

C1

Housekeeping

- Cell phones
- Rooms
- Agenda – *Breaks*
- Have an open mind
- Leadership



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Objectives

- Understand Culture to Build Community
- Define Legitimacy: How to increase police legitimacy
- Define Procedural Justice and discuss the benefits
- Contextualize Relationship between the Police and the Community
- Understand the role History has played in hindering Legitimacy

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

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.

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Example of Procedural Justice
Taser Video-Spokane Washington



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Procedural Justice Leads to Legitimacy



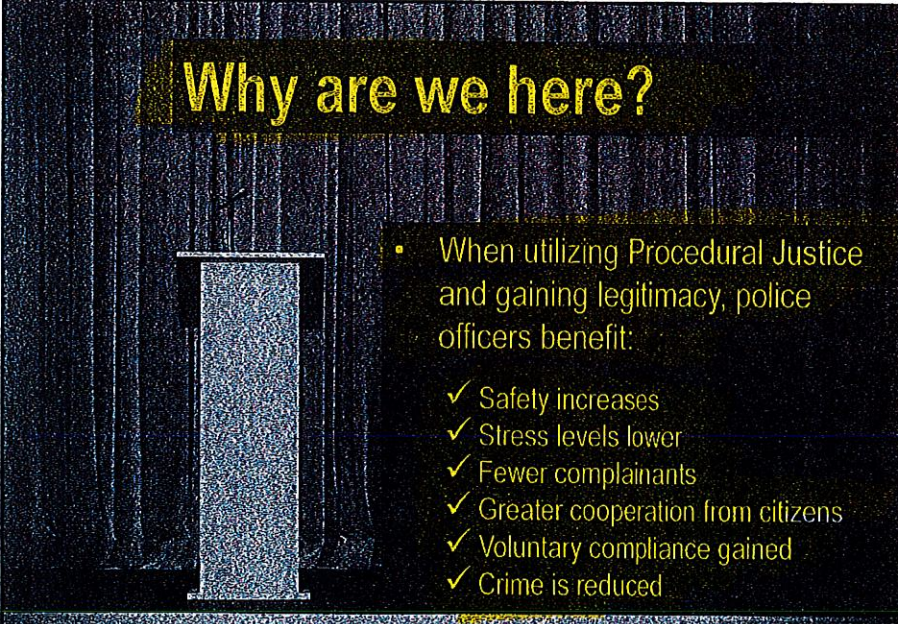
When police officers give citizens a voice (listen) and are objective and respectful, police officers gain the trust of the citizenry.

The Procedural Justice process of fairness and respect leads citizens to view the police as legitimate and trustworthy.

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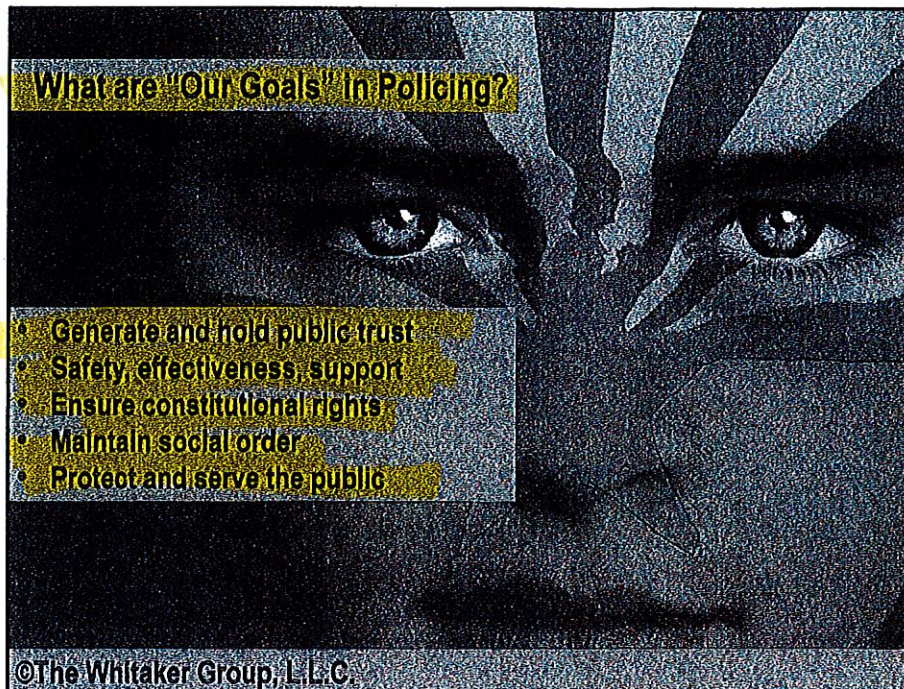
Why are we here?



- When utilizing Procedural Justice and gaining legitimacy, police officers benefit:
 - ✓ Safety increases
 - ✓ Stress levels lower
 - ✓ Fewer complainants
 - ✓ Greater cooperation from citizens
 - ✓ Voluntary compliance gained
 - ✓ Crime is reduced

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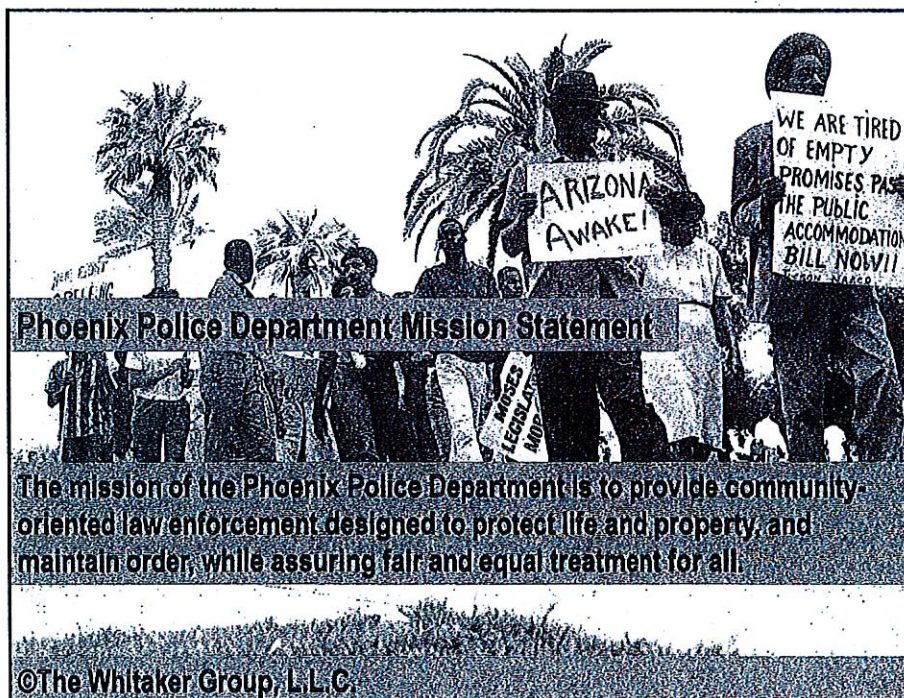


What are "Our Goals" In Policing?

- Generate and hold public trust
- Safety, effectiveness, support
- Ensure constitutional rights
- Maintain social order
- Protect and serve the public

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Phoenix Police Department Mission Statement

The mission of the Phoenix Police Department is to provide community-oriented law enforcement designed to protect life and property, and maintain order, while assuring fair and equal treatment for all.

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Module 2
 The interactive nature between procedural
 justice, legitimacy and goals in Policing

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Sir Robert Peel

"The 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."


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Legitimacy-Video

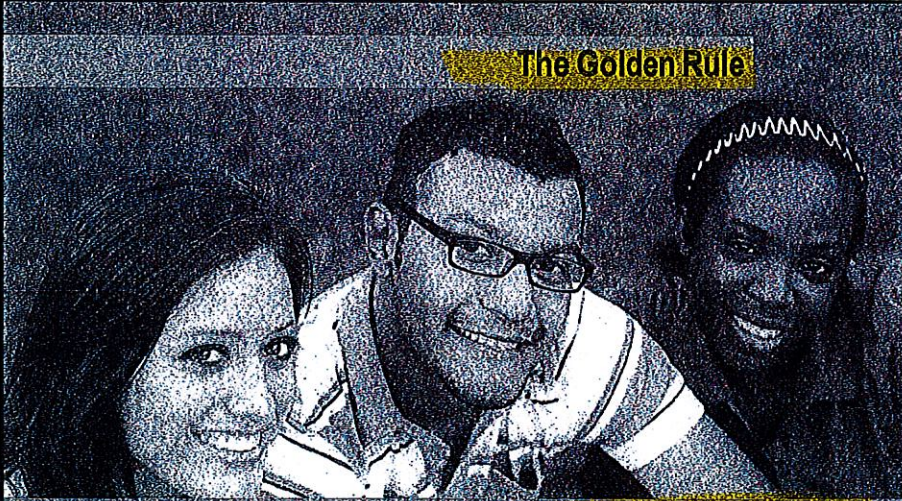
"This is what a mustache looks like!"



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The Golden Rule



- Asking the question, "*How would I like to be treated in this situation?*" is an integrity guideline for any situation.
- The Golden Rule divides cultural and religious boundaries and is accepted by most people throughout the world.
- Creates common ground.

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"US" vs. "Them"

Real World[®] for police= 3-6% of the population

In reality, 94-97% of the population is law abiding

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Expectations Exercise

- What does the community EXPECT from police officers?
Group 1
- What do police officers EXPECT from the community?
Group 2

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Expectations Exercise-Group 1

Does the community expect...

- Service/Protection
 - ✓ Peace Keeper
- Lawfulness
 - ✓ Enforce Laws
 - ✓ Exemplary Behavior
- Fairness
 - ✓ Impartial process
 - ✓ Unbiased polling
- Partnership
 - ✓ Respect
 - ✓ To solve problems
- Trust




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Expectations Exercise-Group 2

Police officers expect...

- Acceptance of our authority
- Compliance with
 - ✓ Laws
 - ✓ Orders
- Cooperation
- Information
 - ✓ Informant
- Responsibility
- Respect
- Trust



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Cynicism

- Modern cynicism, as a product of mass society, is a distrust toward professed ethical and social values, especially when there are high expectations concerning society, institutions and authorities which are unfulfilled. Cynicism can manifest itself as a result of frustration, disillusionment, and distrust. It is perceived as due to organizations, authorities, and other aspects of society.
- A cynic expects nothing but the worst in human behavior. Cynicism is the antithesis of idealism, truth, and justice - which are the virtues that police officers swear to uphold.

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How can the community and police work together to fight crime?

- Can the police fight crime without the community?
- ✓ Procedural Justice and Legitimacy lead to the community helping the police.

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Why do people obey the Law?

- Deterrence
 - ✓ Expensive
 - ✓ Must follow through with punishment
- It is the right thing to do.
- Police have the right to tell them what to do. (Public Trust and Legitimacy)
 - ◇ Research shows overwhelmingly that the latter two are true!

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Legitimacy

How to gain it?

- Procedural Justice
 - The Four Principles:
 - ✓ Voice (Listen)
 - ✓ Neutrality (Be fair)
 - ✓ Be Respectful
 - ✓ Trustworthy (Fair & transparent)

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Legitimacy



- **What is Legitimacy?**
The public view the police as entitled to exercise authority.
- **Legitimacy reflects**
Trust in the police (less confrontation)

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People are more concerned with how they are treated by the officer than they are about the outcome of the stop.

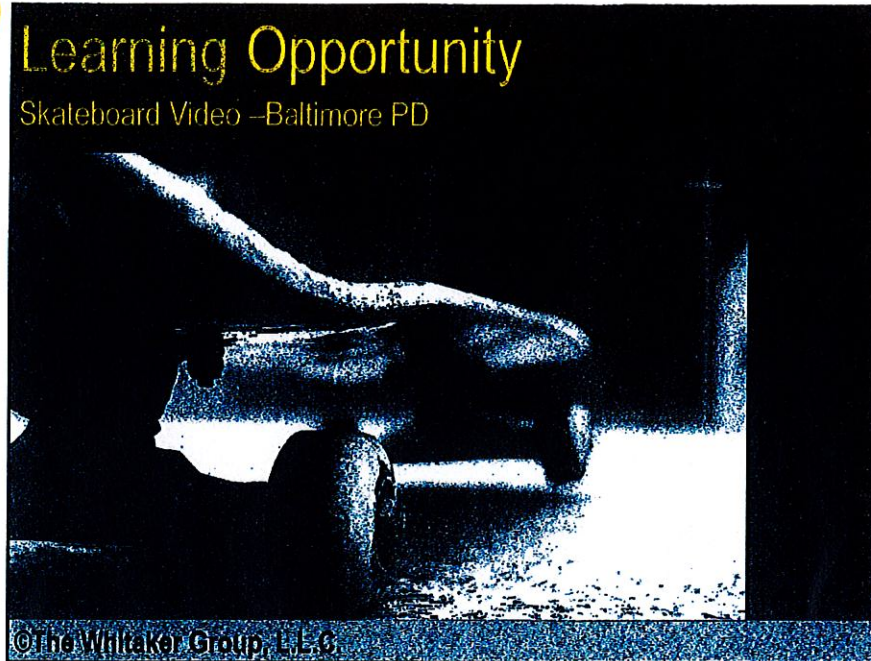
- They look for clues that the decisions were fair and without bias.

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Learning Opportunity

Skateboard Video –Baltimore PD

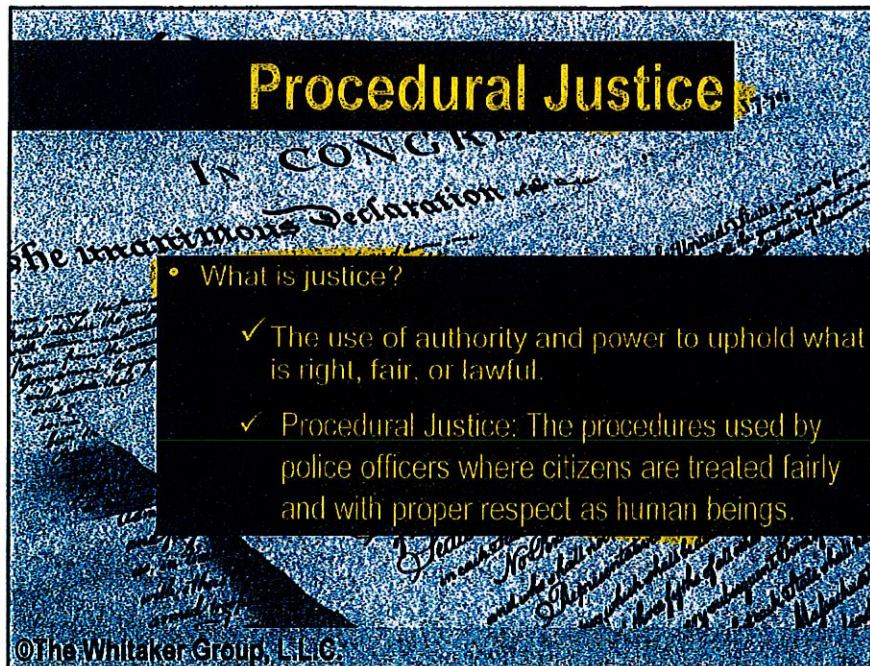


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Procedural Justice

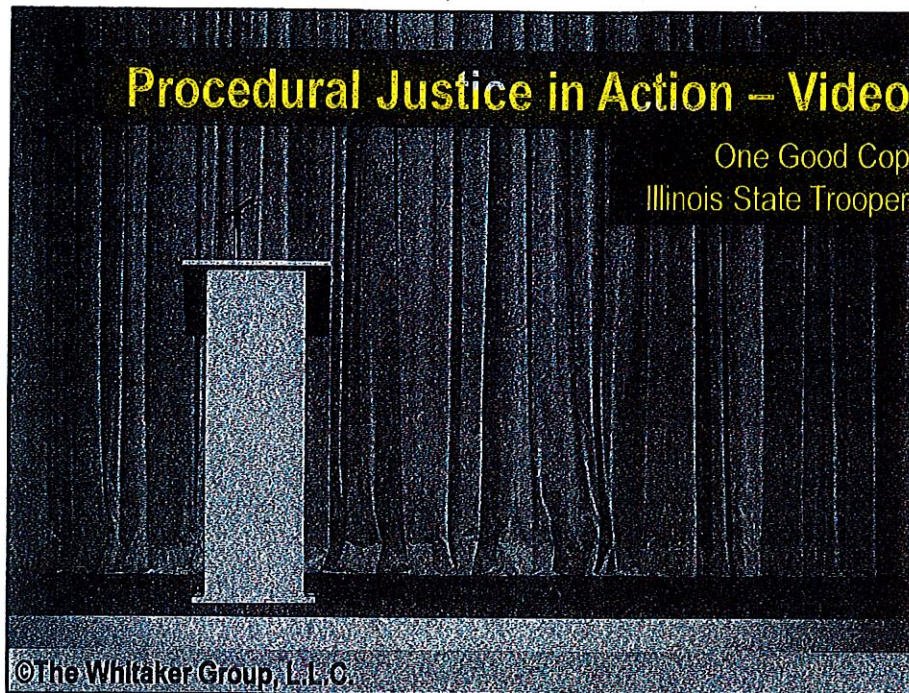


- What is justice?
 - ✓ The use of authority and power to uphold what is right, fair, or lawful.
 - ✓ Procedural Justice: The procedures used by police officers where citizens are treated fairly and with proper respect as human beings.

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C26

Procedural Justice - Voice

Quality of decision making..Voice

- Allowing the participant to voice their point of view or offer an explanation
- Active listening by the officer
 - ✧ Allow them to talk
- Having a voice makes people feel that they are a part of the process and that they have input in the decision, even if it does not impact the decision.

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Procedural Justice - Voice

Officer Safety

- ✓ People want to be heard and understood
- ✓ Non-Verbal communication is as critical as Verbal
- ✓ The subject's perception is what counts, don't argue
- ✓ It's not about you; It's more about values, feelings, and experiences
- ✓ Emotions are universal, experiences are not
- ✓ With every story, there is an emotion

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Procedural Justice - Voice

Under stress, non-verbal communication becomes dominant:

- ✓ Verbal communication accounts for 7 percent of information communicated.
- ✓ Tone and volume account for 38 percent of information communicated.
- ✓ Body language accounts for 55 percent of information communicated.

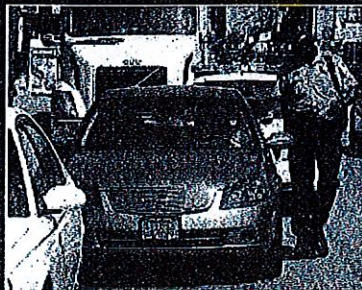
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Procedural Justice - Voice

Nonverbal components of communication:

- ✓ Stance
- ✓ Gestures (movements of the body and face)
- ✓ Eye movements
- ✓ Personal attire
- ✓ Motor movements
- ✓ Facial expressions



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Procedural Justice - Neutrality

Quality of decision-making: Neutrality

✦ Decision-making that is "neutral"

- ✓ The officer exhibits neutral feelings toward the person
- ✓ Non-verbal cues: What message are you sending
- ✓ Unbiased decision-making
- ✓ The decision is not based on personal bias
- ✓ Consistent and Transparent
- ✓ The decision is applied equally to all
- ✓ Allows people to see the decision has been neutral

Explaining why a person has been stopped: Explain the process (Transparency)

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Labeling

Part I
Write one word that the police use to describe the people in the areas they work.

Part II
Write one word that area residents use to describe police

STOP LABELING
PEOPLE JUST
BECAUSE
THEY ARE
NOT LIKE YOU.

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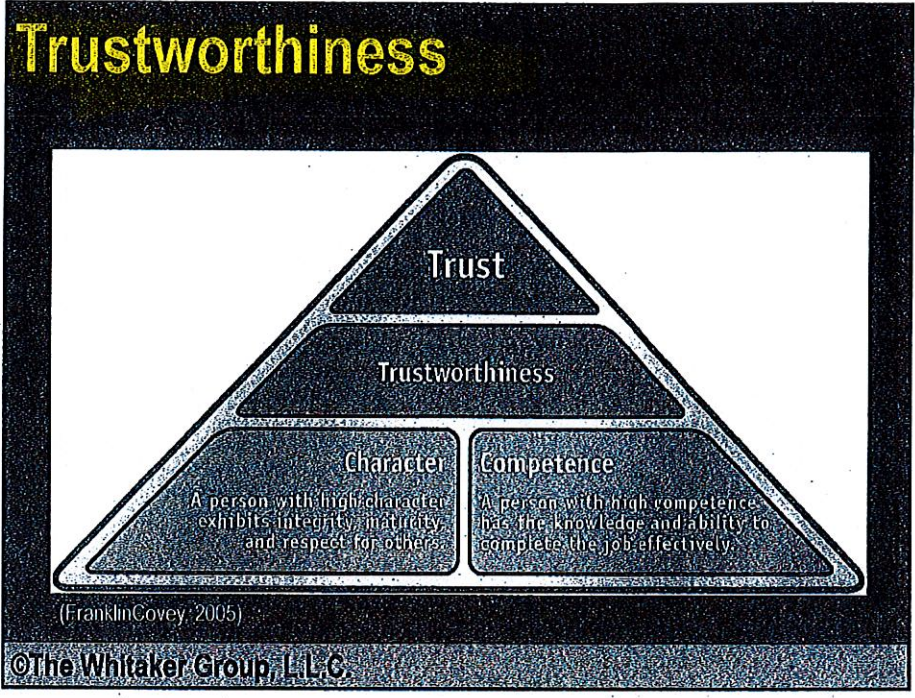
Procedural Justice – Respect

IN CONGRESS

- Quality of treatment... Respect and Dignity Respect for the person; Respect for one's rights:
 - ✓ Treating a person with dignity validates them as a human being
 - ✓ Showing empathy to the importance they place on the issue involving the police

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Ever Been Stopped?

Who has been stopped by the police?
Who has a personal story about a family member being stopped by an officer?

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Procedural Justice

- Personal Stories Exercise

- ✧ Going to the doctor and he/she does not listen to your symptoms?
 - ✓ He gives you medicine before you tell him what is wrong.
 - ✓ Does that build trust in the doctor or the office? HMO?
 - ✓ Do you tell others about your encounter?
 - ✓ Shaping the legitimacy of the system.
 - ✓ How do you feel when someone does not listen to you, when you feel you have no involvement in your care?

- What's your story?

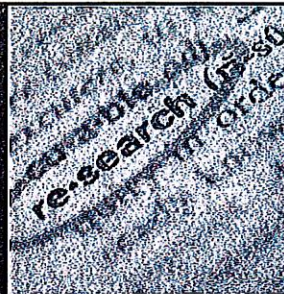
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Research Supporting Procedural Justice

Study of California Street Stops

- Conducted in Oakland and Los Angeles
- Interviewed 1,656 people who had recent personal experiences with legal authorities

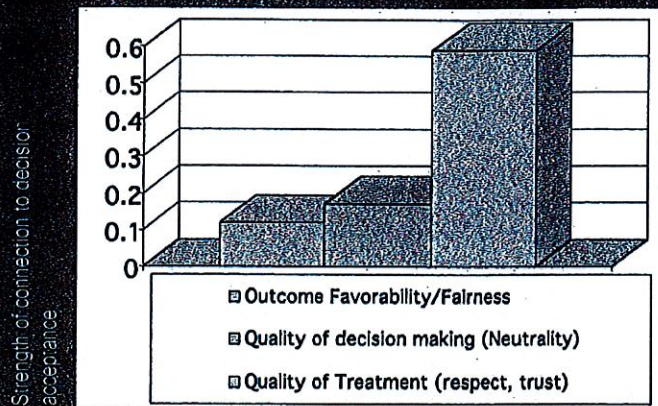


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Why Procedural Justice?

Will the citizen voluntarily accept police decisions?



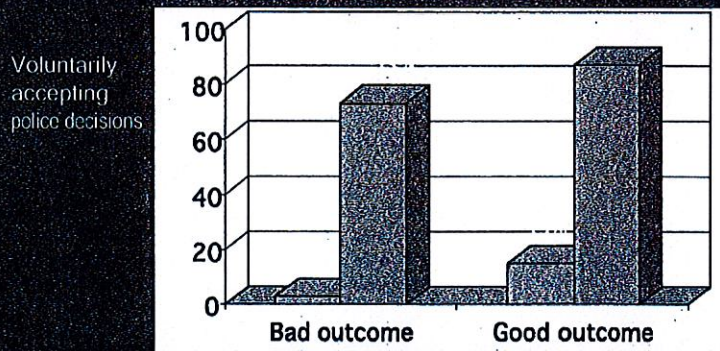
(Taken from Tyler (2012) concerning street stops in California)

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Why Procedural Justice?

Unfair Treatment Fair Fair Treatment



(Taken from Tyler (2012) concerning street stops in California)

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Procedural Justice - Trustworthiness

Equality of treatment leads to trustworthiness

- ✓ Listening to people
- ✓ Considering their side of the argument
- ✓ Taking their needs/concerns into account (Benevolence)
- ✓ Explaining the decision/rationale
- ✓ Demonstrates that the officer has listened to them and considered their needs and concerns
- ✓ The officer gains legitimacy for himself and the Department
- ✓ Gains compliance

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Power

- Power of Control: Using coercion, threats, force, or the perception of power to gain compliance.
- Power of Influence: Using ethical principles to earn people's respect and make a positive difference in their lives. Also, the power to work effectively with others to get a better result.



Procedural Justice leads to Legitimacy...

THE POWER OF INFLUENCE

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Historical Effects – Video



A Brief History of Policing in the U.S. ~ By Bonnie Bucqueroux

What role does the history of policing play in how the community views police legitimacy?

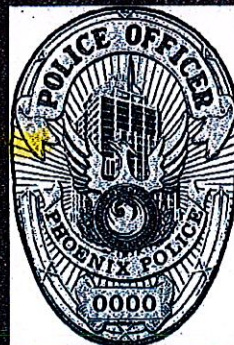
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How Did We Get Here?

- Throughout the world and even in modern times, police are sometimes seen as the enemy of the people.

- ✓ Not to be trusted
- ✓ Part of the establishment
- ✓ Goal to maintain power
- ✓ Or worse?



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Building Trust – Video

Chicago Police building trust (Legitimacy)

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Community Bank Account

Community Bank Account

- Making deposits or withdrawals?
- What is the impact of a withdrawal?
- What impact does our polluting have on future generations?
- Proceed from the sale of a deposit

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Deposit or Withdrawal?

- Every encounter is either a **deposit** or a **withdrawal**
 - ✧ Every contact is an opportunity to increase our legitimacy
 - ✧ Are you making a deposit or withdrawal with the way you police?
- How many deposits does it take to make up for a withdrawal?
- Does one encounter affect how future generations view the police?

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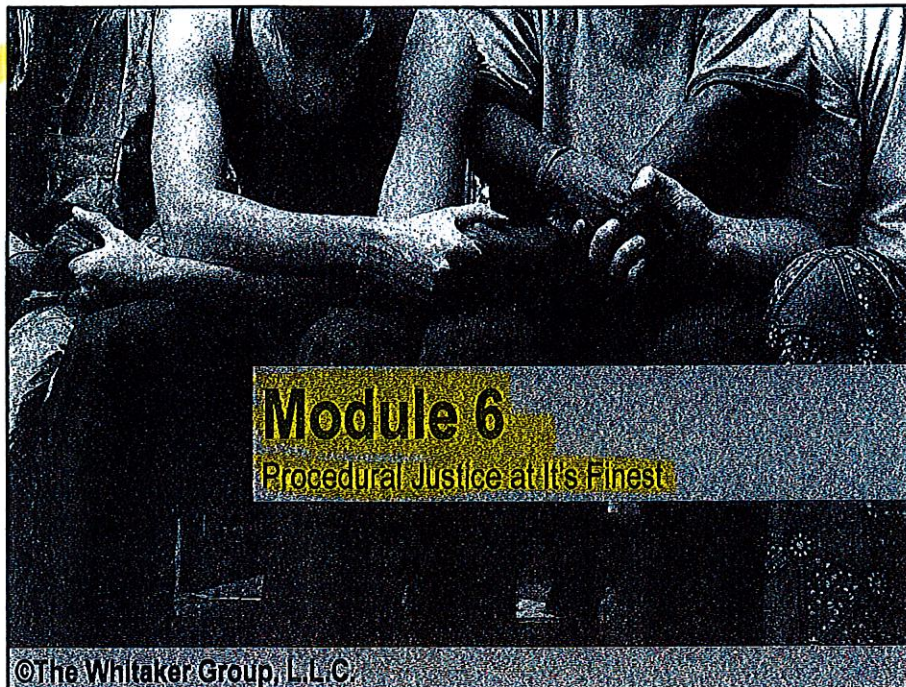
Deposit or Withdrawal?

What can police officers do to make deposits in the community bank account?

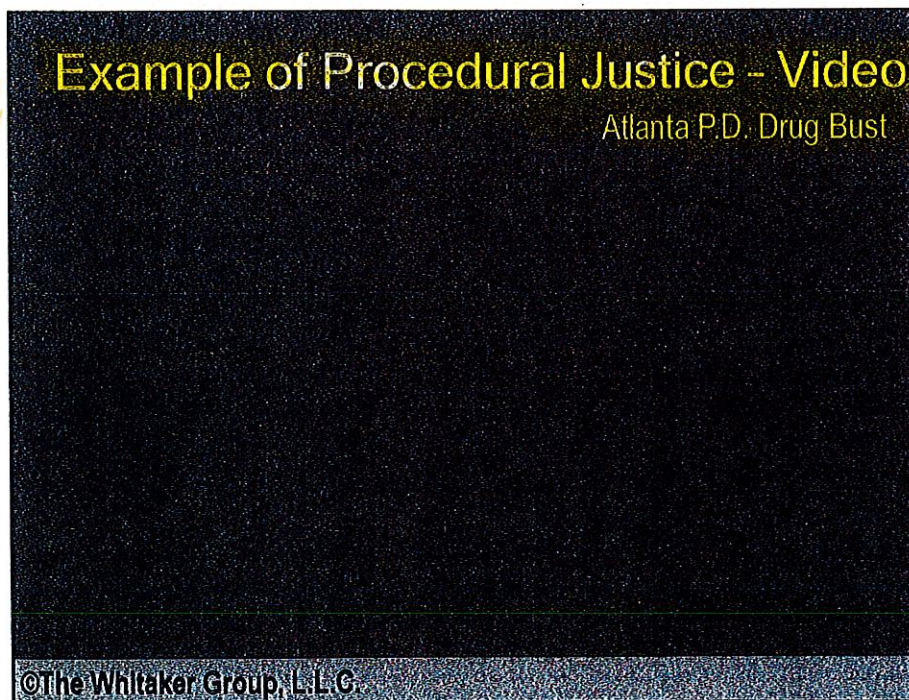


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Images Are Powerful

- Review the following images.
- Discuss how you perceive the images.
- *Do the images display Procedural Justice leading to Legitimacy?*

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40

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Take Away Message

Wrap Up

- ✓ The community evaluates police behavior and practices that shapes their views
- ✓ Our actions – good and bad – affect legitimacy
- ✓ Procedural Justice – How we treat people has many effects on how we are viewed by the public
- ✓ Every encounter is a deposit or withdrawal to the Department's legitimacy
- ✓ Do not let your environment define who you are
- ✓ Understanding history, race, ethnicity, and procedural justice leads to legitimacy

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43