Housekeeping

• 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”
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 (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.
Procedural Justice Principles

• Voice (listen)
• Neutrality (fairness)
• Respectful treatment (the golden rule)
• Trustworthiness (fair and transparent process)
Legitimacy: “Them”

Officer’s Actions
- Follows Procedural Justice Principles
- Addresses the Needs of Victims

Citizen’s Perceptions
- Officer is Respectful
- Officer is Fair
- Officer Listened to Me
- Officer Cares about my Wellbeing
- I’m Satisfied with Encounter
- I Trust this Officer
- I Trust CPD

Expected Outcomes
- Increase Officer Safety
- Increase Compliance with Requests
- Increase Investigative Information
- Reduce Citizen Complaints
- Increase Job Satisfaction
A Tactical Mindset: Procedural Justice and Police Legitimacy

Legitimacy: “Us”

Supervisor’s Actions
- Follows Procedural Justice Principles
- Addresses the Needs of Officer

Officer’s Perceptions
- Supervisor is Respectful
- Supervisor is Fair
- Supervisor Listened to Me
- Supervisor Cares about my Wellbeing
- I’m Satisfied with Encounter
- I Trust this Supervisor
- I Trust CPD

Expected Outcomes
- Increased Productivity
- Increase Compliance with Requests
- Better Relationships
- Less Stress
- Reduce Citizen Complaints-Self Regulation
- Increase Job Satisfaction
Citizen’s Assessment of an Experience with the Police

Assessment = Outcome + Process

Most Important
Melting the Polar Ice Cap of Preconception

Assessment

Process

Negative Outcomes
Lawfulness vs. Legitimacy

Are police actions lawful and legitimate?

Where you want to be:
Officer Safety, Cooperation, Compliance - TRUST

Where you shouldn’t be:
Non-Compliant, Resistant and DISTRUSTFUL
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.
Dragnet 1968: “The Big Problem”, Part I

VIDEO PLACEHOLDER
Module 2

Transparency

We listened to what you had to say.

What does the community think of CPD?
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:

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Unsatisfactory</th>
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<tbody>
<tr>
<td>INTERESTING</td>
<td>40.76%</td>
<td>35.09%</td>
<td>17.67%</td>
<td>5.41%</td>
<td>1.06%</td>
</tr>
<tr>
<td>Average= 4.09</td>
<td>(3,564)</td>
<td>(3,068)</td>
<td>(1,545)</td>
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<td>(93)</td>
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<tr>
<td>USEFUL</td>
<td>42.36%</td>
<td>32.95%</td>
<td>17.59%</td>
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<tr>
<td>Average= 4.09</td>
<td>(3,692)</td>
<td>(2,872)</td>
<td>(1,533)</td>
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<tr>
<td>ORGANIZED</td>
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<td>32.95%</td>
<td>10.83%</td>
<td>2.12%</td>
<td>0.45%</td>
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<tr>
<td>Average= 4.37</td>
<td>(4,680)</td>
<td>(2,874)</td>
<td>(945)</td>
<td></td>
<td>(39)</td>
</tr>
<tr>
<td>MET MY</td>
<td>42.73%</td>
<td>33.11%</td>
<td>18.17%</td>
<td>4.78%</td>
<td>1.22%</td>
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<tr>
<td>EXPECTATIONS Average= 4.11</td>
<td>(3,712)</td>
<td>(2,876)</td>
<td>(1,578)</td>
<td></td>
<td>(106)</td>
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<td>(Total: 8,715)</td>
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<td>(Total: 8,723)</td>
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<td>(Total: 8,743)</td>
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<td>(Total: 8,687)</td>
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Overall Evaluation

The workshop was:

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<th>Very Good</th>
<th>Good</th>
<th>Fair</th>
<th>Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>OVERALL THE WORKSHOP WAS</td>
<td>47.41%</td>
<td>33.41%</td>
<td>14.07%</td>
<td>4.04%</td>
<td>1.06%</td>
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<tr>
<td>Average = 4.22</td>
<td>(4,107)</td>
<td>(2,894)</td>
<td>(1,219)</td>
<td>(350)</td>
<td>(92)</td>
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<tr>
<td>Total: 8,662</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Your Comments

• “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

• “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

• “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

![Graph illustrating the results of the survey]
Module 3
Inform the Community
Chicago Police Go Public with Training

VIDEO PLACEHOLDER
Scenario #2: Suspicious Persons
Dragnet 1968: “The Big Problem”, Part II

Video Placeholder
Module 4

Treatment Matters!
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
Module 5
Communication Matters!

What are we saying?
Tactical Mindset, Tactical Communications

VIDEO PLACEHOLDER
Scenario #4: Burglary in Progress
Dragnet 1968: “The Big Problem”, Part III

Video Placeholder
Module 6
Why We Do What We Do

MEMORIAL IMAGE PLACEHOLDER
Making a Deposit

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

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

“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

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

Source: IPRA Annual Report 2010-2012
What Do People Really Think of Us?

• 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?
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

<table>
<thead>
<tr>
<th>Profession</th>
<th>% Very High/High</th>
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</thead>
<tbody>
<tr>
<td>Nurses</td>
<td>82</td>
</tr>
<tr>
<td>Pharmacists</td>
<td>70</td>
</tr>
<tr>
<td>Grade School Teachers</td>
<td>70</td>
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<tr>
<td>Medical Doctors</td>
<td>69</td>
</tr>
<tr>
<td>Military Officers</td>
<td>69</td>
</tr>
<tr>
<td>Police Officers</td>
<td>54</td>
</tr>
<tr>
<td>Clergy</td>
<td>47</td>
</tr>
<tr>
<td>Day Care Providers</td>
<td>46</td>
</tr>
<tr>
<td>Judges</td>
<td>45</td>
</tr>
<tr>
<td>Nursing Home Operators</td>
<td>32</td>
</tr>
<tr>
<td>Auto Mechanics</td>
<td>29</td>
</tr>
<tr>
<td>Bankers</td>
<td>27</td>
</tr>
<tr>
<td>Local Officeholders</td>
<td>23</td>
</tr>
<tr>
<td>Business Executives</td>
<td>22</td>
</tr>
<tr>
<td>Newspaper Reporters</td>
<td>21</td>
</tr>
<tr>
<td>Lawyers</td>
<td>20</td>
</tr>
<tr>
<td>TV Reporters</td>
<td>20</td>
</tr>
<tr>
<td>Advertising Practitioners</td>
<td>14</td>
</tr>
<tr>
<td>State Officeholders</td>
<td>14</td>
</tr>
<tr>
<td>Car Salespeople</td>
<td>9</td>
</tr>
<tr>
<td>Members of Congress</td>
<td>8</td>
</tr>
<tr>
<td>Lobbyists</td>
<td>6</td>
</tr>
</tbody>
</table>
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
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 Nila, Retired Aurora Police Department).

*awaiting approval for use*
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

Awaiting approval for use
Awaiting approval for use
Some things require casualties

Awaiting approval for use
Awaiting approval for use
They did it anyway
They did it because they loved it
Awaiting approval for use
You can only be a cop because you want it.
Awaiting approval for use
Rule Number One:
Young men die.

Rule Number Two:
You can’t change rule number one.
Rule Number Three:
Someone has got to “walk the point.”
Awaiting approval for use
Awaiting approval for use
Awaiting approval for use
The point man saves lives, even if he gives his own.
Awaiting approval for use
Awaiting approval for use
Awaiting approval for use
Awaiting approval for use
Awaiting approval for use
Honor them; remember them.