|-------------------------------|------------|---------|------|------------|---------|------|------------|---------|------------------------------|
| 2018-00524 | CSO | 194 | 63% | 23% | 101 | 63% | 16% | 93 | 63% | 30% | Gender |
| 2018-00182 | Cadet | 197 | 38% | 23% | 103 | 39% | 17% | 94 | 37% | 29% | Gender |
| 2018-00137 | Recruit | 287 | 35% | 12% | 151 | 32% | 4% | 136 | 39% | 21% | Gender |
| 2017-00094 | CSO | 199 | 50% | 19% | 106 | 48% | 18% | 93 | 52% | 19% | NONE |
| 2017-00379 | Cadet | 196 | 33% | 14% | 88 | 32% | 8% | 108 | 34% | 19% | Gender |
| 2016-00419 | Recruit | 158 | 24% | 13% | 85 | 25% | 6% | 73 | 23% | 21% | Gender |

Fail rates on specific exam components were highest for the 1.5 mile run, followed by sit-ups, then bench press/pushups. Fitness test pass/fail criteria are the same for everyone without regard for age or gender, while other organizations, such as the U.S. Army and Marine Corps*, have established different levels of scoring fitness tests based on gender and age expectations.

*Source: Marine Corps Physical Fitness Test Requirements- <https://www.military.com/military-fitness/marine-corps-fitness-requirements/usmc-physical-fitness-test>. Army Physical Fitness Test Standards: <https://usarmybasic.com/army-physical-fitness/apft-standards>

As noted below in 2.C.2, MPD and Human Resources are working on a project with a consultant to revise the fitness test and passing criteria. Beginning in 2018 MPD and Human Resources have been moving away from a pass/fail fitness “test” and toward a fitness “assessment” until the fitness test review project is completed. With a fitness assessment, candidates do not have to meet the established standard for each component but, rather, “candidates must attend and complete all components of the fitness entrance assessment”. With the 2019 recruit hiring, all three positions (CSO, Cadet and Recruit) will use an assessment rather than a pass/fail test.

C. Data Analysis

To be licensed as a Peace Officer in Minnesota, [MN Rules 6700.0700](#) require that an “applicant shall pass a job-related examination of the applicant's physical strength and agility to demonstrate the possession of physical skills necessary to the accomplishment of the duties and functions of a peace officer.”

As a result of reviewing the fitness test data, and identifying a potential gender equity issue, three activities were noted to better understand potential causes.

1. Survey

Human Resources deployed a survey to over 700 applicants who did not show up for one or more of the fitness tests on at least one occasion. Per survey results, the top reasons for not participating in the fitness test exam are:

- i. Length of time to get through the selection process - many applicants took other jobs during the selection process.
- ii. Lack of scheduling flexibility - the fitness test was scheduled on a day or time that prevented the applicant from participating.
- iii. Perception of the fitness test – many applicants did not believe they could not pass one or more components of the fitness test.

2. Future Fitness Test/Assessment

MPD Leadership and Human Resources management are working with a consultant to review the fitness assessments for Recruits and Officers. The project includes a review of physical demands required for the job and a review and recommendation of appropriate fitness components for the future Fitness Test. The project, led by an external consultant with expertise in law enforcement, job analysis and validation of related tests and assessments, includes a review of best practices and trends of other law enforcement agencies across the country.

3. Change Management Process

There is a lack of formal change management protocol. In 2018, changes were made to administration of the fitness tests. It was changed to an assessment where everyone who attempted the fitness tests passed. The data indicates a few applicants began the fitness test but did not complete one or more of the exam components, indicating potential concern in how the new process was communicated or implemented. In addition, the fitness assessment (as opposed to test) does not add value in the recruiting process because it does not establish certain criteria that must be met to proceed to the next phase in the overall selection process.

D. Proposed Process Improvements

1. Survey – Implement a follow up survey as standard procedure for each police recruiting class. Ensure all stakeholder groups contribute to format of the survey so all desired metrics are captured.
2. Automate Data Collection -- Automate fitness components that are currently manual (i.e. written score sheets used during fitness assessment) to improve efficiency and data accuracy and to facilitate reporting and monitoring that supports ongoing process improvement efforts.
3. Length of Selection Process – Human Resources, in collaboration with MPD Leadership, should identify areas where the length of time from application to hire can be reduced. Many candidates are taking other jobs before they can complete the recruiting process.
4. Fitness Assessment (Test) Scheduling – Be more flexible in scheduling the fitness test to be as inclusive as possible. Once the new fitness assessment is implemented, determine if more than one location, date, and time can be offered for the fitness test.
5. Communication/Community Outreach – Once the new fitness test is implemented, improve communication throughout the City to ensure potential applicants have a better understanding of the nature and difficulty of the fitness requirements. Consider offering training targeted to female candidates.
6. Type of Fitness Test (Exam Components) – Human Resources and MPD Leadership should complete the current job analysis and fitness test review project that is underway. The desired level of fitness for the job should be defined by experts using best practice methodology. Clear and equitable criteria should be established, implemented, and consistently applied. All applicants should be assessed based on established criteria for the new fitness assessment. *Adverse impact analysis* should be conducted by Human Resources for each component of any fitness assessment that is used*. Where adverse impact exists for any group, adjustments should be explored and considered.

*According to the EEOC Uniform Guidelines for Employee Selection Procedures, adverse impact is determined first for the overall selection process for each job. If the overall selection process has an adverse impact, the adverse impact of the individual selection procedure should be analyzed. If the employer continues to use any selection procedures that have an adverse impact, the employer is expected to have evidence of these procedures' validity satisfying the EEOC's Uniform Guidelines. Typically, adverse impact is determined by using the four-fifths or eighty percent rule. The four-fifths or 80% rule is described by the guidelines as "a selection rate for any race, sex, or ethnic group which is less than four-fifths (or 80%) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact." The presence of adverse impact does not require the elimination of the procedure (e.g. selection, promotion), but rather its justification as being job-related or a business necessity.

3. Subject Matter Expert Review

A. Strategic Need

Improving the Subject Matter Expert review process to increase predictability based on predetermined guidelines.

B. Problem Statement

Over the eleven exams analyzed, there is not predictability in who is being passed or kept in the pool due to there being no defined requirements. Of the 2,483 applicants, approximately 17% (431 applicants) departed during this step.¹

When applicants are grouped by demographics, women and people of color appear to pass at a higher rate in this phase than other sections of the hiring process. Overall, women represented 16.7%² of applicants. They represented 20.42% of applicants who did not pass the fitness test phase but only 5.34% of applicants not passing through the Subject Matter Expert phase.³ BIPOC candidates represented approximately 46% of those who did not pass the fitness test phase but only 26% of those who did not pass the Subject Matter Expert phase. As there is significant variation, analysts attempted to determine what factors may affect the outcomes of the Subject Matter Expert review.

C. Data Analysis

Unlike other phases of hiring, there are no reasons provided for those who did not pass the Subject Matter Expert phase. Further, as applicants do not participate in this phase, they do not fail for failing to appear for the test or by electing to drop out of the process. As such, whether an individual passes the test is exclusively up to hiring managers. This indicated an issue for further exploration.

First, it was not clear that a rank or position in the police department guaranteed that the individual would serve as subject matter experts. For example, the Deputy Chief of Professional Standards and the Chief of Staff and/or the Commander of Hiring and Recruitment appear to be involved in this phase, but there was no written documentation specifically stating that this was the case. MPD Leadership and Human Resources management should include in their hiring procedures a list of those considered Subject Matter Experts and their relationship to the positions. The MPD Leadership and Human Resources management should also determine the minimum number of Subject Matter Experts who evaluate candidates for each class. Multiple Subject Matter Experts at this level might help improve accountability and transparency of the process.

Second, hiring managers used the process to exclude candidates who were clearly unfit for hiring but were not flagged during earlier phases. No criteria was documented, before evaluations, on what factors were used to evaluate candidates and there was no documentation regarding each candidate and how they were measured on the documented criteria. Since there was no written documentation tied to applicants, analysts could not determine how many applicants were eliminated for various reasons. MPD Leadership

¹ See dashboard “Equity in Police Recruiting”

² See dashboard “[Demographic Comparison by Exam Number Steps](#)”

³ See dashboard “Equity in Police Recruiting”

and Human Resources management should also develop a documented process for changing criteria. Changes in criteria should be done prior to evaluations based on specific need of the Department/City.

Finally, as a limited number of applicants could be forwarded for background investigations, hiring managers used the process to assess applicants and move only the top portion to the next phase. Like the 'unfit candidates' above, no written criteria existed that indicated how ranking occurred. Hence, analysts could not determine the proportion of applicants not referred via assessment.

These examples present opportunities for improvement that may help address any inequities.

D. Proposed Process Improvements

The process for eliminating candidates at this phase needs clear documentation to ensure it is being applied equitably in each instance. While the process currently results in greater proportions of women and BIPOC candidates proceeding to the next phase, this could easily change given the current subjectivity involved in the review. Specifically, we recommend creating:

1. Survey other agencies to learn possible best practices used in upfront interviews to eliminate candidates to reduce to a manageable level of quality candidates.
2. A written goal for using the Subject Matter Expert process to evaluate candidates,
3. Written standards for who serves as the subject matter expert(s) reviewing applications,
4. Written criteria for determining whether a candidate is unfit to move to the next step of the process, (Sometimes Subject Matter Experts are simply selecting a specified number due to how many can be hired.)
5. An equitable set of criteria that allows subject matter experts to objectively rank candidates,
6. Documented procedures for a process to change criteria upfront to avoid midstream changes.

We recommend that once management establishes written criteria, follow up analysis be conducted to ensure that it is functioning in an equitable and efficient manner.

4. Background Investigation Process

A. Strategic Need

Improving the background investigation process to reduce the percentage of Black and Indigenous People/Person(s) of Color (BIPOC) applicants that do not continue past this step.

B. Problem Statement

Over the eleven exams analyzed, BIPOC candidates appear to fall out of the MPD hiring process at the Background Investigation stage at a higher rate when compared to their White peers. Data gathered from this analysis included all reasons applicants fell out of consideration/continuation during this phase (to include some voluntary withdrawals). A closer look at the background process and the reasons candidates fall out during the actual process is warranted; the actual reasons for rejection or voluntary departure from the process at this stage require additional explanation and data analysis.

C. Data Analysis

The workgroup reviewed and analyzed data in the background investigation phase to identify which applicants did not proceed to the next step in the hiring process. This analysis identified disparities in CSO, Cadet and Recruit classes for BIPOC applicants. For instance, in the 2016 Recruit class, BIPOC individuals who made it the background investigation phase were eliminated at a rate of more than 50%. White candidates, alternatively, were eliminated at a rate less than 25%. Similar elimination disparities are present throughout the CSO, Cadet and Recruit classes from 2015 to 2018.

MPD's background check process is similar to that used in other law enforcement jurisdictions. The workgroup acknowledges that MPD has implemented several changes over the years to the background process to increase the department's ability to hire more candidates. MPD is currently committed to continuing to address this issue. In fact, as a percentage of sworn employees, MPD has its highest number of BIPOC employees in their history.

Disparities in the background process are based on both *voluntary* and *involuntary* departures from the MPD hiring process. The reasons provided for voluntary departure include, "candidate not interested" and "candidate did not respond". A recent survey indicates that the length of the process influences voluntary departures. With applicants likely applying to multiple jurisdictions, the length of time for the MPD recruiting and hiring process could be a factor for applicants opting out even after they reach the background investigation.

For involuntary departures, the data provides multiple reasons for elimination: not selected for testing; fail; and did not meet minimum requirements. It is not yet clear what each of these explanations means and when/if there is overlap between reasons.

As the workgroup researched the involuntary departures, it became clear that there are actually multiple steps within the background investigation phase. Those steps include preliminary screening for minimum requirements such as a candidate not actually having completed a degree certified by Minnesota Board of Peace Officers Standards and Training (POST), or failing to provide proof of a valid driver's license. Second, candidates can be screened out after a background check is initially run for criminal offenses or other concerns that automatically bar a candidate's eligibility to work as a police officer per MN POST requirements. Third, candidate names (excluding demographic data) and their anonymous summary background reports can go to a roundtable panel, where individuals from Human Resources and the Police Department discuss candidates who may have issues in their background check that cause concern but do not automatically disqualify them.

Management then decides if a candidate will continue in the hiring process. Excluding demographic data at this step, in combination with establishing clear guidelines, reduces the potential for bias against gender or race. This roundtable step may also include selecting the number of candidates that corresponds with the number of available police officer positions and eliminating any excess candidates. Data is currently not broken down by each of these individual steps within the background investigation process; thus, the workgroup is currently unable to identify where disparities for BIPOC applicants may specifically occur.

D. Proposed Process Improvements

1. Delineate data for each step of the background investigations phase, including but not limited to: Preliminary Review (for minimum qualifications); POST Requirement Review (for background elements that may violate POST requirements); Roundtable 1 (for elimination based on concerning elements in background that do not cause automatic elimination; and Roundtable 2 (for assessing and eliminating because of the number of available positions).
2. Create guidelines for elimination at the roundtable stage based on concerns in a background check that do not require automatic elimination.
3. Create guidelines for elimination at the roundtable stage based on the number of positions available (this could likely be an assessment/scoring process based on objective criteria).

The workgroup would like to highlight that *Adverse Impact analysis* should be assessed at each step of the hiring process, including the background check stage after proposed changes are made. According to the EEOC Uniform Guidelines for Employee Selection Procedures, adverse impact is determined first for the overall selection process for each job. If the overall selection process has an adverse impact, the adverse impact of the individual selection procedure should be analyzed. If the employer continues to use any selection procedures that have an adverse impact, the employer is expected to have evidence of these procedures' validity satisfying the EEOC's Uniform Guidelines.

Typically, adverse impact is determined by using the four-fifths or eighty percent rule. The four-fifths or 80% rule is described by the guidelines as "a selection rate for any race, sex, or ethnic group which is less than four-fifths (or 80%) of the rate for the group with the highest rate will generally be regarded by the Federal enforcement agencies as evidence of adverse impact, while a greater than four-fifths rate will generally not be regarded by Federal enforcement agencies as evidence of adverse impact." The presence of adverse impact does not require the elimination of the procedure (e.g. selection, promotion), but rather its justification as being job-related or a business necessity.

Overall Proposed Process Improvements

Proposed improvements from the four workgroups were compiled and broken into overall opportunities for improvement and workgroup specific proposed improvements (detailed above). The following overall opportunities for improvement have been identified as themes across more than one recruiting process:

1. Communication and Consensus

Impacted management teams from Police, Human Resources, Information Technology, and other functions should continue including **cross-functional participation** in process improvement initiatives. Involving others can increase commitment. **Communication** with all impacted stakeholders before, during and after, process improvement is critical to establish clear expectations and to ensure employees are informed and engaged.

Consensus as a product

Consensus is the outcome of a consensus-building process. After listening to all perspectives, participants develop a proposal that honors the wisdom of the group. When people think and talk together, they can find a solution or proposal to move forward as a group.

A consensus decision does not mean that everyone agrees on all the details or that some have changed their ideas or perspectives. Ideally, a consensus decision reflects mutual understanding, agreement to support a decision and commitment to take action steps for the benefit of the group.

Benefits of consensus decision-making

- Inclusive participation engages and empowers the group
- Requires a commitment to work together and increases cooperation
- Creates shared understanding through discussion that bridges differences
- Equalizes the distribution of power in a group
- Can create better decisions that are more representative of the larger community
- Creates more ownership and commitment
- Results in more effective implementation because the entire group takes action on the project or plan

Source: University of Minnesota Extension. URL: <https://extension.umn.edu/leadership-development/benefits-consensus-decision-making>

2. Criteria

Each step in the recruiting process utilizes a set of criteria that are used to determine which candidates move to the next step. A review of criteria relevant to each step in the recruiting process can determine whether:

- Criteria are documented
- Criteria are equitable
 - Do criteria include experiences that can be learned on the job?
 - Are criteria being used as a proxy for specific skills that could be attained through some other means?
 - Do criteria incorporate communication styles that are culturally and gender inclusive?
 - What exactly are the desired qualifications for this step and how will applicants be assessed?
- Criteria are consistently applied

3. Documentation

Key recruiting processes and relevant criteria should be documented sufficiently to ensure each step is consistently carried out. Process documentation should be reviewed periodically with all stakeholders and updated as needed. Results of evaluations at each step in the recruiting process should be documented electronically and stored centrally to ensure stakeholders can review, aggregate and monitor results. In documenting and storing this data, privacy and confidentiality - under Minnesota Data Practices 13.43 – should be considered.

4. Change Management

Human Resources and MPD Leadership should continue to establish and document formal change for each step in the recruitment, selection and hiring processes. Consideration should be given to formalizing agendas and processes for the MPD and HR Hiring/Selection Meetings (MPD Leadership, HR staff, MPD Recruiter, MPD Training, MPD Backgrounds, etc.) so that proposed changes are communicated to team members and there is an opportunity for further discussion. Appropriate POST requirements, contract language, Civil Service Commission Rules, and other laws must be considered. When appropriate, City Attorneys should be consulted on issues that may have legal implications.

5. Monitoring to Support Continuous Process Improvement

- a. Automate data collection processes
 - i. Survey – Consider a cross-functional team to develop and administer follow-up surveys for steps in the recruiting and hiring process which need more supporting data and incorporate results into future exam classes.
 - ii. Work with Human Resources and IT to determine ways to automate the data needed from the hiring process.
- b. Identify and monitor leading and lagging Indicators.
 - i. *Lagging indicators* are usually results oriented. This means they are the direct result or output of one's activities. They are easier to measure but not as easy to improve or influence. Consider:
 - Demographic data of new hires
 - Post-exam survey results
 - ii. *Leading indicators* are easier to influence or improve since they deal with immediate progress and show the likelihood that you will achieve one's goals. Consider:
 - Number and demographics of applicants participating in, passing, and failing each step in the recruiting process as they take place.
 - iii. *Dashboard-* Management from impacted teams should monitor indicators in the Equity in Recruiting Tableau Dashboard created during this project. Identify areas that may require further review and assign accountable parties to provide feedback in a timely manner. Making quality and process improvement visible can help to engage and motivate staff to change.
- c. Address discrepancies in recruitment efforts indicated by leading and lagging indicators, following a formal change management process.