The Police Mission

• The basic purpose of police in a democratic society
  – Enforce and support the laws of society
  – Investigate crime and arrest offenders
  – Prevent crime
  – Maintain order
  – Provide needed enforcement services.

• Robert Peel (1822) – “The basic mission for which the police exist is to reduce crime and disorder.”
Law enforcement

• The police operate under an official mandate.

• Society grants the police the extraordinary powers associated with the task
  – Arrest
  – Seizure
  – Force

• The cannot and should not be expected to enforce ALL laws.

• A substantial part of American policing involves discretion. Most evident at the line level of enforcement.
Arrest/apprehension

- Arrest requires probable cause.
  - Exceptions at the local and state level may include
    - Shoplifting
    - Domestic violence
- There are no mathematical formulas for arrest.
- Part experience, intuition and luck.
Crime prevention

- As the term *prevention* implies, this is a proactive approach.
- Adequate crime prevention requires some measure of planning designed to reduce or remove the potential of risk.
- Crime prevention is
  - Personal
  - Structural
  - Social
- Crime analysis is an excellent tool for predicting the potential for crime.
Order maintenance

• Preserving the peace has been a mainstay of police organizations since the beginning.

• Social order is important for community health and well-being.
  – Negative quality of life issues are often factors that contribute to unhealthy levels of fear and apprehension in a community.
    • Loitering/Vagrancy
    • Broken windows
    • Squeegee people in NYC
    • Fair jumpers
    • Street and roadway obstructions
Service provider

• The advent of the 9-1-1 system created an instant police and emergency service response.
  – Medical
  – Accident
  – Assist

• Many departments have been overloaded by the belief that 9-1-1 is an axiom for service.
  – Directions
  – Advice
Operations

• The bulk of police work is completed at the operational level.
• The majority of human resources are dedicated to the uniformed patrol function.
  – Calls for service
  – Routine patrol
  – Motor vehicle
Strategies

• Preventive patrol remains the dominant operational strategy.
  – The backbone of policing since 1829 – London Metropolitan Police.

• Purpose of patrol
  – Deter crime
  – Interrupt crime in progress
  – Positioning for quick response
  – Increase public feelings of safety/security

Table 6-1 (page 188)
Response time

• A traditional measurement of police effectiveness and efficiency.
  – Received
  – Dispatched
  – Arrived
  – Cleared

• Agencies would often publicize the average response time.
Investigative

• Preliminary investigation generally occurs at the line level – the police officer.
  – Includes activities at the scene of an incident/crime including determining whether a crime has occurred, securing the scene, and/or preserving evidence.

• Crime scene – is generally the physical area in which a criminal incident occurred. Evidence located at this scene is considered relevant to the investigation.
  – The autopsy is considered an extension of the crime scene.

• Criminal investigation – is the process of discovering, collecting, preparing, identifying and presenting evidence to determine the who, what, where, why, and how.
Police management

• Entails the administrative activities that
  – Control
  – Direct
  – Coordinate
    • Personnel
    • Resources
    • Activities
  – As they relate to
    • Crime prevention
    • Apprehension
    • Recovery of property
    • Regulatory services
Organization & Structure

• Line operations include activities directly related to police work.
  – Field
  – Supervisory

• Staff operations are activities that are performed that allows the line to operate uninterrupted.
  – Administrative in nature
  – Includes sworn/non-sworn personnel
    • Payroll
    • Records
    • Training
Chain of Command

• Police organizations at all levels have established, traditional hierarchal forms of authority.
• Clarifies who reports to whom.
• Can and will involve the political structure of the governing body.
Anywhere Police Department

Chief

Internal Affairs

Patrol Commander

Investigative Commander

Administrative Commander

Tour Commander

Sergeants

Sergeants

Sergeants

Bureau

Detective

Juvenile

Staff
Policing

• The evolution of policing in the US can be divided into four epochs.
  – Political era
    • 1850s – 1930s
  – Reform/Professional era
    • 1930s – 1970s
  – Problem-solving/Community Policing era
    • 1970s – 2000
  – Intelligence-led Policing
    • 2000s- present
Styles of policing

• Watchman – marked by the concerns for order maintenance. Characteristic of lower-class communities where police informally intervene into the lives of residents to keep the peace.

• Legalistic – is marked by strict concern with enforcing the law.

• Service – is concerned with helping rather than strict enforcement.
The police subculture

• Research has clearly identified the existence of a police subculture.
• Based on values, beliefs, and acceptable forms of behavior of police officers.
  – Based in tradition.
  – Much like the public fear of crime, may be rooted in perception over reality.
  – The dichotomy of Us v. Them
Discretion

• The opportunity to exercise choice in enforcement activities.
• Exists at all levels in policing.
• Strongest at the line level.
• A number of factors come into play:
  – Officer’s background and life experience
    • Personal practices and beliefs
  – Suspect characteristics
  – Department style/policy
  – Community interest/expectations
  – Victimization – DV
Professionalism

• Are the police on par with other professions?
  – Law
  – Medicine
  – Engineering
  – Academia
    • Theoretically grounded body of knowledge
    • Code of ethics
    • Standards of admission
    • Professional association
    • Advanced knowledge
    • Prestige
    • Service ideal
Ethics

• A responsibility to adhere to moral duty and obligation that is inherent in police work.
• Mainstay of professionalism.
• Necessary to recognize ethical consequences of our actions.
• Ethical considerations are central to decisions involving discretion, force & due process.
• Germane to management and policy decisions.
  – Ethical concerns involve
    • Brutality
    • Corruption
    • Unequal application of the law
Personnel Issues

• Education and training
  – Is a high school education sufficient?
  – Research has found that educated officers
    • Write better reports
    • Better communications skills
    • More effective job performance
    • Fewer citizen complaints
    • Greater initiative
    • Wiser use of discretion
    • Heightened sensitivity to racial and ethnic issues
    • Fewer disciplinary problems
Additional Issues

• Recruitment & Selection – Policing is an employment option in high demand.
  – High standards
    • Testing
      – Cognitive
      – Physical
    • Screening
      – Psychological
      – Medical
    • Background
      – Personal
      – Financial
Diversity in Policing

• Ethnic and Gender Issues
  – How representative is the agency/department of the community that it serves?
    • Race
      – Double marginality
    • Ethnicity
    • Socio-economic
  – Females as police officers
    • Extremely devoted
    • See themselves as women first, officers second
    • More satisfied in non-uniformed assignments