



U.S. Department of Justice

PRINCIPLES FOR PROMOTING POLICE INTEGRITY



EXAMPLES OF PROMISING POLICE PRACTICES AND POLICIES

January 2001

**PRINCIPLES FOR PROMOTING POLICE INTEGRITY****TABLE OF CONTENTS**

I.	Introduction by the Attorney General	1
II.	Use of Force	3
1.	General Policy	3
2.	Deadly Force	3
3.	Nondeadly Force	4
4.	Continuum of Force	4
5.	Use of Canines to Apprehend Suspects	4
6.	Administrative Review of Shootings and Use of Deadly Force	4
7.	Use of Force Reporting	5
8.	Administrative Review of Nondeadly Force	6
III.	Complaints and Misconduct Investigations	7
1.	General Policy	7
2.	Accepting Misconduct Complaints	7
3.	Reports of Misconduct	7
4.	Misconduct Investigations	8
5.	Resolution of Misconduct Investigations	9
IV.	Promoting Accountability and Effective Management	10
1.	Information Management Systems (“early warning” system)	10
2.	Supervision	11
3.	Searches and Seizures	11
4.	Public Information and Feedback	12
5.	Meaningful Civilian Input	13
V.	Training	14
VI.	Non-Discriminatory Policing and Data Collection	15
1.	General Policy	15
2.	Traffic Stops	15
3.	Conduct of Law Enforcement Stops	16
4.	Data Collection	16
5.	Persons with Limited English Proficiency	17
VII.	Recruitment, Hiring and Retention	18
1.	Recruitment	18
2.	Hiring	18
3.	Assignment and Promotion	19
4.	Prevention of Harassment	19
Appendix 1.	Examples of Promising Police Practices and Policies	
Appendix 2.	U.S. Department of Justice Research, Resources and Programs on Police Practices	



PRINCIPLES FOR PROMOTING POLICE INTEGRITY

For the past 8 years, police officers around this country have been doing an heroic job in helping this nation reduce crime rates. As a result, many neighborhoods are safer and better places to live. And for the past eight years, I have worked to encourage a style of policing that gets officers into the community and engaged with the neighborhoods they serve.

For community policing to be successful, and crime reduction efforts to be effective, citizens must have trust in the police. All of us must work together to address the problems of excessive use of force and racial profiling, and -- equally important -- the perceptions of many minority residents that law enforcement treats them unfairly, if we are to build the confidence in law enforcement necessary for continued progress. Our goal must be professional law enforcement that gives all citizens of our country the feeling that they are being treated fairly, equally and with respect.

In June 1999, President Clinton and I brought together police executives, union representatives, academic experts, civil rights and community leaders, for a conference "Strengthening Police-Community Relationships." That conference and our follow-up meetings have highlighted the need to identify police practices that build trust, enhance police accountability, and reduce police misconduct.

We have sought to identify and develop general principles of police practices that are effective in promoting police integrity. We hope that by sharing what we have learned, we can build on the voluntary efforts being made by police departments around the country to improve their services, and more clearly state what communities can expect of us as law enforcement agencies.

Our goal in publishing this document is not to prescribe standards for law enforcement agencies. Law enforcement agencies vary significantly in size, mission and the services they provide. What may work for one department may not work for another. We also understand that local innovation will produce additional models. However, we believe that law enforcement agencies can use the principles set forth here to help assess whether they are implementing practices that promote civil rights integrity.



We are also providing concrete examples of promising police policies and practices, consistent with the principles, that are being implemented by police departments around the country. These examples have been supplied by the agencies, and, of course, do not guarantee that these agencies are free of police misconduct problems. They do, however, reflect the many efforts being made by law enforcement to address police integrity concerns.

Law enforcement agencies should also consider other publications and efforts to develop and identify best practices. I have attached an inventory of Department of Justice research, publications and programs related to police integrity and community policing.

Policing is a difficult and complex profession. When done well, it brings a community together to solve problems, reduce crime and inspire us all. On the East side of the Justice Department building in Washington, there is an inscription that reads:

The common law is derived from the will of mankind, issuing from the life of the people, framed by mutual confidence and sanctioned by the light of reason.

Policing at its best can do more than anything to frame that confidence and bring together all of the people, in the knowledge that the law speaks fairly for them.

Janet Reno



PRINCIPLES FOR PROMOTING POLICE INTEGRITY

The following principles for promoting police integrity are designed to assist law enforcement agencies achieve the highest levels of professionalism in police services.

Use of Force

1. General Policy

- Law enforcement agencies must recognize and respect the value and dignity of every person. In vesting law enforcement officers with the lawful authority to use force to protect the public welfare, a careful balancing of all human interests is required.
- Courtesy in all public contacts encourages understanding and cooperation. The most desirable method for effectuating an arrest is where a suspect complies with simple directions given by an officer. When officers are confronted with a situation where control is required to effect arrest or protect the public safety, officers should attempt to achieve control through advice, warnings and persuasion. Where such verbal persuasion has not been effective, is not feasible, or would appear to be ineffective, an officer may use force that is reasonably necessary.
- Policing requires that at times an officer must exercise control of a violent, assaultive, or resisting individual to make an arrest, or to protect the officer, other officers, or members of the general public from a risk of imminent harm. Police officers should use only an amount of force that is reasonably necessary to effectively bring an incident under control, while protecting the lives of the officers and others.

2. Deadly Force

- Law enforcement officers are authorized to use deadly force only when it is reasonable and necessary to protect the officer or others from an imminent danger of death or serious physical injury to the officer or another person. If nondeadly force reasonably appears to be sufficient to accomplish an arrest or otherwise accomplish the law enforcement purpose, deadly force is not necessary.



- Agencies should develop use of force policies that address use of firearms and other weapons and particular use of force issues such as: firing at moving vehicles, verbal warnings, positional asphyxia, bar arm restraints, and the use of chemical agents.

3. Nondeadly Force

- Law enforcement officers are authorized to use agency-approved nondeadly force techniques and agency-issued equipment where reasonable and necessary to resolve incidents: to protect themselves or another from physical harm; to restrain or subdue a resistant individual; or to bring an unlawful situation safely and effectively under control.
- Where nondeadly force is authorized, officers should assess the incident to determine which nondeadly technique or weapon will best de-escalate the incident and bring it under control in a safe manner.

4. Continuum of Force

- When the use of force is reasonable and necessary, officers should, to the extent possible, use an escalating scale of options and not employ more forceful means unless it is determined that a lower level of force would not be, or has not been, adequate. The levels of force that generally should be included in the agency's continuum of force include: verbal commands, use of hands, chemical agents, baton or other impact weapon, canine, less-than-lethal projectiles, and deadly force.
- Each situation is unique. Good judgment and the circumstances of each situation will dictate the level on the continuum of force at which an officer will start. Depending on the circumstances, officers may find it necessary to escalate or de-escalate the use of force by progressing up or down the force continuum. It is not the intent of this policy to require officers to try each of the options before moving to the next, as long as the level of force used is reasonable under the circumstances.

5. Use of Canines to Apprehend Suspects

- The use of a canine to attempt to apprehend or seize a civilian is a use of force. Special precautions are required to ensure that such force is not used unnecessarily or unreasonably. A canine should be deployed to apprehend or seize an individual



only where: (a) the individual is suspected of having committed a serious or violent felony, (b) less potentially injurious techniques are insufficient, and (c) unless it is precluded by officer safety, a verbal warning is given prior to deployment and a supervisor's approval is obtained. Agencies should train their canines to follow the approach of "find and bark," rather than "find and bite."

6. Administrative Review of Shootings and Use of Deadly Force

- An internal investigation and review should be conducted of all firearms discharges by officers, except those that occur in the regular course of training, and of any other use of deadly force. To the extent possible, the review should be conducted outside the officer's chain of command by internal affairs or other specialized unit.
- The review should determine whether the firearms discharge or other use of deadly force: was within agency policy and reasonable and necessary, and, if not, whether and what discipline should issue; indicates a need for additional training or counseling, or any other remedial measure for the involved officer; and suggests the advisability of revising or reformulating agency policy, strategy, tactics, or training.
- To the extent possible, the review of use of force incidents and use of force reports should include an examination of the police tactics and precipitating events that led to the use of force, so that agencies can evaluate whether any revisions to training or practices are necessary.
- Law enforcement agencies should analyze data on firearms discharges, in conjunction with other data, to detect potential patterns of at-risk conduct and take appropriate corrective actions.

7. Use of Force Reporting

- Uses of non-deadly force should be reported in a thorough, factual, and objective manner by law enforcement officers to supervisors for evaluation and review. Such reports should be in writing.
- To ensure comprehensive reporting of uses of non-deadly force, agencies should define "force" broadly. As a general matter, uses of force that should be reported include any use of a



weapon, electronic restraint device, or chemical agent such as pepper spray; and any use of punches, hits, kicks, or other physical efforts to seize, control, or repel a civilian (with or without a weapon or other implement). The routine use of handcuffs need not be considered a reportable use of force.

8. Administrative Review of Nondeadly Force

- All reported uses of non-deadly force should be reviewed promptly and evaluated by a supervisor to determine whether the particular use of force: was within agency policy and reasonable and necessary; should result in a misconduct investigation by the internal affairs unit or the entity responsible for conducting investigations of serious misconduct allegations; indicates a need for additional training or counseling, or any other remedial non-disciplinary measure, for the involved officer; and suggests the advisability of revising or reformulating agency policy, strategy, tactics, or training.
- To the extent possible, the review of use of force incidents and use of force reports should include an examination of the police tactics and precipitating events that led to the use of force, so that agencies can evaluate whether any revisions to training or practices are necessary.



Complaints and Misconduct Investigations

1. General Policy

- Law enforcement agencies have a continuing obligation to serve the community. One aspect of this obligation is to ensure that agency procedures and actions are reasonable and effective. To fulfill this obligation, agencies should provide a readily accessible process in which community and agency members can have confidence that complaints against agency actions and procedures will be given prompt and fair attention. Such investigations will not only provide for corrective action when appropriate, but also will protect against unwarranted criticism when actions and procedures are proper. A fair and thorough investigation further serves to protect the community, the agency, and its personnel from complaints that are based on misunderstandings or invalid information.

2. Accepting Misconduct Complaints

- Civilians should be provided a full and fair opportunity to file complaints alleging officer misconduct. Civilians should be allowed to file complaints in-person, by mail, by telephone, by facsimile transmission, or, where possible, by e-mail. A complaint form should be offered, but completion of the form should not be required to initiate a complaint. Individuals should be able to obtain and file complaint forms at places other than law enforcement agencies.
- Officers and other employees should be prohibited from refusing to accept complaints, or attempting to dissuade a civilian from filing a complaint. Civilians should not be required to meet with or speak with a supervisory officer as a requirement for filing a complaint.
- Complaints should be accepted from all individuals, including those who request anonymity. Complaints should be accepted from third parties to ensure that witnesses of abuse or misconduct can file complaints as well as victims of such misconduct.

3. Reports of Misconduct

- Law enforcement officers should be required to report misconduct by other officers that they witness or of which they become aware. The failure to report misconduct should be subject to appropriate discipline. Agencies may want to consider



installing a confidential hotline for reporting misconduct and ethical violations.

- Agencies should have in place appropriate protection against retaliation for officers who report misconduct.
- Law enforcement officers should be required to report to their agency any instance in which they are: arrested or criminally charged for any conduct; named as a party in a civil suit regarding on-duty conduct; or named as a party in a civil suit regarding off-duty conduct where the allegations are related to the officer's ability to perform law enforcement duties (e.g., improper force, fraud, or discrimination).
- Law enforcement agencies should seek to be notified whenever a court or a prosecutor concludes that an officer engaged in misconduct in the course of criminal investigations or proceedings (e.g., engaged in false testimony or dishonest conduct, or improperly charged an individual with resisting arrest, assault on an officer, or disorderly conduct in an attempt to justify inappropriate use of force).

4. Misconduct Investigations

- Misconduct investigations of serious misconduct allegations, including allegations of excessive force, false arrest, improper search or seizure, or discriminatory law enforcement, should be conducted by an entity that has special responsibility for conducting misconduct investigations. That entity should also conduct the investigation when the alleged misconduct occurred while a supervisor was present or occurred during the implementation of a law enforcement action that a supervisor was involved in planning. Complaints of less serious allegations also should be investigated, and not dismissed as trivial or unimportant.
- Misconduct investigations should be thorough and impartial, and conducted in a reasonable, timely and consistent manner. They also should be conducted with appropriate consideration for the due process rights of the officer, in light of applicable statutes, regulations and collective bargaining agreements. Law enforcement agencies may wish to develop written guidelines for misconduct investigations.

5. Resolution of Misconduct Investigations



- In evaluating the evidence and making credibility determinations, the decision maker should consider all relevant factors. There should not be any automatic judgment that a credibility determination cannot be made where the only or principal information about an incident is the conflicting statements of an officer and a civilian. Similarly, there should be no automatic preference for an officer's statement over a civilian's statement, or vice versa.
- Consistent with the applicable statutes, rules and labor agreements, law enforcement agencies should appropriately discipline any officer who is the subject of a substantiated misconduct allegation regarding excessive force, false arrest, improper search or seizure, discriminatory law enforcement, or discriminatory behavior in the workplace, or who fails to report misconduct by another officer. The agency also should appropriately discipline any officer: found guilty or who enters a guilty plea in a criminal case regarding on-duty conduct; or who is found in a criminal proceeding to have intentionally committed misconduct.
- In deciding the appropriate discipline for each officer who is the subject of a substantiated misconduct allegation, the agency should consider the nature and scope of the misconduct, and the involved officer's history of misconduct investigations and discipline.
- Regardless of whether a misconduct allegation is substantiated and regardless of whether discipline is ordered, the agency should additionally consider whether to require training, counseling, or other remedial non-disciplinary measure for officers who are the subject of a misconduct investigations. Where the substantiated misconduct involves excessive force, false arrest, improper search or seizure, discriminatory policing, or discriminatory behavior in the workplace, discipline typically should be accompanied by appropriate remedial non-disciplinary measures.
- After a misconduct complaint is resolved, the law enforcement agency should, consistent with applicable rules and statutes, inform the complainant, in writing, of the disposition and results of the investigation, the reasons for the disposition, and what discipline was imposed, if any.



Promoting Accountability and Effective Management

- Studies of law enforcement agencies have yielded empirical data that a small number of police officers are responsible for a disproportionate amount of problematic police behavior. Many law enforcement agencies have developed data-based personnel management systems (often called “early warning” systems), to identify problem behavior and allow early intervention to correct that behavior. Generally, these systems are non-punitive, in that the intervention prompted includes peer review, counseling or additional training, and not formal discipline. The long-term objective of this type of system is to create a culture of accountability in the agency. Several agencies that have implemented early warning systems have experienced significant reductions in complaints against officers and a reduction in litigation.

1. Information Management Systems (“early warning” systems)

- Law enforcement agencies should develop and implement “early warning” information management systems, to provide law enforcement supervisors and managers with information relating to potential patterns of at-risk conduct involving the law enforcement agency. Agencies should monitor information relating to the actions of individual officers, supervisors, and specific units or divisions of the agency.
- In deciding what information to include in their early warning system, agencies should balance the need for sufficient information for the system to be comprehensive with the need for a system that is not too cumbersome to be utilized effectively. Information that agencies have included in their systems include: information on shootings, other uses of force, searches and seizures, citizen complaints, citizen commendations, criminal charges against officers, civil suits alleging officer misconduct, other misconduct allegations, disciplinary actions, non-disciplinary remedial actions, training history, and civilian arrests. Law enforcement agencies also may wish to include information on other matters, such as on-duty preventable traffic accidents, traffic violations, traffic stops, and use of sick leave.
- The system should provide supervisors and managers with both statistical information and descriptive information for individual officers, different geographic or specialized units, and for the entire law enforcement agency.



- The fact that an officer has a particular number of items entered in the information management system should not, by itself, result in a determination that the officer is engaging in at-risk conduct. However, many law enforcement agencies have established numerical “warning flags” involving particular categories of information contained in the information management system such that in certain circumstances a supervisor is required to review the performance of a particular officer (e.g., where the officer has a specified number of misconduct investigations or a specified number of uses of force in a designated time period). The performance of that officer is then evaluated in light of the officer’s assignments and the performance of his or her peers. As a result of a periodic review or a review prompted by a “warning flag,” a supervisor may require that an appropriate non-disciplinary remedial action be taken.
- Early warning systems should incorporate appropriate safeguards to ensure the accuracy of data entry, and law enforcement agencies should develop protocols for appropriate limitations on access to the information contained in these systems. This should include procedures for officers periodically to review their records for accuracy.

2. Supervision

- Supervision should be designed to reinforce respectful policing, emphasizing the importance of personal involvement of police leadership at every level in the encouragement of respectful policing that minimizes the use of force.
- District or precinct commanders should be personally involved in the counseling of officers whose behavior raises warning flags in an early warning system.

3. Searches and Seizures

- Searches and property seizures routinely should be reported in a thorough, factual, and objective manner by law enforcement officers to supervisors for evaluation and review. Such reports should be completed whether or not property was seized during the course of the search. Searches incident to an arrest should be addressed in the arrest report, and thus need not be separately addressed in a “search or seizure” report. Agencies should also consider “search and seizure” reports for frisks



incident to a traffic stop or a Terry stop (see Non-discrimination Section).

- The scope of a consent search should be limited to the scope of the consent that is given. Several law enforcement agencies have adopted policies requiring officers to obtain the written consent of the driver before conducting a consent search of a vehicle.
- Reported searches and seizures promptly should be reviewed and evaluated by a supervisor to determine whether a particular search or seizure: was within agency policy; should result in a misconduct investigation by the entity responsible for conducting investigations of serious misconduct allegations; indicates a need for additional training or counseling, or any other remedial non-disciplinary measure, for the involved officer; and suggests the advisability of revising or reformulating agency policy, strategy, tactics, or training.

4. Public Information and Feedback

- Law enforcement agencies regularly should prepare public reports that include statistical and summary information on shootings, other uses of force, searches and seizures, arrests, complaints and misconduct investigations, and commendations.
- Law enforcement agencies should elicit periodic feedback from the public on law enforcement practices and behavior, including levels of civility. [The Justice Department has developed a survey instrument that has been used by several police departments to obtain information from the public about their satisfaction with police performance and their perceptions of police activities. See www.ojp.usdoj.gov/BJS/abstract/ CVS.htm.]
- Agencies should hold community meetings periodically to discuss the agency's performance. Information discussed could include specific crime problems in the community, measures of crime and whether it is increasing or decreasing, complaints of misconduct received from the public, and compliments received or concerns expressed with respect to officers' politeness, effectiveness, helpfulness, etc.
- Agencies should ensure wide dissemination of their policies and procedures governing non-discrimination, interactions with citizens, the intake, investigation and resolution of



complaints, and commendations. Agencies should ensure effective outreach to the entire community served by the agency, including members of racial or ethnic minorities.

- Several agencies have involved community stakeholders in a collaborative planning process to establish the agency's mission, goals, priorities and strategy. This includes the drafting and evaluation of agency policies, especially in the area of promoting and enforcing ethics and integrity.

5. Meaningful Civilian Input

- Jurisdictions should establish a mechanism whereby a civilian entity may participate in reviewing the performance of the law enforcement agency. Different models include civilian review boards, civilian police commissions, independent police auditors, ombudsmen and inspectors general.



Training

- Individuals who conduct recruit training, serve as field training officers, or who conduct in-service training should be selected using heightened eligibility criteria that specially apply to these jobs.
- The following subjects should be covered in recruit training and recurrently in in-service training: cultural diversity; communication skills, including the importance of courtesy and respect; cultural sensitivity; verbal disengagement techniques and alternatives to use of force; and integrity and ethics. Officers should also receive training on the proper procedures and conduct of high-speed chases, including the appropriate procedure for initiating and terminating such actions. Scenario-based training is an effective way to communicate the subjects covered, and should be encouraged.
- Specialized training should be provided to supervisors, officers advancing in rank, and officers newly assigned to a unit that has specialized responsibilities or newly assigned to do specialized work within their existing unit.
- Law enforcement officers should receive training regarding interaction with persons with disabilities, especially persons with mental illness, to minimize incidents where unexpected actions are misconstrued as suspicious or illegal activity or uncooperative behavior.



Non-Discriminatory Policing and Data Collection

1. General Policy

- The guarantee to all persons of equal protection under the law is one of the most fundamental principles of our democratic society. To protect this essential right, law enforcement agencies should adopt policies that ensure officers perform their duties in a non-discriminatory manner. Criminal activity transcends race or ethnicity. Law enforcement officers should not rely on generalized stereotypes, attitudes or beliefs about the propensity of any racial, ethnic, or national origin group to engage in unlawful activity. There is no trade-off between effective law enforcement and the protection of the civil rights of all Americans; we can and must have both.
- Agencies should have a clear and widely disseminated policy prohibiting law enforcement officers from discriminating on the basis of race, ethnicity, national origin, religion, gender, disability, or sexual orientation in performing their law enforcement duties.
- Agencies should mandate that law enforcement personnel receive clear and thorough education and training initially and periodically thereafter to explain their nondiscrimination, use of force, search and seizure, and other citizen interaction policies.

2. Traffic Stops

- Law enforcement officers should not consider a person's race, ethnicity, national origin, religion, gender, disability or sexual orientation in deciding which vehicles to subject to a traffic stop, search, or other post-stop action, except where officers are on the lookout for, or are seeking to stop, detain, or apprehend one or more specific persons who are identified or described in part by these characteristics.
- The law enforcement agency's chief executive should be responsible for putting in place methods of monitoring and assessing the conduct of officers on traffic stops, and be prepared to respond to questions from the public and/or the media regarding these matters. These methods include, but are not limited to, data collection on race, ethnicity, and gender, citizen satisfaction surveys, sampling techniques, the use of in-car video systems, an effective citizen complaint system, and



supervisory oversight .

3. Conduct of Law Enforcement Stops

- Many law enforcement officers and community members have identified “routine” police-citizen encounters (for example, traffic stops and stops of pedestrians for questioning) as a source of potential conflict and tension between law enforcement officers and members of the public, especially where residents in the community believe that law enforcement action is being taken based, in part, on racial stereotypes or bias. Traffic enforcement and pedestrian contacts are routinely performed by officers, but for the motorist or pedestrian stopped, it frequently is an emotionally upsetting experience. Officers should be aware of these conditions and should strive to make each contact educational and leave the motorist with an understanding that the officer has performed a necessary task in a fair, professional and friendly manner.

4. Data Collection

- One of the ways that law enforcement agencies are addressing concerns and allegations regarding discriminatory policing is through data collection. By providing information about the nature, character and demographics of agency enforcement patterns, data collection can shift the debate surrounding racial profiling from anecdotal reports to a more informed discussion about the appropriate allocation of police resources.
- Law enforcement officers should report data to their agency on each traffic stop, including information on the race, ethnicity, and gender of the person(s) stopped. These data should be collected regarding stops even where no traffic citation is issued. Law enforcement agencies should analyze this data, in conjunction with other data, to detect potential patterns of discriminatory conduct.
 - a. Agencies should obtain the input of community members in designing and implementing procedures for traffic stop data collection. Several agencies have used a local task force comprised of law enforcement representatives, members of the local community, and citizen group representatives.
- Data elements to be collected should include race, ethnicity, and gender of the driver, reason for the



stop, location, date and time of the stop, whether the driver resides in the jurisdiction, and disposition of the stop (action taken by officer, if any). Agencies may also wish to collect information on whether a search was conducted, whether or not the search was consensual, whether any contraband was found, the duration of the stop, and age of the driver.

- Almost all agencies collecting traffic stop data have decided to identify the race and ethnicity of the driver through the observation of the officer.
- Law enforcement agencies should consider collecting data regarding the race, ethnicity, and gender of persons subjected to "Terry" stops and those searched. Agencies using field interview cards or other forms documenting pedestrian stops should consider adding demographic data to those forms. Agencies should analyze this data to detect violations of agency policy or potential patterns of discriminatory conduct.
- For agencies with patrol cars equipped with video cameras, supervisors should periodically review a sampling of in-car video tapes of stops and should take appropriate action whenever it appears that the agency's policies are being violated or the officer is engaging in at-risk behavior, being particularly alert to potentially discriminatory treatment by officers or squads. Agencies should also utilize a review of in-car video tapes when they are conducting investigations of officer misconduct.

5. Persons with Limited English Proficiency

- Law enforcement agencies should take reasonable steps to overcome barriers that exist when persons who have a limited proficiency in the English language are among the persons served or encountered by the agency. The nature and scope of an agency's responsibilities will depend on a variety of factors, including the number or proportion of limited-English-proficient persons served or encountered, the frequency of such contacts, the nature and importance of the particular types of law enforcement activities for which language assistance may be provided, and the resources available to the law enforcement agency.



Recruitment, Hiring and Retention

- A diverse law enforcement agency can better develop relationships with the community it serves, promote trust in the fairness of law enforcement, and facilitate effective policing by encouraging citizen support and cooperation. Law enforcement agencies should seek to hire and retain a diverse workforce that can bring an array of backgrounds and perspectives to bear on the issues the agencies confront and the choices they must make in enforcing the law.

1. Recruitment

- Law enforcement agencies should develop a continuous recruitment plan that: attracts a qualified and community-oriented sworn force that includes women and minorities; actively encourages minorities and women to apply and reassures them that they will be welcomed by the agency and its employees; and is fully supported and actively promoted by the head of the agency and agency management.
- In recruiting qualified women and minorities for officer positions, law enforcement agencies should ensure that applications are made widely available to all segments of the community, and especially those having large minority populations.
- Recruitment literature, applications, and examination procedures should stress the agency's commitment to a community-oriented sworn force that includes women and minorities.
- Agencies should identify and maintain ongoing working relationships with local, regional and national minority and women's organizations and seek their assistance in publicizing the agency's commitment to diversity and recruiting qualified minorities and women candidates.

2. Hiring

- Law enforcement agencies must ensure that their hiring processes operate fairly on the basis of race, sex and national origin and do not present any unnecessary barriers to the employment of minorities or women, i.e., result in no disparate impact upon minorities and women, or the least disparate impact practicable.
- In selecting new officers, law enforcement agencies that use



written examinations should use composite examinations that measure job-related cognitive abilities and personality traits and assess a candidate's job suitability based upon his/her personal, work and school experiences. Composite examinations of this type are better predictors of success on the job than cognitive-only examinations, and result in significantly less disparate impact upon minorities than cognitive-only examinations.

- Law enforcement agencies should also recognize that job-related physical skills required to perform the job successfully can be taught to recruits at the academy. Agencies should avoid giving physical abilities tests to applicants prior to their admission to the academy, unless those tests have no adverse impact on women and minorities, and should wait to give such tests after job-related physical skills have been taught during the academy.

3. Assignment and Promotion

- Law enforcement agencies should develop an objective, fair assignment plan and ensure that the plan is implemented in a manner that both affords desirable assignment opportunities and makes undesirable assignments without regard to the sex, race or national origin of the officers.
- Objective promotional selection procedures should be used that are open to all eligible candidates and have no disparate impact on women and minorities.
- If subjective criteria are used in the promotional process, they should be carefully monitored to ensure that candidates are treated the same on the basis of race, sex and national origin.

4. Prevention of Harassment

- Law enforcement agencies should develop a written harassment prevention policy containing the following elements: (1) a definition and examples of harassment that can be readily comprehended by all; (2) a clear statement that harassment, and retaliation against those who oppose harassment, is illegal; (3) a description of management and employee responsibilities regarding harassment; (4) formal and informal procedures to resolve complaints of harassment, including complaint avenues outside the chain of command; (5) an assurance that complaints will be kept confidential to the extent possible; (6) a schedule of discipline for acts of harassment with penalties in line with



the seriousness of the misconduct; (7) the names and phone numbers of persons to contact with questions or complaints.

- All employees, applicants, and any others in direct contact with the agency (e.g., members of the public) should be made aware of the policy and the procedures for complaining of harassment.
- The head of the law enforcement agency should personally reinforce management's commitment to a zero tolerance policy towards harassment in periodic statements directly to employees.
- Anti-harassment training should include mandatory periodic training for all employees and additional training for supervisors and managers on their responsibility to maintain a harassment-free workplace.
- Law enforcement agencies should have effective procedures and processes in place to ensure that: all harassment complaints are investigated promptly, objectively, and thoroughly; harassment is effectively and immediately stopped upon detection; those who have engaged in harassment are swiftly and consistently disciplined; and no retaliation occurs against those who have opposed or complained of harassment.

The "Principles for Promoting Police Integrity" are not intended to create any substantive or procedural rights enforceable at law by any party.

The Department of Justice recognizes that local law enforcement agencies implementing police practices and procedures must do so in light of applicable statutes, regulations, local ordinances, court decisions and collective bargaining agreements. It is expected that agencies formulating their specific policies will take these, as well as other factors into account.



EXAMPLES OF PROMISING POLICE PRACTICES AND POLICIES¹

[These practices and policies are available on the Department of Justice's Website at <http://www.ojp.usdoj.gov/>]

I. USE OF FORCE

General Policies:

- Tab 1. Department of Justice Policy Statement: Use of Deadly Force
- Tab 2. IACP National Law Enforcement Policy Center: Model Policy - Use of Force
- Tab 3. San Francisco Police Department General Order: Use of Force
- Tab 4. San Jose Police Department General Provisions: Use of Force

Vehicles:

- Tab 5. Philadelphia Police Department Directive: Discharges of Firearms by Police Personnel
- Tab 6. Chicago Police Department General Order: Deadly Force
- Tab 7. Boston Police Department Rules and Procedures: Use of Deadly Force

Positional Asphyxia:

- Tab 8. Fresno Police Department Roll Call Training Bulletin: Positional Asphyxia
- Tab 9. IACP Policy Review: The Prone Restraint; IACP Training Key: Custody Death Syndrome

Pepper Spray:

- Tab 10. Annapolis Police Department General Order: Use of Force
- Tab 11. Philadelphia Police Department Directive: Pepper Spray - Oleoresin Capsicum (O.C.)

Canine Policies:

- Tab 12. IACP National Law Enforcement Policy Center: Model

¹While the examples of promising police policies and practices contained in this document are consistent with the "Principles for Promoting Police Integrity," the Department of Justice has not conducted a review of the agencies providing these examples, and how the policies have been implemented in practice.



Policy - Law Enforcement Canines

General Policies on Administrative Reviews:

- Tab 13. IACP National Law Enforcement Policy Center: Model Policy - Investigation of Officer Involved Shootings

Use of Force Reporting Systems and Policies:

- Tab 14. IACP National Law Enforcement Policy Center: Model Policy - Reporting Use of Force
- Tab 15. Miami-Dade Police Department: Use of Force Policy and Sample Use of Force Report

Interaction with Persons with Disabilities:

- Tab 16. Memphis Police Department Crisis Intervention Team
- Tab 17. Department of Justice "Commonly Asked Questions About the Americans with Disabilities Act and Law Enforcement"
- Tab 18. IACP National Law Enforcement Policy Center: Model Policy - Interacting with the Mentally Ill
- Tab 19. Philadelphia Police Department Directive: Severely Mentally Disabled Persons

High Speed Pursuits

- Tab 20. Miami Dade Police Department
- Tab 21. Illinois State Police Directive: Pursuit Driving

II. COMPLAINT AND MISCONDUCT INVESTIGATIONS

General Policies:

- Tab 22. Model Citizen Complaint Procedure, from Samuel Walker, "Police Accountability: The Role of Citizen Oversight" (Belmont, CA: Wadsworth, 2001, Appendix, pp. 188-197) (with permission of the author)
- Tab 23. Law Enforcement Administrative Investigations, A Manual Guide, Lou Reiter (Lou Reiter and Associates, 1998) (with permission of the author)
- Tab 24. Pittsburgh Police Department Complaint and Investigation Process (consent decree)

III. PROMOTING ACCOUNTABILITY AND EFFECTIVE MANAGEMENT

Information Management Systems ("Early Warning" Systems):

- Tab 25. Los Angeles Sheriff's Department Personnel Performance Index



- Tab 26. Miami-Dade Police Department Early Warning System
- Tab 27. Pittsburgh Police Department Personnel Assessment and Review System
- Tab 28. Tampa, FL, Police Department Early Intervention System
- Tab 29. National Study of Early Warning Systems (NIJ, authors Samuel Walker, Geoffrey Alpert, Dennis Kenney)

Monitoring Resisting Arrest Charges

- Tab 30. St. Louis Police Department

Searches and Seizures

- Tab 31. New Jersey State Police Consent to Search Form

Public Information and Feedback:

- Tab 32. Colorado Springs Police Department
- Tab 33. Boston Police Department Strategic Planning Process

Meaningful Civilian Oversight:

- Tab 34. San Jose Independent Police Auditor
- Tab 35. Minneapolis Civilian Police Review Authority
- Tab 36. San Francisco Office of Citizen Complaints
- Tab 37. Portland Police Internal Investigations Auditing Committee
- Tab 38. Los Angeles Sheriff's Office, Special Counsel

IV. NON-DISCRIMINATORY POLICING AND DATA COLLECTION**Non-Discrimination Policies**

- Tab 39. Stamford, CN, Police Department Procedure: Policy Regarding Traffic Stops
- Tab 40. Montgomery County, MD, Police Department (Memorandum of Agreement)
- Tab 41. New Jersey State Police (Consent Decree)
- Tab 42. Arlington County, VA, Police Department
- Tab 43. IACP 1999 Resolutions
- Tab 44. Division of Florida Highway Patrol Memorandum on Profiling

Conduct of Law Enforcement Stops

- Tab 45. IACP Highway Safety Committee Guidance and Sample Policy and Procedure
- Tab 46. NHTSA publication: Building Bridges to the Community . . . One Traffic Stop at a Time

Traffic Stop Data Collection:



- Tab 47. San Diego Police Department, Vehicle Stop Study
- Tab 48. San Jose Police Department, Vehicle Stop Demographic Study
- Tab 49. Washington State Highway Patrol
- Tab 50. Sacramento Police Department, Racial Profiling Data Collection Project
- Tab 51. New Jersey State Police

Pedestrian Stop Reporting

- Tab 52. Philadelphia Police Department Memorandum: Vehicle or Pedestrian Investigation Report

In-car Camera Policies:

- Tab 53. New Jersey State Police

Prevention of Harassment

- Tab 54. IACP National Law Enforcement Policy Center: Model Policy - Harassment and Discrimination in the Workplace



**U.S. DEPARTMENT OF JUSTICE
RESEARCH, RESOURCES AND PROGRAMS ON POLICE PRACTICES
(January, 2001)**

RESEARCH

The National Institute of Justice, in partnership with the Office of Community Oriented Policing Services and a number of Department of Justice components, is sponsoring several major research projects related to police practices. These include:

Evaluation of Early Warning Systems

Samuel Walker, Professor of Criminal Justice, University of Nebraska at Omaha

Law enforcement agencies have developed early warning (EW) systems to identify officers who receive high rates of citizen complaints and to provide remedial intervention to correct their behavior. EW systems hold great potential for building and maintaining integrity within law enforcement agencies and, as a consequence, enhancing the effectiveness of community policing programs. This project involved a national assessment of EW systems. Phase 1 involved a national survey of law enforcement agencies to determine the prevalence, growth trends, distribution, and principal features of EW systems. Phase 2 involved an evaluation of the effectiveness of EW systems in three police departments. The evaluation included a process evaluation of the implementation of each EW system, and an impact evaluation to assess the effect of EW system interventions on police officer performance. (Project ongoing, see COPS technical assistance program listed below.)

Use of Force By Police: Overview of National and Local Data

Kenneth Adams, Geoffrey P. Alpert, Roger G. Dunham, Joel H. Garner, Lawrence A. Greenfeld, Mark A. Henriquez, Patrick A. Langan, Christopher D. Maxwell, and Steven K. Smith.

Police activities often come under public scrutiny when the level of force used exceeds the level considered justifiable under a given circumstance. Use of Force By Police: Overview of National and Local Data presents findings on the extent and nature of police use of force, discusses the difficulties in

establishing measurement guidelines, illuminates circumstances under which force is applied, and provides a general framework for future research on excessive use of force. Full Text:

<http://www.ncjrs.org/textfiles1/nij/176330.txt>



The Measurement of Police Integrity

Carl B. Klockars, Sanja Kutnjak Ivkovich, William E. Harver, and Maria R. Haberfeld.

Presents findings from a study that explored police officers' understanding of agency rules concerning police misconduct and the extent of their support for these rules. Researchers asked officers in 30 police agencies across the United States for their opinions about 11 hypothetical cases of police misconduct and measured how seriously officers regarded police corruption, how willing they were to support its punishment, and how willing they were to report it. According to this NIJ Research in Brief, the more serious the officers considered a behavior to be, the more likely they were to believe that more severe discipline was appropriate, and the more willing they were to report a colleague for engaging in that behavior. Full text of Research in Brief:

<http://www.ncjrs.org/txtfiles1/nij/181465.txt>

Police Attitudes Toward Abuse of Authority: Findings From a National Study

David Weisburd and Rosann Greenspan with Edwin E. Hamilton, Hubert Williams, and Kellie A. Bryant.

This NIJ Research in Brief discusses the general findings of a national survey that explores police officers' views on the abuse of police authority. The Brief particularly notes the roles that race, class, rank, sex, demeanor, and ideals of community-oriented policing play in determining the likelihood of abuse of authority. The survey shows positive evidence of American police officers' integrity—the majority of officers believed that it is unacceptable to use more force than is legally allowable and surveyed departments generally take a tough stand on the issue of police abuse. However, the results suggest that police abuse still needs to be addressed by policymakers and police professionals. Full text of Research in Brief: <http://www.ncjrs.org/txtfiles1/nij/181312.txt>

Traffic Stop Data Research with North Carolina Highway Patrol

Funded through NIJ and conducted by Professor Matt Zingraff at North Carolina State University, this project will examine whether the North Carolina Highway Patrol officers stop minorities on the road at higher rates than whites, which factors motivate highway stops, and how ethnic minorities respond to police stops. (Research underway- report to be completed in 2001)

For additional information, about NIJ's research portfolio related to Police Practices, visit <http://www.ojp.usdoj.gov/lawenforcement/publications.htm>



RELATED GUIDES, PUBLICATIONS AND PROJECTS FOR LAW ENFORCEMENT

Civil Rights Division Questions and Answers Series

The Civil Rights Division of the Department of Justice is the primary institution within the federal government responsible for enforcing federal statutes prohibiting discrimination on the basis of race, sex, handicap, religion, and national origin. The Division enforces laws that prohibit discrimination in education, employment, credit, housing, public accommodations and facilities, voting, and certain federally funded and conducted programs. In addition, the Division prosecutes actions under several criminal civil rights statutes which were designed to preserve personal liberties and safety. The Division also enforces the Police Misconduct Provision of the Violent Crime Control and Law Enforcement Act of 1994 and the Civil Rights of Institutionalized Persons Act of 1980, which authorizes the Attorney General to seek relief for persons confined in public institutions where conditions exist that deprive residents of their constitutional rights. CRT has developed question and answer fact sheets on a number of issues including the Department of Justice police misconduct “pattern or practice” program, and the rights of disabled persons. For more information about the Division and to access these fact sheets, visit

<http://www.usdoj.gov/crt/split/faq.htm>

A Resource Guide on Racial Profiling Data Collection Systems: Promising Practices and Lessons Learned

Deborah Ramirez, Jack McDevitt, Amy Farrell, Northeastern University.

This document provides an overview of the nature of racial profiling; a description of data collection and its purpose; current activities in California, New Jersey, North Carolina, Great Britain and recommendations for the future. Full Text:

<http://www.ojp.usdoj.gov/BJA/html/new1.htm>

Memphis, Tennessee, Police Department's Crisis Intervention Team

Betty Vickers, Bureau of Justice Assistance.

This report describes the Memphis, TN, Police Department's Crisis Intervention Team (CIT). The goals of the Memphis CIT are to provide immediate response to and management of situations where the mentally ill are in a state of crisis; prevent, reduce, or eliminate injury to both the consumer and the responding police officer; find appropriate care for the consumer; and establish a treatment program that reduces recidivism. Full Text:

<http://www.ncjrs.org/pdffiles1/bja/182501.pdf>



Law Enforcement and the Mentally Ill

The Department is also supporting work under a grant to the Council of State Governments' (CSG) project that focuses on developing recommendations for law enforcement/mental health interventions. The project is supported by a number of OJP components that will develop a consensus among a criminal justice and mental health professionals on appropriate interventions to respond more effectively to adult offenders with a mental illness. A recent meeting, coordinated by the Police Executive Research Forum, brought together approximately 20 law enforcement officials, legislators, as well as other government officials and a victims advocate, to develop recommendations for police. In the coming months, the CSG, with assistance from the Pretrial Services Resource Center, Association of State Correctional Administrators, and the National Association of State Mental Health Program Directors, will convene three additional advisory board meetings to develop recommendations focusing on the courts, corrections, as well as mental health system. For more information, contact CSG at (212) 912-0128.

Summaries of Police Integrity Meetings/Symposia: Public Service With Honor

Under a partnership between the National Institute of Justice and the Office of Community Oriented Policing Services in July 1996, the National Symposium on Police Integrity took place in Washington, D.C. The 200 participants included police chiefs, sheriffs, police researchers, police officers, members of other professional disciplines, community leaders, and members of other Federal agencies. During the 2 1/2 day meeting, participants and speakers agreed that understanding how to establish and maintain integrity was a common concern for law enforcement. The general consensus following the symposium was that the discussion of police integrity has been broadened from a narrow focus on police officers' behavior and internal investigations of corruption to an understanding of the importance of other factors. These included leadership, command behavior, supervision, organizational structure, selection, hiring, training, the disciplinary system, the police subculture, community values, and political and economic conditions. Full Text: <http://www.ncjrs.org/txtfiles/163811.txt>

The Department of Justice convened several conferences related to police practices. The following reports are being added to the National Criminal Justice Reference Service (NCJRS)(1-800-851-3420): Strengthening Police-Community Relationships, Summary Report, June 1999; Building Accountability Into Police Operations, Summary Report, November 1999; Traffic Stops and Data Collection: Analyzing and Using the Data, Summary Report, February 2000.

Recruiting & Retaining Women: A Self-Assessment Guide for Law Enforcement

National Center for Women in Policing, Bureau of Justice Assistance.

While attempting to improve their hiring procedures, law enforcement agencies continue to have policies and practices that create obstacles for women in policing. The National Center for Women and Policing developed a Self-Assessment Guide for law enforcement agencies that



identifies the full range of employment issues related to women in law enforcement agencies and provides solutions to these problems based on research findings, model programs, and best practices. Full Text: <http://www.ojp.usdoj.gov/BJA/html/new1.htm>

Excellence in Problem-Oriented Policing: The 2000 Herman Goldstein Award Winners

This report—a joint venture between the National Institute of Justice, the Office of Community Oriented Policing Services, and the Police Executive Research Forum (PERF)—celebrates excellence in problem-oriented policing demonstrated by the winner and five other finalists of PERF's 2000 Herman Goldstein Award for Excellence in Problem-Oriented Policing. The award recognizes outstanding police officers and departments that engage in innovative and effective problem-solving efforts and achieve measurable success in the reduction of recurring crime, disorder, and public safety problems. For the full text of this DRAFT report as of December 2000, visit <http://www.ncjrs.org/txtfiles1/nij/185279.txt>

Community Relations Service

The Community Relations Service is the Department's "peacemaker" for community conflicts and tensions arising from differences of race, color, and national origin. Created by the Civil Rights Act of 1964, CRS is dedicated to assisting State and local units of government, private and public organizations, and community groups prevent and resolve racial and ethnic tensions, incidents, and civil disorders, and restore racial stability and harmony. It also assists communities in developing local mechanisms, conducting training, and other proactive measures to prevent or reduce racial/ethnic tension and has a number of resources and publications available to assist communities:

National Race Relations Symposium. Building Peaceful Communities Project Profiles

This guide provides profiles from a number of communities that are working on administration of justice, hate crime, community building and racial conflict issues. For additional information about this publication, contact the Community Relation Service (202) 305-2935.

Police Use of Force - Addressing Community Racial Tensions

Practical recommendations to city officials, police executives, and community leaders on steps they can take to prevent community racial conflict associated with police use of force incidents and to improve police policies and practices. Full Text: <http://www.usdoj.gov/crs/publist.html>



Avoiding Racial Conflict: A Guide for Municipalities

This brochure is intended as a guide for local government officials and community leaders as they examine the nature of race relations in their community and the measures that can be used to protect the rights of citizens and promote an environment of tolerance, understanding, and harmonious racial and ethnic relations. Full Text:

<http://www.usdoj.gov/crs/publist.html>

Police Use of Excessive Force - A Conciliation Handbook for the Police and the Community

This guidebook was developed to give the police and community groups options for addressing controversy surrounding the police use of force, particularly use of deadly force. This guidebook contains practical guidelines for resolving community disputes.

Full Text: <http://www.usdoj.gov/crs/publist.html>

Police and Urban Youth Relations: An Antidote to Racial Violence

CRS experience has shown that a major source for racial tensions stems from the relationship between the Police Department and urban youth. This guide is designed to help police, youth and community leaders understand and improve police/urban youth relations. Full Text: <http://www.usdoj.gov/crs/publist.html>

Law Enforcement Referral of At-Risk Youth: The SHIELD Program.

Phelan A. Wyrick, Office of Juvenile Justice and Delinquency Prevention.

Police officers play a crucial role in the juvenile justice system, one that extends beyond enforcing the law. The police officer on the beat has first-hand knowledge of the community and its youth, knowledge that can prove a valuable asset in efforts to prevent delinquency. Initiated in 1996, with funding from the Bureau of Justice Assistance, the Westminster, CA, Police Department's Strategic Home Intervention and Early Leadership Development (SHIELD) program takes advantage of contacts made by law enforcement officers to identify youth at risk of delinquency and refer them to appropriate community services. This Bulletin, describes how the SHIELD program helps to identify youth at risk of involvement in violent behavior, substance abuse, and gang activity and to address their needs through a multi-disciplinary team approach involving representatives from the community, schools, and service agencies. Full Text:

<http://ojjdp.ncjrs.org/pubs/delinq.html#184579>

Community Policing and Youth



During 2001, the Office of Juvenile Justice & Delinquency Prevention will work with COSMOS and the Police Executive Research Forum to examine a range of research and practical issues facing law enforcement in their interactions with juveniles. Tasks will include developing a national inventory of community oriented policing programs that have a specific focus on youth issues and developing a survey assessment tool to identify programs that are promising and innovative.

New Directions from the Field: Victims' Rights and Services for the 21st Century, Bulletin #3: Law Enforcement, 1998

This bulletin recognizes the significant role law enforcement plays in providing information and assistance to victims of crime. The way victims are treated by dispatchers, officers who arrive first at the crime scene, and detectives investigating the case shapes victims' expectations of how they will be treated throughout the criminal justice process. Therefore, law enforcement personnel who interact with victims, either in person or over the telephone, must know how to respond effectively. Full Text: www.ojp.usdoj.gov/ovc/new/directions/pdfxt/bulletins/bltn3.pdf

Responding to Hate Crimes: A Police Officer's Guide to Investigation and Prevention, 2000

This pamphlet was produced by the International Association of Chiefs of Police (IACP) with grant support from the Office of Justice Programs.. The pamphlet discusses hate crimes and the importance of quick and effective law enforcement responses. A tear-out pocket guide is included. Full Text: www.theiacp.org



DATA COLLECTION STUDIES

Bureau of Justice Statistics

Response to Executive Memorandum on Fairness in Law Enforcement

On June 9, 1999, the President issued an executive memorandum to the Secretary of the Interior, the Attorney General, and the Secretary of the Treasury directing them "to design and implement a system to collect and report statistics relating to race, ethnicity, and gender for law enforcement activities in each department." The Department of Justice program employs a two-part process. Part 1 focuses on nonsuspect-specific encounters by the Drug Enforcement Administration (DEA) and the Immigration and Naturalization Service (INS). Part 2 focuses on persons arrested by all DOJ law enforcement agencies and persons prosecuted by U.S. Attorneys. For more information, visit <http://www.ojp.usdoj.gov/bjs/pub/ascii/remflep.txt>

1999-2000 Police Public Contact Survey

The Police-Public Contact Survey represents a second stage in the development of a recurring statistical collection on citizen contact with the police. The survey is designed to fulfill the requirement in the Violent Crime Control and Law Enforcement Act of 1994 that the Attorney General collect, evaluate, and publish data on the use of excessive force by law enforcement personnel. Between July 1, 1999 and December 31, 1999, BJS surveyed approximately 90,000 persons aged 16 or older to learn about their contacts with the police. The questionnaire captures detailed information about the nature of the police citizen contact, respondent perceptions as to whether any force encountered was excessive, and any provocative actions initiated by the respondent. In addition, the instrument includes a section designed to gather information on police-initiated traffic stops. For more information about this and other data collection efforts, see <http://www.ojp.usdoj.gov/bjs/lawenf.htm>

Survey of State Highway Patrols on Data Collection

This survey, fielded in March 1999, obtained basic information from the Nation's 49 State law enforcement agencies on the circumstances under which demographic data were collected for traffic-related stops and whether this information was stored in an electronically accessible format. BJS is now collecting information from a national sample of 3,000 local police departments who are being queried about their traffic stops data. For more information, visit <http://www.ojp.usdoj.gov/bjs/lawenf.htm>

Law Enforcement Management and Administrative Statistics

Law Enforcement Management and Administrative Statistics (LEMAS), conducted every 3 to 4



years, collects data from over 3,000 State and local law enforcement agencies, including all those that employ 100 or more sworn officers and a nationally representative sample of smaller agencies. Data are obtained on the organization and administration of police and sheriffs' departments, including agency responsibilities, operating expenditures, job functions of sworn and civilian employees, officer salaries and special pay, demographic characteristics of officers, weapons and armor policies, education and training requirements, computers and information systems, vehicles, special units, drug enforcement activities, and employee drug testing policies. Historical data on complaint review boards and their operations is also included. For more information about this and other law enforcement statistics from the Bureau of Justice Statistics, visit <http://www.ojp.usdoj.gov/bjs/lawenf.htm>

Improving the Quality and Accuracy of Bias Crime Statistics Nationally : An Assessment of the First Ten Years of Bias Crime Data Collection

The Center for Criminal Justice Policy Research, College of Criminal Justice
Northeastern University.

This project, funded through the Bureau of Justice Statistics, analyzes the factors that affect bias crime reporting. Barriers to hate crime reporting generally fall into one of two broad categories: individual (victim) inhibitors and police disincentives. Individual inhibitors decrease a person's likelihood of contacting law enforcement to report a bias crime, while police disincentives are factors, either departmental or personal, that interfere with accurate law enforcement identification or recording of bias crimes. In this project, the authors surveyed a national sample of law enforcement agencies, a national sample of individuals involved in law enforcement training, and a smaller sample of advocacy and human rights agencies, about these factors. Quantitative and qualitative information is presented in the analysis and recommendations are explored. Full Text: <http://www.dac.neu.edu/cj/>



SELECTED DEPARTMENT OF JUSTICE GRANT PROGRAMS

Information about Department of Justice (DOJ) funding can be found on the webpages of the Office of Justice Programs (OJP) <http://www.ojp.usdoj.gov/> and the Office of Community Oriented Policing Services (COPS) <http://www.cops.usdoj.gov>. You can also contact the DOJ Response Center, which is staffed by specialists who answer questions about OJP and COPS grant solicitations. The Response Center can be reached at 1-(800)421-6770 or (202)307-1480.

Office of Community Oriented Policing Services

Police as Problem Solvers and Peacemakers Initiative

By developing programs that promote police as problem solvers and peacemakers, we emphasize the principle that police officers can be effective in reducing crime while treating all citizens with respect and dignity and protecting our Constitutional rights. The goal of the Police as Problem Solvers and Peacemakers Initiative is to build on the successes of community policing and at the same time address police practices that may contribute to mistrust in the community. This initiative has funded five police departments to enhance their promising practices, for replication by other police departments, on the following topics:

- Training: incorporating “respectful” policing into police training
- Racial Profiling: addressing concerns about racial profiling by collecting data on traffic stops.
- Accountability Systems: promoting accountability through organizational data systems and through partnerships with the community.
- Problem Solving: adopting the use of collaborative problem solving approaches that reflect strong partnerships with other agencies and community resources.
- Police Personnel Practices: enhancing personnel practices to reduce stress and facilitate officers becoming problem solvers.

For more information, contact the Community Policing Development Office, (202) 633-1626.

In-Car Video Camera Pilot Program

This program provides state police agencies with funding to purchase in-car video camera equipment. This technology can serve as a deterrent to assaults on officers, as a coaching and training device for officers, and as evidence in trials for serious traffic violations. It also can serve as a valuable tool for assuring police integrity. For more information, contact the Community Policing Development Office, (202) 633-1626.

Hiring In the Spirit of Service

As the law enforcement profession moves toward a community-oriented approach to public safety, a new type of officer is needed. Community policing demands the skills, interests,



knowledge, and abilities that come with the spirit of service. As communities become educated about community policing and their role in it, they expect a law enforcement agency that is willing to work with them as partners to solve problems. Hiring in the Spirit of Service is a new initiative that will explore the concept of changing the way law enforcement officers are recruited and hired. The Office of Community Oriented Policing Services is funding research and development of promising recruitment practices that will result in a document describing these practices for dissemination to the field. For more information, contact the Community Policing Development Office at (202) 633-1626.

Value Based Initiative

Through the Value Based Initiative (VBI), the COPS Office seeks to further engage the community as a partner in the strategic planning and implementation of crime reduction and prevention processes. The COPS Office has funded initiatives to enhance communities' ability to address such issues as domestic violence, school-related crime and gangs. The goal of VBI is to provide training and technical assistance for community leaders, law enforcement and residents to build community capacity to:

- Strengthen partnerships between law enforcement and the community;
- Further the community's role as a leader in crime reduction efforts;
- Identify and address social issues that diminish the quality of life in communities; and
- Link those in need to services and resources that currently exist in the community.

For more information, contact Ms. Theresa Mercer at 1-(800) 421-6770.

Balancing Crime Strategies and Democratic Principles

The Police Executive Research Forum (PERF) has been awarded a grant to explore the nature and extent of the strained relationship between police and citizens, to develop a better understanding of what has caused the strains, and to devise training and other methods to better balance the needs of crime control, officer safety and protection of civil liberties. This project involves the creation of an expert panel, the identification of best practices, conducting police and community focus groups, and developing policy recommendations and a training package.

For more information, contact the Community Policing Development Office at (202) 633-1626.

Promoting Police Accountability: A Technical Assistance Program

Dr. Samuel Walker of the University of Nebraska at Omaha and Geoff Alpert of the University of South Carolina have been awarded a grant to provide technical assistance to law enforcement



agencies in the development of early warning (EW) systems. EW systems are administrative procedures designed to identify officers whose performance indicates potential problems and to provide intervention, in the form of counseling or training, to correct the problematic behavior. EW systems are increasingly recognized in the law enforcement community as a method to reduce problematic behavior and to increase accountability. This project is designed to:

- Identify the major administrative issues related to the creation of well-designed and effectively administered EW systems;
- Develop models of EW systems incorporating best practices appropriate for different law enforcement agencies (e.g. large, medium-sized, small);
- Deliver a technical assistance manual;
- Provide direct technical assistance to law enforcement agencies through several venues, such as the Regional Community Policing Institutes; and,
- Support capacity-building in the law enforcement community that will help institutionalize these efforts and sustain them into the future.

For more information, contact the Community Policing Development Office at (202) 633-1626.

Conflict Resolution and Mediation Project for Law Enforcement

This is a collaborative effort of the Conflict Resolution Network, the National Association for Community Mediation and the Office of Community Oriented Policing. The partnership is designed to enhance the effectiveness of community oriented policing through developing and delivering training curricula on conflict resolution skills and systems for law enforcement officer. .

For more information, contact Maria Rubio at (202) 633-1352 or Michael Galindo at the Community Policing Conflict Resolution and Mediation Project, (202) 667-9700 ext. 223.

Conflict Resolution / Peacemaking Curriculum Development Project for Tribal Law Enforcement

The COPS Tribal Resources Grant Program 2000 (TRGP2000) is intended to meet the most serious needs of law enforcement in Indian communities through a broad, comprehensive program. TRGP2000 includes funding for hiring officers, law enforcement training, equipment, technology and vehicles in an effort to enhance law enforcement infrastructure and community policing in these communities.

For more information, contact Maria Rubio at (202) 633-1352.



Office of Justice Programs (OJP)

Funding for projects related to law enforcement training, hate crimes and strengthening police-community relations is available to states and local jurisdictions under the Edward Byrne Memorial State and the Local Law enforcement Block Grants Program, administered under the Office of Justice Programs. For specific information about OJP funding for law enforcement and related programs, contact the Department of Justice Response Center at 1-(800) 421-6770 or (202) 307-1480 or visit <http://www.ojp.usdoj.gov/lawenforcement/funding.htm>

Selected OJP grant programs are listed below.

Recruitment, Hiring and Training/The Police Corps

Office of the Police Corps and Law Enforcement Education (OPCLEE)

Eligibility: States: A state lead agency designated by the Governor must submit a state plan for approval. Thirty states currently participate.

Local police departments and sheriffs' offices: Agencies in areas designated by the state as "areas of great need" are eligible to apply to the state to hire Police Corps graduates and receive annual financial assistance.

Project Description: The Police Corps is a Federal program designed to address violent crime by increasing the number of officers with advanced education and training who serve on community patrol in areas of great need. Typically, they serve in low-income, high-crime urban areas or isolated rural areas. The program has three central components.

R The Police Corps provides scholarships on a competitive basis to students who agree to earn their bachelor's degrees, complete approved Police Corps training, and then serve for four years on patrol, as assigned, with law enforcement agencies in areas of great need. Undergraduates must attend college full time and may receive up to \$7,500 per academic year.

R The Police Corps provides funds to state training facilities to develop and provide 16 to 24 weeks of rigorous residential Police Corps training intended to encompass but also go beyond strong POST basic training in depth and scope. Local jurisdictions supplement Police Corps basic training as appropriate.

R The Federal government provides local and state agencies that hire Police Corps officers \$10,000 a year for each of an officer's first four years of service.

Police Corps officers have all of the rights and responsibilities of other members of their law enforcement agencies. They must meet all agency hiring standards and must be compensated at the same rate of pay as other officers of the same rank and tenure. Police Corps training places



special emphasis on leadership, integrity, fitness, weaponless arrest and control, use of discretion, effective communication, work with children and youth, understanding of social context, problem solving in multi-cultural settings, and commitment to the principles embodied in the Constitution, including respect for the dignity of all people. Training techniques emphasize scenario-based training, community-based training, and other forms of hands-on training. Field training officers from participating agencies often are actively involved in Police Corps training.

OPCLEE is also working with several states to establish a multi-week academy for first-line supervisors of Police Corps officers. Additional information about this program is available by calling OPCLEE at 1-888-94CORPS or accessing OJP's Website at www.ojp.usdoj.gov/opclee. For more information, contact the Office of the Police Corps and Law Enforcement Education (202) 353-8953.

Corrections and Law Enforcement Family Support

National Institute of Justice

National Institute of Justice (NIJ) is making available a new funding opportunity under the Corrections and Law Enforcement Family Support (CLEFS) program. The Law Enforcement Family Support program (since expanded to corrections) was established by Congress in 1994 under Title XXI of the Violent Crime Control and Law Enforcement Act. The Attorney General was authorized to conduct a variety of activities under this legislation to ameliorate the harmful effects of stress experienced by law enforcement officers and their families. During the past five years, NIJ has funded projects which have contributed to the state-of-practice in the area of law enforcement and correctional officer stress. NIJ now intends to develop a multi-site field test for law enforcement. Local law enforcement agencies with a minimum of one hundred sworn officers are invited to submit a proposal to serve as a field test site. The field test must include a comprehensive wellness component, in-service training and education for officers, training for supervisors and family orientation. Three awards of up to \$150,000 each will be made for the first eighteen months of implementation.

For more information, see Application Forms (due by 5 p.m. January 29, 2001) at <http://www.ncjrs.org/fedgrant.htm#NIJ> or call the Department of Justice Response Center at (800) 851-3420.

Examining Minority Trust and Confidence in the Police

National Institute of Justice

NIJ is supporting research in the area of minority trust and confidence in the police. NIJ also will support rigorous evaluations of programs designed to reduce the incidence of use of force and incivilities that have implications for national replication. Areas of research and evaluation interest include, but are not limited to: Determining the nature and extent of police behaviors that



humiliate, embarrass or physically abuse, and the effects of these behaviors on public attitudes--particularly those of minorities and youths--toward the police; how perceptions and stereotypes of police, minorities, and youths are formed; the relationship of officer approach, tone of voice, level of respect, and suspect demeanor to use of force and incivilities; the effects of "aggressive" enforcement efforts (e.g., zero tolerance) and specialized street units on community opinions of the police; the impact of various methods and/or types of training (e.g., use of force, verbal tactics, mediation) and types of accountability systems (e.g., supervision, early warning systems, peer review, complaint systems); the role of leadership (e.g., chiefs, commanders) in managing abuses of authority in the field and the effects of community education programs on the incidence of use of force. Applications are due February 15, 2001. For more information, visit <http://www.ncjrs.org/txtfiles1/nij/sl000448.txt>

Implementing the Recommendations of the IACP Victims' Summit

International Association of Chiefs of Police (IACP), Office for Victims of Crime

This grant continues implementation of the recommendations from the IACP Victims' Summit, which the IACP and OVC cosponsored in September 1999. The summit brought together 100 selected participants--victims, community representatives, law enforcement leaders, and justice officials--to identify more effective ways to meet the needs of crime victims. Using these strategies as a foundation, the IACP will assess the status of victim services among its 17,000 members, utilize survey results to identify agencies that lack viable victim response capacities, and create a portfolio of training and technical assistance to help local police agencies prioritize and strengthen their response to victims. The report with recommendations can be viewed on the IACP website at <http://www.theiacp.org/pubinfo/research/>.



TRAINING AND TECHNICAL ASSISTANCE RESOURCES

The Department of Justice makes a number of training programs and technical assistance programs available to law enforcement agencies and communities throughout the country. Selected resources are listed below.

Regional Community Policing Institutes (RCPIs)

Regional Community Policing Institutes are partnerships created to provide comprehensive and innovative community policing education, training and technical assistance to COPS grantees and other policing agencies throughout a designated region. Across the country, 30 Regional Community Policing Institutes (RCPIs) have been established to provide innovative education, training, and technical assistance in community oriented policing principles and approaches to law enforcement and the communities they serve. Each RCPI consists of a partnership between law enforcement agencies, education/training facilities, and a community component.

The 30 RCPIs have been tasked with developing community oriented policing curricula for law enforcement agencies and changing the manner in which policing services are delivered. Moreover, every RCPI must create a specialty area; conduct regional cluster conferences, seminars, and training to promote community policing efforts; serve as a clearinghouse for information and material; and coordinate with qualified researchers and evaluators to give law enforcement professionals the opportunity to assess progress and develop benchmarks as they move further toward community oriented policing. For more information, visit <http://rcpi.ilj.org/> or call the COPS Training and Technical Division at (202) 633-1495.

Community Policing Consortium

The Community Policing Consortium was created and funded in 1993 as a multiphased project by the U.S. Department of Justice, Bureau of Justice Assistance (BJA). During Phase I, the Consortium was composed of the International Association of Chiefs of Police (IACP); National Sheriffs' Association (NSA); Police Executive Research Forum (PERF); and Police Foundation. These four organizations: (1) researched and produced the Consortium monograph entitled, *Understanding Community Policing: A Framework for Action*; (2) provided training and technical assistance to five community policing demonstration sites; and (3) conducted meetings of community policing leaders. During the second phase of the project, the Consortium's scope of responsibility was expanded to include the development of community policing curricula and the provision of training and technical assistance to BJA grant recipients, demonstration sites and comprehensive communities. During the latter part of Phase II, the Consortium welcomed the National Organization of Black Law Enforcement Executives (NOBLE). During Phase III, responsibility for the Consortium transferred from BJA to the Office of Community Oriented Policing Services (COPS). The Consortium's primary mission is to deliver community policing training and technical assistance to police departments and sheriff's



offices that are designated COPS grantees. Training sessions are held at the state/regional and county levels and use curricula reflecting the breadth of the Consortium's collective policing knowledge. For agencies that need overview training, the Consortium offers orientation to community policing as well as sheriff-specific sessions that address their unique issues and obstacles. Problem solving, developing strategies, personnel deployment, and managing calls for service, building community partnerships/cultural diversity and train the trainer workshops are available to agencies searching for more specific courses. The Consortium now offers training in a distance learning format as well in order to facilitate training for those department's that may not be able to accommodate sending their officers to the facility.

For more information, contact the Community Policing Consortium, 1-(800) 833-3085, or visit <http://www.communitypolicing.org/about1.html>

Crime's Stress on Victims and Police Themselves: Three States Respond With Training Initiatives

South Bay California Regional Public Safety Training Consortium, Arizona POST, Wisconsin POST, Office for Victims of Crime

This grant provided funding to 3 states to promote improved law enforcement services to victims of crime through police training curricula that specifically addresses victim-related information. The curricula has been developed in each of the 3 states and is being used for basic training for police recruits and for in-service training for seasoned officers. Each grantee has agreed to share its curricula. State contacts can be obtained by calling the Office for Victims of Crime at (202) 616-3575.

Cultural and Diversity Awareness Training

New York City, Los Angeles, Chicago, Houston, and Atlanta Police Departments, Bureau of Justice Assistance

This project will support the development and delivery of cultural and diversity awareness training for police department personnel in New York City, Los Angeles, Chicago, Houston, and Atlanta. John Jay College, City University of New York, will work directly with grantees to design curriculum and implement local training.

Rural Law Enforcement Training

National Sheriffs' Association (NSA), Violence Against Women Office

NSA will develop and implement a training curriculum to help rural law enforcement officers improve their response to domestic violence victims. Part of the curriculum will target rural law enforcement executives and administrators, instructing them on how to shape policies and protocols that enhance victim safety. NSA will also conduct 10 training sessions on the



curriculum for rural law enforcement officers and executives. For more information, contact NSA at (703) 836-7827 ext. 317 or ext. 337.

Hate and Bias Crime Training for Law Enforcement and Victim Assistance Professionals.

Education Development Center, Inc., Office for Victims of Crime

This 1- to 3-day training familiarizes law enforcement and victim service personnel with the nature of bias crimes, appropriate actions to deter and respond to such crimes, and effective ways to maximize support for and reduce trauma to victims of hate and bias crimes. Model policies, procedures, and practices are presented. The curriculum can be modified to offer a 1-day overview training or an expanded training that includes comprehensive interactive sessions. Contact OVC Training and Technical Assistance Center at (800) 627-6872.

Cultural Considerations in Assisting Victims of Crime

National MultiCultural Institute (NMCI), Office for Victims of Crime

This 1-day interactive training assists victim service providers and law enforcement officers on factors to consider when working with crime victims of diverse backgrounds. Diversity is broadly defined to include racial identity, ethnicity, class, gender, sexual orientation, faith tradition, and physical and mental abilities. Training can be obtained by contacting OVC Training and Technical Assistance Center at (800) 627-6872.

Tools for Tolerance - Understanding Hate Crimes

Simon Wiesenthal Center, Los Angeles, CA, Bureau of Justice Assistance

The Simon Wiesenthal Center helps law enforcement departments around the country better address hate crimes by offering specially designed four-day training sessions using the unique interactive resources of the Wiesenthal Center's Museum of Tolerance. The Center provides training to teams of judges, defenders, prosecutors, police, and probation officers to help them better understand the nature of hate crimes and their impact on victims and communities. The training focuses on developing strategies to address hate crimes that link together the many components of the criminal justice system. Information about this and related work can be found in Promising Practices Against Hate Crimes: Five State and Local Demonstration Projects - Bureau of Justice Assistance. Full Text: <http://www.ncjrs.org/txtfiles1/bja/181425.txt>

Hate and Bias Crimes Training Program

Federal Law Enforcement Training Center (FLETC)

This is a train-the-trainer program where experienced law enforcement trainers are instructed how to improve the effectiveness of their agencies in reporting, investigating, and prosecuting hate and bias crimes. Participants return to their respective jurisdictions with all the necessary training aids to set up in-service training on hate and bias crimes. The goal is to educate law enforcement officers to be more aware of hate and bias motivated crimes. Graduates of this program are eligible to become Small Town and Rural (STAR) Training Series instructors.



For more information, visit the FLETC website at <http://www.ustreas.gov/fletc/osl/hbctp.htm> or call (800) 74FLETC, ext. 4507.