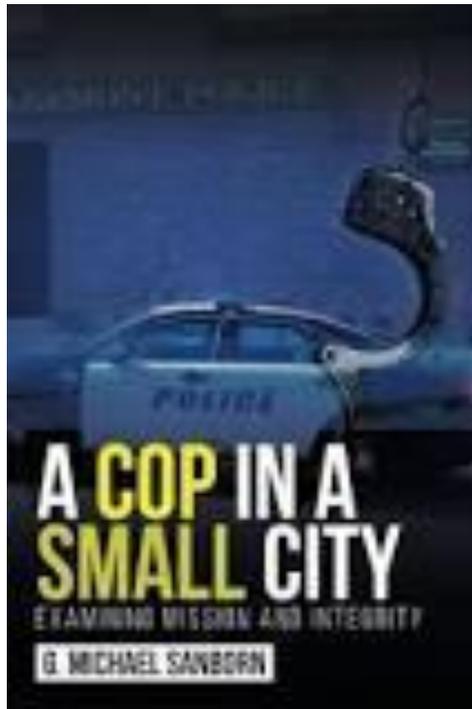


Proactive Police Practices



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Purpose

- Support law enforcement agencies in the continued development of ethical and moral cultures
- Encourage citizen involvement
- Generally encourage respectful interactions for everyone

Credentials

- Grandparents' influence
 - Religious principles
- High School Science
- College
 - Saint Michael's College
 - Pepperdine University
 - Antioch University
- Commissioned Military Service
- Police Officer
- Corrections Officer
- Government Administration
- Science Teacher
- Published Author
 - <http://www.newmansprings.com/release/?book=a-cop-in-a-small-city-examining-mission-and-integrity>

Objectives

- Improve public perception
- Improve morale
 - Pride with high technical and ethical standards
- Organizational development
 - Adapt to changing mission in complex society
- Identify, avoid and address police misconduct
 - Supervision based on improvement
 - Discipline for development
 - Increase positivity and mindfulness
 - Reduce turnover
 - Encourage broader education

Reactive Practices

- After an incident
 - Debrief to improve operations or avoid a similar incident
- Public perceptions, distrust, and outcry
 - Incidents escalate with additional responding officers
- Internal investigation
 - Conducted with professionalism
 - Public distrust
- Other law enforcement agency investigation
 - Improves only when transparent
- Officer(s) reassigned, fired, arrested, prosecuted, jailed
 - Harmful to organization and profession
- Letters of Memoranda, Directives
 - Mostly counterproductive
 - Random, uncategorized
- Policy changes
 - Mostly ineffective
- Return to status quo

Indicators of Poor Morale

- Number of discipline reports
 - Reliance on discipline records is counter productive to morale
 - Purge discipline reports
- Sick leave
- Reporting to work late
- Level of enthusiasm
- Time on the beat, slow to start, breaks, early return
- Individual comments
 - That's not my job.
 - I don't get paid enough to...
 - Who cares?
- Selective transparency
 - A partial truth is a lie

Proactive

- Prevents unfavorable incidents
- Open internal communications
 - Apart from the chain of command
- Welcomed public involvement
- Continually evaluating policies and practices
 - Formal assessment procedure, by whom?
 - Are they being followed?
 - Are they effective?
 - Are there too many policies?
 - Solicit feedback
- Frequent assessment of organizational goals and operations
 - More than a mission statement
 - Identifies areas for improvement
 - Identifies areas of strengths
- Frequent assessment of individual performance
 - More informal than formal
 - No surprises

Training vs Education

- Training improves technical skills to do the job
 - The how to do something
 - Specialized police equipment
 - Specialized police practices and tactics
 - Distinguishes police from community
- Education seeks to understand concepts
 - How does it work?
 - Explains why we do things.
 - Increases understanding of culture, history, science, relationships, etc.
 - Addiction, treatment, and recovery
 - Mental health
 - Integrates community

Individual

- Accept personal responsibility
- Seek to improve skills
 - Physical fitness
 - Technical skills
 - Knowledge of police policy, procedure, and organizational goals
 - Communicating with the public
- Maintain superior ethics
 - Beyond your organization's code of conduct
- Consult frequently with a mentor outside of the chain of command
- Recognize burnout
 - Self care
- Report organizational inconsistencies
- Report misconduct and follow up

Evaluating Credibility

- Objectivity (Facts) vs Subjectivity (Opinion)
 - Experience vs education, its practice and application
 - Training vs education
- Actions
 - Often contradict words
- Reports
 - Make facts clear
 - Call out suspicions, explain
- Testimony
 - Police relationship with the court
- New Hampshire's Laurie's List
 - Why it is necessary?
 - Credibility is the foundation of police work
 - How can an officer get to this point under proper supervision?
 - Remediation before and after listing

Supervision

- Direct observation
- Review submitted reports
 - Objectivity
 - Sufficient detail
 - Can someone who was not there understand what happened?
- Compare reports to body camera and other evidence
- Review with officer
- Monitor officer's physical and emotional condition
 - Remember your own
- Avoid complacency
- Think critically about other perspectives
 - (leadership, overseers, governing body, public)

Organizational Evaluations

- Chain of command
 - Formal communications
- Formal and informal mentorships
 - Formally within the chain of command
 - Informally outside the chain of command
- Open door policies do not work
 - Go to them
 - Communicate where others feel comfortable
- Frequent, thorough, and critical evaluation of policies and procedures
- Formal and informal recognition of individuals and units/sections
- Seek public involvement
 - Perceptions improve with transparency
 - Reduces occurrences and unsubstantiated accusations of corruption
 - Mutual understanding of perspectives and motives

Recruiting Practices

- Application
- Exam
- References
- Work History
- Education
 - Minimum
- Interview
 - Ethics with police scenarios
 - Communicates organizational culture
 - Defines expectations
- Polygraph
 - Indicates stress
- What practices discourage competent applicants?

Preparation for Interview

- People cannot be reduced to a numerical value!
- Have a clear concept of your organizational objectives
- Interviewer, come out of your box
 - Instead of placing interviewee in your box
- What type of candidate will meet organizational objectives?
- Structure questions for diverse answers
 - Respect for different cultures
 - Empathy
 - Value of human life
 - Value of nonhuman life

Initiating Interview

- Selecting interviewers
 - Relationship within or to the organization
 - Credentials
 - Is your greatest credential the number of years on the job?
 - What do you bring to the organization besides years of service?
- Set a welcoming and relaxed tone
 - This is not a good time to assess how someone handles stress
 - Confuses interviewee
 - Discourages open communication
 - Consider how this relates to your organization's public relations
 - Hiring practices impact public opinions
- The furniture arrangement sets a tone
- Agree on roles during the interview.
 - Each interviewer could be assessing a desired quality
- What will be the next stage in the hiring process?
 - What additional assessments follow this interview?

Interview Format

- Avoid police scenarios
 - Rookie applicants have no police experience
- Open ended questions
 - Tell me about a time when...
 - Describe a challenging situation and how you handled it
- Tell us about your ethical standards.
- What have you done for the community?
- What do you bring to our organization?
- What do you expect from our organization?
- How do you handle stress?
- How do you have fun?
- How competitive are you? Do you feel that you must always win?
- How does your family and friends feel about your decision to join our organization?

Mentor Program

- For rookies
- For probationary employees
- For disciplined employees
- For all employees
- Agent for change, improvement assumed
- To validate and assure individuals and the organization
- Objective feedback to leadership, overseeing officials, and the public

Mentoring Program

- Formal
 - FTO (Field Training Officer)
 - Chain of command
 - Performance evaluations and feedback
 - Identifies ongoing education and training needs
- Informal
 - Someone outside of the chain of the command but understands police work
 - Someone who can be trusted and be nonjudgmental
 - Be able to advise the mentee when right or wrong
 - Refer mentee for assistance
 - Encourage mentee's reflection
 - Feedback to leadership
 - Advocate for organizational improvement

Summary

- Review and align policies and practices
- Routine assessments, individual, unit, and organizational
- Review personnel files
- Minimal discipline
 - Remediation, training, education counseling (professional and emotional)
 - Continually seek high ethical standards
- Identify organizational strengths
- Develop an organizational development plan
- Communications
 - Formal
 - Informal
 - More open, less structured
 - Avoid toxic rumors
 - Mentors
- Genuine transparency

“If You Always Do What
You've Always Done, You'll
Always Get What You've
Always Got.”

Attributed to
Henry Ford

You can't put a square peg in a round hold.

Unless you get a bigger hammer...

Damage to peg and hole