Our Mission

Officers will be able to apply the core concepts of procedural justice and police legitimacy in order to build respectful relationships with members of the community while improving officer safety and their professional work environment.
Guardian Mindset

Plato: “In a republic that honors the core of democracy — the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”

<table>
<thead>
<tr>
<th>What It’s Not</th>
<th>What It Truly Is</th>
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<tbody>
<tr>
<td>New complicated concept/program</td>
<td>Technique good cops have always implemented</td>
</tr>
<tr>
<td>Method that pressures police to not perform their jobs</td>
<td>Strategy to improve the quality and outcomes of police and citizen interactions</td>
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<tr>
<td>Total abandonment of Use of Force</td>
<td>Increase compliance with police decisions and actions</td>
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Six Pillars

1. Increase Trust and Legitimacy
2. Policy and Oversight
3. Technology and Social Media
4. Community Policing and Crime Reduction
5. Training and Education
6. Improve Officer Wellness and Safety

External Procedural Justice

• Strategy used by officers where citizens are treated **fairly** and with proper **respect** as human beings.

• Four core principles of procedural justice:
  1. Voice
  2. Neutrality
  3. Respect
  4. Trustworthiness
Internal Procedural Justice

- Procedures within a department, and the relationships officers have with each other and their leaders.
- Research tells us that officers who feel respected by their supervisors and peers are more likely to:
  - Accept departmental policies
  - Understand and comply with decisions voluntarily

Incorporating Internal Procedural Justice

- Leadership should place value on procedural justice
- Transparent and fair creation/application of departmental policies, protocols, and decision-making processes
- Encourage employee and supervisor collaboration
  Individual Development Plans (IDF)
- Foster strong relationships between supervisors and employees
Incorporating Internal Procedural Justice

- Internal department surveys
- Use of Force investigations conducted by law enforcement agencies with adequate training, knowledge, and experience
- Promote opportunities to incorporate procedural justice into the internal discipline process
- Involve union leadership
- Voice, Neutrality, Respect, and Trustworthiness are present

Police Legitimacy

- Public’s view that police are entitled to exercise their authority in order to maintain social order, manage conflicts, and solve problems in the community.
Police Legitimacy

- Trust and confidence
- Acceptance of police authority
- Police actions are morally correct

- “You can’t touch me”
- “Police can’t do that”
- “Why did the police have to shoot him?”

Procedural Justice and the Goals of Policing - a Natural Fit

Goals of Policing:
- Maintain social order
- Fairly and impartially prevent and stop crime
- Protect and serve – Ultimately saving lives
- Ensure constitutional rights – Oath of Honor
- Generate and hold public trust
Proven Research

Why Procedural Justice Works

Dr. Tom Tyler, 15 year study - *Why people obey the law during a police encounter*

• Results:
  – Criminal justice system and it’s authorities (police) acted justly
  – Two components were present:
    1. Decisions made were unbiased
    2. Respectful and dignified treatment was maintained

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Proven Research

Why Procedural Justice Works

2012 study - *Impact of police officers’ use of procedural justice during random breath test checkpoints*

• Methods officers used:
  – Neutrality, voice, and respect during interaction with drivers

• Results:
  – Drivers reported satisfaction with the interaction
  – Drivers were compliant with the officers’ orders
Benefits

POLICE COMBAT: STRATEGIES AND TACTICS
- COMMUNICATIONS SKILLS -

WITH
LT. KEVIN DILLON (RET.)

Benefits

POLICE LEGITIMACY

TRUSTWORTHINESS

FAIRNESS AND RESPECT

PROCEDURAL JUSTICE PROCESS
Benefits

• Increase in voluntary compliance
• Increase in officer safety
• Decrease in stress levels
• Fewer complaints
• Increased cooperation from citizens
• Measurable reduction in crime

Benefits

• Get home safely
• Help the innocent
• Serve and protect the public
• Prevent and stop crime
• Abide by Constitutional and Human Rights
• Create better community relationships
Remember...

• Procedural justice not a new complicated concept or program.
• It’s a nationally recognized movement in law enforcement.

We serve and protect by:
Not being soft of crime and performing our jobs in a just and legitimate manner

History – How Did We Get Here?

MELISSA HARRIS-PERRY
History – How Did We Get Here?

Influential factors impacting public perception of police:

• History
• Community’s past experiences

Procedural justice methods:

• Reframe the community perception
• Improve police legitimacy

Public Perception

The Golden Rule:
Do unto others as you would have them do unto you.
Lawfulness and Legitimacy: Are Police Actions Lawful and Legit?

Lawfulness – What is it?
• Abiding by the rules that authorize behavior
• Conforming to Constitutional Laws:
  – Fourth, Fifth, and Sixth Amendments

What do people really care about?
• How they are treated by police officers – treated with:
  – Dignity
  – Respect
Lawfulness and Legitimacy: Are Police Actions Lawful and Legit?

Legitimacy is the belief that police are:

• Trustworthy
• Honest
• Concerned about the well-being of the people they interact with

When this is true - police authority should be accepted

Lawful and Legitimate?
Lawful and Legitimate?

Were the officer’s actions appropriate?
Did this help the police gain legitimacy?
Would you want someone representing your department in this way?

The Greater Good

“Police should always have a relationship with the public that gives reality to the tradition that the police are the public and the public are the police. You are members of the community and you gain your authority from citizens in a democracy.”

- SIR ROBERT PEEL
Nobility of Policing

“Policing is one of America’s most noble professions. The actions of any police officer, in an instant, can impact an individual for life and even a community for generations. Given this realization, every police officer must be centered on what is important. Service, justice, fundamental fairness—these are the foundational principles in which every police action must be grounded. The nobility of policing demands the noblest of character.” – Stephen R. Covey

Importance of Ethical Standards

• Police must be perceived as protectors, not predators
• Reputation of the police agency revolves around the issue of honesty – without honesty, there can be no trust
• Possessing internal strength to overcome difficult moments
Standard Rules of Police Conduct

**CODE OF ETHICS**
As a Law Enforcement Officer, my fundamental duty is to serve mankind and the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence and disorder; and to respect the Constitutional laws and rights of all people to liberty, equality, and justice.

I will keep my life unmarred as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others.

**OATH OF HONOR**
On my honor, I will never betray my badge, my integrity, my character, or the public trust. I will always have the courage to hold myself and others accountable for our actions. I will always uphold the Constitution, my community, and the agency I serve.

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Community and Police Relationships

*The Community Bank Account*

**DEPOSITS:**
- Courtesy
- Honesty
- Respect

**WITHDRAWALS:**
- Betraying trust
- Overreacting
- Ignoring people
- Mistakes
Questions we should be asking ourselves:

- How often do the citizens see the “withdrawals?”
- Are we making deposits or withdrawals while working with the citizens?
- What is the impact of a withdrawal to YOU, the Department, and the community?
- What impact does our policing have on future generations?

Authority and Diplomacy
Authority and Diplomacy

How was Simmons described in the video?
Did Simmons increase his, and his agency’s legitimacy through his actions?

Police Perspective

- Understand what influences our actions
- What role does cynicism play in our ability to be lawful and legitimate police officers?
What is Cynicism?

• Distrust toward professed ethical and social values, especially when there are high expectations concerning society, institutions, and authorities which are unfulfilled.

• Manifestations of cynicism:
  – Frustration
  – Disillusionment
  – Distrust

Cynicism vs. Realism

Inside every cynical person, there is a Disappointed idealist.

George Carlin

“In three words I can sum up everything I've learned about life: it goes on.”

Robert Frost
Police Cynicism

• Transforms idealistic recruits into cynical veterans
• The job becomes all consuming
• An individual changes his/her “world view” to accommodate the perceived job parameters, and
• Perception is driven by physiological and psychological demands

Progression of Cynicism
Hypervigilance

Erosion Process
Erosion Process of the Police Officer

Police officers nearly 2 ½ times more likely to commit suicide than suffer death from homicidal assault

Inside the Organization

Internal Procedural Justice

- The organization, leadership, management, front-line supervisors, and staff have to buy-in to the procedural justice model and treat everyone within the organization the same way they are expected to treat the public.
- The lack of internal procedural justice can have a negative impact on officers by increasing cynicism and accelerating the erosion process.
Legal Cynicism vs. Apathy

• Specific to the police and the community, legal cynicism becomes part of your personal level of cynicism, but the public thinks that we don’t care, so they don’t care - apathy.
• What’s going on now in the society creates this cynicism. “They don’t care, so we don’t either.” This is the gap.

Combatting Cynicism

Can the police fight crime without the community?
Why do People Obey the Law?

- The Deterrence Theory
- The *Right Thing to Do*

Community Perception

VS
Fostering the Community Relationship

Procedural Justice Formula

Citizens’ assessment of a police encounter:

\[ \text{Assessment} = \text{Outcome} + \text{Process} \]
Citizen Assessment

Expectations
Class Exercise

1. Identify two items the community expects from the police
2. Identify two items police officers expect from the community
THE CORE FOUR

1. Voice
2. Neutrality
3. Respect
4. Trustworthiness

Voice

- Allow people to vocalize or explain their point of view
- Practice Active Listening
- Incorporate positive non-verbal communication
Neutrality

• Exhibit neutral feelings, intentions, and objectivity toward all people
• Exercise consistent and transparent unbiased decision making

Respect

• Treat people with dignity as it validates them as human beings
• The quality of treatment, listening to others, and doing the right thing with respect leads us to...
Trustworthiness

- Police officer’s power of influence comes from their individual trustworthiness, maturity, attitude, and character
- Creates the opportunity to earn the communities respect and cooperation

Incorporating Procedural Justice

- Humanize the experience
- Explain what you’re doing, and why
- Create opportunities for people to be heard
Communication, Communication, Communication

- Verbal de-escalation techniques
- Subject’s perception counts
- Focus on values, emotions, and experiences
- Non-verbal supersedes verbal communication

Actions Speak Louder Than Words

- Eye contact
- Facial expressions
- Gestures
- Posture & body orientation
- Proximity
- Vocal
Actions Speak Louder Than Words

- BODY POSITION
- HAND GESTURES
- HEAD
- FACIAL EXPRESSIONS
- EYES

Good vs. Bad Behavior
Good vs. Bad Behavior

How does this action affect the entire department?
Good vs. Bad Behavior

Tell me what you saw in this video that fits the definition of procedural justice?
If that offender was your father, brother, uncle, son, or friend, would you consider the actions of these officers appropriate?

Review

1. Procedural justice strategies lead to police legitimacy
2. We still do our job
3. Benefits of procedural justice: increased officer safety, decreased stress, increased cooperation from citizens, reduction in crime
4. Procedural justice begins in-house - Internal Procedural Justice
5. Always strive towards incorporating authority with diplomacy
Review

6. Be aware of cynicism and hypervigilance and its effects on ourselves and fellow officers
7. Community evaluates our behaviors and practices, which shape their views and behaviors
8. Our actions – good and bad – affect legitimacy
9. Every encounter is a deposit or withdrawal to the Departments’ legitimacy
10. Incorporate the Core Four: Voice, Neutrality, Respect, and Trustworthiness

Conclusion

Remember Plato: “In a republic that honors the core of democracy — the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”