CHAPTER 1

THE CHALLENGE FOR MODERN POLICING

LEARNING OBJECTIVES

After completing this chapter, the reader should be able to:
* describe Robert Peel's Principles of Policing and relate these principles to twenty-first-century policing.
* explain the imperative for change in modern policing.
* articulate the challenges facing the police service that emulate from the requirements of community policing, advancements in technology, and the need for professionalism and accountability.
* discuss and analyze the need for ethical leadership in policing.

SUMMARY

Major rethinking and some restructuring of police agencies is necessary to meet and overcome issues and challenges faced by the police in the twenty-first century. The police mission will not change. However, the police culture and methods for providing services must change. As a supplement to, or as a total replacement for, traditional policing methods, community policing will become the norm.

The nine Principles of Policing, proclaimed by Sir Robert Peel in the founding of the London Metropolitan Police, are still relevant today, but must be adapted to modern conditions and requirements. Peel's emphasis on a constructive relationship between the police and the citizens, on the responsibility of the public for crime prevention and control, and on limiting the use of force, are the bases for enlightened law enforcement leadership today.

The change imperative will require that the police restructure operations through community policing, incorporate and use more technology, and demonstrate professionalism and accountability. Furthermore, to meet the challenges of the twenty-first century, all police officers must demonstrate effective and ethical leadership competence.

INTRODUCTION

To accomplish their mission, police officers of all ranks must possess ethical leadership competence. The basic police mission - to protect and serve - will not change. However, the culture and methodology in and through which police services are provided must change radically.

PRINCIPLES OF POLICING

Peel's Principles

Sir Robert Peel, the founder of modern policing, established nine "Principles of Policing" when he organized the London Metropolitan Police in 1829. Peel's principles are still relevant today and have gained even greater validity as the ideas of community policing spread throughout the United States.

The Modern Application of Peel's Principles

Peel viewed the police mission as the <u>prevention</u> of crime and disorder. Success of police agencies, therefore, should be measured in terms of safer communities (the absence of crime and disorder), not merely the number of arrests made or traffic citations issued (the visible evidence of police action). Peel's belief in the citizenry's responsibility for crime control and public safety ("the historic tradition that the police are the public and that the public are the police ...") is the very foundation of neighborhood participation in community policing.

THE CHANGE IMPERATIVE

Three major areas of change signify this potential for improvement: community policing, technological progress, and professionalization and accountability.

Community Policing

Although there is no single, universally accepted model of policing, the police service is becoming more community-oriented. Under a variety of names - strategic policing, problem-oriented policing, and neighborhood policing, among others - police agencies are applying community policing concepts. While many different labels have been applied to community policing, virtually all have two essential principles in common: a primary focus on community engagement and problem solving; and a more effective use of line police officers, relying on their creativity and expertise, and involving them more closely and directly with the public. Agencies must deploy police officers who possess the requisite ethical orientation as well as critical thinking, problem solving, and leadership skills necessary to engage law-abiding citizens and assist them with the identification of, and the creation of solutions to, problems that plague individual communities.

Advancement in Technology

Technological advancements in computers, communications, medicine, genetics, transportation, and numerous other areas related to policing has been so rapid and pervasive that it provides tremendous opportunities for improvement in virtually every aspect of crime prevention, control, and investigation. All present new opportunities for criminals and new risks for society.

Professionalism and Accountability

Widespread achievement of professional status is very difficult for an occupation that lacks

national cohesion. The police claim professional status, although a common body of knowledge (an element of a profession) does not exist. The issue of police accountability, as an aspect of professionalism, took on new meaning during the 1990s, initially due to the experience of New York City under the leadership of Police Commissioner William J. Bratton. One significant factor in this crime reduction was that police leadership accepted responsibility for doing something about crime conditions in the city. By using computer technology to develop a multifaceted computer-driven crime statistics (CompStat) operations management model, local precinct commanders were held accountable for crime conditions within the boundaries of their commands.

THE ETHICAL LEADERSHIP CHALLENGE

Rather than reacting to change (i.e., an increase in gang activity), progressive leaders create change (proactively seek out ways to prevent gang activity from occurring). Police organizations, governance structures, and the public must reconceptualize the role of the police in general and the role of the individual frontline police officer in particular. Additionally, police organizations must carefully reconsider recruitment standards. After new officers are selected, they should undergo extensive formal and experiential training that emphasizes values, ethics, and diagnostic skills. Police organizations must redefine and redesign performance evaluation processes. As leaders, police officers are best evaluated by determining the appropriateness of the goals they set and the steps taken to achieve those goals. Police organizations must also change how line officers are supervised. Officers must possess the skills necessary to lead and supervise themselves.

DISCUSSION QUESTIONS AND EXERCISES

1. Review the nine principles of policing, as developed by Sir Robert Peel in 1829. How does each of Peel's principles apply in the twenty-first century?

2. How do people and organizations change?

3. What problems do societal changes pose for the police service? How should the police respond to these problems?

4. Discuss how changes in police organization and deployment (community policing), advancements in technology, and the need for professionalism and accountability affect the police service.

5. Is ethical leadership a challenge to police officers? Explain.

CASE STUDY – TOP COPS CHARGED WITHOUT FIRING A SHOT
CHAPTER 2

THE IMPORTANCE OF ETHICAL LEADERSHIP

LEARNING OBJECTIVES

After completing this chapter, the reader should be able to:
* define ethical leadership.
* articulate the importance and need for ethics and leadership skills in policing.
* explain why ethical leadership is every police officer's responsibility.
* describe the role of values, discretion, and goal accomplishment in policing.
* distinguish between leadership qualities and competencies.
* analyze the qualities as well as the competencies of a police officer as a leader.
* recognize essential police leadership competencies.

SUMMARY

Police officers necessarily must assume a leadership role because of their status as representatives of the people. As leaders, police officers are uniquely situated to influence and motivate others to achieve legitimate and noble public interests. Furthermore, with the authority and power to enforce law, the police are in a position to exercise enormous discretion with respect to the means utilized to accomplish public safety goals. Legitimate exercise of authority and discretion necessitates an ethical foundation upon which police behavior must be based lest the police abuse their authority.

Ethical leadership is every police officer's responsibility and ethical leadership competencies are among the most important skills an officer can possess. Officers with such ethical leadership skills demonstrate enhanced performance, reduce liability, and generate public trust and support. Essential police leadership skills can be categorized as motivational, communications and related interpersonal, problem solving, planning and organizing, and actuation-implementation competencies.

INTRODUCTION

Leadership skills and ethical behavior are essential to policing a democratic society. Ethical leadership skills are especially critical for the frontline officer, the person responsible for implementing police strategy consistent with social order expectations. Line officers are forced to assume leadership roles whether they want to or not.

WHY ETHICAL LEADERSHIP?

Role of Values and Discretion

Freedom of choice makes ethical considerations - the judgments about whether human behavior is right or wrong - an important element of leadership. Thus, leadership involves values. Police officers possess the ability to wield more discretion in situations on a daily basis than any other justice professional. Values-led ethical leadership in policing maximizes effort by integrating prized community values into an agency's mission, vision, strategy, operating plans, and services.

A Means to Accomplish Goals

The police work in an environment that is politically, socially, and practically problematic. Ethical leadership skills provide the foundation for effective integration of discretionary decision making, legitimacy of action, and accountability.

First, ethical leadership skills encompass a wide variety of behaviors that, when exercised appropriately, allow the leader to employ numerous approaches to accomplishing goals. Second, concepts of ethical leadership demand consideration of values and ethics and provide a link between an officer's authority and power, and the legitimacy of the officer's actions. Third, ethical leadership concepts and models provide standards by which police officer actions can be evaluated. Fourth, the language of leadership and ethics present powerful and positive tools and address the role of the police officer within the larger context of the community and society. Fifth, leadership and ethics theories provide a useful framework for understanding and directing the exercise of police discretion.

WHO IS AN ETHICAL LEADER?

Ethical Leader Defined

An ethical leader is one who possesses a philosophical moral foundation upon which decisions and behavior are based. The morally correct way to proceed is not always obvious in police work. Yet, the ethical leader avoids improper behavior while assuming additional responsibility for influencing the actions of others through example. In doing so, the police officer as an ethical leader is: committed to the law and professional standards of behavior, responsive and sensitive to changing circumstances and needs of others, and knowledgeable and skilled regarding trends and means for accomplishing a mission.

Ethical Leadership Is Every Officer's Responsibility

The chief executive officer (CEO) of a police agency is probably the most important strategic initiator. Upper and middle managers are in an excellent position to act as conduits, monitoring for and adjusting the pace of change. Line supervisors (primarily sergeants) are in a pivotal leadership position to facilitate the achievement of goals. Finally, it is the line officer who has the most direct role in serving the mission of the agency. The line officer has the greatest contact

with the citizenry and is in the best position to directly impact the lives of the people who are served.

ETHICAL LEADERSHIP DEVELOPMENT

Police officers, particularly in a twenty-first-century policing environment, need to develop leadership competencies to grasp a vision, transmit it, and help translate it into constructive action.

ETHICAL LEADERSHIP COMPETENCIES

Today it is believed that leadership skills can be acquired or modified extensively through learning. These skills include competence to: keep communication channels open and functioning effectively, interact socially, solve problems, plan, initiate action, and accept responsibility. Critical to the success of the leader are skills in facilitation of team interaction, effective team problem solving, and training.

CONTEMPORARY VIEWS ON LEADERSHIP COMPETENCIES

Leadership competencies should not be confused with leadership qualities. Although critical to effective and ethical leadership, qualities such as understanding, courage, compassion, respectfulness, and genuineness are difficult to measure by any objective standard. Competencies (skills), however, can be learned and competency acquisition and practice can be measured objectively. Contemporary authors often focus on leadership competencies - that is, the abilities to *do* things rather than *feel* things.

POLICE OFFICER LEADERSHIP COMPETENCIES

Police officer competencies relate to the officer knowledge and skills necessary to function effectively and appropriately in a policing environment. Most police activity requires situation management and ethical leadership. Skill and competency requirements for police personnel are changing to meet the challenges of the twenty-first century.

Research on Police Leadership Competencies

During the 1990s, several studies were conducted to identify essential police leadership competencies. In 1995, Ortmeier conducted a study to identify essential frontline-officer leadership competencies. The study focused on the leadership competencies perceived as essential for police practitioners in an environment that emphasizes community participation, engagement, and problem solving - all of which are essential ingredients to effective policing.