Police-Research Partnerships: Contributions of the National Police Research Platform

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National Advisory Board Executive Committee

➢ Charles Ramsey, Chair
➢ Jim Bueermann
➢ Grayson Robinson
➢ Ellen Hanson
➢ Darrel Stephens
➢ Rick Tanksley

National Institute of Justice

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Today's Agenda

➢ Introduce you to the National Police Research Platform – how if functions; issues and challenges

➢ Give examples of how the Platform might contribute to the science and the practice of policing in North America

➢ Encourage more dialogue about policing issues beyond crime control

➢ Assist Canada in thinking about police-research partnerships
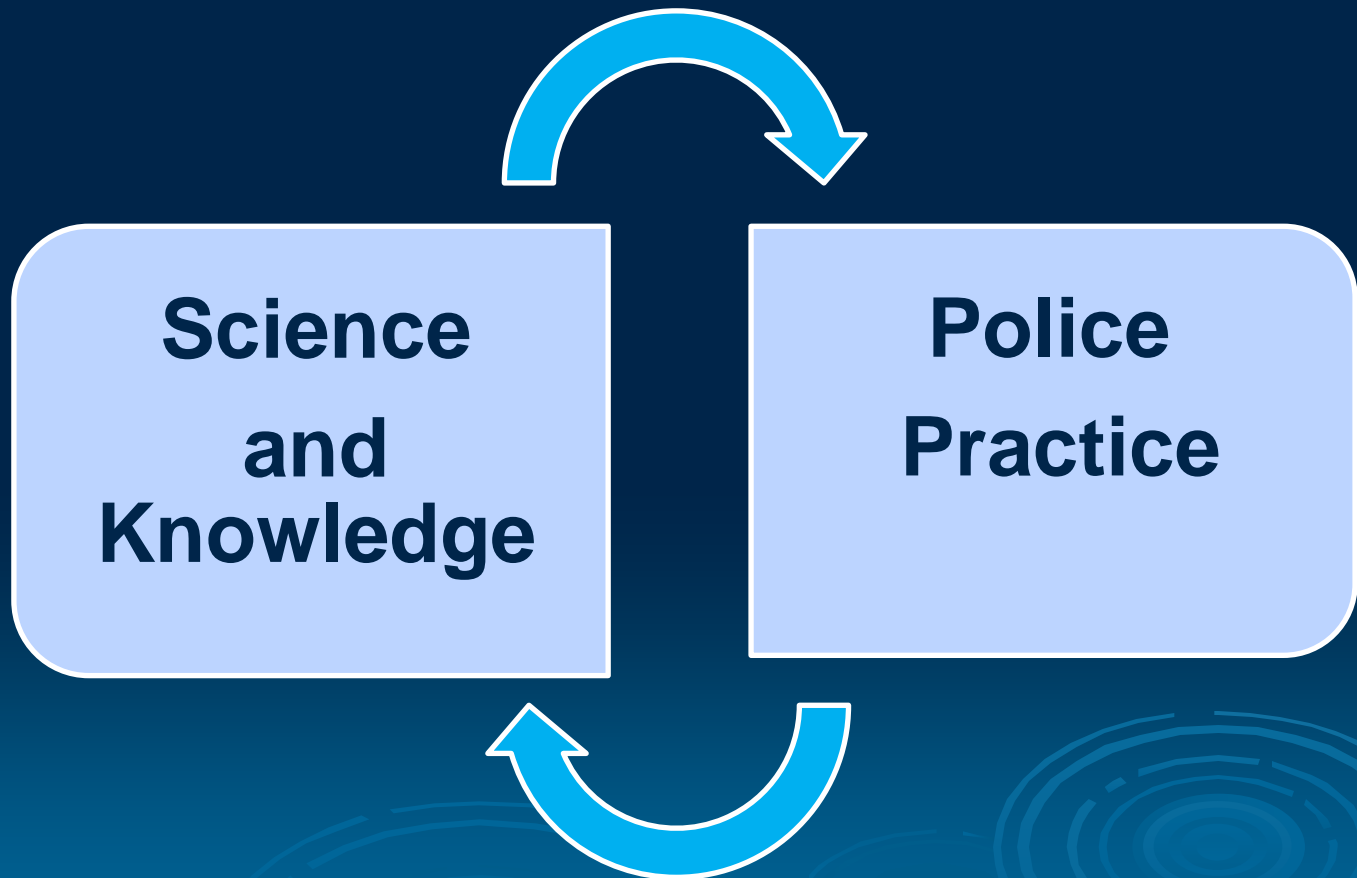
Why do We Care?

- To improve "3 Es" of policing: Efficiency, Effectiveness, and Equity" (Eck & Rosenbaum, 1994) – "Functioning on all cylinders"

- With fewer resources available, focus on what works or looks promising

- Implication: Agencies need to become "learning organizations" with continuous measurement, testing and experimentation with innovation

Size and Scope of Law Enforcement in the U.S.

- 17,876 law enforcement agencies
- 12,766 local police departments
- 3,067 Sheriff's departments
- 49 State Police Agencies
- 1,481 special police agencies
- 65 Federal agencies

6

The Fragmentation Issue

- Lack of coordination between agencies
- Crime displacement
- Duplication of services
- Inconsistent standards and metrics
- Inadequate communication channels

Communities of
Law Enforcement Agencies

➢ IACP, MCCA, PERF, Police Foundation

➢ Technology connections

- Sharing traditional crime data

- Sharing new crime data (e.g. facial recognition)

- Few blogs/websites for sharing ideas

- Not linked to researchers and science…

Lack of Structure for Sharing Research Findings

➢ Conferences are one-time events

➢ Research on large agencies may not apply to mid-size or smaller agencies

➢ No ongoing data collection or metrics beyond crime statistics

Origins of the Platform

➢ Meeting of NIJ officials, police executives and researchers in Washington DC

➢ What are the future research needs in law enforcement?

➢ Conclusion: Limited information on organizations, the changing police culture, people who work there, and the quality of services delivered….

The Knowledge Gaps

- Superficial knowledge about police organizations and employees (external "crime fighting" focus)

- Lack of generalizable knowledge across agencies and settings -standardized measures and benchmarks

- Inability to evaluate innovation on large scale – Generalizable findings

- Failure to translate research findings into practice

Proposal to build the Platform

- University of Illinois at Chicago as headquarters
- 7 universities
- 30 law enforcement agencies in Phase 1
- 4-year development phase (2009-2012
- 3-year implementation phase (2013-2015)

Funding Mechanisms

- ➢ National Institute of Justice - 2009 to 2015
- ➢ Other DOJ agencies
- ➢ Foundations
- ➢ Law enforcement agencies

Decision making roles in the Planning Process

➢ Federal government as funding agency

➢ Focus groups with police executives

➢ Co-Principal researchers

➢ Institutional review boards (IRB)

➢ National advisory board in Phase 2

Goals of the National Police Research Platform

➢ To advance knowledge of American policing at the individual, organizational and community levels

➢ To improve the quality of American policing through translational research

Objective:

➢ To develop, implement, and field test the National Police Research Platform

Key Questions

➢ Can reliable and valid metrics be established to measure police performance and build a national platform?

➢ Can we establish a feedback system that allows organizations to learn about themselves, other agencies, and national trends?

➢ Can the Platform be used to test innovation?

Original Components of Platform

➤ <u>Recruit Study</u>: Study the "life course" of new police officers

➤ <u>Supervisor Study</u>: Study the "life course" of new police supervisors

➤ <u>Law Enforcement Organization (LEO) Surveys</u>: Surveying the population of employees

➤ <u>Police-Community Interaction (PCI) Survey</u>: Survey individuals who have interacted with police.

How were Agencies selected?

➤ Phase 1 – convenient sample - regions of the country around Co-PI researchers

➤ Phase 2 – Phase 1 agencies plus a national random sample of 100 agencies (100 to 3000 sworn personnel)

➤ Phase 3 – To be determined

The Process

➢ Invitation letter from National Advisory Board

➢ Commitment for 2 years of data collection

➢ Feedback promised to participating agencies

Phase 2 Methods: Context and Understanding

Police-Community Interaction Surveys

Organizational Surveys

Community Census Data

CEO Surveys

Police Organization

Crime and Disorder Records

**Department Characteristics**

LEMAS Data

Law Enforcement Organization (LEO) Survey Topics

- Health, Stress & Satisfaction
- Communication & Innovation
- Leadership & Supervision
- Police & Community

- Accountability, Integrity & Discipline
- Technology
- Training
- Police Culture
- Civilian Role in Policing
- Departmental Priorities

Selected on the basis of focus groups with executives, trends, issues that are in flux, innovations underway and knowledge of the field
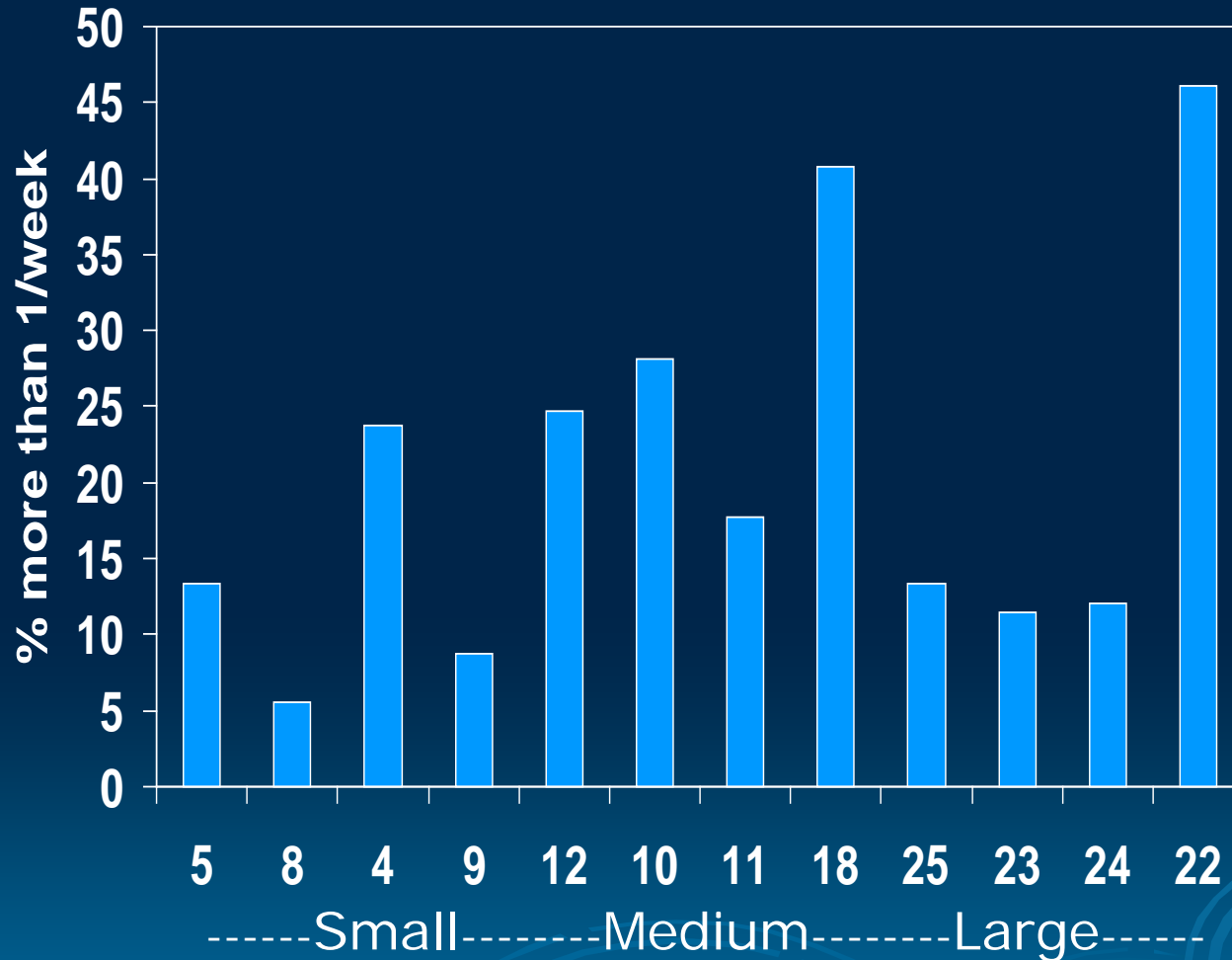
How do Officers view their Agency's Community Policing efforts?
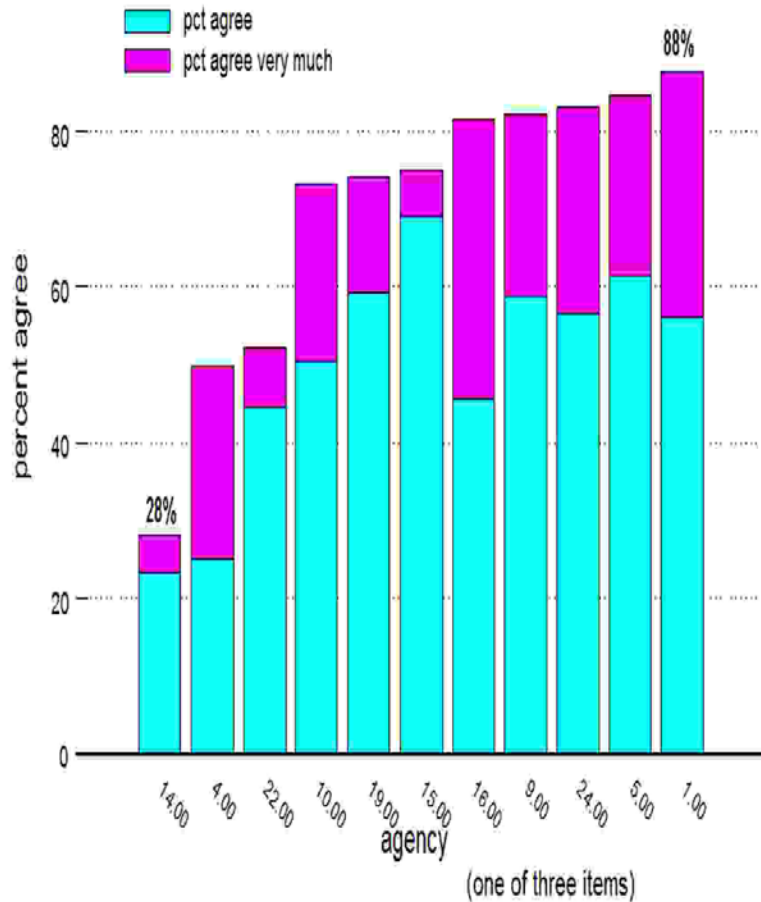
Support for Community Policing

(one of three items)
The department works hard to educate community members about their role in public safety.
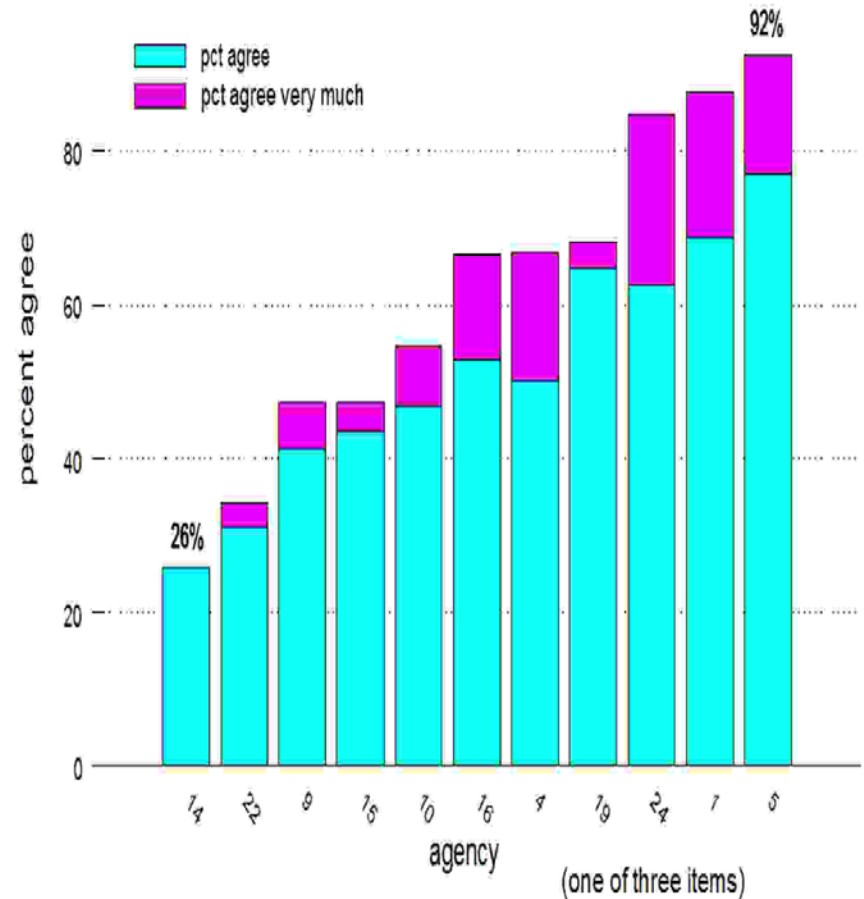
(one of three items)
Department personnel accept community policing as a valid strategy of policing.

What do officers think of the In-service training they get?

Quality of Agency's In-service Training
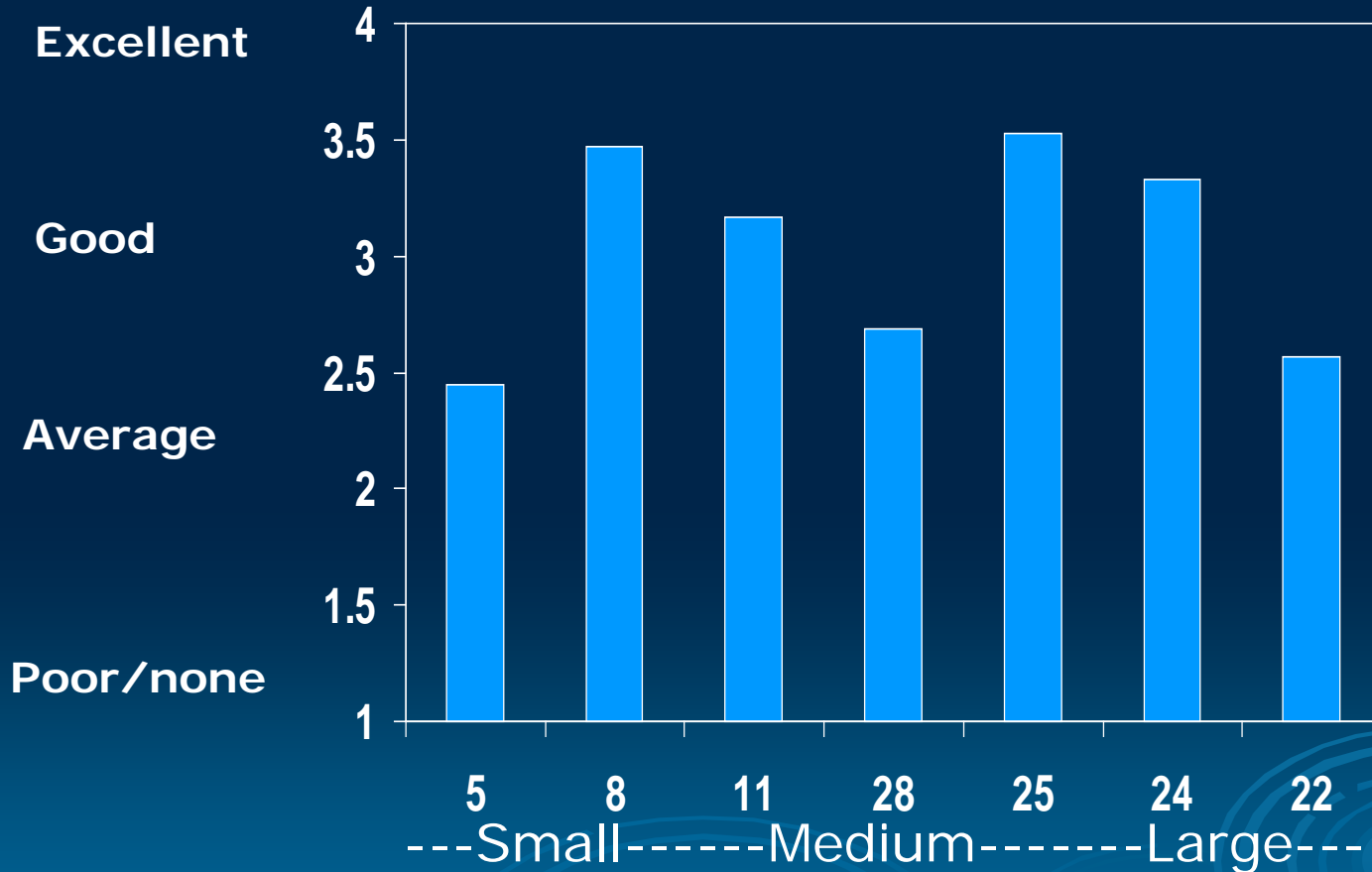
How to achieve Organizational Excellence in Managing People?

How to….

➢ Create effective leaders and managers?

➢ Create effective first-line supervisors?

➢ Support professional development (e.g. training, assignments)?

➢ Deal with problem behavior fairly and effectively?

➢ Introduce changes and achieve "buy in"?

➢ Change the organizational culture?

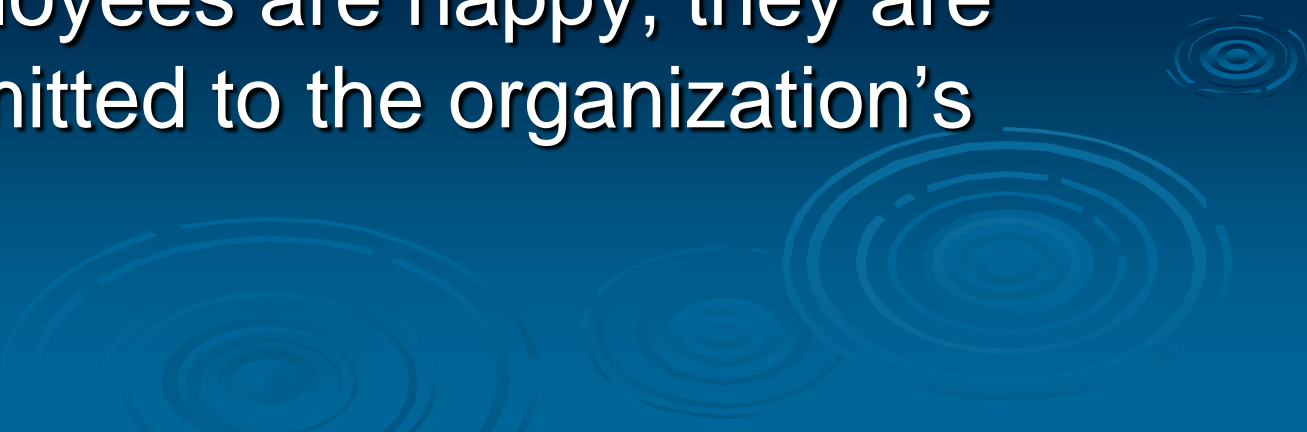# What Employee "Mind set" is needed to achieve Organizational Change?

➢ Employees need to have confidence in management (legitimate, trustworthy)

➢ Employees need to be committed to organizational goals

➢ Employees need to enjoy coming to work

➢ When employees are happy, they are more committed to the organization's goals…

Organization Justice in Policing (Roughly defined)

"The perception held by employees that they are being treated fairly, respectfully, and compassionately by those in authority positions; that they have some input and control over decision making in their work environment; that they are kept informed of, and given explanations for, the decisions that affect their lives; and that they have opportunities for professional growth and job enrichment."

➤ Organizational Justice is shaped by the policies, procedures and structures imposed by management.

Correlation between Dimensions of Org. Justice and Org. Commitment

Just leadership	.683
Just supervision	.380
Just consequences	.602
Just discipline system	.545
Just career opportunities	.520
Just treatment of women and minorities	.436
Agency size	-.204

Fairness of Leadership and Organizational Commitment
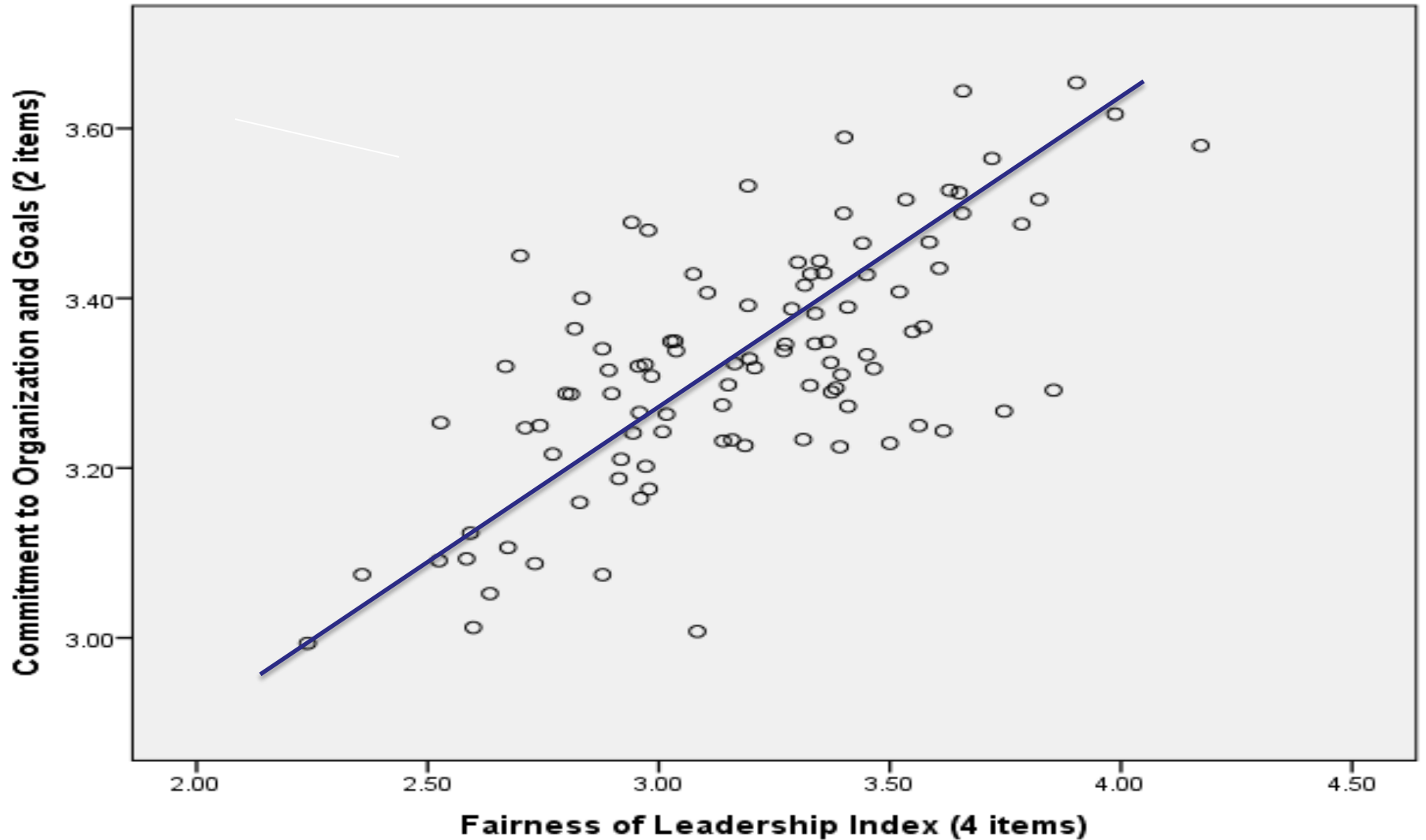
"[Head of my agency] encourages input from employees when important decisions must be made." (% who said "rarely" or "never")
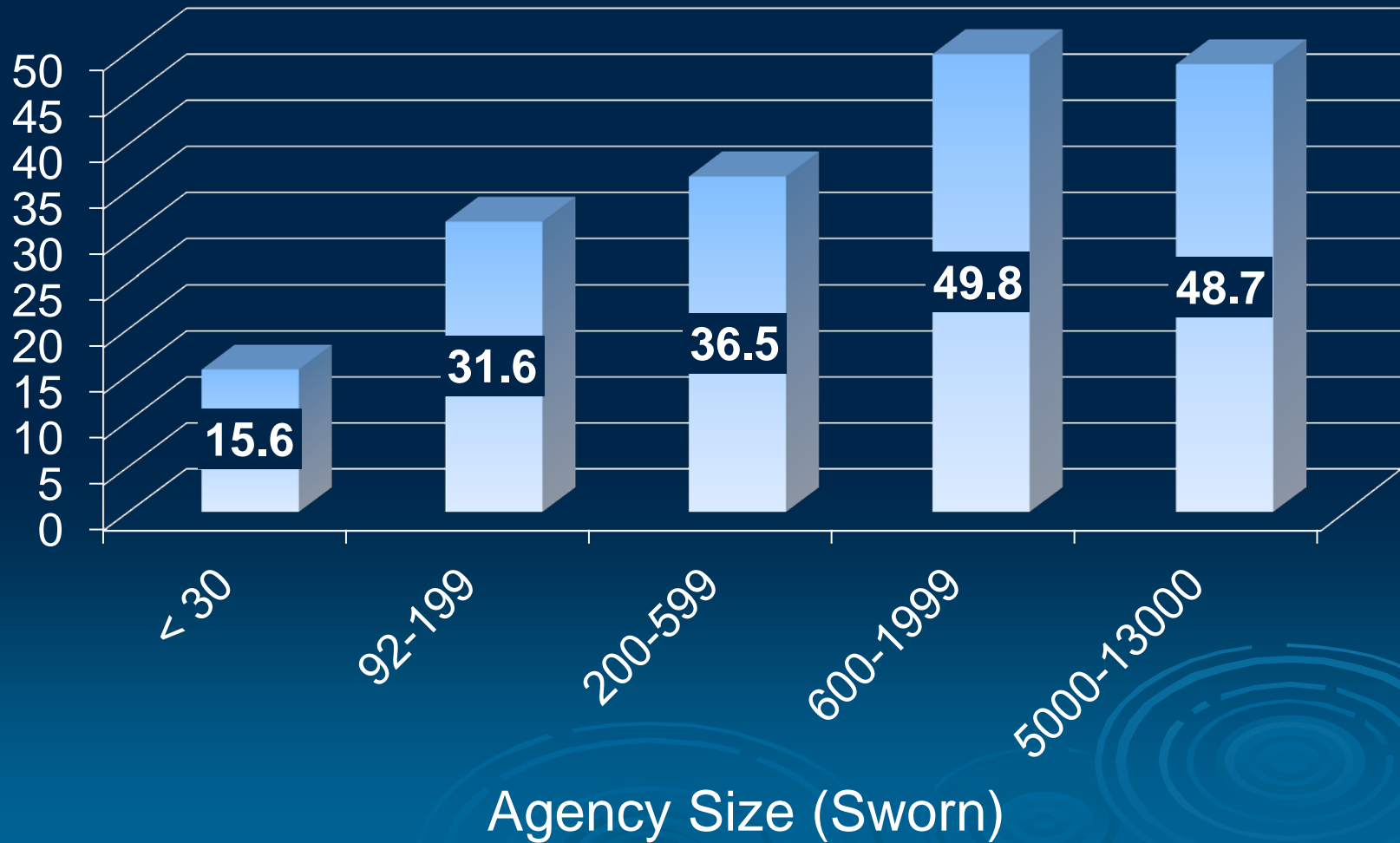
Management should seek to achieve and maintain "Legitimacy" Internally

- Legitimacy inside the organization is driven by <u>organizational justice</u> considerations
- Employees feel obligated to obey and support administrators who are <u>legitimate authorities</u>
- Managers can achieve legitimacy by interacting in just ways: engaging employees, valuing their ideas, protecting them, treating them fairly and respectfully, and giving them opportunities

What I learned from my Mom

"You can catch more flies with honey than with vinegar"

Achieving External Legitimacy can also be a Challenge!

"Consent of the Governed"

- Police authority is not defined entirely by the badge, gun, and arrest powers
- Police action must be authorized by the consent of the public
- Legitimacy is not an immutable characteristic of the police --It can be conferred and removed over time
- It is defined in the hearts and minds of the public – it comes and goes…

Consequences of Injustice and weak Legitimacy: Unhappy Citizenry

➢ Less willing to cooperate (e.g. "no snitch culture")

➢ Less willing to comply with requests

➢ Less willing to obey the law

➢ More likely to file complaints, lawsuits, and generate negative media coverage

➢ Officers are less safe and more likely to receive complaints!

How achieve Legitimacy? Procedural Justice during Contacts

➢ <u>Respect</u>: Treat public with respect/dignity

➢ <u>Neutrality</u>: Treat public objectively, based on the facts, not characteristics

➢ <u>Voice</u>: Listen to public? Paid attention

➢ <u>Concern</u>: Show concern for their welfare....

Appropriate Response to Victimization

- Victimization can be traumatic

- Need sensitivity to victim's experience – empathy, compassion, emotional support

- Competence – answering questions, explaining actions, following procedures, making decisions

Learning Organizations "Measure what Matters"

o Measure what is important to police officers

o Measure what is important to the community – the quality of service

o If you measure something, it begins to matter. Otherwise, who cares?

o Use the National Police Research Platform as a starting point and paradigm shift…

The Police-Community Interaction Survey (PCIS)

- Do officers act in <u>procedurally just manner</u>?
- Are they responsive to emotional and informational <u>needs of victims</u>?
- Do they act <u>professionally</u>? (knowledgeable, responsive, explain actions)
- Is community member <u>satisfied overall</u>?
- Is department viewed as <u>legitimate</u>? (effective, responsive, trustworthy)

Differences between 12 Agencies in Satisfaction with Traffic stops

(% Very Satisfied and Somewhat Satisfied)
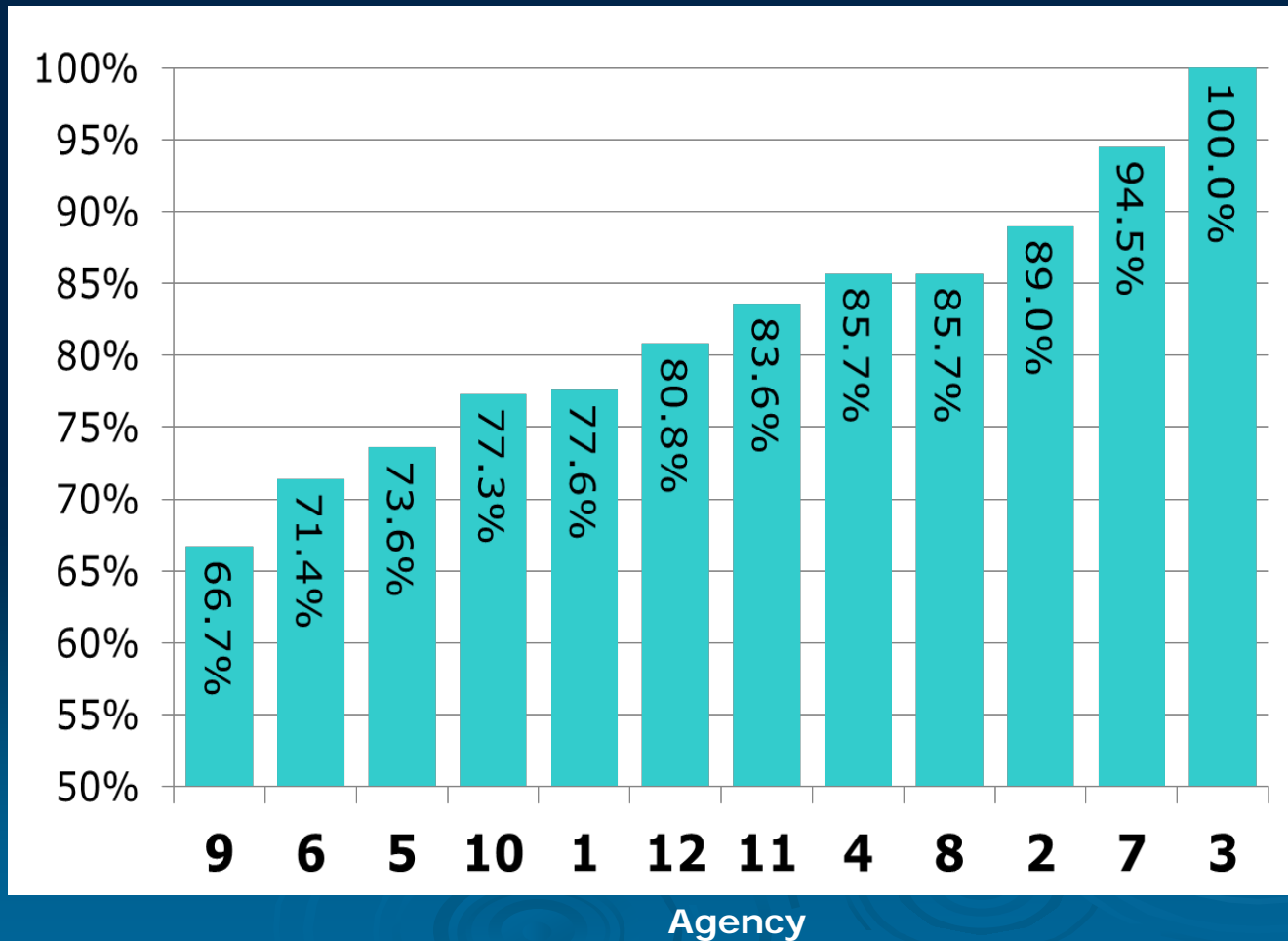
Ticketed drivers Satisfaction as a function of "Car-side manners" (procedural justice)
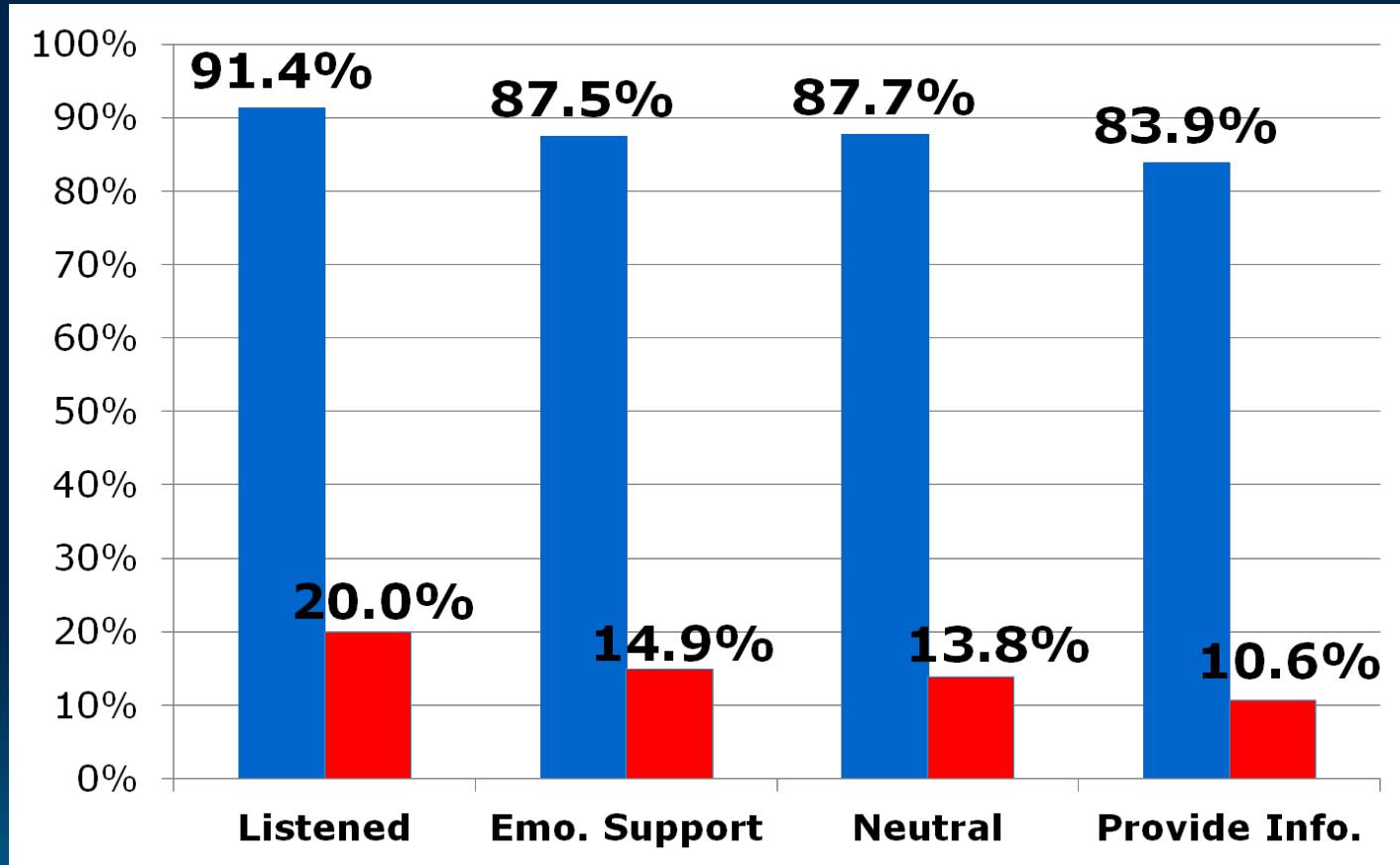
Advancing Practice: Building Organizational Capacity

- ➤ Provide standardized diagnostic tools and benchmarks
- ➤ Help share ideas across agencies
- ➤ Introduce and test innovation (e.g. new training)
- ➤ Encourage a paradigm shift: from bean counting to evidence-based management/organizational health

Agency Feedback and Translating Research in Practice

- o Standardized Reports for each Agency
- o Interagency Comparisons:

Your Agency	Similar Agencies	All Agencies

- o Technical assistance with interpretation and application

Agency Use of the Findings

➢ Conceptual use – change their thinking about the problem/issue

➢ Instrumental use - change their programs and policies

➢ Examples of use -work hours, personnel development, strategic plans – health, stress, morale, motivation, training (e.g. Chicago recruit training)

Practitioner-Researcher Partnerships

➢ Encouraged in the U.S.

➢ We have learned a lot about the challenges and how to get around them

➢ We have a long ways to go!

Law Enforcement Barriers to Full Partnership

- Rigid hierarchies of authority and communication
- Suspicious of outsiders, especially researchers
- Want immediate, actionable findings
- Research is nice, but not a priority with crisis-management style of leadership
- Difficult without a learning organization culture

Academic Barriers to Full Partnership

- Incentives to do applied research are limited – tenure system
- "Gotcha" mentality vs. partnership
- Failure to understand org. constraints
- Publications are unintelligible
- Research takes time
- Research is local and not generalizable
- Funding – research is not free

Levels of Partnership Involvement

Active opposition
Defiance
Passive protest
Objection
Indifference
Consent
Cooperation
Coordination
Collaboration
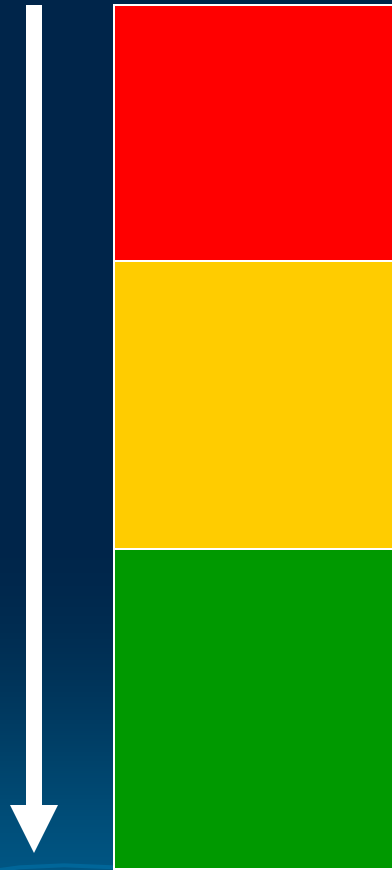
True Partnership

What works well in the Platform

➢ Participating agencies – levels of cooperation, input, support

➢ Research teams – top policing scholars

➢ National advisory board

➢ Funding agency – Very good relations

The Challenges

➢ Agreeing on what should be measured and how (Phase 1 only)

➢ Convincing agencies to participate (Phase 2) – alleviate fears and concerns

➢ Convincing agencies to participate in all components of the Platform (prioritize; communicate with staff)

➢ Institutionalizing the Platform – structure, function, resources

Interpreting and Translating Research for Practitioners

- What type of feedback would be helpful?
- How should we provide the feedback?
    - ***Decision to build a website***
- Should agencies be identified or protected?
- What to do if your agency is "below the mean"?

How is Progress Evaluated?

➤ National advisory board
➤ Feedback from participating agencies
➤ Ability to sustain the Platform in the future

Maintaining Academic Independence and Police Relevance

- ➢ Multiple universities involved
- ➢ National advisory board
- ➢ Peer review
- ➢ Website with findings and recommendations relevant to agency goals and objectives

Advice for Canada

➢ Create a police-research structure that maximizes legitimacy upfront

➢ Include the "community" in some capacity

➢ Build good feedback structures

➢ Build a capacity to share among agencies

➢ Initiate a Canada-United States Platform that benefits both countries

➢ Provide adequate funding and support – make it a real priority!

Future Innovation:
Push the Envelop but be Smart

"A good hockey player plays where the puck is. A great hockey player plays where the puck is going to be" (Wayne Gretzky)

➢ "Innovation" in policing is often about following others (like sheep)

➢ Great innovators see where the puck is headed…

➢ You need the right data to see the trends

THANK YOU

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To learn more about the

National Police Research Platform,

go to:

www.nationalpoliceresearch.org