



# **A VISION FOR TOMORROW: ASSIMILATING DIVERSITY IN FLORIDA'S CRIMINAL JUSTICE SYSTEM**

## **Training Criminal Justice Executives and Managers in Florida**

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**U.S. Department of Justice  
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*Julie A. Goetz, Florida State University*

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"Our workforce has grown increasingly diverse in its demographic characteristics and its values. What motivates, challenges, and rewards employees can vary tremendously from one employee to another. What people need and want in supporting their lives and lifestyles will differ. What aids their performance and what gives them satisfaction will surely differ...The diversity of needs and expectations in the workforce means we need policies, systems, and management practices allowing for greater flexibility in: matching people and jobs; managing and rewarding performance; involving people in the organization; and supporting the workforce."

*Dave Jamieson*  
*author of Managing Workforce 2000*

## Overview

The issue of human diversity, whether racial, cultural, ethnic, or related to gender, age, or ability, has been around for many years. Increasingly, though, criminal justice executives have come to recognize diversity as a critical variable in the criminal justice system. To be effective on the job, they must understand the changing character and needs of the people who work for them and of the people they serve.

Every person involved in the criminal justice system, whether as a job applicant, recruit, middle manager or executive; as an offender or victim; in law enforcement, corrections, or probation and parole confronts the issue of diversity. But the way in which diversity actually impacts a person is determined by his or her role/responsibility in the system. Thus, because the criminal justice chief executive does not deal with the same diversity issues as do line and staff employees, that chief executive also does not require the same types of education, training and research which must be available to other law enforcement, corrections, or correctional probation officers in Florida.

Recognizing the unique needs of the criminal justice executive, the Florida Legislature created the Florida Criminal Justice Executive Institute (FCJEI) in 1990. The Institute was charged with the development of a multi-faceted program which would prepare potential or newly appointed managers, as well as "seasoned" executives, for the future. FCJEI was located in the Florida Department of Law Enforcement, and staffed with existing resources. It now provides a variety of regular and specialized courses for criminal justice executives.

The Florida Supreme Court's Racial and Ethnic Bias Study Commission brought the issue of racial/cultural sensitivity to the attention of the Legislature in 1991. Once again, its members recognized the unique needs of the criminal justice executive and responded by passing separate statutory mandates for officers and for executives. Responsibility for identifying the training needs of the criminal justice executive was delegated to FCJEI.

This report, the first in an annual series, provides an historical and programmatic overview of the racial/ethnic issues confronting criminal justice in Florida today. The report is divided into five parts:

- Training Criminal Justice Executives and Managers in Florida: The Florida Criminal Justice Executive Institute.
- Diversity in the Florida Department of Corrections
- Criminal Justice Job Tasks Analysis for Managers and Executives
- Developing a Human Diversity Curriculum for Criminal Justice in Florida: A Chronology
- A Study of Racial and Ethnic Bias in Florida's Criminal Justice System Work Force

**Part I** is an overview of the Florida Criminal Justice Executive Institute, its Chief Executive Seminar and Senior Leadership Program and their respective human diversity curricula. The futures orientation of these programs necessarily causes on-going evaluation of the State's changing demographics. Rather than focus on issues of race or culture, FCJEI's training, education, research and publication provide a broader interpretation of human diversity -- one that considers age, ability, and other characteristics equally as important as either race or ethnicity.

The Institute's two primary courses of study, the Chief Executive Seminar and the Senior Leadership Program, discussed below, are designed to educate criminal justice executives, senior

command staff and other key criminal justice managers throughout Florida. Each of the programs maintains a futures orientation and pays particular attention to changes in demographics and the impact of this increasing diversity on the management of a criminal justice agency.

The Chief Executive Seminar is divided into three, three-day sessions, each of which focuses on futures study -- the identification of emerging issues, methods of analysis, and their relevance to criminal justice generally and to state and local agencies specifically. The program emphasizes excellence in leadership and cultivates each participant's ability to shape the future. The Senior Leadership Program curriculum is similar to that of the Chief Executive Seminar in its futures orientation, but more detailed and demanding in its presentation.

While reaction to the activities of FCJIEI has been positive thus far, Institute staff are working to revise those portions of the curriculum which do not meet stated needs or which do not achieve the desired objective. Chief among its concerns is the ability to offer human diversity training which is uniquely matched to the needs of current and future executives.

In **Part II**, J.D. Lester, Supervisor of the Civil Rights Unit at the Florida Department of Corrections, presents an overview of the activities of the Florida Department of Corrections. The Department serves as an excellent example of the range of policies and activities under the direction of a chief executive and the impact a single chief executive can have when it comes to assimilating diversity.

In order to achieve an optimum level of diversity, the Department has gone beyond traditional affirmative action efforts and has developed a more comprehensive Affirmative Action Program which includes an effective Affirmative Action Plan, a Minority Business Enterprise Utilization Plan and Affirmative Action/Equal Employment Opportunity (AA/EEO) Advisory Committees. The Program also includes such training initiatives as a comprehensive statewide diversity training program, and a training program designed specifically for women in corrections.

The Department of Corrections' Affirmative Action Program has been and will continue to be an integral part of the day-to-day management of human and financial resources, and will serve as a blueprint by which the Department can build and organization that can attract, retain and value a diverse work force.

**Part III** provides a summary of the Job Tasks Analysis (JTA) for criminal justice managers and executives completed by the Institute of Public Safety at Santa Fe Community College. Through the JTA, FCJIEI determined the human performance requirements of the job of chief executive, i.e., what must be done and how well it must be done. The JTA identified nine tasks common to all criminal justice executives:

1. establish agency direction
2. staff development
3. internal communication
4. budget management
5. discipline
6. review and approve SOPs
7. external communication
8. hire staff
9. counsel staff

What this list suggests is that chief executives perform a set of tasks which separates them and their respective positions. They therefore require a different set of human diversity skills than do the other criminal justice professionals who work for them.

The next step in the process is to determine any changes needed in skills, knowledge, and attitudes, so that chief executives can effectively perform their jobs. The Chief Executive Seminar and the Senior Leadership Program curricula were developed concurrent with the JTA. Thus, FCJIEI needs to assess the degree to which these offerings meet the needs identified, and what, if

any, revisions to the curricula are required so that all needs are met. The CES and SLP evaluations are planned for 1993.

**Part IV** offers a chronology and outline of FDLE's and FCJJI's activities regarding issues of human diversity. The chronology covers the activities of the Supreme Court's Racial and Ethnic Bias Study Commission, changes in legislation, and activities related to the revision of the basic recruit curricula by the Division of Criminal Justice Standards and Training. This part includes an outline of the current basic recruit curricula for the three criminal justice disciplines, as well as the proposed 24-hour human diversity curriculum.

**Part V** is a study of selection, retention and promotion of criminal justice officers, by Julie A. Goetz of Florida State University. This study assesses the extent of possible racial or ethnic bias in the state of Florida's criminal justice work force. Although the data do not allow for the examination of the recruitment and hiring process, it is possible to examine whether race is a factor in the composition, compensation, and promotion of employees in the Florida criminal justice system, as well as to evaluate minority group representation among the same employees.

In 1989 the Racial and Ethnic Bias Study Commission contracted with the Police Foundation for a study of racial and ethnic bias in the employment of law enforcement, corrections and correctional probation officers in Florida. The study emphasized race, but considered gender as well, and analyzed all three disciplines statewide, by region, and by population.

Data for the study was obtained from FDLE's Division of Criminal Justice Standards and Training database. At the time, the Division was upgrading to the Automated Training Management System (ATMS). The upgrade included data validation and the identification of missing values for certain variables, e.g., as many as 60% of the records contained missing or incorrect information on race or gender. Thus, when the Police Foundation presented its report in 1990, its methodology was sound, but its findings possibly were misleading due to the amount of data missing from its analysis.

Work on ATMS offered an opportunity for FCJJI. The Police Foundation and Florida State University's School of Criminology and Criminal Justice had cooperated on the racial and ethnic bias study, so the original team was readily available. That team could apply its methodology to a more complete data set, ensuring that the State's knowledge of racial and ethnic bias in law enforcement, corrections and correctional probation was complete.

The updated selection and promotion study confirms that Florida is doing a relatively good job of attracting minorities and females into criminal justice positions, but in law enforcement, for example, is not doing as well at promoting them to higher positions. The study serves as notice to criminal justice executives that this is a problem; it increases their awareness, and awareness is the first step in addressing any problem. The study also serves as a baseline for measuring the impact of FCJJI's training and research activities.

The variety of information presented here serves several purposes. First, it demonstrates the complexity of the human diversity issue. "Diversity" is not simply an issue of race or ethnicity. History has a role to play in understanding where we are today and why we have failed to address the issue adequately in the past. Statistics show us where we are and help us to understand where we need to go, but statistics alone can not tell the whole story. Only when all of these factors are taken and analyzed together can we understand the diverse nature of criminal justice today and the importance of planning to assimilate diversity into the criminal justice system of tomorrow.



**TRAINING CRIMINAL JUSTICE EXECUTIVES  
AND MANAGERS IN FLORIDA**

**The Florida Criminal Justice Executive Institute**

## Part I

# The Florida Criminal Justice Executive Institute

### **Mission and Goals**

The 1990 Florida Legislature recognized the need for an innovative, multifaceted approach to the education and training of criminal justice executives, and enacted HB2611, creating the Florida Criminal Justice Executive Institute. The mission of FCJIEI is to enhance the ability of Florida's criminal justice community to more effectively prepare for and deal with complex issues. In carrying out this mission, the Institute has five goals:

1. provide an integrated program of leadership/management education and training to present and future criminal justice executives
2. provide seminars, workshops, and advanced operational programs for criminal justice personnel
3. conduct research into topical criminal justice issues, and to publish research trends and results
4. facilitate communication, networking and mentoring within the criminal justice system
5. increase the effectiveness and efficiency of education, training and communication through the application of technology.

### **Policy and Direction**

Section 943.1755 F.S., establishes a Policy Board for guiding and directing the programs and activities of the Florida Criminal Justice Executive Institute. The Policy Board now includes:

- Chief Ron Martin, Winter Haven Police Department, President, and Chief Frank J. Ross, Kissimmee Police Department, immediate Past President of the Florida Police Chiefs Association
- Sheriff Bobby Knowles, St. Lucie County, President, and Sheriff Jerry Whitehead, Union County, immediate Past President of the Florida Sheriffs Association
- James T. Moore, Executive Director of the Florida Department of Law Enforcement
- Harry K. Singletary, Secretary of the Florida Department of Corrections
- Dr. Gloria Grizzle, Director of Florida State University's School of Public Administration and Policy, representing the Commissioner of Education
- Chief A. Lee McGehee, Ocala Police Department, *Chair*, nominated for a two year term by the Florida Police Chiefs Association and approved by the Criminal Justice Standards and Training Commission

- Sheriff Neil Perry, St. Johns County, *Vice Chair*, nominated by the Florida Sheriffs Association for a two year term and approved by the Criminal Justice Standards and Training Commission
- Director Lonnie Lawrence, Metro-Dade Department of Corrections and Rehabilitation, nominated by the Secretary of Corrections for a two year term and approved by the Criminal Justice Standards and Training Commission
- Director Robert L. Edwards, Florida Game and Fresh Water Fish Commission, nominated by the State Law Enforcement Chiefs Association for a two year term and approved by the Criminal Justice Standards and Training Commission

This Board is statutorily charged with establishing administrative procedures and operational guidelines necessary to insure that criminal justice training needs are identified and met through the delivery of quality instruction. Additionally, the nature of this Institute necessitates Board involvement in decisions related to policy direction, applicant selection, budgeting, curriculum, staffing, and mentoring of executive students.

### **Training and Research at FCJEI**

Education and training at the Florida Criminal Justice Executive Institute emphasize the value and importance of looking beyond today's paradigm of criminal justice. The Institute's two primary courses of study, the Chief Executive Seminar and the Senior Leadership Program, discussed below, are designed to educate criminal justice executives, senior command staff and other key criminal justice managers throughout Florida. Each of the programs maintains a futures orientation and pays particular attention to changes in demographics and the impact this increasing diversity will have on the management of a criminal justice agency. Participants learn to scan both the internal and external environments for trends that may affect criminal justice (and society in general). They learn to plan for change and to understand the opportunity change provides. Planning reduces the impact that change has on the demand for criminal justice services as well as the character of its work force.

**Chief Executive Seminar.** The Chief Executive Seminar prepares the chief executive of a criminal justice agency for current and future leadership and management needs, and departmental demands. CES is divided into three, three-day sessions, each of which focuses on futures study -- the identification of emerging issues, methods of analysis, and their relevance to criminal justice generally and to state and local agencies specifically. The program emphasizes excellence in leadership and cultivates each participant's ability to shape the future.

The first session, *Defining the Future*, introduces forecasting techniques, their advantages and their limitations. The session focuses on demographic change and its relationship to other issues important to the future of criminal justice in Florida. At the end of this session, participants understand futures study, its methods and techniques, and its role in criminal justice. They discuss emerging global and criminal justice issues, e.g., changing demographics, that will shape the future of their individual agencies and the entire criminal justice system.

Session two, *Facing Organizational Realities*, helps participants to understand an increasingly diverse work force and the need for increased flexibility in management practice and organizational policy. The program encourages participants to deliver services in new and innovative ways, and to understand the cultural and political environments in which they work. Issues arising from private and public applications of high technology are discussed to prepare participants for the impact of these advances on criminal justice.

The final session, *The Leadership Challenge*, provides an overview of leadership behaviors and a conceptual framework for creating and implementing a vision and an empowering

environment in an organization. The session introduces strategic management and its relationship to the future direction of the organization. Participants also discuss successful approaches for managing internal and external change.

Senior Leadership Program. Over a period of 19 months, the Criminal Justice Senior Leadership Program prepares criminal justice professionals for advancement to executive positions. The curriculum is similar to that of the Chief Executive Seminar in its futures orientation, but more detailed and demanding in its presentation. The program is divided into an orientation and nine working sessions, as outlined below:

During *Orientation*, participants are given an overview of the nineteen month course and its goals and objectives. *Defining the Future* reviews forecasting and its problems and limitations. The workshop focuses on demographic changes and identifies emerging issues important to the future of criminal justice in Florida. Research and forecasting techniques are presented during *Futures Forecasting and Analysis*, so that participants can identify and analyze emerging trends and issues, develop alternative futures scenarios, and conduct strategic situational analysis for a model community and criminal justice agency.

In *Managing Human and Technical Resources*, participants address a diverse work force and the increased needs for flexibility in management practices and policies. Issues arising from private and public applications of high technology are discussed to prepare participants for the impact of these advances on the community, crime, personal privacy, and criminal justice. *Managing the External Environment* acquaints participants with ways that local and state governments, acting alone or with community partners, seek and seize opportunities to deliver services in new and innovative ways. Methods of generating and managing the revenues needed to provide future services to clients are explored.

The *Transformational Leadership* module provides an in-depth study of leadership behaviors. Participants assess their leadership styles and their effectiveness. A conceptual framework is presented for creating and implementing a vision and an empowering environment in an organization. *Strategic Management* presents techniques which enable participants to estimate the long-term impact of present decisions, to plan the role of an organization a specific number of years in the future, and to develop the strategies by which the organization may influence its future or adapt itself to the expected future. In *Managing Change*, participants learn to identify, plan and control appropriate organizational change. Strategies are presented that enable participants to mitigate organizational resistance to planning changes.

In addition to the above, two sessions are devoted to preparation and presentation of the *Directed Individual Study Project*. The directed individual study project is an integral part of the Senior Leadership Program. The DIS allows each participant to identify a specific issue or trend, to research that issue or trend, and to present a course of action. It permits each participant to apply the Senior Leadership Program course work and any corresponding knowledge and techniques acquired while achieving depth in a specific area. While the project may result in a number of individual achievements, it is designed to:

- 1) cultivate the research capabilities of participants
- 2) refine the written and oral presentation skills of participants
- 3) support and encourage "sharing" with others in the program, including participants from other segments of the criminal justice system
- 4) convert participants to a more proactive posture
- 5) contribute to the body of criminal justice knowledge through research by practitioners.

Research and Publication. Through the Florida Statistical Analysis Center (SAC), the Criminal Justice Executive Institute conducts studies and evaluations, and publishes research findings which will have a practical impact on Florida's criminal justice executives. The Executive Institute has provided for research and publication on issues related to human diversity in four ways:

1. Research by the Statistical Analysis Center: SAC staff oversee internal and external program evaluations, legislative analyses, surveys and impact studies; and offer technical assistance, i.e., research, data analysis and programming support.
2. Research under contract with Florida's community colleges and universities: for example, Julie A. Goetz, a Florida State University graduate student, updated an analysis of racial and ethnic bias among Florida's criminal justice employees (Part V of this report).
3. The work of Criminal Justice Executive Institute students and fellows:
  - a. As a complement to its research component, the Institute offers fellowships to criminal justice practitioners who have achieved an ABD status in a Ph.D. program. The fellowship allows those selected to complete their dissertations. Fellow selection considers whether the proposed topic is relevant to the work of FCJIEI, and may, in addition, consider whether it contributes to the body of research on race and ethnicity in law enforcement. The Institute's first fellow is Carol E. Rasor of the Pinellas County Sheriff's Office and the University of South Florida.
  - b. Participants in the Institute's Senior Leadership Course (SLC) complete an independent study project under the direction of Institute staff and an executive mentor. It is possible that one or more of these participants will select a topic on race, ethnicity, or law enforcement interaction and intervention in specific communities, which will assist FCJIEI in meeting its statutory obligations.
4. The Institute publishes two series of professional monographs, prepared by criminal justice professionals and researchers. Research fellows and Senior Leadership students, for example, will be expected to prepare material appropriate for such monographs. Community college, university, or other external investigators with relevant material could be invited to prepare a monograph for the Institute. The first *Issues and Commentary for the Criminal Justice Executive* monograph, entitled "Against Brutality and Corruption: Integrity, Wisdom and Professionalism," addresses a variety of ethical issues related to law enforcement work in the 21st century.

The above outline is evidence that the Executive Institute's offerings, while not entirely devoted to the issue of human diversity, often address that issue. The future orientation of the program necessarily causes on-going evaluation of the State's changing demographics. Rather than focus on issues of race or culture, FCJIEI's training, education, research and publication provide a broader interpretation of human diversity -- one that considers age, ability, and other characteristics equally as important as either race or ethnicity.

While positive reaction to the activities of FCJIEI continues, Institute staff are working to revise those portions of the curriculum which do not meet stated needs, or which do not achieve the desired objective. Chief among its concern is the ability to offer human diversity training which is uniquely matched to the needs of current and future executives.

An important component in the needs assessment is an accurate job tasks analysis for chief executives. Because the Institute's curricula were developed concurrent with the completion of such a JTA (provided in Part III), staff plan to review the JTA and the Chief Executive Seminar and the Senior Leadership Program curricula during 1993 to ensure that all training needs are being met.

**DIVERSITY IN THE FLORIDA  
DEPARTMENT OF CORRECTIONS**

J.D. Lester  
Supervisor, Civil Rights Unit  
Bureau of Personnel  
Florida Department of Corrections

## Part II

### Diversity in the Florida Department of Corrections

The Florida Department of Corrections has made a commitment to the development and maintenance of a balanced, diverse workplace and to the effective use of human resources. Since the appointment of Secretary Harry K. Singletary, Jr., the Department has taken major strides to make the Department accessible to all citizens of the State of Florida. The Department has gone beyond traditional affirmative action efforts and has developed a more comprehensive Affirmative Action Program.

The newly drafted and implemented departmental *Affirmative Action Plan* has been hailed by the Department of Administration for its quality and far-reaching implications. Through its Affirmative Action Plan, the Department takes affirmative, results-oriented steps to ensure that employment practices such as recruitment and hiring, retention, promotion, compensation, benefits, training, layoffs, discipline, demotion, and termination, are administered equally to all persons. Unlike its predecessor document, the current Affirmative Action Plan includes realistic, obtainable and measurable goals for each of the Department's five regions in the State. It provides clear direction and guidance on how the Department wishes to balance its work force in terms of race, gender and ethnicity, and it holds key Senior Managers responsible and accountable for fulfilling the requirements of the plan.

The *Equal Employment Opportunity Policy Statement* assures equal employment opportunity regardless of race, color, national origin, religion, age disability or marital status, for both employees and applicants for employment. It is published in the Department's Affirmative Action Plan; given to all its employees; and posted on bulletin boards in the Department's institutions, facilities and offices throughout the State.

The Deputy Secretary acts as the Affirmative Action/Equal Employment Opportunity Officer for the Department. The Deputy Secretary serves as Chair of the Statewide AA/EEO Advisory Committee, which is comprised of representatives from each region of the state and is balanced in terms of race, ethnicity and gender. The Statewide Committee is responsible for monitoring the implementation of and continued adherence to the Affirmative Action Program in each region.

In addition to the Statewide AA/EEO Advisory Committee, there are AA/EEO Advisory Committees in each of the Department's five regions, and in each of its major institutions. These Committees serve as a mechanism to increase employee involvement in the Department's Affirmative Action Program, and are a vehicle by which the Department's affirmative action efforts are communicated to Department staff at all levels.

A second aspect of the Department's Affirmative Action program is its *Minority Business Enterprise Program*. The Department of Corrections consistently has exceeded the minority purchasing goals established by the Department of General Services as a result of the Small and Minority Business Assistance Act of 1985. (In 1991, the Department received a State Award for exceeding its minority purchasing goal by 214.12%.) All staff are encouraged to use minority vendors whenever possible.

The Department encourages minority vendors to participate in bid solicitations and has established a *Minority Business Enterprise Utilization Plan*. Some of the major elements of the plan include maintaining an up-to-date minority vendor list for the purchase of commodities and services. Additionally, the plan includes developing a strategy to increase the participation of Certified Minority Business Enterprise (CMBE) in the Department's procurement system by securing percentages of each institution's procurement dollars in contracts to CMBEs. Also, the Department is broadening its awareness of CMBE's through coordination with other entities such as the Minority Business Development Centers and the Small and Minority Business/Advocacy Office.

A major goal of the Plan is to improve and develop skills among staff that will provide increased opportunities for minority businesses to actively participate in this program. Through its Minority Business Utilization Plan, the Department strives to ensure that African-Americans, Hispanic-Americans, Native-Americans, Asian-Americans, Women, and other minority members are afforded increased access to, and participation in, the Department's procurement system for products and services on a department-wide basis.

*Training and staff development* are integral parts of the Department's Affirmative Action Program. The Department's Bureau of Staff Development has implemented three training programs to address diversity in the work place. The first program, "Appreciating Racial, Cultural and Gender Diversity," has been provided for more than 600 employees. It is a specialized training program for staff of the Department that places special emphasis on racial, cultural and gender awareness and sensitivity. "Managing Diversity" is a follow-up training program designed to train departmental supervisors and managers at all levels of the Department to recognize differences as positive, not negative, influences on the Department, and to learn skills that will foster effective management of those differences employees bring to the work place. This training goes beyond race and gender diversity to include educational levels, lifestyles, disabilities, age, experiences, and so forth. The Department's goal is to train all employees in racial, cultural and gender diversity by 1995.

The Bureau of Staff Development is also conducting a unique training program specifically for women serving as correctional officers in the Department. The program, entitled "Women Facing the Future," is intended to enhance the ability of women to supervise and work with male inmates and male employees. The program was designed and developed and is being conducted by experienced, quality female correctional officers and supervisory level female managers and superintendents to train rank and file female correctional officers to become effective supervisors and managers throughout the Department. More than 300 employees have participated in this training program.

To ensure the continued effectiveness of its efforts, the Department of Corrections will require all employees, but especially managers and supervisors, to carry out, in spirit as well as in letter, its Affirmative Action Program responsibilities. The Department of Corrections' Affirmative Action Program has been and will continue to be an integral part of the day-to-day management of human and financial resources, and will serve as a blueprint by which the Department can build and organization that can attract, retain and value a diverse work force.



**CRIMINAL JUSTICE JOB TASKS ANALYSIS  
FOR MANAGERS AND EXECUTIVES**  
*(Excerpts)*

Prepared for the  
Florida Department of Law Enforcement  
Division of Criminal Justice Standards and Training

Santa Fe Community College  
Division of Technology and Applied Sciences  
Institute of Public Safety

## Part III

### Criminal Justice Job Tasks Analysis

Employment as a criminal justice executive requires a specific set of competencies. The Florida Criminal Justice Executive Institute is tasked with identifying these competencies and then developing them through education and training. Achieving this goal depends on a deliberate and orderly process for planning and developing instructional programs which ensure that personnel are taught the knowledge, skills, and attitudes essential for their successful job performance.

A valid and reliable job tasks analysis (JTA) is the cornerstone of the curriculum development process. The JTA must represent all the tasks which are important components of the job of chief executive. The intent in job tasks analysis is to identify what one *does* while performing tasks on the job, not what one *knows*.

Selecting tasks which will form the basis of a training needs assessment is done by evaluating the *frequency* with which the task is performed and the *importance* of the task. The JTA then should provide a list of knowledge, skills and attitudes (KSAs) which are necessary for successful performance of each task.

For a job tasks analysis of Florida's criminal justice chief executives, the Florida Criminal Justice Executive Institute Policy Board selected the DACUM (Developing a Curriculum) technique. DACUM originated at the Center on Education and Training for Employment, Ohio State University. It operates on the following three premises:

1. expert workers are better able to describe and define their jobs more accurately than anyone else
2. any job can be effectively described in terms of the tasks that workers perform
3. workers need certain specific knowledges, skills and attitudes to perform tasks correctly.

DACUM uses subject matter experts (SME) to develop a skills profile for a particular job. For the chief executive JTA, three separate analyses were conducted, for chiefs, sheriffs, and correctional executives. Six to ten subject matter experts representing small, medium and large agencies; north, central and south regions; and considering race and sex, participated in each of the JTA meetings. Their work resulted in the duty areas and tasks listed here for each position.

#### **Sheriff**

##### **Duty area 1:**

**Perform administrative functions  
to include supervision and utilization of personnel**

##### **Job task 1**

Review and determine serious disciplinary actions: ensure and document disciplinary action which is timely, lawful, fair and consistent.

**Job task 2**

Provide direction to agency: executive action which ensures delegation of authority with accountability while providing accessibility, consistency and encouraging feedback.

**Job task 3**

Select command/immediate staff: select command/immediate staff manager who is qualified, experienced, has appropriate past performance and effective management style.

**Job task 4**

Utilization of legal staff: provides legal expertise by making staff aware of legal requirements allowing for reduced agency liability and promote internal consistency.

**Job task 5**

Liaison with other officials: initiate and encourage personal, professional and social contacts with officials to promote and accomplish agency goals.

**Job task 6**

Direct and oversee inspection and internal investigation functions: receive and thoroughly investigate complaints in a timely fashion; perform internal inspection to ensure policy and procedure compliance; take appropriate action to correct deficiencies.

**Sheriff**  
**Duty area 2**  
**Interacting with the public**

**Job task 1**

Responsive to citizen and community concerns: the agency enjoys broad-based public support.

**Sheriff**  
**Duty area 3**  
**Professional image**

**Job task 1**

Develop and maintain professional image: investing in personal and staff development activities to ensure currency of knowledge and setting standards of behavior which promotes professional image in the community.

**Sheriff**  
**Duty area 4**  
**Budget management activities**

**Job task 1**

Prepare, administer and close-out annual agency budget: obtain and manage necessary financial resources to accomplish agency mission within lawful requirements.

**Police Chief**

**Duty area 1**

**Budget**

**Job task 1**

Manage development of departmental budget: to provide sufficient funding to meet the operational needs of the department.

**Job task 2**

Monitor departmental budget: to implement and review existing budget.

**Police Chief**

**Duty area 2**

**Discipline**

**Job task 1**

Manage departmental disciplinary system as required: application of the departmental disciplinary system in a consistent, fair and impartial manner.

**Police Chief**

**Duty area 3**

**Human Resources**

**Job task 1**

Manage human resource functions as required: provide that an effective human resources system is operating within the department.

**Job task 2**

Conduct personnel evaluations of staff as required: formal written evaluation completed using predetermined standards and forwarded.

**Job task 3**

Manage personnel development activities: provide that effective and efficient training programs are in place to meet departmental and staff needs.

**Police Chief**

**Duty area 4**

**Management and leadership**

**Job task 1**

Manage an employee recognition program as required: consistent, timely and ongoing application of departmental policy for recognition of performance above and beyond normal job expectations.

**Job task 2**

Manage sworn staff as required: oversee management of selected sworn staff to meet departmental requirements.

**Job task 3**

Manage non-sworn staff as required: oversee management of non-sworn staff to meet departmental requirements.

**Job task 4**

Coordinate all sworn and non-sworn functions within the department: goals and objectives of sworn and non-sworn functions are effectively and efficiently coordinated within the department.

**Job task 5**

Manage administrative functions as required: provide that an effective and efficient administrative and management system is operating within the department.

**Job task 6**

Exhibit leadership skills and abilities: demonstration of personal and professional attributes that increase job satisfaction of department members, enhance goal attainment and foster good morale.

**Police Chief**

**Duty area 5**

**Liaison**

**Job task 1**

Manage or perform government-related liaisons as required: coordinate interaction and communication with other departments and agencies to maintain an effective working relationship.

**Job task 2**

Respond to external environment, community and other public issues that effect the department; coordinate interaction and communication with the public to maintain an effective working relationship.

**Corrections Supervisor**  
**Duty area 1**  
**Maintain professional work habits**

**Job task 1**

Demonstrate professional image: project a well-rounded, professional, efficient role-model for others;

**Job task 2**

Prioritized work assignments to ensure completion in a timely manner: principles of time-management are applied such that assignments are completed in a timely manner.

**Job task 3**

Participate in career and professional development: professional image and job skills will be enhanced by availing yourself of advanced educational opportunities.

**Job task 4**

Review current trends, practices and programs in criminal justice: job knowledge and performance is enhanced through familiarity with current criminal justice information.

**Corrections Supervisor**  
**Duty area 2**  
**Supervision and utilization of personnel**

**Job task 1**

Provide leadership on staff assignments: assigned tasks will be completed in a professional, timely and accurate manner.

**Job task 2**

Motivate staff and fellow employees: create an environment conducive to camaraderie, team effort, efficiency, productivity, increased morale and personal satisfaction within one's job.

**Job task 3**

Counsel staff to improve work productivity: staff work productivity is increased as a result of effective counseling techniques.

**Job task 4**

Resolve conflicts among personnel when possible: provide working environment with minimal employee conflict in order to maintain morale and accomplish departmental mission.

**Job task 5**

Plan work assignments: organize work assignments in a manner which would lead to successful completion of same while striving toward fulfillment of departmental goals and objectives.

Job task 6

Prepare personnel work schedules: a work scheduled is completed to properly assigned personnel according to required staffing patterns, special needs and based upon expertise of personnel.

Job task 7

Deploy personnel in emergency or disaster response situations: deploy a sufficient number of personnel to adequately respond to and control an emergency situation and minimize property damage and personal injuries.

Job task 8

Review work assignments, time and activity reports prepared by staff: the task has been properly completed as assigned in accordance with current guidelines.

Job task 9

Recommend, where applicable, changes in working conditions for improved staff work output: provide staff members with a working environment conducive to improving morale and work output.

Job task 10

Enforce health and safety regulations as required

Job task 11

Request input from staff for improved department services: provide a channel for staff to recommend or request improved departmental services.

Job task 12

Refer staff training needs to appropriate section: ensure that staff receives appropriate training in accordance with departmental policy and individual needs.

Job task 13

Conduct formal personnel evaluations of staff as required: provide an objective means of assessing personnel performance during a specified period.

Job task 14

Provide information regarding law and policy changes to staff: promote proper understanding or relevant law and institutional policy changes.

Job task 15

Recommend commendation to criminal justice staff as appropriate

Job task 16

Recommend disciplinary action against criminal justice staff as appropriate: negative behavior and poor performance is reduced or eliminated through proper application of disciplinary procedures.

Job task 17

Interview potential staff: an eligible applicant will be properly screened for possible employment.

Job task 18

Evaluate the preparedness of staff testifying in court: staff's ability to testify effectively in court has been identified.

**Corrections Supervisor**  
**Duty area 3**  
**Perform administrative functions**

Job task 1

Inform colleagues and staff of actions taken, decisions made and potential problems: developing communication among colleagues enhances uniformity and develops increased ability to supervise effectively.

Job task 2

Prepare reports: information conveyed in report will be accurate, clear, concise, legible and informative.

Job task 3

Make decisions on issues where no guidelines or policy exists: issues not addressed by policy will be resolved.

Job task 4

Submit proposals to superiors to initiate change and new programs: lines of communication are established to inform supervisors of the need for change and/or new programs.

Job task 5

Implement policy changes and new programs as directed: policy changes and/or programs are implemented fully and expeditiously in accordance with specifications.

Job task 6

Inspect personnel: employees appearance will be in compliance with departmental standards.

Job task 7

Participate in supervisory staff meetings convened by higher authority: provide a forum to exchange information at a supervisory level.

Job task 8

Testify in legal proceedings as required: testify in a court or legal proceeding in a professional, concise and appropriate manner which will reflect credit upon or to self as well as the department.

Job task 9

Draft correspondence for higher authority: write correspondence for superiors in a concise manner which will accurately reflect their thoughts and ideas.



**Corrections Supervisor**  
Duty area 4  
Perform staff training activities

Job task 1

Train new staff: provide information to new employees that will orientate them toward an understanding of departmental functions and goals.

Job task 2

Provide continuing training to incumbents: maintain a training needs assessment on staff and provide them with opportunities to fulfill these needs in order to facilitate improvement and advancement in their career field

Job task 3

Monitor field training officer program: a trained employee that has successfully demonstrated specified job skills in accordance with department guidelines.

**Corrections Supervisor**  
Duty area 5  
Manage equipment and physical plant

Job task 1

Conduct equipment and physical plant inspection: safety and security integrity are maintained through detection of and proper response to deficiencies and potential.

Job task 2

Establish and monitor equipment assignment and check-out procedures: methods of documentation are put in operation that ensure the timely issuance and return of equipment based on job requirements of the facility.

**Corrections Supervisor**  
Duty area 6  
Dealing with the public

Job task 1

Resolve conflict between criminal justice staff and public: develop a positive relationship with the public by resolving differences in a fashion acceptable to both parties.

Job task 2

Provide information to public upon request: inform the general public on specific matters dealing with department within guidelines and procedures.

**Correctional Probations Supervisor**  
**Duty Area 1:**  
**Supervision and Utilization of Personnel**

**Job task 1**

Initiate disciplinary proceedings against criminal justice staff as necessary: an accurate report of rule violation(s) is submitted to superiors.

**Job task 2**

Conduct and/or review evaluations of staff as required: written evaluation completed using predetermined standards and forwarded.

**Job task 3**

Review work assignments by staff upon completion: work assignments are completed according to all policy procedures and requirements.

**Job task 4**

Review time and activity reports: time and activity reports are completed in compliance with established standards and practices.

**Job task 5**

Enforce disciplinary actions as recommended: disciplinary actions are followed per instructions.

**Job task 6**

Provide information regarding law and policy changes to staff: law and policy changes are provided to staff in a timely fashion.

**Job task 7**

Interview and recommend potential staff: potential staff are interviewed and recommended according to personnel requirements.

**Job task 8**

Insure adequate personnel are present in emergency or disaster response situation: emergency situation is handled according to regional emergency procedures plan.

**Job task 9**

Motivate staff and fellow employees: productivity is increased.

**Job task 10**

Initiate commendations to criminal justice staff as necessary: commendations are awarded to criminal justice staff when appropriate.

**Job task 11**

Plan and assign work: work is assigned to staff.

**Job task 12**

Analyze working conditions for improved staff production: needed changes in working conditions are identified.

**Job task 13**

Evaluate the performance of staff testifying in court: staff has been observed and evaluated while testifying in court.

**Job task 14**

Counsel staff to improve work quality and production: staff production and quality increases following counseling.

**Job task 15**

Enforce health and safety regulations as required: safety regulations are complied with as required.

**Job task 16**

Prioritize work of office and unit: office and unit work is arranged in order of importance.

**Job task 17**

Resolve conflicts among personnel: conflicts between personnel are resolved.

**Job task 18**

Deploy staff to areas of special need and service based on expertise to assure quality service: staff are assigned to duties as the need arises based on their expertise to assure quality.

**Correctional Probations Supervisor**

**Duty area 2:**

**Perform staff training activities**

**Job task 1**

Train new staff: new staff is trained in all job responsibilities.

**Job task 2**

Provide continuing training to staff: training is provided to staff for (at least) the required hours per year to include the mandatory curriculum.

**Job task 3**

Observe staff on-the-job or in-field to assess on-going training needs: training needs are identified through observation.

**Job task 4**

Develop and implement training programs based on analysis of staff needs: training programs are developed and implemented.

## **Correctional Probations Supervisor**

### **Duty area 3:**

#### **Perform administrative functions**

**Job task 1**

Make decisions on issues where no specific guidelines or policy exist: decision is made on issues where no specific guidelines or policy exist.

**Job task 2**

Inform superiors of events and activities in progress: superior(s) is/are advised of events and activities in progress as needed

**Job task 3**

Implement changes and new programs as directed: changes and new programs are implemented as directed.

**Job task 4**

Enforce departmental officer and personnel appearance standards: personnel and officers comply with appearance standards.

**Job task 5**

Prepare reports: needed reports are completed.

**Job task 6**

Inform colleagues and staff of action taken, decision made and potential problems: information is disseminated as needed to staff.

**Job task 7**

Analyze staff travel for efficiency.

**Job task 8**

Liaison with other agencies.

**Job task 9**

Participate in command staff meetings convened by higher authority: staff meetings are attended and participation occurs as needed.

## **Correctional Probations Supervisor**

### **Duty area 4:**

#### **Maintain professional work habits**

**Job task 1**

Complete work assignments on time: work is completed within prescribed deadlines.

**Job task 2**

Follow departmental procedure in seeking change in policy, rules and regulations: proposal for change in policy, rule or regulation is submitted to immediate supervisor.

Job task 3

Report bribes and special favors offered to criminal justice staff: bribes and special favors are reported to appropriate authorities.

**Correctional Probations Supervisor**

Duty area 5:  
Dealing with the public

Job task 1

Resolve conflicts between criminal justice staff and public: conflicts between criminal justice staff and public are resolved.

**Correctional Probations Supervisor**

Duty area 6:  
Perform budget management activities

Job task 1

Enforce staff overtime policy: no employee works over 40 per week without prior approval.

**DEVELOPING A HUMAN DIVERSITY  
CURRICULUM FOR CRIMINAL JUSTICE  
IN FLORIDA**

**A Chronology**

**Part IV**  
**Developing a Human Diversity Curriculum**  
**for Criminal Justice in Florida:**  
**A Chronology**

**December 1989.** Chief Justice Raymond Ehrlich issues an administrative order creating a 27-member Racial and Ethnic Bias Study Commission.

**December 1990.** The Racial and Ethnic Bias Study Commission issues a report of its work, with the following findings:

1. The Legislature should amend Chapter 943, F.S. to mandate the following improvements to basic recruit and continued employment training for criminal justice officers in Florida:
  - a. an increase in the number of hours designated for training on ethnic and cultural groups;
  - b. integration of concepts relating to racial and ethnic bias into other courses in the Criminal Justice Training curriculum;
  - c. reclassification of racial and ethnic relations topics as "proficiency areas", subject to serious standardized testing;
  - d. the development of standardized, uniform, specific, and culturally sensitive lesson plans and instructor's guides in high risk/critical task area identified as important because of their effect upon the minority community, as well as monitoring and inspection of the classes covering these areas.
  
2. The Legislature should amend Chapter 943, F.S. to mandate the following improvements for law enforcement instructors in Florida:
  - a. development of a "train the trainer" curriculum for Florida's law enforcement instructors and certification of all instructors by attending "train the trainer" classes, especially on racial and ethnic bias-related topics;
  - b. an increase in the number of hours designated for training on ethnic and cultural groups;
  - c. development of standardized, uniform, specific, and culturally sensitive lesson plans and instructors' guides in high risk/critical task area identified as important because of their effect upon the minority community, as well as monitoring and inspection of the classes covering these areas;
  - d. updating of videotapes and other materials used in race and ethnicity-related training.
  
3. The Legislature should amend Chapter 943, F.S. to mandate training for chief executives in Florida (including sheriffs and police chiefs) in areas relating to racial, ethnic and cultural awareness.

4. The Legislature should, by statute, expand the responsibilities of the recently-created "Criminal Justice Executive Institute" to include the design and implementation of research projects which will combine the talents of community colleges and universities toward the end of improving law enforcement efforts with regard to the minority community.

**June 1991.** The Florida Legislature adopts CS/HB1431, requiring new and enhanced training for Florida's law enforcement officers in the area of interpersonal skills relating to racial and ethnic minorities. CS/HB1431 added or amended five sections of Chapter 943, F.S.:

**943.1715 Basic skills training relating to racial and ethnic minorities.--** The commission shall establish standards for instruction of law enforcement officers in the subject of interpersonal skills relating to racial and ethnic minorities, with an emphasis on the awareness of cultural differences. Every basic skills course required in order for law enforcement officers to obtain initial certification shall, after January 1, 1993, include a minimum of 8 hours training in interpersonal skills with racial and ethnic minorities.

**943.1716 Continued employment training relating to racial and ethnic minorities.--** The Commission shall, by rule, adopt a program by January 1, 1993, which shall be implemented by July 1, 1993, that requires each officer, to receive, as part of the 40 hours of required instruction for continued employment or appointment as a law enforcement officer, 8 hours of instruction in the subject of interpersonal skills relating to racial and ethnic minorities, with an emphasis on the awareness of cultural differences.

**943.1755 Florida Criminal Justice Executive Institute.--** (1)(b) The Legislature further finds that there exists a need to improve relationships between law enforcement agencies and the racial and ethnic minorities they serve. To this end the Florida Criminal Justice Executive Institute shall conduct research projects, utilizing the resources of community colleges and universities, for the purpose of improving law enforcement interaction and intervention in the communities of racial and ethnic minorities.

**943.1757 Criminal justice executives: training; policy report.--** (2) The Legislature finds that there exists a need to provide training to criminal justice executives in the subject of interpersonal skills relating to racial and ethnic minorities, with an emphasis on the awareness of cultural differences. (3) The policy board of the Criminal Justice Executive Institute shall identify the needs of criminal justice executives in racially and ethnically sensitive areas, and ensure that such needs are met through appropriate training. The policy board shall submit a report identifying such needs to the Speaker of the House of Representatives, the President of the Senate, the minority leaders of each house, and the appropriate substantive and Appropriations Committees, by December 1, 1992. Beginning January 1, 1993, the policy board shall provide to the Speaker of the House, President of the Senate, minority leaders of each House, and the appropriate substantive and Appropriations Committees, an annual report describing how such needs are being met through training by the Criminal Justice Executive Institute.

**943.1758 Curriculum revision for racial and ethnic minorities; skills training.--** (2)(a) The Criminal Justice Standards and Training Commission shall revise its standards and training for basic recruits and its requirements for



continued employment by integrating instructions on interpersonal skills relating to racial and ethnic minorities into the Criminal Justice Standards and Training curriculum. The curriculum shall include standardized proficiency instruction relating to high-risk and critical tasks which include, but are not limited to, stops, use of force and domination, and other areas of interaction between law enforcement officers and racial and ethnic minorities. (b) The commission shall develop and implement, as part of its law enforcement instructor training programs, standardized instruction in the subject of interpersonal skills relating to racial and ethnic minorities. Culturally sensitive lesson plans, up-to-date video tapes, and other demonstrative aids developed for use in racial and ethnic minorities-related training shall be used as instructional materials. (3) A report detailing the racial and ethnic minorities-related curriculum for recruits, employment, and instructors shall be submitted by the commission to the chairs of the relevant substantive committees of both houses of the Legislature no later than December 1, 1992, and the revised Criminal Justice Standards and Training curriculum shall be implemented no later than January 1, 1993.

**September 1991.** A Criminal Justice Training Advisory Group is established to assist the Florida Criminal Justice Standards and Training Commission and the Florida Department of Law Enforcement in implementing CS/HB1431 (see inset, below).

**October and November 1991, and April 1992.** The Criminal Justice Training Advisory Group meets to review and discuss proposed changes to the basic recruit curriculum. Under the group's guidance, the scope of the training is widened from law enforcement to all three criminal justice disciplines, and from cultural awareness relating to racial and ethnic minorities, to awareness of human diversity in general, including race, gender, ethnicity and religion.

**May 1992.** The Criminal Justice Standards and Training Commission approves the Human Diversity Training curricula developed by the University of South Florida and recommended by the Training Advisory Group: 24 hours of cultural training in the basic recruit training curriculum, with human diversity concerns infused throughout the entire curricula (outlined below) and 16 mandatory retraining hours of human diversity training.

Session 1 : Introduction (1.5 hours). This session provides a rationale for the training, an overview of the content, and an introduction to how our American culture influences us on a day-today basis.

Session 2: Understanding Culture's Influence (2.5 hours). This session investigates how the heritage culture of the participants has influenced their values and views of others. It also explores how our cultural assumptions are expressed in the work environment and the impact of those assumptions. Finally, the view of criminal justice from culturally diverse communities is presented and discussed.

Session 3: Multicultural Communication (4.0 hours). An effort to communicate effectively in human diversity interactions requires an understanding of your own predispositions, the other person's basic outlook and communication dynamics, and how to overcome basic communication barriers. This session presents some "communication basics" to aid interpersonal interactions.

Session 4: Reducing People Conflicts (8.0 hours). A powerful way of viewing many racist or sexist interactions is from a power perspective: as the appropriate or inappropriate used of power. This session explores the power issue, shows how it impacts people, and provides ways to share power more effectively.

Session 5: The Law and the Right to be Different (4.0 hours). This session presents the legal background for our society's approach to protecting and limiting an individual's or group's right to be different. The session points out the large amount of an officer's personal judgment is required to determine if and how to enforce a maintenance of order law. The participants develop ways to enforce laws that are appropriate for the members of their communities.

Session 6: Cultural Effectiveness (1.5 hours). At this point the participants have the basic information: What is culture, its influences on us, stereotyping, power, etc.? How does one determine how to become more culturally competent? This session 1) helps the individual evaluate his/her own cultural competence and that of his/her agency; 2) has the participant write a cultural competency action plan.

Session 7: Reducing Stress Through Cultural Awareness (2.5 hours). As the participants act to increase their cultural competence, they are changing. Change

### CRIMINAL JUSTICE TRAINING ADVISORY GROUP

*Chairman*

Representative Douglas L. Jamerson  
Florida House of Representatives, District 55

Chief Jimmy Ray Burke  
Opa Locka Police Department

Ms. Lisa Railey  
Coordinator, Project Century 2000  
University of West Florida

Director Mary Lou Rajchel  
Cabinet Affairs  
Florida Department of Education

Dr. Goliath J. Davis  
Assistant Chief, Administration Bureau  
St. Petersburg Police Department

Representative Elvin L. Martinez  
*[Ex Officio Member]*

Director Marcellus Durham  
Human Resources Development Division  
Florida Department of Corrections

Director Lonnie Lawrence  
Metropolitan Dade County Department of  
Corrections and Rehabilitation

Director Aristides A. Sosa  
Dade County Department of  
Community Affairs

Chief A. Lee McGehee  
Ocala Police Department

Senator Carrie P. Meek  
*[Ex Officio Member]*

Secretary Frank Scruggs  
Florida Department of Labor and Employment  
Security  
*[Ex Officio Member]*

### GOALS

Provide input into the development of training for Florida's criminal justice professionals in the areas of interpersonal skills relating to gender, race and ethnicity including the awareness of cultural differences.

Monitor, guide, and provide advice throughout the development of training.

Develop implementation strategies to include public partnerships and media relations.

Evaluate current strategies being utilized in interpersonal training and identify areas appropriate for research.

itself, as well as new encounters with diverse individuals causes stress. Unless the participants can deal with the stress, their new behaviors are not likely to "take". This session helps the participants to deal with the stress of improving cultural competence.

**June 1992.** The Florida Criminal Justice Executive Institute contracts with a graduate student at Florida State University for an updated study of selection and promotion of criminal justice officers. (A similar study was undertaken by the Police Foundation in 1990, under contract with the Racial and Ethnic Bias Study Commission.) The study is based on data maintained by FDLE's Division of Criminal Justice Standards and Training. That Division's new "Automated Training Management System" offers more complete and accurate data than was available for the 1990 study. The update is included in this report.

**July and August 1992.** The Florida Department of Law Enforcement pilot tests the human diversity curriculum.

**August, September and October 1992.** The Florida Department of Law Enforcement conducts Train-the-Trainer sessions with participants from July and August pilots.

**January 1993.** The Criminal Justice Standards and Training Commission and Florida Department of Law Enforcement have targeted January for implementation of the 24 hours of Human Diversity training. FDLE now is evaluating the existing curriculum to determine whether the 24 hours can be covered under the existing "Interpersonal" curriculum. Any hours which can not be incorporated into that section will require an expansion of the basic recruit hours, which must be approved by the Criminal Justice Standards and Training Commission.

**July 1993** is the target date for implementation of the 16 hour mandatory retraining requirement for Human Diversity training.

**January 1994** is targeted for implementation of instructor requirements pertaining to Human Diversity. Instructors who will teach Human Diversity (in either basic recruit or mandatory retraining) must: 1) be Criminal Justice Standards and Training Commission certified or exempt from certification; 2) complete 24 hour Human Diversity Training Program; 3) complete 20 hour Human Diversity Train-the-Trainer program; 4) observe 16 hours of Human Diversity Training; and 5) be video-taped during their first training session as an instructors/co-facilitators. Instructors who teach in all other subject areas must: 1) be CJSTC certified or exempt from certification; 2) complete the 16 hour mandatory Human Diversity Training within the 4 year renewal cycle; and 3) complete an Awareness of Human Diversity Concepts course for "other" instructors within the 4 year renewal cycle.

## Law Enforcement Officer Basic Recruit Curriculum

### INTRODUCTION 6 hours

- ethics and professionalism/unethical acts
- the Law Enforcement Code of Ethics
- the Canons of Police Ethics
- statutory authority, goals and responsibilities of the Criminal Justice Standards and Training Commission
- history and evolution of laws
- various components of Florida's criminal justice system
- definitions, purposes and important considerations of organization and chain of command
- responsibilities of environmental enforcement agencies as outlined by Florida statute

### LEGAL 80 hours

- legal terms related to various tasks performed on the job
- classifications and definitions of offenses in Florida
- constitutional, civil and juvenile law
- elements of a crime
- various types of crimes

### PATROL 127 hours

- purposes, types and methods of patrol
- various officer survival considerations and techniques
- defensive tactics
- various law enforcement procedures, e.g., Crowd Control, Missing Persons/Children, Victim/Witness Assistance, Suicide Intervention, Crime Prevention, Domestic Violence, Landlord/Tenant Dispute, etc.
- controlled substances and commonly abused drugs

### TRAFFIC 51 hours

- traffic enforcement concepts/techniques
- traffic and driver licensing laws
- traffic control and direction concepts/procedures
- various components of traffic accident procedures/techniques
- common alcohol violations and conducting field sobriety test

### VEHICLE OPERATION 29 hours

- factors which impact vehicle operation and control
- basic components of defensive driving and emergency vehicle operations
- routine maintenance and inspection procedures for the police vehicle
- various environmental conditions that impact vehicle operation

- basic legal considerations involved in operating authorized emergency vehicles and in vehicle pursuits
- basic driving skills

WEAPONS 56 hours

- firearms safety procedures
- types of ammunition
- handgun and shotgun use on the range
- chemical agents terminology, types, exposure symptoms, first aid and decontamination procedures, dissemination methods and factors influencing effectiveness and use

INVESTIGATIONS 68 hours

- various investigative techniques/procedures, e.g., interview and interrogation, surveillance, diagramming, crime scene search, photography, evidence handling, chain of custody, lifting fingerprints, etc.
- investigation of specific crimes
- conditions that determine death

MEDICAL 42 hours

- first responder techniques needed in emergency medical situations
- major types, signs and symptoms and methods of transmission of communicable diseases

COMMUNICATIONS 41 hours

- procedures for taking statements, note taking and report writing
- court proceedings and appropriate behavior for testifying in court
- proper computer, radio and telephone communication procedures

INTERPERSONAL 25 hours

- community relations techniques/courtesy
- basic human behavior in terms of hierarchy of needs
- how human needs affect the behavior of the population-at-large and the officer
- interpersonal communication and techniques that aid in effective interpersonal relationships
- members of the population that require special consideration, e.g., juveniles, elderly, ethnic/cultural groups, mentally ill, mentally retarded, physically handicapped, alcoholics, other substance abusers, etc.
- types of crises, various aspects of crisis theory and methods of assistance during a crisis
- terms related to stress, its warning signs and its impact upon officers and organizations

## Correctional Officer Basic Recruit Curriculum

### INTRODUCTION 6 hours

- various components of Florida's criminal justice system
- historical development of Corrections
- philosophical perspectives society uses to justify punishment
- purposes of probation, parole and community control
- statutory authority, goals and responsibilities of the Criminal Justice Standards and Training Commission

### WEAPONS 56 hours

- firearms safety procedures
- types of ammunition
- handgun and shotgun use on the range
- chemical agents terminology, types, exposure symptoms, first aid and decontamination procedures, dissemination methods and factors influencing effectiveness and use

### LEGAL 38 hours

- history and evolution of laws
- basic provisions of the U.S. Constitution
- classification and definitions of offenses in Florida
- elements of crime
- various legal concepts, e.g., probable cause, search and seizure, legal defense, burden of proof, evidence concepts and rules, civil and criminal liability, etc.
- court proceedings and appropriate behavior for testifying in court
- various types of crimes

### CORRECTIONAL RULES, RIGHTS AND RESPONSIBILITIES 13 hours

- statutes and rules that impact Corrections
- rights and responsibilities of inmates
- privileged communications
- primary responsibility of a correctional officer and actions required to meet the responsibility

### MEDICAL 42 hours

- first responder techniques needed in emergency medical situations
- major types, signs and symptoms and methods of transmission of communicable diseases

INMATE CONTROL 71 hours

- defensive tactics
- proper methods for transporting prisoners
- proper person, cell and area searches

COMMUNICATIONS 33 hours

- procedures for taking statements, note taking and report writing
- proper computer, radio and telephone communication procedures

INTERPERSONAL 86 hours

- courtesy, ethics and professionalism/unethical act
- basic human behavior in terms of a hierarchy of needs
- how human needs affect the behavior of inmates and the officer
- interpersonal communication and techniques that aid effective interpersonal relationships
- individuals who require special consideration, e.g., juvenile and youthful offenders, ethnic/cultural groups, mentally ill, mentally retarded, physically handicapped, substance abusers, homosexuals, females, etc.
- types of crises, various aspects of crisis theory and methods of assistance during a crisis
- terms related to stress, its warning signs and its impact upon officers and organizations
- characteristics of various types of criminals
- topics unique to the institutional setting, e.g., inmate societies, institutional criminalities, inmate supervision techniques, recognizing inmate deception and manipulation, adjustment to imprisonment

INVESTIGATIONS 6 hours

- discussing various investigative procedures/concepts; e.g., preliminary and follow-up investigation procedures, crime scene search procedures, evidence handling procedures, and chain of custody concepts

CORRECTIONAL OPERATIONS 28 hours

- definitions, purposes and important considerations of chain of command and organization
- procedures unique to the operation of an institution, e.g., facility and vehicle inspection; safety; environmental health; health care service; food service; control room operation; intake; inmate property control; classification; transfer; release; bonding; disciplinary; confinement; and referral

PHYSICAL SECURITY 11 hours

- various officer survival considerations and techniques
- purpose, signs of potential problems, and responsibilities of an officer as it relates to patrol
- various concept/procedures that relate to the physical security of the institution, e.g., tool and sensitive item control, key control, accountability, security equipment and inmate movement

## EMERGENCY PREPAREDNESS

21 hours

- prevention and control of riots of disturbances within the institution
- procedures for handling unusual occurrences within the institution
- various guidelines to follow if taken hostage
- standard emergency situations procedures
- fire fighting principles/procedures



## Probation Officer Basic Recruit Curriculum

### INTRODUCTION 5 hours

- various components of Florida's criminal justice system
- principles of Corrections
- statutory authority, goals and responsibilities of the Criminal Justice Standards and Training Commission
- definition, purposes and important considerations of chain of command and organization

### CORRECTIONAL RULES, RIGHTS AND RESPONSIBILITIES 5 hours

- ethics and professionalism/unethical acts
- statutes and rules that impact Corrections

### LEGAL 49 hours

- classifications and definitions of offenses in Florida
- elements of crime
- various legal concepts, e.g., probable cause, search and seizure, evidence concepts and rules, civil and criminal liability, etc.
- violation of supervision and warrant procedures
- court proceedings and appropriate behavior for testifying in court
- sentencing guidelines categories and procedures
- types of executive clemency

### CORRECTIONAL OPERATIONS 13 hours

- definition, purpose and important considerations for classification of offenders/inmates
- definition and aspects of discipline within a correctional facility
- methods of reducing sentences imposed and how reduction is determined

### INTERPERSONAL 45 hours

- defining courtesy and how it relates to job performance • interpersonal communication and techniques that aid in effective interpersonal relationship
- individuals who require special considerations, e.g., sex offenders, mentally ill, mentally handicapped, physically handicapped, substance abusers, ethnic/cultural groups
- types of crises, various aspects of crisis theory and methods of assistance during a crisis
- terms related to stress, its warning signs and its impact on the officer and the organization
- crimes within the correctional setting and their possible relation to gangs/other involvements external to the institution

### COMMUNICATIONS 18 hours

- various computer systems, e.g., NCIC/FCIC, Management Information System

#### INVESTIGATIONS

45 hours

- procedures for interviewing, taking statements, note taking and report writing
- procedures for evidence handling and chain of custody

#### SUPERVISION

47 hours

- definition, basic responsibility and objectives of supervision
- types of community supervision
- topics unique to supervising offender/inmates, e.g., deception and manipulation, case management, fiscal procedures, victim/witness assistance, transferring supervision, domestic violence, suicide prevention/intervention, and child abuse
- recognition of controlled substances and commonly abused drugs

#### WEAPONS

13 hours

- firearms safety procedures
- types of ammunition
- handgun and shotgun use on the range
- chemical agents terminology, types, exposure symptoms, first aid and decontamination procedures, dissemination methods and factors influencing effectiveness and use

#### OFFICER SURVIVAL

63 hours

- defensive tactics
- various officer survival considerations and techniques

#### MEDICAL

42 hours

- first responder techniques needed in emergency medical situations
- major types, signs and symptoms and methods of transmission of communicable diseases

**A STUDY OF RACIAL AND ETHNIC BIAS  
IN FLORIDA'S CRIMINAL JUSTICE SYSTEM  
WORK FORCE**

Prepared for the  
Florida Department of Law Enforcement  
Florida Criminal Justice Executive Institute  
Florida Statistical Analysis Center

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with the United State Department of Justice,  
Bureau of Justice Statistics*

## **Part V**

### **A Study of Racial and Ethnic Bias in Florida's Criminal Justice System Work Force**

This report presents the results of an analysis of data on 24,631 full-time law enforcement officers, 27,911 full-time corrections officers, and 3,413 full-time correctional probation officers who were hired or transferred from 1983 through May, 1992 in the state of Florida. This analysis represents an investigation similar to a 1990 study done for the Racial and Ethnic Bias Study Commission, supported by the Police Foundation of Washington, D.C., but the present study is based on a larger and more complete database. These findings should be of interest to readers of the earlier study as well as to researchers and policy-makers who are concerned about racial disparities in the criminal justice work force. The work reported here was supported by a cooperative agreement between the U.S. Department of Justice, Bureau of Justice Statistics, and the Florida Statistical Analysis Center.

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## INTRODUCTION

Controversy rages over whether the American criminal justice system discriminates on the basis of race or ethnic origin. Since early in our nation's history, prejudice and racism have been issues for the police, courts, and correctional institutions. Problems associated with these issues became a cause celebre during the civil rights movement in the 1960's and early 1970's. At that time, attention focused on police use of deadly force, sentencing practices, and prison conditions. Since then, concern has centered on the disproportionate number of blacks and Hispanics relative to their representation in the general population who are arrested, prosecuted, and incarcerated by the criminal justice system.

Concern has also been expressed about alleged racially discriminatory practices in the hiring, retention, compensation, and promotion of criminal justice personnel (Walker, 1989; McLaughlin and Bing, 1987). In 1967, the President's Commission on Crime (1967) noted that the lack of proportional representation by minorities in our nation's law enforcement agencies was a serious problem. The goal of increased minority group representation in law enforcement results not only from a concern over prior discriminatory hiring practices, but also from a belief that representativeness will enhance the effectiveness of police. Decker and Smith (1980), for instance, reported that the underrepresentation of minorities in this field continues to hamper the ability of police departments to function effectively in and earn the respect of predominantly minority neighborhoods, thereby increasing the probability of tension and violence. Some law enforcement experts argue that minority officers may be better able to relate to the problems of minority citizens and note that, regardless of this advantage, equal employment opportunity is required by law (Decker and Smith, 1980; Jacobs and Cohen, 1978). As a response to these issues, nearly half of the big city police departments in the past fifteen years or so have been operating under court-ordered affirmative action plans (Walker, 1989).

Concern about affirmative action employment policies has led to evaluations of minority recruitment, retention, and promotion in traditionally white law enforcement agencies. In a survey of police departments in the nation's fifty largest cities, Walker (1989) found both progress and decline in the employment of black and Hispanic officers between 1983 and 1988. He found that about 28 percent of those reporting had a 50 percent increase in black officer representation during the five year period. Twenty-three percent of the departments reported gains of 50 percent or more in hiring Hispanic officers.

He also developed an index score from the survey results to assess the departments' percentage of black and Hispanic officers relative to their representation in each city's population. Jacksonville, Florida led the nation with a 141 percent increase in proportionate representation of black officers with an index rating of .58. The data for Miami, Florida's only other city in the study, showed that black officers' representation did not change between the two survey periods, with a representation index of .69 recorded at both times. The results for Hispanic officers in Jacksonville showed a 31 percent increase in representation with an index of .50 in 1988. In Miami, there was only an 8 percent increase in Hispanic representation with an index of .76. Thus, while Jacksonville has made great strides in increasing its minority representation in law enforcement agencies, additional blacks and Hispanics are needed to bring its index closer to Miami's representation index.

In an attempt to explain the underrepresentation of black officers in police departments, Hochstedler and Conley (1986) conducted a study of the nation's 150 largest agencies in 1981. They found that even when such variables as court-ordered hiring quotas, region of the country, and the poverty population were included in the analysis, the strongest variable correlating with black officer representation was percentage of black citizens in the population. However, they also found a consistent 2 to 1 gap between the proportion of blacks in the population and black officers throughout the nation.

Hochstedler and Conley feel that "denial" of opportunity for blacks to apply and to be selected for law enforcement jobs can account for only a small percentage of the variance that represents the disproportionate racial make-up of police agencies. The "constrained choice" argument is proposed as a more pervasive factor in accounting for the underrepresentation of blacks in police work. "Constrained choice" theory proposes that blacks avoid police careers due to a learned antipathy toward police officers they have seen or with whom they have had interaction. The authors note that until both "denial" and "constrained choice" are significantly reduced, black underrepresentation in police departments will continue to exist.

This study examines these issues and assesses the extent of possible racial or ethnic bias in the state of Florida's criminal justice work force. Although the data do not allow for the examination of the recruitment and hiring process, it is possible to examine whether race is a factor in the composition, compensation, and promotion of employees in the Florida criminal justice system, as well as to evaluate minority group representation among the same employees.

## SAMPLE

The Florida Department of Law Enforcement (FDLE) maintains data on all employees within Florida's criminal justice work force. This includes demographic, training, and employment information for all full-time law enforcement, corrections, and correctional probation employees. Because information concerning the race of employees was not routinely recorded until 1983, the analysis is limited to persons hired, promoted, or transferred since that year. This provided data on 24,632 law enforcement officers, 27,911 corrections officers, and 3,414 correctional probation officers.

In order to facilitate comparisons, the 67 counties of the state of Florida have been divided into north, central, and south regions, as shown in Table 1.0. Counties have also been categorized into those that are recognized by the United States Census Bureau as Metropolitan Statistical Areas (MSA) and those that are not. Those counties that are MSAs are designated with an asterisk in Table 1.0.

With such large sample sizes, it is quite easy for small differences to attain the level of statistical significance. To account for this fact, gamma coefficients are provided where possible to indicate the general association between race and other variables. This coefficient ranges from -1, for a perfect inverse (or negative) association, to +1, for a perfect positive association. Where gamma equals zero, this indicates that no association or relationship exists among the variables.

Florida Counties by Region			
South	Central	North	
*Broward	*Brevard	*Alachua	*Nassau
Charloote	*Citrus	Bay	*Okaloosa
*Collier	Dixie	Baker	*Santa Rosa
*Dade	*Flagler	*Bradford	*St. Johns
DeSoto	Gilchrist	Calhoun	Suwanee
Glades	*Hernando	*Clay	Taylor
Hardee	*Hillsborough	Columbia	Union
Hendry	Lake	Duval	Wakulla
Highlands	Indian River	*Escambia	Walton
*Lee	Levy	Franklin	Washington
*Manatee	*Marion	*Gadsden	
*Martin	*Orange	Fulf	
Monroe	*Osceola	Hamilton	
Okeechobee	*Pasco	Holmes	
*Palm Beach	*Pinellas	Jackson	
*Sarasota	*Polk	Jefferson	
*St. Lucie	*Putnam	Lafayette	
	*Seminole	*Leon	
	Eumter	Liberty	
	*Volusia	Madison	

\* Part of a Metropolitan Statistical Area.



## FINDINGS

### Section 1: Employment Type by Race.

Table 1.0 provides information about employment type by race. As the table indicates, the sample of law enforcement officers is made up of 20,284 (82%) whites, 2,516 (10%) blacks, and 1,831 (8%) Hispanics. The sample of corrections officers is comprised of 19,057 (68%) whites, 7,387 (27%) blacks, and 1,467 (5%) Hispanics. There are 2,329 (68%) white, 917 (27%) black, and 168 (5%) Hispanic probation officers in the sample.

Employment Type	White	Black	Hispanic	Total
Law Enforcement	20,284	2,516	1,831	24,632 44.0%
Corrections	19,057	7,387	1,467	27,911 49.9%
Probation	2,329	917	168	3,414 6.1%
Total	41,670 74.5%	10,820 19.3%	3,466 6.2%	55,957 100%

**Section 2: Sex by Race.**

Although females comprise more than one-half of Florida's population, males (particularly white males) continue to dominate the criminal justice work force, as shown in the tables below. Minority females, 7% of all Florida residents, represent less than 3% of the law enforcement work force, but constitute 11% and 17% of all corrections and correctional probation employees.

<b>Table 2.0</b>				
<b>Sex by Race:</b>				
<b>Law Enforcement Officers</b>				
	White	Black	Hispanic	Total
Male	17,781	2,004	1,639	21,424 87.0%
Female	2,504	512	190	3,206 13.0%
Total	20,285 82.4%	2,516 10.2%	1,829 7.4%	24,630 100%
Gamma:	W,B	-.29		
	B,H	.38		
	W,H	.10		

<b>Table 2.1</b>				
<b>Sex by Race:</b>				
<b>Corrections Officers</b>				
	White	Black	Hispanic	Total
Male	14,961	4,541	1,228	20,730 74.3%
Female	4,096	2,846	239	7,181 25.7%
Total	19,057 68.3%	7,387 26.5%	1,467 5.2%	27,911 100%
Gamma:	W,B	-.39		
	B,H	.53		
	W,H	.17		

<b>Table 2.2</b>				
<b>Sex by Race:</b>				
<b>Probation Officers</b>				
	White	Black	Hispanic	Total
Male	1,398	363	102	1,863 54.5%
Female	933	553	66	1,552 45.4%
Total	2,331 68.3%	916 26.8%	168 4.9%	3,415 100%
Gamma:	W,B	-.39		
	B,H	.40		
	W,H	.02		

**Section 3: Educational Level by Race.**

Section 3 provides information on the highest educational level attained by criminal justice employees. In tables 3.0 through 3.2, the criminal justice work force is divided into law enforcement, corrections and correctional probation officers. In law enforcement and corrections, the majority of all officers have completed high school, while more than 90% of all correctional probation officers have at least a bachelor's degree, which is now the minimum requirement for employment as a probation officer.

<b>Table 3.0</b>				
<b>Educational Level by Race: Law Enforcement Officers</b>				
<b>Educational Level</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>	<b>Total</b>
8 Years	6	1	1	8 0.0%
9 Years	17	2		19 0.1%
10 Years	73	8	8	89 0.4%
11 Years	253	8	26	287 1.2%
High School Graduate	11,720	1,489	1,122	14,331 59.1%
1 Year College	967	134	123	1,224 5.0%
Associate Degree	2,941	276	285	3,502 14.4%
3 Years College	223	51	35	309 1.3%
Bachelor's Degree	3,448	482	188	4,118 16.9%
1 Year Graduate School	108	21	9	138 0.6%
Master's Degree	172	20	6	198 0.8%
Master's Plus 1 Year	19		1	20 0.1%
Doctorate Degree	22	2	2	26 0.1%
<b>Total</b>	<b>19,969</b> 82.3%	<b>2,494</b> 10.3%	<b>1,806</b> 7.4%	<b>24,269</b> 100%
Gamma:	W,B = .03 B,H = -.13 W,H = -.09			

Table 3.1 Educational Level by Race: Corrections Officers				
Educational Level	White	Black	Hispanic	Total
7 Years	5			5 0.1%
8 Years	17			17 0.1%
9 Years	61	2	4	67 0.1%
10 Years	211	15	6	232 0.9%
11 Years	440	63	47	550 2.0%
High School Graduate	14,880	5,577	1,108	21,565 79.7%
1 Year College	543	280	58	881 3.3%
Associate Degree	1,375	536	95	2,006 7.4%
3 Years College	107	85	21	213 0.8%
Bachelor's Degree	796	552	69	1,417 5.2%
1 Year Graduate School	27	18	1	46 0.1%
Master's Degree	34	11	5	50 0.1%
Master's Plus 1 Year	4			4 0.1%
Doctorate Degree	4			4 0.1%
Total	18,504 68.4%	7,139 26.4%	1,414 5.2%	27,057 100%
Gamma:	W,B = .17 B,H = -.13 W,H = .03			

**Table 3.2**  
**Educational Level by Race: Probation Officers**

Educational Level	White	Black	Hispanic	Total
High School Graduate	60	11	5	76 2.2%
1 Year College	2	1		3 0.1%
Associate Degree	32	7		39 1.1%
3 Years College	12	2		14 0.4%
Bachelor's Degree	2,020	844	146	3,010 88.6%
1 Year Graduate School	59	15	4	78 2.3%
Master's Degree	109	30	10	149 4.4%
Master's Plus 1 Year	11	1		12 0.4%
Doctorate Degree	13	1	2	16 0.5%
Total	2,318 68.2%	912 26.8%	167 5.0%	3,397 100%
Gamma:	W,B = -.04 B,H = .18 W,H = .11			

Table 3.3 gives mean educational levels by race for all employment types. As the table indicates, there is virtually no difference in educational levels among law enforcement officers by racial/ethnic group. While black officers have the highest levels of education, with an average of 13.1 years, white and Hispanic officers do not differ significantly with averages of 12.9 and 12.7, respectively. Among corrections officers, blacks also have greater educational levels than either white or Hispanic correctional officers, with an average of 12.2 years. Whites exceed Hispanic officers only slightly with an average of 12.0 years, a difference which is not significant. Among probation officers, who have higher educational requirements than the other two employment types, approximately 90% of the probation officers in the sample have bachelor's degrees. As Table 3.3 indicates, black and Hispanic officers average 16.0 years of education while whites average 15.9 years. Beyond that level of education, as Table 3.2 indicates, there is no significant difference among whites and blacks, but Hispanic officers are significantly more likely to hold advanced degrees than are white or black officers.

Table 3.3 Mean Years of Education by Race				
	White	Black	Hispanic	Total
Law Enforcement	12.9	13.1	12.7	12.9
Corrections	12.0	12.2	11.9	12.0
Probation	15.9	16.0	16.0	16.0

**Section 4: Years of Experience by Race.**

The tables in section 4 provide a breakdown of years of criminal justice experience. Because the study period for these tables is 1983-1992, no person in the analysis may have more than 9 years of experience.

This analysis offers some indication that an increasing proportion of minority officers are being hired in law enforcement, corrections and correctional probation. In law enforcement, for example, a larger than expected number of both blacks and hispanics have entered the work force in the last year.

Table 4.0 Years of Experience by Race: Law Enforcement Officers				
Years Experience	White	Black	Hispanic	Total
Less Than 1 Year	317	41	38	396 1.7%
1 Year	1,745	217	133	2,095 8.9%
2 Years	2,836	349	262	3,447 14.7%
3 Years	2,832	346	328	3,506 14.9%
4 Years	2,174	324	196	2,694 11.5%
5 Years	2,228	290	210	2,728 11.6%
6 Years	2,035	214	142	2,391 10.2%
7 Years	1,845	190	156	2,191 9.3%
8 Years	1,583	208	160	1,951 8.3%
9 Years	1,636	265	179	2,080 8.9%
Total	19,231 81.9%	2,444 10.4%	1,804 7.7%	23,479 100%
Gamma: W,B = .01; B,H = -.01; W,H = .00				

**Table 4.1  
Years of Experience by Race:  
Corrections Officers**

Years Experience	White	Black	Hispanic	Total
Less Than 1 Year	396	123	27	546 2.0%
1 Year	2,419	890	200	3,509 13.1%
2 Years	3,079	1,002	220	4,301 16.1%
3 Years	2,910	1,182	290	4,382 16.3%
4 Years	2,139	907	240	3,286 12.2%
5 Years	1,866	892	117	2,875 10.7%
6 Years	1,562	682	126	2,370 8.8%
7 Years	1,568	614	98	2,280 8.5%
8 Years	1,250	520	70	1,840 6.9%
9 Years	973	420	51	1,444 5.4%
Total	18,162 67.7%	7,232 27.0%	1,439 5.3%	26,833 100%
Gamma:	W,B = .05 B,H = -.11 W,H = -.06			



**Table 4.2**  
**Years of Experience by Race:**  
**Probation Officers**

Years Experience	White	Black	Hispanic	Total
Less Than 1 Year	16	4	2	22 0.7%
1 Year	230	90	23	343 11.5%
2 Years	497	192	47	736 24.6%
3 Years	352	133	31	516 17.3%
4 Years	328	119	25	472 15.8%
5 Years	158	67	10	235 7.9%
6 Years	208	93	12	313 10.5%
7 Years	77	40	3	120 4.0%
8 Years	85	38	1	124 4.2%
9 Years	63	37	5	105 3.5%
Total	2,014 67.4%	813 27.2%	159 5.4%	2,968 100%
Gamma:	W,B = .05 B,H = -.21 W,H = -.16			

As Table 4.3 indicates, among law enforcement officers, white, black, and Hispanic officers average the same number of years of experience with 4.6 years. Among corrections officers, blacks are the most experienced with an average of 4.2 years, followed by whites with an average of 4.0 years and Hispanics with an average of 3.8 years of experience. Among probation officers, there is no significant difference between white and black officers who average 3.9 and 4.0 years of experience, respectively. However, Hispanics are slightly less experienced than their white or black co-workers with an average of 3.4 years of experience. This finding may reflect an increased level of hiring of Hispanic officers in more recent years than in earlier years where white and black officers were hired more frequently.

	White	Black	Hispanic	Total
Law Enforcement	4.6	4.6	4.6	4.6
Corrections	4.0	4.2	3.8	4.1
Probation	3.9	4.0	3.4	3.9

**Section 5: Beginning Rank.**

The tables in Section 5 include information concerning the beginning rank of law enforcement, corrections, and probation personnel. This represents data on employees who were either employed since 1983 or who were transferred between agencies since that time. Table 5.0 provides information on beginning rank for law enforcement officers. While the majority of law enforcement officers enter the personnel pool at the rank of Patrol Officer, it is possible to enter at a higher rank. As the table indicates, whites are much more likely to hold higher beginning ranks than either blacks or Hispanics while blacks also tend to hold higher ranks than Hispanics. Among corrections and probation officers, the same pattern exists, indicating the disproportionate representation of minorities at higher beginning ranks.

<b>Table 5.0 Beginning Rank by Race: Law Enforcement Officers</b>				
Rank	White	Black	Hispanic	Total
Patrol Officer	19,231	2,444	1,804	23,479 95.3%
Corporal	289	18	11	318 1.3%
Sergeant	336	31	9	376 1.5%
Lieutenant	96	6		102 0.4%
Captain	68		1	69 0.3%
Major	22	1		23 0.1%
Assistant/ Deputy Chief	38	3		41 0.2%
Chief/Sheriff	204	13	6	223 0.9%
Total	20,284 82.4%	2,516 10.2%	1,831 7.4%	24,631 100%
Gamma: W,B = -.30; B,H = -.33; W,H = -.57				

**Table 5.1**  
**Beginning Rank by Race: Corrections Officers**

Rank	White	Black	Hispanic	Total
Correctional Officer I	18,162	7,232	1,439	26,833 96.1%
Correctional Officer II	623	111	20	754 2.7%
Supervisor I	138	28	6	172 0.6%
Supervisor II	44	5	1	50 0.2%
Institutional Inspector	18	3		21 0.2%
Internal Inspector	40	5	1	46 0.2%
Chief I	23	3		26 0.1%
Chief II	9			9 0.0%
Total	19,057 68.3%	7,387 26.5%	1,467 5.2%	27,911 100%
Gamma: W,B = -.39; B,H = -.05; W,H = -.43				

Table 5.2 Beginning Rank by Race: Probation Officers				
Rank	White	Black	Hispanic	Total
Probation Officer I	2,014	813	159	2,968 87.5%
Probation Officer II	275	88	9	372 10.9%
Supervisor I/II	28	9		37 1.2%
Supervisor III	9	1		10 0.3%
Deputy Administrator	1			1 0.0%
Administrator I	1	1		2 0.0%
Administrator II	1	4		5 0.1%
Total	2,329 68.2%	916 26.8%	168 5.0%	3,413 100%
Gamma: W,B = -.11; B,H = -.39; W,H = -.47				

Tables 5.3 through 5.5 provide information on beginning rank by region, urban status, and race for law enforcement, corrections, and probation officers. Among law enforcement officers, whites are more likely than blacks or Hispanics to begin employment at a higher rank, a finding which is consistent regardless of region or urban status. Among corrections officers, the same pattern exists across all regions with the exception of the rural north and rural south where Hispanic officers are more likely to enter employment at a higher rank than white or black officers. Among probation officers, whites are much more likely than black or Hispanic officers to have a higher beginning rank at time of employment or transfer, a finding which exists across all regions with the exception of the urban central and rural south regions. In these regions, blacks are more likely to hold higher beginning ranks than either whites or Hispanics. Hispanics are greatly underrepresented at higher ranks regardless of the region in which they are employed.

**Table 5.3**  
**Beginning Rank by Region by Urban Status by Race:**  
**Law Enforcement Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	2,725	514	196	3,435 83.4%	1,513	286	10	1,809 96.2%
Corporal	185	12	8	205 5.0%	9	1		10 0.5%
Above Corporal	224	11	3	238 5.8%	59	3		62 3.3%
Total	3,134 80.8%	537 13.9%	207 5.3%	3,878 100%	1,581 84.1%	290 15.4%	10 0.5%	1,881 100%
Gamma	W,B= -.53; B,H= .10; W,H= -.46				W,B= -.53; B,H= -1.0; W,H= -1.0			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	545	42	10	597 91.1%	6,453	644	333	7,430 96.8%
Corporal	22	1		23 3.5%	29	2	3	34 0.4%
Above Corporal	33	2		35 5.4%	198	12	2	212 2.8%
Total	600 91.6%	45 6.9%	10 1.5%	655 100%	6,680 7.0%	658 8.6%	338 4.4%	7,676 100%
Gamma	W,B= -.15; B,H= -1.0; W,H= -1.0				W,B= -.24; B,H= -.19; W,H= -.40			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	2,153	136	56	2,345 96.3%	5,842	822	1,199	7,863 97.0%
Corporal	18	1		19 0.8%	26	1		27 0.3%
Above Corporal	68	1	1	70 2.9%	182	25	10	217 2.7%
Total	2,239 92.0%	138 5.7%	57 2.3%	2,434 100%	6,050 74.6%	848 10.5%	1,299 16.0%	8,107 100%
Gamma	W,B= -.46; B,H= .10; W,H= -.37				W,B= -.06; B,H= -.58; W,H= -.62			

**Table 5.4  
Beginning Rank by Region by Urban Status by Race:  
Corrections Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	5,567	1,797	49	7,413 93.8%	1,568	501	25	2,094 95.7%
Officer II	285	53	1	339 4.3%	66	5	1	72 3.3%
Above Officer II	128	17	2	147 1.9%	20	3		23 1.0%
Total	5,980 75.7%	1,867 23.6%	52 0.7%	7,899 100%	1,654 75.6%	509 23.2%	26 1.2%	2,189 100%
Gamma	W,B= -.31; B,H= .23; W,H= -.08				W,B= -.54; B,H= .42; W,H= -.16			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	1,095	324	37	1,456 95.7%	4,501	1,208	375	6,084 97.5%
Officer II	41	9		50 3.3%	84	15		99 1.6%
Above Officer II	14	2		16 1.0%	45	10	3	58 0.9%
Total	1,150 75.6%	335 22.0%	37 2.4%	1,522 100%	4,630 74.2%	1,233 19.7%	378 6.1%	6,241 100%
Gamma	W,B= -.19; B,H= -1.0; W,H= -1.0				W,B= -.16; B,H= -.44; W,H= -.56			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	2,336	491	145	2,972 95.5%	3,095	2,911	808	6,814 98.1%
Officer II	95	10	7	112 3.6%	52	19	11	82 1.1%
Above Officer II	24	2		26 0.9%	43	8	3	54 0.8%
Total	2,455 78.9%	505 16.2%	152 4.9%	3,112 100%	3,188 45.9%	2,938 42.3%	822 11.8%	6,948 100%
Gamma	W,B= -.28; B,H= .25; W,H= -.03				W,B= -.53; B,H= .30; W,H= -.27			

**Table 5.5**  
**Beginning Rank by Region by Urban Status by Race:**  
**Probation Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	565	187	17	769 85.1%	16	3	1	20 80.0%
Officer II	88	19		107 11.8%	2			2 8.0%
Above Officer II	22	6		28 3.1%	3			3 12.0%
Total	675 74.7%	212 23.4%	17 1.9%	904 100%	21 84.0%	3 12.0%	1 4.0%	25 100%
Gamma	W,B= -.17; B,H= -1.0; W,H= -1.0				W,B= -1.0; B,H= NC; W,H= -1.0			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	16	7		23 92.0%	902	284	64	1,250 90.1%
Officer II	2			2 8.0%	93	28	4	125 9.0%
Above Officer II					7	5		12 0.9%
Total	18 72.0%	7 28.0%		25 100%	1,002 72.2%	317 22.9%	68 4.9%	1,387 100%
Gamma	W,B= -1.0; B,H= NC; W,H= NC				W,B= .03; B,H= -.30; W,H= -.28			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	31	4	2	37 86.0%	484	328	75	887 86.0%
Officer II	2	1		3 7.0%	88	40	5	133 12.9%
Above Officer II	3			3 7.0%	7	4		11 1.1%
Total	36 83.7%	5 11.6%	2 4.7%	43 100%	579 56.1%	372 36.1%	50 7.8%	1,031 100%
Gamma	W,B= .15; B,H= -1.0; W,H= -1.0				W,B= -.18; B,H= -.34; W,H= -.49			



**Section 6: Current Rank.**

Table 6.0 compares the current rank of white, black, and Hispanic law enforcement officers. As the table indicates, there is a considerable and significant difference between the three groups. White law enforcement officers are much more likely to hold higher current ranks than are black or Hispanic officers. While 14 percent of white law enforcement officers currently hold a rank higher than patrol officer, only 8 percent of black officers and 5 percent of Hispanic officers have advanced to a higher position. At the highest ranks, blacks and especially Hispanics are greatly underrepresented. There is a slight tendency for blacks to hold higher ranks than Hispanics.

<b>Table 6.0</b> <b>Current Rank by Race:</b> <b>Law Enforcement Officers</b>				
Rank	White	Black	Hispanic	Total
Patrol Officer	17,373	2,306	1,741	21,420 87.0%
Corporal	1,276	102	40	1,418 5.8%
Sergeant	976	74	38	1,088 4.4%
Lieutenant	216	12	3	231 0.9%
Captain	104	3	2	109 0.4%
Major	40	1		41 0.2%
Assistant/ Deputy Chief	53	5		58 0.2%
Chief/Sheriff	247	13	7	267 1.1%
Total	20,285 82.4%	2,516 10.2%	1,831 7.4%	24,632 100%
Gamma: W,B = -.29; B,H = -.27; W,H = -.52				

Among corrections officers, a similar pattern emerges where whites are much more likely to have higher current ranks than are blacks or Hispanics. While 12 percent of white corrections officers currently have ranks higher than Correctional Officer I, only 7 percent of black officers and 6 percent of Hispanic officers have advanced to a higher rank. As is the case for law enforcement officers, both black and Hispanic officers are greatly underrepresented at higher ranks. In fact, there are virtually no Hispanic employees at the administrative rank.

Table 6.1 Current Rank by Race: Corrections Officers				
Rank	White	Black	Hispanic	Total
Correctional Officer I	16,844	6,861	1,382	25,087 89.9%
Correctional Officer II	1,597	397	64	2,058 7.4%
Supervisor I	397	102	17	516 1.8%
Supervisor II	89	13	3	105 0.3%
Institutional Inspector	29	4		33 0.1%
Internal Inspector	50	6	1	57 0.2%
Chief I	39	4		43 0.2%
Chief II	12			12 0.1%
Total	19,057 68.3%	7,387 26.5%	1,467 5.2%	27,911 100%
Gamma: W,B = -.26; B,H = -.11; W,H = -.36				

Among probation officers, there is very little difference in level of current rank among whites and blacks, although there is a slight tendency for whites to hold higher ranks than blacks. Concerning Hispanic probation officers, however, whites and blacks are more than twice as likely to hold supervisory or administrative positions. In fact, in 1992, Hispanic probation officers held none of the supervisory or administrative positions available.

Table 6.2 Current Rank by Race: Probation Officers				
Rank	White	Black	Hispanic	Total
Probation Officer I	1,681	682	148	2,511 73.6%
Probation Officer II	576	211	20	807 23.6%
Supervisor I/II	52	16		68 2.0%
Supervisor III	17	4		21 0.6%
Deputy Administrator	4	1		5 0.1%
Administrator I		1		1 0.05%
Administrator II	1			1 0.05%
Total	2,331 68.3%	915 26.8%	168 4.9%	3,414 100%
Gamma: W,B = -.06; B,H = -.44; W,H = -.49				

Tables 6.3 through 6.5 provide information about current rank by region, urban status, and race for law enforcement, corrections, and probation officers. Among law enforcement officers, whites are much more likely to currently hold higher ranking positions than blacks and Hispanics in all regions, with the exception of the rural south where Hispanic officers are just as likely as white officers to hold a rank above Corporal. Black officers are more likely than Hispanic officers to hold higher current ranks in all regions, with the exception of the rural central region, where Hispanics are more than three times as likely than blacks to have a current rank greater than Corporal, and in the rural south, where Hispanics are more than twice as likely as blacks to have a current rank greater than Corporal.

Among corrections officers, white officers are more likely to hold higher ranks than both black and Hispanic officers with several exceptions. In the rural northern region, Hispanic officers are slightly more likely than white officers and greater than three times more likely than black officers to have a supervisory or administrative rank. In the rural southern region, Hispanics are slightly more likely than whites and blacks to hold a mid-level position. However, they are much less likely than either whites or blacks to hold the highest ranking positions.

Among probation officers, black and Hispanic officers are underrepresented at higher ranks in all regions, with the exception of the urban central and rural southern regions. In the urban central region, blacks are more than three times as likely as whites or Hispanics to currently be in a supervisory or administrative role. Moreover, blacks are nearly four times as likely as whites to hold a mid-level position in the rural south; however, this difference disappears at the highest ranks where whites are fourteen times as likely to have a supervisory or administrative role as are blacks or Hispanics. Clearly, black and Hispanic probation officers are at a disadvantage at the highest ranking positions.

**Table 6.3**  
**Current Rank by Region by Urban Status by Race:**  
**Law Enforcement Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	2,568	499	196	3,263 84.3%	1,372	266	10	1,648 87.6%
Corporal	238	17	8	263 6.8%	72	19		91 4.8%
Above Corporal	329	13	3	345 8.9%	137	5		142 7.6%
Total	3,135	529	207	3,871 100%	1,581 34.1%	290 15.4%	10 0.5%	1,881 100%
Gamma	W,B= -.47; B,H= -.16; W,H= -.60				W,B= -.27; B,H= -1.0; W,H= -1.0			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	448	37	6	491 75.0%	5,832	595	323	6,750 87.9%
Corporal	77	4	1	82 12.5%	406	32	13	451 5.9%
Above Corporal	75	4	3	82 12.5%	442	31	2	475 6.2%
Total	600 91.6%	45 6.9%	10 1.5%	655 100%	6,680 87.0%	658 8.6%	338 4.4%	7,676 100%
Gamma	W,B= -.20; B,H= .47; W,H= .30				W,B= -.16; B,H= -.39; W,H= -.52			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Patrol Officer	1,852	123	49	2,024 83.1%	5,301	786	1,157	7,244 89.4%
Corporal	233	11	4	248 10.2%	250	19	14	283 3.5%
Above Corporal	154	4	4	162 6.7%	499	43	38	580 7.1%
Total	2,239 92.0%	138 5.7%	57 2.3%	2,434 100%	6,050 74.6%	848 10.5%	1,209 14.9%	8,107 100%
Gamma	W,B= -.27; B,H= .16; W,H= -.11				W,B= -.27; B,H= -.27; W,H= -.51			

**Table 6.4**  
**Current Rank by Region by Urban Status by Race:**  
**Corrections Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	5,131	1,711	48	6,890 87.2%	1,412	462	24	1,898 86.7%
Officer II	660	130	2	792 10.0%	171	27	1	199 9.1%
Above Officer II	189	26	2	217 2.7%	71	20	1	92 4.2%
Total	5,980 75.7%	1,867 23.6%	52 0.7%	7,899 100%	1,654 75.6%	509 23.2%	26 1.2%	2,189 100%
Gamma	W,B= -.29; B,H= -.03; W,H= -.30				W,B= -.24; B,H= -.09; W,H= -.33			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	1,037	302	35	1,374 90.3%	4,162	1,148	358	5,668 90.8%
Officer II	89	29	2	120 7.9%	316	65	16	397 6.4%
Above Officer II	24	4		28 1.8%	152	20	4	176 2.8%
Total	1,150 75.6%	335 22.0%	37 2.4%	1,522 100%	4,630 74.2%	1,233 19.7%	378 6.1%	6,241 100%
Gamma	W,B= -.29; B,H= -.03; W,H= -.30				W,B= -.24; B,H= -.09; W,H= -.33			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	2,227	474	139	2,840 91.2%	2,875	2,764	778	6,417 92.4%
Officer II	188	28	13	229 7.4%	173	118	30	321 4.6%
Above Officer II	40	3		43 1.4%	140	56	14	210 3.0%
Total	2,455 78.9%	505 16.2%	152 4.9%	3,112 100%	3,188 45.9%	2,938 42.3%	822 11.8%	6,948 100%
Gamma	W,B= -.22; B,H= .17; W,H= -.05				W,B= -.27; B,H= -.05; W,H= -.32			

**Table 6.5**  
**Current Rank by Region by Urban Status by Race:**  
**Probation Officers**

NORTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	447	150	14	611 67.6%	15	3	1	19 76.0%
Officer II	194	57	3	254 28.1%	3			3 12.0%
Above Officer II	34	5		39 4.3%	3			3 12.0%
Total	675 74.7%	212 23.4%	17 1.9%	904 100%	21 84.0%	3 12.0%	1 4.0%	25 100%
Gamma	W,B= -.11; B,H= -.32; W,H= -.42				W,B= -1.0; B,H= NC; W,H= -1.0			
CENTRAL								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	13	6		19 44.0%	749	232	58	1,039 75.0%
Officer II	5	1		6 24.0%	238	73	10	321 23.1%
Above Officer II					15	12		27 1.9%
Total	18 72.0%	7 28.0%		25 100%	1,002 72.2%	317 22.9%	68 4.9%	1,387 100%
Gamma	W,B= -.40; B,H= NC; W,H= NC				W,B= .05; B,H= -.37; W,H= -.33			
SOUTH								
	Rural				Urban			
Rank	W	B	H	Total	W	B	H	Total
Officer I	27	3	2	%	430	288	73	791 76.7%
Officer II	4	2		6 %	132	78	7	217 21.1%
Above Officer II	5			5 %	17	6		23 2.2%
Total	36 83.7%	5 11.6%	2 4.7%	43 100%	579 56.1%	372 36.1%	80 7.8%	1,031 100%
Gamma	W,B= .19; B,H= -1.0; W,H= -1.0				W,B= -.09; B,H= -.51; W,H= -.57			

### Section 7: Beginning Salary.

The tables in Section 7 provide information about average beginning yearly salaries for law enforcement, corrections, and probation officers. Table 7.0 provides information about the average beginning salary for law enforcement officers by rank and race. As the table indicates, there is a tendency for black and Hispanic officers to earn higher beginning salaries, on average, than white officers. This finding holds for all ranks with the exception of Corporal and Police Chief where whites, on average, tend to earn higher beginning salaries than blacks.

Among corrections officers, white officers consistently earn less, on average, than their black and Hispanic counterparts, except at the highest ranks where whites tend to have higher starting salaries than blacks or Hispanics. Among probation officers, this finding is consistent at the entry-level position, where whites once again have lower beginning salaries, on average, than black and Hispanic officers. At all other ranks, however, there is no clear or consistent pattern.

Rank	White	Black	Hispanic
Patrol Officer	\$18,749 (19,067)	\$19,692 (2,425)	\$21,831 (1,798)
Corporal	\$22,232 (287)	\$20,610 (18)	\$25,415 (11)
Sergeant	\$24,575 (333)	\$25,864 (31)	\$28,059 (9)
Lieutenant	\$25,036 (95)	\$27,338 (6)	
Captain	\$30,069 (67)		\$53,855 (1)
Major	\$39,378 (21)	\$41,017 (1)	
Assistant/ Deputy Chief	\$32,722 (38)	\$40,383 (3)	
Chief/Sheriff	\$34,902 (197)	\$28,412 (13)	\$56,147 (6)

<b>Table 7.1</b>			
<b>Average Beginning Salary by Rank by Race:</b>			
<b>Corrections Officers</b>			
Rank	White	Black	Hispanic
Correctional Officer I	\$15,841 (17,731)	\$16,380 (7,142)	\$17,734 (1,425)
Correctional Officer II	\$19,835 (601)	\$19,990 (107)	\$21,180 (20)
Supervisor I	\$23,326 (136)	\$21,622 (28)	\$27,629 (6)
Supervisor II	\$27,711 (44)	\$28,562 (5)	\$39,670 (1)
Institutional Inspector	\$31,183 (18)	\$20,144 (3)	
Internal Inspector	\$28,696 (39)	\$28,585 (5)	\$19,621 (1)
Chief I	\$29,901 (23)	\$27,136 (3)	
Chief II	\$37,982 (8)		

<b>Table 7.2</b>			
<b>Average Beginning Salary by Rank by Race:</b>			
<b>Probation Officers</b>			
Rank	White	Black	Hispanic
Probation Officer I	\$19,162 (1,956)	\$19,402 (795)	\$19,713 (151)
Probation Officer II	\$22,217 (264)	\$21,655 (84)	\$22,497 (9)
Supervisor I/II	\$31,627 (27)	\$30,652 (7)	
Supervisor III	\$31,811 (9)	\$34,015 (1)	
Deputy Administrator	\$31,200 (1)		
Administrator I	\$26,033 (1)	\$33,350 (1)	
Administrator II	\$40,300 (1)		



Tables 7.3 through 7.5 provide information about average beginning salary by region, urban status, rank, and race for law enforcement officers. As Table 7.3 indicates, average beginning salaries for law enforcement officers differ widely among regions of the state. Salaries tend to be higher in the urban areas of the state, and those employed in the southern part of the state earn, on average, \$3,000 more annually than those employed in the north.

These regional differences in salary levels do not explain the salary discrepancy among races. Some discrepancy might be expected since there is a tendency for more minority law enforcement officers to be employed in urban agencies, particularly in the central and southern regions of Florida. Even when controlling for region and urban status, however, white law enforcement officers holding entry-level positions earn less than both black and Hispanic officers, with the exception of the rural south where white patrol officers tend to have higher beginning salaries than either blacks or Hispanics. There is no general pattern among racial groups for those holding higher ranks.

Among corrections officers, those employed in the urban regions have slightly higher beginning salaries, on average, than those employed in rural areas, while those employed in the south tend to earn more, on average, than those employed in both the central and northern regions. Controlling for these regional differences, however, does not explain the discrepancy in average beginning salaries among racial/ethnic groups. Hispanic Correctional Officers I still earn, on average, more than either white or black officers holding the same rank, except in the rural north. However, white Correctional Officers I earn, on average, slightly more than black officers in the same position. There are no clear or consistent patterns among the other ranks. Among probation officers, there are no clear or consistent patterns by region or rank. In the north, white Probation Officers I have higher starting salaries, on average, than blacks or Hispanics having the same rank. In the rural south, black Probation Officers I have higher beginning salaries, on average, than whites or Hispanics having the same rank, while in the urban south, Hispanic Probation Officers I have the highest beginning salaries. There are no consistent patterns among the other ranks.

**Table 7.3**  
**Average Beginning Salary Region, Urban Status, Rank and Race:**  
**Law Enforcement Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Patrol Officer	\$16,029	\$16,068	\$16,361	\$17,392	\$20,326	\$21,201
Corporal	24,198	21,541	26,572	17,904	17,433	
Sergeant	23,222	22,451	26,827	20,740	24,967	
Lieutenant	18,992	30,800		22,257		
Captain	27,006			27,861		
Major	37,712	41,017				
Asst Chief	31,472	41,000		21,014		
Chief/Sheriff	31,041	22,500		28,529		
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Patrol Officer	\$15,977	\$16,239	\$16,500	\$18,478	\$19,265	20,498
Corporal	16,609	19,832		29,640	19,492	22,330
Sergeant	23,533			21,957	21,232	35,000
Lieutenant	29,432			24,883	22,535	
Captain	30,952			31,051		
Major				37,870		
Asst Chief	18,605			39,512	30,000	
Chief/Sheriff	22,830	20,585		32,832		86,000
SOUTH						
	Rural			Urban		
Rank Officer	W	B	H	W	B	H
Patrol Officer	\$17,536	\$17,322	\$16,933	\$21,340	\$22,653	\$23,358
Corporal	17,275	19,594		20,842	16,640	
Sergeant	23,237	18,738		30,235	29,358	27,410
Lieutenant	24,000			36,876	28,679	
Captain	30,412			34,814		53,855
Major	39,582			42,040		
Asst Chief	28,448			43,006	50,148	
Chief/Sheriff	42,236		66,162	42,554	38,615	46,181

**Table 7.4**  
**Average Beginning Salary by Region, Urban Status, Rank and Race:**  
**Corrections Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$15,063	\$14,862	\$14,860	\$15,443	\$15,307	\$15,738
Officer II	19,844	19,020	17,518	19,678	18,653	21,702
Supervisor I	23,455	20,896	24,653	23,640	18,081	
Supervisor II	26,669	31,966		36,674	23,945	
Inspector I	28,252	18,362		20,562		
Inspector II	28,045	28,585	19,621	32,646		
Chief I	28,233			23,614		
Chief II	30,464					
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$14,739	\$14,555	\$15,141	\$16,450	\$16,340	\$16,955
Officer II	17,561	17,506		19,844	21,168	
Supervisor I	19,989	18,843		21,909	22,581	28,721
Supervisor II	22,647			24,899		
Inspector I	19,339	14,420		33,545		
Inspector II				28,837		
Chief I	25,146			32,137	20,490	
Chief II	22,421			62,888		
SOUTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$15,335	\$14,724	\$15,468	\$16,250	\$17,978	\$18,846
Officer II	19,418	20,771	20,212	22,506	22,680	22,082
Supervisor I	23,284	17,729		25,268	25,067	27,478
Supervisor II	29,911	33,795		31,350	26,552	39,670
Inspector I		27,649		34,714		
Inspector II				32,651		
Chief I	33,873			39,764	40,429	
Chief II	35,441			33,668		

**Table 7.5**  
**Average Beginning Salary by Region, Urban Status, Rank and Race:**  
**Probation Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$19,352	\$19,334	\$18,775	\$21,366	\$19,114	\$21,126
Officer II	23,347	22,474		22,797		
Supervisor I/II	32,581			26,571		
Supervisor III	34,784					
Deputy Administrator	31,200					
Administrator I	26,033	33,350				
Administrator II	40,300					
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$20,859	\$20,826		\$18,173	\$17,973	\$18,268
Officer II	27,879			20,678	20,773	20,378
Supervisor I/II				30,171	30,731	
Supervisor III					34,015	
SOUTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$21,450	\$23,177	\$21,439	\$20,477	\$20,589	\$20,954
Officer II	28,207	21,282		22,438	21,932	24,192
Supervisor I/II	36,824			32,902	30,547	
Supervisor III	29,415			30,507		

There is a possibility that the difference among salary levels might be explained by the fact that more minorities have been hired in recent years where salaries tend to be higher than in earlier years. To examine this possibility, Tables 7.6 through 7.8 give average beginning annual salaries by rank, race, and year of employment for law enforcement, corrections, and probation officers. Table 7.6 shows that while average starting salaries have increased each year, the differences among white, black, and Hispanic law enforcement officers in salary levels remain the same, particularly at the entry-level of Patrol Officer. For each year, Hispanic patrol officers tend to earn higher starting salaries than both white and black officers holding the same position.

Among corrections officers, a very similar pattern emerges. Table 7.7 indicates that salaries have increased each year for corrections officers; however, large differences in average beginning salary remain, particularly for those holding the rank of Correctional Officer I. Hispanics holding this position earn substantially higher beginning salaries, on average, than white or black officers of the same rank, a finding which holds for all years except 1983. Clear patterns in salary differences across year of employment for the other ranks are not present.

**Table 7.6**  
**Average Beginning Salary By Employment Year By Rank By Race:**  
**Law Enforcement Officers**

Year	White	Black	Hispanic	Total
1983				
Patrol Officer	\$15,477	\$16,223	\$18,122	\$15,800
Corporal	18,899	19,648	24,742	19,135
Sergeant	18,437	18,351	----	18,432
Lieutenant	13,232	17,200	----	13,592
Captain	20,518	----	----	20,518
Assistant Chief	21,415	30,000	----	22,488
Police Chief/Sheriff	24,516	----	----	24,516
1984				
Patrol Officer	\$15,919	\$16,460	\$18,960	\$16,226
Corporal	20,293	20,378	24,743	20,467
Sergeant	18,732	19,500	23,472	18,973
Lieutenant	22,409	26,540	----	22,409
Captain	29,800	----	----	29,800
Assistant Chief	21,500	----	----	21,500
Police Chief/Sheriff	25,387	----	----	25,387
1985				
Patrol Officer	\$16,432	\$17,539	\$19,859	\$16,772
Corporal	20,317	20,477	23,556	20,456
Sergeant	21,923	21,662	26,850	22,095
Lieutenant	25,686	----	----	25,686
Captain	26,663	----	----	26,663
Major	30,098	----	----	30,098
Assistant Chief	34,302	----	----	34,302
Police Chief/Sheriff	31,532	38,511	56,212	32,365
1986				
Patrol Officer	\$17,284	\$17,325	\$20,706	\$17,491
Corporal	19,554	----	22,000	19,630
Sergeant	21,927	24,781	----	22,013
Lieutenant	21,642	----	----	21,642
Captain	38,752	----	----	38,752
Major	24,962	----	----	24,962
Police Chief/Sheriff	30,506	32,500	15,000	29,977
1987				
Patrol Officer	\$17,969	\$19,560	\$21,969	\$18,446
Corporal	23,654	24,580	----	23,695
Sergeant	22,071	20,136	24,284	21,942
Lieutenant	23,493	37,600	----	24,904
Captain	28,320	----	----	28,320
Major	26,513	----	----	26,513
Assistant Chief	26,638	----	----	26,638
Police Chief/Sheriff	34,975	27,525	68,510	35,361

**Table 7.6**  
**Average Beginning Salary By Employment Year By Rank By Race:**  
**Law Enforcement Officers, con't.**

1988	White	Black	Hispanic	Total
Patrol Officer	\$19,365	\$20,391	\$22,888	\$19,746
Corporal	23,700	18,544	30,653	23,340
Sergeant	25,878	30,036	----	26,651
Lieutenant	25,444	21,265	----	24,516
Major	31,644	----	----	31,644
AssistantChief	61,653	50,148	----	55,901
Police Chief/Sheriff	28,834	19,375	----	27,783
1989	White	Black	Hispanic	Total
Patrol Officer	\$20,409	\$22,066	\$23,475	\$20,861
Corporal	23,904	20,657	26,371	23,908
Sergeant	27,698	26,257	26,827	27,590
Lieutenant	36,979	40,157	----	37,268
Captain	33,060	----	53,855	34,283
Major	50,775	----	----	50,775
AssistantChief	42,157	----	----	42,157
Police Chief/Sheriff	44,805	26,542	----	43,627
1990	White	Black	Hispanic	Total
Patrol Officer	\$21,426	\$22,341	\$23,704	\$21,695
Corporal	26,011	19,580	----	25,596
Sergeant	29,452	26,149	35,297	29,563
Lieutenant	31,503	----	----	31,503
Captain	32,297	----	----	32,297
Major	55,714	----	----	55,714
AssistantChief	30,444	----	----	30,444
Police Chief/Sheriff	40,000	52,938	66,162	41,222
1991	White	Black	Hispanic	Total
Patrol Officer	\$21,340	\$22,012	\$23,373	\$21,539
Corporal	20,089	----	24,835	20,767
Sergeant	28,357	29,419	----	28,593
Lieutenant	38,982	----	----	38,982
Captain	35,903	----	----	35,903
Major	47,167	41,017	----	45,117
AssistantChief	35,048	41,000	----	38,024
Police Chief/Sheriff	39,353	----	45,000	42,177
1992	White	Black	Hispanic	Total
Patrol Officer	\$22,110	\$22,528	\$25,267	\$22,460
Corporal	28,396	----	----	28,396
Sergeant	26,190	----	----	26,190
Lieutenant	14,168	----	----	14,168
Police Chief/Sheriff	45,367	----	86,000	55,525

**Table 7.7**  
**Average Beginning Salary by Employment Year by Rank by Race:**  
**Corrections Officers**

Year	White	Black	Hispanic	Total
1983				
Officer I	\$12,976	\$13,178	\$13,870	\$13,067
Officer II	15,595	15,575	----	15,595
Supervisor I	14,182	12,564	----	13,777
Supervisor II	20,211	----	----	20,211
Institutional Inspector	20,159	----	----	20,159
Chief I	23,912	----	----	23,912
Chief II	33,668	----	----	33,668
1984				
Officer I	\$13,400	\$13,481	\$14,398	\$13,461
Officer II	15,703	13,059	14,631	15,190
Supervisor I	20,695	12,563	----	19,339
Supervisor II	20,649	----	----	20,649
Inst. Inspector	21,011	----	----	21,011
Internal Inspector	24,468	21,500	----	24,240
Chief I	----	17,546	----	17,546
1985				
Officer I	\$13,994	\$14,695	\$15,301	\$14,238
Officer II	14,331	19,403	25,570	15,768
Supervisor I	11,180	13,524	----	11,883
Inst. Inspector	19,339	14,420	----	16,880
Internal Inspector	20,795	----	19,621	20,208
Chief II	65,776	----	----	65,776
1986				
Officer I	\$14,516	\$14,944	\$15,498	\$14,690
Officer II	16,763	18,240	15,933	17,084
Supervisor I	21,015	22,694	----	21,225
Supervisor II	31,215	23,472	----	28,118
Institutional Inspector	26,467	----	----	26,467
Internal Inspector	31,101	22,491	----	28,231
Chief II	18,842	----	----	18,842
1987				
Officer I	\$15,390	\$16,312	\$17,012	\$15,742
Officer II	19,063	17,053	----	18,715
Supervisor I	21,905	23,910	24,653	22,337
Supervisor II	27,299	30,106	----	28,235
Institutional Inspector	----	18,362	----	18,362
Internal Inspector	27,434	----	----	27,434
Chief I	26,134	----	----	26,134



**Table 7.7**  
**Average Beginning Salary by Employment Year by Rank by Race:**  
**Corrections Officers, con't.**

1988	White	Black	Hispanic	Total
Officer I	\$15,868	\$16,742	\$17,659	\$16,243
Officer II	19,664	18,002	21,099	19,525
Supervisor I	22,612	20,861	23,518	22,539
Supervisor II	24,139	----	----	24,139
Institutional Inspector	37,237	----	----	37,237
Chief I	32,078	----	----	32,078
1989	White	Black	Hispanic	Total
Officer I	\$16,288	\$16,937	\$18,337	\$16,605
Officer II	20,414	20,340	19,063	20,374
Supervisor I	25,016	24,028	28,000	24,885
Supervisor II	29,621	----	----	29,621
Institutional Inspector	40,000	----	----	40,000
Internal Inspector	32,562	30,785	----	32,207
Chief I	32,497	23,433	----	27,965
Chief II	30,464	----	----	30,464
1990	White	Black	Hispanic	Total
Officer I	\$17,412	\$17,911	\$18,871	\$17,607
Officer II	21,074	22,635	23,399	21,323
Supervisor I	26,479	22,400	26,955	26,366
Supervisor II	30,705	----	----	30,705
Institutional Inspector	28,583	----	----	28,583
Internal Inspector	32,804	----	----	32,804
Chief I	28,013	40,429	----	30,083
Chief II	43,000	----	----	43,000
1991	White	Black	Hispanic	Total
Officer I	\$17,967	\$18,790	\$20,685	\$18,336
Officer II	21,074	22,347	22,244	21,302
Supervisor I	26,321	28,075	37,211	27,099
Supervisor II	31,763	32,881	39,670	32,685
Institutional Inspector	42,673	----	----	42,673
Internal Inspector	36,156	39,548	----	37,286
Chief I	40,385	----	----	40,385
Chief II	35,441	----	----	35,441
1992	White	Black	Hispanic	Total
Officer I	\$17,872	\$19,217	\$19,625	\$18,266
Officer II	21,743	21,682	----	21,730
Supervisor I	25,350	24,445	25,434	25,111
Supervisor II	28,392	----	----	28,392
Institutional Inspector	32,781	27,649	----	30,215
Internal Inspector	29,148	28,602	----	29,057
Chief I	22,296	----	----	22,296

**Table 7.8**  
**Average Beginning Salary by Employment Year by Rank by Race:**  
**Probation Officers**

Year	White	Black	Hispanic	Total
1983				
Probation Officer I	\$17,579	\$17,531	\$17,821	\$17,574
Probation Officer II	20,130	18,996	18,735	19,786
Supervisor I/II	23,822	34,387	----	29,105
Supervisor III	25,145	----	----	25,145
1984				
Probation Officer I	\$18,513	\$18,383	\$16,500	\$18,457
Probation Officer II	20,283	19,482	18,158	20,073
Supervisor I/II	31,383	29,475	----	30,747
1985				
Probation Officer I	\$17,945	\$17,668	\$15,569	\$17,790
Probation Officer II	20,291	21,289	----	20,547
Supervisor I/II	31,111	----	----	31,111
Supervisor III	30,541	----	----	30,541
1986				
Probation Officer I	\$17,040	\$16,729	\$16,103	\$16,911
Probation Officer II	22,549	26,668	25,737	23,255
Supervisor I/II	26,481	----	----	26,481
Administrator I	26,033	----	----	26,033
1987				
Probation Officer I	\$18,697	\$19,746	\$19,389	\$19,024
Probation Officer II	24,041	23,750	----	23,921
Supervisor I/II	25,048	30,424	----	27,736
1988				
Probation Officer I	\$19,179	\$19,449	\$20,361	\$19,309
Probation Officer II	26,029	20,929	32,066	25,376
Supervisor I/II	31,697	----	----	31,697
Supervisor III	34,768	----	----	34,768
1989				
Probation Officer I	\$19,344	\$20,044	\$19,531	\$19,537
Probation Officer II	23,201	23,410	----	23,259
Supervisor I/II	34,519	----	----	34,519
Deputy Administrator	31,200	----	----	31,200
Administrator II	31,662	----	----	31,662
1990				
Probation Officer I	\$19,767	\$20,250	\$20,554	\$19,943
Probation Officer II	24,934	24,705	26,498	24,939
Supervisor I/II	32,185	26,831	----	31,516
Supervisor III	35,507	----	----	35,507
Administrator II	40,300	----	----	40,300

**Table 7.8**  
**Average Beginning Salary by Employment Year by Rank by Race:**  
**Probation Officers, con't.**

	White	Black	Hispanic	Total
1991				
Probation Officer I	\$20,777	\$21,090	\$20,596	\$20,850
Probation Officer II	25,327	22,407	25,071	24,862
Supervisor I/II	33,937	31,988	----	33,449
Supervisor III	----	34,015	----	34,015
1992				
Probation Officer I	\$22,379	\$20,991	\$24,726	\$22,210
Probation Officer II	25,100	26,512	----	26,108
Supervisor III	29,415	----	----	29,415
Administrator I	----	33,350	----	33,350

**Section 8: Current Salary.**

The tables in Section 8 provide information concerning average current salaries for law enforcement, corrections, and probation officers. As Table 8.0 indicates, Hispanics have the highest current salaries, followed by black and white officers, respectively. This pattern is consistent among all ranks with the exception of Major, Deputy Chief, and Police Chief. At the highest ranks, white officers tend to have higher current salaries than black officers, although Hispanics holding the highest rank still earn significantly greater annual current salaries than do either whites or blacks. Among corrections officers, the same pattern emerges, with Hispanic officers having the highest current salaries, followed by black and white officers, respectively. This pattern again remains consistent among the lower ranking positions. Among the highest ranks, whites have higher salaries than either blacks or Hispanics holding the same positions. Among probation officers, a different pattern emerges. Among Probation Officers I and II, blacks tend to earn higher current salaries than either white or Hispanic officers, although these differences are very slight. At higher ranks, where there are no Hispanic employees, white employees earn higher current salaries than black employees.

Rank	White	Black	Hispanic
Patrol Officer	\$24,273 (17,325)	\$25,205 (2,292)	\$28,185 (1,740)
Corporal	\$28,632 (1,275)	\$28,957 (102)	\$31,612 (40)
Sergeant	\$30,271 (975)	\$30,393 (74)	\$34,957 (38)
Lieutenant	\$32,624 (216)	\$32,868 (12)	\$38,867 (3)
Captain	\$36,394 (104)	\$47,015 (3)	\$51,865 (2)
Major	\$46,501 (40)	\$28,499 (1)	
Assistant/ Deputy Chief	\$44,224 (52)	\$41,797 (5)	
Chief/Sheriff	\$41,794 (247)	\$29,262 (13)	\$63,707 (7)

<b>Table 8.1</b>			
<b>Average Current Salary by Rank by Race:</b>			
<b>Corrections Officers</b>			
<b>Rank</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>
Correctional Officer I	\$18,464 (16,691)	\$19,300 (6,825)	\$21,184 (1,377)
Correctional Officer II	\$21,896 (1,590)	\$23,426 (396)	\$24,752 (64)
Supervisor I	\$26,877 (396)	\$27,510 (102)	\$31,428 (17)
Supervisor II	\$30,653 (89)	\$29,802 (13)	\$35,856 (3)
Institutional Inspector	\$35,036 (29)	\$26,395 (4)	
Internal Inspector	\$34,670 (50)	\$29,628 (6)	\$29,238 (1)
Chief I	\$33,919 (39)	\$31,206 (4)	
Chief II	\$39,570 (12)		

<b>Table 8.2</b>			
<b>Average Current Salary by Rank by Race:</b>			
<b>Probation Officers</b>			
<b>Rank</b>	<b>White</b>	<b>Black</b>	<b>Hispanic</b>
Probation Officer I	\$21,760 (1,673)	\$22,524 (678)	\$22,334 (147)
Probation Officer II	\$24,813 (575)	\$25,122 (210)	\$24,496 (20)
Supervisor I/II	\$32,055 (52)	\$32,101 (16)	
Supervisor III	\$36,268 (17)	\$31,905 (4)	
Deputy Administrator	\$33,743 (4)	\$32,792 (1)	
Administrator I		\$33,350 (1)	
Administrator II	\$42,357 (1)		

Tables 8.3 through 8.5 provide average current salary information for law enforcement, corrections, and probation employees broken down by region, urban status, rank, and race. As expected, for all employment types, those employed in rural locations tend to earn less, on average, than those working in urban agencies. Furthermore, those employed in the southern region of the state have significantly higher current salaries, on average, than do those employed in the northern or central regions, while there is no consistent difference between the latter regions.

Among law enforcement officers, Hispanics in entry-level positions have higher current salaries, on average, than white or black officers of the same rank in all regions, with the exception of the rural south where white officers have the highest current salaries. Black entry-level officers also tend to have higher current salaries, on average, than white officers of the same rank except in the rural central and rural southern regions. In these regions, white entry-level officers have higher current salaries, on average, than their black counterparts. There are no consistent patterns by region or urban status among the other law enforcement ranks.

Among both corrections and probations officers, differences in average current salaries by race tend to disappear for the most part when controlling for region and urban status. There is still a slight tendency for Hispanic Correctional Officers I in central and southern Florida to earn slightly higher current salaries, on average, than white or black officers of the same rank. In the north, differences among the racial/ethnic categories for this rank do not exist. At the other ranks, there is no clear or consistent pattern among current salaries. Among probation officers, there remains no significant difference between racial/ethnic categories in current salary levels for the rank of Probation Officer I. There is no consistent pattern among the remaining ranks.

**Table 8.3  
Average Current Salary Region, Urban Status, Rank and Race:  
Law Enforcement Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Patrol Officer	\$21,518	\$22,370	\$23,702	\$22,105	\$25,949	\$26,195
Corporal	33,293	29,904	37,147	28,598	32,179	
Sergeant	26,235	28,978	26,827	25,196	29,262	
Lieutenant	26,165	31,495		29,020		
Captain	31,266			33,131		
Major	41,468	28,499				
Asst Chief	35,266	41,000		44,227		
Chief/Sheriff	38,621	23,527		36,380		
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Patrol Officer	\$19,959	\$19,417	\$21,857	\$23,318	\$23,678	\$25,289
Corporal	23,630	23,464	23,464	25,987	26,829	29,084
Sergeant	26,514	23,075	23,075	28,212	29,209	43,280
Lieutenant	33,243			33,044	30,462	
Captain	37,508			34,817	50,668	
Major	58,991			45,117		
Asst Chief	35,220			49,697	28,300	
Chief/Sheriff	31,423	22,406		39,054		86,000
SOUTH						
	Rural			Urban		
Rank Officer	W	B	H	W	B	H
Patrol Officer	\$21,927	\$21,011	\$20,580	\$28,390	\$28,833	\$30,122
Corporal	27,885	29,128	28,082	30,755	29,530	32,396
Sergeant	28,499	24,863	22,768	35,918	33,042	37,022
Lieutenant	30,474		32,759	41,290	37,332	41,922
Captain	39,709			44,305	45,188	51,865
Major	50,992			51,082		
Asst Chief	44,229			57,348	55,692	
Chief/Sheriff	50,050		71,000	49,420	42,402	57,789

**Table 8.4**  
**Average Current Salary by Region, Urban Status, Rank and Race:**  
**Corrections Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$16,473	\$16,095	\$16,218	\$17,419	\$17,645	\$17,428
Officer II	20,717	20,294	17,290	20,255	19,803	21,702
Supervisor I	24,846	22,809		24,206	23,479	21,590
Supervisor II	25,902	22,401	36,129	30,094		
Inspector I	29,236	27,674		21,019	35,835	
Inspector II	31,764	29,628	29,238	34,410		
Chief I	33,001	31,966		33,414		
Chief II	35,213			42,785		
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$16,456	\$16,023	\$16,732	\$20,044	\$19,645	\$20,668
Officer II	19,669	20,524	19,999	24,390	24,991	25,256
Supervisor I	19,435	20,074		28,247	27,195	28,808
Supervisor II	25,805			32,758	39,309	
Inspector I	26,248			40,693		
Inspector II				51,301		
Chief I	25,662			34,423	25,329	
Chief II	28,119			55,160		
SOUTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$17,819	\$16,819	\$17,959	\$21,389	\$22,183	\$22,605
Officer II	21,282	20,986	21,425	25,213	28,108	26,840
Supervisor I	26,053	24,492		30,254	31,207	33,121
Supervisor II	31,834	33,795		34,884	29,688	35,719
Inspector I		27,649		39,860		
Inspector II				32,501		
Chief I	37,808			38,480	42,200	
Chief II	33,567			33,668		



**Table 8.5**  
**Average Current Salary by Region, Urban Status, Rank and Race:**  
**Probation Officers**

NORTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$20,711	\$20,908	\$20,550	\$21,820	\$21,180	\$21,126
Officer II	24,011	23,487	20,988	26,912		
Supervisor I/II	32,767	32,123		27,757		
Supervisor III	36,619	33,161				
Deputy Administrator	35,362					
Administrator I		33,350				
Administrator II	42,357					
CENTRAL						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$23,594	\$22,475		\$21,062	\$21,106	\$20,479
Officer II	27,216	30,177		24,276	24,160	23,199
Supervisor I/II				31,500	30,787	
Supervisor III				37,097	31,790	
SOUTH						
	Rural			Urban		
Rank	W	B	H	W	B	H
Officer I	\$22,346	\$22,089	\$22,329	\$23,965	\$24,505	\$24,142
Officer II	25,126	28,861		26,803	27,035	27,851
Supervisor I/II	35,042			31,001	35,375	
Supervisor III	35,430			35,971	30,880	
Deputy Administrator				33,204	32,792	

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Tables 8.6 through 8.8 provide information on average current salary levels by year of employment, rank, and race for law enforcement, corrections, and probation officers. Among law enforcement officers, particularly at entry-level ranks, Hispanic officers earn higher current salaries, on average, than both white and black officers of the same rank regardless of the year of employment. Additionally, black entry-level officers tend to earn more than white officers of the same rank, a finding which holds across all years. At higher ranks, there is no discernible pattern across racial/ethnic categories.

Among corrections officers, a similar pattern emerges. Among Correctional Probation Officers I, Hispanics have higher current salaries, on average, than white or black officers having the same rank across all years, with the exception of 1986 where there is very little difference in salary levels across racial/ethnic categories. Similarly, and across all years of employment, black Correctional Officers I earn higher current salaries, on average, than whites of the same rank. At the rank of Correctional Officer II, the same pattern emerges where Hispanic officers consistently have a higher current salary than white and black officers of the same rank while black officers consistently earn more than white officers of the same rank. Again, this finding is constant across all years of employment. For higher ranks, there is no consistent pattern.

Among probation officers, there are substantial differences in current salaries across the racial/ethnic categories, but there are no clear patterns among these categories by year of employment. In other words, differences among levels of salary by year cannot clearly be attributed to the race of the employee.

**Table 8.6**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Law Enforcement Officers**

Year	White	Black	Hispanic	Total
1983				
Patrol Officer	\$25,858	\$25,951	\$30,655	\$26,326
Corporal	30,836	31,904	40,708	31,072
Sergeant	32,841	32,166	36,341	33,050
Lieutenant	28,363	31,953	----	28,751
Captain	30,705	----	----	30,705
Major	49,425	----	----	49,425
Assistant Chief	37,841	30,000	----	36,535
Police Chief/Sheriff	31,068	19,000	----	30,544
1984				
Patrol Officer	\$25,626	\$25,845	\$31,332	\$26,169
Corporal	30,111	30,131	33,651	30,297
Sergeant	31,235	32,146	39,404	31,497
Lieutenant	31,716	33,324	32,759	31,822
Captain	35,482	50,668	----	37,169
Major	42,163	----	----	42,163
Assistant Chief	28,437	----	----	28,437
Police Chief/Sheriff	37,187	----	----	37,187
1985				
Patrol Officer	\$25,408	\$26,370	\$30,413	\$25,887
Corporal	29,379	30,860	33,673	29,633
Sergeant	29,570	32,293	39,294	30,062
Lieutenant	36,918	32,848	48,172	36,971
Captain	37,481	----	49,874	37,957
Major	45,851	----	----	45,851
Assistant Chief	46,127	----	----	46,127
Police Chief/Sheriff	46,457	41,452	87,281	47,271
1986				
Patrol Officer	\$25,265	\$25,570	\$30,087	\$25,607
Corporal	28,126	28,402	29,674	28,172
Sergeant	29,004	26,532	29,621	28,849
Lieutenant	33,408	----	----	33,408
Captain	39,859	----	----	39,859
Major	48,934	----	----	48,934
Police Chief/Sheriff	40,087	35,901	40,165	39,610
1987				
Patrol Officer	\$24,728	\$26,099	\$29,795	\$25,307
Corporal	28,619	27,510	28,550	28,554
Sergeant	27,774	26,893	30,866	27,774
Lieutenant	28,313	32,998	----	28,781
Captain	31,357	----	----	31,357
Major	38,134	----	----	38,134
Assistant Chief	56,232	----	----	56,232
Police Chief/Sheriff	42,841	28,118	76,336	42,507

**Table 8.6**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Law Enforcement Officers, con't.**

Year	White	Black	Hispanic	Total
1988				
Patrol Officer	\$24,595	\$25,383	\$28,529	\$24,995
Corporal	26,895	27,337	28,371	26,977
Sergeant	30,395	33,580	22,768	30,588
Lieutenant	30,215	24,000	----	29,801
Captain	33,777	----	----	33,777
Major	36,899	----	----	36,899
Assistant Chief	49,284	55,692	----	52,488
Police Chief/Sheriff	36,825	22,807	----	35,550
1989				
Patrol Officer	\$23,945	\$25,627	\$26,755	\$24,387
Corporal	27,162	28,571	31,661	27,485
Sergeant	30,128	29,167	26,827	29,996
Lieutenant	33,471	44,273	----	34,071
Captain	39,857	45,188	53,855	40,978
Major	55,878	----	----	55,878
Assistant Chief	47,600	26,600	----	46,200
Police Chief/Sheriff	49,675	----	----	49,675
1990				
Patrol Officer	\$23,212	\$24,324	\$25,595	\$23,509
Corporal	27,558	20,875	23,340	27,089
Sergeant	31,349	26,829	36,984	31,231
Lieutenant	34,542	----	35,671	34,644
Captain	37,723	----	----	37,723
Major	58,627	----	----	58,627
Assistant Chief	32,770	----	----	32,770
Police Chief/Sheriff	40,402	61,282	71,000	41,872
1991				
Patrol Officer	\$21,758	\$22,365	\$23,775	\$21,949
Corporal	20,848	----	24,835	21,180
Sergeant	28,446	29,419	----	28,655
Lieutenant	41,936	----	----	41,936
Captain	36,788	----	----	36,788
Major	47,167	28,499	----	40,944
Assistant Chief	35,048	41,000	----	38,024
Police Chief/Sheriff	40,161	----	45,000	42,177
1992				
Patrol Officer	\$22,105	\$22,528	\$25,267	\$22,460
Corporal	28,052	----	----	28,052
Sergeant	26,190	----	----	26,190
Lieutenant	14,168	----	----	14,168
Police Chief/Sheriff	45,367	----	86,000	55,525

**Table 8.7**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Corrections Officers**

1983	White	Black	Hispanic	Total
Officer I	\$16,538	\$16,329	\$19,367	\$16,576
Officer II	22,792	26,176	25,716	23,585
Supervisor I	27,257	29,514	40,342	28,124
Supervisor II	36,265	17,010	----	34,515
Institutional Inspector	30,286	----	----	30,286
Internal Inspector	44,057	----	----	44,057
Chief I	34,374	----	----	34,374
Chief II	33,668	----	----	33,668
1984	White	Black	Hispanic	Total
Officer I	\$17,482	\$17,077	\$19,878	\$17,458
Officer II	22,683	26,234	31,785	23,702
Supervisor I	27,716	29,768	37,748	28,926
Supervisor II	31,428	28,522	30,070	31,073
Institutional Inspector	43,513	----	----	43,513
Internal Inspector	30,574	22,996	----	29,564
Chief I	33,293	25,684	----	32,342
1985	White	Black	Hispanic	Total
Officer I	\$18,477	\$19,149	\$23,110	\$18,863
Officer II	22,947	25,941	28,658	23,909
Supervisor I	28,515	27,691	28,890	28,358
Supervisor II	29,701	27,789	----	29,064
Institutional Inspector	27,938	14,420	----	24,559
Internal Inspector	36,515	29,238	----	34,696
Chief I	33,797	----	----	33,797
Chief II	65,776	----	----	65,776
1986	White	Black	Hispanic	Total
Officer I	\$18,647	\$19,328	\$19,148	\$18,874
Officer II	22,767	22,775	23,431	22,805
Supervisor I	27,002	28,342	----	27,291
Supervisor II	29,602	32,864	----	29,928
Institutional Inspector	41,130	35,835	----	39,807
Internal Inspector	36,475	31,302	----	34,750
Chief I	62,557	----	----	62,557
1987	White	Black	Hispanic	Total
Officer I	\$19,231	\$21,045	\$22,290	\$19,935
Officer II	21,941	22,617	26,821	22,188
Supervisor I	27,066	27,048	24,156	27,002
Supervisor II	27,815	29,389	26,129	29,725
Institutional Inspector	22,730	27,674	----	24,378
Internal Inspector	37,973	----	----	37,973
Chief I	31,937	----	----	31,937
Chief II	37,850	----	----	37,850

**Table 8.7**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Corrections Officers, con't.**

1988	White	Black	Hispanic	Total
Officer I	\$18,805	\$20,133	\$22,274	\$19,449
Officer II	21,193	21,951	22,888	21,361
Supervisor I	23,701	22,496	26,293	23,621
Supervisor II	28,091	35,660	----	29,173
Institutional Inspector	39,414	----	----	39,414
Internal Inspector	42,565	----	----	42,565
Chief I	34,671	----	----	34,671
Chief II	39,703	----	----	39,703
1989	White	Black	Hispanic	Total
Officer I	\$18,587	\$19,517	\$21,415	\$19,036
Officer II	21,077	21,248	20,723	21,091
Supervisor I	27,274	26,424	24,795	26,982
Supervisor II	30,647	----	----	30,647
Institutional Inspector	36,821	----	----	36,821
Internal Inspector	34,571	32,324	----	34,197
Chief I	34,489	24,974	----	31,317
Chief II	38,049	----	----	38,049
1990	White	Black	Hispanic	Total
Officer I	\$18,694	\$19,203	\$20,574	\$18,912
Officer II	21,430	21,621	24,982	21,551
Supervisor I	27,177	25,678	26,955	27,090
Supervisor II	32,042	26,114	----	31,548
Institutional Inspector	33,171	----	----	33,171
Internal Inspector	35,699	----	----	35,699
Chief I	30,530	42,200	----	32,197
Chief II	38,264	----	----	38,264
1991	White	Black	Hispanic	Total
Officer I	\$18,316	\$19,187	\$20,980	\$18,692
Officer II	21,279	21,729	22,380	21,396
Supervisor I	25,054	26,746	37,211	25,751
Supervisor II	30,123	33,795	41,368	31,479
Institutional Inspector	42,673	----	----	42,673
Internal Inspector	36,156	39,548	----	37,286
Chief I	41,102	31,966	----	39,275
Chief II	35,441	----	----	35,441
1992	White	Black	Hispanic	Total
Officer I	\$17,868	\$19,217	\$19,625	\$18,263
Officer II	21,743	21,682	----	21,730
Supervisor I	25,350	24,445	25,434	25,111
Supervisor II	28,392	----	----	28,392
Institutional Inspector	32,781	27,649	----	30,215
Internal Inspector	29,148	28,602	----	29,057
Chief I	22,296	----	----	22,296

**Table 8.8**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Probation Officers**

Year	White	Black	Hispanic	Total
1983				
Probation Officer I	\$21,165	\$21,322	\$22,830	\$21,309
Probation Officer II	24,602	25,659	24,221	24,897
Supervisor I/II	30,607	32,222	----	31,253
Supervisor III	34,490	30,223	----	32,356
Deputy Administrator	35,092	32,792	----	34,325
1984				
Probation Officer I	\$23,136	\$24,017	\$21,074	\$23,352
Probation Officer II	25,720	26,023	20,587	25,760
Supervisor I/II	31,327	31,310	----	31,324
Supervisor III	42,108	----	----	42,108
1985				
Probation Officer I	\$21,841	\$23,247	\$19,046	\$22,172
Probation Officer II	24,656	25,706	25,520	25,021
Supervisor I/II	30,203	29,329	----	29,912
Supervisor III	40,539	----	----	40,539
1986				
Probation Officer I	\$20,875	\$22,202	\$20,718	\$21,269
Probation Officer II	25,169	25,282	26,790	25,230
Supervisor I/II	29,881	29,398	----	29,784
Deputy Administrator	33,191	----	----	33,191
Administrator I	32,395	----	----	32,395
1987				
Probation Officer I	\$21,945	\$23,492	\$22,518	\$22,437
Probation Officer II	24,611	24,689	21,133	24,536
Supervisor I/II	30,896	32,892	----	31,395
1988				
Probation Officer I	\$21,779	\$22,887	\$23,263	\$22,163
Probation Officer II	24,349	23,728	27,653	24,282
Supervisor I/II	33,845	----	----	33,845
Supervisor III	34,768	----	----	34,768
1989				
Probation Officer I	\$21,967	\$22,665	\$22,438	\$22,180
Probation Officer II	24,156	24,375	22,711	24,148
Supervisor I/II	32,694	----	----	32,649
Supervisor III	39,408	----	----	39,408
1990				
Probation Officer I	\$21,755	\$22,335	\$22,702	\$21,971
Probation Officer II	25,164	24,304	31,415	25,125
Supervisor I/II	33,296	35,515	----	33,699
Supervisor III	35,507	----	----	35,507
Administrator II	42,357	----	----	42,357

**Table 8.8**  
**Average Current Salary by Employment Year by Rank by Race:**  
**Probation Officers, con't.**

1991	White	Black	Hispanic	Total
Probation Officer I	\$21,613	\$21,719	\$21,374	\$21,625
Probation Officer II	25,114	22,775	25,071	24,837
Supervisor I/II	33,937	32,941	----	33,604
Supervisor III	----	33,588	----	33,588
1992	White	Black	Hispanic	Total
Probation Officer I	\$22,379	\$20,991	\$24,726	\$22,210
Probation Officer II	25,100	26,512	----	26,108
Supervisor III	29,415	----	----	29,415
Administrator I	----	33,350	----	33,350



**Section 9: Promotions.**

The tables in Section 9 provide information about the number of promotions among law enforcement, corrections, and probation officers by race. Among law enforcement officers, Table 9.0 indicates that white officers are significantly more likely to receive a greater number of promotions than either black or Hispanic officers while blacks are significantly more likely than hispanics to receive one or more promotions. Among corrections officers, a similar pattern emerges, where Hispanic officers are the least likely to receive promotions and white officers are much more likely than either black or Hispanic officers to advance to a higher rank. Among probation officers, white and black employees advance to higher ranking positions at the same rate while Hispanic officers are far more likely than white or black officers to remain at the entry-level position. In fact, Table 9.2 indicates that no Hispanic probation officers have received more than one promotion.

<b>Table 9.0</b>				
<b>Promotions by Race: Law Enforcement Officers</b>				
Number of Promotions	White	Black	Hispanic	Total
No Promotions	17,327	2,300	1,740	21,367 91.0%
1 Promotion	1,047	87	30	1,164 5.0%
2 Promotions	654	47	30	731 3.1%
3 Promotions	117	7	3	127 0.5%
4 Promotions	33	1		34 0.1%
5 Promotions	10			10 0.1%
6 Promotions	16	1		17 0.1%
7 Promotions	27	1	1	29 0.1%
Total	19,231 81.9%	2,444 10.4%	1,804 7.7%	23,479 100%
Gamma: W,B= -.27; B,H= -.25; W,H= -.49				

**Table 9.1**  
**Promotions by Race: Corrections Officers**

Number of Promotions	White	Black	Hispanic	Total
No Promotions	16,814	6,852	1,381	25,047 93.3%
1 Promotion	1,024	295	45	1,364 5.1%
2 Promotions	252	77	12	341 1.3%
3 Promotions	46	7	1	54 0.2%
4 Promotions	12			12 0.1%
5 Promotions	6	1		7 0.0%
6 Promotions	6			6 0.0%
7 Promotions	2			2 0.0%
Total	18,162 67.7%	7,232 27.0%	1,439 5.3%	26,833 100%

Gamma: W,B= -.18; B,H= -.14; W,H= -.31

**Table 9.2**  
**Promotions by Race: Probation Officers**

Number of Promotions	White	Black	Hispanic	Total
No Promotions	1,677	676	148	2,501 83.8%
1 Promotion	322	131	11	464 15.5%
2 Promotions	12	4		16 0.6%
3 Promotions	2	2		4 0.2%
4 Promotions	1			1 0.0%
Total	2,014 67.4%	813 27.3%	159 5.3%	2,986 %

Gamma: W,B= .00; B,H= -.46; W,H= -.46

Tables 9.3 through 9.5 provide information concerning number of promotions broken down by region, urban status, and race for law enforcement, corrections, and probation personnel. Among law enforcement personnel, whites are more likely than blacks or hispanics to receive promotions in all regions except the rural south, rural central, and urban north regions. In the rural south and urban north, Hispanic officers are more likely than white or black officers to receive two or more promotions. In the rural central region, black officers are slightly more likely than white or Hispanic officers to earn one promotion; however, in the same region, whites are approximately twice as likely than blacks or Hispanics to have earned two or more promotions.

Among probation officers, there is no consistent pattern among regions. In the rural north, urban central, rural south, and urban south regions, black officers are more likely than either white or Hispanic officers to earn one promotion. In these same regions, however, with the exception of the urban central region, white officers are more likely than either black or Hispanic officers to receive two or more promotions. In the urban north and rural central regions, whites are much more likely than either blacks or Hispanics to receive one or more promotions.

**Table 9.3**  
**Promotions by Region by Urban Status by Race:**  
**Law Enforcement Officers**

NORTH								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	2,559	497	196	3,252 94.7%	1,370	266	10	1,646 91.0%
1 Promotion	65	6		71 2.1%	66	18		84 4.6%
2 or more Promotions	101	11		112 3.3%	77	2		79 4.4%
Total	2,725 79.3%	514 15.0%	196 5.7%	3,435 100%	1,513 83.6%	286 15.8%	10 0.6%	1,809 100%
Gamma	W,B= -.30; B,H= -1.0; W,H= -1.0				W,B= -.18; B,H= -1.0; W,H= -1.0			
CENTRAL								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	437	37	6	480 80.4%	5,819	592	322	6,733 90.6%
1 Promotion	67	3	1	71 11.9%	393	32	11	436 5.9%
2 or more Promotions	41	2	3	46 7.7%	241	20		261 3.5%
Total	545 91.3%	42 7.0%	10 1.7%	597 100%	6,453 86.8%	644 8.7%	333 4.5%	7,430 100%
Gamma	W,B= -.28; B,H= .66; W,H= .46				W,B= -.10; B,H= -.45; W,H= -.53			
SOUTH								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	1,850	123	49	2,022 86.2%	5,292	785	1,157	7,234 92.0%
1 Promotion	220	10	4	234 10.0%	236	18	14	268 3.4%
2 or more Promotions	83	3	3	89 3.8%	314	19	28	361 4.6%
Total	2,153 91.8%	136 5.8%	56 2.4%	2,345 100%	5,842 74.3%	822 10.5%	1,199 15.2%	7,863 100%
Gamma	W,B= -.21; B,H= .16; W,H= -.05				W,B= -.37; B,H= -.13; W,H= -.47			

**Table 9.4**  
**Promotions by Region by Urban Status by Race:**  
**Corrections Officers**

NORTH								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	5,126	1,707	48	6,881 92.8%	1,409	462	24	1,895 90.5%
1 Promotion	393	81	1	475 6.4%	109	22		131 6.3%
2 or more Promotions	48	9		57 0.8%	50	17	1	68 3.2%
Total	5,567 75.1%	1,797 24.2%	49 0.7%	7,413 100%	1,568 74.9%	501 23.9%	25 1.2%	2,094 100%
Gamma	W,B= -.24; B,H= -.43; W,H= -.61				W,B= -.14; B,H= -.32; W,H= -.43			
CENTRAL								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	1,028	300	35	1,363 93.6%	4,157	1,146	358	5,661 93.0%
1 Promotion	55	22	2	79 5.4%	241	52	16	309 5.1%
2 or more Promotions	12	2		14 1.0%	103	10	1	114 1.9%
Total	1095 75.2%	324 22.3%	37 2.5%	1,456 100%	4,501 74.0%	1,208 19.8%	375 6.2%	6,084 100%
Gamma	W,B= .10; B,H= -.17; W,H= -.07				W,B= -.21; B,H= -.07; W,H= -.28			
SOUTH								
	Rural				Urban			
Number of Promotions	W	B	H	Total	W	B	H	Total
No Promotions	2,225	474	139	2,838 95.5%	2,869	2,763	777	6,409 94.1%
1 Promotion	95	17	6	118 4.0%	131	101	20	252 3.7%
2 or more Promotions	15			15 0.5%	95	47	11	153 2.2%
Total	2,336 78.6%	491 16.5%	145 4.9%	2,972 100%	3,0954 45.4%	2,9114 42.7%	808 11.9%	6,814 100%
Gamma	W,B= -.17; B,H= .09; W,H= -.08				W,B= -.19; B,H= -.14; W,H= -.33			

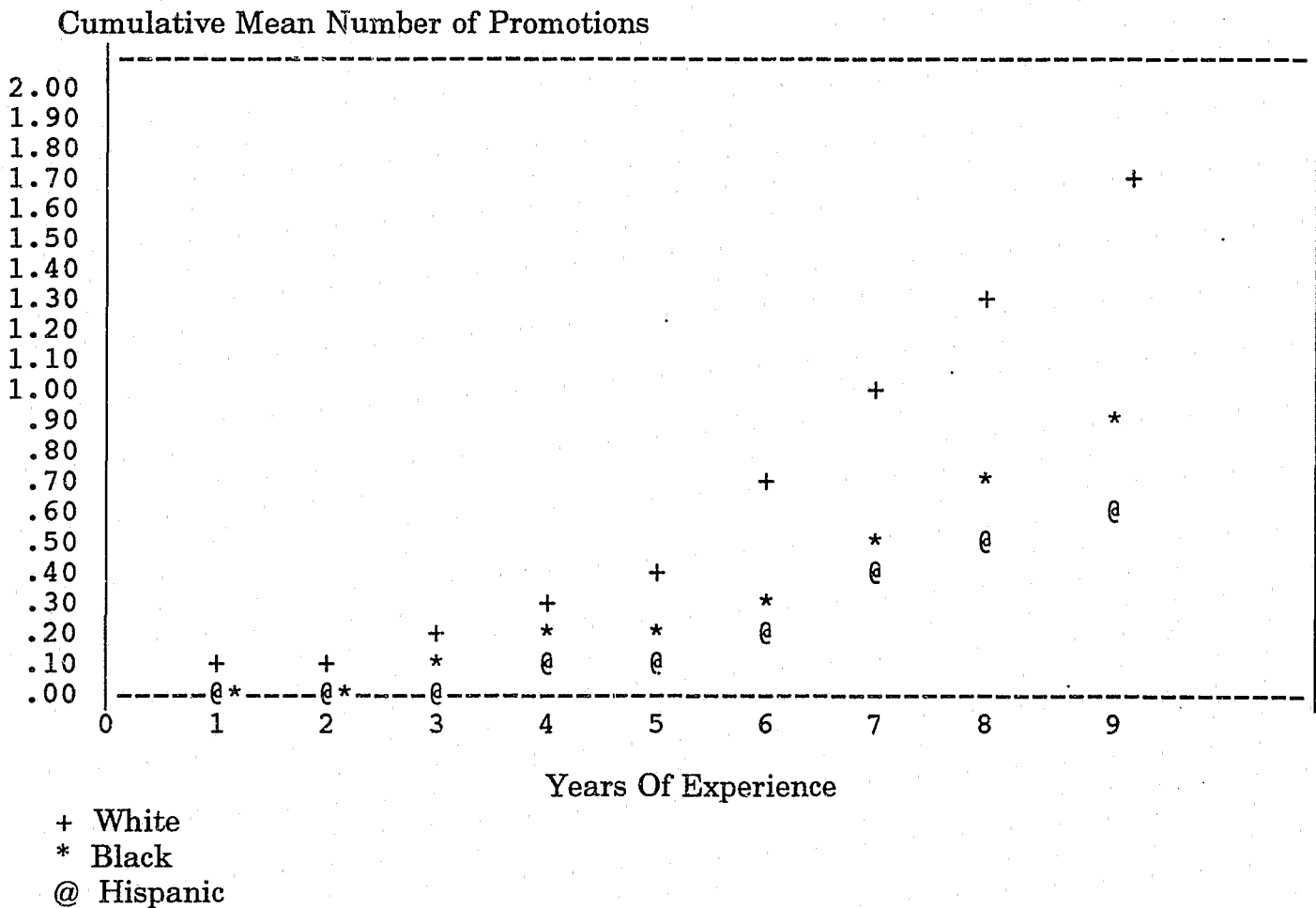
**Table 9.5**  
**Promotions by Region by Urban Status by Race:**  
**Probation Officers**

NORTH								
Number of Promotions	Rural				Urban			
	W	B	H	Total	W	B	H	Total
No Promotions	445	146	14	605 78.7%	15	3	1	19 %
1 Promotion	113	39	3	155 20.1%	1			1 %
2 or more Promotions	7	2		9 1.2%				%
Total	565 73.5%	187 24.3%	17 2.2%	769 100%	%	%	%	100%
Gamma	W,B= .02; B,H= -.14; W,H= -.12				W,B= -1.0; B,H= NC; W,H= -1.0			
CENTRAL								
Number of Promotions	Rural				Urban			
	W	B	H	Total	W	B	H	Total
No Promotions	13	6		19 82.6%	748	232	58	1,038 83.0%
1 Promotion	3	1		4 17.4%	151	48	6	205 16.4%
2 or more Promotions					3	4		7 0.6%
Total	16 69.6%	7 30.4%		23 100%	902 72.2%	284 22.7%	64 5.1%	1,250 100%
Gamma	W,B= -.16; B,H= NC; W,H= NC				W,B= .05; B,H= -.37; W,H= -.33			
SOUTH								
Number of Promotions	Rural				Urban			
	W	B	H	Total	W	B	H	Total
No Promotions	26	3	2	31 83.8%	430	286	73	789 89.0%
1 Promotion	3	1		4 10.8%	51	42	2	95 10.7%
2 or more Promotions	2			2 5.4%	3			3 0.3%
Total	31 83.8%	4 10.8%	2 5.4%	37 100%	484 54.6%	328 37.0%	75 8.4%	887 100%
Gamma	W,B= .21; B,H= .21; W,H= -1.0				W,B= .07; B,H= .07; W,H= -.64			

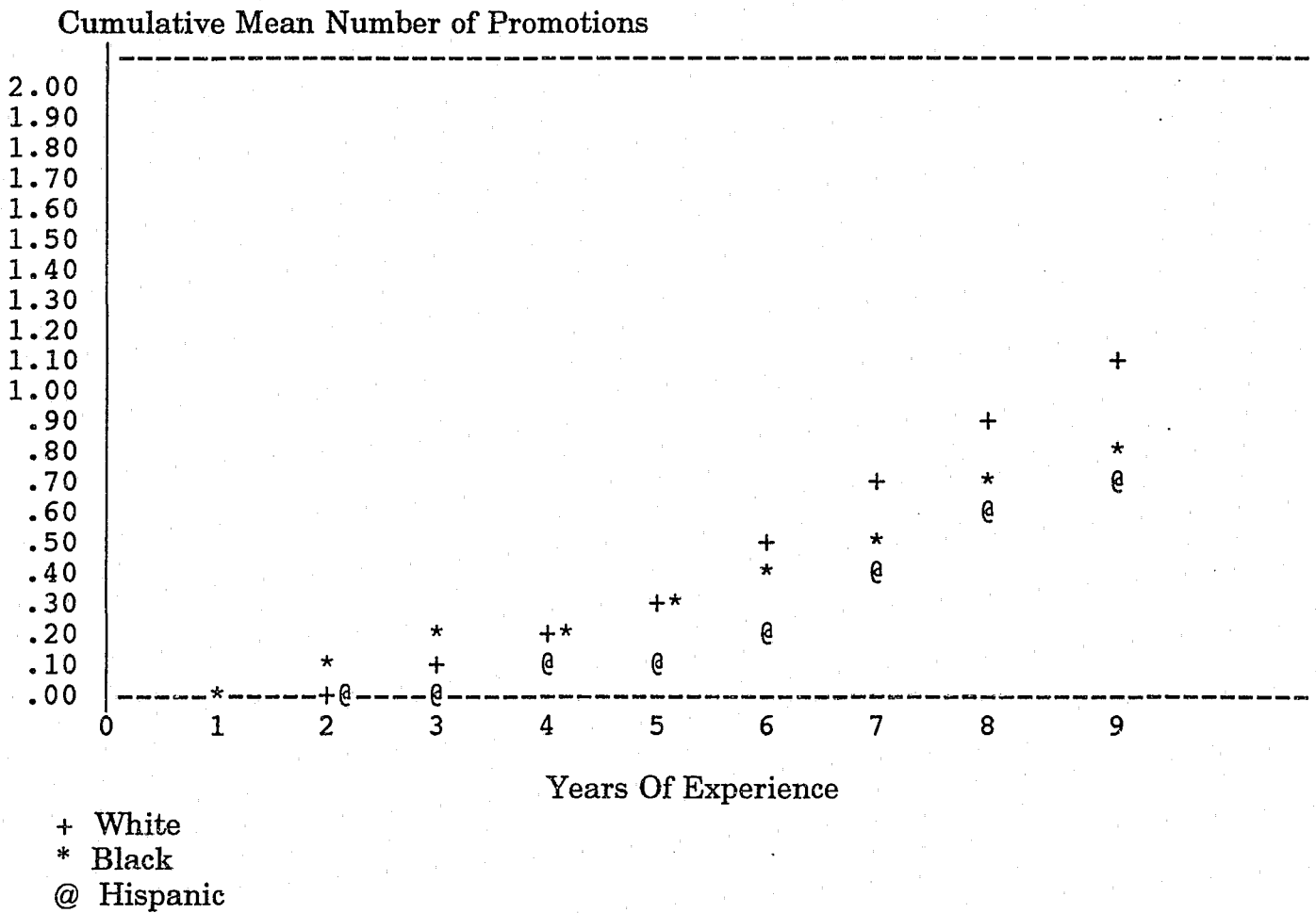
Figures 1.0 through 1.2 show the cumulative mean number of promotions by years of experience and race for law enforcement, corrections, and probation officers. Among law enforcement officers, regardless of number of years experience, white officers are promoted more frequently than black or Hispanic officers, while black officers are promoted more frequently than are Hispanics. Moreover, as the number of years experience increase, the gap between the racial/ethnic groups becomes incremental larger. For those officers with nine years of experience, for example, white officers have been promoted more than twice as often as their black and Hispanic counterparts.

Among corrections officers, there is very little difference in number of promotions between white, black, and Hispanic officers until officers have at least five years of experience. At that point, white officers are promoted more frequently than black or Hispanic officers. Among probation officers, a similar pattern emerges. Clearly, regardless of years of experience, and for all employment types, whites are promoted much more frequently than blacks or Hispanics.

**Figure 1.0**  
**Promotions By Years of Experience By Race:**  
**Law Enforcement Officers**

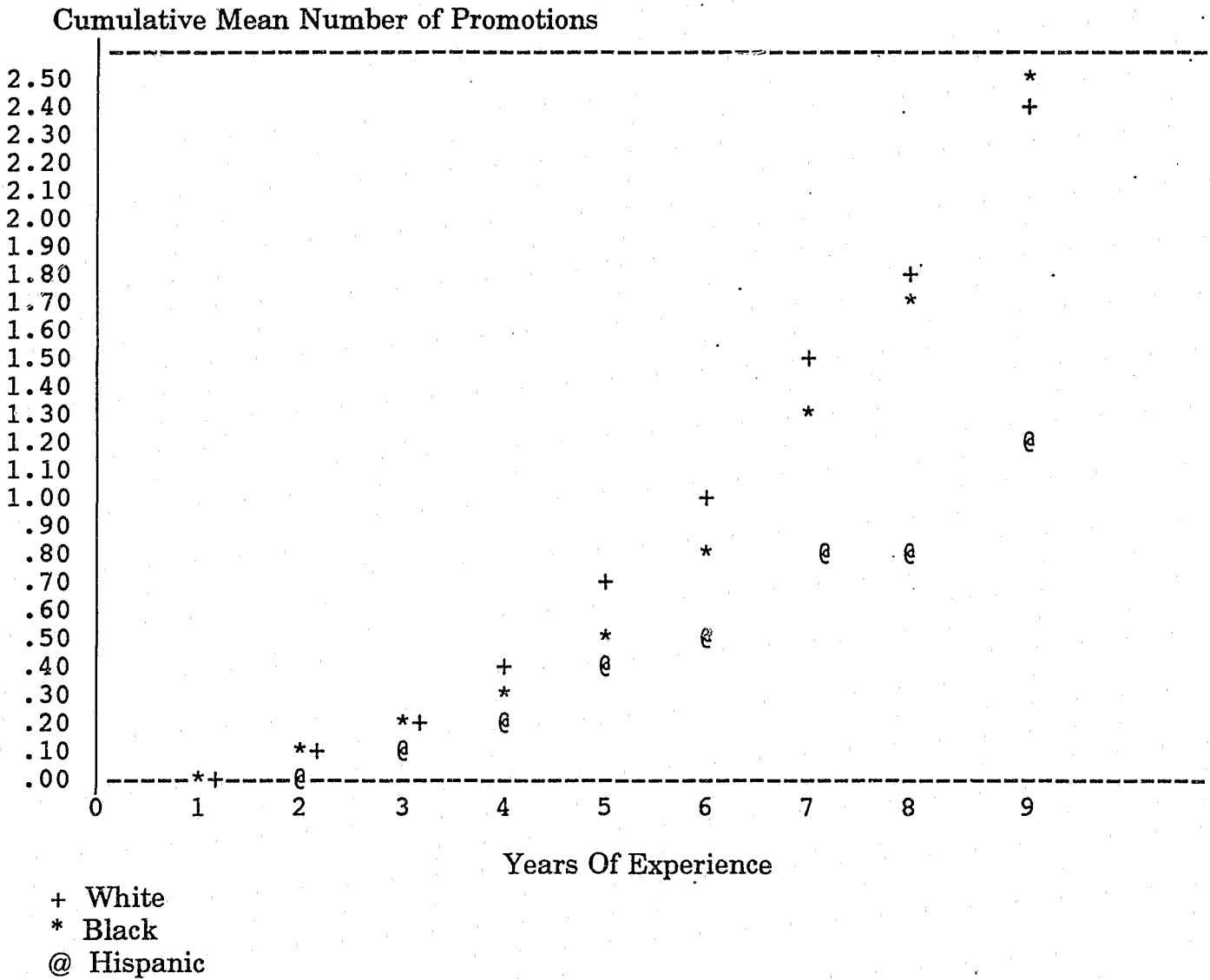


**Figure 1.1**  
**Promotions By Years of Experience By Race:**  
**Corrections Officers**





**Figure 1.2**  
**Promotions By Years of Experience By Race:**  
**Probation Officers**



## Section 10: Racial/Ethnic Representativeness.

A key issue in any examination of possible racial and ethnic bias is the extent to which criminal justice personnel are representative of the general population. Table 10.0 indicates the percentage of whites, blacks, and Hispanics in the total population in 1983 according to the County and City Data Book (1983). This table also shows similar percentages for law enforcement, corrections and probation personnel in the sample. Table 10.1 provides identical information for 1992 according to the U.S. Census Bureau (1990), the latest source for which such information is available.

For each employment type, a measure of racial/ethnic representativeness (R) has been computed by dividing the percentage in any given racial/ethnic category in the work force by the percentage of that racial/ethnic group found in the total population. An R of exactly 1.00 indicates that the percentage of a particular racial/ethnic category in the work force is exactly the same as the percentage in the population. An R greater than 1.00 indicates that the percentage of a given racial/ethnic category in the work force is greater than that in the population while an R less than 1.00 indicates that the percentage of a given racial/ethnic category in the work force is less than that in the population.

As Table 10.0 indicates, among law enforcement officers, the most underrepresented racial groups in 1983 are Hispanics in the urban north (R=0.00), blacks in the rural central region (R=.16), and hispanics in the rural south (R=.31). The most overrepresented groups include Hispanics in the rural north (R=1.80), Hispanics in the urban central region (R=1.33), and Hispanics in the rural central region (R=1.29). As Table 10.1 indicates, in 1992, Hispanics in the urban north (R=.28) and Hispanics in the rural south (R=.33) continue to be the most underrepresented groups among law enforcement officers, although it is encouraging to see that some progress has been made in the rural south in hiring Hispanic officers. Hispanics in the rural north (R=3.31) and the urban central region (R=1.16) continue to be the most overrepresented groups among law enforcement officers.

Among corrections officers, the most underrepresented racial groups in 1983 are Hispanics in the urban north (R=0.00), Hispanics in the rural central region (R=0.00), and Hispanics in the rural north (R=.27). The most overrepresented groups include blacks in the urban south (R=2.39), blacks in the rural south (R=2.39), and blacks in the rural central region (R=2.12). As Table 10.1 indicates, in 1992, Hispanics in the rural north (R=.44) continue to be underrepresented while whites in the urban south (R=.66) are now underrepresented as well. Notably, the urban north and rural central regions made dramatic progress in increasing the level of representativeness of Hispanic officers between 1983 and 1992 by increasing their Hispanic work force 126 percent and 61 percent, respectively. Blacks in the urban south (R=3.18) continue to be overrepresented while blacks in the rural south (R=1.84) are overrepresented in corrections in 1992 as well.

Among probation officers, the most underrepresented racial groups in 1983 are white, black, and Hispanic officers in the rural central region (R=0.00), black and Hispanic officers in the rural south (R=0.00), and white, black, and Hispanic officers in the urban north (R=0.00). The most overrepresented groups are blacks in the urban south (R=2.92) and blacks in the urban central region (R=1.95). As Table 10.1 indicates, by 1992, the most underrepresented groups include Hispanics in the urban south (R=.46) and blacks in the urban north (R=.65). There was no change in the number of Hispanics employed in the rural central region (R=0.00). However, between 1983 and 1992, the number of white, black, and Hispanic probation officers in the urban north increased 105 percent, 65 percent, and 222 percent, respectively. In the central rural region, the number of white and black officers increased 85 percent and 209 percent, respectively. Finally, in the rural south, the number of black and Hispanic probation officers employed increased 132 percent and 67 percent since 1983. The most overrepresented groups continue to be blacks in the urban south (R=2.71), blacks in the urban central region (R=2.10), as well as blacks in the rural central region (R=2.09).

**Table 10.0  
Racial/Ethnic Representativeness by Region, Urban Status and  
Employment Type, 1983**

NORTH						
	Rural			Urban		
	W	B	H	W	B	H
Population %	76.4%	22.0%	1.5%	78.9%	18.8%	1.8%
Law Enforcement % R (see below)	79.0% 1.03	18.3% .83	2.7% 1.80	81.3% 1.03	18.7% .99	0.0% .00
Corrections % R	66.8% .87	32.8% 1.49	0.4% .27	78.3% .99	21.7% 1.15	0.0% .00
Probation % R	77.8% 1.02	17.8% .81	4.4% 2.93	0.0% .00	0.0% .00	0.0% .00
CENTRAL						
	Rural			Urban		
	W	B	H	W	B	H
Population %	83.0%	13.8%	1.7%	82.1%	13.8%	3.3%
Law Enforcement % R	95.6% 1.15	2.2% .16	2.2% 1.29	81.8% .99	13.8% 1.00	4.4% 1.33
Corrections % R	70.8% .85	29.2% 2.12	0.0% .00	71.8% .87	23.0% 1.67	5.2% 1.58
Probation % R	0.0% .00	0.0% .00	0.0% .00	69.2% .84	26.9% 1.95	3.9% 1.18
SOUTH						
	Rural			Urban		
	W	B	H	W	B	H
Population %	83.7%	9.0%	6.8%	69.0%	15.0%	15.1%
Law Enforcement % R	93.0% 1.11	4.9% .54	2.1% .31	73.6% 1.07	10.2% .68	16.2% 1.07
Corrections % R	76.6% .92	21.5% 2.39	1.9% .28	56.5% .82	35.8% 2.39	7.7% .51
Probation % R	100% 1.19	0.0% .00	0.0% .00	50.0% .72	43.8% 2.92	6.2% .41

$$R = \frac{\% \text{Law Enforcement}}{\% \text{Total Population}}$$

$$R = \frac{\% \text{Corrections}}{\% \text{Total Population}}$$

$$R = \frac{\% \text{Probation}}{\% \text{Total Population}}$$

**Table 10.1  
Racial/Ethnic Representativeness by Region, Urban Status and  
Employment Type, 1992**

NORTH						
	Rural			Urban		
	W	B	H	W	B	H
Population %	76.2%	22.2%	1.6%	79.8%	18.4%	1.8%
Law Enforcement % R (see below)	80.8% 1.06	13.9% .62	5.3% 3.31	84.1% 1.05	15.4% .84	0.5% .28
Corrections % R	75.7% .99	23.6% 1.06	0.7% .44	75.6% .95	23.3% 1.27	1.1% .61
Probation % R	74.7% .98	23.5% 1.06	1.8% 1.13	84.0% 1.05	12.0% .65	4.0% 2.22
CENTRAL						
	Rural			Urban		
	W	B	H	W	B	H
Population %	84.7%	13.4%	1.9%	85.3%	10.9%	3.8%
Law Enforcement % R	91.6% 1.08	6.9% .51	1.5% .79	87.0% 1.02	8.6% .79	4.4% 1.16
Corrections % R	75.6% .89	22.0% 1.64	2.4% 1.26	74.2% .87	19.8% 1.82	6.0% 1.58
Probation % R	72.0% .85	28.0% 2.09	0.0% .00	72.2% .85	22.9% 2.10	4.9% 1.29
SOUTH						
	Rural			Urban		
	W	B	H	W	B	H
Population %	84.2%	8.8%	7.0%	69.8%	13.3%	16.9%
Law Enforcement % R	92.0% 1.09	5.7% .65	2.3% .33	74.6% 1.07	10.5% .79	14.9% .88
Corrections % R	78.9% .94	16.2% 1.84	4.9% .70	45.9% .66	42.3% 3.18	11.8% .70
Probation % R	83.7% .99	11.6% 1.32	4.7% .67	56.2% .81	36.0% 2.71	7.8% .46

## CONCLUSIONS

This analysis indicates that race may play a role in the retention, compensation, and promotion of criminal justice employees in the state of Florida. Across Florida, whites are much more likely to hold the highest ranking positions, especially among law enforcement and corrections employees. Relatedly, whites, in all employment types, are much more likely to receive promotions than either blacks or Hispanics, a finding which exists across regions and levels of prior experience.

At entry-level law enforcement and corrections positions, whites are earning significantly less than either blacks or Hispanics at both time of employment and at the present time. This discrepancy remains even when accounting for regional differences in salary levels and year of employment. This finding may reflect a recruitment policy of offering higher salaries to minority recruits as an incentive to seek employment within the criminal justice system. Whether or not this is the case cannot be assessed from the available data.

Across Florida, some progress and decline in achieving racial representativeness among law enforcement, corrections, and probation agencies since 1983 are seen. Among law enforcement agencies, whites are still slightly overrepresented in all regions of the state but there has been increased representativeness of black and particularly Hispanic officers. Among corrections and probation officers, affirmative action efforts have also been successful, particularly in relation to the hiring of Hispanic officers. However, Hispanics are still underrepresented in corrections, mostly due to the advantage held by black correctional employees who are somewhat disproportionately represented in most regions of the state.

Among probation officers, drastic increases in hiring minorities are seen since 1983, although differences across regions indicate that some areas of the state are having better success at implementing affirmative action policies than other areas. Although Hispanic representativeness did increase greatly in several regions, additional Hispanics are needed to bring the level of representativeness in the rural central region and the south closer to that reached in other regions.

Although the findings reported herein suggest the possibility of racial and/or ethnic bias in the employment of law enforcement, corrections, and probation employees in Florida, caution should be exercised when interpreting these data. For instance, no information is provided concerning the recruitment or hiring process, including agency-specific entrance requirements, nor job performance evaluations, progress reports, or related information concerning requirements for retention and/or promotion. The inclusion of these factors would greatly enhance any future examinations of this kind.

Emphasis in the future should be placed on the importance of identifying intra- and extra-agency factors that appear to play key roles in impeding or advancing the goals of affirmative action. Within police agencies, for example, there may be unintentional barriers (e.g., recruitment procedures which limit lateral entry or utilize referral policies) which serve to discourage minorities. There may also be intentional organizational barriers which discourage minority participation, such as overt exclusionary hiring practices or qualifying criteria, discriminatory racial attitudes among personnel, or a departmental image which discourages minority participation. Agencies within Florida need to probe continually for the existence of these overt and covert barriers to minority recruitment, retention, and promotion and implement policies to further Florida's progress toward racial representativeness and equality within the criminal justice work force.

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