



# MPD PROMOTIONS

2025 Status Update

# Three primary parts:

- Recruitment/Hiring
- Promotion
- Retention

When you lie on your resume but still get the job...



# FPC IMPACT?

- **Recruitment**: Most influence; highly successful with active and passive efforts
- **Hiring**: Much less influence; significantly more barriers at this stage, i.e., established qualifications, testing, background investigations, PRT
- **Promotion**: Less influence, similar to hiring; many contributing factors, including: promotional examinations, time of service, disciplinary history, investigatory history & discretionary appointments

AND

- **Retention**: Amount of influence less clear; not a topic that has received much attention in the past.

# ROW 14 & ACT 12

*“Defendants shall recruit, hire, and promote a diverse corps of police officers at all levels of the chain of command to reflect the diversity of Milwaukee communities. FPC will update the promotional testing procedures for positions subject to such testing to include questions and activities testing a candidate’s ability to lead and direct community policing efforts.”*

*Act 12 staffing requirements = 1,725 law enforcement officers & (including) 175 detectives*



### Applications for Lt Exam (2019)

	<b>Total 2019</b>	% of Total
Asian	1	1%
American Indian	0	0%
Black	26	17%
Hispanic	17	11%
Unknown	13	9%
White	93	62%

150

### Applications for Lt Exam (2023)

	<b>Total 2023</b>	% of Total
Asian	2	2%
American Indian	0	0%
Black	16	20%
Hispanic	11	13%
Unknown	3	4%
White	50	61%

82

### LIEUTENANT ELIGIBLE LIST (2020)

	<b>Total 2020</b>	% of Total EL	Top Half	Top Half %
Asian	2	2%	2	5%
American Indian	0	0%	0	0%
Black	18	20%	6	14%
Hispanic	6	7%	0	0%
Unknown	8	9%	4	9%
White	55	62%	32	73%

89

### LIEUTENANT ELIGIBLE LIST (2023)

	<b>Total 2023</b>	% of Total EL	Top Half	Top Half %
Asian	2	3%	1	3%
American Indian	0	0%	0	0%
Black	10	17%	5	17%
Hispanic	8	14%	3	10%
Unknown	2	3%	1	3%
White	36	62%	19	66%

58

### Applications for Det Exam (2019)

	<b>Total 2019</b>	% of Total
Asian	9	4%
American Indian	3	1%
Black	50	20%
Hispanic	36	14%
Unknown	7	3%
White	149	59%
	254	

### Applications for Det Exam (2023)

	<b>Total 2023</b>	% of Total
Asian	9	4%
American Indian	4	2%
Black	55	25%
Hispanic	35	16%
Unknown	10	5%
White	104	48%
	217	

### DETECTIVE ELIGIBLE LIST (2020)

	<b>Total 2020</b>	% of Total EL	Top Half	Top Half %
Asian	6	3%	2	2%
American Indian	2	1%	1	1%
Black	35	19%	14	15%
Hispanic	27	14%	17	18%
Unknown	4	2%	3	3%
White	113	60%	55	60%
	187			

### DETECTIVE ELIGIBLE LIST (2023)

	<b>Total 2023</b>	% of Total EL	Top Half	Top Half %
Asian	4	3%	0	0%
American Indian	3	2%	0	0%
Black	33	26%	14	23%
Hispanic	18	14%	8	13%
Unknown	4	3%	2	3%
White	63	50%	38	61%
	125			

### Applications for Sgt Exam (2019)

	<b>Total 2019</b>	% of Total
Asian	9	3%
American Indian	4	1%
Black	57	17%
Hispanic	39	12%
Unknown	10	3%
White	218	65%
	337	

### Applications for Sgt Exam (2024)

	<b>Total 2024</b>	% of Total
Asian	13	4%
American Indian	5	1%
Black	60	18%
Hispanic	51	15%
Unknown	12	4%
White	195	58%
	336	

### SERGEANT ELIGIBLE LIST (2020)

	<b>Total 2020</b>	% of Total EL	Top Half	Top Half %
Asian	8	4%	4	4%
American Indian	3	1%	2	2%
Black	39	17%	10	9%
Hispanic	29	13%	16	14%
Unknown	6	3%	4	4%
White	138	62%	75	68%
	223			

### SERGEANT ELIGIBLE LIST (2024)

	<b>Total 2024</b>	% of Total EL	Top Half	Top Half %
Asian	7	4%	3	4%
American Indian	1	0%	0	0%
Black	27	17%	18	23%
Hispanic	21	13%	7	9%
Unknown	5	3%	1	1%
White	97	61%	50	63%
	158			



# **HOW** TO INCREASE DIVERSITY IN PROMOTIONS?

- FPC conducted a 'Diversity in Promotions' Survey (2023)
  - 556 (out of 1563) took some part of the survey (35.6%)
  - 467 (out of 1563) completed the entire survey (29.88%)
- "Results-Based Accountability Framework"
  - CJI
  - "a framework that helps communities and organizations improve quality and measure their impact"





## **HOW...CONTINUED**

- Meetings with AC Waldner (prior to DD Gehling's departure)
  - Affinity groups
  - Community member/FPC Commissioner
- Post-convention meetings with MPD/FPC
  - Larger group composition; multiple members of FPC and MPD
  - Approximately monthly meetings

# BARRIERS (SURVEY RESULTS)

In your opinion, what are the barriers, if any, that *discourage* or *prevent* eligible candidates from applying for and/or being selected for promotional opportunities they are otherwise qualified for?  
(Select all that apply)

Total survey takers	5	79	54	21	5	361	164	525
	Asian	Black	Hispanic	Mixed race	Native Americ	White	All minority	Overall
Awareness of opportunities	0%	15%	15%	10%	0%	11%	13%	12%
Association with a member who has a negative reputation	0%	25%	11%	0%	0%	13%	14%	13%
Association with a critical incident	0%	16%	11%	0%	0%	12%	11%	11%
Distrust of the "system" or of particular decision makers	20%	53%	50%	48%	40%	48%	49%	48%
Eligibility requirement challenges	0%	9%	7%	0%	0%	7%	7%	7%
Lack of assistance with exam prep or other requirements	20%	33%	33%	24%	20%	18%	29%	22%
Favoritism	40%	59%	56%	52%	40%	51%	55%	52%
Gender	0%	27%	6%	29%	0%	21%	19%	20%
Lack of prep time due to personal obligations	0%	25%	22%	19%	0%	26%	20%	24%
Lack of prep time due to work obligations	20%	42%	43%	33%	20%	35%	37%	36%
Lack of support from peers	0%	4%	4%	5%	0%	3%	4%	3%
Process challenges	0%	16%	19%	10%	20%	13%	16%	14%
Race	0%	30%	11%	29%	0%	25%	22%	24%
Lack of supervisors/superiors support	20%	16%	17%	14%	20%	8%	15%	11%

All above 30% are highlighted

# POSSIBLE IDEAS TO IMPLEMENT?

- Mentorship program
  - MPD has tried in the past with little success
  - Informal mentoring group for female recruits
  - Concerns about giving members 'a leg up'
- MPD/FPC-led study groups for promo exams
  - Concerns about giving members 'a leg up'
  - Involve affinity groups?
    - Make clear for **ALL**
- MPD/FPC-led groups re: 'what to expect' / tips
  - Concerns about giving members 'a leg up'
    - Via video?



# RETENTION

- WHY do people leave?
- WHY do people stay?
  - Does this differ among those eligible to retire?
- Another survey?
  - WHAT do we want to know?
  - WHAT do we have control over?
  - Different surveys for different groups (e.g., those eligible to retire)?



# MOVING FORWARD...

- Continue group meetings
  - Involve community member and/or FPC Commissioner?
  - Involve sworn members at various ranks?
- Continue to explore and research ideas for increasing diversity amongst all ranks – what has worked for other departments?
  - Input from new consultant?
- Examine retention stats
  - Quarterly race/gender reports on those who left during the quarter
  - Report on members as of 1/1 – including start date/length of service
- Overall goal to increase transparency in the process

**Saw bad man, bit same**



**End of report**