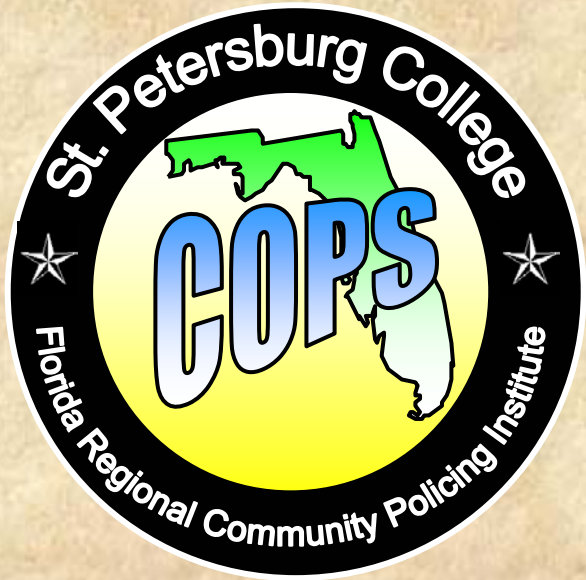St. Petersburg College

FLORIDA REGIONAL COMMUNITY POLICING INSTITUTE

Instructor Manual

Survival Skills for Community Police Officers
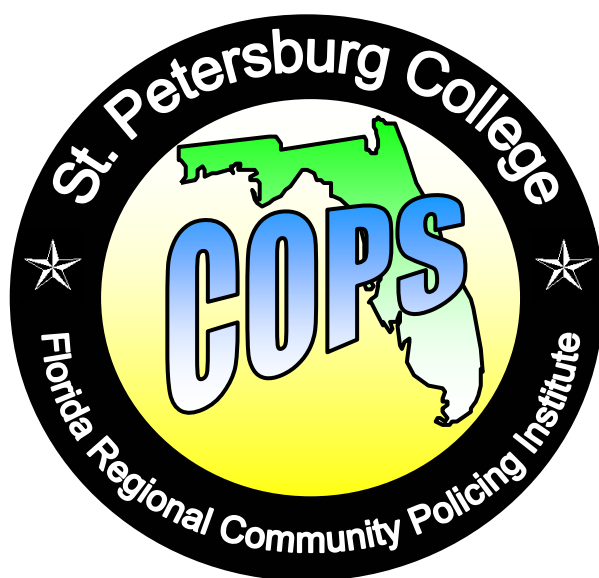
ST. PETERSBURG COLLEGE

Survival Skills for Community Police Officers

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Revised – March 2002

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Forward

Who We Are

The Florida Regional Community Policing Institute (RCPI) at St. Petersburg College (SPC) operates under a cooperative agreement from the Department of Justice, Office of Community Oriented Policing Services (COPS). RCPI provides FREE community policing training to law enforcement officers, community residents, city employees, social services agencies, and private sector representatives throughout Florida.

Training Available

- Introduction to Community Policing
- Police-Community Partnerships
- Problem Solving for the Community Policing Officer and Citizen
- Planning a Win for the Good Guys: Crime Prevention/CPTED
- Ethical Issues and Decisions in Law Enforcement
- Reach Your Goals Through Code Compliance
- Managing Encounters with the Mentally Ill
- Changing Roles: Supervising Today's Community Policing Officer
- Effective Media Skills for Law Enforcement
- Grantsmanship 101
- Landlord/Tenant and Hotel/Motel Train the Trainer
- IPMBA: Police Cyclist Course
- Survival Skills for Community Policing Officers
- Adult Ed Principles/Train the Trainer

- Building Bridges: Community Policing Overview for Citizens
- Sexual Predator and Offender Awareness in Your Neighborhood and on the Internet
- Crisis Response: Creating, Reviewing and Implementing Safety Initiatives for Schools
- A three-part Domestic Violence Series:
  1. Dynamics of Domestic Violence
  2. Legal Aspects of Domestic Violence
  3. Resources for Domestic Violence Teams
- A three-part Managerial Series: (for Lieutenants and above)
  1. Managerial Buy-In
  2. Managerial Advantage
  3. Tool Kit for Managing Organizational Change
- Probation/Police Partnership: Protecting, Serving and Supervising through Community Partnerships

Course Material

Course material is provided at no charge to all participants. We can adapt our training to fit your agency/community/business needs. Evening and weekend classes are available. Most training modules are 8 or 16 hours but may be modified to allow for limited time allotments.

Generally, classes are conducted at our SPC training site. However, we will arrange training at your facility or a training center in your area. Students who travel more than 50 miles may be eligible for lodging reimbursement.

Who Can Attend?

- Any law enforcement officer (community policing patrol, crime prevention, campus police), civilian employees, probation officers, and social service agencies

- Community leaders and citizens

- Chiefs and Sheriffs who are interested in starting and maintaining community policing in their communities

- Business managers, executives and employees

- Mayors, City Managers, Council members, trustees and government leaders

Registration

To register for classes, schedule on-site training or become part of our mailing list, please call:

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Acknowledgements

Community policing as a philosophy is fairly constant across our nation. Police officers should build community partnerships, proactively seek to solve community problems, while agencies conduct internal audits to make the necessary organizational changes so community policing can work. It's the application of these philosophies in the field that challenges us every day and tests our survival skills.

This course is the product of months of work by a dedicated group of police practitioners in the Tampa Bay area who gathered together to develop something different. Something unique in our profession. Something to make your job easier and help you survive.

The result of these collaborative efforts is this course entitled *Survival Skills for Community Policing Officers*. This course has a little something for everybody. You won't become a master at Time Management after you leave, but you will get some tips and reminders that can make your job easier and help you accomplish more in a single day. You won't get proficient at team building either. But you will get an overview of what you can do to build more effective partnerships in your area. Where you go from there is up to you.

Which leads us to what this course is really all about? You the participants, ultimately determine the success of this course by taking this material back to your agency and doing your job just a little better. Make it your personal commitment to police your area better than you did last week.

And above all else, make it your personal commitment to survive the challenges of community policing from whatever obstacles confront you.

Thanks to Instructors of this Course . . .

- Lt. Carol Rasor
    - ♦ Pinellas County Sheriff's Office

- Lt. Bill LePere
    - ♦ Lakeland Police Department

- Sgt. Jim Precious
    - ♦ Largo Police Department

- Sgt. Ron Sudler
    - ♦ Clearwater Police Department

- Officer Tony Roland

- Officer Dave Lindsay
    - ♦ St. Petersburg Police Department

- Corporal Rob Wojciechowski

- Deputy Sheriff Chester Johnson
    - ♦ Pinellas County Sheriff's Office

- Deputy Sheriff Kyle Cockream
    - ♦ Hillsborough County Sheriff's Office

- Officer Donna Saxer
    - ♦ Pinellas Park Police Department

- Investigator Kim Griffith
    - ♦ Pinellas County Campus Police

Chapter One

Survival Skills

for Community Policing Officers

Purpose of the Course

This course is designed for police officers with some experience in community policing operations who seek additional strategies to do their jobs more effectively. Course topics cover an array of issues that can hamper an officer's efforts and cause frustration.

The survival aspect of this course in not simply street-level tactics used during high-risk operations. Survival in this sense refers to keeping an officer motivated and focused on the task at hand in the face of obstacles to progress. Survival issues in this course address common challenges for officers engaged in a style of policing that differs from traditional policing.

Officers attending this course should have a basic understanding of community policing and problem-solving theories.

This course is not designed to be all lectures by the facilitators and simply taking notes by the participants. Rather, input from the participants is critical to our success. By sharing winning techniques, tips of the trade, and keys to success, everyone will leave with more knowledge and skills. The course and lesson plan is arranged to facilitate dialogue among participants. The manual provides room to

take notes about key topics. Use this time to network with officers from other agencies and share your ideas.

Course Outline

Challenges of Change

- What are we Changing?

- Resistance to Change

- Managing Management

Team Building

- Neighborhood Organizations

- Internal & External Team Building

- Recipe for Successful Teams

- Planning Meetings

- Resource Development/Management

Values

- Law Enforcement Ethics

- Ethical Considerations

- Officer Safety

Time Management

- Community Policing v. Call Driven Policing

- Scheduling Your Day

- To Do Lists

- Time Organizers

Communication

- Credibility

- Written Communications

- Public Speaking

- Media Relations

Documentation

- POP Reports

- Newsletters

- Computer Systems

- Daily Activity Logs

- Grant Considerations

Chapter Two

Team Building

Discussion:

Community policing officers are called upon to perform a variety of tasks that are not usually associated with the work of a police officer. Team building as a community organizer is one of those tasks. Successful officers strive to build cohesive teams, both within their agency and out in the community, as part of the partnership process. Their effectiveness in addressing community problems rests, in part, with their ability at team building, maintaining the teams focus, and avoiding burnout. This segment will acquaint the participant with some basic principles for effective team building and identify ways to strengthen existing teams.

Learning Objectives:

- To discuss basic concepts of team building and motivating citizens to get involved in the collaborative partnership process

- To review the various teams necessary for problem-solving efforts–to include neighborhood advisory boards, business partners, and problem-solving impact teams.

- To learn how to motivate team members once you have them on board and keep them motivated.

- To examine the variety of resources available to teams as they address community problems.

Starting a Neighborhood Organization

Partnerships between law enforcement officers and community members are proving themselves to be effective crime-fighting liaisons. Information on how practitioners can assist citizens in establishing grassroots organizations to build safer neighborhoods has been provided below.

When starting a grassroots organization, like a block or neighborhood association, the people in the community are given a chance to decide what needs to be done, and work together with law enforcement to effectively fight crime. If you know of a building, block or neighborhood that should be organized, look over the six steps explained below.

DEFINE THE ISSUES
Some neighborhood groups are established as multi-purpose organizations, bringing residents together around a variety of concerns. Others begin as a response to a crisis–a sudden increase in drug sales or an outbreak of racial tensions, for example. Whatever the reason, a spokesperson should be identified to represent the people in the neighborhood. It is essential that others living in the area be consulted to find out what they think the important issues are and what should be done. Collecting information about the issues is a critical first step.

RESEARCH THE COMMUNITY
What is the size of the area to be organized–one building, a single block or a full neighborhood? Make sure the size of the area is manageable for a new organization.

Take a walk and look at the neighborhood with a critical eye. Where do people socialize? Which local merchants might be supportive? What are the sore spots–vacant lots, abandoned buildings, drug dealing points, dangerous street crossings?

BUILD A CORE GROUP
Recruit a handful of people–three or four are enough to help launch the organization. A *group* has more credibility than *one* individual, represents the community better and can share the work. Also, working in a group can be much safer than working alone.

HOLD CORE GROUP MEETINGS
When the core group meets, it should come up with ideas for projects to kick off the organizing drive. Simple activities like a block cleanup, a letter-writing campaign or a pot-luck fund raising dinner are fairly easy to coordinate. This will give the people who come to the first general meetings a beginning list of projects to get involved in. The first project should give the organization higher visibility in the neighborhood.

Decide what churches, community newspapers, government offices and other neighborhood institutions should know about your organization. Start contacting these organizations after the first general meeting.

PLANNING A GENERAL MEETING
Decide on a time, date and place that are convenient for people in the neighborhood to meet. A weekday evening or a weekend day generally works best. Choose a location that is convenient for everyone, such as a local church or library.

A good agenda for the first meeting should include the following steps:

- Introductions

- Discussion of problems and issues

- Prioritizing issues

- Structure of the organization, and

- The next meeting

REACHING OUT TO THE COMMUNITY
Getting the word out is crucial for a successful organization. An easy way to do this is by printing flyers with the time, date, place and purpose of the first general meeting. The flyers can be posted on public bulletin boards or can be delivered door-to-door in the targeted neighborhood. Remember to ask residents about their concerns and suggestions.[1]

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[1] Taken from the web site of the Community Policing Consortium. For more information, contact them at www.communitypolicing.org.

Team Building

Forming a team is often times the easy part of the process. Getting the team to "work together" is the difficult task. Different perceptions of problems, varying personal agendas and petty differences are just a few examples of real issues that hamper teamwork. The trick then is to recognize these issues, deal with them, accept them as part of a natural process, and then move on.

Joiners Associates, Inc. conducted research in this area and discovered there are four stages of team growth. As part of their seminar workbook, "The Team Handbook," Joiner has published the following, which is used with their permission to duplicate.

Stage 1: Forming

Members typically get excited at the opportunity to be part of a team, especially a problem-solving team for their neighborhoods. However the concept applies to most teams.

Feelings

Initial Feelings Include . . .

- Excitement, anticipation, optimism

- Pride in being chosen

- Tentative attachment to the team

- Suspicion, fear, and anxiety

Behaviors

Observable Behaviors Include. .

- Attempts to define needed tasks and methods to accomplish them

- Attempts to determine acceptable group behavior and how to deal with group problems

- Decisions on what information needs to be gathered

- Lofty, abstract discussion of concepts and issues

- Discussions of symptoms or problems not relevant to the task

- Complaints about the organization and barriers to the task

These feelings and behaviors are normal and to be expected with a group that is coming together. There is little that can be done about it. Accept it and move on.

Stage 2: Storming

The second stage is perhaps the most difficult or challenging for a team. Internal differences of opinion begin to surface and members begin to rely on their own professional experiences rather than rely on the group.

Storming Includes These Feelings . . .

Resistance to the task and quality improvement approaches

Sharp fluctuations in attitudes

And Also Includes These Behaviors . . .

- Arguing among members even when they agree on the real issue

- Defensiveness and competition; factions and "choosing sides"

- Questioning the wisdom of those who selected the problem and appointed the other team members

- Establishing unrealistic goals; concern about excessive work

- A perceived "pecking order"; disunity, increased tension and jealousy

Until these issues are dealt with, members will have a difficult time focusing on the team's goals. However, the team is beginning to come together and understand each other.

Stage 3: Norming

During this stage, team members begin to develop their own set of standards for behavior and ground rules. In essence they begin to understand and accept one another. Acceptance can lead to sense of trust in each other.

Norming Feelings Include . . .

- A new ability to express criticism constructively

- Acceptance of membership in the team

- Belief that it seems everything is going to work out

- An attempt to achieve harmony by avoiding conflict

- More friendliness, confiding in each other, sharing personal problems

- Sense of team cohesion; common spirit and goals

- Establishing and maintaining team ground rules and boundaries (the "norms")

Differences among team members are now being worked out among themselves. The group begins to think as a whole and now works toward a common goal.

Stage 4: Performing

By this point, the team has put aside their difference and they begin performing by identifying problems and working on solutions. They have learned each other's strengths and weaknesses and use them to the team's advantage.

Performing Feelings Include . . .

- Members have insights into personal and group processes, and better understand each other's strengths and weaknesses

- Satisfaction at the team's progress
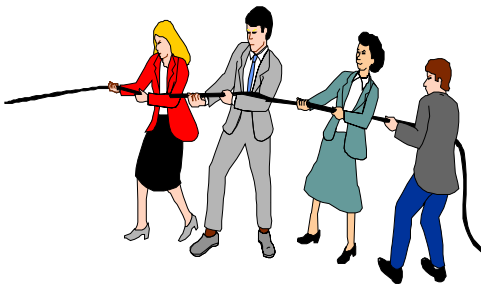
. . And These Behaviors

- Constructive self-change

- Ability to prevent or work through group problems

- Close attachment to the team

By now the team is an effective, cohesive unit working in harmony toward their goals. You will see a lot being accomplished with this team now.

Recipe for a Successful Team

CLARITY IN TEAM GOALS

Teams will perform best together when all members clearly understand their goals. Any types of confusion need to be clarified quickly. Clear understanding of goals helps team members work toward a common mission.

AN IMPROVEMENT PLAN

When the team is charged with modifying processes or procedures, a plan of action to make improvements should include a consensus of all team members. Just like clarity in team goals, plans for improvement must be shared by all.
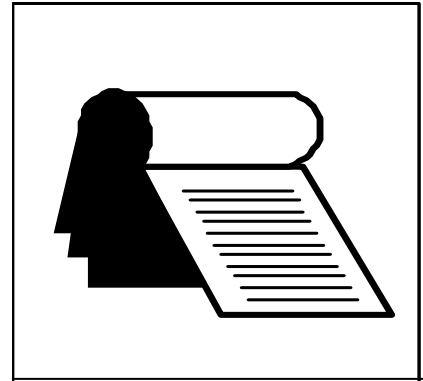
CLEARLY DEFINED ROLES

All teams should possess a diverse array of talents and skills. A team full of leaders will have difficulty making progress. Likewise, teams full of people taking notes will lack vision and drive to press on. The point is all teams, including technical and community teams, will need to have a diverse body of members with each person bringing some unique skills and abilities to the project. All the members need to recognize each other's strengths and roles.

CLEAR COMMUNICATION

Effective discussions are going to rely on clear and open communication. Members should feel that they could speak in a forthright manner. The environment needs to allow the honest exchange of ideas and opinions without fear of confrontation or reprisal.

BENEFICIAL TEAM BEHAVIORS

The behavior of team members should coincide with those behaviors that will enhance the team. Things like initiating discussions, seeking to clarify confusing points, and keeping the discussion focused are important team behaviors. All members need to remember the importance of their contributions to the overall success of the team.

WELL-DEFINED DECISION PROCEDURES

Teams often encounter trouble when decisions are made without clearly established procedures. Whether the group will operate by majority vote, consensus, or some other means, all members need to clearly understand decision procedures and utilize them.

BALANCED PARTICIPATION

While not every conversation will have exactly equal participation from team members, the majority of decisions and brainstorming should have balanced participation. Each member will have a natural degree of involvement or participation. Effective teams get everyone participating at their level in the majority of conversations. No one individual or pair of team members should control the flow of communication.

ESTABLISHED GROUND RULES

Every group should establish ground rules or "norms" for the group's members that addresses things like acceptable behavior or those things that will not be tolerated. Examples include being late, venturing away from the primary topic, or unnecessary interruptions. When the entire group understands what are acceptable norms by which everyone can agree, then the team can move on.
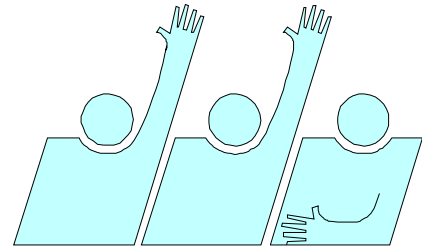
AWARENESS OF GROUP PROCESSES

It's been said, "it's the little things that matter." This notion holds true with teams–it's often the little things that mean so much. Things like:

- Non-verbal communications

- Group dynamics

- Conflict resolution

- Obvious ulterior motives

Teams should be aware when these things surface and deal with them immediately.

USE OF THE SCIENTIFIC APPROACH

Decisions made by the team should be based on data and not whims or hunches. Teams that use the scientific approach are those that seek quantifiable data by which logic and reasoning replaces guess work and speculation. Going beneath the surface and digging for root causes allows the team to investigate problems or issues more thoroughly. Any group decisions made with the scientific approach are generally longer lasting than those that are hastily made are.

Recipe for a Successful Team

INSTRUCTIONS:
Read the statements and circle a number to indicate how well each describes your team. Be sure to complete the entire survey.

	Strongly Agree				Strongly Disagree
We agree on our mission	1	2	3	4	5
We see the mission as workable	1	2	3	4	5
We have a clear vision and can progress steadily toward our goals.	1	2	3	4	5
We are clear about project goals	1	2	3	4	5
We are clear about the purpose of individual steps, meetings, discussions, and decisions	1	2	3	4	5
We have an improvement plan	1	2	3	4	5
We have a flowchart describing the project steps.	1	2	3	4	5
We refer to our planning documents when discussing what directions to take next.	1	2	3	4	5
We know what resources and training are needed throughout our project.	1	2	3	4	5
We have formally assigned roles	1	2	3	4	5
We understand which roles belong to one person and which are shared, and how shared roles are switched	1	2	3	4	5
We use each member's talents and involve everyone in team activities	1	2	3	4	5
Team members speak with clarity and directness	1	2	3	4	5
Team members listen actively	1	2	3	4	5
Team members avoid interrupting and talking when others are speaking	1	2	3	4	5
Each team member initiates discussion	1	2	3	4	5

	Strongly Agree				Strongly Disagree
Each team member seeks information and opinions	1	2	3	4	5
Each team member suggests procedures for reaching goals	1	2	3	4	5
Each team member clarifies, summarizes, or celebrates on ideas	1	2	3	4	5
Each team member acts as a gatekeeper	1	2	3	4	5
Each team member compromises and is creative in resolving differences	1	2	3	4	5
Each team member praises and corrects others with equal fairness	1	2	3	4	5
We discuss how decisions will be made	1	2	3	4	5
We explore important issues by polling	1	2	3	4	5
We decide important issues by consensus	1	2	3	4	5
We use data as the basis for our decisions	1	2	3	4	5
We have reasonably balanced participation	1	2	3	4	5
We have open discussions regarding ground rules	1	2	3	4	5
We openly state or acknowledge norms	1	2	3	4	5
We are sensitive to nonverbal communication					
We comment and intervene to correct group process problems	1	2	3	4	5
We contribute equally to group process and meeting content	1	2	3	4	5
We demand to see data before making decisions and question anyone who tries to act on hunches alone	1	2	3	4	5
We use basic statistical tools to investigate problems and to gather and analyze data	1	2	3	4	5
We dig for root causes of problems	1	2	3	4	5
We seek permanent solutions rather than rely on quick fixes	1	2	3	4	5

Joiner and Associates Inc. 1998 - Used with permission.

Common Group Problems

Floundering _____
_____
_____
_____

Overbearing participants _____
_____
_____
_____

Dominating participants _____
_____
_____
_____

Reluctant participants _____
_____
_____
_____

Unquestioned acceptance of opinions as facts _____
_____
_____
_____

Rush to accomplishment _____
_____
_____
_____

Attribution _____
_____
_____
_____

Discounts and "plops" _____
_____
_____
_____

Wanderlust: digression and tangents _____

_____

_____

_____

Feuding members _____

_____

_____

_____

Planning Effective Meetings

Guidelines for Productive Meetings

MEETINGS, MEETINGS, MEETINGS!

It seems as if we spend vast portions of our precious time in unproductive meetings. You know the type–the ones that wander aimlessly, with constant interruptions and chaotic participation by attendees. They are not only time-wasters but also moral crushers. We all have better things to do each day than to sit in ineffective meetings.

The rules or guidelines for conducting effective meetings are not difficult or unachievable. In fact, they are fairly straightforward and easy to understand. Why we don't use them effectively to enhance our time management and productivity remains a mystery.

USE AGENDAS

Agendas can be as complex or as simple as you want them to be. They typically will include the topics to be discussed, who will be expected to give what reports and time guidelines to limit the meeting's duration. Agendas should be published in advance, and many experts suggest drafting them at the previous meeting to give everyone plenty of advance notice. Two team members should finalize the agenda a couple of days before the meeting so everyone has a chance to get prepared for discussions or presentations.

- Use agendas
- Designate roles
  - ♦ Select a facilitator
  - ♦ Designate a note taker
  - ♦ Identify a scribe
  - ♦ Recruit a time keeper
- Take minutes
- Evaluate the meeting
- Draft next agenda
- Adhere to the "100-mile rule"

ESTABLISH KEY ROLES

Groups conducting meetings should have several key members with a variety of talents and skills. This diversity is what gives a group its strength. Key role goes beyond facilitator or scribe. It includes technical expertise, community representation, etc. The team truly becomes enhanced when everyone recognizes these roles and then works to use each member's strengths.

SELECT A FACILITATOR

Each meeting should have a designated facilitator who is responsible for keeping the meeting on track and focusing on the agenda's points. This person is quite often the team leader or project leader, though it is not uncommon to share the role of facilitator by rotating this position among all members. This gives everyone an opportunity to direct the team's efforts.

DESIGNATE A NOTETAKER AND TAKE MINUTES

From simple committee meetings to massive project team meetings, the group should designate a notetaker who is responsible for taking notes and recording them in the form of minutes. Minutes serve to permanently record the actions and decisions of the team, but they also keep the group on track by showing what still needs to be done.

IDENTIFY A SCRIBE TO CHART THE MEETING'S POINTS

Scribes are responsible for recording the group's ideas and brainstorming on flip charts or whiteboards. This serves as a visual chart or record of what has been brainstormed. Scribes are not note-takers and should not be expected to produce minutes from the flip charts. A special rule applies here: Spelling doesn't count when the scribe is writing fast to keep up with brainstorming ideas. Another rule applies here: the scribe should number the ideas by logical groupings or topics.
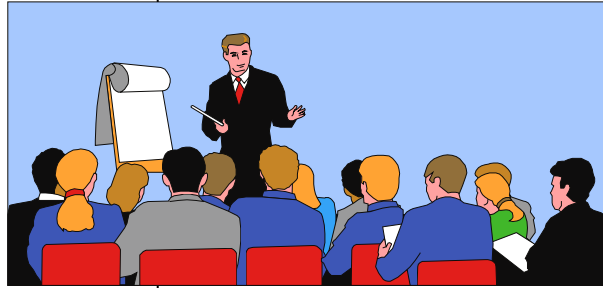
RECRUIT A TIMEKEEPER

Being a timekeeper involves more than looking at your watch or the clock. Timekeepers serve a vital function by helping to keep the group focused by periodically reminding everyone how much time remains in the meeting. This must be accomplished without interrupting the flow of ideas, which requires the timekeeper to remain an active participant.

EVALUATE THE MEETING

At the end of each meeting, the team should pause to reflect on what they accomplished and what actions are still needed. This serves as a form of positive affirmation for the group and keeps people focused on the meeting. Some teams find it beneficial to perform mid-meeting evaluations, also.

Evaluations can include what worked well for the group, what changes should be made for the next meeting, and highlight action items to be completed before the next meeting. Many groups find listing action items at the end of the minutes to be very beneficial. All participants should reach a consensus on what points discussed during the meeting become action items.
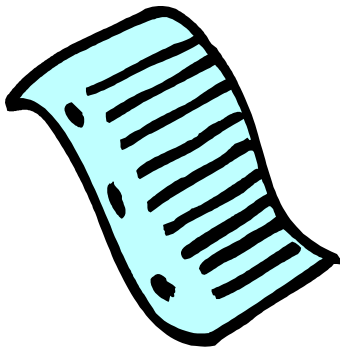
DRAFT NEXT AGENDA

What better time to work on the next agenda than as you are concluding the current meeting? A draft agenda puts you well on your way to organizing the upcoming meetings. You may want to consider putting reports on action items at the beginning of the next meeting, too.

ADHERE TO THE "100-MILE RULE."

Simply put the "100-mile rule" means everyone sticks to the task and goes the distance with the team. No one should be called away or leave the meeting until it is finished, regardless of the perceived importance. Would you leave if you were 100 miles away from the workplace? If not, then you need to stay with this meeting.

Resource Development & Management

One of the keys to successful community policing and the problem solving that goes with it is to develop a list of resources that can help you. You simply cannot do it all by yourself. This is when you need to know WHO you can call on and what resources other people can bring to the table.

Not only is it important to get others involved in problem solving, it's just as vital that you keep them involved. That's where the problem develops.

MOTIVATION

We need to remember the different motivators that cause people to get involved in the first place. Professional service providers (government and social service agencies) will get involved if it suits their needs and workloads. Getting them to jump in is the hard part because we seem to want to avoid adding to our workloads. Apathy among neighbors may cause them to avoid rolling up their sleeves. So ask yourself these questions:

- Why should they want to get involved?

- What's in it for them?

- How do I get them to want to help us?
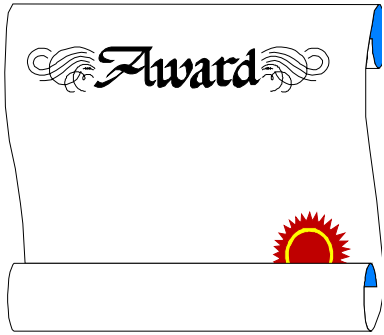
A little award can go a long way to keeping people on board with you.

Sustaining Long Term Commitment

Celebrate your small success because you managed to get some outside resources working with you today. Good job!

Now, how do you get them to stay involved? Try some of these tips.

- *Public recognition for their contributions*–publicly thanking someone and giving them a small reward goes a long way.

- *Personal thanks*–make it a point to visit your partners every now and then to simply tell them thank you. If nothing else, they will be surprised to see you when you don't want anything from them!

- *Have them critique the project*–getting their thoughts or assessment about what went right or wrong helps to create a sense of ownership. They feel like they are a part of the team rather than apart from the team. Getting their feedback is important.

- *Offer to help them with their projects*–here's a chance for you to put your money where your mouth is. Offering to help them with their problem solving projects demonstrates a commitment to build a two-way bridge. After all, it's only fair that you help them since they helped you!

- *Maintain a professional relationship*–you would be surprised how far you can go if you will maintain a relation- ship with people. Remember their first name and use it if it is appropriate, call them often just to see how things are going for them, cultivate the partnership. In many ways, you become a salesman–work the relationship to a positive, mutual advantage.

Resource Listing

Fill in these blanks to list the various resources you use in your community policing operations. We'll discuss this as a group and share ideas that work in your area. Be prepared to mention how you recruited them and what it takes to keep them as an active partner.

OTHER GOVERNMENT AGENCIES
- _____
  _____
- _____
  _____
- _____
  _____
- _____
  _____

SOCIAL SERVICE AGENCIES
- _____
  _____
- _____
  _____
- _____
  _____
- _____
  _____

NEIGHBORHOOD RESOURCES
- _____
  _____
- _____
  _____
- _____
  _____
- _____
  _____

CIVIC OR SOCIAL CLUBS
- _____
  _____

- _____
- _____
- _____

CHURCHES AND SCHOOLS

- _____
- _____
- _____
- _____

Chapter Three

The Challenge of Change

Discussion:

This segment is designed to orient police officers to the many changes involved in the successful implementation of community policing and problem solving. The challenge of these changes is real, and can be a significant hurdle for officers striving to work with the community to solve problems, only to be become disillusioned or disenchanted by resentment within their organizations. Daily problems encountered by participants are not unique to their own agency. They happen everywhere officers seek to implement changes such as community policing.

Participants need to understand this. This segment serves as a good basis for open communication between participants who will find common ground among them and between agencies.

Learning Objectives:

- Review the fundamental challenges of organizational change encountered while implementing community policing.

Instructor Notes:
Give an overview of the many changes associated with community policing. Participants need to realize the dynamics of this change and how it affects their agency

- Discuss relevant issues in dealing with various layers of management within their agencies.

- Discuss relevant political issues and administrative matters as they affect their agencies.

What Are We Changing?

It is important that officers understand the dynamics of implementing community policing and the profound changes that will occur in most agencies. Just what are we changing?

PHILOSOPHY AND THINKING–true community policing needs to become an organizational philosophy and way of thinking.

WORK ITSELF–the tasks associated with community policing are different than those of traditional policing.

ORGANIZATIONAL STRUCTURES–many agencies undergo a wide range of reorganization with community policing.

ORGANIZATIONAL ROLES–the roles of the organization and those of department members undergo significant changes.

ORGANIZATIONAL CULTURE/VALUES–how the organization deter-mines its values and norms changes under community policing.

RELATIONSHIPS–the way departments relate to citizens and other community partners will change greatly.

The true adoption of community policing as a fundamental philosophy within an agency rather than a programmatic approach will affect each of these areas. The officer who acknowledges these changes and who can easily recognize symptoms associated with the change process can more easily deal with resistance at all levels within an agency.

Instructor Notes:
Changes Will Occur In . . .

- Philosophy and thinking
- The basic work itself
- Organizational structures
- Organizational roles
- Organizational culture/values
- Relationships

Review the Change Process

Employee resistance, at any level, is normal and not surprising. We will resist that which may cause some discomfort to us. It is important to briefly review the fundamentals of the change process.

Just like grieving, there is an identifiable pattern of behavior found when personnel are forced to undergo changes. The key here is the willingness of employees to adapt quickly to the changes.

- Denial

- Resistance

- Exploration

- Commitment

Causes of Resistance

Officers trying to deal with management need to be cognizant of the various causes for resistance. An open mind and some degree of tolerance are critical here. Assessing the specific cause or causes of a manager's resistance can, in some instances, help overcome the initial resistance.

- Self Interest

- Misunderstanding

- Different Perspectives

- Low Tolerance for Change

Commitment

Exploration

- The Evolution of Change   Resistance
-
- Denial
-
-
-
-
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-
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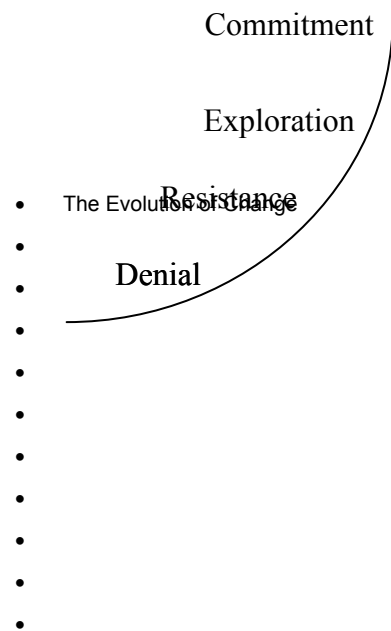
It's not that police officers resist change . . .

. . . . we simply resist <u>being</u> changed.

Overcoming Resistance

Once the cause of resistance has been identified, there are ways to overcome it based on the officer's position within the agency. Position refers not only to "positional power" but also "personal power." Both are important in dealing with a superior officer.

- Education and Communication

- Participation and Involvement

- Facilitation and Support

- Negotiation and Agreement

- Manipulation and Coercion

Understanding Change

Change causes losses (sometimes personal) in many areas including:

- Attachments
- Turf

- Structure
- Control

- Meaning
- Role Clarity

- Identity
- Boundaries

Look at this list and see how many of these topics deal directly with an agency's managers. Most, if not all? Certainly, and this point can cause resentment within management toward officers trying to implement community policing.

Was your manager surprised when he or she heard what you were doing with community policing?

The shock of this change in policing can be remarkable

Managers unfamiliar with the basics of community policing generally fear the changes that accompany the new philosophy. Community policing is very different from traditional policing philosophies that many managers are accustomed to. It is often the loss of control or role clarity that causes distrust and resentment in managers.

Measuring Commitment to Organizational Change

Agencies implementing true community policing go through a wide range of changes to their internal structures and institutions. Changes are not only seen in tables of organizations. Most agencies also have profound changes occur in areas such as hiring of personnel, promotional processes, performance evaluations, reward systems, training for new skill sets, internal processes, empowerment, geographic deployments, temporal deployments, bureaucratic policies and procedures, and measurements of success/effectiveness.

- ## Organizational Changes
  - Hiring of personnel
  - Promotional processes
  - Performance evaluations
  - Reward systems
  - Training for new skill sets
  - Internal processes
  - Empowerment
  - Geographic deployments
  - Temporal deployments
  - Bureaucratic policies and procedures
  - Measurements of success/effectiveness

Successful officers have measured and assessed their agency's real commitment to community policing, and have a true picture of this commitment. False or unrealistic expectations for unconditional support will often lead to disappointment and frustration. Community policing officers need to fully understand the degree of commitment from the top-down before they expect to make any significant changes from the bottom-up.

Managing Management

Just as there is no single manner in which community policing should be implemented, no one approach to dealing with managers will work in every agency. The uniqueness of each agency must be considered when discussing how to deal with management. Officers engaged in community policing should consider a wide variety of issues and measure their managers' commitment to the philosophy.

- What is the CEO's vision of community policing?

- Is it really shared by management?

- Is there a true commitment or simply lip service to the concept?

- Do managers really have a community (customer) orientation?

- Has the concept of focusing on problems rather than incidents taken root?

- Where do mangers' priorities lie? (actual vs. professed)

What is the CEO's vision of Community Policing?

- Do officers have unwavering support from upper management?

- Autocratic managers/supervisors in a value driven organization

- The "If it ain't broke, don't fix it" mentality

Conflicting Values

Traditional reactive policing has a distinct set of values that goes back 30 years or more. Handle the calls for service, limit your contacts with the public and get back in service, view the public with suspicion–these are the commonly heard practices of traditional policing.

Community policing, with its emphasis on community partnerships and problem solving, is a relatively new concept in today's policing environment. However, one must remember that Sir Robert Peel founded the first police department in London, England, on a set of principles that equate to community policing. Do the values associated with traditional policing conflict with those of community policing?

The answer is yes; they do, if one lets them. Managers with real commitment and support to community policing can merge the two and blend the values into a synergistic approach to policing.
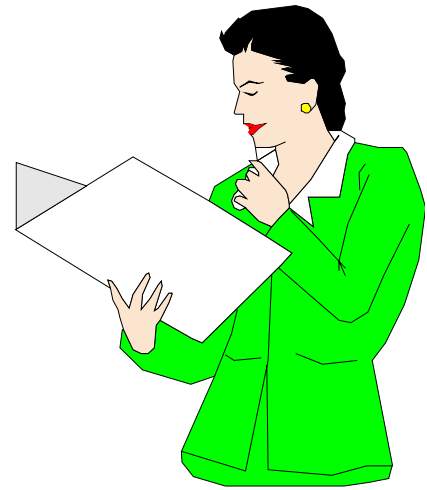
Is your manager really on board or merely showing token support for your efforts at community policing?

Sharing a Vision

Often times resistance to change results when team members do not share a common vision for the department. This leads to distrust and a lack of understanding. Communication and teamwork are the antidote to overcoming this barrier. Officers need to understand and share the vision of their managers and supervisors. Incongruency will cause unnecessary stress and headaches for community policing officers in the field.

Broaden Your Scope

"Can somebody around here please show me the big picture?" Ever heard that locker room comment? Community policing officers have a real need to see the big picture as it relates to department operations and their impact on their communities. We can no longer afford to simply view things from a patrol perspective–officers must step away from a limited viewpoint and expand their understanding of multiple perspectives. Issues to be considered include:

- Commitment and understanding of community policing by local politicians

- Desire of local residents to participate in neighborhood problems

- Willingness of other governmental agencies to participate in problem-solving

- If we only look out of one window of our house, we only see one view

Token Support for Community Policing

You work very hard at community policing through your daily efforts of community engagement and problem solving. You're proud of the partnerships you made with the residents in your community and the many projects you completed with their help. Yours is a model example of what community policing can be, except . . .

. . . Your agency really is not on board with the concept of community policing. With the exception of your accomplishments, the department does not support the philosophical aspects of community policing. Your peers seemingly do everything in their power to undermine your accomplishments. You are pulled away from your neighborhood each day to handle things that do not affect your area or responsibility. Much needed organizational changes are slow to come about. You become frustrated with the system and wonder if your efforts are really worth it.

With this scenario in mind, answer these questions with your group.

1. Can an officer change an organization from the bottom up? _____

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    _____
    _____
    _____

2. How does an officer overcome the peer pressure of fellow officers who do not support community policing? _____

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    _____
    _____
    _____
    _____
    _____

3.   How should our officer address his concerns with his supervisor? _____

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4.   Is it possible that an agency can profess to support community policing yet never making the changes necessary for this to occur? How should officers deal with this situation? _____

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Chapter Four

Ethical Considerations

of Community Policing

P olicing today focuses on an effectiveness model wherein the public expects police departments to reduce crime and do more with shrinking budgets. However, cutting corners or adopting a "the end justifies the means" philosophy is no more acceptable today than before.

The policing profession has a renewed interest in values and ethics training. Officers today are more likely to be prosecuted or terminated for ethical violations rather than use of force situations.

Community policing officers generally operate in an empowered environment with minimal supervision. They are given wide latitude to handle their area's problems. This can create situations where one can face ethical dilemmas very quickly. This segment is designed to address the problem and serve as a refresher for officers to review the basic ethical foundations of our profession.

Learning Objectives

- To discuss the Police Officer's Code of Ethics and address its impact on community policing.

- To discuss ethical dilemmas of policing.

- To confront the challenges of officer safety as it relates to community policing.

The Law Enforcement Code of Ethics

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duties.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession ... law enforcement.

<table>
<tr><td>

Instructor Notes:
Use this section to review these terms. The blank form is on the same page of the Course Manual.

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Instructor Notes:
Brainstorm

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Discuss personal vs. professional.

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Instructor Notes:
Discuss principles especially relevant to law enforcement.

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Basic Ethical Concepts and Terms [2]

*Ethics–The reasoned study of the **moral** facet of human conduct.*

*Professional Ethics–The application of **ethical principles** and concepts to moral issues that may arise in **professional life**.*

*Morality–Refers to the **rules and social mores (standards)** that we are taught to follow.*

*Ethical Principles–**general guidelines** for ethical behavior**, statements of how people should act under normal circumstances:***

Examples:

"People should treat others as they would want to be treated themselves."

"People should respect the rights of others."

"People should be honest."

*Ethical Values–Refers to ethical "ideals," such as **honesty, generosity, integrity, courage, kindness, altruism, etc. People often use values as a basis for the concept of "goodness."***

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[2]   Source is Keith Goree, *Ethical Considerations of Community Policing,* Regional Community Policing Institute of St. Petersburg Junior College.

Ethical Issues–Situations or actions that have __moral implications.__ Topics that raise honest ethical debate.

Integrity–The character trait of living consistently with __personal ethical principles__ that others would consider __(Thus, living consistently with reprehensible ethical principles would not be considered as demonstrating integrity.)__

Character–The totality of one's personal __ethical identity;__ The combination or sum of one's ethical __strengths and weaknesses.__

Profession–An occupation whose members possess a specialized __body of knowledge__ acquired through advanced education or training, and whose members choose to hold themselves and their colleagues to __higher standards of ethics__ than those normally held by other members of society.

Compromising Partners Creating Ethical Dilemmas

In the "old days," officers were rotated frequently from their beat assignments to avoid the chance of corruption or temptation. The theory was if you moved the officers before they could build friendships with the residents, the chances of unethical behavior was reduced. That theory is thrown away under community policing where the goal is to have officers stationed in a beat for a long time. This practice is not without pitfalls that a community policing officer must recognize.

Community policing officers will often form friendships with the residents and other neighborhood partners. After all, aren't we supposed to get to know these folks so they will help us with our projects and other needs? But what potential price does this carry with it?

Officers who are not careful can find themselves in a variety of compromising positions resulting from residents who want or need favors. Examples include:

- Confrontations between residents

- Political battles between residents and other government agencies or even worse, City Hall

- Business partners using your photograph for unethical purposes or politicians using it for campaign purposes

So how does an officer protect himself from these traps? Prudent officers will be cognizant of what is happening around them at all times. The best defense is to abide by a professional code of ethics and to strive to provide equitable services to all parties or citizens. Other safeguards include:

- Being up-front with your partners and friends about how far your ethical standards will go. Let them know you have limitations.

- Be aware of your surroundings just as you would in a tactical situation

- Inform your supervisor when you have been placed in a compromising situation. Let someone else know what is going on.

Making Ethical Decisions

Officers faced with ethical decisions are not without guidance or support. Ethical leadership is becoming more common than ever before as management and peers use their personal compasses to guide them through these dilemmas.

Some officers rely on the Ten Commandments and seek to treat others as they would be treated. Others subscribe to the notion that simply states you are who you are when you are not being watched. Powerful ethical standards by which to live and conduct your professional business.

The following six-step process can be used when facing ethical decisions.

1. Determine if the potential action or decision is legal.

2. Decide on the best solution for the greatest number of people.

3. Consider what would happen if the action you are about to engage in becomes a universal standard.

4. Think about how you would feel if your actions were made public. Would you be proud?

5. Follow the Golden Rule: "Do unto others have you would have them do unto you." Would you be happy with the decision if its outcomes were directed toward you?

6. Obtain a second opinion from a friend who is not vested in the outcome.

If you can honestly say your decision meets these criteria, they you are in a position to make a good, ethical decision.

"Even if you are on the right track, you will get run over if you just sit there."

— *Will Rogers*

Ethical Considerations for Community Policing [3]

We've read the code of ethics, studied its message and affirmed our commitment to live by its contents. We subscribe to the notion that, as police officers, we will live our lives in such a manner that we will be an example to all.

And then, we go out to our neighborhood beat and eat free meals every day, accept gifts from the local merchants or residents, and do all of this in name of building partnerships with the community. None of which is endorsed by departmental policy.

On the other hand, we are asked to organize community events, neighborhood functions, or other special programs and then are expected to raise donations from businesses or residents to support these community programs. In many agencies, we rely on donations from the community to merely operate community substations.

Are we dealing with an ethical dilemma here?

When does improper gratuities end and legitimate community supports begin? Is there a difference?

Let's discuss this situation and see how we feel.
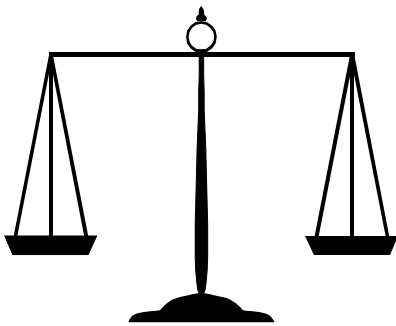
Weighing what is right and what we can rationalize as right are two different things.

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[3]   This section was taken from the lesson plan for *Ethical Considerations of Community Policing,* a course offered by the Regional Community Policing Institute of St. Petersburg Junior College.

"The greatest quality of leadership is courage."

— Walt Disney

Ethical Scenarios for Community Policing

Officer Anderson has worked his neighborhood area for the past two years. He knows the vast majority of residents on a first name basis and converses easily with them. They know he will always be there for them and that he stands by his word. Anderson likes the people in his area, especially the elderly folks. Which is precisely where his dilemma arises.

Mrs. Sanders is 84 years olds and loves Officer Anderson dearly. He always comes around to chat for a few minutes, regardless of how busy he is. To her, he is a true friend.

She has recently been diagnosed with a terminal illness and wants to give Officer Anderson something as a small token of appreciation for all he has done for her. As a gift, Mrs. Sanders gives Anderson the coin collection her now deceased husband collected over the years. Anderson has previously spoken of his own hobby of coin collecting and admired the collection of Mr. Sanders.

Officer Anderson is aware of Mrs. Sanders terminal illness while at the same time supports his department's policy against accepting gifts. Thus, he finds himself in a tremendously uncomfortable situation when Mrs. Sanders gives him the coin collection.

What should Officer Anderson do?

What are the Ethical Considerations here in our Scenario?

As it relates to the Code of Ethics, what elements of the code come into play here? _____

_____

_____

_____

_____

What other options is available to Officer Anderson? _____

_____

_____

_____

_____

Is this situation one where departmental policy should even be a factor? _____

_____

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Are there times when we can bend the rules of a department? Is this one of those times? _____

_____

_____

_____

_____

Should Officer Anderson accept the gift being given by Mrs. Sanders? Why or why not? _____

_____

_____

_____

_____

Officer Safety

On the surface there appears to be a major conflict between the concepts of community policing and officer survival skills. After all, doesn't community policing expect you to simply go out there and be nice to people? That's the whole basis behind this fad of community policing–let's send officers to the streets to spend their time hugging thugs when they could be doing real police work. Right? They don't have to make arrests because they're too busy playing ball with kids. Sound familiar?

While nothing could be further from the truth, it is easy for someone in community policing to forget some officer safety basics, just like any other officers in the field. The fact remains that we all need some periodic reminders to help ensure our safety. Because in the end, our primary objective each day is to go home safely at the end our shift.

Community policing does not change that objective at all. If you retain nothing else from this presentation, keep this thought in mind.

Just as community policing involves "real police work," it also carries the real threats that face officers every day. The fact that you are giving a presentation to a club meeting of retired ladies one evening should not change your outlook toward your job. It could very well be the first call you handle after the meeting is an armed robbery in progress. Keep officer safety in mind.

Can you be too cautious?

A potential conflict develops when safety concerns make an officer paranoid about his surroundings to the extent he cannot relax around people. Speaking at community presentations is not the time to adopt a rigid, bladed stance. Nor should you rest your hand on your weapon. And yes, it's okay to take off your sunglasses when talking to people.

Further, there may be times when you are with a group of kids and you will have them climbing all over you. Recognize the threat level that exists here and govern yourself accordingly.

On the other hand, remember that the next car with tinted windows you stop at night just blocks away from a known drug corner may not contain grandparents coming home from a Neighborhood Watch meeting. You need to evaluate the situation and take appropriate measures to ensure your safety. Your "Hi, I'm Officer Friendly" approach that worked at the elementary school earlier today is not the correct way to deal with these people.

In some ways, community policing demands more from an officer because of the different roles you will assume during a tour of duty. You are more than just a street warrior in pursuit of violent criminals. You are also a community organizer and public speaker. Recognize the correct role and play it safely.

It is fitting then that we spend a little time refreshing ourselves on some of the basic concepts of officer survival. From the pages of Caliber Press [©] come these reminders on officer safety.

Ten Fatal Errors

YOUR ATTITUDE

If you fail to keep your mind on the job while on patrol or you carry "home" problems into the field, you will start to make errors. It can cost you or fellow officers their lives.

TOMBSTONE COURAGE

No one doubts that you are a police officer. But in any situation where time allows, WAIT for backup. There are few instances where you should try to make a dangerous apprehension alone and unaided.

NOT ENOUGH REST

To do your job you must be alert. Being asleep on the job is not only against regulations but you are endangering yourself, the community and your fellow officers.

TAKING A BAD POSITION

Never let anyone you are questioning or about to stop get in a better position that you or your vehicle. There is no such thing as a routine call or stop–even in community policing.

DANGER SIGNS

As a police officer, you will get to recognize "danger signs:" movements, strange cars, warnings that should alert you to watch your step and approach with caution. Know your beat, your community and watch for what is "out of place."

FAILURE TO WATCH HANDS OF SUSPECT

Is he or she reaching for a weapon or getting ready to strike you? Where else can a potential killer strike but from his or her hands?

RELAXING TOO SOON

Constant false alarms cause you to let your guard down. Observe this activity. Never take any call as routine or just another false alarm. It's your life on the line.

IMPROPER USE OF NO HANDCUFFS

Once you have made an arrest, handcuff the prisoner properly. Be sure the hands, which can kill you, are safely cuffed.

NO SEARCH OR POOR SEARCH

There are so many places to hide weapons that your failure to search is a crime against fellow police officers. Many criminals carry several weapons and are able and prepared to use them against you.

DIRTY OR INOPERATIVE WEAPON

Is your weapon clean? Will it fire? How about the ammo? When did you last qualify? Can you stop an aggressor's action and defend yourself or others?

Chapter Five

Time Management

Discussion

There is one constant in the life of a community policing officer–there is never enough time to take care of your beat or assignment. The wide range of duties given to community policing officers requires a focused approach that makes precious use of our most limited resource, time.

This segment discusses some common techniques that officers can use to organize their work and make the most of their time on the job. While the public will judge a police agency on their effectiveness, issues of efficiency and time management must be paramount in a community policing officer's mind.

Learning Objectives

- To discuss how to organize the workday into blocks of similar tasks to save time.

- To review the importance of prioritization of tasks to avoid time wasters.

- To review various commercial organizers available on the market.

- To explore the importance of "To Do Lists," including problems associated with this type of time management system.

Call Driven Policing Operations
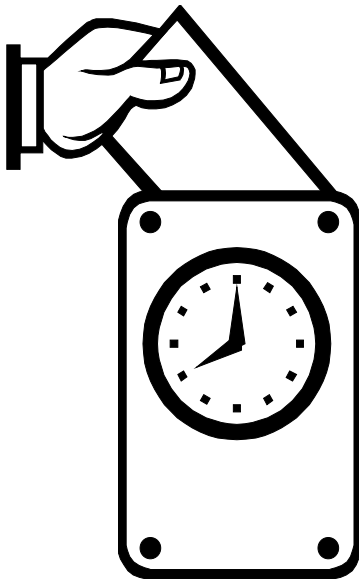
A D V A N T A G E S

As with anything, there are distinct advantages to operating within a call driven system. Things are usually easier for the average officer who goes from call to call. There is little expectation for you to manage your time wisely because you are under constant supervision and tied closely to the police radio where dispatchers will ask for a unit to handle the next call when they need one. You are a slave to the radio, but can operate with little thinking–you simply go and do whatever you are directed to do.

- You do not have to worry about scheduling.

- You do not have to find work, it comes to you.

- Work usually fits nicely into a shift.

- You know when you will be working.

- You can do the call and you are done. Follow up is for someone else.

D I S A D V A N T A G E S

As it relates to community policing operations, a call driven system makes for very little time to engage the public or work on problem-solving initiatives.

- Very little free time. Running from call to call.

- Self-initiated activity is limited by time, your shift.

- Self-initiated activity is limited by police uniform.

- Supervisors often direct free time use.

Community Driven Policing Operations

Just the opposite can be said about being community driven. Officers typically work under a different schedule, which affords them greater latitude to accomplish their goals. With this freedom comes challenges of managing your time wisely. Let's look at the advantages and disadvantages of this system.

ADVANTAGES

- You can work when you want to work. No shifts.

- You can make your "shift" as long or short as you like.

- No interruptions from calls for service.

- You can do what you want, when you want.

- No limitations from uniform or mode of transportation.

- You can always make time.

DISADVANTAGES

- Work hours change from one day to the next.

- Scheduling is a challenge.

- Workdays usually get longer than expected.

- Must juggle new work with follow-ups or CPA maintenance.

- Always searching for work to do.

- The community directs time use.

- There is never enough time.

When and how you "clock in" are a matter of departmental operations. Each agency does it differently. Check with other officers and see what schedules work best for them.

I wish I could stand on a busy corner, hat in hand, and beg people to throw me all they're wasted hours.

– Bernard Berenson

Scheduling Your Day

Congratulations! You just started your first day as a community policing officer. The entire day is yours to do whatever it is that community policing officers do. Such freedom!

More importantly for the moment though–where do you begin? What do you want to accomplish today? This week? By the end of the month?

How will you track your time? Who sets your appointments? Let's look at your phone messages. Two neighbors want to meet with you tomorrow night at 7:00 p.m. after they finish the dinner dishes. A civic group wants you to speak at their breakfast meeting tomorrow morning also. Oops... schedule conflict since there are no overtime funds available here. What do you do?

Time Management–More Than Simple To Do Lists

There are just about as many ways to track your time as there are companies producing calendars and scheduling systems. The system that works best for you is often a matter of personal preference. However, there are a few basic principles that need to be considered.

Planning your day or week is important. Take a few moments at the start of each week to review what you want to accomplish. What appointments have been previously arranged? What other tasks, such as training, court subpoenas, etc. will occur this week? What projects have suspense dates that cannot be ignored?
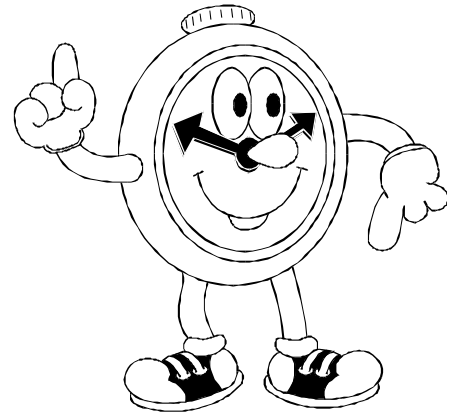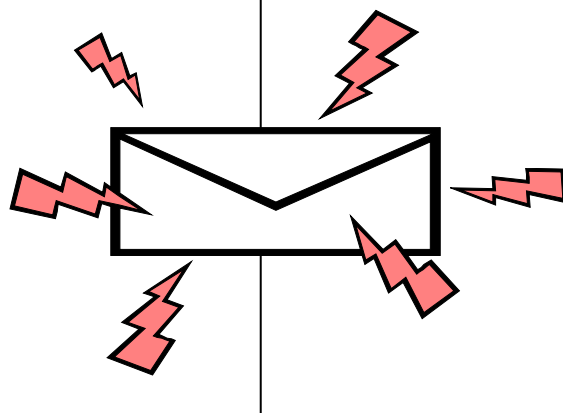
Don't forget the advantages of e-mail when it comes to time management. A lot of data or other files can be transferred electronically rather than with manual systems. Some agencies now operate with e-mail rather than normal memos.

Learning to prioritize is vital in arranging your time. Experts suggest doing the really tough tasks first each day when you are freshest and ready to tackle them. Procrastination should be put off for another day. Get to the really important tasks first. Make it a habit and strive to avoid doing what you know really needs to be done first anyway.

Under topics for consideration as priorities, do not forget the importance of *returning phone calls*. With community policing, residents are going to contact you whenever they have a concern or problem. If you have any life at all, you will not always be there when they call. Hence, the stack of phone messages or voice mail that awaits you when you return to work.

The key here is to return the calls that same day you get the message. . . without fail . . . return those calls! Others are waiting on your call–perhaps to schedule their day or week. Take a few moments, regardless of how busy you are, and return those calls. It's a matter of your personal credibility as a community partner.

Project lists are another useful tool in managing your time. More than a simple to do list, a listing of all your projects helps you remain focused on the big picture and keep track of all that you are doing.

In a call driven system, you simply go from one call or crisis to the next. The radio tells you what to do usually one call at a time. Under community policing though, it is the community that drives your day, your week, and your projects. And, there are typically multiple projects underway at any given moment.

It is easy to overlook important project tasks when you have so much going on at one time. Many successful officers employ a log or listing of what they have on their schedule, which also keeps track of various tasks, related to the larger projects. This helps to minimize missed tasks, follow ups, and related responsibilities.

To Do Lists

Make a list that includes several days to help identify what will need to be done in advance. This also helps you determine when you may be able to complete certain tasks. This also illustrates why you should not put things off for another day–that day may already be filled with activities.

You should write down everything that you have to do in a particular day. Keep in mind this list should include maintenance efforts for your area. You need to include realistic time slots for telephone calls, lunch break or workouts, and other administrative duties. Then keep the list with you and cross off what you accomplish. This way you can add, subtract, or rearrange priorities as your day unfolds.
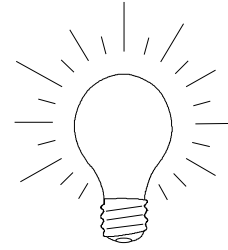
Here's an Idea . . .

Many time management courses suggest you prioritize your To Do Lists. These helps you start each day with a focus on what you really need to accomplish based on the project's importance. Use "A" for the most important tasks, "B" for those a little less important or critical, and "C" for the tasks that can wait.

You'll soon find yourself accomplishing more each day.

A LIST
Check with Oak St. Apt. Manager

Mail newsletter

Submit monthly report

B LIST
Submit training request for class in community policing

C LIST
Read magazine article on community policing

Modifying Your Daily Schedule

You will soon learn, depending on how your agency operates that traditional police work may not necessarily be more important than time arranged community policing duties. For instance, response to a call of an abandoned vehicle in your area may be delayed if it will make you late for a meeting with residents to discuss new traffic flow patterns in the neighborhood. The key here is to prioritize your activities.

This is a delicate issue because community policing officers must balance their time between their community's expectations or demands and the needs of fellow officers. Remember that your community should usually dictate the priority of any event.

Time Optimization

One key to maximizing your time and effort is to group similar activities together. These groupings may be by location or by specific type of activity. For instance, many officers like to return phone calls and complete other administrative matters at the start of their day. Computer report, completing memos or other documentation is out of the way early. In other words, do your station work first and then head out into the community.

The next step is to group your activities by location. Do you have matters to attend in the southwest part of town? Should that be first or last on your list for today? Do you have six things to do in six different parts of town? Which one is done first?

Here are some tips . . .

- Start at the station

- Return phone calls

- Arrange by location

Remember there are other resources out there that you can use to optimize your time. You do not have to do it all yourself.

The important point here is to take few moments and decide how you will arrange your day. A few minutes spent in planning can lead to a more productive day with less waste of precious time.

Don't forget the other resources that are available to you every day. What's that you ask? Well, how about a partner in an adjoining area. Sometimes you can get some assistance from your partner, as long as you return the favor. Don't be ungrateful and forget to help them after they helped you!

Keep in mind that you can delegate tasks to others as well. You do not have to do all the work yourself. Are there residents willing to help you with some of your projects? Can they do some of your routine tasks for you? When it comes to neighborhood projects, it should be the residents doing the work.

The key here is to always seek ways in which you can work smarter and not harder.

Time Taming Equipment

There is a wide array of organizers available through office supply stores designed to help you organize your life. Consultants make huge dollars helping businesses by training employees on how to get organized. You can save the money and apply a little common sense here. The key is to focus on what works for you.
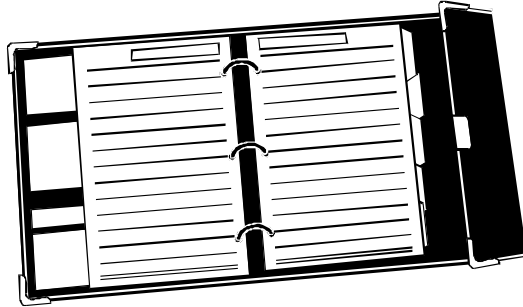
Organizer Systems

These gems of organization come in two basic models to-day–the manual, written system and electronic ones. What works best for your is a matter of personal preference. Try them both and see which you prefer.

Electronic organizers are often slow to use and make it difficult to record written notes. You are dealing with an electronic piece of equipment, so it can fail at any time. Some people claim these systems are bulky or cumbersome and still need improvement. Others swear by their simplicity and could not get through the day without them. Again, see what works best for you.

Organizer Books

The larger systems include everything in one package, such as phone books, date reminders, notes, expenses, etc. You can often customize the pages for your specific style and needs. Most come with ring binders that allow you to add or change pages as you need.

Smaller systems exist that also make organizing your priorities a breeze without the bulkiness of the larger ones. There are many different types available to suit your needs. You may want to spend some time in the office supply store and browse through this section.

Chapter Six

Effective Communications

Discussion

C ommunity policing officers work with many re-
sources and community partners. Each is vital to the
success of their efforts. Keeping partners informed
of your projects' status and work to be done can become a
full time job in itself. The phrase "Nobody told me" can
destroy your credibility in the eyes of the local residents.

Effective communications go beyond delivering messages.
It encompasses the skills of public speaking and media re-
lations–two key aspects of "getting the word out to every-
one." This segment will explore the importance of effective
communications and review strategies to help keep every-
one informed.

Learning Objectives

- To review the basic process of preparing for public
  speaking engagements, to include considering your
  intended audience and their interest level.

- To work on enhancing their communication skills.

- To discuss the importance of positive media relations, ways to get the community policing story out to the public, strategies that work when dealing with the media, and take into account each individual agency's policies regarding media relations.

- To explore the importance of maintaining your credibility with good communications.

What Makes Communication Communicate?

- A Sender

- A receiver (listener)

- An understood message

A TWO-WAY PROCESS
Communication is a two-way process resulting in the transmission of information and understanding between individuals.

RESPONSIBILITY FOR EFFECTIVE COMMUNICATION
Who is responsible for ensuring effective communication?

It's a shared responsibility between the sender and the receiver. Remember it's a two-way process involving the sender delivering a clear message and the receiver actively listening.

Ask certain questions to make sure your message was received as intended.

Restate what the speaker said in your words to ensure you understood the message being delivered.

WORDS-THEIR MEANING AS SYMBOLS
Remember that words have different meanings

- Regional

- Cultural

- Variety of definitions

How you say or deliver the message will impact on its meaning and how it is understood. For instance, take this example:

"Now," said the village-blacksmith to the apprentice, "I'll take this iron out of the fire, lay it on the anvil, and when I nod my head, you hit it." The apprentice did so, and now he's the village blacksmith!

- Don't assume that everyone knows what you are talking about.

- Don't assume that you know what others are talking about without asking them questions to make certain.

TONE AFFECTS MEANING
A difference in tone can change the meaning of words. "John, you're doing one hell of a job around here!" can mean either praise or blame, depending on the tone of the speaker.

Types Of Communication

- Formal and informal

- Upward, downward, and horizontal

- Spoken and written

- Non-verbal

Formal communication is official communication that travels through a structured organizational network.

Informal communication is the backbone of most message networks. It can either help or hinder the communication process. Examples include rumors, the grapevine, and locker room banter.

Upward communication can be filtered or diffused along the way. Be careful that your message is being delivered properly. Examples include suggestion systems, open-door policies, listening, employee grievances, and morale surveys.

How do these apply to internal communications in your department? How do they apply to the communication process within your neighborhood?

Downward communication conveys message from higher levels to lower levels within an organization. Examples include policy manuals, memos, reports, bulletin boards, etc.

Is selective reception a problem within your agency when downward communication is delivered?

Filtering of communication is a prevalent problem within organizations. It involves the straining of essential ingredients to a message as it travels up or down management levels.

Horizontal communications involves messages from peers, corresponding components, or anyone on the same general level of the organization. This type of communication is critical to community policing. It ensures that everyone is aware of your efforts or what you are really doing.

SPOKEN VS. WRITTEN COMMUNICATION

When deciding how to communicate most effectively, one must consider a variety of factors. Both spoken and written communications have advantages over the other. But which is best for your particular situation.

Spoken Communication

- Instant feedback

- Observe how your audience receives your message

- Speed-it is generally faster that written communication

Written Communication

- Create a permanent record of the message

- Documentation

NON-VERBAL COMMUNICATIONS

Verbal communication generally involves spoken or written words. Non-verbal communication goes beyond the actual message and greatly impacts on our ability to deliver or receive a message. Examples of non-verbal communication include:

- Body language

- Nonverbal symbols

- Inactivity

- Feelings (expressed by voice)

- Touching (handshakes, pats, or hugs)

- The use of time

BARRIERS TO EFFECTIVE COMMUNICATION

There are many common stumbling blocks to effective communication that need to be considered. They greatly impact on your ability to deliver a message or the receiver's ability to understand the intended message.

- Differing perceptions

- Faulty translations

- Emotions

- Distrust

- Loud noise

- Over eagerness to respond

- Poor listening habits

THE IMPORTANCE OF LISTENING

The Four Basic Communications Skills [4]			
	Listening	**Speaking**	**Reading**	**Writing**
Learned	First	Second	Third	Fourth
Used	Most (45%)	Next most (30%)	Next least (16%)	Least (9%)
Taught	Least	Next least	Next most	Most

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[4]   Source: Excerpted from "Your Personal Listening Profile," an undated pamphlet distributed by Sperry Corporation.

DEVELOPING LISTENING SKILLS

Listening responses-nonverbal cues that a message is being received. Senders should be cognizant of these when being given and receivers should attempt to send them while listening. They include:

- The nod

- The pause

- The casual remark-"I see"

- The echo-repeating the last few words said

- The mirror-reflecting back what was just said

Phrasing questions-asking questions in such a manner as to ensure involvement by the listener. Generally speaking, phrasing includes:

- Open questions

- Closed questions

| Open	Closed
Who	Is
What	Do
When	Has
Where	Can
Why	Will
How	Shall

Breaking Down Communication Barriers

- Obtain feedback

- Encourage upward communication

- Use face-to-face communication where possible

- Avoid credibility gaps

- Anticipate and squelch rumors

- Write for understanding (KISS)

- Watch your timing

- Be sensitive to the needs and feeling of others

Some Do's and Don'ts of Listening [5]	
Do's	**Don'ts**
- Show interest - Express empathy - Be silent when silence is needed - Eliminate distractions by holding telephone calls and choosing a quiet place to talk - Allow adequate time for discussion - Take note of accompanying nonverbal cues - When you are unsure of what was said, restate what you think you heard in the form of a question - When you feel that something is missing, ask simple, direct questions to get the necessary information	- Argue - Interrupt - Engage in other activities - Pass judgment too quickly or in advance - Jump to conclusions - Let the other person's emotions act too quickly on your own

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[5]   Source: Arthur G. Bedeian, Management (Chicago: The Dryden Press, 1986), p. 533.
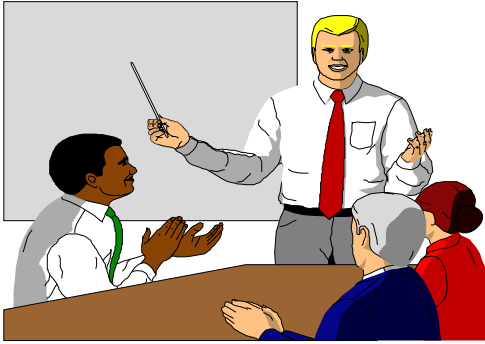
"The mind is a wonderful thing. It starts the minute you are born and only stops when you get up to make a speech or presentation."

– Anonymous

How to Add Pizzazz to Your Community Presentations

It's not what you Say but How You Say It

Whether you're speaking to senior citizens, teens or community leaders, "impact" public speaking is the key to successful presentations. More important than the words you say is how you say them. Communication studies reveal that words account for only 7 percent of effective communication, while tone of voice rates 38 percent and nonverbal gesture command a surprising 55 percent. In other words, your tone and body language-the "expressive you"-attracts the most attention.

Also keep in mind that most people in your audience will have one of three learning styles: auditory, kinesthetic or visual. Power speakers use all three systems to stimulate their audiences. The average person processes information visually, which makes overheads and videos important communication tools. You can appeal to the kinesthetic learners by planning a hands-on exercise, and auditory learners will learn from your spoken information.

How many people do you know who would rather die than give a speech?

Most people are afraid to speak in front of others because it puts them in a position to be judged and criticized. Butterflies, however, can be used to one's advantage. The following formula will help reduce feelings of fear that paralyze presenters:

- Prepare

- Practice

- Think positively

- Arrive early and meet your audience

- Know your subject matter

- Review your presentation the night before and envision success

- Know that fear is normal, and that there is a fine line between fear and excitement

- Have a clear, focused point of view, and

- Lighten up, laugh at yourself

The Expressive You

How your audience perceives you will depend largely on your expressive behavior. As you read through the following list, think about how you communicate nonverbally. Some powerful nonverbal forms of expression include:

Gestures. If you naturally gesture a lot in conversation, then gesture when you speak in front of a group. Clear, defined hand gestures can be dynamic. Don't over gesture, however, or your audience will start concentrating on your hands instead of your message.

Body movement. Move when you talk. Standing behind a podium creates both a physical and psychological barrier between you and your audience. And moving around helps release nervous energy.

Eye contact. Speakers connect with their audiences and draw them in through eye contact. Try to meet the eyes of

as many audience members as possible for five to six seconds.

Posture. A strong stance is crucial for breathing, gesturing and projecting confidence. An effective position is weight forward, knees flexed and arms in an open position. Good posture can also help eliminate stress in your voice.

Tone. A technique that will assist you in regulating your voice is head and neck rolls. "Think down" to your toes to lower the pitch and increase the resonance of your voice. Also, sit or stand in positions that enable your diaphragm to work properly. If your chest and waist are collapsed, you won't be able to fill your lungs with enough oxygen to relax and refresh you. Furthermore, a collapsed diaphragm will make your voice sound harsh and raspy.

Power-Robbing Nonverbals: Monitor Your Body Language

Actions are instantly communicated to others. In fact, your audience will size you up in the first 30 seconds of your presentation. Which of the following image breakers define your body movement, posture and facial expressions? Keep in mind that these behaviors are performed unconsciously. To learn which gestures diminish the impact of your presentation, ask someone to observe your nonverbal behavior during a practice session and provide you with detailed notes, or videotape your presentation and record areas to be improved. Do you need to eliminate any of the following from your body language?

- Pacing

- Scratching

- Fidgeting

- Slouching

- Rocking motions

- Excessive smiling

- Crossing your arms as you speak/holding your hands in a prayer position; and/or

- Repeatedly wetting your lips

Don't Undermine Your Credibility

Chances are you're going to be sharing your strategies with a pretty savvy group of individuals. Don't embarrass yourself or them by saying or doing something that could easily be avoided. Consider the following common-sense suggestions that are critical to establishing credibility with your audience.

- Don't bluff. If you don't know the answer then say so

- Don't use profanity

- Don't ridicule members of your audience or groups of people used in examples or stories

- Don't patronize your listeners

- Don't lose your patience

- Don't hide behind a podium or table

- Don't exaggerate

- Don't make excuses

The Other Seven Percent: Words

Words create mental images for the listener. Make sure you create the correct images and that your meaning is getting through to your listeners. A few of today's power words are "results," "discovered," "proven" and "guaranteed." Power expressions include "thank you," and "I understand."

Avoid using trite phrases such as:

- "What I'm trying to say is..."

- "In other words..."

- "Let me be honest with you..."

Your audience will use your words to answer two questions: One–Do you really understand their issues? And two–are you being sincere? These two concerns are often the basis of every statement, challenge and question that you will receive. Although you may not be able to solve a group's problems or answer all of their questions, you can demonstrate empathy by indicating your concern for their issues and assisting them in any way possible.

Remember that we all hear through individual filters that consist of our values, perceptions, assumptions and belief systems. These filters can become barriers to people understanding your point of view. To facilitate comprehension, make sure your words appeal to the four dominant communication styles: People in the "heart" group have a psychological need to hear support, those in the "head" category require data and specific information, those with the "gut" style need to be heard, and the individuals in the "muscle" group need an action plan.

Practice your presentation until you are comfortable with what you hear and see.[6]

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[6]   Downloaded from Community Policing Consortium home page and from Community Links   Ph V, Vol.3. Winter 1998 By Sandra Glosser. *For more information, contact Sandra Glosser, Law Enforcement Trainer, Box 768, Basalt, CO 81612. Telephone: 970.927.2449*

"My father gave me these hints on speech making:
'Be sincere . . . be brief. . . be seated."
– James Roosevelt

Some Other Points to Consider

PRIVATE CONVERSATIONS

A word about private conversations is in order here to help you survive in the real world. Simply put, there is no such thing as a private conversation unless you are talking to your attorney or a priest. Be mindful of who, what, and how you criticize or complain. Political correctness is still in order.

YOUR APPEARANCE

You were taught in the academy that how you look on the witness stand has a direct impact on the affect of your testimony. Remember that block of instruction? The same principle holds true with public speaking.

Remember to dress sharp and project a professional image. Double-check your attire before your presentation. Take the time to do it right the first time. Always look your best by matching your attire for the setting. You would not want to wear your bike shorts to an awards ceremony or special presentation. By the same token, your agency may not expect you to wear your Class A uniform to a neighborhood picnic. Make sure you are dressed appropriately for the event.

Do you use voice mail to deliver pre-recorded messages? This is a good medium to get prepared messages to your community. They can include crime prevention tips, your upcoming schedule, or other important news

Telephone Calls and Messages

There is a simple rule you do not want to violate–return all telephone calls and messages. People must think it's important if they took the time to call you in the first place. Give them the respect they deserve and return the call, even if you cannot help them.

Leave a message if you can't contact them directly. This still shows that you have enough personal credibility to return the calls that come your way. A little perseverance goes along way to enhancing your credibility.

Consider using a contact log to record your phone calls on specific projects. These logs keep records phone calls, topics discussed, attempted contacts, correspondence, etc. in one location for each project.

"The indispensable requirement for a good newspaper–as eager to tell a lie as the truth."

– Norman Mailer

Media Relations

Each agency has its own policy on media relations. The rules of this game vary from department to department so it's difficult to give a lot of tips here. There are, however, some general thoughts you should consider since the media can be turned into an ally rather than a constant foe.

First and foremost, you must understand and follow your agency's media policy. Pure and simple. If your department does not want rank-and-file members talking to the media, explain that to a reporter when asked for a comment. Refer the media, in a friendly manner, to the proper person who can comment.
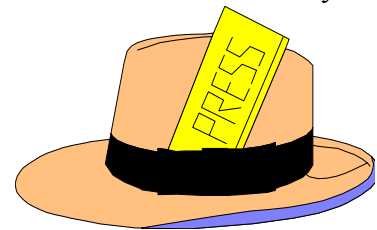
Other agencies do not have restrictions that limit when members can talk to the media. If this is the case, then try to view the media as a positive tool to get the word out about community policing. Both the print and the electronic media seek stories with a human-interest angle to them. Community policing is a favorite topic so use it to your advantage.

As difficult as it might be, try to view stories from the perspective of a reporter. Think like they think. (Now there's a challenge!) Be considerate of their deadlines and time schedules. For instance, don't call the television stations to cover a story at 4 o'clock in the afternoon. They already have their agendas for the day and are busy working on story deadlines. Be considerate and they will usually respond likewise.

Though their jobs differ from yours, they too are human beings doing a job the public demands. You will certainly want to treat them with respect if they treat you that way, too. The media can be used to your advantage if you stay on friendly terms with them. Use your head.

By the same token, what you say can become twisted and appear in print in a way you never dreamed of seeing your words. Make sure you understand the nature of the story and the questions being asked of you. It's not asking too much to have a question rephrased so you fully understand it. Put yourself in the reporter's head and get in line with how he or she is thinking.

The Fine Art of Written Communications

I never write <u>metropolis</u> for seven cents because I can get the same price for <u>city</u>. I never write policeman because I can get the same money for <u>cop</u>.

– Mark Twain
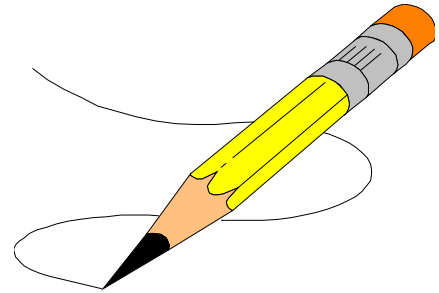
Memos to Communicate

RECEIVED MEMOS

There is a strong need to completely understand what is meant along with the underlying meaning behind the memo. Look between the lines for an in-depth understanding.

Understand the correlation between the author(s) and those "cc" on the memo.

RESPONSE MEMOS

Do all memos need a response? Certainly those with a complaint or implying inaction on your part require a response.

When answering this type of original memo, be sure to "cc" everyone whom received the memo in question.

Like all business communication, proper English skills are a must.

Be careful with the chain of command issues in your department with memo communications. It may be proper to respond directly to the Chief, for instance, if he was the originator of the memo in question while sending "cc" to members within your chain. In other instances, you may need to send the memo through the entire chain to reach the Chief.

Follow up Memos

Be sure to follow the rules we have already discussed. It makes good sense to refer to the previous memo, either by inference or directly.

Let people know you will follow up and not just forget about the matter at hand. Credibility in doing what you say you will do is vital here. Long-term commitment to follow ups is important, also. Let people know that you will not go away until the problem is solved or their part is completed.

A follow up thank you never hurts either. Remember all those thank you notes your Mom made you write as a kid? The same principle applies here, too. Take a moment and thank those who have helped you. A few kind words go a long, long way to building partnerships.

Proof your written communications to ensure a professional appearance. Many people find it difficult to proof their own product. If you have problems doing this, ask someone else to read what you wrote. Is it clear and concise? Have you used a few words redundantly in a paragraph? Is your grammar correct? Are you writing in past tense or passive voice too often? Strive to make your writings the best they can be.
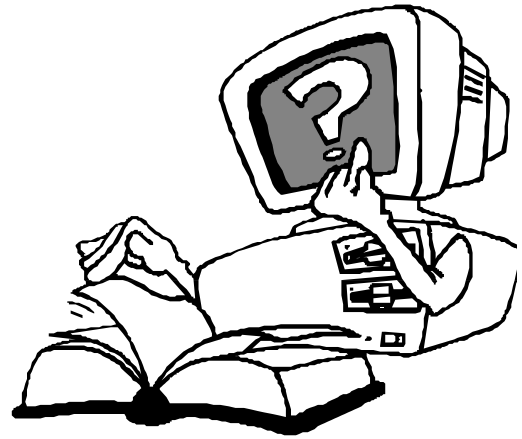
Gud spellin iz kriticle two makin you luk gud.

Most word processing software has not only spell-checking capabilities but comes equipped with grammar checkers. Make sure you spell check every document you produce. Use the grammar checker from time to time as a way to tune up your written work product. Not every memo or report needs a grammar check, but the periodic review of your grammar usage tends to show you tendencies you may be developing. You will find your style of writing and your level of understanding will improve with better grammar and punctuation.

And while we're discussing computers, don't forget that most word processors also have a thesaurus built into them. You can expand your vocabulary by choosing a word from the thesaurus rather than using the same word repeatedly.

Credibility

Community Policing Officers face a challenge that does not always affect other officers. Many citizens are wary of the concept of community policing, viewing it as another government program that is having billions of tax dollars pumped into it. Others view it as the "latest fad" being promulgated by police departments. So where does this put you?

It should put you square in the heart of your community with a desire to do your best for them, with all that you have, and with a healthy dose of credibility to help you overcome the natural hesitancy of the public.

You can accomplish a lot working with the collaborative partners in your area. However, your ability to do this rests, in large part, with your credibility or your willingness to stand behind what you say.

Simply put . . . . . .

- You are who you say you are

- You mean what you say

- You stand behind what you say

- You will do what you say you will do

- You will follow up and revisit items already solved

- You are sincere in your actions and responses

Chapter Seven

Documentation of Community Policing

Discussion:

Officers seeking creative solutions at problem-solving are often stymied when they search for effective strategies. If a current response is not solving the problem, where does one turn for new ideas and solutions? Who can become a partner to help with a problem? The answers to these questions can often be found within their own agency, had proper documentation been completed for prior successful projects.

The phrase "don't reinvent the wheel" truly applies to problem solving. Officers can benefit from previous projects, learn from the mistakes of others, and build on successful strategies if proper project documentation is made at the time. This segment will address the importance of documenting problem-solving efforts, including successes and failures, and community contacts willing to help solve problems.

Learning Objectives

- To review different documentation systems to record efforts at problem solving–to include paper records and the use of computers.

- To discuss the importance of recording community contacts for future reference and use by other officers.

- To explore how requiring proper documentation serves as a guide to help officers follow the SARA model when doing problem solving.

What type of documentation system does your agency use?

POP Report

If there is one thing that police officers could do without it is more paperwork. From endless requirements of prosecutors to supervisors wanting everything recorded in a report or memo, officers are seemingly bombarded with never ending paperwork. It's enough to make you wonder how policing ever survived without word processors.

However, there is a legitimate need in community policing to have officers make a record of their activities. This is not merely from a "cover your rear" aspect but also to document successful problem-solving strategies. A Problem Oriented Policing Report (POP Report) is one way to record how problems are attacked. From these reports we can learn what worked, what did not work as we planned, and offer suggestions for future projects of a similar nature.

There is another benefit of recording problem solving efforts on some type of POP report. Officers who are required to complete such a report are forced to focus on the SARA model if the report is formatted properly. Segments that require information on scanning efforts make you think about pro-actively seeking problems in your neighborhood. Sections that require in-depth analysis of a problem before implementing a solution make the officers do their homework before they can solve a problem.

Scanning

Analysis

Response

Assessment
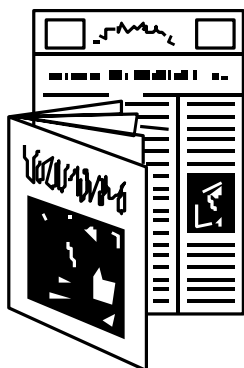
There are nearly as many POP Report formats as there are agencies actively engaged in problem oriented policing. What is best for your agency is a matter of personal choice. Several examples are provided at the rear of this chapter for your consideration. Feel free to modify them, as you deem necessary.

Newsletters

Documentation should be more than just recording numbers and collecting stats to justify your existence. How about celebrating your successes? Newsletters offer an excellent way for officers to get the word out about their activities, their partnerships, and the problems they solved along the way. The type or style of a newsletter will vary from one agency to another. The intended audience will also be a major consideration when developing a newsletter. The point here is to take the time and publicize your achievements. The format is up to you.

DEPARTMENT NEWSLETTERS are typically focused toward internal matters of interest to the agency. What strategies were employed against a location for street-level drug sales? How did a project or problem-solving team come together? What resources were brought in from outside agencies or partners?

Neighborhood Newsletters

NEIGHBORHOOD NEWSLETTERS will usually focus their content on issues of concern to the general neighborhood. They generally do not contain technical investigative information, though a little of this can go a long way in cultivating reader interest. These newsletters are often produced by neighborhood associations or homeowner groups in a certain area. Community policing officers are often invited to submit articles of interest to summarize their efforts in the neighborhood. Don't lose this opportunity to "spread the word."

Not only can you use neighborhood newsletters to celebrate your successes, they are also an excellent way to educate the public on the philosophy of community policing. From partnerships to problem solving, there is so much you can expose to the public to increase their awareness of community policing.

BROCHURES are another way to expose the public to community policing. Though not exactly a newsletter, brochures that describe an agency's approach to community policing can also go a long way in raising the public's understanding of just what encompasses community policing. More importantly, brochures offer you the opportunity to remind the community of its role in controlling crime. Make it a point to reinforce the concept that citizens share the responsibility of problem solving. Brochures are an excellent way to get this message out.

Computers will sometimes actually work like they are supposed to. They're a good way to store POP reports for later retrieval.

Database Systems

Many agencies are experimenting with computer systems that help officer's research successful problem-solving strategies. Using the concept of keyword searches officers with a neighborhood problem of speeders or juveniles hanging out at night can view similar projects and learn what worked or did not work.

Properly designed systems will also have listings of problem-solving resources that can be used again. These resources may be from other government agencies, social service agencies, or even concerned citizens who are willing to get involved.

PERF has created a POP NETWORK on the Internet that contains summaries of successful POP projects. Users can log on (with proper authorization and passwords) and view POP reports from around the country for ideas and suggestions. Check them out at www.perf.net.

Daily Activity Logs

Measuring performance of a police officer used to be fairly simple. Count the number of arrests made, tickets issued, calls for service handled and you had a pretty good picture of the officer's activity. That system has fallen to the wayside under community policing. No longer can these typical performance indicators serve as a good source for documenting what a community policing officer does each day. Clearly a new system of documentation was needed.

Just as the job of a community policing officer has evolved to include activities not normally found under traditional policing, so have the performance criteria expanded to document an officer's efforts in the field. Now we record things like foot patrols, POP projects, meetings, bike hours, citizen contacts and the like. Agencies involved in community policing are using different standards to document what officers do in their neighborhoods.

How you record this data is a matter of agency preference. Some departments use paper logs while others have computerized systems. Several examples are offered in the appendix for this chapter.
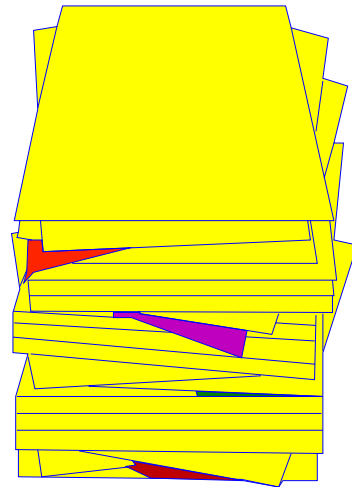
You can rest assured that every federal pot of money will come with reporting requirements

Grant Considerations

The popularity of community policing around the country has led to a flood of federal dollars being given to local agencies to implement or expand their community policing operations. Grants like COPS UNIVERSAL, COPS AHEAD, and COPS MORE are pouring billions of dollars into cities and towns, large and small. Add to this list HUD money for federal Drug Elimination grants and you have a lot of federal agencies interested in expanding community policing.

But with the federal funds come requirements for documentation of activities. Whether you summarize successful POP projects or tabulate hours spent in developing partnerships, documentation for grant funding is invaluable.

Any agency receiving federal funds for community policing must file a periodic report, usually quarterly, that highlights how the monies were spent. Also included in these reports are questions that ask what was accomplished with the money. Here is where a good documentation system can literally pay for itself.

In addition to the quarterly reports, many agencies are being visited by auditors from the COPS Office in Washington, D.C. who want to see, first hand, what is happening with the grant money. It is very helpful when an agency can go to a POP database or check files of activity logs and show that these new officers are not just handling calls for service. Project reports that depict how many hours were spent with partners or using innovative approached to problem-solving are impressive to the auditors.

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"Ethical Considerations for Community Policing" training material

Visit our Web Site

cop.spcollege.edu/cop

Florida Regional Community Policing Institute

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