

TN.DOE.CJ1 3) Examine the chain of command as it pertains to law enforcement leadership and officer responsibilities, differentiating the leadership qualities and roles at each level. Identify and distinguish the impact of police sub-cultures. Produce a policy and procedure manual in which the roles and leadership expectations are outlined for each position and include a section outlining the characteristics and benefits of teamwork, leadership, and citizenship that apply to community, workplace, and school settings.

4) Evaluate the impact of ethics, confidentiality, character, and credibility on law enforcement careers. Justify the importance of personal traits such as integrity, respect, responsibility, confidentiality, and ethical behavior in the workplace and the impact they can have on career success.

1

Recruitment and Training Basic Requirements:

1. Be a U.S. Citizen
2. Not have been convicted of a felony
3. Have or be eligible for a driver's license
4. Be at least 21 years old

2

5. Pass a background check
6. Pass a drug test
7. Pass a physical fitness test
8. pass a lie detector test

3

- 83% of the departments require a high school degree
- 8% require a two year degree

4

Training:

Training has two components

- 1. Police Academy
- 2. Field training

5

The police academy is run by a state or a local police agency, and provides recruits with a controlled militarized environment in which they receive their introduction into the world of a police officer

6

The field training takes place outside the confines of the police academy. A recruit is paired with an experienced officer known as a field training officer or FTO.

7

Field training gives officers their first taste of informal rules

8

- The academy is a critical component in the learning process, as it provides rookies with a roadmap to the job.
- The academy is critical in defending against civil lawsuits

9

Personal Characteristics Required for Criminal Justice Career:

- Profession: A vocation or occupation requiring advanced education and training and involving intellectual skills, as medicine, law, theology, engineering, teaching ,etc

10

Does the job of a police officer meet the requirements of being a profession?

11

- How would you build a professional police officer that does not embody all the bad characteristics of officers from the three eras of American policing discussed in Chapter 5?
- What character traits do you want to see in police officers where you live?

12

•**Integrity**

- the quality of being honest and fair
- firm adherence to a code of especially moral or artistic values : incorruptibility

13

Character:

1. Good Moral Character
2. Honesty
3. Integrity
4. Leadership
5. Personal Responsibility

14

6. Dignity and Respect
7. Individual Accountability
8. Excellence
9. Stable Employment Record
10. Good Driving Record
11. No History of Addiction to Drugs and/or Alcohol

15

- Criminal Record:** Applicants must not have been convicted of, or pled guilty (or entered a plea of Nolo Contendere) to any felony charges. This also applies to violations of any federal/state laws or city ordinances relating to force, violence, theft, dishonesty, gambling, liquor or controlled substances

16

FBI Disqualifiers

- There are specific elements that will automatically disqualify job candidates for employment with the FBI. The FBI Employment Disqualifiers are:

17

- Conviction of a felony
- Use of illegal drugs in violation of the FBI Employment Drug Policy (see the FBI Employment Drug Policy for more details)

18

- Default of a student loan (insured by the U.S. Government)
- Failure of an FBI-administered urinalysis drug test
- Failure to register with the Selective Service System (for males only)

19

- The following are factors which would ordinarily be cause for disqualification:
- Conviction of an offense which indicates lack of good moral character or disposition towards violence or disorder, or which is punishable by one or more years imprisonment.

20

- Repeated convictions of an offense which indicate disrespect for the law.
- Discharge from employment as a result of poor behavior or inability to adjust to discipline.

21

- * Dishonorable discharge from the United States Military.
- Conviction of an offense for Domestic Violence Misdemeanors.

22

- * A Felony conviction.
- * STATUTORY DISQUALIFICATION

23

Profile of Officer with a Bad Attitude

1. Officer does not treat citizen fairly
2. Officer does not present a professional image or appearance
3. Officer is not helpful to citizens
4. Officer is not courteous

24

Profile of Officer with a Bad Attitude

- 5. Officer is not knowledgeable about his job
- 6. Officer is not prompt or timely in his duties
- 7. Officer was not easily understood

25

Ten Good Interpersonal Skills

1. Smile. Do your best to be friendly and upbeat with your coworkers. Maintain a positive, cheerful attitude about work and about life. Smile often. The positive energy you radiate will draw others to you

26

Ten Good Interpersonal Skills

2. Be appreciative. Find one positive thing about everyone you work with and let them hear it. Be generous with praise and kind words of encouragement. Say thank you when someone helps you. Make colleagues feel welcome when they call or stop by your office. If you let others know that they are appreciated, they'll want to give you their best.

27

Ten Good Interpersonal Skills

3. Pay attention to others. Observe what's going on in other people's lives. Acknowledge their happy milestones, and express concern and sympathy for difficult situations such as an illness or death. Make eye contact and address people by their first names. Ask others for their opinions.

28

Ten Good Interpersonal Skills

4. Practice active listening. To actively listen is to demonstrate that you intend to hear and understand another's point of view. It means restating, in your own words, what the other person has said. In this way, you know that you understood their meaning and they know that your responses are more than lip service. Your coworkers will appreciate knowing that you really do listen to what they have to say.

29

Ten Good Interpersonal Skills

5. Bring people together. Create an environment that encourages others to work together. Treat everyone equally, and don't play favorites. Avoid talking about others behind their backs. Follow up on other people's suggestions or requests. When you make a statement or announcement, check to see that you have been understood. If folks see you as someone solid and fair, they will grow to trust you.

30

Ten Good Interpersonal Skills

6. Resolve conflicts. Take a step beyond simply bringing people together, and become someone who resolves conflicts when they arise. Learn how to be an effective mediator. If coworkers bicker over personal or professional disagreements, arrange to sit down with both parties and help sort out their differences. By taking on such a leadership role, you will garner respect and admiration from those around you.

31

Ten Good Interpersonal Skills

7. Communicate clearly. Pay close attention to both what you say and how you say it. A clear and effective communicator avoids misunderstandings with coworkers, colleagues, and associates. Verbal eloquence projects an image of intelligence and maturity, no matter what your age. If you tend to blurt out anything that comes to mind, people won't put much weight on your words or opinions.

32

Ten Good Interpersonal Skills

8. Humor them. Don't be afraid to be funny or clever. Most people are drawn to a person that can make them laugh. Use your sense of humor as an effective tool to lower barriers and gain people's affection.

33

Ten Good Interpersonal Skills

9. See it from their side. *Empathy* means being able to put yourself in someone else's shoes and understand how they feel. Try to view situations and responses from another person's perspective. This can be accomplished through staying in touch with your own emotions; those who are cut off from their own feelings are often unable to empathize with others.

34

Ten Good Interpersonal Skills

10. Don't complain. There is nothing worse than a chronic complainer or whiner. If you simply *have* to vent about something, save it for your diary. If you must verbalize your grievances, vent to your personal friends and family, and keep it short. Spare those around you, or else you'll get a bad reputation

35

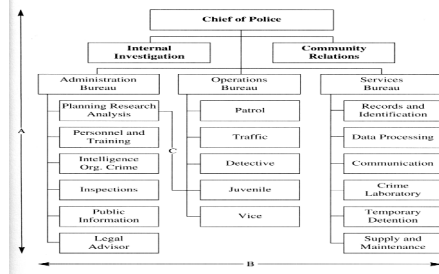
Police Organization

The ultimate goal for any police department is to reach maximum efficiency; to provide the best service to the community with limited resources such as staff and budget

36

A sample of a police department chain of command

A Contemporary Municipal Police Department



37

Whatever the size or location or size of a police department, it needs a clear rank structure and strict accountability to function properly.

38

One of the goals of the police reformers, especially in the fifties, was to lessen the corrupting influence of politicians. The result was a move toward a militaristic organization of the police.

39

A typical police department is based on a chain of command that leads from the police chief down through the various levels of the department.

40

In this formalized structure, all persons are aware of their place in the chain and of their duties and responsibilities within the organization.

41

Delegation of authority is a critical component in the chain of command, especially in larger departments. The chief of police delegates to the division chiefs who delegate to commanders and so on down the line.

42

Delegation of Authority

- This structure creates a situation in which nearly every member of the department is directly responsible to a superior.
- In keeping with the need to delegate authority, police departments in large cities divide their jurisdictions into precincts.

43

Criticisms of the Police Organization

- In a bureaucracy, formal rules govern an individual's actions and relationships with co-employees
- Bureaucracy has been criticized for:

44

Criticisms of the Police Organization

- Limiting personal ingenuity – group think can take over as members of the police force blindly follow rules and suppress tendencies toward individual initiative.

45

Criticisms of the Police Organization

- Limiting contact with the community
- Limiting contact among members of the police department -the delegation of authority can limit contact among members of different rank

46

Striving for Efficiency

- In the era of professional policing, the double yardstick of statistical efficiency for police have been:
 - a) response time
 - b) arrest rates

47

Striving for Efficiency

- All departments practice incident driven policing, in which calls for service are the primary instigators of action.

48

Striving for Efficiency

- Response time, or the time elapsed between the instant a call for service is received and the instant the police arrive on the scene, has become a benchmark for police efficiency

49

Striving for Efficiency

- The Dallas Police had instituted a differential response strategy, in which the department distinguishes among different calls for service so that it can respond more quickly to the most serious incidents.

50

Striving for Efficiency

- The more arrests a police department makes, the fewer the number of criminals on the streets of the community. Again, practice does not necessarily follow theory.

51

Striving for Efficiency

- In sum, it is difficult to measure the effectiveness of the police

52

Refocusing on the Community

- This strategy of increasing the police presence in the community has been part of a "quiet revolution" in American law enforcement over the last two decades

53

Refocusing on the Community

- This revolution has been fueled by the emergence of two theories of police strategies, now combined under the umbrella of community policing:
 - a) community policing
 - b) problem oriented policing

54

Refocusing on the Community

- Both theories are based on the philosophy that to prevent and control crime effectively, police need to form partnerships with members of the community

55

Law Enforcement in the Field

- One of the greatest ironies of the police organization is that the people lowest on the hierarchical ladder - the patrol officer - are considered the most valuable members of the force.

56

Law Enforcement in the Field

The basic purposes of the police patrol have changed very little since 1829 when Sir Robert Peel founded the modern police department. These purposes include:

57

Law Enforcement in the Field

- a) The deterrence of crime by maintaining a visible police presence
- b) The maintenance of public order
- c) The twenty-four-hour provision of services that are not crime related

58

Law Enforcement in the Field

- Four general categories of daily routine patrol activities are:
 - a) Preventive patrol 40%
 - b) Calls for service 25%
 - c) Administrative duties 20%
 - d) Officer-initiated activities 15%

59

Law Enforcement in the Field

- This type of activity is a Directed Patrol. Such patrols are specifically designed to deal with crimes that commonly occur in certain locations and under circumstances that provide police with opportunity for preparation.

60

Law Enforcement in the Field

- Most police work, in contrast, is done on General Patrol, during which officers make the rounds of a specific area with the purpose of carrying out the various patrol functions.

61

Police Investigations

- Investigation is the second main function of police, along with patrol. Whereas patrol is primarily preventive, investigation is reactive.

62

Police Investigations

- The responsibility of finding "who dunnit" is delegated to the investigator, most commonly known as the detective.

63

Police Investigations

- Investigators face three categories of cases:
 - a) Unsolvable cases or weak cases that cannot be solved regardless of investigative effort

64

Police Investigations

- b) Solvable cases, or cases with moderate evidence that can be solved with considerable investigative effort

65

Police Investigations

- c) Already solved cases, or cases with strong evidence that can be solved with minimal investigative effort.

66

Police Subculture

- Police subculture is a term used to describe the basic assumptions and values that permeate law enforcement agencies and are taught to new members of a law enforcement agency as the proper way to think, perceive, and act.

67

Police Subculture

- Every organization has a subculture, with values shaped by the particular aspects and pressures of that organization. In the police subculture those values are formed in an environment characterized by danger, stress, boredom, and violence.

68

Police Subculture

- Rookies begin the process of socialization, in which they are taught the values and rules of police work. This process is aided by a number of rituals that are common to the law enforcement experience. They are:

69

Police Subculture

- a) Attending the police academy
- b) Working with a senior officer, who passes on the lessons of police work and the life to the younger officer.

70

Police Subculture

- c) Making the initial felony arrest
- d) Using force to make an arrest for the first time

71

Police Subculture

- e) Using or witnessing deadly force for the first time
- f) Witnessing traumatic incidents for the first time

72

Police Subculture

- The blue curtain, also known as the "blue wall of silence" or simply "the code". This curtain separates the police from the civilians they are meant to protect.

73

Police Subculture

- Police cynicism is characterized by a rejection of the ideals of truth and justice - the very values that an officer is sworn to uphold.

74

Police Subculture

- Two areas of the police subculture that that help create the police subculture and must be fully understood if the cynical nature of police subculture is ever to be changed are:

75

Police Subculture

- a) the danger of police work
- b) the need for officers to establish and maintain authority

76

- According to the U.S. Department of Justice, police have the most dangerous job in the United States, with 261 of every 1,000 officers targets of nonfatal violence each year.

77

The Physical and Mental Dangers of Police Work

- According to the U.S. Bureau of Statistics, policing is one of the ten most stressful occupations in the country.
- The social isolation officers must deal with also leads to one of the highest divorce rates of any job.

78

The Physical and Mental Dangers of Police Work

- The average life expectancy of a police officer is fifty-seven years, compared to seventy-one for the general public
- a statistic that can be attributed to police officer's top ranking among professions in rates of heart disease, hypertension, and diabetes.

79

Authority and the Use of Force

- It is generally accepted that not only is police use of force inevitable, but that police officers who are unwilling to use force in certain circumstances cannot do their job effectively

80

Authority and the Use of Force

- There are two kinds of force:
 - a) non-deadly force
 - b) deadly force

81

Authority and the Use of Force

- In most states, the use of non-deadly force is regulated by the concept of reasonable force, which allows the use of force when a reasonable person would assume that such force was necessary.

82

Authority and the Use of Force

- Deadly force is force that an objective police officer realizes will place the subject in direct threat of serious bodily injury or death.
- The United States set the limits for the use of deadly force by law enforcement officers in the Tennessee v. Garner (1985)

83

Authority and the Use of Force

- Police officers may use deadly force if they have probable cause to believe that the fleeing suspect poses a threat of serious injury or death to officers or others.
- Four years after Garner v. Tennessee, the Court tried to clarify this concept in Graham v. Connor (1989), stating that the use of any force should be judged by the "reasonableness of the moment."

84

Police Corruption

- Police corruption can be defined as the misuse of authority by a law enforcement officer "in a manner designed to produce personal gain."

85

Police Corruption

Traditional forms of corruption include:

- a) Bribery, in which officer accepts money or other forms of payment in exchange for "favors" which may include allowing a certain criminal activity to continue or misplacing a key piece of evidence before a trial

86

Police Corruption

- a1) related to bribery are payoffs, in which officer demands payment from an individual or business in return for certain services
- b) **Shakedowns**, in which an officer attempts to coerce money or goods from a citizen or criminal.

87

Police Corruption

- Mooching**, in which the police officer accepts free "gifts" such as cigarettes, liquor, or services in return for favorable treatment of the gift giver.

88

Internal Investigations

- The mechanism for these investigations within a police department is the internal affairs unit (IAU).
- Police officers are **criminally liable** for any crimes they might commit, and the city and state governments can be held **civilly liable** for wrongdoing by their officers.

89

Police Ethics

- Police corruption is intricately (closely) connected with the ethics of law enforcement officers. Ethics has to do **with the fundamental questions of the fairness, justice, rightness, or wrongness of any action.**

90

Police Ethics

- The Police Code of Conduct is self-evident: " **A police officer will not engage in acts of corruption or bribery.**"

91

Police Ethics

- In other aspects, it is idealistic, perhaps unreasonably so : " Officers will never **allow personal feelings, animosities, or friendships to influence official conduct**

92

Police Ethics

- The police working environment - rife with or full of lying, cheating, lawbreaking, and violence - often **does not allow for ethical absolutes.**

93

Police Ethics

- Pollock and Becker define an ethical dilemma as a situation in which law enforcement officers:
 - a) Do not know the right course of action
 - b) Have difficulty doing what they consider to be right: and/or
 - c) Find the wrong choice very tempting

94

Police Ethics

- They further identify four categories of ethical dilemmas, involving
 - discretion
 - duty
 - honesty
 - loyalty

95

Police Ethics

- Discretion - The law provides rigid guidelines for how police officers must act and how they cannot act, but it does not offer guidelines for how officers should act in many circumstances. Officers often use discretion to determine how they should act, and ethics play an important role in guiding discretionary actions

96

Police Ethics

- Duty - the concept of discretion is linked with duty, or the obligation to act in a certain manner. Society, by passing laws, can make a police officers duty more clear and eliminate discretion from the decision making process. But, an officer's duty will not always be obvious, and ethical considerations can often supplement "the rules" of being an law enforcement agent.

97

Police Ethics

- Honesty - Of course, honesty is a critical attribute for an ethical police officer. A law enforcement officer must make hundreds of decisions a day, and most require him or her to be honest in order to properly do the job.

98

Police Ethics

- Loyalty - What should a police officer do if he or she witnesses a partner using excessive force on a suspect? The choice often sets loyalty against ethics, especially if the officer does not condone the violence.

99