

# ***A Tactical Mindset:*** Procedural Justice and Police Legitimacy (PJ 2)

National  
Initiative for  
Building  
Community  
**TRUST &  
JUSTICE**



Begin >



## Housekeeping

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- Please silence your cell phones
- Restrooms
- Agenda – Breaks & Lunch
- Establish four teams
- Everyone has something to offer, so be respectful of the opinions of others
- Have an open mind!

“One of the most sincere forms of respect is actually listening to what another has to say.”

*Bryant H. McGill*





## Objectives

- Review police legitimacy and the principles of procedural justice.
  - Discuss the benefits in terms of “officer safety”.
  - Discuss how police legitimacy affects our work.
- Demonstrate the use of procedural justice principles.
- Recognize situations where the procedural justice principles may apply.







## The Community Bank Account

We constantly make deposits into...







## We Make a Difference Everyday

Cops who saved kids  
from fire: “You just have  
to do what you need to  
do”

Photo Placeholder





## Remember “Our Goals” in Policing?

- Go home safe.
  - Physically
  - Emotionally
  - Mentally
- Help the innocent.
- Serve and protect the public (get the “bad guy”).
- Prevent crime, stop crime.
- Ensure Constitutional rights; respect rights s(don’t get sued).
- Create better community relationships.





## Definitions

- **Legitimacy:** The public view the police as entitled to exercise authority in order to maintain social order, manage conflicts, and solve problems in the community.

**How do we gain Legitimacy.....**

**“The Goal is Legitimacy; *The tactic is Procedural Justice.*”**

*-Tracey Meares, Yale Law School*

- **Procedural Justice:** The procedures used by police officers where citizens are treated fairly and with proper respect as human beings.





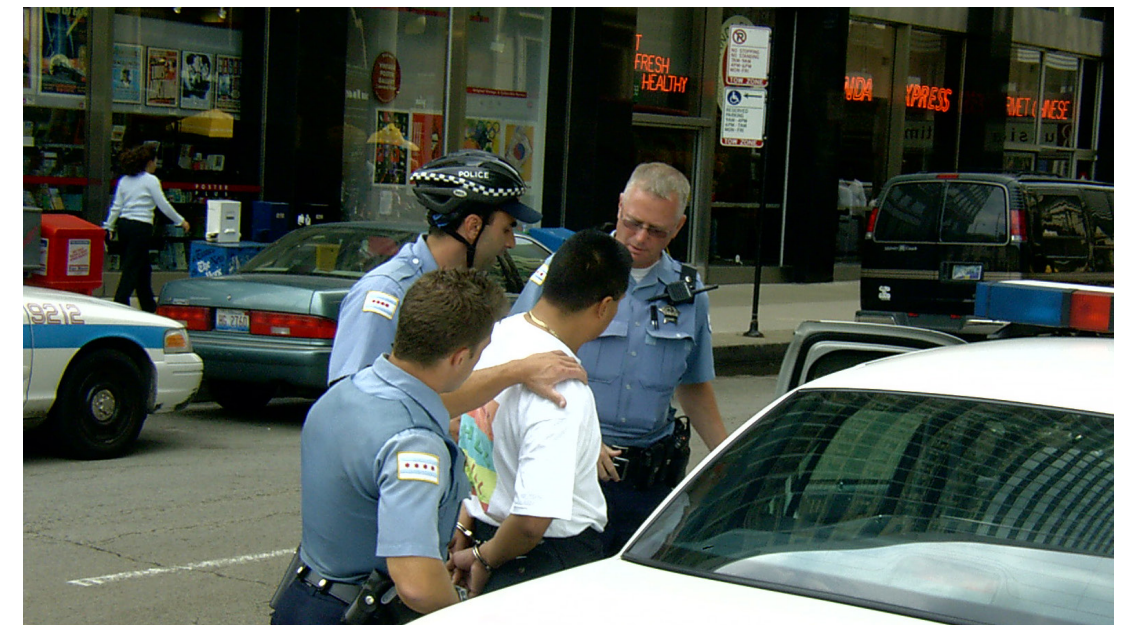


## Why Are We Here, AGAIN?

The benefits of procedural justice and gaining individual and departmental legitimacy include:

- Increased safety;
- Lower stress levels;
- Fewer complainants;
- Greater cooperation from citizens;
- Voluntary compliance gained; and
- Reduced crime.

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## Procedural Justice Principles

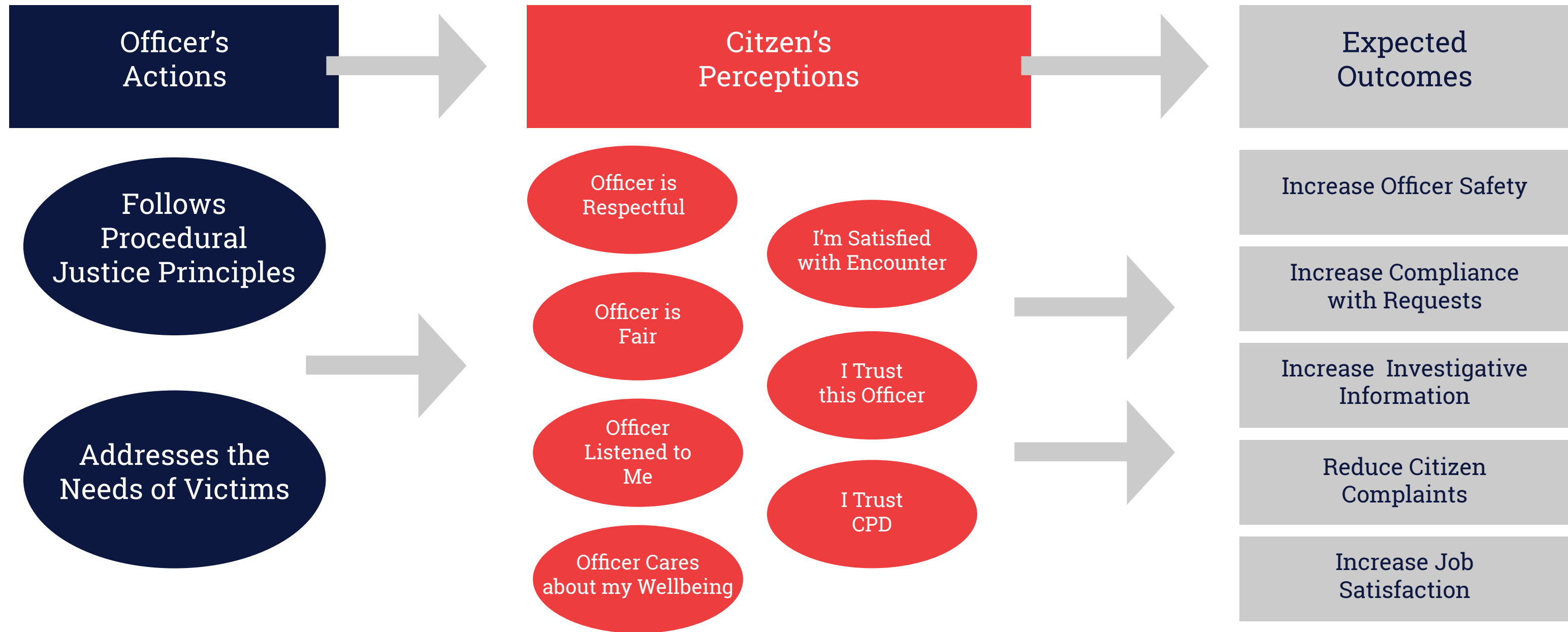
- Voice (listen)
- Neutrality (fairness)
- Respectful treatment (the golden rule)
- Trustworthiness (fair and transparent process)

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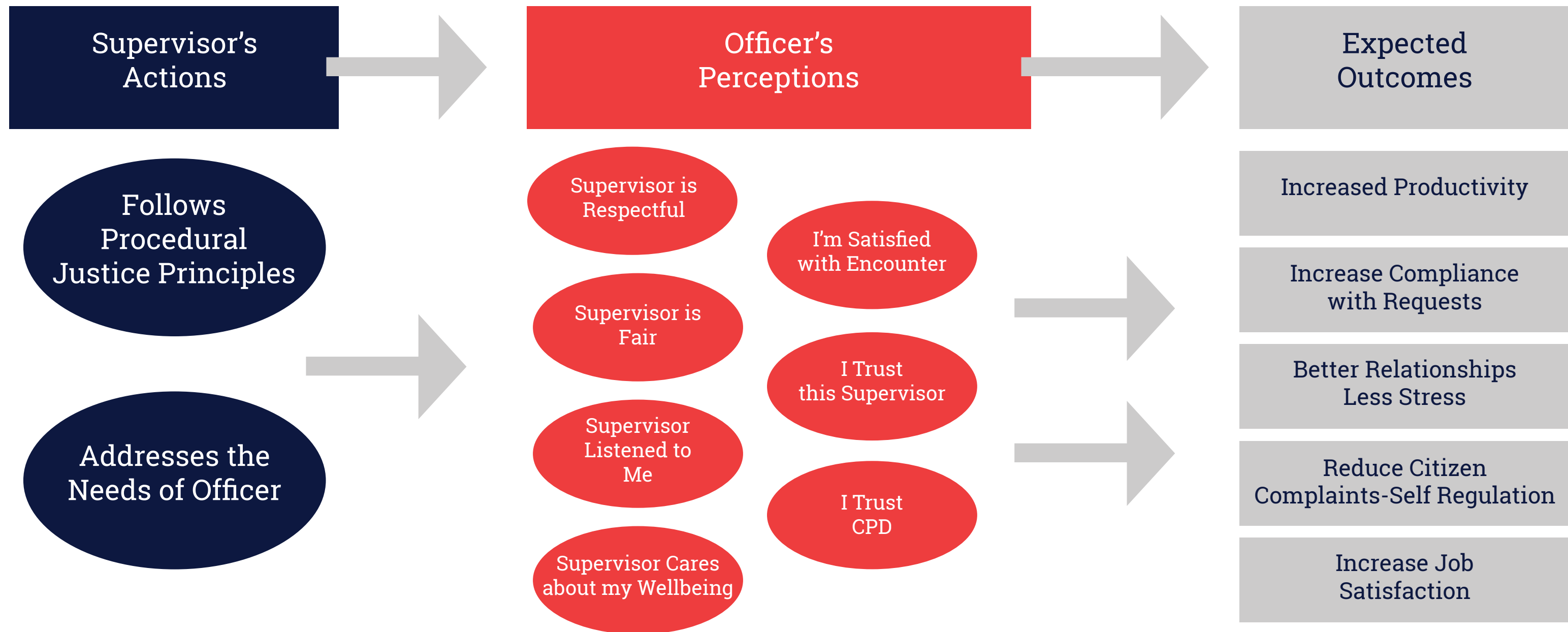
## Legitimacy: “Them”





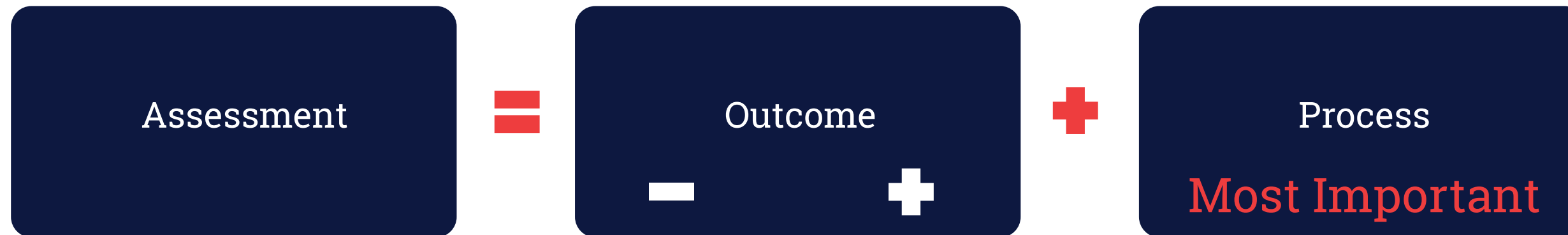


## Legitimacy: “Us”





# Citizen's Assessment of an Experience with the Police







# Melting the Polar Ice Cap of Preconception



## Negative Outcomes

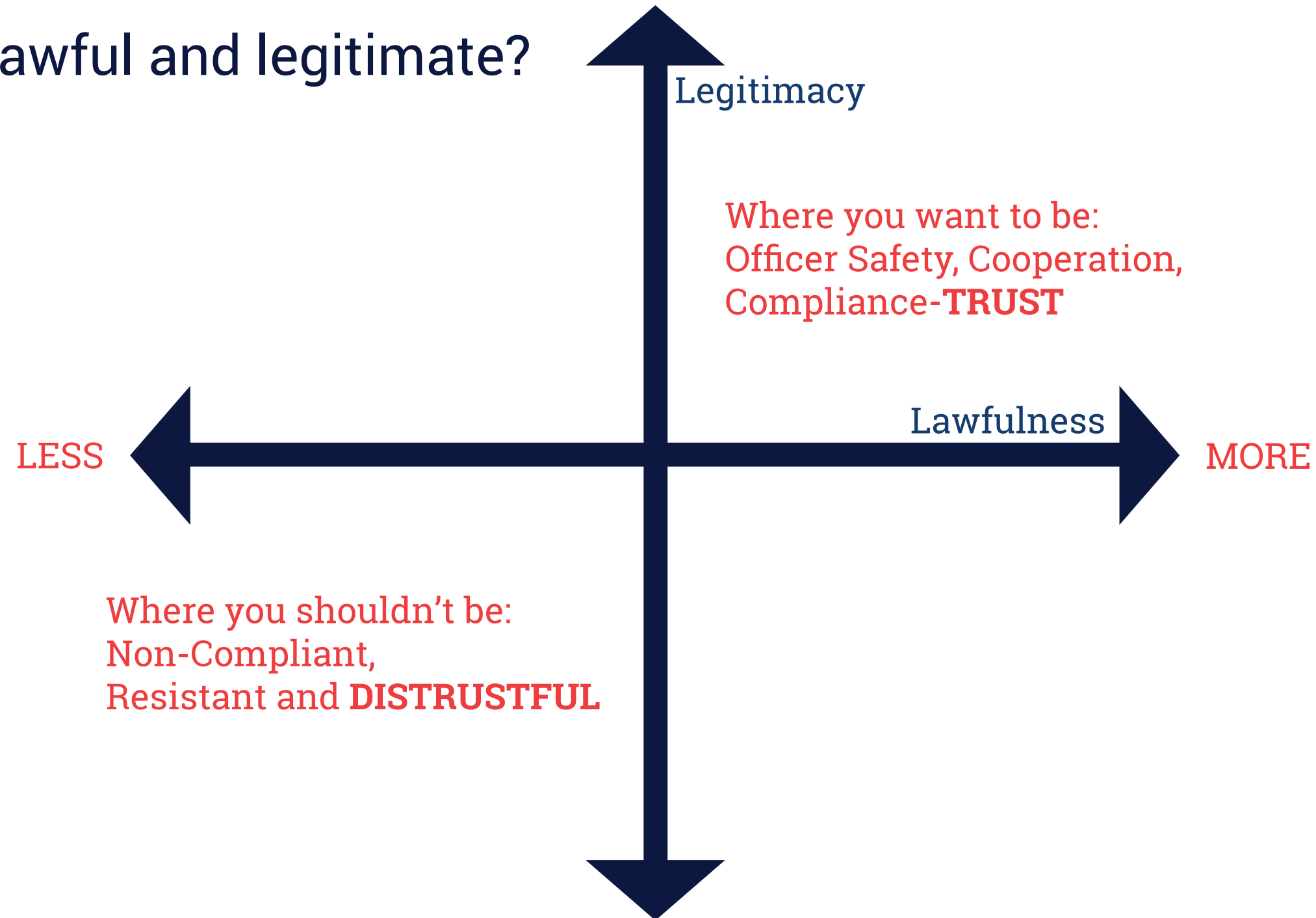






## Lawfulness vs. Legitimacy

Are police actions lawful and legitimate?





## Procedural Justice Leads to Legitimacy

- When police officers give citizens a voice (active listening) and are objective and respectful, they gain the trust of the citizenry.
- The procedural justice process of fairness and respect leads citizens to view the police as legitimate and trustworthy.





## High Legitimacy Allows Us to Be the POLICE!

We serve and protect by:

- Not being soft on crime; and
- Doing what we need to do when the situation calls for it, as long as our actions are morally correct and lawfully appropriate for the situation.

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## Dragnet 1968: “The Big Problem”, Part I

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VIDEO PLACEHOLDER



## Module 2

### Transparency

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We listened to what you had to say.

Image Placeholder

What does the community think of CPD?

Image Placeholder





## Scenario #1: Red Light Scenario

### Scenario Guidelines

- Safety first
- Role play rules
- Roles:
  - Staff roles
  - Role player
  - Class participant







## We are Transparent

- What you said and what we learned about how you felt about police legitimacy and procedural justice from the first class.
- We listened to and read your....
  - Evaluations
  - Comments
- “The survey says” ...
  - Northwestern survey results
- Here is some of what you said...







# Class Evaluations

The workshop was:

	Excellent	Very Good	Good	Fair	Unsatisfactory
INTERESTING Average= 4.09	40.76% (3,564)	35.09% (3,068)	17.67% (1,545)	5.41% (473)	1.06% (93) Total: 8,743
USEFUL Average= 4.09	42.36% (3,692)	32.95% (2,872)	17.59% (1,533)	5.74% (500)	1.35% (118) Total: 8,715
ORGANIZED Average= 4.37	53.65% (4,680)	32.95% (2,874)	10.83% (945)	2.12% (185)	0.45% (39) Total: 8,723
MET MY EXPECTATIONS Average= 4.11	42.73% (3,712)	33.11% (2,876)	18.17% (1,578)	4.78% (415)	1.22% (106) Total: 8,687





# Overall Evaluation

The workshop was:

	Excellent	Very Good	Good	Fair	Unsatisfactory
OVERALL THE WORK-SHOP WAS  Average= 4.22	47.41% (4,107)	33.41% (2,894)	14.07% (1,219)	4.04% (350)	1.06% (92) Total: 8,662





## Your Comments

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- “I would tell you... but you wouldn’t listen anyway.”
- “The class was better than what I expected. I thought it would be a horrible day, but I really enjoyed the class. One of the few good in-service classes I have taken.”
- “Not so much lecturing at the audience. It was a bit boring.”
- “I think it was a good class. All coppers need a reminder that not all citizens are jagoffs.”





## Your Comments

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- “Bring in Cook County inmates to workshop, have Q+A session based off of personal experience. Educate criminals on legitimacy too.”
- “While the concepts taught in class are useful, much more training is needed. This is an entire paradigm shift for many street level officers.”

One of the issues that came up frequently was in-house respect and courtesy between officers and supervisors or lack thereof; perhaps we need to address this as much as our community issues.







## Your Comments

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- “Maybe have a member of the community give a real life viewpoint.”
- “I came to the workshop expecting the worst and pleasantly surprised how good it was.”
- “Let officers know that some people acknowledge the thousands of deposits that go untold.”

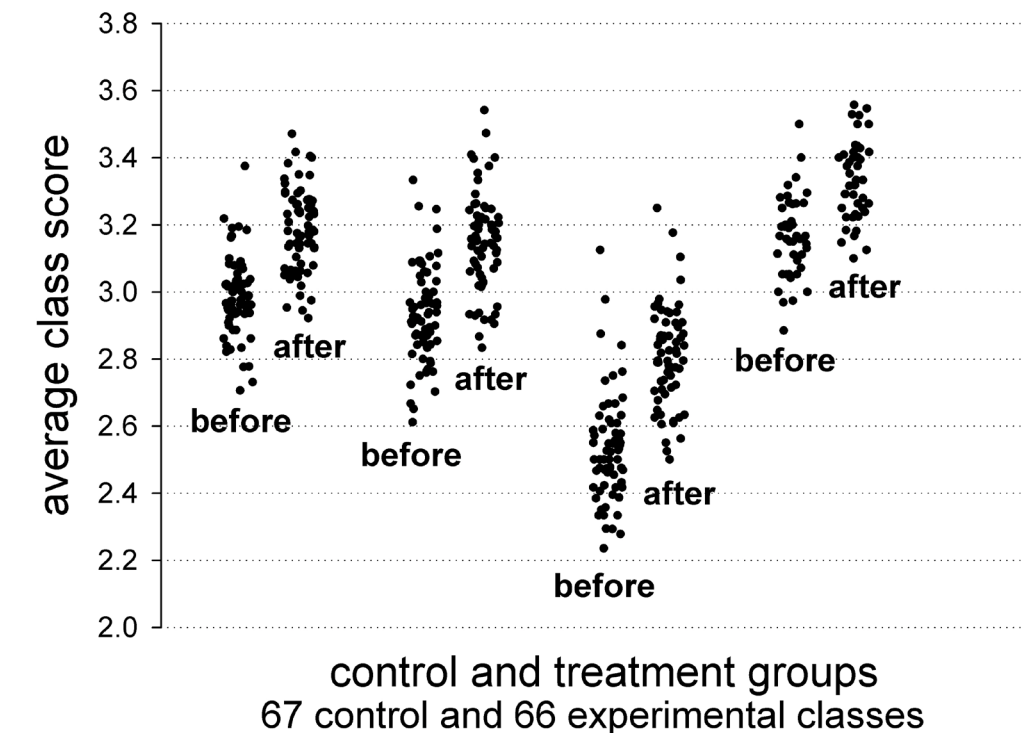




## Results of Northwestern Survey

“The results are positive. There was significant ‘movement’ toward support for: Citizen participation, neutrality, respect and trust among officers and recruits surveyed following training. The figure illustrates these differences, which can easily be seen in the original, classroom-level data.”

–Wesley G. Skogan PhD,  
Northwestern University





# Module 3

## Inform the Community

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## Chicago Police Go Public with Training

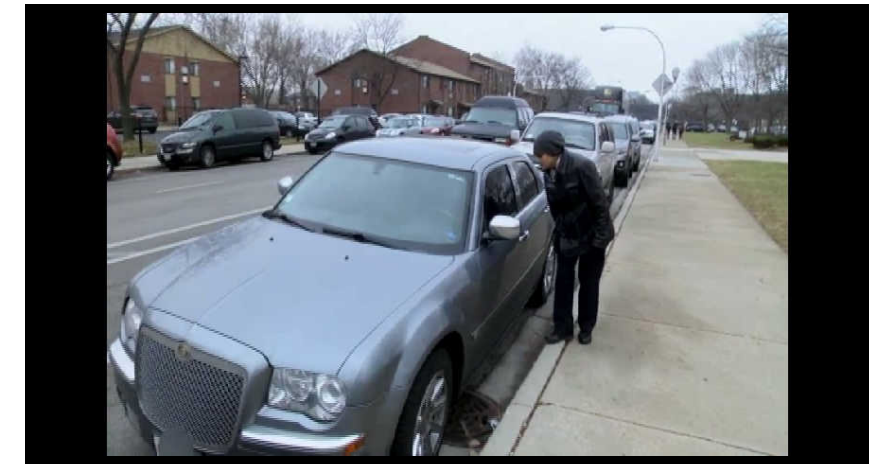
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VIDEO PLACEHOLDER





## Scenario #2: Suspicious Persons







## Dragnet 1968: “The Big Problem”, Part II

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Video Placeholder





## Module 4

### Treatment Matters!

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IMAGE PLACEHOLDER







## U-Turn Permitted Program

### North Lawndale Employment Network



*This video was created by the Chicago Police Department from footage filmed during various “Building Bridges, Building Connections” exchanges in 2013.*



## Scenario #3: Lock-Up Scenario

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## Module 5

### Communication Matters!

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What are we saying?





# Tactical Mindset, Tactical Communications

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VIDEO PLACEHOLDER





## Scenario #4: Burglary in Progress

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## Dragnet 1968: “The Big Problem”, Part III

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# Module 6

## Why We Do What We Do

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MEMORIAL IMAGE PLACEHOLDER





## Making a Deposit

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- What are some good deeds that you have done?
- What good deeds have been done by other CPD members?

IMAGE PLACEHOLDER

P.O. Kenneth Dooley, “Officer Friendly”  
return on our deposits







## The Rest of the Story

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Video Placeholder

They never said a word to each other, but the impact was loud.





## John R. Thomas: Stop and Listen

“When you begin to doubt the nobility of your mission or the sanctity of your profession because your heart is heavy, or you feel anger, disillusionment, disenfranchisement, betrayed or confused -- **stop and listen to the voices...** the voices that rise up from ... a field in Pennsylvania, from a wall at the Pentagon and from the spot of earth the world has come to know as Ground Zero. Because if you listen, you will hear those souls tell you “thank you” for what you do ... hear them cheering you on. Let them carry you through this difficult moment, allow them to nourish you and encourage you and doubt no more, for you are warriors and champions for those who have gone before and to those most vulnerable now. You are admired and respected , for you are the best at what you do. God bless you and God bless America.”

**-John R. Thomas**

**First Deputy Superintendent, Chicago Police Dept.**

**2000-2003**





## What Policing Demands of Us

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*“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







# What Does the Public Really Think?







# Notifications and Allegations to Independent Police Review Authority

“In my humble opinion, my theory is the NATO training, especially the individual self-control and unit discipline aspects of the training, as well as the Procedural Justice training made a difference. It could also be lower arrest numbers and contacts on your side as well. Either way, I like it.”

**-Scott M. Ando, Director of IPRA**

Quarter	INTAKE (all allegations/notifications)
4Q 2011	2038
Total 2011	8567
1Q 2012	1995
2Q 2012	2155 <b>NATO</b>
3Q 2012	2264 <b>Start PJ/Police Legitimacy Training</b>
4Q 2012	1824
Total 2012	8238 Difference of -329
1Q 2012	1828
2Q 2012	2122
3Q 2012	2032
4Q 2012	1588
Total 2013	7570 Difference of -668
1Q 2014	1483

Source: IPRA Annual Report 2010-2012  
[http://www.iprachicago.org/IPRA\\_AnnualReport2010-2012.pdf](http://www.iprachicago.org/IPRA_AnnualReport2010-2012.pdf)





## What Do People Really Think of Us?

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- Gallup asked 1,017 American adults the following question: “Please tell me how you would rate the honesty and ethical standards of people in these different fields—very high, high, average, low or very low?” The survey takers then read the respondents a list of 22 different fields.
- Where do you think police fell in this survey?

*Poll conducted Dec 5-8 2013*

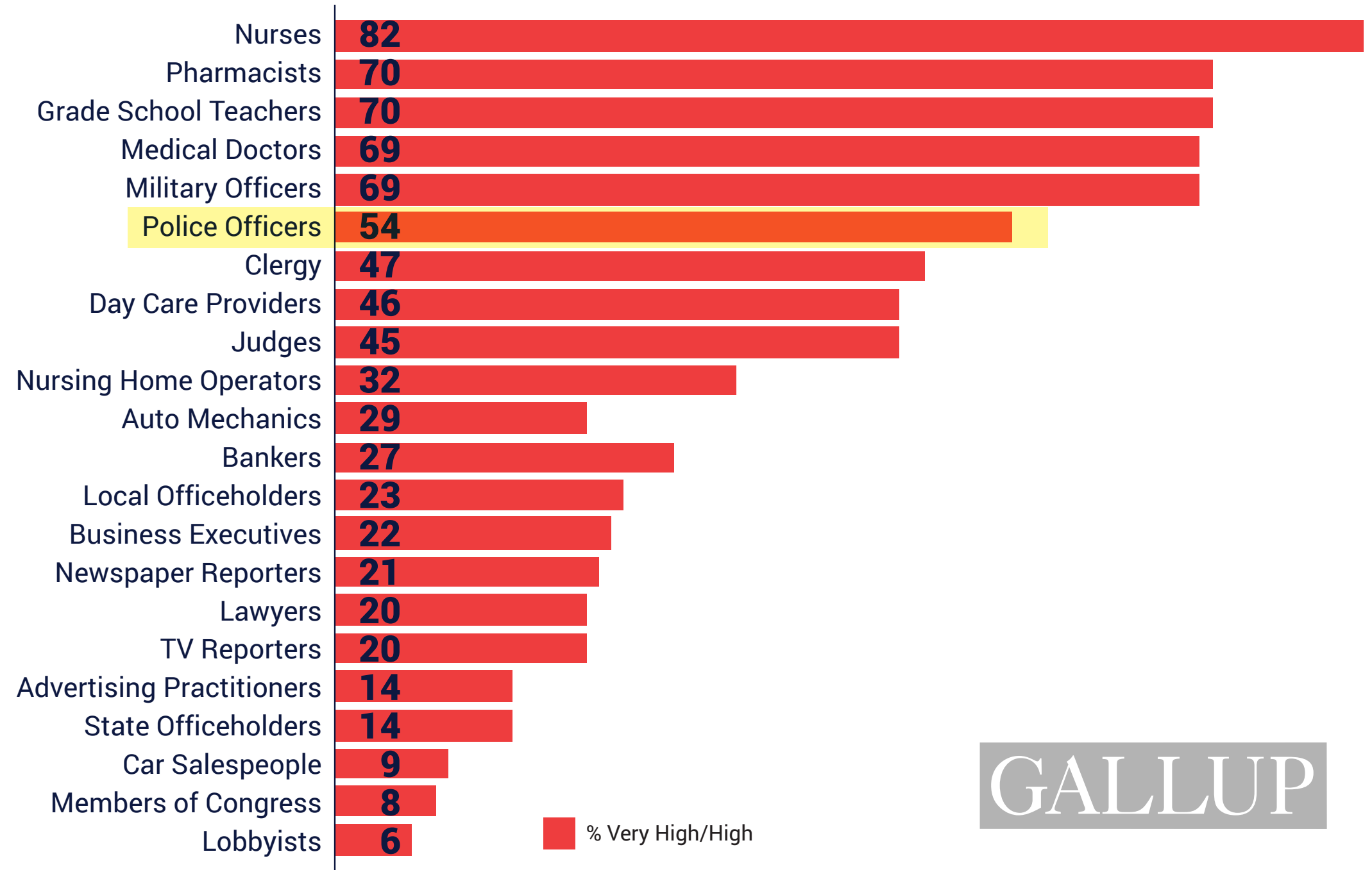




## How Does the Public View Police Officers?

Please tell me how you rate the honesty and ethical standards of people in these different fields – very high, high, average, low, or very low?

Dec. 5-8, 2013



GALLUP







## The Obligation of Policing

*“No one is compelled to choose the profession of police officer, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”*

— President Calvin Coolidge





## We Walk the Point Everyday

### “Walking the Point”

Written by: Lt. John Morrison,  
San Diego Police Department

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## We Walk the Point Everyday

On June 6th 1981, Patrol Officers Harry Tiffany and Ronald Ebeltoft responded to a call about two neighbors arguing over the placement of a rose bush. One of the neighbors shot and killed both officers before the SWAT team arrived.

Lieutenant John Morrison, a SWAT Commander for the San Diego Police Department, wrote a letter to his fellow officers following the tragic incident. He titled his letter: “Walking the Point” (read by Commander Michael Nilo, Retired Aurora Police Department).

*narrated by... Michael Nilo*





# We Walk the Point Everyday

**Patrolman Harry Keith  
Tiffany**

End of Watch: June 6, 1981

San Diego Police  
Department



**Patrolman Ronald R.  
Ebeltoft**

End of Watch: June 6, 1981

San Diego Police  
Department



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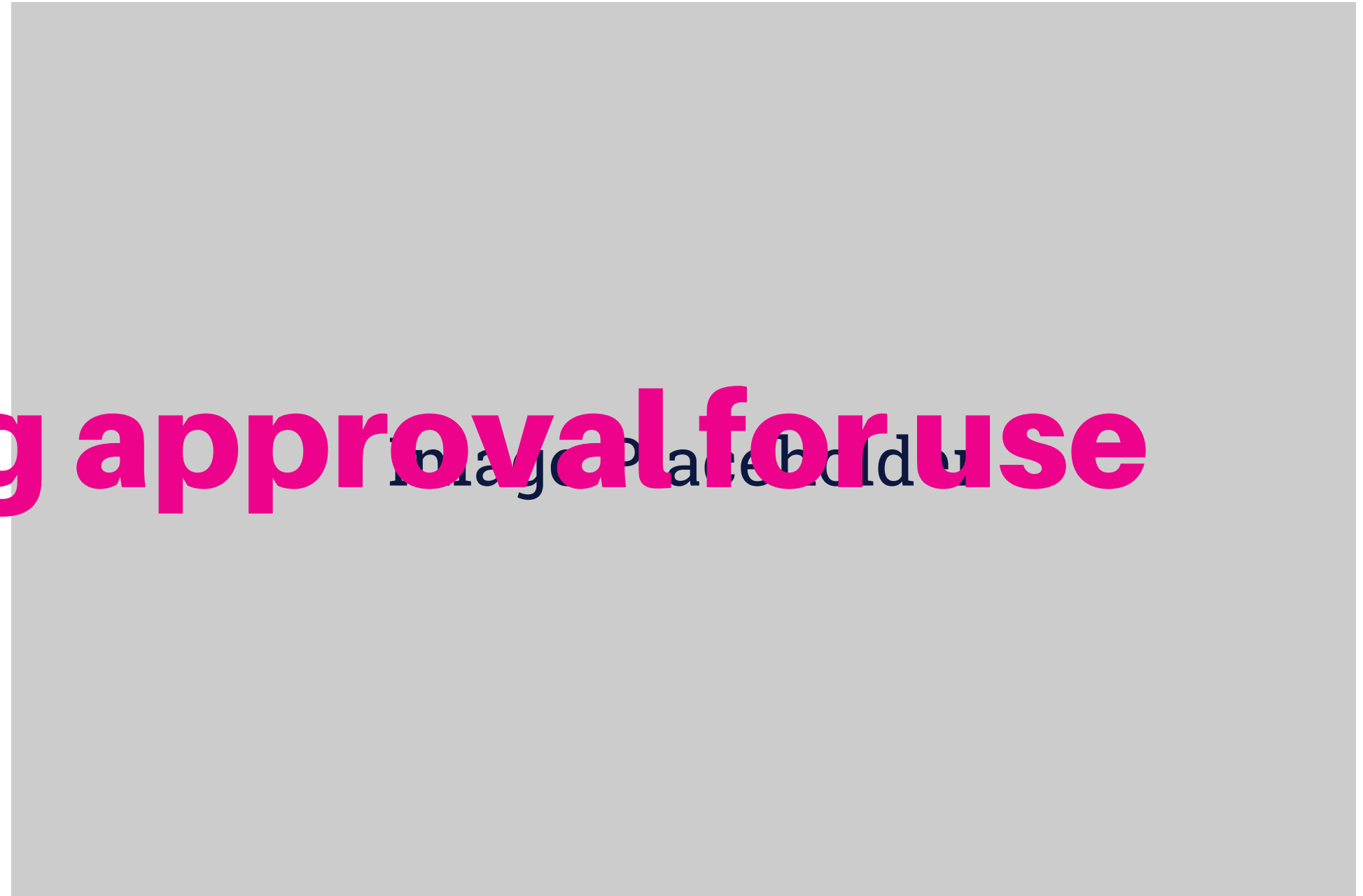
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Some things  
require  
casualties

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They did it  
anyway

**Awaiting approval for use**

Image Placeholder



They did it  
because  
they loved it

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Image Placeholder







**Awaiting approval for use**

Image Placeholder





**Awaiting approval for use**



You can only  
be a cop  
because you  
want it

**Awaiting approval for use**

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## Rule Number One:

Young men die.

## Rule Number Two:

You can't change rule  
number one.

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## Rule Number Three:

Someone has got to “walk the point.”

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The point man  
saves lives,  
even if he  
gives his own.

**Awaiting approval for use**

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**Awaiting approval for use**

Image Placeholder



Honor them;  
remember  
them

**Awaiting approval for use**

Image Placeholder





**Awaiting approval for use**

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*Illinois Police Memorial*





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