

INTRADEPARTMENTAL CORRESPONDENCE

November 14, 2014
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TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: REPORT ENTITLED "PERSPECTIVES ON THE DISCIPLINARY SYSTEM:
INSIGHTS FROM THE MEN AND WOMEN OF THE LAPD."

RECOMMENDED ACTIONS

1. The Board of Police Commissioners REVIEW and ACCEPT the attached report entitled "Perspectives on the Disciplinary System: Insights from the Men and Women of the LAPD."

DISCUSSION

After the deadly rampage of former Officer Christopher Dorner in 2013, the Chief of Police directed the Department to conduct a series of facilitated focus group sessions for LAPD employees to express their opinions regarding Dorner's claims of bias in the disciplinary process. Over 500 civilian and sworn employees participated in the sessions and their viewpoints were analyzed to identify themes for further review and analysis.

The attached report entitled "Perspectives on the Disciplinary System: Insights from the Men and Women of the LAPD" summarizes the themes identified from the focus group sessions and analyzes statistical data regarding the Board of Rights process for sworn employees. Based on this information and the suggestions of the men and women of the LAPD, the report sets forth important recommendations for improving the LAPD's disciplinary process.

If additional information regarding this Report is needed, please contact Arif Alikhan, Special Assistant for Constitutional Policing, at (213) 486-8730.

Respectfully,



CHARLIE BECK
Chief of Police

Attachment

PERSPECTIVES ON THE DISCIPLINARY SYSTEM OF THE LAPD

Special Assistant for Constitutional Policing

Los Angeles Police Department

November 13, 2014

*Insights and
Recommendations
from the Men and
Women of the Los
Angeles Police
Department*

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Perspectives on the Disciplinary System of the LAPD:

Insights and Recommendations from the Men and Women of the Los Angeles Police Department

INTRODUCTION

In early 2013, soon after the murderous rampage of former Los Angeles Police Department (LAPD) Officer Christopher Dorner ended, Chief of Police (COP) Charlie Beck directed the Department to conduct a review of Dorner's termination proceedings. Dorner had claimed that he was a victim of racial bias in the Department's disciplinary system. Consequently, the COP ordered a review of his case to determine whether there was any evidence of bias.

On June 3, 2013, the Department's Special Assistant for Constitutional Policing (SACP) issued a report entitled the "Review of the Investigation Surrounding the Termination of Christopher Dorner" ("The Dorner Termination Report").¹ The report found that Dorner's termination was justified based on the overwhelming evidence against him. The report also found that there was no evidence of bias in the disciplinary decisions that led to his termination.

After the Dorner incident concluded, the COP also directed the Department to initiate opportunities for LAPD employees to express their opinions and any concerns about the Department's disciplinary system. The Department subsequently held a series of facilitated focus group sessions involving over 500 civilian and sworn employees. This Report summarizes the concerns expressed by the focus group participants, examines relevant data regarding the issues identified, and discusses recommendations for improving the LAPD's disciplinary process.

The Dorner Incident

Christopher Dorner began his killing spree in Southern California on February 3, 2013, when he murdered the daughter of a retired LAPD Captain and her fiancé. He then murdered a Riverside Police Officer and injured the Officer's partner. He engaged in a gun battle with LAPD officers, wounding one and then killed a San Bernardino Sheriff's Deputy while wounding another. After a shootout in Big Bear, California, Dorner committed suicide rather than surrender to authorities.

Dorner's justification for his murderous rampage was, according to his electronically published "manifesto," to "reclaim his name" because he believed the LAPD had wrongfully terminated him. Dorner alleged that the LAPD discriminated against its officers on the basis of race, ethnicity, gender, and sexual orientation and retaliated against those who complained about such discrimination.

After Dorner posted his allegations on the Internet, some law enforcement officers and community members wrote letters to local newspapers, posted comments on blogs, and gave interviews to the media indicating they believed Dorner's claims. The COP, concerned about the perception that LAPD was biased and treated its employees unfairly, ordered a comprehensive re-examination of Dorner's termination to determine whether any of his claims of bias were true.

¹ The Dorner Termination Report is available at http://www.lapdpolicecom.lacity.org/062513/BPC_13-0226.pdf.

In addition, Chief Beck initiated a process to solicit feedback from current LAPD sworn and civilian employees regarding the Department's disciplinary system and perceptions of bias in termination decisions.²

The Dorner Termination Report

On June 3, 2013, the Department's SACP issued The Dorner Termination Report. The report detailed the exhaustive review of thousands of pages of transcripts, reports, investigative files, correspondence, court records, policies, procedures, evidence and applicable laws related to Dorner's misconduct and the decision to terminate his employment. The review also included interviews and an examination of Dorner's statements available on the Internet and reported in the media.

The Dorner Termination Report concluded that Dorner's termination was not only appropriate but was the only course of action based on the facts and evidence of his case. The report cited the reliable evidence in the case, the thoroughness of the investigation, the unanimous decision of termination by a Board of Rights (BOR), the affirmation of the decision by the Los Angeles Superior Court and California Court of Appeal, and the conclusion of the Department's independent Office of the Inspector General (OIG) that Dorner's termination was appropriate. The report also concluded that Dorner's allegations of bias and retaliation were false just as the internal investigation and subsequent reviews of his case concluded at the time. On June 21, 2013, the OIG released a report entitled the "Review of Christopher Dorner's Termination," affirming the Dorner Termination Report's conclusions.³

Remembering the Department's Past

Although Dorner's termination from the LAPD was justified and without bias, it is important to recognize that part of the Department's past includes an era of discrimination that may still resonate with some today. Over the past decades, the LAPD has embraced the diversity of the community it serves and implemented numerous reforms to ensure that the Department's core values, including its professionalism, fairness, and commitment to constitutional policing and transparency, persist throughout the organization. Despite the significant process, the Department must always remain cognizant of its past and continue to look for opportunities to eliminate any actual or perceived bias that may still exist.

² Chief Beck also directed the creation of a special unit of investigators to review the disciplinary proceedings at the request of any former officer who was terminated by the Department. As of this Report, the unit has reviewed 43 cases dating as far back as 1970.

³ The OIG's report is available at http://www.lapdpolicecom.lacity.org/062513/BPC_13-0227.pdf.

The Purpose and Organization of this Report

This Report is the next step in the Department's effort to address the concerns voiced by some in the community and some within the LAPD that the termination of employees is biased based on ethnicity, gender, and rank. It also seeks to address concerns expressed by some employees that the number of complaint investigations is excessive and the Department's investigation and adjudication of those complaints are inconsistent and lack transparency.

This Report is divided into four parts: **Part I** sets forth information the Department collected through a series of facilitated focus group sessions with LAPD employees and employee representatives after the Dorner incident. Over 500 Department employees representing all ranks and divisions, sworn and civilian, participated in the focus group sessions and provided many insights and suggestions for improvement. Participants in these sessions identified three central concerns that are analyzed and addressed in this Report.

Part II of this Report explains the LAPD's system for investigating allegations of misconduct against Department employees and the process for imposing a penalty if the allegations are factually sustained. Part II explains how complaints are initiated, the various categories of adjudication, and the available penalties if an allegation is sustained against an employee. In addition, Part II explains the LAPD's system of requiring an evidentiary hearing and penalty determination by a Department BOR for sworn employees. The BOR is a unique feature of the disciplinary system because it is required before the COP can terminate a sworn employee for serious misconduct.

Part III contains an analysis of personnel complaints from 2010 through 2013 including those that led to a BOR hearing. The analysis includes instances where a sworn employee was directed to a BOR by the COP and those cases in which the accused employee opted for a BOR hearing when they received a penalty of 22 suspension days or less. This data includes the ethnic, gender, and rank breakdowns of the sworn employees and compares them to the composition of the Department during those years. These comparisons were made to determine whether sworn employees were disproportionately directed to, or found guilty at, a BOR hearing in comparison to the overall composition of the Department.

Part IV concludes by proposing recommendations to address the concerns raised by the focus groups and the status of several on-going efforts for further improvement.

PART I

ISSUES IDENTIFIED DURING THE EMPLOYEE FOCUS GROUP SESSIONS

Soon after the Dorner incident concluded, the Department held several facilitated focus group sessions involving over 500 sworn and civilian members of the LAPD. The purpose of the focus groups was to enable participants to provide their opinions about the disciplinary system and any concerns regarding the termination of employees accused of serious misconduct. The focus groups were generally racially and ethnically diverse, included several randomly selected sworn and civilian personnel representing different ranks and personnel classifications, and several volunteer participants. Representatives from the various employee associations including the Oscar Joel Bryant Foundation, Latin American Law Enforcement Association, Law Enforcement Association of Asian Pacific's, Los Angeles Women's Police Officers and Associates, and board members from the Los Angeles Police Protective League (LAPPL) and the LAPD Command Officers Association also participated.⁴

Focus group participants used a computer system known as "10,000 Volts" or "10KV," which the Department has used for a variety of facilitated sessions to gather feedback on Department operations and other functions.⁵ The information was collected anonymously with assurances of confidentiality to encourage honest opinions and suggestions for improvement. The views and feedback were analyzed to identify consistent themes from those who participated. A panel of outside experts independently analyzed the collected information to identify consistent themes.⁶

It is important to note that the facilitated focus groups were designed to allow independent and unstructured expression of employee opinions which enabled the Department to learn of consistent issues or themes from those who participated. The process was neither intended nor designed to obtain a scientific sampling or comprehensive survey of views that could be generalized to the entire LAPD workforce. The views expressed, however, provided important insight about the perceptions of the Department and many of the participants provided important suggestions for improvement that are included in this report.

⁴ The Department held nine focus group sessions as follows:

- April 2, 2013: Random sampling of sworn employees
- April 4, 2013: Employee groups and LAPPL board members
- April 4, 2013: Random sampling of civilian employees
- April 8, 2013: Random sampling of sworn employees
- April 22, 2013: Command Staff, sworn and civilian
- April 25, 2013: Random sampling of sworn employees
- April 25, 2013: Random sampling of sworn employees
- May 20, 2013: Volunteer group representing all ranks both sworn and civilian
- May 20, 2013: Volunteer group representing all ranks both sworn and civilian

⁵ 10KV was developed by Jonathon Crego, Hydra Foundation, and is registered to the LAPD for internal use.

⁶ A list of the experts who contributed to this process is set forth in Appendix 1.

Based on the information obtained from these focus group sessions the most prevalent themes were identified as follows:⁷

Perception of Bias Based on Gender, Ethnicity and Rank in the BOR Process

Bias in the BOR process based on gender, ethnicity, and rank was a common issue raised during the focus group sessions. Several focus group participants expressed concern that the Department's discipline system was applied differently based on one's gender, ethnicity and rank rather than on a set of established protocols and standards equally applied to all. Some of the focus group participants made comments such as:

- Females are held to a lesser standard due to fear of lawsuits or claims of bias
- Race is a factor in the discipline system
- Minorities are not treated fairly in the disciplinary process
- Minorities are treated better than others in the disciplinary process out of fear of potential lawsuits⁸

Focus group participants also suggested that White officers constituted the majority of the Department and that non-white and female officers were disproportionately selected for termination.⁹

Focus group participants expressed concern that an officer's higher rank was also a factor in determining whether an accused employee would be directed to a BOR or terminated. In particular, some of the focus group participants suggested that Command Staff are not directed to a BOR hearing or terminated in the same proportion as non-command staff.¹⁰ For example, anonymous comments included:

- The perception that the higher the rank in the organization the less likely one is to have a complaint initiated or misgivings are more likely to be overlooked by the Department
- Discipline is not imposed when it involves managers and supervisors

⁷ The prevalent themes identified are not listed in priority order.

⁸ It is important to note that views on bias in the disciplinary system based on ethnicity and gender were mixed. Some believed that the system was biased against female and minority employees while some felt that the same employees were protected from disciplinary actions by the Department due to the fear of potential litigation.

⁹ Some focus group members mistakenly believed that White officers constituted the majority of sworn employees in the LAPD. As set forth in Part III of this Report, White sworn employees comprised only 35% of the Department while Hispanic sworn employees comprised 44%. When combined with the 11% of sworn employees who are Black and 6% of sworn employees who are Asian, Hispanic, Black and Asian sworn employees comprised 61% of the LAPD in 2013. Statistics regarding the perception of bias based on ethnicity and gender are discussed in Part III.

¹⁰ Sworn Command Staff consists of the following police ranks: Captain, Commander, Deputy Chief, Assistant Chief and the COP.

Belief that the Department Initiates an Excessive Number of Personnel Complaints

Another theme consistently raised by many focus group participants was concern over the Department's policy of accepting complaints from the public or employees regardless of the merits of the allegations. They indicated that an excessive number of complaints are initiated and later determined to be unfounded, which has created an atmosphere of fear among officers and a reluctance to perform their duties. Some participants also indicated that supervisors are quick to initiate complaint investigations for minor incidents which contributes to a feeling that the Department is overly aggressive in its disciplinary actions.

Focus group participants also indicated that supervisors are unable to supervise properly because they are inundated with complaint investigations and other administrative functions. They suggested that the administrative burdens of the job limit their ability to exercise leadership, which some believe has been missing within the Department. Participants indicated that if Department supervisors were allowed to lead their teams, the Department's problems with morale and distrust would be eliminated.

Comments regarding the number of complaint investigations included:

- The Department takes too many complaints against officers
- Supervisors should have the discretion to not initiate a complaint when the allegations are obviously false
- Supervisors are too busy completing administrative duties, including complaints, which keep them out of the field
- Supervisors need to be out leading their personnel rather than trying to track down complainants

Focus group participants also expressed concerns that the complaint system was "broken." Many suggested that a new system is needed which gives supervisors more discretion to determine if opening a complaint investigation is appropriate.

Concerns Regarding Investigations, Adjudications and Penalties

Some focus group participants also expressed concern that complaints were not conducted fairly and that penalties were inconsistently applied. Some participants stated that the adjudication of personnel complaints was subjective rather than objective and that there was wide disparity in the penalties imposed. Some indicated that the adjudication of complaints was often influenced by "nepotism" rather than objective standards or published guidelines.¹¹ Comments included:

- The higher the rank, the more misgivings are overlooked by the Department
- Patrol officers are disciplined and treated differently than the rest of the Department
- Friends and family members of higher ranking officers are protected from discipline
- Complaint investigators lack integrity when completing complaint investigations
- People who sit on BOR hearings are beholden to the COP, which means they cannot be fair or impartial

¹¹ It was unclear whether nepotism referred to direct family relationships, friends and close associates, or both.

There were divergent views on whether these biases actually existed within the disciplinary process or whether the issue of bias was simply a perception based on rumor and the lack of information. As one participant summarized, however, “perception is reality.”

Lack of Transparency in the Discipline Process

The data from the focus groups revealed two somewhat conflicting issues related to transparency. The first dealt with the lack of understanding within the Department about how the discipline system works and the reliance of employees on rumor to evaluate the fairness of the system. The participants expressed concern that the Department did not provide sufficient information about the disciplinary system and the penalties imposed. According to focus group participants, Department employees are therefore forced to make judgments and assumptions based on incomplete or inaccurate hallway discussions. Comments from the focus groups included:

- Department employees, in all ranks, have a lack of understanding when dealing with the disciplinary system
- Rumors surrounding the disciplinary process have deteriorated trust in the system
- The Department needs to publish a report explaining disciplinary penalties and why one employee received a more severe penalty than someone else

The second issue regarding transparency related to the Department’s efforts to show accountability to the community. Several complained that Department supervisors do not respect the sensitive and confidential nature of complaint investigations. Some of the participants commented that supervisors discuss employee disciplinary issues with each other, which has resulted in a deterioration of trust. Many believe that the process is influenced by pressure from the media and the public. Comments included:

- Media and public pressure have a direct impact on how discipline investigations are handled
- When outside pressures are introduced into the complaint process, the Department will not support the employee
- Complaint investigators talk to other personnel regarding employee disciplinary issues

In summary, some of the focus group participants believed that the Department is biased based on the gender, ethnicity and rank of officers when determining who is terminated in the BOR process. In addition, focus group participants believed that the disciplinary system is flawed because it allows an excessive number of complaints to be initiated, complaint investigations are unfairly investigated, and adjudications and penalties are inconsistent. Focus group participants also expressed concern that the Department does not disclose sufficient information to employees to understand the disciplinary process and disciplinary decisions and that the lack of information contributes to distrust in the system. Finally, the focus group participants expressed that personnel investigations do not always remain confidential and that pressure from the public and the media can influence disciplinary determinations.

The focus group participants' concerns regarding the number of complaints are examined in Part III of this Report using complaint and adjudication data from a five-year period. The concerns about bias in the complaint and BOR process are also analyzed in examining the ethnicity, gender, and ranks of sworn personnel who were directed to, or opted for, a BOR hearing.¹²

¹² The focus groups' concerns regarding the thoroughness of investigations, the perception of disparity in adjudications and penalties, and issues of confidentiality and transparency were not empirically analyzed because such an analysis would require an extensive qualitative review that is outside the scope of this Report. Part IV, however, provides recommendations from focus group participants and other ideas to address some of these important concerns regarding the Department's disciplinary system.

PART II

OVERVIEW OF LAPD'S DISCIPLINARY SYSTEM

The LAPD's system for investigating and addressing misconduct of its employees is based on various laws including specific provisions of the City's Charter, state statutes, and local ordinances. In addition, disciplinary procedures are also addressed in the many Memoranda of Understanding with the City's collective bargaining units including the LAPPL. The following explains how complaints are initiated, how the Department investigates the allegations, and how the allegations are reviewed and adjudicated by Command Staff. In addition, the following sections explain the LAPD's unique process of requiring a BOR hearing to determine whether an officer should be terminated for serious misconduct.¹³

Initiating Complaints Alleging Misconduct

Any member of the public or a Department employee may make a complaint alleging misconduct against any LAPD employee. The complaint may be made by virtually any method including in person at an Area station, by telephone, by letter, or electronically. Complainants can identify themselves or remain anonymous throughout the investigation. Department supervisors are required to initiate a personnel complaint investigation whenever they are notified of, or become aware of, potential misconduct by any Department employee. Failure to do so can result in disciplinary action against the supervisor. In addition, a non-supervisory employee is required to report potential misconduct to a supervisor or Internal Affairs Group (IAG). These reporting requirements are based on policies approved by the Board of Police Commissioners and mandates set forth in the Consent Decree entered into between the City of Los Angeles and the United States Department of Justice.¹⁴

A complaint can allege any type of misconduct from a discourteous remark to the commission of a crime.¹⁵ In addition, the Department may initiate a complaint investigation against an employee for violations of Department policy and procedure such as failing to qualify with a service firearm, failing to appear in court to testify, employing inappropriate tactics in a use of force, and unprofessional behavior toward another Department employee. Complaints can allege misconduct for both on and off duty actions and each complaint can have one or more allegations

¹³ This report should be read in conjunction with the Dorner Termination Report, which provides additional information regarding the Department's disciplinary process.

¹⁴ The Consent Decree was an agreement entered into by the United States Department of Justice and the City of Los Angeles in November 2000. A federal district court judge approved the Consent Decree in June 2001, which mandated the Department to implement new procedures in nine general subject areas intended to promote police integrity within the Department and prevent conduct that deprives individuals of their constitutional rights and privileges.

¹⁵ The issue of public complaints was notably addressed in the Report of the Independent Commission on the LAPD (commonly referred to as the "Christopher Commission Report") issued in 1991. The Christopher Commission Report severely criticized the Department for its handling of citizen complaints against sworn employees especially allegations of excessive force. The Report found that the system was skewed against the complainants and recommended several changes to Department procedure. Most notably, the Report recommended the creation of an OIG to provide oversight of the complaint and disciplinary process.

of misconduct against one or more Department employees. In some limited, non-disciplinary cases, the complaint can be referred to the Department's Alternative Complaint Resolution Program (ACR) for possible resolution before conducting a full investigation of the allegations.¹⁶

Investigating Complaints

Once a complaint has been entered into the Department's Complaint Management System (CMS), the case is assigned for investigation by either the employee's chain of command (a supervisor within the division or bureau where the employee is assigned) or by investigators in the Department's IAG. Department policy requires IAG Investigators to handle any complaint where an employee is accused in a claim for damages filed with the City or a lawsuit; when arrested or criminally charged with a felony or high grade misdemeanor; when there are allegations of unauthorized force, discrimination, unlawful search or seizure (including false imprisonment and false arrest), dishonesty, improper behavior involving narcotics or drugs, sexual misconduct, domestic violence, theft, acts of retaliation or retribution against an employee or the public; incidents in which a member of the public is unnecessarily charged by an officer with interfering, resisting arrest, assault on an officer, or disorderly conduct; or when a judicial finding of employee misconduct was made in the course of a judicial proceeding.

Whether assigned to IAG or the employee's chain of command, the investigators conduct interviews of the complainant, any relevant witnesses, and the accused employee. They also search for and collect any available physical evidence and will examine the complaint history of the employee to identify any patterns or prior misconduct. In limited circumstances, IAG investigators may conduct surveillance to determine whether the employee is still engaged in the alleged misconduct. By law, personnel investigations and disciplinary proceedings are confidential unless an accused officer waives his or her statutory right to confidentiality.

After an investigation is complete, the accused officer's Commanding Officer must review the investigation and determine whether the allegations are supported by a preponderance of the evidence. If the Commanding Officer finds that an allegation should be sustained based on the evidence, he or she must then recommend an appropriate penalty or non-disciplinary disposition. The Commanding Officer summarizes the investigation and his or her recommended findings in a "Letter of Transmittal" (LOT), which is sent to the Bureau Chief and IAG. The Bureau Chief may submit a "military endorsement" recommending findings different than those recommended by the Commanding Officer in the LOT.

¹⁶ If a complaint is deemed "non-disciplinary," the complainant and accused employee may participate in the ACR program. ACR began in 2002 as an alternative to the traditional complaint investigation process for certain non-disciplinary matters where the complaint, as stated: (1) would not amount to the commission of a felony or misdemeanor crime; (2) may not result in discipline against the employee, or the complained of act or omission by the employee has no nexus to the employee's position with the Department; (3) does not allege unauthorized force; discrimination of any kind; unlawful search and/or seizure of person or property; dishonesty; domestic violence; improper/illicit use of alcohol, narcotics or drugs; sexual misconduct; theft; or retaliation/retribution against another employee; (4) was not a result of concerns arising out of a criminal prosecution, or, dismissal of California Penal Code Section 148 charges, or otherwise initiated by a judge or prosecutor due to officer credibility; (5) the accused employee has no apparent pattern of similar behavior (normally be limited to the past five years) for which he or she is accused; and, (6) was not initiated in response to civil suits or claims for damages involving on-duty conduct and civil lawsuits regarding off-duty conduct required to be self-reported by employees. The ACR process is typically used to clarify misunderstandings pertaining to policy and procedure or alleged acts of discourtesy.

Internal Affairs Group reviews the investigation and the proposed disciplinary recommendation, and then submits the completed investigation and recommendations to the COP for final review and penalty disposition.¹⁷ Findings regarding the allegations are categorized as follows:

- **Unfounded:** The investigation indicates the alleged act did not occur.
- **Exonerated:** The investigation indicates the alleged act occurred but was justified, lawful, and proper.
- **Not Resolved:** The investigation was unable to reveal sufficient evidence to prove or disprove the allegations.
- **Insufficient Evidence to Adjudicate:** The investigation was unable to reveal sufficient evidence to adjudicate the allegations typically due to the unavailability of witnesses or evidence, or the lack of cooperation by the complainant.
- **Withdrawn by the COP:** The COP withdraws the complaint because an allegation would be better adjudicated by a court of competent jurisdiction, the imposition of a penalty is prohibited by the statute of limitations, the alleged act is minor misconduct and/or significant time has passed, evidence used to sustain the allegation is unavailable or has been lost, stolen or destroyed, or any other reasons where it would be in the best interests of justice and fairness.
- **Sustained:** The investigation determined that the alleged act occurred and that the act constitutes misconduct subject to a disciplinary penalty.
- **Sustained – No Penalty:** The investigation determined that the alleged act occurred but the disposition does not require a disciplinary penalty. Instead, the sustained allegations should be addressed through counseling, training, or other corrective action.

When an allegation in a complaint is sustained against a sworn employee, the COP may impose any of the following penalties:

- No Penalty¹⁸
- Written Admonishment¹⁹
- Written Official Reprimand
- Written Official Reprimand with Conditions (COR)
- Suspension of up to 22 Working Days
- Demotion in Rank
- Suspension of Up to 22 Working Days and Demotion in Rank
- Direct the Officer to a BOR Hearing with a Recommendation of Suspension between 23 and 65 working days
- Direct the Officer to a BOR Hearing with a Recommendation of Termination

¹⁷ The COP is not required to review cases in which allegations are not sustained.

¹⁸ When the employee's commanding officer determines no penalty is appropriate, COP approval is not required.

¹⁹ When it is determined that a penalty of an admonishment is appropriate, and the case does not involve the discharge of a firearm by a Department employee, the employee's commanding officer may administer discipline.

Pursuant to the City's Charter, if the COP decides that a suspension of 22 working days or less is appropriate, then the officer has the option of (1) accepting the suspension, in which event the case is concluded, or (2) refusing the suspension, in which event the case proceeds to a BOR hearing (commonly referred to as an "Opted" BOR hearing). If the COP decides that a suspension for more than 22 working days or termination is appropriate, the case automatically proceeds to a BOR hearing (referred to as a "Directed" BOR hearing).

The BOR Process

The COP has exclusive authority under the City Charter to initiate discipline. The Chief's control over the discipline system, however, is restricted by the Charter's requirement of a BOR hearing to determine whether sworn officers can be terminated for serious misconduct.²⁰ Unlike the civil service procedure applicable to civilian employees and police officers in other law enforcement agencies, LAPD officers are entitled to an administrative hearing *before* discipline can be imposed.²¹

A BOR hearing is an administrative proceeding designed to enable two LAPD command officers and one civilian community member to determine whether allegations of misconduct are supported by a preponderance of the evidence and determine the appropriate penalty for any sustained allegations. The hearing is neither a civil nor criminal trial but is conducted as an adversarial proceeding where the charged officer is entitled to representation by an attorney, a Department representative of the rank of lieutenant or below, or both. The officer's representative may obtain pre-trial discovery, cross-examine witnesses, introduce additional evidence, and make evidentiary and legal arguments against the allegations. Board of Rights hearings are closed to the public based on the California Supreme Court's decision in *Copley Press, Inc. v. Superior Court*, which held that disciplinary hearings against police officers are confidential under California law. Prior to the Supreme Court's decision in 2006, LAPD BOR hearings were generally open to the public.

Hearing Officers

The three BOR hearing officers make findings regarding the allegations and penalty. Two members are LAPD employees who carry the rank of Captain, Commander, or Deputy Chief, and the third is a civilian community member. Prior to the hearing, the accused sworn employee, or the employee's representative or attorney, randomly draws the names of four command staff members, selecting two to be on the Board. The accused employee has the right to challenge any of the names drawn for prejudice or conflicts of interest. This could include anyone who had actual contact with the case. Mere knowledge of those involved in the case is not grounds for disqualification, as employees are presumed to know or have knowledge of each other. If a member selected for the Board is later challenged, the matter is immediately appealed to the

²⁰ The Charter also precludes the Chief from initiating discipline based upon conduct occurring more than one-year earlier.

²¹ Probationary police officers are not entitled to a BOR hearing prior to termination. Therefore, the COP may terminate probationary police officers, and both probationary and non-probationary civilian employees, after sustaining an allegation of misconduct.

Department's Chief of Staff or, in his or her absence, to the first available Assistant Chief, who must determine whether the hearing must proceed with the person challenged or whether the person must be replaced.

The civilian member of a BOR panel is selected from the names of three civilian community members, also drawn at random. The civilian members are drawn from a list of individuals from the Los Angeles community who have been reviewed for conflicts of interest, qualifications, and trained by the Board of Police Commissioners' staff. Accused sworn employees have the same right to challenge civilian members as they do for sworn BOR hearing officers.

BOR Findings and Penalty Determination

When a majority of the Board members finds the sworn employee guilty of any of the allegations, the Board conducts a second hearing to determine the appropriate penalty. At the penalty hearing, further evidence is presented, including the employment history of the employee and character witnesses the accused officer may wish to present. The Board then considers all the evidence presented at both hearings and determines, by a majority vote, the appropriate penalty. Board members must take into consideration a variety of factors, including the impact on the organization if the officer is retained, to determine the appropriate penalty recommendation based on the facts and circumstances of the specific case.

If a majority of the BOR members finds a sworn employee not guilty of the allegations, the case is concluded and the COP may not impose any discipline. If the BOR finds the employee guilty of an allegation, but recommends a lesser penalty such as a 65-day suspension, the COP may only impose a 65-day suspension or lesser penalty. In other words, pursuant to the City Charter, the Chief has discretion to accept or reduce, but not to increase, the penalty recommended by the BOR.

Judicial Review of BOR Findings

After discipline is imposed, the sworn employee can appeal the decision to a California Superior Court and then to the California Court of Appeal. The courts independently review the record and render judgment. Unlike a BOR proceeding, the employee has the burden to convince the Court that the evidence did not support the findings of the BOR or that the proceedings were unfair.

OIG Review of Complaint Investigations and Discipline

Department employees may contact the OIG if they believe they were unfairly disciplined. The OIG may then conduct an independent review of the investigation and has full access to all of the evidence, records and transcripts of the proceedings. Upon conclusion of the investigation, the OIG reports the findings to the Board of Police Commissioners. The OIG can either agree or disagree with the Department's decision to sustain allegations of misconduct; however, the final decision regarding discipline remains with the COP. The OIG has access to all personnel investigations and reviews the Chief's disciplinary decisions in a quarterly report to the Board of Police Commissioners.

As set forth above, the disciplinary process and the BOR process in particular, are intended to ensure a fair and unbiased process with multiple levels of review, checks against the COP's disciplinary discretion, protections for the accused officers, and oversight by the OIG and court system. Nevertheless, it is important to determine whether the system, as applied, suggests any bias based on ethnicity, gender, or rank as expressed by the some of the focus group participants. The following section examines data compiled to determine whether any bias is apparent in BOR and termination decisions.

PART III

ANALYSIS OF COMPLAINTS AND BOR DATA

Two of the central themes in the focus group discussions were the number of complaints that are initiated by the Department and bias in the BOR process for termination. The following sets forth pertinent data to examine these two issues.

Complaint Investigations from 2010 through 2013

From 2010 through 2013, more than 15,500 complaint investigations were initiated against both sworn and civilian LAPD employees. On average, 3,896 complaint investigations were initiated against an average of 3,565 personnel per year. This amounts to 28% of the work force on average having one or more complaints filed against them during a calendar year. Table 1 sets forth the details regarding complaints initiated from 2010 through 2013 and the number of employees in the Department.

Table 1 - Complaint Investigations Initiated Against Sworn and Civilian Employees From 2010 through 2013				
Year	Complaints Initiated	# Of Sworn & Civilian Personnel With One or More Complaints	Avg. # of Total Sworn & Civilian Personnel	% of Sworn Civilian Personnel with One or More Complaint Investigations
2010	4,245	3,750	12,775	29%
2011	4,054	3,694	12,777	29%
2012	3,741	3,459	12,807	27%
2013	3,543	3,358	12,697	26%
Total:	15,583	N/A	N/A	N/A
Average Per Year	3,896	3,565	12,764	28%
Source: LAPD, Professional Standards Bureau, Complaint Management System (CMS) and LAPD Deployment Planning System (DPS)				

Complaints and Sustained Allegations

The 15,583 complaints filed from 2010 through 2013 involved 41,762 allegations for an average of 2.7 allegations per complaint. Of the 15,583 complaints initiated from 2010 through 2013, only 9%, or 1,452, had at least one sustained allegation in the complaint. Of the 41,762 total allegations made from 2010 through 2013, only 3,419 allegations were sustained. Therefore,

only 8%²² of all allegations were sustained during the four-year period. The sustained rates of complaints and allegations are set forth in Table 2.

Table 2 - Complaint Investigations Resulting in Sustained Allegations From 2010 through 2013						
Year	Complaints Initiated	Complaints with at Least One Sustained Allegation	Percentage of Complaints with At Least One Sustained Allegation	Total # of Allegations	Total # of Allegations Sustained	Percentage of Allegations Sustained
2010	4,245	335	8%	11,736	830	7%
2011	4,054	378	9%	11,194	906	8%
2012	3,741	389	10%	10,037	801	8%
2013	3,543	350	10%	8,795	882	10%
Total:	15,583	1,452	9%	41,762	3,419	8%
Average Per Year	3,896	363	9%	10,441	855	8%
Source: LAPD, Professional Standards Bureau, Complaint Management System (CMS) and LAPD Deployment Planning System (DPS)						

While the majority of the allegations were based on complaints initiated by members of the public they also included allegations initiated by Department supervisors and other employees. The number of complaints may be a result of policies and procedures in place that require the initiation of a complaint regardless of the source or strength of the allegations. This was deemed necessary to ensure that all complaints are accepted and handled thoroughly before a disposition is made. The Christopher Commission Report had severely criticized the Department for failing to take citizen complaints and properly investigating allegations of police misconduct. The Consent Decree further identified the need for the Department to hold its officers more accountable by accepting and thoroughly investigating all complaints of misconduct. Consequently, the Department has adopted strict requirements and accountability measures to ensure that the Department initiates complaint investigations into most any claim of misconduct communicated by any means by the public or Department employees.

Since the Christopher Commission Report was issued in 1991, the Department has invested significantly more resources to accept, investigate, process, track, and review complaints from

²² These statistics do not incorporate allegations sustained by the COP against an employee, but the employee is later found not guilty at a BOR hearing. Therefore, the sustained rate may be slightly lower based on acquittals at a BOR hearing.

the public and Department employees. In addition, voters in the City approved a Charter amendment in 1995 that created the OIG to monitor and review the Department's handling of complaints and discipline. Specific procedures were subsequently mandated for the Department and the OIG regarding complaints in the Consent Decree as well. A federal court found that the Department was in substantial compliance with the Consent Decree mandates concerning complaints and the OIG continues to monitor and report to the Board of Police Commissioners its evaluation of the Department's handling of complaints. Therefore, the resources, processes, and oversight currently in place suggest that the Department has systems to properly investigate allegations of misconduct against its employees.

While the data supports the suggestion that the Department initiates a significant number of complaints that may be without merit, further analysis is necessary before drawing any substantive conclusions. A robust analysis is necessary to determine the cause of the low rate of sustained allegations before any modifications should be implemented. For example, the source of complaints, types of allegations, available evidence, and many other factors may influence whether a complaint is not sustained. Therefore, the Department should engage in a more thorough review of the types of allegations that result in sustained versus non-sustained allegations and consider reasonable adjustments to ensure that complaints are thoroughly investigated while focusing its resources on the most serious allegations.

BOR Hearing Data

As explained above, if the COP sustains an allegation of serious misconduct and seeks to impose a suspension of more than 22 days or termination from the Department, the sworn employee is directed to a BOR hearing (referred to as a "Directed BOR"). In all other cases in which a lesser disciplinary penalty is imposed, the employee may opt for a BOR for a determination of allegations and penalty (referred to as an "Opted BOR").

From 2010 through 2013, the Department initiated 340 Board of Rights hearings. The COP directed sworn employees to a BOR hearing in 282 of the cases (83%) and officers opted for a BOR hearing in 58 cases (17%).

Directed BOR Not Completed

Not all of the Directed BOR hearings were completed. For example, 90 officers separated from the Department by resigning, retiring, or another removal process before completing a BOR hearing.²³ Forty-four either negotiated a settlement agreement with a lesser penalty or accepted a modified penalty other than termination before the BOR hearing was concluded. Therefore, 134 of the 282 sworn employees directed to a BOR (48%) did not complete the hearing process. Figure 1 contains the breakdown of sworn employees directed to a BOR from 2010 through 2013 who did not complete the BOR process.

Directed BOR Completed

Sworn employees completed a Directed BOR hearing in 148 cases from 2010 through 2013. In 126 of the cases (85%) the sworn employee was found guilty of one or more allegations of misconduct. The BOR recommended 78 of the 126 sworn employees for termination (62%). Consequently, only 126 of the 282 sworn employees directed to a BOR by the Chief were found guilty by a BOR (45%) and only 78 of the 282 (28%) were terminated by a BOR during the four-year period. Figure 2 sets forth the breakdown of sworn employees who completed directed BOR hearings.

Opted BOR

Sworn employees opted for a BOR hearing in 58 of the 340 hearings held from 2010 through 2013 (17%). Twenty-three of those sworn employees completed their opted hearings (40%) and 18 were found guilty of one or more allegations (78%). No sworn employees were subject to termination because opted BOR hearings are held only when the sworn employee seeks a hearing for a penalty of 22 or fewer suspended work days.

Thirty-five sworn employees did not complete their opted BOR with 22 sworn employees negotiating a settlement agreement, 8 withdrawing from the process and accepting the penalty imposed by the COP, 2 cases in which the COP modified the penalty and the accused employee accepted the new penalty, 1 resignation, 1 removal by another BOR proceeding, and 1 case withdrawn by the COP.

²³ For example, under the City's Charter if a BOR has been constituted and the accused, without reasonable excuse, fails or refuses to appear before the Board at the time and place designated, the COP may either direct the BOR to proceed in the absence of the accused or the COP may impose a penalty of suspension, demotion in rank, suspension and demotion in rank, or removal without a hearing.

Figure 1 - Directed BOR Not Completed (2010 through 2013)

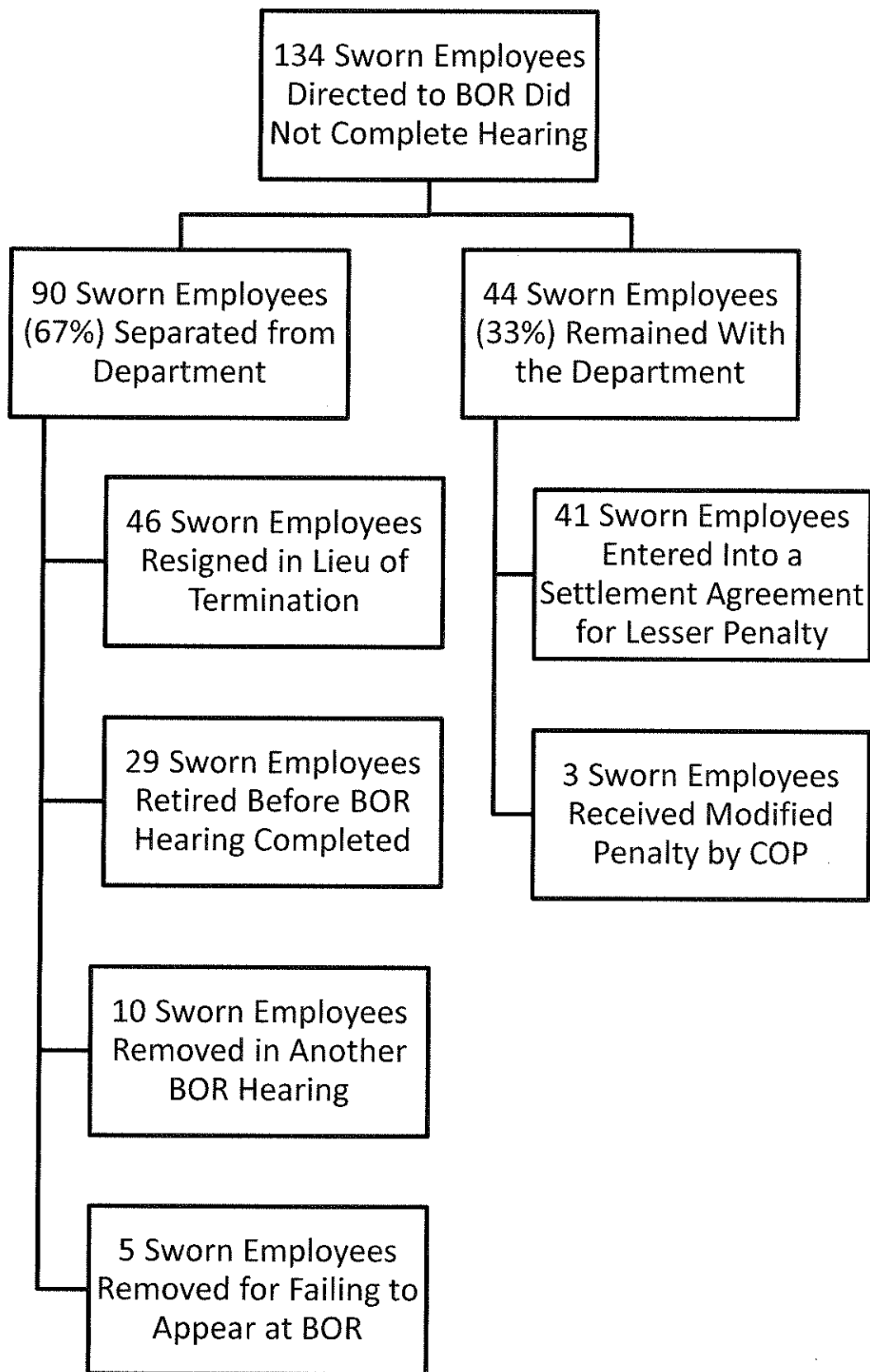
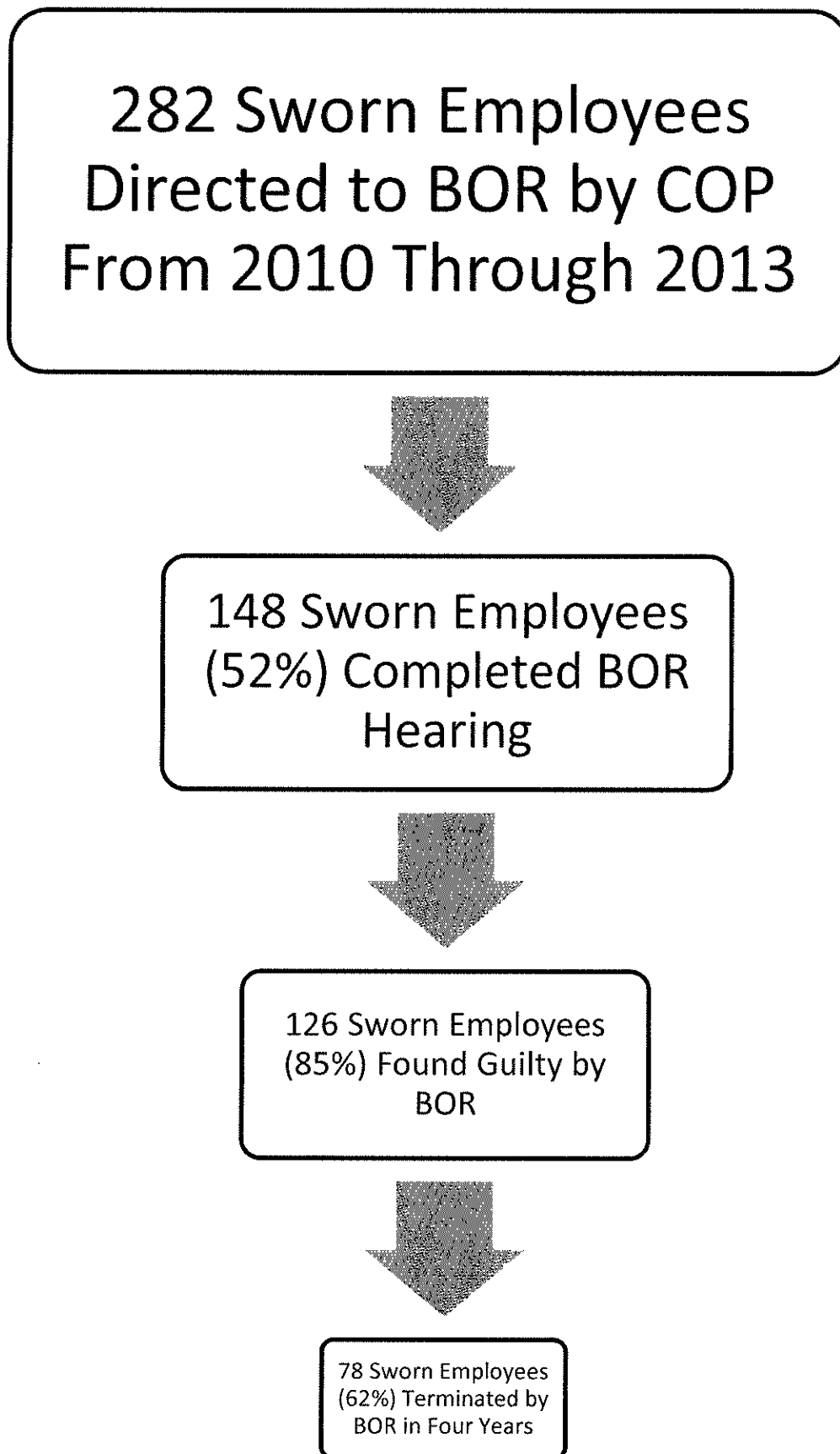


Figure 2 – Directed BOR Hearings Completed from 2010 through 2013



Gender, Ethnicity and Rank in BOR Hearings and Terminations

As set forth above, focus group participants expressed concern that BOR hearings and termination decisions were biased based on gender, ethnicity, and rank. In particular, some participants believed that Black and Hispanic sworn employees were punished disproportionate to the ethnic makeup of the Department. The following examines the gender, ethnicity, and rank breakdown of the Department from fiscal year 2009-10 through fiscal year 2013-14 and compares the composition of the Department with the gender, ethnicities, and ranks of sworn personnel terminated from the Department.

Gender, Ethnicity and Rank Data Submitted to the U.S. Department of Justice

Each year the LAPD submits to the U.S. Department of Justice a breakdown of all sworn personnel by rank, gender, and ethnicity organized by fiscal year. The Department is required to submit the information annually pursuant to the “Blake Justice” consent decree entered into with the U.S. Department of Justice in 1973. The breakdown is submitted based on fiscal years (FY), rather than calendar years, and does not include municipal police sworn employees formerly with the General Services Department. The breakdowns submitted to the Department of Justice from FY 2009-10 through FY 2013-14 are contained in Appendix 2. A summary of the five years is set forth in Table 3 below.

**TABLE 3 - Ethnicity and Gender Breakdowns of Sworn Personnel from
FY 2009-10 through FY 2013-14²⁴**

LAPD SWORN PERSONNEL BY GENDER, ETHNICITY AND FISCAL YEAR							
Fiscal Years 2009-10 through 2013-14							
Source: LAPD Data Submitted to U.S. Department of Justice							
Fiscal Year	2009-10	2010-11	2011-12	2012-13	2013-14	Five Year Average	
Total Sworn Personnel	9,940	9,895	9,890	9,857	9,796	9,876	
By Gender						Five Year Average	Average % of Department
Male	8,056	7,994	7,990	7,967	7,920	7,985	81%
Female	1,884	1,901	1,900	1,890	1,876	1,890	19%
Total	9,940	9,895	9,890	9,857	9,796	9,876	100%
By Ethnicity						Five-Year Average	Average % of Department
Black							
Male	917	905	898	883	857	892	9%
Female	266	265	259	255	247	258	3%
Total	1,183	1,170	1,157	1,138	1,104	1,150	12%
Hispanic							
Male	3,398	3,388	3,432	831	3,471	2,904	29%
Female	786	811	822	3,458	845	1,344	14%
Total	4,184	4,199	4,254	4,289	4,316	4,248	43%
Asian							
Male	595	594	600	606	613	602	6%
Female	95	94	98	101	103	98	1%
Total	690	688	698	707	716	700	7%
Caucasian							
Male	2,924	2,882	2,836	2,785	2,747	2,835	29%
Female	712	705	693	671	646	685	7%
Total	3,636	3,587	3,529	3,456	3,393	3,520	36%
American Indian							
Male	36	37	28	29	27	31	0.3%
Female	6	6	6	7	8	7	0.1%
Total	42	43	34	36	35	38	0.4%
Filipino							
Male	181	182	188	192	193	187	1.9%
Female	19	20	19	20	21	20	0.2%
Total	200	202	207	212	214	207	2.1%
Other							
Male	5	6	8	14	12	9	0.1%
Female	-	-	3	5	6	3	0.0%
Total	5	6	11	19	18	12	0.1%

²⁴ The data does not include municipal police officers formerly assigned to the City's General Services Department.

Sworn Personnel Directed to a BOR by Gender

From FY 2009-10 through FY 2013-14, the Department employed an average of 9,876 sworn personnel. The average number of sworn employees, by gender, was 7,985 male (81%), and 1,890 female (19%).

Based on the data regarding directed BOR hearings by gender, male sworn employees were slightly out of proportion to female sworn employees when compared to the general composition of the Department. For example, from 2009 through 2013 the COP directed 282 sworn employees to a BOR hearing with recommendations for termination. Eighty-eight percent of those directed were male sworn employees (248) and 12% were female (34) while the composition of the Department, on average, was 81% male and 19% female.

Although there was a 7% variance by gender of those Directed to a BOR when compared to the entire workforce, it is difficult to conclude that bias was a factor. First, a 7% variance constituted only 20 sworn employees over a 4-year period, or an average of only 5 employees per year. In addition, the same ratio of 88% male to 12% female sworn employees directed to a BOR was maintained throughout the BOR process. Of the 126 sworn employees who completed their directed BOR hearings and were found guilty of one or more allegations, 88% were male (111) and 12% were female (15). The BOR also recommended for termination at the same ratio of 88% male (69) and 12% of female (9) sworn employees who were found guilty after the hearing.

When examining the percentage of male sworn employees found guilty separate and apart from female sworn employees, the data suggests equivalent treatment. For example, of the 128 male sworn employees who completed their BOR Hearings, 111, or 87%, were found guilty. Similarly, of the 20 female sworn employees who completed their BOR hearings, 15, or 75% were found guilty. Sixty-nine of the 111 male sworn employees, or 62%, were recommended for termination, and 9 of the 15 female sworn employees, or 60%, were recommended for termination. Thus, there was very little variation between genders in either findings of guilt or termination.

Further analysis is necessary to determine if there may be other factors (e.g. less time on the job or fewer complaints filed against female employees) for the initial variances but the data regarding the findings of guilt and recommendations for termination do not appear to suggest any particular bias.²⁵

Detailed breakdowns of sworn employees directed to a BOR by gender are set forth in Tables 4 & 5 below.

²⁵ From 2010 through 2013, 58 sworn personnel opted for a BOR hearing consisting of 52 male sworn employees and 6 female sworn employees. Only 20 male and 3 female sworn employees (40%) completed their opted BOR hearings. Upon conclusion of their opted BOR hearings, 15 males (65%) and 3 females (13%) were found guilty. Termination is not an available penalty in Opted BOR hearings.

**Table 4 - Breakdown by Gender of Sworn Personnel Directed to BOR
2009 through 2013**

	Directed to BOR	% of Total	Directed BOR Completed	% of Total	Found Guilty by BOR	% of Total	Terminated by BOR	% of Total
Male	248	88%	128	86%	111	88%	69	88%
Female	34	12%	20	14%	15	12%	9	12%
Total	282	100%	148	100%	126	100%	78	100%

**Table 5 - Comparison of Sworn Personnel Directed to BOR by Same Gender
2009 through 2013
(Read Across)**

	Sworn Personnel Directed to BOR	Completed BOR	% of Gender Completed BOR	Found Guilty by BOR	% of Gender Found Guilty	Terminated by BOR	% Terminated
Male	248	128	52%	111	87%	69	62%
Female	34	20	59%	15	75%	9	60%
Total	282	148	52%	126	85%	78	62%

Directed BOR Hearings by Ethnicity

As summarized in Table 6 and depicted in Figure 3 below, the majority of sworn employees in the LAPD are non-Caucasian. Hispanic sworn employees constituted 43% of sworn personnel, Black sworn employees 12%, Asian 7%, and Filipino 2%.²⁶ Caucasian sworn employees constituted 36% of the workforce, on average, over the five years from FY 2009-10 through FY 2013-14.

Table 6 Sworn Personnel by Ethnicity FY 2009-10 through FY 2013-14		
Ethnicity	Five Year Average	Average %
Hispanic	4,248	43%
Caucasian	3,520	36%
Black	1,150	12%
Asian	700	7%
Filipino	207	2%
American Indian	38	0.4%
Other	12	0.1%
Total:	9,876	100%

²⁶ The Department populates ethnicity based on seven descent criteria: Hispanic, Caucasian, Black, Asian, Filipino, American Indian and other. Ethnicities that do not fall into one of the six descent criteria are noted as "Other."

Sworn Employees by Ethnicity
(Average % FY 2009-10 through FY 2013-14)

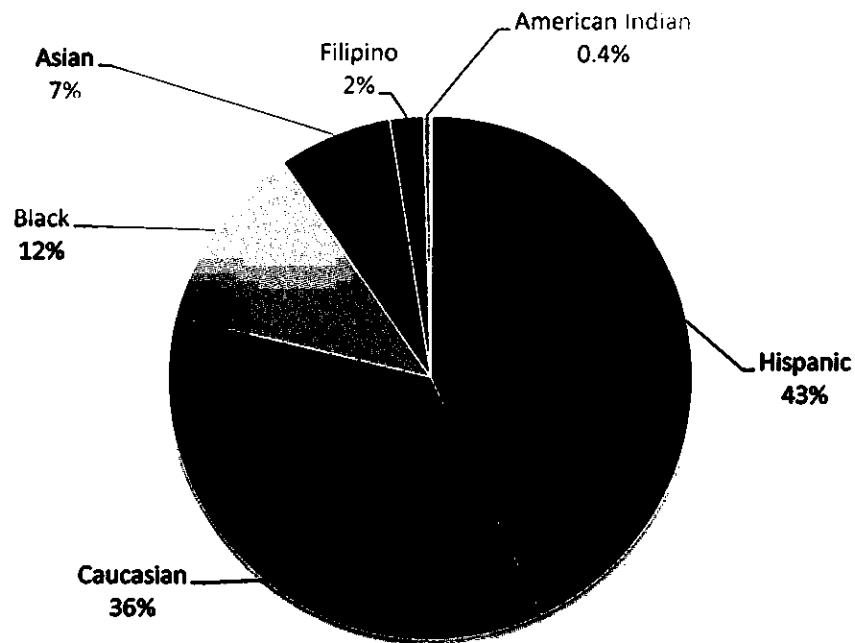


Figure 3

Sworn Personnel Directed to a BOR by Ethnicity

The ethnic breakdown of the 282 sworn employees directed to a BOR hearing is set forth in Table 7 and depicted in Figure 4.²⁷

TABLE 7 - Sworn Personnel Directed to a BOR, by Ethnicity From 2009 through 2013		
Ethnicity	Total Number Directed to BOR	Percentage Breakdown of Total
Hispanic	119	42%
Caucasian	98	35%
Black	39	14%
Asian	17	6%
Filipino	9	3%
Total	282	100%

²⁷ There were no American Indians or "Other" sworn employees directed to a BOR hearing during the same period.

Directed BOR Hearings by Ethnicity 2009 through 2013

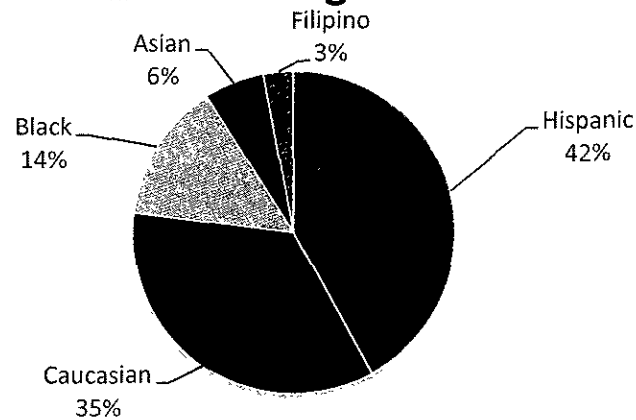


Figure 4

When compared to the ethnic breakdown of the Department during the similar time period, those directed to a BOR are within nearly the same proportions to the composition of the Department as set forth in Table 8.

Table 8 Comparison of Sworn Personnel in Department with Personnel Directed to BOR, by Ethnicity		
Ethnicity	Average %	Directed to BOR
Hispanic	43%	42%
Caucasian	36%	35%
Black	12%	14%
Asian	7%	6%
Filipino	2%	3%
American Indian	0.4%	0%
Other	0.1%	0%
Total:	100%	100%

When comparing the Department's average composition by ethnicity to other categories in the BOR process, some variations exist as shown in Tables 9 & 10, and summarized in Table 11.²⁸

Table 9 - Sworn employees Found Guilty at Directed BOR, By Ethnicity 2009 through 2013		
Ethnicity	Total Number Found Guilty at Directed BOR	Percentage of Total
Hispanic	61	48%
Caucasian	40	32%
Black	14	11%
Asian	6	5%
Filipino	5	4%
Total	126	100%

The total number of sworn employees, by ethnicity, who were terminated upon completion of their BOR hearing, was as follows:

Table 10 - Sworn employees Terminated at Directed BOR, By Ethnicity 2009 through 2013		
Ethnicity	Total Number Terminated at Directed BOR	Percentage of Total
Hispanic	39	50%
Caucasian	22	28%
Black	9	12%
Asian	4	5%
Filipino	4	5%
Total	78	100%

²⁸ Only 72 (49%) Hispanic, 49 (33%) Caucasian, 16 (11%) Black, 6 (4%) Asian, and 5 (3%) Filipino employees completed the directed BOR process

Table 11 - % Comparison of Ethnic Breakdown of Sworn Employees Directed to BOR, Found Guilty at BOR, and Terminated at BOR 2009 through 2013				
Ethnicity	Department Average (%)	Directed to BOR of Total (as % of Total)	Found Guilty at BOR (as % of Total)	Terminated by BOR (as % of Total)
Hispanic	43%	42%	48%	50%
Caucasian	36%	35%	32%	28%
Black	12%	14%	11%	12%
Asian	7%	6%	5%	5%
Filipino	2%	3%	4%	5%
Total	100%	100%	100%	100%

Table 12 - Sworn Employees Directed to BOR by Ethnicity 2009 through 2013 (Read Across)							
Ethnicity	Directed to BOR	Completed BOR	%	Found Guilty	% Found Guilty	Terminated	%
Hispanic	119	72	61%	61	85%	39	64%
Caucasian	98	49	50%	40	82%	22	55%
Black	39	16	41%	14	88%	9	64%
Asian	17	6	35%	6	100%	4	67%
Filipino	9	5	56%	5	100%	4	80%
Total	282	148	52%	126	85%	78	62%

The data shows that the ethnicity of employees directed to a BOR is nearly identical to the ethnic composition of the Department. Therefore, the decisions made by the Department and COP to direct a sworn employee do not appear to be biased based on ethnicity.

Although there are some variances regarding findings of guilt and termination this doesn't necessarily suggest bias in those decisions. Whether a sworn employee is found guilty at a BOR is highly dependent on choices made by the accused sworn employee. For example, a sworn employee directed to a BOR may choose to retire or resign in lieu of termination. The sworn employee may enter into a settlement agreement and receive a penalty less than termination. Therefore, the pool of individuals who proceed to a BOR is reduced. Nevertheless, as set forth in Table 12, Hispanic, Caucasian and Black sworn employees are found guilty at a relatively similar rate, especially when taking into account the low number of employees who complete their BOR hearings.

Whether an individual is found guilty of the allegations by the BOR is influenced by the weight of the evidence and other legitimate factors. Consequently, a further analysis is necessary to examine the causes of any variations indicated in Table 12. Nevertheless, the data does not suggest a significantly disproportionate outcome with respect to either findings of guilt or termination by ethnicity.

Opted BOR Hearings by Ethnicity

The ethnicity data of sworn employees who initially opted for a BOR hearing is set forth in Table 13.²⁹ The percentage breakdowns do not match the composition of the Department as a whole. This, however, does not suggest bias because opted Boards are determined by the accused employee and not the Department.

Table 13 - Opted BOR Hearings by Ethnicity 2009 through 2013		
Ethnicity	Total Number Opted for a BOR	Percentage of Total
Hispanic	23	40%
Caucasian	18	31%
Black	13	22%
Asian	4	7%
Total	58	100%

Only 23 sworn employees completed their opted BOR hearing. Upon completion of their opted BOR hearings, the total number of sworn employees who were found guilty and the percentage breakdowns, by ethnicity, are set forth in Table 14.³⁰

Table 14 - Sworn employees Found Guilty at Opted BOR Hearing by Ethnicity 2009 through 2013		
Ethnicity	Found Guilty at Opted BOR by Ethnicity	Percentage of Total
Hispanic	7	39%
Caucasian	7	39%
Black	4	22%
Total	18	100%

²⁹ There were no American Indians or Other sworn employees who opted for a BOR hearing during the same time period.

³⁰ The Asian sworn employee who opted for a BOR hearing did not complete the BOR process.

BOR Hearings by Rank

**Table 15 – Rank Breakdown of Sworn Personnel from
FY 2009-10 through 2013-14**

LAPD SWORN PERSONNEL BY RANK AND FISCAL YEAR							
Fiscal Years 2009-10 through 2013-14							
Source: LAPD Data Submitted to U.S. Department of Justice							
Fiscal Year	2009-10	2010-11	2011-12	2012-13	2013-14	Five Year Average	
Total Sworn Personnel	9,940	9,895	9,890	9,857	9,796	9,876	
By Rank						Five Year Average	Average % of Department
Police Officer	6,631	6,710	6,778	6,836	6,777	6,746	68%
Detective	1,715	1,666	1,575	1,545	1,530	1,606	16%
Sergeant	1,231	1,170	1,189	1,120	1,143	1,171	12%
Lieutenant	262	245	244	251	246	250	3%
Command Staff	101	104	104	105	100	103	1%
Total	9,940	9,895	9,890	9,857	9,796	9,876	100%

As summarized in Table 16 and depicted in Figure 5 below, the majority of sworn employees in the LAPD are within the Police Officer rank. Detectives constituted an average of 16% of sworn personnel during the five-year period, Sergeants 12%, Lieutenants 3%, and Command Staff 1%. The Police Officer rank constitutes 68% of the sworn workforce, on average, over the five years from FY 2009-10 through FY 2013-14.

Table 16		
Average Sworn Personnel by Rank		
FY 2009-10 through FY 2013-14		
Rank	Five Year Average	Average %
Police Officer	6,748	68%
Detective	1,606	16%
Sergeant	1,170	12%
Lieutenant	250	3%
Command Staff	102	1%
Total:	9,876	100%

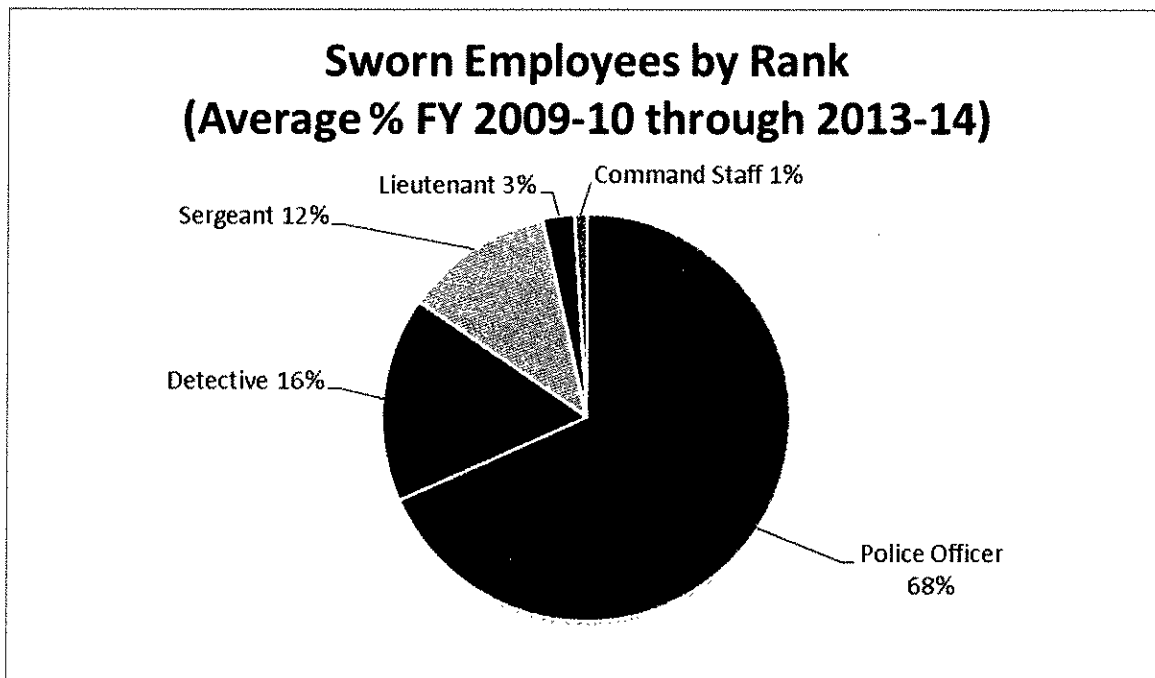


Figure 5

Sworn Personnel Directed to a BOR by Rank

The rank breakdown of the 282 sworn officers directed to a BOR hearing is set forth in Table 17 and depicted in Figure 6.

TABLE 17 - Sworn Personnel Directed to a BOR, by Rank From 2009 through 2013		
Rank	Total Number Directed to BOR	Percentage Breakdown of Total
Police Officer	210	74%
Detective	39	14%
Sergeant	29	10%
Lieutenant	2	1%
Command Staff	2	1%
Total	282	100%

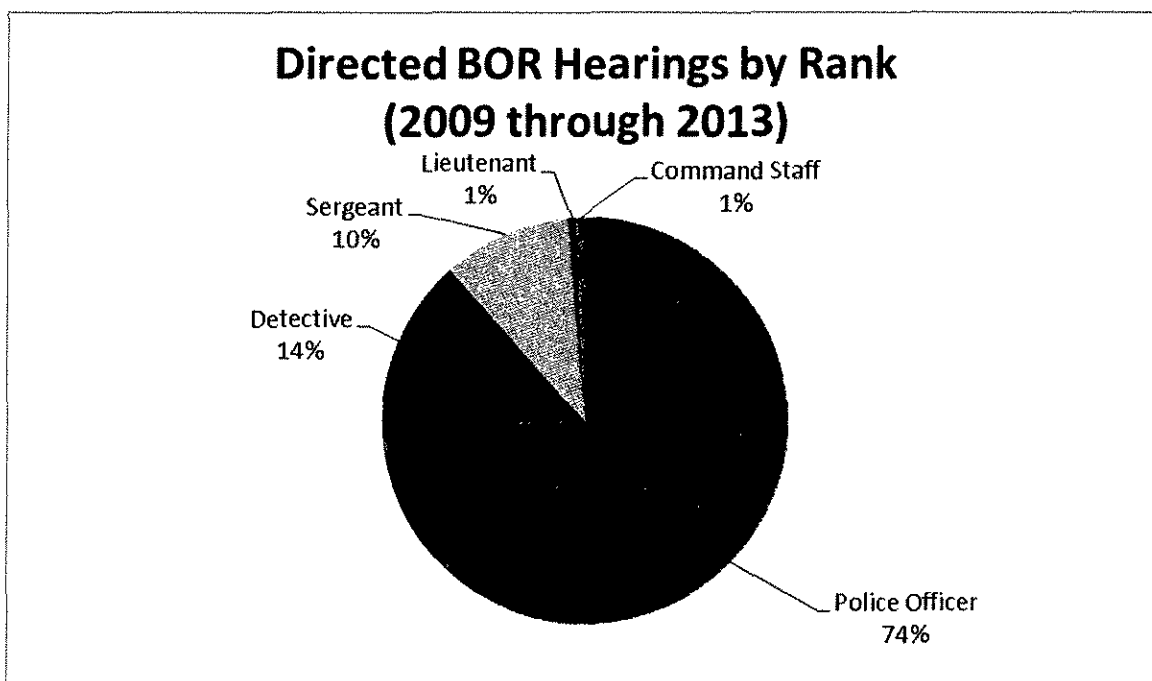


Figure 6

When compared to the rank breakdown of the Department during a similar time period, those directed to a BOR are within nearly the same proportions to the composition of the Department, with the exception of police officers, as set forth in Table 18.

Table 18 % Comparison of Sworn Personnel in Department with Personnel Directed to BOR, by Rank		
Rank	Average %	Directed to BOR
Police Officer	68%	74%
Detective	16%	14%
Sergeant	12%	10%
Lieutenant	3%	1%
Command Staff	1%	1%
Total:	100%	100%

When comparing the Department's average composition by rank to findings of guilt and termination by a BOR, there are some variations as detailed in Tables 19 & 20, and summarized in Table 21. These variations, however, are influenced by the number of sworn personnel who did not complete a BOR and the small number of sworn employees who completed a BOR hearing at the rank of Detective and above.³¹ Therefore, the proportion of those ranks that

³¹ Only 118 Police Officers (80%), 15 Detectives (10%), 14 Sergeants (9%) and 1 Lieutenant (1%) completed the directed BOR process.

constitute sworn employees found guilty at Directed BOR hearings or terminated by the BOR will fluctuate significantly by very small increases or decreases.

Table 19 - Officers Found Guilty at Directed BOR, By Rank 2009 through 2013		
Rank	Total Number Found Guilty at Directed BOR	Percentage Breakdown of Total
Police Officer	103	82%
Detective	12	9%
Sergeant	10	8%
Lieutenant	1	1%
Total	126	100%

Table 20 - Sworn Employees Terminated at Directed BOR, By Rank 2009 through 2013		
Rank	Total Number Terminated at Directed BOR	Percentage Breakdown of Total
Police Officer	66	85%
Detective	5	6%
Sergeant	6	8%
Lieutenant	1	1%
Total	78	100%

Table 21 - % Comparison of Ranks for Sworn Employees Directed to BOR, Found Guilty at BOR, and Terminated at BOR 2009 through 2013				
Rank	Department Average (% of Total)	Directed to BOR by Rank (% of Total)	Found Guilty at BOR (% of Total)	Terminated by BOR (% of Total)
Police Officer	68%	74%	82%	85%
Detective	16%	14%	9%	6%
Sergeant	12%	10%	8%	8%
Lieutenant	3%	1%	1%	1%
Command Staff	1%	1%	N/A ³²	N/A ³³
Total	100%	100%	100%	100%

Table 22 sets forth the number of sworn employees within a specific rank and the percentage of personnel within the rank who completed a directed BOR, were found guilty, and terminated. Unlike the data in Table 21 that depicts Police Officers as disproportionately sent to, found guilty and terminated at a BOR, the percentage within the Police Officer rank ranges are only from two to four percentage points higher than percentages of all ranks combined as set forth in Table 22.

³² Neither of the two command staff members directed to a BOR hearing completed the process.

³³ Ibid.

**Table 22 – Sworn Employees Directed to BOR
% Within Same Rank
2009-2013
(Read Across)**

Rank	Directed to BOR	Completed BOR	% Completed	Found Guilty	% Found Guilty	Terminated	% of Guilty Terminated
Police Officer	210	118	56%	103	87%	66	64%
Detective	39	15	38%	12	80%	5	42%
Sergeant	29	14	48%	10	71%	6	60%
Lieutenant	2	1	50%	1	100%	1	100%
Command Staff	2	0	0%	0	0%	0	0%
Total	282	148	52%	126	85%	78	62%

As mentioned, there does not appear to be any bias evident from the data. The proportion of sworn employees by rank match fairly closely with the composition of the Department and Command Staff, in particular, is directly proportional. Therefore, decisions by the COP to direct a sworn member to a BOR do not appear to be biased based on rank.

Opted BOR Hearings by Rank

Sworn employees who opted for a BOR hearing is broken down by rank in Table 23.

**Table 23 - Opted BOR Hearings by Rank
2009 through 2013**

Rank	Total Number Opted for a BOR	Percentage of Total
Police Officer	31	54%
Detective	6	10%
Sergeant	17	29%
Lieutenant	1	2%
Command Staff	3	5%
Total	58	100%

Upon completion of their opted BOR hearings, the number of sworn personnel found guilty by rank is set forth in Table 24.

Table 24 - Sworn Employees Found Guilty at Opted BOR Hearing by Rank 2009 through 2013		
Rank	Found Guilty at Opted BOR by Rank	Percentage of Total
Police Officer	10	56%
Sergeant	7	39%
Command Staff	1	5%
Total	18	100%

The rank distribution of sworn personnel found guilty at an opted BOR does not necessarily suggest any bias. Opted BOR are initiated based on the choice of the accused employee, not on a determination by the Department. Moreover, because the numbers are so low, they cannot be accurately compared to the total number of sworn personnel. None of the sworn employees were terminated because termination is not an option when an employee opts for a BOR hearing.

PART IV

OPPORTUNITIES FOR IMPROVEMENT: CONCLUSIONS AND RECOMMENDATIONS

The opinions expressed by the focus group participants raised important concerns about the Department's disciplinary system. As this Report summarizes, there was a concern among participants that the Department is biased based on gender, ethnicity and rank in directing sworn personnel to a Board of Rights hearing for termination and that BOR findings were similarly biased. The data, however, does not support the perception of bias with respect to directed BOR hearings. Over the past four years, the Chief of Police has directed sworn personnel in close proportion to the gender, ethnic, and rank composition of the Department as a whole. In addition, the variances regarding sworn personnel found guilty and terminated are not wide and, as discussed in Part III, there are many factors that may account for the variations. Nevertheless, the Department should consider further examine those cases and continue to monitor these statistics to ensure that bias plays no part in any BOR finding.

The focus group participants also expressed concern that the disciplinary system itself is flawed and that investigations, adjudications, and penalties are inconsistent. Participants also suggested that the Department should increase the transparency of the disciplinary system and provide more information about the process to educate the Department's work force. While this Report does not contain an empirical analysis of these issues, many of the suggestions proposed by the focus group participants are included in the recommendations below.

The LAPD must hold its personnel accountable for misconduct while ensuring a fair, just and effective system. Therefore, these recommendations for improvement are necessary to increase the workforce's confidence in the system while maintaining the public's trust in holding LAPD employee's accountable for misconduct.

RECOMMENDATIONS

Objective #1 - Promote fairness and consistency in investigations and adjudications

- A. Re-issue an updated version of the "Complaint Investigations: A Guide for Supervisors" to assist supervisors and managers with complaint investigations (Status: Completed)
- B. Re-issue an updated version of the "Management Guide to Discipline" to assist Department personnel with the adjudication of complaint investigations (Status: Update in-progress)
- C. Finalize Conditional Official Reprimand guidelines (Status: Draft completed and under review by the OIG; meet and consult process to follow)
- D. Continue to provide training to supervisors on complaint intake procedures and investigations (Status: On-going)

Objective #2 - Promote fairness and consistency in penalties for sustained allegations

- A. Publish a “Penalty Guide” to promote consistency in disciplinary penalties (Status: Draft completed and under review by the OIG; meet and consult process to begin)

Objective #3 - Promote fairness and consistency in the BOR process

- A. Re-issue an updated “Board of Rights Manual” (Status: Update in-progress)
- B. Develop an updated training curriculum for BOR hearing officers that includes recent legal updates, sample findings and rationales, and other information to promote procedural and substantive consistency (Status: In-progress)
- C. Issue a COP directive on the expectations of BOR hearing officers (Status: Draft completed, soon to be issued by the COP)

Objective #4 – Ensure disciplinary decisions are never influenced by bias

- A. Regularly compile, monitor and analyze complaint and BOR data to identify any emerging patterns that suggest potential bias (Status: In-progress)
- B. Further examine data regarding BOR findings of guilt and termination (Status: Examine options for analysis)
- C. Develop and publish a specific anti-nepotism policy to re-emphasize the importance of avoiding bias and the potential for conflicts of interest (Status: In-progress)

Objective #5 – Promote Awareness of the disciplinary system and discipline imposed

- A. Regularly distribute information regarding the disciplinary process and explore opportunities for additional training of sworn and civilian personnel (Status: In-progress)
- B. Update all Department personnel on the availability of monthly summaries of disciplinary actions and imposed penalties on the LAN (Status: In-progress)
- C. Update all Department personnel on the availability of the Department’s gender, ethnicity, and rank breakdowns on the LAN (Status: In-progress)

Objective #6 – Ensure complaints are properly handled while prioritizing investigations appropriately and promoting alternative resolutions in limited cases

- A. Establish a prioritized, tiered system for investigating complaints based on the seriousness of the allegations (Status: Pending approval by the BOPC)
- B. Examine expansion of the ACR Program for public complaints (Status: Pending)
- C. Examine expansion of the ACR Program to mediate Employee on Employee Complaints (Status: Pending)

- D. Determine the feasibility of conducting an aggregate analysis of complaints and allegations that are not sustained to determine whether modifications to complaint intake procedures or other system improvements are needed (Status: Pending)

Pursuing the Department's mission of protecting the community through constitutional policing requires the LAPD to earn and maintain the trust of community. Holding employees accountable for misconduct is essential in maintaining that trust. The recommendations set forth above should improve the integrity of the Department's system of accountability, maintain the public's trust, and protect the legitimate expectations and rights of the dedicated men and women of the LAPD.

Appendix I

The independent professional review team involved in the process represented individuals from various professional backgrounds and included:

1. **Mark Abelsson** - Human Relations Consultant, Diversity @ Work
2. **Herman DeBose, Ph.D** - Professor, California State University Northridge
3. **Meredith Gamson-Smiedt** - MSW, Executive Director, Center for Policing Equity, University of California Los Angeles
4. **Phillip Atiba Goff, Ph.D** - Co-Founder and President, Center for Policing Equity, University of California Los Angeles
5. **Lisa Gonzales** - CEO, Greater Los Angeles Agency on Deafness
6. **Mark Katrikh** - Director of Law Enforcement Training, LA Museum of Tolerance Program Manager
7. **Tracie L. Keesee, Ph.D** - Co-Founder and Director of Outreach, Center for Policing Equity, University of California Los Angeles
8. **Page Miller** - CEO, Page Enterprises/Communications
9. **Elke Rechberger, Ph.D** - CEO, Psychology by Design, Different Solutions
10. **Bernardette Tober** - Professor, Mount St. Mary's College

Appendix II

Department of Justice Figures Submitted FY 2009-10 through 2013-14

LOS ANGELES POLICE DEPARTMENT SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY 5-YEAR TREND FISCAL YEARS 2009-2010 THROUGH 2013-2014

CHIEF		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hispanic	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Caucasian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%
	T	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%
	T	1	100.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%

ASSISTANT CHIEF		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
	T	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
Hispanic	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
	T	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Caucasian	F	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	1	33.3%	1	33.3%	1	33.3%	1	33.3%	1	33.3%
	M	2	66.7%	2	66.7%	2	66.7%	2	66.7%	2	66.7%
	T	3	100.0%	3	100.0%	3	100.0%	3	100.0%	3	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

DEPUTY CHIEF		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Hispanic	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	14.3%	2	25.0%	3	33.3%	3	33.3%	3	33.3%
	T	1	14.3%	2	25.0%	3	33.3%	3	33.3%	3	33.3%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	14.3%	1	12.5%	1	11.1%	1	11.1%	1	11.1%
	T	1	14.3%	1	12.5%	1	11.1%	1	11.1%	1	11.1%
Caucasian	F	1	14.3%	1	12.5%	1	11.1%	1	11.1%	1	11.1%
	M	4	57.1%	4	50.0%	4	44.4%	4	44.4%	4	44.4%
	T	5	71.4%	5	62.5%	5	55.6%	5	55.6%	5	55.6%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	1	14.3%	1	12.5%	1	11.1%	1	11.1%	1	11.1%
	M	6	85.7%	7	87.5%	8	88.9%	8	88.9%	8	88.9%
	T	7	100.0%	8	100.0%	9	100.0%	9	100.0%	9	100.0%

COMMANDER		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	0	0.0%	0	0.0%	1	6.3%	1	6.3%	1	5.9%
	M	2	12.5%	1	7.1%	2	12.5%	2	12.5%	3	17.6%
	T	2	12.5%	1	7.1%	3	18.8%	3	18.8%	4	23.5%
Hispanic	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	3	18.8%	2	14.3%	1	6.3%	0	0.0%	1	5.9%
	T	3	18.8%	2	14.3%	1	6.3%	0	0.0%	1	5.9%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	6.3%	1	7.1%	1	6.3%	2	12.5%	2	11.8%
	T	1	6.3%	1	7.1%	1	6.3%	2	12.5%	2	11.8%
Caucasian	F	1	6.3%	2	14.3%	2	12.5%	2	12.5%	1	5.9%
	M	9	56.3%	8	57.1%	9	56.3%	9	56.3%	9	52.9%
	T	10	62.5%	10	71.4%	11	68.8%	11	68.8%	10	58.8%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	1	6.3%	2	14.3%	3	18.8%	3	18.8%	2	11.8%
	M	15	93.8%	12	85.7%	13	81.3%	13	81.3%	15	88.2%
	T	16	100.0%	14	100.0%	16	100.0%	16	100.0%	17	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

CAPTAIN III		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	3	8.1%	3	8.6%	2	5.4%	2	5.4%	2	5.7%
	M	4	10.8%	4	11.4%	4	10.8%	4	10.8%	5	14.3%
	T	7	18.9%	7	20.0%	6	16.2%	6	16.2%	7	20.0%
Hispanic	F	0	0.0%	0	0.0%	1	2.7%	1	2.7%	2	5.7%
	M	4	10.8%	3	8.6%	4	10.8%	5	13.5%	5	14.3%
	T	4	10.8%	3	8.6%	5	13.5%	6	16.2%	7	20.0%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	2.9%
	M	1	2.7%	1	2.9%	1	2.7%	0	0.0%	1	2.9%
	T	1	2.7%	1	2.9%	1	2.7%	0	0.0%	2	5.7%
Caucasian	F	5	13.5%	4	11.4%	5	13.5%	5	13.5%	2	5.7%
	M	20	54.1%	20	57.1%	20	54.1%	20	54.1%	17	48.6%
	T	25	67.6%	24	68.6%	25	67.6%	25	67.6%	19	54.3%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	8	21.6%	7	20.0%	8	21.6%	8	21.6%	7	20.0%
	M	29	78.4%	28	80.0%	29	78.4%	29	78.4%	28	80.0%
	T	37	100.0%	35	100.0%	37	100.0%	37	100.0%	35	100.0%

CAPTAIN II		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	1	6.7%	1	7.7%	1	8.3%	1	6.3%	1	6.7%
	M	3	20.0%	3	23.1%	1	8.3%	2	12.5%	0	0.0%
	T	4	26.7%	4	30.8%	2	16.7%	3	18.8%	1	6.7%
Hispanic	F	0	0.0%	0	0.0%	0	0.0%	1	6.3%	1	6.7%
	M	3	20.0%	3	23.1%	5	41.7%	5	31.3%	6	40.0%
	T	3	20.0%	3	23.1%	5	41.7%	6	37.5%	7	46.7%
Asian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	1	6.3%	1	6.7%
	T	0	0.0%	0	0.0%	0	0.0%	1	6.3%	1	6.7%
Caucasian	F	2	13.3%	2	15.4%	3	25.0%	2	12.5%	3	20.0%
	M	6	40.0%	4	30.8%	2	16.7%	4	25.0%	3	20.0%
	T	8	53.3%	6	46.2%	5	41.7%	6	37.5%	6	40.0%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	3	20.0%	3	23.1%	4	33.3%	4	25.0%	5	33.3%
	M	12	80.0%	10	76.9%	8	66.7%	12	75.0%	10	66.7%
	T	15	100.0%	13	100.0%	12	100.0%	16	100.0%	15	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

CAPTAIN I		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	1	4.5%	1	3.3%	1	3.8%	1	4.3%	0	0.0%
	M	4	18.2%	5	16.7%	5	19.2%	5	21.7%	4	20.0%
	T	5	22.7%	6	20.0%	6	23.1%	6	26.1%	4	20.0%
Hispanic	F	1	4.5%	2	6.7%	2	7.7%	2	8.7%	1	5.0%
	M	6	27.3%	9	30.0%	6	23.1%	4	17.4%	6	30.0%
	T	7	31.8%	11	36.7%	8	30.8%	6	26.1%	7	35.0%
Asian	F	1	4.5%	1	3.3%	1	3.8%	1	4.3%	1	5.0%
	M	1	4.5%	1	3.3%	2	7.7%	1	4.3%	1	5.0%
	T	2	9.1%	2	6.7%	3	11.5%	2	8.7%	2	10.0%
Caucasian	F	3	13.6%	3	10.0%	1	3.8%	2	8.7%	0	0.0%
	M	5	22.7%	8	26.7%	8	30.8%	7	30.4%	7	35.0%
	T	8	36.4%	11	36.7%	9	34.6%	9	39.1%	7	35.0%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	F	6	27.3%	7	23.3%	5	19.2%	6	26.1%	2	10.0%
	M	16	72.7%	23	76.7%	21	80.8%	17	73.9%	18	90.0%
	T	22	100.0%	30	100.0%	26	100.0%	23	100.0%	20	100.0%

LIEUTENANT II		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	6	3.7%	6	4.1%	6	4.5%	7	5.0%	8	5.3%
	M	16	9.9%	12	8.2%	12	9.0%	14	10.0%	14	9.3%
	T	22	13.6%	18	12.2%	18	13.5%	21	15.0%	22	14.6%
Hispanic	F	9	5.6%	7	4.8%	6	4.5%	5	3.6%	4	2.6%
	M	31	19.1%	28	19.0%	24	18.0%	27	19.3%	33	21.9%
	T	40	24.7%	35	23.8%	30	22.6%	32	22.9%	37	24.5%
Asian	F	0	0.0%	1	0.7%	1	0.8%	1	0.7%	0	0.0%
	M	8	4.9%	8	5.4%	8	6.0%	9	6.4%	6	4.0%
	T	8	4.9%	9	6.1%	9	6.8%	10	7.1%	6	4.0%
Caucasian	F	13	8.0%	12	8.2%	11	8.3%	14	10.0%	17	11.3%
	M	79	48.8%	73	49.7%	65	48.9%	63	45.0%	68	45.0%
	T	92	56.8%	85	57.8%	76	57.1%	77	55.0%	85	56.3%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.7%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.7%
Total	F	28	17.3%	26	17.7%	24	18.0%	27	19.3%	29	19.2%
	M	134	82.7%	121	82.3%	109	82.0%	113	80.7%	122	80.8%
	T	162	100.0%	147	100.0%	133	100.0%	140	100.0%	151	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

LIEUTENANT I		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	2	2.0%	3	3.1%	3	2.7%	2	1.8%	1	1.1%
	M	9	9.0%	10	10.2%	12	10.8%	12	10.8%	15	15.8%
	T	11	11.0%	13	13.3%	15	13.5%	14	12.6%	16	16.8%
Hispanic	F	5	5.0%	5	5.1%	6	5.4%	6	5.4%	7	7.4%
	M	20	20.0%	19	19.4%	23	20.7%	28	25.2%	19	20.0%
	T	25	25.0%	24	24.5%	29	26.1%	34	30.6%	26	27.4%
Asian	F	1	1.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	8	8.0%	8	8.2%	8	7.2%	6	5.4%	5	5.3%
	T	9	9.0%	8	8.2%	8	7.2%	6	5.4%	5	5.3%
Caucasian	F	15	15.0%	15	15.3%	17	15.3%	17	15.3%	15	15.8%
	M	40	40.0%	38	38.8%	41	36.9%	39	35.1%	33	34.7%
	T	55	55.0%	53	54.1%	58	52.3%	56	50.5%	48	50.5%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	1	0.9%	1	0.9%	0	0.0%
	T	0	0.0%	0	0.0%	1	0.9%	1	0.9%	0	0.0%
Total	F	23	23.0%	23	23.5%	26	23.4%	25	22.5%	23	24.2%
	M	77	77.0%	75	76.5%	85	76.6%	86	77.5%	72	75.8%
	T	100	100.0%	98	100.0%	111	100.0%	111	100.0%	95	100.0%

SERGEANT II		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	16	3.3%	14	3.1%	14	3.5%	14	3.7%	13	3.2%
	M	69	14.1%	64	14.2%	59	14.8%	60	15.8%	56	13.9%
	T	85	17.4%	78	17.3%	73	18.3%	74	19.5%	69	17.2%
Hispanic	F	15	3.1%	15	3.3%	13	3.3%	14	3.7%	15	3.7%
	M	133	27.3%	122	27.1%	111	27.8%	105	27.6%	122	30.3%
	T	148	30.3%	137	30.4%	124	31.0%	119	31.3%	137	34.1%
Asian	F	4	0.8%	4	0.9%	4	1.0%	5	1.3%	5	1.2%
	M	22	4.5%	21	4.7%	17	4.3%	15	3.9%	21	5.2%
	T	26	5.3%	25	5.5%	21	5.3%	20	5.3%	26	6.5%
Caucasian	F	37	7.6%	32	7.1%	27	6.8%	27	7.1%	30	7.5%
	M	187	38.3%	174	38.6%	151	37.8%	136	35.8%	134	33.3%
	T	224	45.9%	206	45.7%	178	44.5%	163	42.9%	164	40.8%
American Indian	F	1	0.2%	1	0.2%	1	0.3%	1	0.3%	2	0.5%
	M	2	0.4%	2	0.4%	2	0.5%	2	0.5%	1	0.2%
	T	3	0.6%	3	0.7%	3	0.8%	3	0.8%	3	0.7%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	2	0.4%	2	0.4%	1	0.3%	1	0.3%	3	0.7%
	T	2	0.4%	2	0.4%	1	0.3%	1	0.3%	3	0.7%
Total	F	73	15.0%	66	14.6%	59	14.8%	61	16.1%	65	16.2%
	M	415	85.0%	385	85.4%	341	85.3%	319	83.9%	337	83.8%
	T	488	100.0%	451	100.0%	400	100.0%	380	100.0%	402	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

SERGEANT I		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	16	2.2%	17	2.4%	18	2.3%	17	2.3%	16	2.2%
	M	99	13.3%	97	13.5%	98	12.4%	90	12.2%	91	12.3%
	T	115	15.5%	114	15.9%	116	14.7%	107	14.5%	107	14.4%
Hispanic	F	29	3.9%	28	3.9%	34	4.3%	30	4.1%	33	4.5%
	M	216	29.1%	213	29.6%	237	30.0%	220	29.7%	210	28.3%
	T	245	33.0%	241	33.5%	271	34.3%	250	33.8%	243	32.8%
Asian	F	7	0.9%	7	1.0%	9	1.1%	7	0.9%	8	1.1%
	M	40	5.4%	36	5.0%	42	5.3%	43	5.8%	37	5.0%
	T	47	6.3%	43	6.0%	51	6.5%	50	6.8%	45	6.1%
Caucasian	F	66	8.9%	66	9.2%	74	9.4%	66	8.9%	57	7.7%
	M	257	34.6%	242	33.7%	261	33.1%	252	34.1%	274	37.0%
	T	323	43.5%	308	42.8%	335	42.5%	318	43.0%	331	44.7%
American Indian	F	1	0.1%	1	0.1%	1	0.1%	1	0.1%	0	0.0%
	M	3	0.4%	3	0.4%	2	0.3%	2	0.3%	2	0.3%
	T	4	0.5%	4	0.6%	3	0.4%	3	0.4%	2	0.3%
Filipino	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.1%
	M	8	1.1%	8	1.1%	12	1.5%	11	1.5%	11	1.5%
	T	8	1.1%	8	1.1%	12	1.5%	11	1.5%	12	1.6%
Other	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
	T	1	0.1%	1	0.1%	1	0.1%	1	0.1%	1	0.1%
Total	F	119	16.0%	119	16.6%	136	17.2%	121	16.4%	115	15.5%
	M	624	84.0%	600	83.4%	653	82.8%	619	83.6%	626	84.5%
	T	743	100.0%	719	100.0%	789	100.0%	740	100.0%	741	100.0%

DETECTIVE III		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	22	6.3%	21	6.6%	21	6.7%	20	6.7%	19	6.1%
	M	37	10.5%	35	10.9%	28	8.9%	29	9.7%	29	9.4%
	T	59	16.8%	56	17.5%	49	15.6%	49	16.3%	48	15.5%
Hispanic	F	32	9.1%	31	9.7%	30	9.6%	30	10.0%	34	11.0%
	M	87	24.7%	77	24.1%	80	25.5%	75	25.0%	77	24.8%
	T	119	33.8%	108	33.8%	110	35.0%	105	35.0%	111	35.8%
Asian	F	2	0.6%	2	0.6%	1	0.3%	1	0.3%	1	0.3%
	M	10	2.8%	9	2.8%	10	3.2%	11	3.7%	11	3.5%
	T	12	3.4%	11	3.4%	11	3.5%	12	4.0%	12	3.9%
Caucasian	F	36	10.2%	32	10.0%	33	10.5%	32	10.7%	32	10.3%
	M	125	35.5%	112	35.0%	111	35.4%	102	34.0%	106	34.2%
	T	161	45.7%	144	45.0%	144	45.9%	134	44.7%	138	44.5%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Filipino	F	1	0.3%	1	0.3%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.3%
	T	1	0.3%	1	0.3%	0	0.0%	0	0.0%	1	0.3%
Total	F	93	26.4%	87	27.2%	85	27.1%	83	27.7%	86	27.7%
	M	259	73.6%	233	72.8%	229	72.9%	217	72.3%	224	72.3%
	T	352	100.0%	320	100.0%	314	100.0%	300	100.0%	310	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

DETECTIVE II		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	38	5.8%	36	5.5%	33	5.4%	34	5.7%	36	5.8%
	M	56	8.5%	54	8.3%	58	9.5%	53	8.8%	59	9.5%
	T	94	14.3%	90	13.9%	91	14.9%	87	14.5%	95	15.3%
Hispanic	F	67	10.2%	67	10.3%	63	10.3%	65	10.9%	68	10.9%
	M	176	26.7%	174	26.8%	161	26.4%	163	27.2%	170	27.3%
	T	243	36.9%	241	37.1%	224	36.7%	228	38.1%	238	38.3%
Asian	F	9	1.4%	8	1.2%	8	1.3%	9	1.5%	10	1.6%
	M	34	5.2%	33	5.1%	33	5.4%	31	5.2%	33	5.3%
	T	43	6.5%	41	6.3%	41	6.7%	40	6.7%	43	6.9%
Caucasian	F	80	12.2%	77	11.9%	72	11.8%	62	10.4%	65	10.5%
	M	185	28.1%	187	28.8%	173	28.3%	169	28.2%	168	27.0%
	T	265	40.3%	264	40.7%	245	40.1%	231	38.6%	233	37.5%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	3	0.5%	3	0.5%	1	0.2%	2	0.3%	2	0.3%
	T	3	0.5%	3	0.5%	1	0.2%	2	0.3%	2	0.3%
Filipino	F	2	0.3%	2	0.3%	2	0.3%	2	0.3%	2	0.3%
	M	8	1.2%	8	1.2%	7	1.1%	9	1.5%	9	1.4%
	T	10	1.5%	10	1.5%	9	1.5%	11	1.8%	11	1.8%
Total	F	196	29.8%	190	29.3%	178	29.1%	172	28.7%	181	29.1%
	M	462	70.2%	459	70.7%	433	70.9%	427	71.3%	441	70.9%
	T	658	100.0%	649	100.0%	611	100.0%	599	100.0%	622	100.0%

DETECTIVE I		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	26	3.7%	26	3.7%	24	3.7%	23	3.6%	21	3.5%
	M	60	8.5%	60	8.6%	58	8.9%	58	9.0%	48	8.0%
	T	86	12.2%	86	12.3%	82	12.6%	81	12.5%	69	11.5%
Hispanic	F	79	11.2%	79	11.3%	78	12.0%	76	11.8%	71	11.9%
	M	209	29.6%	205	29.4%	192	29.5%	197	30.5%	188	31.4%
	T	288	40.9%	284	40.7%	270	41.5%	273	42.3%	259	43.3%
Asian	F	12	1.7%	12	1.7%	13	2.0%	13	2.0%	13	2.2%
	M	44	6.2%	46	6.6%	45	6.9%	39	6.0%	41	6.9%
	T	56	7.9%	58	8.3%	58	8.9%	52	8.0%	54	9.0%
Caucasian	F	68	9.6%	67	9.6%	58	8.9%	58	9.0%	54	9.0%
	M	192	27.2%	186	26.7%	170	26.2%	172	26.6%	150	25.1%
	T	260	36.9%	253	36.3%	228	35.1%	230	35.6%	204	34.1%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	4	0.6%	4	0.6%	2	0.3%	1	0.2%	1	0.2%
	T	4	0.6%	4	0.6%	2	0.3%	1	0.2%	1	0.2%
Filipino	F	1	0.1%	1	0.1%	1	0.2%	1	0.2%	2	0.3%
	M	10	1.4%	11	1.6%	8	1.2%	7	1.1%	8	1.3%
	T	11	1.6%	12	1.7%	9	1.4%	8	1.2%	10	1.7%
Other	F	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	M	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%
	T	0	0.0%	0	0.0%	1	0.2%	1	0.2%	1	0.2%
Total	F	186	26.4%	185	26.5%	174	26.8%	171	26.5%	161	26.9%
	M	519	73.6%	512	73.5%	476	73.2%	475	73.5%	437	73.1%
	T	705	100.0%	697	100.0%	650	100.0%	646	100.0%	598	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

POLICE OFFICER III		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	55	2.6%	53	2.6%	52	2.5%	54	2.6%	50	2.4%
	M	222	10.5%	215	10.4%	210	10.1%	202	9.6%	192	9.3%
	T	277	13.1%	268	13.0%	262	12.7%	256	12.1%	242	11.7%
Hispanic	F	170	8.0%	169	8.2%	178	8.6%	181	8.6%	181	8.7%
	M	689	32.5%	678	32.8%	682	32.9%	715	33.9%	723	34.9%
	T	859	40.5%	847	41.0%	860	41.5%	896	42.4%	904	43.7%
Asian	F	21	1.0%	20	1.0%	21	1.0%	22	1.0%	21	1.0%
	M	136	6.4%	130	6.3%	130	6.3%	142	6.7%	143	6.9%
	T	157	7.4%	150	7.3%	151	7.3%	164	7.8%	164	7.9%
Caucasian	F	172	8.1%	163	7.9%	159	7.7%	159	7.5%	155	7.5%
	M	590	27.8%	573	27.8%	575	27.8%	571	27.0%	545	26.3%
	T	762	35.9%	736	35.7%	734	35.5%	730	34.6%	700	33.8%
American Indian	F	2	0.1%	2	0.1%	2	0.1%	2	0.1%	2	0.1%
	M	6	0.3%	6	0.3%	6	0.3%	5	0.2%	4	0.2%
	T	8	0.4%	8	0.4%	8	0.4%	7	0.3%	6	0.3%
Filipino	F	7	0.3%	7	0.3%	7	0.3%	8	0.4%	7	0.3%
	M	50	2.4%	48	2.3%	48	2.3%	49	2.3%	47	2.3%
	T	57	2.7%	55	2.7%	55	2.7%	57	2.7%	54	2.6%
Other	F	0	0.3%	0	0.0%	0	0.0%	1	0.0%	1	0.0%
	M	0	2.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
	T	0	2.7%	0	0.0%	0	0.0%	1	0.0%	1	0.0%
Total	F	427	20.5%	414	20.1%	419	20.2%	427	20.2%	417	20.1%
	M	1,693	82.2%	1,650	79.9%	1,651	79.8%	1,684	79.8%	1,654	79.9%
	T	2,120	102.7%	2,064	100.0%	2,070	100.0%	2,111	100.0%	2,071	100.0%

POLICE OFFICER II		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	72	1.8%	78	1.8%	77	1.8%	76	1.7%	75	1.7%
	M	287	7.3%	315	7.3%	327	7.5%	331	7.5%	326	7.4%
	T	359	9.1%	393	9.1%	404	9.2%	407	9.3%	401	9.1%
Hispanic	F	312	7.9%	359	8.3%	372	8.5%	382	8.7%	385	8.8%
	M	1,604	40.8%	1,771	40.8%	1,793	40.9%	1,784	40.6%	1,781	40.6%
	T	1,916	48.8%	2,130	49.1%	2,165	49.3%	2,166	49.3%	2,166	49.4%
Asian	F	31	0.8%	34	0.8%	38	0.9%	39	0.9%	41	0.9%
	M	243	6.2%	279	6.4%	286	6.5%	280	6.4%	281	6.4%
	T	274	7.0%	313	7.2%	324	7.4%	319	7.3%	322	7.3%
Caucasian	F	181	4.6%	200	4.6%	207	4.7%	206	4.7%	206	4.7%
	M	1,086	27.6%	1,170	27.0%	1,155	26.3%	1,156	26.3%	1,144	26.1%
	T	1,267	32.2%	1,370	31.6%	1,362	31.0%	1,362	31.0%	1,350	30.8%
American Indian	F	2	0.1%	2	0.0%	2	0.0%	2	0.0%	3	0.1%
	M	17	0.4%	18	0.4%	14	0.3%	16	0.4%	16	0.4%
	T	19	0.5%	20	0.5%	16	0.4%	18	0.4%	19	0.4%
Filipino	F	7	0.2%	8	0.2%	8	0.2%	8	0.2%	8	0.2%
	M	83	2.1%	101	2.3%	102	2.3%	107	2.4%	107	2.4%
	T	90	2.3%	109	2.5%	110	2.5%	115	2.6%	115	2.6%
Other	F	0	0.0%	0	0.0%	2	0.0%	2	0.0%	2	0.0%
	M	4	0.1%	4	0.1%	5	0.1%	6	0.1%	9	0.2%
	T	4	0.1%	4	0.1%	7	0.2%	8	0.2%	11	0.3%
Total	F	605	15.4%	681	15.7%	706	16.1%	715	16.3%	720	16.4%
	M	3,324	84.6%	3,658	84.3%	3,682	83.9%	3,680	83.7%	3,664	83.6%
	T	3,929	100.0%	4,339	100.0%	4,388	100.0%	4,395	100.0%	4,384	100.0%

**LOS ANGELES POLICE DEPARTMENT
SWORN PERSONNEL BY RANK, GENDER, AND ETHNICITY
5-YEAR TREND
FISCAL YEARS 2009-2010 THROUGH 2013-2014**

POLICE OFFICER I (includes Police Specialists)		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	8	1.4%	6	2.0%	6	1.9%	3	0.9%	4	1.2%
	M	48	8.2%	29	9.4%	23	7.2%	20	6.1%	14	4.3%
	T	56	9.6%	35	11.4%	29	9.1%	23	7.0%	18	5.6%
Hispanic	F	67	11.5%	49	16.0%	39	12.2%	38	11.5%	43	13.4%
	M	215	36.9%	81	26.4%	109	34.1%	126	38.2%	126	39.1%
	T	282	48.5%	130	42.3%	148	46.3%	164	49.7%	169	52.5%
Asian	F	7	1.2%	5	1.6%	2	0.6%	3	0.9%	2	0.6%
	M	46	7.9%	20	6.5%	16	5.0%	25	7.6%	29	9.0%
	T	53	9.1%	25	8.1%	18	5.6%	28	8.5%	31	9.6%
Caucasian	F	31	5.3%	28	9.1%	22	6.9%	17	5.2%	7	2.2%
	M	138	23.7%	82	26.7%	90	28.1%	80	24.2%	84	26.1%
	T	169	29.0%	110	35.8%	112	35.0%	97	29.4%	91	28.3%
American Indian	F	0	0.0%	0	0.0%	0	0.0%	1	0.3%	1	0.3%
	M	1	0.2%	1	0.3%	1	0.3%	1	0.3%	1	0.3%
	T	1	0.2%	1	0.3%	1	0.3%	2	0.6%	2	0.6%
Filipino	F	1	0.2%	1	0.3%	1	0.3%	1	0.3%	1	0.3%
	M	20	3.4%	4	1.3%	9	2.8%	7	2.1%	6	1.9%
	T	21	3.6%	5	1.6%	10	3.1%	8	2.4%	7	2.2%
Other	F	0	0.0%	0	0.0%	1	0.3%	2	0.6%	3	0.9%
	M	0	0.0%	1	0.3%	1	0.3%	6	1.8%	1	0.3%
	T	0	0.0%	1	0.3%	2	0.6%	8	2.4%	4	1.2%
Total	F	114	19.6%	89	29.0%	71	22.2%	65	19.7%	61	18.9%
	M	468	80.4%	218	71.0%	249	77.8%	265	80.3%	261	81.1%
	T	582	100.0%	307	100.0%	320	100.0%	330	100.0%	322	100.0%

TOTALS		FY 2009-2010		FY 2010-2011		FY 2011-2012		FY 2012-2013		FY 2013-2014	
		#	%	#	%	#	%	#	%	#	%
Black	F	266	2.7%	265	2.7%	259	2.6%	255	2.6%	247	2.5%
	M	917	9.2%	905	9.1%	898	9.1%	883	9.0%	857	8.7%
	T	1,183	11.9%	1,170	11.8%	1,157	11.7%	1,138	11.5%	1,104	11.3%
Hispanic	F	786	7.9%	811	8.2%	822	8.3%	831	8.4%	845	8.6%
	M	3,398	34.2%	3,388	34.2%	3,432	34.7%	3,458	35.1%	3,471	35.4%
	T	4,184	42.1%	4,199	42.4%	4,254	43.0%	4,289	43.5%	4,316	44.1%
Asian	F	95	1.0%	94	0.9%	98	1.0%	101	1.0%	103	1.1%
	M	595	6.0%	594	6.0%	600	6.1%	606	6.1%	613	6.3%
	T	690	6.9%	688	7.0%	698	7.1%	707	7.2%	716	7.3%
Caucasian	F	712	7.2%	705	7.1%	693	7.0%	671	6.8%	646	6.6%
	M	2,924	29.4%	2,882	29.1%	2,836	28.7%	2,785	28.3%	2,747	28.0%
	T	3,636	36.6%	3,587	36.3%	3,529	35.7%	3,456	35.1%	3,393	34.6%
American Indian	F	6	0.1%	6	0.1%	6	0.1%	7	0.1%	8	0.1%
	M	36	0.4%	37	0.4%	38	0.3%	29	0.3%	27	0.3%
	T	42	0.4%	43	0.4%	34	0.3%	36	0.4%	35	0.4%
Filipino	F	19	0.2%	20	0.2%	19	0.2%	20	0.2%	21	0.2%
	M	181	1.8%	182	1.8%	188	1.9%	192	1.9%	193	2.0%
	T	200	2.0%	202	2.0%	207	2.1%	212	2.2%	214	2.2%
Other	F	0	0.0%	0	0.0%	3	0.0%	5	0.1%	6	0.1%
	M	5	0.1%	6	0.1%	8	0.1%	14	0.1%	12	0.1%
	T	5	0.1%	6	0.1%	11	0.1%	19	0.2%	18	0.2%
Total	F	1,884	19.0%	1,901	19.2%	1,900	19.2%	1,890	19.2%	1,876	19.2%
	M	8,056	81.0%	7,994	80.8%	7,990	80.8%	7,967	80.8%	7,920	80.8%
	T	9,940	100.0%	9,895	100.0%	9,890	100.0%	9,857	100.0%	9,796	100.0%

Note 1: Each fiscal year covers the first day of Deployment Period 6.

Note 2: This report does not include CSD municipal sworn employees who were transitioned to LAPD in FY 2012-2013.