

Civilian Oversight Models in the United States: Expectations, Challenges and Progress CACOLE Conference, 2003

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Objectives:

- To describe three major models of civilian oversight found in the U.S.;
- To outline community expectations regarding all models, and the strengths and weaknesses of each model;
- To identify predictable challenges NACOLE faces and how they are different or similar to CACOLE's challenges;
- To describe progress; provide examples, and list resources for further information.

At CACOLE's 1997 Conference, Paul Chevigny, author of Edge of the Knife: Police Violence in the Americas, addressed issues in policing in the Western Hemisphere. I want to start with a quote from his book that explains why police oversight is so difficult, whether it is internal or external. Chevigny states:

"The control [of police abuses] . . . presents a dilemma. If the monitoring influence comes from outside the police, it tends to rouse the opposition of police managers as well as the rank and file; without some cooperation from within, then, it is nearly impossible for the outsiders to investigate, and any policy recommendations they make are liable to be ignored. On the other hand, if the control is exclusively internal, it tends to become socialized to existing mores in the department and to be ineffective. . . . Real accountability will have to combine internal and external controls." p 267

Chevigny posits a model of police accountability that has 3 parts:

- A external process for effective investigation of citizen complaints;
- An ombudsman or auditor outside the department with the power to compel a department to produce evidence held internally; and
- An internal inspector general / management team committed to reform.

Civilian Oversight in the U.S. has three principal models. Each can be linked to a component of Chevigny's ideal police accountability model. Each oversight model has strengths and weaknesses. Any can be effective as long as the community maintains the political will to make them effective. This requires adequate funding, patience, and painstaking, detailed work by citizens whether or not a community is in a crisis.

The basic models in the U.S. are these:

- **Independent, investigative model** Board or Commission,
- **Monitoring model** Board or Commission; and
- **Outside auditor/ombudsman model**, with the auditor/ombudsman having power to compel evidence from the law enforcement agency model. All models share the goal of assisting law enforcement to be firm, fair and consistent.

Many **hybrid models** have emerged, such as a model that monitors internal affairs investigations may also be able to investigate in certain circumstances.

Diluted models also emerge, such as models that are inadequately funded, or models with inadequate powers.

On the next page is a chart comparing these three models. They all function to help law enforcement be **firm, fair and consistent**, but they do so in different ways.

Comparing Three Models of Civilian Oversight Common in the U.S.

	Investigative Model Board or Commission	Monitoring Model Board or Commission	Auditor/Ombudsman Model (with power to compel evidence)
Description	A Board / Commission agency which investigates complaints; makes findings; & based on them makes recommendations to the law enforcement administration regarding discipline and/or policy	A Board / Commission which reviews Internal Affairs investigations of complaints; finds them adequate or not; and states whether it agrees or disagrees with the IA findings. It may recommend further investigation; may make policy recommendations.	An individual reviews complaints and Internal Affairs investigations. The monitor may also conduct other investigations not generated by complaints. If an IA investigation is deficient, the auditor may ask for further investigation or may conduct an independent investigation
Function	Produce an Investigation; make findings & recommendation; give citizen, the public and department information. <u>Provide firm, fair, consistent external investigations</u> in order to help law enforcement agency better provide firm, fair, consistent law enforcement services, and better management.	Identify adequate vs inadequate Internal Affairs investigations; direct department to take corrective action. Improve quality of IA Investigations. <u>Provide firm, fair, consistent internal reviews of IA investigations</u> in order to help law enforcement agency better provide firm, fair, consistent law enforcement services, and better management.	Identify, monitor and in some cases investigate problems/ complaints; draw conclusions; make findings/recommendations; conduct audits. <u>Provide firm, fair, consistent reviews and/ or investigations</u> in order to help law enforcement agency better provide firm, fair, consistent law enforcement services, and better management.
Strengths	Model can give complainants & community a greater sense of participation and a sense the decision is made outside the PD To maintain its integrity, investigative model needs members/staff with sufficient knowledge, ability and training to conduct competent investigations. In addition, it needs -ability to compel evidence (subpoena); -funding sufficient to fully investigate; -accessible, open public hearings; -due process for officers.	Model can produce findings faster than investigative model, and can provide more citizens' input than auditor model. To maintain its integrity, monitoring model needs to have sufficient knowledge, ability and training to identify problems in Internal Affairs investigations.	An auditor can operate more flexibly and freely than a Board; may have a broader mission than monitoring/investigating complaints. Auditor must have the authority to compel evidence from the department, and adequate funding to carry out duties.
Weaknesses	Much time/labor required of volunteers. If members/ staff are inadequately skilled and/or trained, poor quality investigations result. Adversarial process. Expensive –in volunteers' time and staff's salaries—to be done properly.	Much time/labor required of volunteers. If Internal Affairs process is inadequate, and Board is inadequately skilled and/or trained to examine, then Board may not recognize problems in Investigations. Because it works with the IA investigations, this model is more vulnerable to being co-opted, though all models can be.	Depends on the skills, abilities and commitment of one person. Continuity of quality may become a problem. Public may want more than one person's oversight.

Predictable Challenges to NACOLE in Fostering Oversight; It's Differences and Similarities with CACOLE's Challenges

Different in Structure

The U.S. and Canada have very oversight processes that are structured very differently, with the extant U.S. processes are governed by local political entities, unlike Canada's. So I suggest our oversight processes are significantly **different in structure**.

Unlike Canada, in the United States, most policing is not a state or federal function. Instead, most policing is provided, funded and managed locally, by counties or cities. In the fifty states, we have over 16, 000 local law enforcement agencies; over 13, 500 are local police departments. Each state codifies its criminal law; individual counties and cities create their own ordinances, charters, administrative and personnel codes. These jurisdictions are the employers or "appointing authorities" of law enforcement.

You will find actual civilian oversight of law enforcement in about 100 jurisdictions, so about 15, 900 law enforcement agencies do not have civilian oversight.

Why not? There are over 621, 000 full time sworn officers in the U.S.; about 436,000 are police officers and 186, 000 are sworn staff of sheriffs. Of the 436, 000, about one third work in an agency having more than 1000 sworn officers, but these large agencies represent only about .3% of the total number of police departments, or about 50. New York City Police has over 40, 000 officers (ratio of 53 officers to 10, 000 residents); Los Angeles Police has about 10, 000 officers (ratio of 27 officers to 10, 000 residents); Chicago has about 13, 000 officers (ratio of 49 per 10, 000).

Departments with 100 or more full time police officers account for only 4% of the total number of departments (or about 640 departments), but they employ over 60% of officers.

About 77% departments (over 10, 000) have fewer than 25 officers, and 52% have fewer than 10. The U.S. has many, many very small police agencies. For more information, see Merrick Bobb's, "Civilian Oversight of the Police in the united States," 2003 at www.PARC.info

As you can see from these numbers, a major mission of NACOLE is to educate, assist and coach jurisdictions wanting to build oversight bodies.

We coach them to:

- Take problems to the Subject Departments, their community leaders, their media, and ask to be heard. We recognize when police administrators and supervisors handle officers' errors or misconduct appropriately, the

community is generally satisfied. Typically, communities implement oversight only when they believe law enforcement administrators have failed to adequately manage and supervise a department.

- Become curious about the department. Be respectful; ask and learn policies and procedures;
- Learn their public records and public meeting Laws. Some records are withheld that could be released. They may be released if requested pursuant to the laws.
- Learn from other jurisdictions;
- Read the records and reports where oversight is already established;
- Read the oversight academics' research and journal articles;
- Build oversight resources; (see Links/Resources found at NACOLE.org)
- Construct "institutional memory" of the problems that mobilized them:
- Begin and maintain a chronology of the kinds and numbers of incidents that have led the community to want oversight;
- Learn what the jurisdiction is paying in civil liability for police errors or misconduct; and learn how to link oversight to risk management;
- When the Subject Department makes progress, publicize it.
- Educate the community about the police, and the police about the community;
- Do specific outreach to those in the community most apt to have problems with the police;
- Teach them how to behave in police interactions and how an officer is to behave; teach them how to make a complaint; teach them how to be a witness;
- Prioritize the problems in the jurisdiction; determine the energy and time limitations of the community members who will work on this. Build strategies on this.

Similar in Challenges to Goals:

All external oversight works to improve oversight and encounters resistance. Remember what Chevigny said about external monitoring:

If the monitoring influence comes from outside the police, it tends to rouse the opposition of police managers as well as the rank and file; without some cooperation from within, then, it is nearly impossible for the outsiders to investigate, and any policy recommendations they make are liable to be ignored.

Now, Chevigny's not talking about Yankee policing; he's describing about how humans behave in police organizations. And the more insular the organization, the more rigid the opposition. I believe these issues are not different to issues CACOLE grapples with.

We expect external monitoring to face opposition from police managers and their political supporters; and from rank and file officers and their employee organizations. If oversight processes really were as "toothless," as opponents may accuse them of being, then opposition would be unnecessary. Opposition in the US may include:

- Inadequate funding or subsequent de-funding;
- Disparagement of the Auditor, Board Members or staff;
- Attempts to convince the public that police issues are so complicated only police officers or attorneys can understand them;
- Attempts by employee groups to stop it through court actions;
- Attempts to pack a Board with police supporters or let Boards dwindle so no quorum is possible;
- Pressure to close processes / information dissemination that can be open (making department business more secret and insular).

From the community (including elected officials, media, and those who become Board Members and staff) expect:

- An oversight process that is quickly up and running at full speed;
- If oversight is the result of a vote, people believe that the "work" is over when the election is successful;
- Some Board, staff and political leadership to burnout when it doesn't happen fast enough.

The Biggest Challenge: Avoiding Three Mistakes

The 3 critical mistakes persons engaged in any model of oversight must avoid are:

- Failure to be adequately prepared and informed as to the relevant case details and governing policies and laws;
- Over-identification with the community / complainant;
- Over-identification with the police.

**Credible oversight — anywhere —
comes from the center of this continuum.**



Disrespectful, overheated rhetoric in discussions with police: Assume Police are wrong

Fair, firm consistent dialogue over clearly defined issues. Respectful without assuming subordinate role. Unblinking attention to the issues.

Too cozy with police, Assume police are right

Failure to learn the details sufficiently and know the legal issues clearly: Assume police did what they are accused of

We model-for police and for the community- the behavioral changes we seek

Assume military models apply to policing ("it's war;" they're "enemies")

Assume that either version may be true, exaggerated, falsified or merely mistaken

Assume police "could not have done what they're accused of.

We can't know until we examine the evidence. All decisions must be evidence driven.

<i>To Avoid Over Identification with Community</i>	<i>To Maintain the Middle Ground</i>	<i>To Avoid Over Identification with Police</i>
<p>Recognize & address your biases.</p> <p>Do Ride-a-longs; Attend Academy Classes; Ask Questions; Read Policies.</p> <p>Obtain the varieties of training described in the middle column</p>	<p>Obtain training from prosecutors; city/county attorneys; police unions, civil liberties experts and plaintiffs' attorneys. Learn how they analyze liability cases.</p> <p>Obtain training from force experts; ask doctors & nurses how they evaluate injuries.</p> <p>Ask judges for training in how they evaluated uncorroborated conflicting testimony. Learn the discipline system your law enforcement agency uses and how to apply it.</p> <p>Look for patterns. If you have trouble making a decision, write out the reasons you cannot decide. Do not hesitate to question policies.</p>	<p>Recognize and address your biases.</p> <p>Obtain as much training OUTSIDE the Police Agency as you obtain within the agency;</p> <p>Obtain the varieties of training described in the middle column</p>

These are challenges intrinsic in civilian oversight anywhere. NACOLE believes that *we can minimize both opposition and disappointment by educating all parties to expect the process will take time, and to expect it will face these and other challenges. This does not mean it's not working; it means it means the work is beginning.*

Progress Being Made

The modern oversight movement in the U.S was born of a series of troubling events throughout the country in the past 20 years. Communities demanded serious oversight. Since 1992, oversight processes have advanced significantly in a number of areas. The resource list at the end of this paper documents much of this. Please use it, and contact us at NACOLE if we can share more with you. Visit our website at nacole.org for more information.

Here are what I believe are the most important areas of progress, with examples and references:

Rise of the Empowered Auditor Model

Examples: Los Angeles County's Special Counsel on Sheriff's Reforms;
www.PARC.info

San Jose Independent Police Auditor, <http://www.ci.san-jose.ca.us/ipa/home.html>

Increased Use of Mediation

The formal process of mediation is much more satisfactory than the adversarial complaint process for civilian complaints where the citizen and officer would benefit from learning to listen to one another, and learning the other's perspective.

Portland, Oregon's citizen satisfaction rate has gone from about 10% with complaint processes, to 50% satisfaction with mediation. Washington, DC has instituted mediation when the complaints officer believes it is appropriate. Dr. Sam Walker's handbook outlines how to establish mediation programs. See material at these three websites.

Dr. Walker's [Mediating Citizen Complaints Against Police Officers: A Guide for Police and Community Leaders](#) can be obtained at <http://www.usdoj.gov/cops/>

Portland: Richard Rosenthal: W: 503-823-0901 www.portlandonline.com/auditor/ipr.

Washington DC: Thomas E. Sharp: 202-72703838 <http://www.occr.dc.gov>

Emerging Models

The Office of Independent Review (OIR) of the Los Angeles Sheriff's Department is a good example of a unique emerging model.

www.LAOIR.com

Early Warning Systems

Julio Thompson will address these advances at this conference. See also

Samuel Walker, "Early Intervention Systems for Law Enforcement Agencies." Available on the COPS Office web site: www.cops.usdoj.gov

Declines in Deaths/Injuries in Police Actions

In Los Angeles and San Diego counties, and in Los Angeles, San Diego, San Jose and Washington, DC, significant gains have been made over the last ten years. See the Annual Reports and media coverage of these jurisdictions for details. Other jurisdictions may also show significant gains.

Portland, Oregon's recent report on police-involved shootings provides a blueprint for how to analyze incidents over several years, and identify policy changes to implement.

<http://www.portlandonline.com/auditor.ipr>

Transparency: Using of Public Documents and Open Processes

Whatever the model, the transparency or clarity and availability of reports, meetings and records be is imperative to educate police, community and all interested parties.

Examples of exceptionally transparent reports in the U.S.

[Annual Report of the San Jose Independent Auditor](#) at
[Semi-Annual Reports of Special Counsel to the Los Angeles Board of Supervisors](#) at
www.PARC.info

As I said earlier, all external oversight that works to improve oversight and encounters resistance. I think many challenges are similar in the U.S. and in Canada. It's difficult and we make progress; hopefully, we learn from one another and from our mistakes. Thank you for the opportunity to make these remarks.

Links and Resources For Civilian Oversight of Law Enforcement

Updated 8-03/ Quinn@nacole.org

American Civil Liberties Union www.aclu.org

The ACLU's Website includes their index on police practices materials, and links to other police practice websites.

American Friends Service Committee www.afsc.org

AFSC monitors the US Mexican Border for abuse allegations. Website includes data on immigrant fatalities, and federal and local law enforcement interactions with migrants.

Best Practices In Police Accountability <http://policeaccountability.org/>

Website of Dr. Sam Walker, Criminal Justice Department, University of Nebraska, Omaha. Includes invaluable Mediation Manual, among other resources.

“Bias Based Policing”

Ronald L. Davis, 2001, Regional Vice President of NOBLE (the National Organization of Black Law Enforcement Executives) authored this paper which discusses racial profiling as a symptom of bias-based policing.

This paper is important for the issues it raises, and the false solutions it asks us to avoid. It is useful as both a training document and as an organizational planning document. A copy is available at NACOLE.org


British Police Complaints Authority

Go to www.pca.gov.uk

CACOLE: The Canadian Association for Civilian Oversight of Law Enforcement www.cacole.ca

Christopher, Warren, [The Independent Commission on the Los Angeles Police Department Report](#) (1991) referred to as “the Christopher Commission Report.”

Civilian Oversight of Police in the US. Merrick Bobb, 2003.

This paper discusses citizen oversight of law enforcement in the St. Louis University Public Law Review. The article discusses the history of policing and police reform in the United States and explores approaches to civilian oversight, including independent monitors, civilian review boards and "pattern or practice" consent decrees. Mr. Bobb's article first appeared in the Saint Louis University Public Law Review, Volume XXII, Number one, 2003. Download a [PDF version \[72.7 KB / 23 pages\]](#) 

Edge of the Knife, Police Violence in the Americas

Paul Chevigny, 1995, includes chapters New York City; Los Angeles City and County. Analyses police management, misconduct and civilian oversight in the US and places them in the context of policing in western hemisphere. Especially useful concluding chapter that suggest a tri-part oversight system could be most effective (fair internal affairs unit; external citizen complaint oversight and Inspector General-type process with ability to compel information and require policy change), and that real progress requires both internal and external oversight.

“Fighting Police Abuse”

American Civil Liberties Union, Manual; available in English and Spanish:

English: http://www.aclu.org/library/fighting_police_abuse.html

Spanish: http://aclu.org/library/police_abuse_spanish.pdf

Guidelines for Investigating Allegations of Racial Discrimination

The British Police Complaints Authority’s model for investigating race-related complaints.

Go to www.pca.gov.uk

It is under "New Items" in the upper right hand corner.

Investigation, Monitoring and Review of Complaints: A Practitioner’s Guidelines, NACOLE Conference, 1999

Obtain this document on the NACOLE website,
NACOLE.org

Jail Suicide/Mental Health Update www.ncianet.org/ncia

A resource for any group overseeing/monitoring jail conditions and complaints. Contact staff for explicit models of

- jail suicide investigations;
- jail suicide prevention policies and
- assessment protocols for determining the adequacy of jail mental health programs / policies.

Lindsey Hayes, Project Director, Nat. Center on Institutions and Alternatives,
40 Lantern Lane, Mansfield, Mass. 02048. 508-337-8806; Fax 508-337-3083
email: lhayesta@aol.com

Kolts, James G., Los Angeles County Sheriff’s Department (Los Angeles, 1992) referred to as “the Kolts Report.”

Models of Civilian Oversight: Similarities, Differences and Expectations, NACOLE Conference, 2000

Obtain this document on the NACOLE website, www.NACOLE.org

Mollen, Milton, Commission to Investigate Allegations of Police Corruption and the Anti-Corruption Procedures of the [New York City] Police Department, referred to as "the Mollen Commission Report."

"Militarizing American Police: The Rise and Normalization of Paramilitary Units"

Peter B. Kraska and Victor E. Kappeler. Social Problems, V 44, #1, Feb, 1997.

"Militarizing Mayberry and Beyond: Making Sense of American Paramilitary Policing"

Peter B. Kraska and Louis Cubellis. Justice Quarterly, V 14, #4, Dec, 1997.

If Special Weapons and Tactical (SWAT) Operations have raised questions about the appropriateness of their uses in your community, obtain these papers. Peter Kraska's book on SWAT use is forthcoming.

Northern Ireland Police Ombudsman **www.policeombudsman.org/**

This office, established in 1998, provides independent, impartial complaint investigation for citizens and police.

As Northern Ireland has dealt with political terrorism for much of the last century, this office is a significant resource to those in the US grappling with policing oversight issues since the September 11 attack. See Ombudsman Nuala O'Loan's 2002 Keynote Address, "Independent Investigation into Police Conduct in an Environment of Terrorism," at www.Nacole.org

Police Accountability: The Role of Citizen Oversight,

Sam Walker, 2000, is available at www.wadsworth.com

The book belongs on the reading list of all persons in any jurisdiction considering oversight. It assists them in recognizing different models and identifying what model will be most appropriate for its needs. The varieties of oversight are outlined, information rich in resources is provided. Chapters address each form of oversight.

Police Assessment Resource Center (PARC)

Merrick Bobb, Director

PARC assists those involved in police management and oversight, including monitors, inspectors general, police commissions, civilian review boards, police chiefs, heads of IA and heads of risk management units, on all aspects of police accountability, systems to measure and enhance accountability, risk management, improving the integrity and completeness of internal investigations, and how to monitor and evaluate a police department.

Subscribe PARC's monthly publication, "Best Practices Review" at www.parc.info

One of PARC's most substantial assignments is to assist Special Counsel to Los Angeles County in monitoring the Los Angeles County Sheriff's Department (LASD). Special Counsel issues semiannual reports on the progress of reforms in LASD.

These reports can be extremely useful to other jurisdictions and others studying police reforms; they provide model analyses that identify problem conditions in a law enforcement agency; suggest solutions; monitor and evaluate implementation. *They include invaluable risk management analyses. The list below indicates topics discussed in each report.*

First Semiannual Report, October 1993 

- Shootings and other Serious Force;
- Force Training;
- Civil Litigation;
- Accountability;
- Training;
- Personnel Issues / Affirmative Action; Recruiting; Career Resources;
- Canines;
- Ombudsman and Judges' Panel.

Second Semiannual Report, April 1994 


- Accountability and Evaluation;
- The Deputy;
- Review of Shootings and Serious Force
- Litigation;
- Canines;
- Citizen Complaints;
- Personnel Performance Index (PPI) Tracking System;
- Civil Service Commission;
- Ombudsman and Judges' Panel;
- Training;
- Field Training Officers: Selection and Field Training;
- Ombudsman and Sexual Harassment;
- Diversity;
- Psychological Services.

Third Semiannual Report, December 1994 


- Litigation;
- Review of Shootings and Serious Force;
- Recruiting and Hiring;
- Documenting Use of Force and Complaints;
- Status of Women in the Department;
- Data Integrity and Reporting;
- Accountability;
- Ombudsman and Judges' Panel;
- Canines;
- Civil Service;
- Field Training;
- Psychological Services.

Fourth Semiannual Report, June 1995 

- Litigation;
- Force Investigation & Discipline;
- Investigating Serious Force Incidents
- Command Accountability;
- Canines;
- Recruitment & Hiring;
- Status of Women in Dept.;
- Advocacy and Civil Services;
- Citizen Complaints and Ombudsman

Fifth Semiannual Report, February 1996 

- Jails;
- Women and Minorities;
- Field Training Officer Program;
- Recruiting and Hiring;
- Litigation and Risk Management;
- Analysis of Shootings and Serious Force;
- Force Training;
- Canines.

Sixth Semiannual Report, September 1996 


- County Jail System;
- Getting Numbers Straight;
- Audit of Force Review Packages;
- Force Tracking and Performance Plans;
- Areas of Progress;
- Gender Equity;
- Sexual Orientation;
- Recruiting, Selection, Training and Hiring.

Seventh Semiannual Report, April 1997 

- County Jail System;
- Force Investigation and Discipline;
- Litigation and Risk Management;
- Off-Duty Incidents;
- Promotions to Sergeant;
- Gender Issues;
- Head strikes;
- Data Integrity.

Eight Semiannual Report, October 1997 

- Mental Health Issues;
- Automation in Jails;
- Inmate Reception System;
- Data Analysis.

Ninth Semiannual Report, June 1998 

- Century Station: Force & Complaints
- Jails;
- Promotions to Sergeant Revisited;
- Gender Equity;
- Analysis of LASD Litigation;
- Force Training;
- Canines and Containments.

Tenth Semiannual Report, February 1999 

Special Report welcoming Sheriff Lee Baca. Report outlines the strengths and weaknesses of the Department Sheriff Baca inherited from the late Sheriff Sherman Block; indicates the state of current reforms and forecasts future challenges.

Eleventh Semiannual Report, October 1999 

- Sexual Harassment, its costs and attempts to curtail it;
- Retention of personnel;
- Use of Force Trainings;
- Canine Use and
- Litigation.

Twelfth Semiannual Report, June 2000 


- Implementation of Community Oriented Policing (Cops); analysis of Cops' mission, policies, supervision and accountability;
- Fighting Corruption in a Law Enforcement Department;
- Canine Use, including bite analyses and liability issues.

Thirteenth Semiannual Report, December 2000 

- Shootings and other Uses of Force;
- Corruption Controls and Risk Management;
- Medical Care in the Jails;
- Sexual Harassment;
- Racial Profiling and
- Litigation.

Fourteenth Semiannual Report, October 2001,

- Analysis of Kevin Evans' death following use of four point restraints by jailers;
- New Office of Independent Review, involving civilians in internal investigations;
- Officer-involved shootings and other uses of force and
- Litigation arising from activities of LASD.

[Download a PDF version \[2.1 MB / 104 pages\]](#) 

[Special Report Kevin Evans](#) 

Fifteenth Semiannual Report, July 2002.

- Analysis of officer-involved shootings in one inner city precinct;
- Analysis of officer performance review system;
- Risk Management and litigation;
- Canine deployment and less harmful alternatives.

[Download a PDF version \[395 KB / 118 pages\]](#) 

Sixteenth Semiannual Report, February, 2003.

- Avoiding officer-involved shootings with better tactics, training or strategy;
- Personnel Performance Index (PPI), an Early Warning System for tracking force, complaints and other information;
- Using PPI: an force analysis application;
- PPI compared to other early warning systems;
- Tactical firearms training.

[Download a PDF version \[334 KB / 117 pages\]](#) 

Principles for Promoting Police Integrity

US Department of Justice, 2001, includes Appendix with examples of Promising Police Practices and Policies.

This document outlines what is needed in force policies, complaint investigations, accountability systems and effective police management. The Appendix identifies policies worth adopting/adapting on topics such as general force applications; positional asphyxia; pepper spray; canine use; citizen complaints; meaningful civilian oversight and traffic stop data collection. Obtain from National Criminal Justice Reference Service at 1-800-851-3420 or on line at <http://www.NCJRS.org>

Professional Standards & Conduct Unit, Investigative Procedures and Guidelines

San Jose, California's Independent Police Auditor

This forty-page manual provides a template for monitoring Internal Affairs Investigations. Contact San Jose Independent Police Auditor at www.ci.san-jose.ca.us/ipa/home.html

Recruiting and Retaining Women: a Self-Assessment Guide for Law Enforcement

The National Center for Women and Policing has produced a resource manual that will be helpful to all jurisdictions. Based on documentation that shows women police have significantly fewer force complaints and are generally able to de-escalate incidents safely, this guide outlines the advantages of hiring and promoting and retaining more women in law enforcement, then provides the tools to do it. From developing job descriptions to evaluating promotional and mentoring processes, and dealing with discrimination, it's all here.

If you monitor or participate in any way in your law enforcement agency's hiring and promotional processes, read this document and share it with department administrators. Obtain it through the National Center for Women and Policing at womencops@aol.com

Respectful and Effective Policing

This paper can be used as a training article for persons interested in local policing issues. It outlines the "broken windows" concept of policing and reports on two New York City precincts, the 42nd and 44th, which experienced both reduced crime and reduced complaint levels.

The article shows the fallacy of believing the price of reduced crime must include aggressive, disrespectful policing. This paper would be the basis for a training discussion among Board Members, applicants and law enforcement professionals. Its methodology might also be adapted as a model to study crime and complaint rates in other jurisdictions.

The authors suggest that the impressive statistics in the 42nd and 44th precincts *are the result of two police managers with differing management styles, each expecting their subordinates to interact respectfully with the populations they serve*. The subordinates behave as their managers expect. And complaints go down. Respectful policing. Obtain this report at www.vera.org/vhp/Bronx-web.3html

Revisiting Who Is Guarding the Guardians,

Report of US Civil Rights Commission, Nov. 2000

<http://www.usccr.gov/guardian/main.htm>

Rights for All,

Amnesty International's study of human rights abuses in the U.S., includes chapters on police misconduct and US prisons; it is available on the web and in hard copy. www.rightsforall-usa.org

Shielded from Justice, Police Brutality and Accountability in the US

Human Rights Watch, 1998, Allison Collins. This study of US police misconduct, is available on the web and in hard copy.

USA: Race, Rights and Police Brutality

Amnesty International's six-chapter report dated 9/99 discusses 1. Growing National Concerns; 2. Key National and Federal Initiatives; 3. International Standards; 4. Amnesty's Continuing Concerns regarding Shootings, Mentally Ill Persons □ Contacts with Police, Restraints, Pepper Spray and Stun Belt Use, Misuse of Police Dogs, and Alleged Abuses of Gays and Lesbians; 5. Need for Accountability and Oversight, including External Oversight; and 6. Recommendations. <http://amnesty.org/rightsforall/police/brutality>

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

79 page report by the National Institute of Justice and Bureau of Justice Statistics, October, 99, is one of a series of governmental reports issued to inform public discussion by examining use of force from a number of angles. It includes an overview of research on use of force, provides latest findings from NIJ sponsored use-of-force research projects, and suggests topics needing further research.

Download report at <http://www.ncjrs.org/txtfiles1/nij/176330.txt>

What to Do When Stopped By the Police

Pamphlet by "100 Blacks in Law Enforcement Who Care" provides information to use to teach youth to behave safely when stopped by police.

Vera Institute of Justice has a Policing Component, and numerous useful publications. Visit www.vera.org