

Organizational Leadership Through Police Legitimacy: Metaphor, Model, Method

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Me

- CPD Work
 - 37 years (!)
 - PO, Sgt, Lt, Capt, District Commander
- Other Work
 - Teach
 - US DOJ
 - Management Consultant
- Education
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What is “Organizational Leadership”?

- To be seen as a “leader” in your field
- The positive role an organization plays within its environment, both internally and externally
- How do its clientele, customers, community see the organization
- How does the organization accomplish its “bottom-line”
 - How does it do what it does

Organizational Infrastructure

Leadership

Leadership is influencing people - by providing purpose, direction, and motivation – while operating to accomplish a mission and improve the organization. Each member is expected and encouraged to be a leader. By combining personal knowledge, job skill, and obligation, we are leaders in the community.

With a positive attitude and the commitment to our fellow members, we are leaders among our peers in both the Chicago Police Department and the law enforcement profession. We seek out challenging situations and circumstances in order to thrive as leaders: never looking to avoid conflict but instead seeking to resolve it.

Organizational Infrastructure

- Mission
- Values
- CEO Vision
- Goals
- Objectives

Organizational Infrastructure

- Mission Statement
 - “The Chicago Police Department, as part of and empowered by the community, is committed to protect the lives, property, and rights of all people, to maintain order, and to enforce the law impartially. We will provide quality police service in partnership with other members of the community. To fulfill our mission, we will strive to attain the highest degree of ethical behavior and professional conduct at all times.”

Organizational Infrastructure

- Core Values – Values statement should be the centerpiece of our efforts
 - ***Professionalism*** – Conduct reflects highest standards of police service and personal responsibility
 - ***Obligation*** – Serve all communities with fairness, dignity and respect
 - ***Leadership*** – Inspire respect for ourselves and admiration for our Department
 - ***Integrity*** - Highest standards of honesty and ethical conduct
 - ***Courage*** – Uphold the law in the face of fear, danger and temptation
 - ***Excellence*** - Proudly wear the CPD star with excellence as our standard

Organizational Infrastructure

- Performance Metrics
 - Goals
 - What do you want to accomplish?
 - Objectives
 - How are you going to do it?
 - Quantifiable, but emphasis on quality of effort

Organizational Infrastructure

- CEO's Vision
 - Using the organization's mission statement, what does the boss want to be our direction?
- For CPD, the Superintendent has embraced the concept of “legitimacy”

What is “police legitimacy”?

- Tom Tyler
 - Professor at Yale Law School
 - Psychologist
- From PERF: “Legitimacy reflects the belief that the police ought to be allowed to exercise their authority to maintain social order, manage conflicts and solve problems in their communities.”
 - Legitimacy is reflected in three judgments. The first is public trust and confidence in the police. Such confidence involves the belief that the police are honest, that they try to do their jobs well, and that they are trying to protect the community against crime and violence.
 - Second, legitimacy reflects the willingness of residents to defer to the law and to police authority, i.e. their sense of obligation and responsibility to accept police authority.
 - Finally, legitimacy involves the belief that police actions are morally justified and appropriate to the circumstances.”

What is “police legitimacy”?

- It's about **TRUST!**
- The community's trust that the police are **effective and efficient**. Or, “doing the right things the right ways”.



Today's “take-away” on police legitimacy

- This will be a palatable perspective, moving from theory to practice
- Helps us to span the - sometimes great - divide between academia and practitioner

Metaphor

- Think about the temples of the ancient Greeks
 - Aesthetically appealing
 - Look “right”: Strong, solid, beautiful
 - Based on the “golden rectangle”
 - Columns / pillars support the great weight, literally and figuratively
 - Long lasting, foundational



Metaphor

- The temple represents the “legitimacy” of policing
- It’s the ideal that we want to see in our police
- It’s strong because of the “pillars” that support policing, what the agency does
 - For example: crime control, crime measures, training, accountability, transparency, recruiting, community engagement, affirmative action, anti-terrorism

Model

- Legitimacy = Activity (How much does the Community care about it **X** How well do the Police perform it)
- $PLIndex = Activity_1 (Effective \times Efficient) + Activity_2 (Effective \times Efficient) + .. + Activity_n (Effective \times Efficient)$
- Conceptual model that accounts for both sources of “what matters”

Model

- Embraces the concept of “effectiveness and efficiency”
- *It doesn't matter how well the police do it if the community doesn't value it!*
- Our chore is to identify these activities, figure out how to gauge that community-based sentiment and develop appropriate metrics

Method

- So, how do we do what the community wants/ expects?
- How do we become effective and efficient?
- How do we become *legitimate*?

Method

- The foundation lies in *Community Policing*
 - The partnership with, and respect for, the community and the police in the co-production of public safety
- Not a new solution!
 - Need to keep Community Policing alive and well and commit to each other to contribute to the partnership

Method

- Are there 21st century tools for implementing community policing beyond those which have embodied the concept over the last 30 years?
- Well, of course – here’s two key concepts:
 - *Procedural Justice* offers both theory and practical instruction on developing the police – community relationship
 - A shift from the mindset of “warrior” to that of “guardian”

Why do I want you to think about
“police legitimacy”?

Well, the answer is...

***Reformation vs.
Transformation***

Reformation vs. Transformation

- I want you to think about “police legitimacy” not just in terms of *reforming* the police organization, but of *transforming* the police organization
- We don’t just want to fix what may be broken, but we want to think strategically and develop the means to change how the police fit into society

Reformation vs. Transformation

- Where can we find guidance on how to think strategically in order to operationalize our theory?
 - Historical “Pattern or Practice” investigations (Consent decrees and settlement agreements)
 - The President’s Task Force on 21st Century Policing

Just for ICJIA !

- CPD actively teaching Procedural Justice to all Department members, completing our “Procedural Justice 2” curricula, preparing for PJ3 in late Winter 2018
- Emphasizes the intersectionality of legitimacy, procedural justice and the goals of policing (within the context of our mission and values)

What we teach

- Benefits to using PJ to achieve legitimacy
 - Officer and community safety
 - Lower stress
 - Reduced complaints and uses of force
 - Greater (and voluntary!) cooperation from community
 - Crime and disorder reductions

What are our goals in policing?

- Maintain social order
- Prevent crime
- Ensure Constitutional rights
- Operate under “the rule of law”
- “Serve and Protect”
- Generate and hold the public trust (aha – Legitimacy!)

Foundational premises

- 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.”
- The Golden Rule
 - Asking the question, “*How would I like to be treated in this situation?*”
 - Cuts across cultural and religious boundaries
 - Can be used to create common ground

Our particular take on PJ Pillars

- Quality of decision-making
 - Giving others a voice
 - Neutrality (fair process)
- Quality of treatment
 - Respect for people and their rights
 - Trustworthiness (transparent process)

Voice

- Actively listening by the officer
- People want to be heard and understood
- It's not about *YOU*; it's about the values, feelings and experiences of the parties
- Non-verbal communication is just as important as words spoken

Neutrality

- Must present yourself as a neutral party
- Decision will be made without bias
- The decision is applied equally to all

Respect

- Treating a person with dignity validates them as a human being
- Showing empathy to the importance they place on the issue involving the police
- Don't take sides, render a decision
- Respond, don't react

Trustworthiness

- Doing the Right Thing, the Right Way
- Explain, explain, explain
 - People don't like to be kept in the dark
- Show your character and competence
- Don't let the environment define who you are!

Power

- **Power of Control:** Use of coercion, threats, force, or the perception of power to gain compliance
- **Power of Influence:** Use of ethical principles to earn people's respect and make a positive difference in their lives. Also, the power to work effectively with others to obtain a better result.
- Procedural Justice leads to Legitimacy...
 - *THE POWER OF INFLUENCE*

That Troubled History

- From Slave Patrols to the Civil Rights Era to Anti-War Protests to “Black Lives Matter”
- We don’t neglect to address minority victimization and offending

Community Bank Account

- Are we making deposits or withdrawals?
- What is the impact of a withdrawal on YOU?
On the Department? On the Community?
- What impact does our policing have on the future?
- Every interaction is a deposit or withdrawal
 - How many deposits make up for a withdrawal?
- Procedural Justice provides positive cash flow!

High Legitimacy Allows Us to be “THE POLICE”

- Not being soft on crime and disorder
- When the situation calls for it, as long as our actions are morally correct and lawfully appropriate to the situation; Doing what we need to do

The Nobility of Policing

*“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

The Obligation of Policing

“No one is compelled to choose the profession of policing, but having chosen it, everyone is obligated to perform its duties and live up to the high standards of its requirements.”

-- President Calvin Coolidge

“Walking the Point”

On June 6th, 1981, Patrol Officers Harry Tiffany and Ronald Ebeltoft of the San Diego Police Dept responded to a call about two neighbors arguing over the placement of a rose bush. One of the neighbors shot and killed both officers upon their arrival.

“Walking the Point”

Lt. John Morrison, the SDPD SWAT Commander wrote a letter to his fellow officers afterwards and titled it “Walking the Point.”

The nobility of policing demands a noble spirit and a noble character. It’s a big responsibility, but only a relatively small number of us have been entrusted to serve the millions of people across our myriad communities.

I challenge you to honor the nobility of your calling.

Questions, Comments or Criticisms?

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Thank you very much