Third Edition

Police Field Operations

THEORY MEETS PRACTICE

Michael L. Birzer | Cliff Roberson

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Michael L. Birzer
Wichita State University

Cliff Roberson
California State University, Fresno (Retired)
and Professor Emeritus, Washburn University

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To the two greatest joys in my life, my loving wife, Gwynne, and my son, Michael, Jr.

—Michael L. Birzer

To Elena Azaola

—Cliff Roberson

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Brief Contents

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Preface

The third edition of *Police Field Operations: Theory Meets Practice* is designed as a comprehensive, yet readable text on police field operations. The material in the text describes police field operations and is designed to be used in a one semester course on police operations or patrol procedures. The text may also be appropriate for use in introduction to law enforcement courses. While the chapters are designed to be independent units, they also build upon each other to provide a complete picture of police operations, including patrol.

The authors have worked on this text for many months and in the process of developing this text are reminded of the comments of Sir Winston Churchill: "If you have an important point to make, don't try to be subtle or clever. Use a pile driver. Hit the point once. Then come back and hit it again. Then hit it a third time—a tremendous whack." In developing a manuscript, the preface is the last item developed. In that regard, Churchill stated: "Writing a book is an adventure. To begin with, it is a toy and an amusement; then it becomes a mistress, and then it becomes a master, and then a tyrant. The last phase is that just as you are about to be reconciled to your servitude, you kill the monster, and fling him out to the public." Accordingly, we hereby present this third edition of the text to you.

To bridge the gap between theory and practice, present and former police officers were interviewed regarding their experiences on the police force. Excerpts of their interviews are included in the text under "Voices of Experience."

In the past, readers have been of invaluable assistance to help us improve on future editions of the text. Accordingly, your input regarding any problems or suggestions for improvement is welcomed. Please send comments to the authors via Michael Birzer's email at Michael.birzer@wichita.edu, or Cliff Roberson's email at cliff.roberson@washburn.edu.

Acknowledgments

While the text lists the two of us as authors, this text would not have been possible except for the contributions of many others, including our editor Gary Bauer and his assistant Lynda Cramer. We are grateful to the reviewers: Timothy Davis, Madisonville Community College; Christopher Frayre, Mid-Michigan Community College; Jason Waller, Tyler Junior College; and Suzanne Youngbloood, Harrisburg Area Community College. We would also like to thank the previous edition's reviewers: Richard Dewey, Indiana River Community College; Margaret G. Austin, Central Piedmont Community College; Scott Rudeen, Brown College and Kaplan University; Michael Pittaro, Lehigh Valley College; Jack D. Howell, Excelsior College; Denny C. Powers, Columbia Campus South University; and Thomas J. Mason, Remington College, who pointed out our errors and provided us with directions on how to improve the text.

Finally, a word of thanks to our "Voices of Experience" contributors who have provided us with valuable information regarding the "real life" in the police force: John Boal, Robert Boyer, Michael R. Bresett, Gregg Etter, Sr., John Hill, Richard Hough, Tom-Mahoney, Jack Maxwell, Mark McCoy, John Padgett, Scott W. Phillips, and Jeff Tymony.

New to the Third Edition

- Updated material on each chapter
- Discussion on the general principles of organization for law enforcement agencies.
    - New chapter on becoming a police officer and police careers
    - New chapter on traffic functions of policing
    - New discussion on the President's Task Force Report on 21st century policing
    - New discussion on evolving issues in police operations
    - Expanded coverage of police officer stress
    - New coverage on police response to mass shootings

Police Officer Code of Conduct

The IACP adopted the Law Enforcement Code of Ethics at the 64th Annual IACP Conference and Exposition in October 1957. The Code of Ethics stands as a preface to the mission and commitment law enforcement agencies make to the public they serve.

Law Enforcement Code of Ethics

As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality, and justice.

I will keep my private life unsullied as an example to all and will behave in a manner that does not bring discredit to me or to my agency. I will maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed both in my personal and official life, I will be exemplary in obeying the law and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

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

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of police service. I will never engage in acts of corruption or bribery, nor will I condone such acts by other police officers. I will cooperate with all legally authorized agencies and their representatives in the pursuit of justice.

I know that I alone am responsible for my own standard of professional performance and will take every reasonable opportunity to enhance and improve my level of knowledge and competence.

I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession—law enforcement.

▶ Instructor Supplements

Instructor's Manual with Test Bank. Includes content outlines for classroom discussion, teaching suggestions, and answers to selected end-of-chapter questions from the text. This also contains a Word document version of the test bank.

TestGen. This computerized test generation system gives you maximum flexibility in creating and administering tests on paper, electronically, or online. It provides state-of-the-art features for viewing and editing test bank questions, dragging a selected question into a test you are creating, and printing sleek, formatted tests in a variety of layouts. Select test items from test banks included with TestGen for quick test creation, or write your own questions from scratch. TestGen's random generator provides the option to display different text or calculated number values each time questions are used.

PowerPoint Presentations. Our presentations are clear and straightforward. Photos, illustrations, charts, and tables from the book are included in the presentations when applicable.

To access supplementary materials online, instructors need to request an instructor access code. Go to **www.pearsonhighered.com/irc**, where you can register for an instructor access code. Within 48 hours after registering, you will receive a confirming e-mail, including an instructor access code. Once you have received your code, go to the site and log on for full instructions on downloading the materials you wish to use.

▶ Alternate Versions

eBooks. This text is also available in multiple eBook formats. These are an exciting new choice for students looking to save money. As an alternative to purchasing the printed textbook students can purchase an electronic version of the same content. With an eTextbook, students can search the text, make notes online, print out reading assignments that incorporate lecture notes, and bookmark important passages for later review. For more information, visit your favorite online eBook reseller or visit **www.mypearsonstore.com**.

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CHAPTER OUTLINE

1 The Police Career

OBJECTIVES

After completion of this chapter, you should be able to do the following:

- *Discuss the changing nature of American policing.*
- *Discuss the qualities that make a good police officer.*
- *Describe the recruitment and selection process.*
- *Describe police academy training.*
- *Discuss rising in rank within the law enforcement agency.*
- *Discuss occupational stress.*

▶ Introduction

Police work is one of the most rewarding but challenging and demanding career choices. Police officers see the best and worst in humankind. While on patrol, they can go through hours of routine and then suddenly be dispatched to a disturbance with gunshots being fired, or to a horrific vehicle accident involving multiple casualties, or to the scene of a tragic gang-involved shooting where a mother is crying over the body of her 16-year-old dead son, asking why. Police officers are required to exhibit the highest level of bravery and sound decision-making in the performance of their duties. Veteran police chief and clinical psychologist Cedrick Alexander (2016) makes this observation in his book, *The New Guardians: Policing in America's communities for the 21st Century*:

> Today, more than ever before, we all know that police officers are required to be bold and courageous not only in risking their own lives but in making decisions that may risk the lives of others and that, if they go wrong, may bring tragedy and catastrophe on both a personal level and to an entire community. (p. 78)

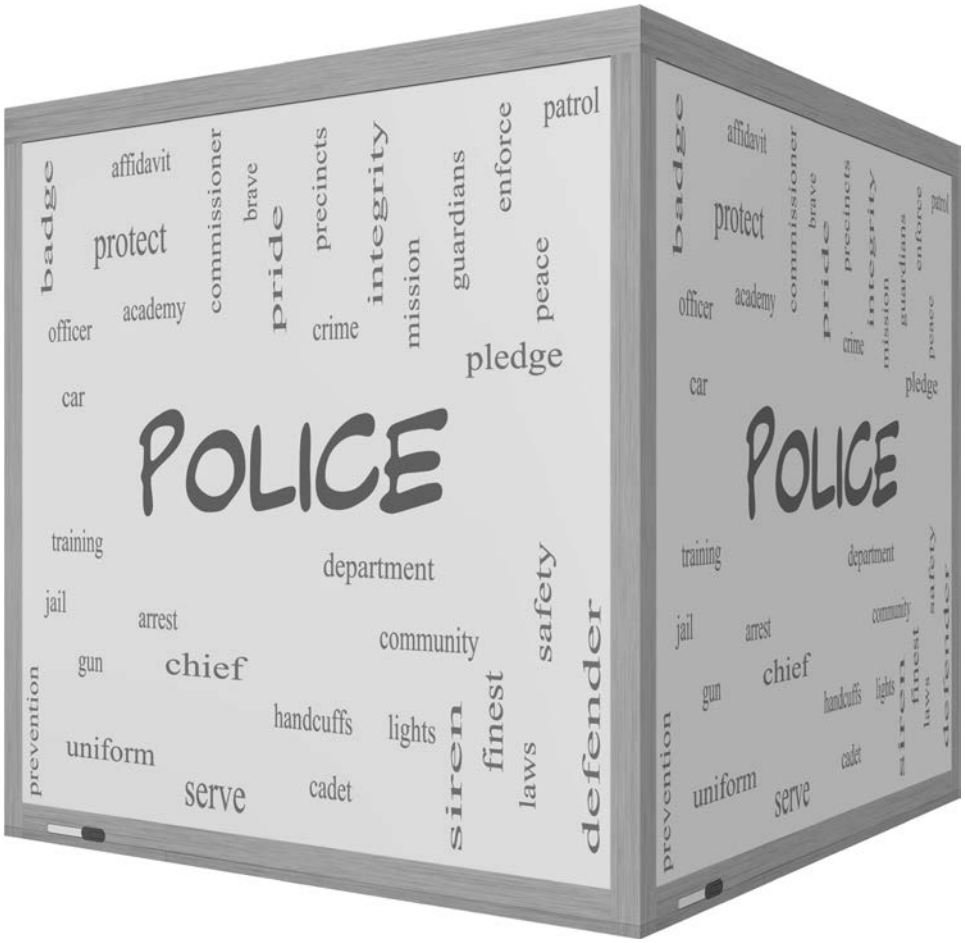

PHOTO 1-1 A graphic display of the many facets of policing.
Keith Bell/123RF.

The purpose of this chapter is to introduce you to the police occupation. The chapter begins with an overview of the qualities desired in police officers and the police role in society. The chapter also provides an overview of what you can expect when you complete the application to become a police officer, the selection process, and if appointed to the training academy, what you can expect during training. The chapter covers other important considerations such as the scope and nature of in-service training requirements, rising in police rank, and stress related to the police occupation and effective ways to manage it. Photo 1-1 ■ is a graphic cube containing words that describe the many facets of policing.

▶ From Warriors to Guardians

Despite several highly publicized police shootings in recent years that have ignited racial tensions and a robust debate about how police can best de-escalate situations, the public's confidence in the police appears to have improved when compared with other U.S. institutions. A recent Gallup poll found that the percentage of American citizens having a great deal or quite a lot of confidence in the police has never varied by more than seven percentage points from the average of 57 percent. Confidence in the police has exceeded the average for all institutions by at least 10 points every year for the past 25 years. Likewise, 76 percent of citizens polled report they have a great deal of respect for local law enforcement (Norman, 2017).

The public's overall strong confidence in the nation's police is grounds for optimism in many respects; however, when examining along racial and ethnic lines reveals a different story. Black and Hispanic citizens report much lower confidence in the police when compared to white citizens. This is likely a result of several highly publicized officer-involved shootings of minority citizens, along with brutality charges, and in-custody deaths. These events sparked protests across the nation, some of which were violent. It also sparked impetus for the Black Lives Movement. The Black Lives Movement is an international activist movement originating in the African-American community and is in part committed to intervene in violence inflicted on black communities.

The low confidence in the police reported by minorities may also be the result of what Radley Balko calls the warrior mindset. Balko, in his book entitled *Rise of the warrior cop: The militarization of America's police forces*, chronicles the blurring of the police and military (Balko, 2013). He argued that the police increasingly have taken on characteristics of the military with citizens seen as the enemy. The result is the perception among many, especially minority citizens that the police represent an occupying army in their neighborhoods. In his book, Balko identified two types of police militarization, direct and indirect militarization. "Direct militarization is the use of the standing military for domestic policing. Indirect militarization happens when police agencies and police officers take on more and more characteristics of the army" (Balko, 2013, 35).

In the war on drugs, which had the most impact on minority neighborhoods, police often executed search warrants in military-like gear often using military tactics. Kraska and Kappeler (1997, 4) described the military gear worn by specialized police units who were often charged with executing search warrants as, "urban camouflage battle dress uniforms (BDUs), lace-up combat boots, full body armor, Kevlar helmets, and sometimes goggles with ninja style hoods."

While it is beyond the purpose of this book to discuss the advantages and disadvantages to paramilitary policing, responsible police officers should avoid projecting the image of an occupying warrior. There is a time and a place for officers to respond to specific situations using tactical methods that may resemble military protocol, but as most police officers will tell you, that is generally not every day on the beat. The majority of police work involves service functions and Birzer (1996, 8) argued,

In times of riots or other mass disorder, the police must quickly become a rigid, central unit of operation. A clearly defined and strict chain of command becomes critical to applying force efficiently and to initiating a quick response to social upheaval. However, when relative tranquility prevails, the rigid command structure must give way to a flexible response to specific community problems.

President's Task Force Report

Because of several highly publicized incidents involving police use of deadly force, former president Barack Obama in 2014 formed the "President's Task Force on 21st Century Policing." The objective of the task force "was to examine ways of fostering strong, collaborative relationships between local law enforcement and the communities they protect and to make recommendations on how policing practices can promote effective crime reduction while building public trust" (President's Task Force, 2015, 5). The Final Report made 59 recommendations, grouped under six broad pillars for how policing practices can promote effective crime reduction while building public trust, providing a road map for the future of policing and community-police relations.

The task force suggested that the police increasingly adopt a guardian mindset rather than a warrior mindset. Stoughton (2015) described the guardian mindset as one "that prioritizes service over crime fighting, and it values the dynamics of short-term encounters as a way to create long-term relationships" (p. 231). In contrast, "the warrior policing philosophy symbolizes a militarized form of law enforcement, which has largely defined modern policing" (Helfgott, Strah, Pollock, Atherley, & Vinson, 2018, 94). The task force argued that the guardian mindset would lead toward building the community's trust in the police. A summary of the six pillars of the Task Force Report are as follows.

First Pillar: Build Trust and Legitimacy

The task force recommended that law enforcement culture should adopt a guardian rather than a warrior mindset to build trust and legitimacy. They suggested that law enforcement agencies should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with rank and file police officers and with the citizens they serve. They also suggested the importance of accountability and transparency in police actions and engaging in activities other than enforcement that can promote a positive image of law enforcement.

Second Pillar: Policy and Oversight

The task force recommended that if police are to carry out their responsibilities according to established policies, those policies must reflect community values, especially in policies such as use of force, public demonstrations, and de-escalation. Law enforcement agencies should collaborate with community members, especially in communities and neighborhoods disproportionately affected by crime, to develop policies and strategies for deploying resources that aim to reduce crime by improving relationships, increasing community engagement, and fostering cooperation. They also recommended peer reviews of critical incidents and external independent investigators assigned to questionable uses of force and in-custody deaths.

Third Pillar: Technology and Social Media

Pillar three guides the implementation, use, and evaluation of technology and social media by law enforcement agencies. The task force recommends that the U.S. Department of Justice, in consultation with law enforcement, should establish national standards for the research and development of new technology including auditory, visual, and biometric data, "less than lethal" technology, and the development of segregated radio spectrum such as FirstNet. These standards should also address compatibility, interoperability, and implementation needs both within local law enforcement agencies and across agencies and jurisdictions and should maintain civil and human rights protections.

Fourth Pillar: Community Policing and Crime Reduction

Pillar four focuses on the importance of community policing as a guiding philosophy for all stakeholders. Community policing emphasizes working with neighborhood residents to co-produce public safety. The task force suggests that law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community. Policing a community requires involvement and engagement with the community. See Chapter 4 for a discussion on community oriented policing.

Fifth Pillar: Training and Education

Pillar five focuses on the training and education needs of law enforcement. To ensure the high quality and effectiveness of training and education, the task force suggests that law enforcement agencies should engage community members, particularly those with special expertise, in the training process and provide leadership training to all personnel throughout their careers. They suggested that the federal government foster partnerships with training centers across the country and facilitate more consistent training and standards. The task force also recommended forming training hubs to encourage innovation and community engagement in training and the setting up of a national postgraduate institute of policing.

Sixth Pillar: Officer Wellness and Safety

Because police work is an inherently dangerous occupation, the task force called for the support and implementation of officer wellness and safety as a multi-partner effort between the Department of Justice and local law enforcement. They recommended that the Department of Justice enhance and further promote its multifaceted officer safety and wellness initiative. Two strategies they suggested in working toward this goal is that the Department of Justice (1) encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement and (2) expand efforts to collect and analyze data not only on officer deaths but also on injuries and near misses.

▶ Police Recruitment

In order for police departments to hire the best police officers, an effective recruitment program is essential. Recruitment and selection, while sometimes used interchangeably, are actually different in scope and purpose. Recruitment is the process of locating, identifying, and attracting capable applicants who have the minimum qualifications to be eligible for the selection process. While selection is the process of subjecting police applicants to what amounts to a rigorous testing protocol. Selection is an exercise that seeks to predict which applicants will be successful if hired and to weed out the unqualified candidates (Robins & Coulter, 2017).

Simply put, the purpose of recruitment and selection is to find and retain qualified men and women to serve in the police profession. Most police administrators and human resources specialists would probably agree that this could be a difficult task. It is through recruitment and selection that the future of the agency is determined. Of those recruited and selected into the police service, some will gravitate to investigation positions, some will lead others as supervisors, still others will make it to command and administrative positions, while a few may go on to become police chiefs and sheriffs.

For community oriented policing strategies to be successful, with emphasis on the guardian mindset, police agencies will increasingly move away from recruiting those who exhibit the warrior mindset. The recruiting process will change its focus, and people who have good social skills, possess critical thinking skills, are effective problem solvers, and have excellent communication skills (and understand that a large part of the police job is communicating with people) will become the targets for recruitment into the police service.

The scope of the recruitment program and the amount of effort devoted to it will be largely influenced by the size of the organization. In general, the larger the police organization, the easier it is to recruit police applicants. Larger police organizations are more visible to potential applicants and may be perceived as offering more opportunities as well as higher starting wages. Generally, recruitment should be an ongoing year-round process. If continuous recruiting is not conducted, the organization risks losing qualified candidates for police service. Moreover, the competition in the job industry makes it challenging for police recruiters. A potential applicant that is interested in police service today could be lured away by another department or the private sector with better pay and benefits tomorrow.

Recall that recruitment involves locating and attracting applicants to apply for police service. The age of social media has made recruitment, or getting the word out, a much easier task compared to a past time. Many police agencies use social media platforms to inform the public about recruiting efforts. Likewise, most police agencies these days maintain social media accounts such as Facebook and Twitter. A few of the ways police agencies can recruit are as follows:

- Social media
- The Internet
- Multimedia profiles of the department
- Advertisements in professional publications with college and university placement services and in local, state, and regional newspapers
- Students enrolled in criminal justice internship programs
- Referral networks of current police officers (agencies could offer incentives for officers who successfully recruit candidates, who as a result, enter into the academy)
- Professional contacts with community organizations promoting interests of minority groups
- Publications and pamphlets
- Special activities and events for prospective applicants
- Audiovisual packages
- Look internally for potential police recruits within police reserve/auxiliary units, and police explorer cadet organizations
- Allow onsite tours of the police department to potential applicants
- Recruit persons who have retired and are looking for a second career

There is growing interest in targeted recruiting of persons who have retired from another career for a second career in policing. This means that the candidate will be slightly older, probably in their 40s or perhaps early 50s. The immediate advantage is that this increases the recruitment pool, and applicant, if hired, brings considerable life experience and problem-solving skills to police service when compared to an applicant in their late teens or early 20s, which has often been the prime recruiting class of law enforcement.

Police agencies should consider recruiting retired persons potentially interested in a second career or older applicants who have considerable job and personal experiences. These applicants may be just what policing needs. Consider that older applicants have likely had to deal with and resolve turmoil and problems throughout their personal lives or previous careers. This is exactly what police officers do on a daily basis, listen to and solve citizens' problems. In addition, career applicants would bring an invaluable skill set to the law enforcement agency. This means that law enforcement agencies should reconsider or relax some selection standards within reason.

One of the authors (Birzer) recently had a conversation with Gordon Ramsay, chief of police of the Wichita Kansas Police Department. Chief Ramsay is a progressive chief who has made many inroads in the community. He expressed an interest in his agency engaging

in recruitment of applicants who are a little older and bring a host of life experiences to job, and perhaps have had a few bumps in their lives. Many other police departments across the country are considering this option.

Law enforcement agencies have not always been successful in recruiting and attracting individuals that reflect the communities they serve. The U.S. Department of Justice points out three factors that may hamper efforts to recruit diverse persons:

- Strained relations and a lack of trust of law enforcement may deter individuals from underrepresented communities from applying to be officers.
- The reputation or operational practices of law enforcement agencies may dissuade applicants from underrepresented communities from pursuing a career in law enforcement.
- Individuals from underrepresented communities may not be sufficiently aware of career opportunities within law enforcement agencies (U.S. Department of Justice (2016)).

Recruitment programs should include targeted recruiting efforts with the objective to encourage people from diverse populations and situations in life to consider careers in law enforcement. Additionally, partnerships with educational institutions and providing young people with internship programs create a pipeline of potential applicants while also helping to address historically negative perceptions or experiences diverse communities have had with law enforcement.

Targeted Recruitment

Police agencies should make a concerted effort to recruit minorities and women to apply for police service. Targeted recruitment programs should be designed in order to attract minorities and women to apply for police service. **Targeted recruiting** is the process of identifying a group or population that you want to recruit in order to increase their representation in the department, and developing specific plans to recruit them. Targeted recruiting is beneficial with groups such as African-Americans who are underrepresented in police ranks. Often members of this group do not readily seek out information on police employment. The police department should strategically tailor their message to African-Americans, identify where to locate them, and then recruit them to apply for police service.

targeted recruitment Strategic efforts to create advertising specifically designed to attract and appeal to candidates for targeted police positions. For example, a police agency might design recruiting material to attract African-Americans for police positions.

Advertising police positions in major newspapers and on electronic boards that advertise positions can still play a role in the department's recruitment strategy. However, the ability to send a targeted message to a specific diverse group's talent pool is the most economical way to accomplish your goal to attract a diverse slate of candidates, which ultimately enhances the diversity of the department.

Police recruitment efforts of women, minorities, and other groups must move beyond traditional recruiting approaches. Traditional recruiting approaches for women and minorities tend to be narrow in focus and limited in scope, which are usually limited to diversity inclusion statements and attending diversity job fairs. While the traditional approaches are important, they will be insufficient if police departments want to increase their diversity in terms of race, gender, and sexual orientation. Targeted recruiting approaches that include tailored employer branding of the police agency, identifying candidate assessment problems, and marketing to specific groups with the objective to increase organizational diversity may prove to be beneficial.

Recruiting Females

Because of the perception that the policing profession is still predominately a male-dominated profession, recruiting women for police service can prove to be a challenge. Milgram (2002) suggested that the following types of messages should be a component of all recruitment efforts in consideration when recruiting women. Notice how the messages are using a targeted approach in its language to attract women to apply for the police department.

- We have women officers who are role models in our department
- We want women
- We welcome women
- Women are leaders in our organization and have upward career paths
- Women have career opportunities in all areas of the agency, including special operations
- Law enforcement offers a good salary and benefits

PRACTICE HINTS

DIVERSITY AS A CHANGING CONCEPT

In law enforcement, as in other public and private sectors, diversity recruitment has traditionally focused on increasing the number of African-Americans, Hispanic Americans, and women. However, the meaning of diversity is changing along with demographics and social values. Diversity now means more than embracing variations in race, ethnicity, and gender; it also encompasses variations in age, language skills, culture, religion or belief system, and sexual orientation.

Source: U.S. Department of Justice, Office of Community Oriented Policing Programs (2009). https://cops.usdoj.gov/pdf/vets-to-cops/e080921223-recruitmenttoolkit.pdf.

▶ Police Selection

In most police departments, the field patrol division is where most neophyte police officers will begin their careers. Thus, this section provides a sketch of the police officer applicant selection process. Police officers or administrators who desire additional information on recruitment and selection strategies should consult texts that focus full attention on police human resources strategies. This section is written in a manner to provide a general outline to the steps in selecting police officers.

Twentieth-century police reformer O.W. Wilson (1977, 246) wrote that "Since so much depends on the quality of personnel and because of the high expense of staffing, it follows that the best-qualified personnel obtainable should be selected for the force." Wilson argued that

> One innocuous misfit who is unable to become a good police officer constitutes an economic loss that is usually many times the cost of the entire selection process for all newly appointed recruits. The cost to the police department and to the community is substantially greater when the misfit is guilty of misconduct or of well-intentioned but ill-advised acts based on poor judgement; the prestige of the department is then damaged, and great harm may result from the actions. (p. 258)

O.W. Wilson's advice many years ago that only the best qualified should be selected for police service, undeniably has changed little in twenty-first century police selection practices. Today's police officer should be the cream of the crop to take on the challenges of twenty-first-century policing.

Qualities Desired in Police Officers

A recent *Newsweek* article reported that today's police officer is entering the police service with higher levels of education and more special abilities such as foreign-language skills and technological expertise (Kutner, 2016). Police reformers August Vollmer and O.W. Wilson would certainly be pleased by the number of police officers with college hours or degrees. They spent a great deal of their careers advocating that police officers

PRACTICE HINTS

The minimum selection standards for peace officers in California are set forth in Government Code Sections 1029 and 1031. Every California peace officer must:

- be free of any felony convictions;
- be a citizen of the United States or a permanent resident alien who is eligible for and has applied for citizenship (CHP officers must be U.S. citizens at time of appointment);
- be at least 18 years of age;
- be fingerprinted for purposes of search of local, state, and national fingerprint files to disclose any criminal record;
- be of good moral character, as determined by a thorough background investigation;
- be a high school graduate, pass the General Education Development test, or have attained a two-year or four-year degree from an accredited institution; and
- be found to be free from any physical, emotional, or mental condition that might adversely affect the exercise of the powers of a peace officer.

should be college educated. Police officers will increasingly work in diverse communities and they will be challenged to solve complex problems; and to become street-level criminologists, looking for and solving underlying problems that give rise to incidents that result in a police response, they will need to do so in collaboration with the community and stakeholders.

A report from the field of industrial and organizational psychology, identified characteristics that contribute to police officer effectiveness based on a growing body of research. These are characteristics that are desired in today's community-minded police offices. We list these critical important elements of police work below. Notice how the guardian mindset is interweaved in the characteristics.

- **Integrity**—enforcing the law with fairness to all; acting with principle and courage.
- **Community Relations**—establishing trusting relationships with citizens; being respectful of people with backgrounds and values different from one's own; dealing with others in an interpersonally effective manner.
- **Situational, Discretionary Judgment, and Problem Solving**—accurately assessing the situation and determining appropriate responses in all circumstances, including emergency, stressful, and dangerous situations; using authority and force appropriately.
- **Teamwork**—cooperating and working jointly with other officers, departments, divisions, agencies, or groups.
- **Safety**—being mindful of own, partner, and citizen safety.
- **Patrolling, Observing, and Enforcing the Law**—being alert to unusual circumstances, providing reasonable and proper enforcement of vehicular and traffic laws. (Society for Industrial and Organizational Psychology, 2018)

The President's Task Force on 21st Century Policing suggested that recruitment and selection programs identify the specific traits and characteristics that are sought in officers. Ideally, they should reflect the agency's mission, values, and operational philosophy. The President's Task Force identified a number of qualities that at a minimum every law enforcement agency should embrace. Notice how these qualities are similar to those advanced by the Society for Industrial and Organizational Psychology (2018).

- Integrity
- Service orientation
- Empathy

- Communication and human relations skills
- Self-control
- Team orientation
- Problem-solving skills

PRACTICE HINTS

EMERGING RECRUITMENT AND SELECTION PRACTICES

Law enforcement agencies are increasingly adopting a holistic view of what skills and strengths an applicant brings to a law enforcement agency, in part by being willing to reevaluate information revealed during background checks, including previous drug use. Agencies should be willing to reconsider selection criteria and written or physical examinations that do not correspond to job-related duties that disproportionately screen out individuals from underrepresented populations. In efforts to diversify their workforces, many law enforcement agencies have streamlined and made more transparent their hiring and selection procedures. It may be beneficial to furnish applicants with preparation materials to help them prepare for examinations. Community members should increasingly be involved in the hiring process as a way to develop workforces that reflect the diversity of their communities.

Source: U.S. Department of Justice (2016). *Advancing diversity in law enforcement report.* Retrieved from https://www.justice.gov/crt/policediversity

Becoming a police patrol officer begins with the completion of the application for employment. Standards for becoming a police officer will vary from department to department; however, in many respects these standards are somewhat similar.

After a police applicant has been successfully recruited and has completed the requisite application for employment, the selection process begins. Selection is the screening of job applicants to ensure that the most-qualified candidates are hired. The objective of the **selection process** is to predict those applicants who will be successful if hired for police work. It is of absolute necessity that the most-qualified men and women are selected for the police service.

selection process
The process of screening job applicants to ensure that the most-appropriate persons for police service are hired.

The selection of police officers is driven by a complex legal environment. Police administrators have a responsibility to ensure that all selection tests conform to the proper legal standards and that no part of the process is discriminatory. Any selection device used by a police organization, such as application forms, written tests, physical tests, interviews, and background investigations must be job related.

In 1964, the U.S. Congress established the Equal Employment Opportunity Commission (EEOC). The EEOC is charged with the responsibility of administering the provisions of the Civil Rights Act. In 1972, the jurisdiction of the EEOC was expanded to include public sector employees. Title VII of the Civil Rights Act makes it illegal for public employers to discriminate against persons on the basis of race, sex, color, religion, or national origin. All criteria for hiring must be based on a "bona fide occupational qualification" (BFOQ). A BFOQ is any physical attribute and/or skill that an employer has proven is necessary for satisfactory performance of a particular job. According to the EEOC guidelines, the use of any selection procedure that has an adverse impact on the hiring, promotion, or other employment or membership opportunities of members of any race, sex, or ethnic group is considered to be discriminatory. Under EEOC guidelines, adverse impact is a substantially different rate of selection in hiring, promotion, or other employment decision that works to the disadvantage of members of a race, sex, or ethnic group.

PRACTICE HINTS

Police recruitment and selection are two distinct, but related activities. Police recruitment is the process of locating, identifying, and attracting capable applicants who have the minimum qualifications to be eligible for the selection process. The selection process is the process of subjecting police applicants to what amounts to a rigorous testing protocol.

Written Exam

Generally, most police selection processes begin with a job-related written police examination. Applicants are usually required to meet a minimum score in order to be considered further in the selection process. Some police departments hold year-round testing on a walk-in basis, while others hold testing at periodic times throughout the year. The written examination is an effective and cost-effective method of screening large numbers of police applicants. Written examinations for entry-level police positions are most likely to test areas such as basic arithmetic ability, reading comprehension, grammar, spelling, and writing skills. These areas have been shown to be job related for police work.

Physical Ability Testing

Physical ability selection is the process of testing applicants for the strength and agility that are required to perform the job of a police officer. The purpose of physical agility testing is to simulate any number of job-related activities, such as jumping down from porches; climbing stairs; or walking along walls, rafters, pipes, or beams while on foot pursuit or while checking buildings for suspects. A period of running may be incorporated into each of the events to simulate the apprehension and control of a fleeting suspect. While these physical skills may appear to be skills that police use, there is a lack of agreement regarding the physical capabilities that should be tested and the standards that should be used to evaluate effective physical performance (Lonsway, 2003). Applicants generally have to obtain a passing score on the physical agility test in order to be considered further in the selection process.

PRACTICE HINTS

There are five phases of the Physical Agility Test for sworn police officer positions within the Newport Beach, California Police Department:

1. Obstacle Course (Timed—2:03 or less)
   - The applicant must navigate over an approximate 3-foot vault
   - Through a serpentine pattern of offset barricades
   - Over a 6-foot-tall wooden fence
   - Across a balance beam
   - Over three hurdles
   - Over another 6-foot-tall cinder block wall
   - Across monkey bars
   - Through a 3-by-3 foot window
   - Followed by an approximate 80-yard sprint
2. Weapon Simulation
   - The applicant must demonstrate the ability to activate the slide and pull the trigger of a semi-automatic handgun five times with each hand
3. Vehicle Push (Timed—10 seconds or less)
   - The applicant must be able to push a Newport Beach police vehicle through a distance of 10 feet
4. Body Drag (Timed—16 seconds or less)
   - The applicant must be able to pull or drag a 165 pound mannequin a distance of 45 feet
5. Run (Timed—1:52 or less)
   - Applicants must be able to run 515 yards on a level asphalt surface

Polygraph Testing

Pre-employment polygraph screening is used to verify information contained on a job application, and to learn if some relevant information has been omitted. Of particular concern is the applicant's past criminal activity, drug usage, morals, and job history. Two specific advantages of using the polygraph as a pre-employment screening device are (1) some unqualified candidates will decide not to apply because they feel that the polygraph examination will reveal prior acts that will disqualify them from further consideration and (2) it sends a message to the community that the department is expending every effort to hire only the most fit people as officers. The polygraph examination should be considered a separate process from the background investigation; however, these two stages are mutually reinforcing when used correctly.

Oral Interview

The oral interview gives the interview board, made up of senior police officials, an opportunity to meet with and observe the communication skills of the candidate. During the interview the candidate is usually asked about background information he or she provided on the application form. The candidate may also be asked to respond to several hypothetical scenarios. Hypothetical scenarios are used to assess how the candidate would respond to stressful situations, as well as to assess problem-solving skills.

Psychological Assessment

conditional offer of employment An employment offer extended to a police applicant contingent on the applicant successfully completing the latter stages of the selection process, such as psychological testing and medical and drug screening.

Psychological testing is usually conducted after a conditional offer of employment is made to the applicant. A **conditional offer of employment** is where the applicant is offered police employment contingent on passing the remaining selection tests. The specific psychological test used will vary from police agency to police agency.

Psychological tests are written, visual, or verbal evaluations administered to assess the cognitive and emotional functioning of police applicants. More specifically, psychological tests are used to assess a variety of mental abilities and attributes, including achievement and ability, personality, and neurological functioning. Psychological tests used in police officer selection may include the Minnesota Multiphasic Personality Inventory (MMPI), California Personality Inventory (CPI), Rorschach inkblots, figure drawings, and sentence completion tests.

Of the variety of psychological tests used by police departments, the MMPI remains popular. The MMPI is a written psychological test used to diagnose mental disorders. It is also used to screen for personality and psychosocial disorders, as well as being administered as part of a neuropsychological test battery to evaluate cognitive functioning. The MMPI should always be used in conjunction with other psychological tests. Furthermore, all psychological testing should be administered and interpreted by a trained psychologist or psychiatrist.

Background Investigation

The background investigation is literally an investigation into an applicant's background. The background investigation provides a wealth of insight into the candidate's personal and professional life and may provide some of the most important indicators of job success (Moriarty & Field, 1994).

Background checks of applicants are one of the most effective tools available to assist in making correct hiring decisions. A properly conducted background investigation may take several months to complete. It should naturally be carried out toward the end

of the selection process. The background investigation usually focuses on talking with the applicant's former employers, teachers, friends, family members, and other acquaintances, and the examination of military records, court records, information about the use of illegal substances, and other crime-related information. The background investigator should keep in mind that the best information about a candidate can be obtained from the applicant's listed references. The background investigator should make it a point to ask references listed by the applicant for the names of other persons who are acquainted with the applicant.

Brady/Giglio Issues

Students reading this book who are considering police employment, we caution you to avoid conduct that could keep you out of policing, even conduct that involves minor dishonesty. Police applicants who have a documented past of deceitful or dishonest behavior will likely not be able to obtain police employment in part due to the *Brady v. Maryland*, 373 U.S. 83 (1963) and *Giglio v. United States*, 405 U.S. 150 (1972) court cases. The *Brady* case requires that prosecutors disclose materially exculpatory or impeaching evidence in the government's possession to the defense. This is often referred to as Brady material or evidence the prosecutor is required to disclose. Exculpatory evidence includes evidence reflecting on whether the prosecutor's witnesses against the accused are credible, which could be used by the defense at trial to impeach the character or credibility of witnesses. Any evidence favorable to the accused including attacking a police officer's credibly is permissible. The *Giglio* case expands the Brady decision and requires prosecutors to disclose information that a defense attorney could use to impeach a witness. This includes information about the credibility of officers.

An officer who has served in policing for any length of time can be subject to *Brady*/*Giglio*. If officers in the performance of their duties have been dishonest, this can be brought up in the courtroom. For example, suppose an officer lied on a police report and was officially disciplined by the agency with a five-day suspension. The officer returns to work and two years later is set to testify in a drug case where he had arrested the defendant for possession with intent to distribute a large amount of cocaine. Defense attorneys, to try to discredit the officer's testimony, can use the officer's past suspension for lying on a police report against him. In reality, most police agencies have zero tolerance in cases where an officer lies on a police report and the officer would be terminated from employment. Officers who have been disciplined for misconduct involving their honesty are placed on what in police circles is typically referred to as the Brady/Giglio list.

Medical and Drug Screening

Medical and drug screening is one of the last assessment procedures in the selection process. Medical and drug screening is usually administered after a conditional offer of employment is made to the applicant. During the medical screening, a designated physician performs a physical examination of the applicant. A physical examination is used to ensure that the applicant has no underlying medical condition that would prevent or limit him or her from performing the essential functions of the police job.

Drug testing is usually conducted as part of the medical screening. Pre-employment drug testing has become a very common selection device for police employment. The Bureau of Justice Statistics reports that about 88 percent of local police departments use drug testing as a pre-employment selection requirement. The courts have consistently upheld the use of drug testing as a police selection tool. The entire police hiring process is depicted as a flowchart in Figure 1-1 ■.

FIGURE 1-1 Police Hiring Process at a Glance

Note: The process is a multiple hurdle. Applicants are required to successfully complete one stage (hurdle) to proceed to the next stage.

Academy Training

After an applicant has successfully completed the selection process and is extended an offer of employment, he or she reports to the police academy for formal training. Next to the recruitment and selection of police officers, training is one of the most important functions of the police organization. It is through training that neophyte police officers learn the skills of policing. Training is also the process where veteran police officers learn new policing techniques and hone existing skills. Academy training is a very structured environment and may resemble some aspects of military basic training. Police recruits are expected to follow the academy rules and give full attention to instructors. A recruit who has difficulty conforming to academy life, or is failing academically or continually violates the academy rules, is dismissed from the academy quickly or as early in the training as possible. This is usually recommended by training commander to the chief of the organization who makes the dismissal or delegates the commander to make.

During the academy training recruits learn many topics. They will learn about criminal law and procedure, state laws, city ordinances, departmental rules and regulations, and standard operating procedures. They learn report writing and how to use police equipment; physical tactics, including learning to use the Taser and the stun gun, firearms training, traffic accident investigation, and preliminary crime scene investigation; and about special problems on the beat, including drugs and substance abuse–related issues and homeless populations and the mentally challenged. Other training topics include diversity awareness, implicit bias training, racial profile training, and responding to family disturbances, and many more patrol training tasks.

There are currently about 664 local and state police training academies operating in the United States (Reeves, 2016). Across all of these local and state academies, the median number of academy training hours required to become a certified law enforcement officer is 840 hours, or 21 weeks (Reeves, 2016). Police academy training across the United States is in no way uniform and varies in length and content. In some jurisdictions, police trainees attend the academy during the day and are allowed to go home in the evening, while in others, the trainee may be required to physically stay at the academy for a number of weeks or months, similar to military basic training.

Field Training

After a recruit graduates from the police academy, most departments require that they successfully complete a field training program. Field training programs are designed to ease the transition of rookie police officers from the academy to the field. During the field training program, the officer is assigned to ride with a field training officer (FTO) for a specified period of time. The initial exposure to law enforcement provided through the field training program plays a significant role in shaping the future careers of new police officers and in many cases provides the recruits with their first opportunity to practice what has been learned in the academy. The median number of hours for field training in U.S. police departments is about 500. Field training officers are specially picked due to their exemplary performance and because of their willingness to work with new police officers. In most cases, FTOs are required to complete specialized training.

The field training officer program is a concept that originated in 1972 in the San Jose, California, Police Department, and since 1972, FTO programs have become fairly widespread. An FTO program attempts to bridge the gap between the academic experiences of the classroom and the actual practices of policing; the number of hours required for the FTO program varies from agency to agency. During the FTO program, a recruit who has recently graduated from the academy is assigned to ride with a field training officer, who has been trained to direct, evaluate, and correct the performance of recruits, for a specified period of time. Field training officers are carefully selected and regard their selection as a tribute to the trust and confidence the police agency has in them. They are usually selected from patrol officers who have several years of patrol experience, have a level of experience above the norm, and possess superior skills and abilities in written and verbal communications. Successful experience as a field training officer is considered a positive career step.

▶ In-Service Training

Just because a recruit graduates from the academy and completes the FTO program does not mean his or her training is over. Most police agencies require a specified number of annual in-service training hours. In-service training is usually mandated by state law. The content of in-service training courses varies, but may include such courses as firearms refresher, use of force, defensive tactics, terrorism, hazardous materials, blood-borne pathogens, policy and procedure updates, community policing, problem-oriented policing, as well as any course that deals with new developments in the field. The number of hours and courses of field training that officers are required to receive each year varies by state but typically is between 30 and 40 hours.

▶ Rising in Rank

Police officers generally enter their careers at the rank of police officer and are assigned to the patrol division. The duties of a police patrol officer focuses on protecting citizens and property. They patrol a specific assigned area often called a beat, they respond to calls, investigate crime and traffic accidents, enforce laws, make arrests, issue citations, and occasionally testify in court cases.

After police officers have served on the department for a specified number of years, they are eligible to test for promotion to detective or sergeant. The time that an officer spends in patrol or in the rank of police officer before being eligible to test for promotion varies by law enforcement agency. Some agencies require the officer to complete three years of service as a police officer while others may require five years before being eligible to test for promotion.

The promotional process for detective and sergeant typically entails a written test and an oral interview board made up of supervisors or members of the command staff. A member of the community may also be represented on the promotional board.

Promotional tests are job related. In other words if you are testing for detective you would not be tested over supervisory or management concepts. The test for detective will generally focus on crime scene investigation, evidence collection, and standard operating procedures pertaining to the crime scene, as well as state and federal law governing the elements of a crime and the law on search and seizure and confessions. The sergeant's test focuses on supervisory principles, departmental rules and regulations, and state law and city or county ordinances.

After the written test and the oral interview board are completed, the agency may take into consideration the officers performance evaluations, seniority on the department, and education. This information is both reviewed and rated. After the testing scores and other ratings are calculated, officers are placed on the promotional list in rank order of how they performed on the testing. When openings become available, the agency's command staff reviews the promotional list and generally promotes those high on the list. The list is usually valid for one to three years before officers would have to re-test if not promoted during that time. This will vary by law enforcement agency.

Police Detective

A police detective, also referred to as an investigator, investigates crime. Much of their work is follow-up investigation. Once a patrol officer takes the initial report of, for example, a burglary, the case is assigned to a detective working in the crimes against property section. The detective conducts a follow-up investigation of the burglary with the objective to identify a suspect and recover the victim's stolen property. A detective may respond to a crime scene to gather facts at crime investigations. They compile evidence by observing suspects, interviewing witnesses and suspects, and examining physical evidence. Detectives may also write out search warrants, testify in court, and complete written follow-up investigative reports.

There are many work opportunities for detectives. Detectives may be assigned to specialized areas such as crimes against persons, robbery/homicide, missing persons, crimes against property, checks and fraud, auto theft, or the vice and narcotics units. There is also the opportunity to serve on federal, state, and local task forces. For example, the U.S. Drug Enforcement Administration (DEA) has made use of task forces for many years. These task forces may consist of DEA special agents and local and state law enforcement officers.

Police Corporal

Some law enforcement agencies have the rank of corporal. This is a supervisory rank just below the rank of sergeant. In addition to supervisory responsibilities, corporals perform patrol duties and investigate crimes. In the event the sergeant is off for the day, the corporal may take over the duties of police sergeant.

In order for officers to be eligible to test for corporal, they must be at the rank of police officer for a designated time, usually two or three years. The promotional process for the rank of corporal usually entails a written test and an oral interview board. The corporal test generally consists of a mixture of questions about supervision and leadership, departmental policy and procedures, criminal law and procedure, along with city or county ordinances.

Police Sergeant

The police sergeant is one of the most important positions in the law enforcement chain of command. The police sergeant is a frontline supervisor and in most cases has the most contact with the police officers carrying out the mission of the department. The job of police

sergeant involves preparing and conducting patrol shift briefings including inspection of officers' appearance, equipment, and assigning officers to beats. Police sergeants supervise and evaluate the performance of subordinates including disciplinary actions, continued training, and counseling. Police sergeants may be assigned to any division or section with the police agency. This might include patrol, investigations, training, or other operational, or staff and support functions. It has been the authors' experience that most new sergeants are first assigned to field patrol duties for a few years.

Police Lieutenant

After a sergeant has served in that rank for a specified number of years, which, again, varies by law enforcement agency, they are eligible to test for promotion to lieutenant. The testing process usually entails a written test, oral interview board, a review of college education, and years of seniority on the department. These tests and other factors are calculated for a final score, and the candidate is placed in rank order on the lieutenant promotional list.

The job of lieutenant is an increasingly responsible position within the police agency and in some agencies may be considered a command position. A lieutenant is responsible for planning, organizing, overseeing, and coordinating the daily activities of a designated operational entity of the law enforcement agency. For example, a lieutenant may be responsible for managing an entire a patrol shift. A lieutenant assigned to the patrol function may be referred to as the watch commander. They manage supervisory personnel (sergeants), and police officers who provide law enforcement services throughout the community. They also review and approve reports on incident and crime investigations. Lieutenants are charged with preparing monthly reports, reviewing problems in the work area or community in collaboration with sergeants, and implementing solutions.

Police Captain

A police captain is assigned within the law enforcement agency to a specific division, for example, the detective division, specialized division, patrol division, or the training division. A police captain assumes a more complex and difficult level of responsibility within his or her assignment. They are members of the command staff of an organization and are generally considered upper command. Captains are often referred to as commanding officers in many agencies. As a commanding officer of the patrol or detective division, the captain might be responsible for inspecting and overseeing the functions of the patrol officers and detectives to ensure compliance with the department policies, procedures, regulations, and standards. Captains may also supervise the administrative and support functions of non-sworn personnel. This might include inspecting personnel, facilities, and tactics for safety and/or training needs.

In addition to carrying out the duties noted above, in larger agencies captains may be assigned to specialized divisions such as narcotics, organized crime and vice, robbery/homicide, juvenile services, burglary/auto theft, and financial crimes and take on the responsibilities for the unique duties of each division. Captains perform increasingly responsible administrative duties such as reviewing budget requests, writing and reviewing policy and procedure, preparing budgets, and reviewing and preparing annual and division reports. They may also be involved in interviewing and hiring sworn and civilian personnel for the law enforcement agency. In smaller agencies, the rank of captain may be the second in the chain of command and directly under the chief of police. In larger agencies, there may be a major or deputy chief rank beyond the captain.

To be eligible for promotion to captain, one must have served at the rank of lieutenant for a specified number of years. In many law enforcement agencies, candidates for the rank of captain participate in an assessment center. An assessment center is a testing process in which candidates participate in a series of systematic, job-related, real-life situations while being observed and evaluated by experts in policing, supervision, and management.

Trained assessors observe candidates individually and in groups performing exercises and scenarios. These scenarios simulate conditions and situations a captain would encounter on the job. The police captain must be well versed in modern police principles, management, and leadership concepts and be proficient at planning and evaluating police programs and events. They must also have sound reasoning skills and the ability to analyze complex problems. Captains must be able work effectively with large constituencies both from within the law enforcement agency and the community. They should have impeccable written and oral communication skills.

Beyond Captain

Progressing beyond the rank of captain is highly competitive in most agencies. The fact is that there are a limited number of positions the higher one progresses up in rank in a law enforcement agency. Some agencies have the rank of major, which is the next step beyond captain. While other agencies do not have the rank of major, the next higher rank is deputy police chief. In smaller agencies, the next higher rank level from captain may be the chief of police.

Once a police officer makes the rank of captain, they are generally eligible for a police chief position, if they elect to enter that job market. It goes without saying that the larger the law enforcement agency, the more likely that a captain has gained greater management experience as compared to someone serving in a considerably smaller agency. It is common for captains serving in different law enforcement agencies from across the country to enter into the market for chief of police positions. One of the authors of this book (Birzer), recently, was a member of the selection board for the chief of police of a large law enforcement agency of over 700 sworn officers serving a community of 400,000 citizens. Several police captains and a few police lieutenants from across the United States applied for the position.

Deputy Police Chief

The deputy police chief is the second highest rank in the police department and reports directly to the chief of police. Generally, they can be promoted from the rank of captain, and this will vary by agency. The deputy chief is assigned as the commanding officer of major organizational components such as detective bureau, training bureau, internal affairs, or the field service bureau. The deputy police chief usually heads the regional command bureaus. In sheriff departments the undersheriff or chief deputy is the equivalent in rank to a deputy police chief.

Police Chief

The chief of police is the top official in the chain of command of a police department. He is the chief executive officer of the organization. In some jurisdictions, they may have the alternative titles of police commissioner, chief constable, and police superintendent. The chief of police is appointed by the city manager or mayor, or in some cases may be selected by the city commission. In a sheriff's department, the sheriff is the top rank. The majority of sheriffs in the United States are elected to office in most cases to four-year terms.

▶ Occupational Stress

Police work is full of stress. Whether it is police stress or police burnout, the results are the same—a broken individual. How the officer breaks can vary. It may be physical: heart attack, chronic ulcers, diabetes, severe dermatitis, or a host of other health-related problems induced by and resulting from extreme stress.

Police officers and members of their families consider their jobs to be one of the most stressful. It is hard to disagree with that assessment, as officers themselves report high

rates of divorce, alcoholism, suicide, and other emotional and health problems. No job is immune from **occupational stress**, but for the law enforcement officer, the strains and tensions experienced at work are unique, often extreme, and sometimes unavoidable. Fortunately, many law enforcement agencies, recognizing the high toll exacted by stress on officers and their families, are tackling it with an array of creative prevention and reduction strategies.

Dietrich (1989) identified what he considered the five progressive career stages of police stress and burnout. His findings are still relevant today. During the first period of an officer's career (0–5 years), the officer suffers alienation from the non-police world; in the second period (5–10 years), the officer suffers emotional shutdown and tends to block out everything but the police world. An emotional uncertainty is experienced during the third period (10–15 years), and an officer becomes unsure of how to start to express his or her emotions again to avoid experiencing the alienation and emotional shutdown of the early years on the force. The namelessness stage occurs in the fourth period of the officer's career (15–20 years) when an officer often finds a safe administrative niche and tries to perform useful service but is unable to fight the system. In the last period of a career (20–35 years), the officer attempts to maintain the status quo: The officer has a stake in not changing because there is too much that needs changing, the officer does not want to admit that he or she has failed, and the officer does not want to let the new officers down.

Over time, police officers may begin to exhibit stress and **cynicism**, especially those police officers who work in areas that have a disproportionate amount of crime. It is very easy when the officer sees so much crime on a daily basis to become cynical and develop an attitude problem. This problem is sometimes compounded with internal stressors within the police department. There are many anecdotal accounts from police officers relating that they are never really bothered from the stress of police duties in the field; it's the internal stressors within the department that become bothersome. Supervisors should be watchful for signs that an officer is developing a bad attitude toward the citizenry or other officers because this may lead to more serious problems. This may also be a sign that the officer is experiencing an excessive amount of stress and early intervention may be useful.

Excessive job stress and burnout can result from personal frustration and inadequate coping skills. **Burnout** is a psychological condition that is also referred to as burnout stress syndrome. Burnout has been found to be involved in a number of conditions, including physical, emotional, spiritual, intellectual, and interpersonal exhaustion (Iannone, Iannone, & Bernstein, 2014). Police officers can minimize some of the results of stress by proper mental and physical preparation for police duties.

occupational stress Stress related to a person's job. It can cause physical and mental tension. Occupational stressors in policing are many and often stem from unexpected responsibilities, pressures of the job, traumatic experiences, and shift work.

cynicism A modern cynic typically has a highly skeptical attitude toward social norms. In policing, officers may become cynical of the ritualistic purpose of police work and will tend to question the validity of a substantial proportion of beliefs, policies and procedures, and rules and regulations. Cynicism can affect the officer's productivity and impact the morale of other police officers.

Shift Work and Stress

Police officers graduating from the academy often find themselves assigned to the night shift—second or third shift and weekends and holidays. In many cases, this may last throughout their careers. The shift work can add to the stress of the police occupation. It can also take its toll on marriages and families. Unlike many other occupations, years of seniority on the police department will not necessarily keep you off the night shift and free from working the weekends. A newly promoted police lieutenant recently relayed to one of the authors of this book (Birzer) that he had 14 years of seniority on the department and assigned to the training academy training to recruit officers, which is an eight-to-five job with weekends off. The sergeant at the time was working at the academy for three years when to his delight the chief of police promoted him to lieutenant. He was pleased that his hard work and years of taking college classes and earning his degree around his work schedule finally paid off, but he found himself as a newly promoted lieutenant assigned as a watch commander to field patrol third watch and working weekends.

burnout Job burnout is a form of stress that police officers may suffer to some degree at various times in their career. Burnout becomes critical when an officer is distressed and begins to feel fatigued and frustrated every day with no relief. In police culture, burnout is sometimes mistaken for an attitude problem.

Causes of Officer Stress and Fatigue

The National Institute of Justice recently published a comprehensive report on police stress. Their report contains a goldmine of information centering on police stress. The following material was taken directly from their report:

> Enduring stress for a long period of time can lead to anxiety, depression or post-traumatic stress disorder (PTSD). PTSD is a psychological condition marked by an inability to be intimate, inability to sleep, increased nightmares, increased feelings of guilt, and reliving the event.

For law enforcement officers, stress can increase fatigue to the point that decision-making is impaired and officers cannot properly protect themselves or citizens. Factors that can cause stress and fatigue for law enforcement officers are as follows:

- Poor management
- Inadequate or broken equipment
- Excessive overtime
- Frequent rotating shifts
- Regular changes in duties, for example, spending one day filling out paperwork and the next intervening in a violent domestic dispute.

Individual factors might include the following:

- Family problems
- Financial problems
- Health problems
- Taking second jobs to make extra income

Fatigue can harm an officer's mental health by:

- Increasing mood swings
- Impairing judgment
- Decreasing an officer's adaptability to certain situations
- Heightening an officer's sense of threat
- Increasing anxiety or depression
- Increasing the chances of mental illness (e.g., officers may develop PTSD or bipolar disorder)

Fatigue can harm an officer's physical health by:

- Reducing eye–hand coordination
- Causing an officer to gain weight
- Causing pain (e.g., backaches, headaches)
- Making an officer unable to relax (e.g., cause restless sleep, provoke heightened alert response)
- Causing gastrointestinal problems (e.g., loss of appetite, abdominal distress, or ulcers)
- Damaging the cardiovascular system (e.g., causing heart disease, arteriosclerosis, or congestive heart failure)

Stress Prevention and Reduction

The most common method for preventing stress is to train officers to recognize its signs and sources and to develop individual coping strategies. Training both helps encourage officers and non-sworn personnel to use stress reduction techniques and services and removes the stigma frequently attached to seeking assistance.

Law enforcement officers usually do not speak up about how stress affects their lives. Most departments have an unspoken code of silence about the stress and strain that comes with police work. For most officers, the work ethic and culture of law enforcement appears to accept fatigue as part of the job. Additionally, police managers do not always see how overtime causes work-related injuries and accidents. Many police officers are willing to risk their health because overtime provides additional income. Some police agencies are trying to avoid officer fatigue by:

- Encouraging officers to engage in physical activity
- Encouraging officers to take time away from work
- Avoiding mandatory overtime hours
- Discouraging officers from taking on second jobs or moonlighting
- Creating schedules and policies that minimize overtime and shift rotation
- Using technology or policies that reduce overtime (e.g., using laptop devices in cars to write reports, using a "call in" reporting system to deal with certain calls for service, and allowing officers to process paperwork on calls for service at a later time)

Summary

- Police work is a rewarding but challenging career and presents those called to the profession a chance to provide an invaluable service to the community.
- Police officers are required to exhibit the highest level of bravery and sound decision-making in the performance of their duties.
- Despite several highly publicized police shootings in recent years that have ignited racial tensions and a robust debate about how police can best de-escalate situations, the public's confidence in the police appears to have improved when compared with other U.S. institutions.
- When examining citizen confidence in the police racial minorities have less confidence in the police compared to whites.
- Some have identified the warrior mindset as one factor for racial minority groups having low confidence in the police.
- The Final Report of the President's Task Force on 21st Century Policing was created to strengthen community policing and trust among law enforcement officers and the communities they serve. Their mission was to examine ways of fostering strong, collaborative relationships between law enforcement and the communities they protect.
- The President's Task Force Report made 59 recommendations, grouped under six broad pillars for how policing practices can promote effective crime reduction while building public trust, providing a road map for the future of policing and community-police relations.
- The President's Task Force Report recommended that police officers embrace a guardian mindset to build trust and legitimacy both within agencies and with the public.
- Police recruitment is the process of locating, identifying, and attracting capable applicants who have the minimum qualifications to be eligible for the selection process.
- Recruitment programs should include targeted recruiting efforts with the objective to encourage people from diverse populations and situations in life to consider careers in law enforcement.
- Law enforcement recruitment programs have not always been successful at attracting racial minorities for the police service.
- Diversity now means more than embracing variations in race, ethnicity, and gender; it also encompasses variations in age, language skills, culture, religion or belief system, and sexual orientation.

- The police selection process is the process of winnowing down the applicant pool in order to identify the most qualified for police service through a series of tests and background investigations.
- After a candidate successfully completes the selection process, and offered employment as a police officer, they are required to attend the police academy where they will be trained in essential skills needed to perform the job of police officer.
- After a police recruit graduates from the academy they enter into a field training program where they will be assigned to a field training officer.
- Police officers are required to attend in-service training throughout their careers. This varies depending on the state, but is usually around 30 to 40 hours of training per year.
- The *Brady v. Maryland* case requires that prosecutors disclose materially exculpatory or impeaching evidence in the government's possession to the defense. This is often referred to as Brady material or evidence the prosecutor is required to disclose.
- The *Giglio v. United States* case expands the Brady decision and requires prosecutors to disclose the information in which a defense attorney could use to impeach a witness. This includes police officers.
- Rising in rank in law enforcement agencies means taking on additional responsibilities for the supervision and/or management of departmental personnel or resources.
- The police sergeant performs the day-to-day supervision of police officers in the field who are carrying out the mission of the law enforcement agency.
- To progress up in police rank candidates go through a thorough promotional testing process involving written tests, oral interviews, and for some positions in upper command, an assessment center.
- Police officers and members of their families consider their jobs to be one of the most stressful.
- Police officers report high rates of divorce, alcoholism, suicide, and other emotional and health problems due to the stress of the job.
- The most common method for preventing stress is through effective training. Training should focus on recognition of the signs and sources of stress, and individual coping strategies.

Classroom Discussion Questions and Activities

1. What are the characteristics and qualities desired in police officers?
2. What are the six pillars that came out of the President's Task Force on 21st Century Policing? Which one do you think will present the most implementation challenges?
3. Why is it difficult to recruit racial minorities for the police service?
4. What are the general components of the selection process?
5. What are some of the causes of officer stress and fatigue?

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CHAPTER OUTLINE

2 Police Patrol: The Backbone of Policing

OBJECTIVES

After completion of this chapter, you should be able to do the following:

- *Explain the differences between police operations during the three eras of policing.*
- *Discuss the influence of the English policing system on U.S. policing.*
- *Explain the purpose of police patrol.*
- *Describe reactive, proactive, and coactive policing.*
- *Explain how a police department is organized.*
- *Identify the variety of police patrol methods.*
- *Discuss factors that should be considered in the allocation of police patrol.*

▶ Introduction

Mrs. Smith, a 75-year-old widow, is awakened from a deep sleep one warm summer evening. Half asleep, she glances at the digital alarm clock sitting on the nightstand beside her bed. The large red digital display reads 2:00 AM; Mrs. Smith hears a noise coming from her backyard. A few seconds later she hears the noise again. It sounds like someone breaking into the storage shed where she keeps her lawn mower and other lawn equipment, along with some of her late husband's tools, which are worth a lot of money. Mrs. Smith is terrified. She frantically reaches for the phone and dials 911. She is so shaken that it takes her two times to dial 911.

After two rings, the dispatcher answers and asks for the nature of the emergency. Mrs. Smith whispers to the dispatcher that she thinks someone is breaking into the storage shed in her backyard. The dispatcher calmly asks Mrs. Smith pertinent questions, while at the same time assuring her that police officers have been dispatched to her home and should arrive shortly. After several minutes, the dispatcher informs her that a **police officer** has just arrived at her residence and will be checking the backyard shortly. Mrs. Smith peeks out of her bedroom window into the backyard and is relieved when she sees the illumination of flashlights and hears the crackling of police radios in the night. She sees two police officers shining their flashlights on the shed. A few moments later she is contacted by a police officer. The police officer informs her that it appears someone was trying to break into the shed, but that they must have been scared off before gaining entry. The officer informs Mrs. Smith that she shouldn't worry because the chances are minimal that the criminal will return to finish the theft. The officer then advises her that the police will step up patrols in her neighborhood through the rest of the night. The officer pulls out his field notebook and asks Mrs. Smith a number of questions for the official police report.

police officer A member of a police department who is sworn to make arrests and carries a firearm. A police officer performs general patrol and/or special law enforcement assignments in the protection of life and property; enforces city, county, and state laws and regulations; performs a variety of activities and operations associated with crime prevention, traffic enforcement, crime/accident investigation and reporting, and related law enforcement areas; and performs related duties and responsibilities as required.

Police patrol officers respond to crimes in progress as well as a variety of many other nonemergencies on a daily basis in the United States. According to the Bureau of Justice Statistics, there are approximately 10 million violent crime and property victimizations reported to the police each year. Violent crime is reported to the police at a higher percentage than personal theft (pocket picking and purse snatching) and property crime.

The police are charged with the prevention and detection of crime and the apprehension of offenders. They are responsible for the protection of citizens and the preservation of civil order. Police are considered by many as the "thin blue line" between order and disorder, between good and evil; others have a less flattering description of the police. Perceptions of the police, in large part, are shaped from people's experiences with them. We demand a lot from our police.

This chapter provides a broad overview of police functions and is a foundation for other chapters in the book. Most of the topics that are introduced in this chapter are covered to a greater extent throughout the book.

▶ A Sketch of the Police

Police officers have exceptional responsibilities. They have the authority to arrest and take people's liberties from them. They have the authority to stop drivers and to issue traffic citations that may cost a great deal, in terms of money to pay the fine and the time to appear in court. Police officers have the authority to use reasonable force, if necessary, to protect life and property. The police are also authorized to use the ultimate force, deadly force, to defuse a life-threatening situation. Think about this for a moment: What other professions allow their employees to justifiably take a human life? The decision to use deadly force is often made in a split second. Police officers don't have the luxury of researching what is

the best course of action in dealing with a potentially life-threatening situation. Quite the contrary, they have to act immediately, as their failure to do so can be disastrous.

We expect the police to settle our problems and settle them quickly. It has been said that "we love to love them," and "we love to hate them". When carrying out the police mandate of preserving and safeguarding life and property, the police are sometimes caught in the not-so-enviable position of "damned if we do, and damned if we don't."

The largest and most visible component of any municipal law enforcement agency is the patrol section, which consists of officers working in uniform 24 hours a day, 365 days a year. Patrol officers handle service calls in motor vehicles, on horseback, or on foot. Patrol is the essence of the police mission. Police patrol is considered the backbone of the police department. Although all aspects of the police organization have the responsibility of meeting the organization's mission, patrol usually takes the lead in this effort due to its size and visibility. In most cases, a citizen's only contact with the police department is with the men and women performing the patrol function. A great deal of this contact will be for traffic-related matters, such as stopping a motorist for speeding, running a red signal light, having a brake light burned out, and so on.

In many organizations, the patrol section also accepts the responsibility for the functional supervision of other units of the department during nontraditional working hours; for example, supervision of the Communications unit or Records Unit may be provided by patrol supervisors between midnight and 8:00 AM or during weekends and holidays when police management personnel are not on duty.

Sometimes it is helpful to use a business analogy to describe policing. A business delivers some product or services to the customer; for example, your automobile insurance agent delivers automobile insurance to you. He or she makes sure that you are satisfied with your insurance policy and addresses concerns you may have about a particular clause in your policy. If you are involved in a vehicle accident, your agent would complete the necessary paper work and secure the reimbursement to repair your car. If the agent does a poor job of delivering these services to you, you may shop around for another insurance company.

Uniform Crime Report (UCR) The Uniform Crime Reports are crime indexes, published annually by the Federal Bureau of Investigation, which summarize the incidence and rate of certain reported crimes within the United States.

In much the same way a business delivers services to customers, police departments deliver services. Like the insurance agent who is on the front line for an insurance company, the men and women of the patrol force are on the frontline and deliver services to the citizens. These services are very broad. Citizens can't hire another police department like they can hire another insurance company if they are dissatisfied with the service they have received; however, if a police department has a tendency to deliver poor services to the citizenry, then this may cost the police agency dearly in terms of public and political support. Public and political support is necessary, especially when the police are trying to make an effective argument for budget increases. If the citizens are satisfied with the police department, this may result in more voluntary compliance with laws and ordinances.

Unlike other public agencies, the police are faced with many more challenges that center on public safety and welfare. The police respond to a wide variety of criminal-related calls, noncriminal-related calls, and service-related calls. The police department is one of the few governmental agencies that a citizen can call 24 hours a day, seven days a week, and almost always be assured of getting a human response in the form of a police officer in a matter of minutes. Perhaps a better way to illustrate the wide variety of calls that the police handle is to take a brief look at the **Uniform Crime Report (UCR)** and the **National Incident-Based Reporting System (NIBRS)**.

National Incident Based Reporting System (NIBRS) This is a crime reporting system used by law enforcement agencies that captures details on each single crime incident, as well as on separate offenses within the same offense. This includes information on victims, known offenders, and relationships between victims and offenders.

The UCR is a collective effort on the part of city, county, tribal, and federal law enforcement agencies to present a nationwide view of crime. At some point, you have probably heard a media account that goes something like this: "The FBI reports that violent crime is down 6 percent." Basically, this means that the UCR data show that violent crime is down. The Department of Justice and, specifically, the Federal Bureau of Investigation (FBI) manage the UCR system. Law enforcement agencies that participate in the UCR

provide the FBI with summarized reports on offenses known to law enforcement and on persons arrested. Also included in the UCR is information about the number of law enforcement officers killed and assaulted and information on hate crimes.

In recent years, there has been effort to expand the UCR system. This has led to the development of the National Incident-Based Reporting System. The NIBRS is an incident-based reporting system for crimes that are known to the police and actually perfects the UCR. The NIBRS collects data on each single incident and arrest within 22 offense categories made up of 46 specific crimes called "Group A offenses." For each of the offenses coming to the attention of law enforcement, specified types of facts about each crime are reported. In addition to the Group A offenses, there are 11 Group B offense categories for which only arrest data are reported. For each crime incident, a wide variety of data are collected about the incident. The data may include the nature and types of specific offenses in the incident, characteristics of the victim(s) and offender(s), types and value of property stolen and recovered, and characteristics of persons arrested in connection with a crime incident. The NIBRS provides much more detailed and comprehensive data regarding crime incidents when compared to the traditional UCR.

The following offense categories, known as Group A offenses, are those for which extensive crime data are collected in the NIBRS:

1. Arson
2. Assault offenses—aggravated assault, simple assault, intimidation
3. Bribery
4. Burglary/breaking and entering
5. Counterfeiting/forgery
6. Destruction/damage/vandalism of property
7. Drug/narcotic offenses—drug/narcotic violations, drug equipment violations
8. Embezzlement
9. Extortion/blackmail
10. Fraud offenses—false pretenses/swindle/confidence game, credit card/automatic teller machine fraud, impersonation, welfare fraud, wire fraud
11. Gambling offenses—betting/wagering, operating/promoting/assisting gambling, gambling equipment violations, sports tampering
12. Homicide offenses—murder and nonnegligent manslaughter, negligent manslaughter, justifiable homicide
13. Kidnapping/abduction
14. Larceny/theft offenses—pocket-picking, purse-snatching, shoplifting, theft from building, theft from coin-operated machine or device, theft from motor vehicle, theft of motor vehicle parts or accessories, all other larceny
15. Motor vehicle theft
16. Pornography/obscene material
17. Prostitution offenses—prostitution, assisting or promoting prostitution
18. Robbery
19. Sex offenses, forcible—forcible rape, forcible sodomy, sexual assault with an object, forcible fondling
20. Sex offenses, nonforcible—incest, statutory rape
21. Stolen property offenses (receiving, etc.)
22. Weapon law violations

There are 11 additional offenses, known as Group B offenses, for which only arrest data are reported. These are as follows:

1. Bad checks
2. Curfew/loitering/vagrancy violations
3. Disorderly conduct
4. Driving under the influence
5. Drunkenness
6. Family offenses, nonviolent
7. Liquor law violations
8. Peeping Tom
9. Runaway
10. Trespass of real property
11. All other offenses

Police officers working in local police departments constitute the majority of the sworn police officer population in the United States. A sworn police officer is someone who has taken an oath, carries a badge and a gun, can arrest and use reasonable force to do so, and is employed by a governmental entity, for example, by the City of Los Angeles or the City of Houston. Police departments range in size from 40,435 officers that serve in the New York City Police Department to one-officer departments in smaller cities. The Bureau of Justice Statistics estimates that approximately 461,063 full-time sworn officers work in city police departments in the United States. Half of all police departments have 10 or less sworn officers, and some departments have only one officer employed. Do you find this hard to believe? If so, maybe this will help: Take a moment and think about the state where you live. How many major police departments can you think of that employ hundreds of police officers? You may be able to identify a few; however, you can probably identify a great many more police departments that employ fewer police officers, maybe 50 or less, and probably many that only employ 10 or less police officers.

In a typical police department, the law enforcement agency prevents crime, investigates crimes, apprehends criminals, maintains order, and provides other miscellaneous services. A great many of these services are handled by the patrol function. Thus, it stands to reason that a substantial amount of a police department's operating budget is expended on patrol operations. In addition, the majority of personnel within a police agency are assigned to police patrol. Local police departments employ over 593,000 people full time, including about 461,063 sworn personnel (Bureau of Justice Statistics, 2016a). Sworn personnel are those personnel that have general arrest powers. Sheriffs' offices have about 353,451 full-time employees, including 182,979 sworn personnel (Bureau of Justice Statistics, 2016a).

▶ Development of Police Patrol

The English Influence

The U.S. system of policing has its roots in Great Britain. The word "patrol" in early English meant to "walk or paddle in muddy water." There are several versions of how the word became associated with law enforcement. One popular version is that the police are "walking in muddy water" when they patrol the community looking for the dirty (criminal) aspects of its citizens. Patrolling is the most visible part of police work, and many citizens' opinions of the quality of the local police department are based on their observations of and contacts with police patrol officers.

Police patrols in the United States have not always operated around the clock, 24 hours a day, seven days a week. In fact, early police patrols were operated by citizen volunteers. Of course, you can probably identify many problems with this type of system. For one, the citizens had no training in police patrol operations. The citizens who performed the voluntary patrol duties were sometimes called "the rattle watch." They patrolled the city's streets equipped with weapons, green lanterns that were used to identify them, and wooden rattler sticks (wooden rattlers). Wooden rattlers were used to make noise, to literally shake and rattle the stick at the first sign of trouble. The rattling procedure was used as a device for warning citizens of a potential threatening situation, at which time they would gather in certain parts of the city to deal with the problem.

Citizens would also use the rattle upon learning of a fire in the community, at which time bucket-brigades were formed. Bucket-brigades were volunteers who would form lines at the nearest water supply, fill buckets with water, and pass them down a line until they reached the actual fire scene. When citizens were not on night watch patrol, they returned home and conspicuously hung the lantern on the front of their home to show everyone that a night watchman lived there.

The U.S. "wooden rattle" system was similar to the English tradition of the "watch and ward" with its emphasis on the "Hue and Cry." In fact, the most popular model on which U.S. police departments were measured was the London Metropolitan Police (Carte & Carte, 1975). As noted earlier in this chapter, the U.S. police actually adopted many features of the British system of policing for use in U.S. cities.

In the English tradition, when the "Hue and Cry" was raised (day or night) for any felony, a complaint about the crime was lodged immediately by men who were subjects of the king, until the person pursued was captured. In some cases, there were fines issued by the Court if the subjects were not captured. Imagine for a moment if the mayor of a U.S. city fined the police department for every crime that is not solved. In a contemporary society, this is an absurd notion. The "Hue and Cry" was the act of an individual who would alert the neighborhood to the recent commission of a crime, and sometimes entailed raising public support for pursuit or arrest of the criminal.

Much of the policing reforms in England that took place around 1829 were started by the English Home Secretary Sir Robert Peel. Sir Robert Peel is considered the father of modern-day policing. When Peel was named Home Secretary in 1822, he recognized that policing in London was in dire need of reform. Peel jumped in with zest into the duties of his new position. Sir Robert Peel proposed a bill in the English Parliament titled "London Metropolitan Police Act" or, as it is sometimes referred to, "The Peelian Reform," which was subsequently passed and became law in 1829. The bill outlined a plan to reform the London Metropolitan Police.

As a result of Peel's reform, the new metropolitan police force became known as "Peelers" or "Bobbies," named after Sir Robert Peel. Peel's principles of policing are the foundation on which today's U.S. community policing movement is based. Peel is credited with many concepts currently being used in the U.S. community policing, including the following:

- The basic mission of the police should be to prevent crime and disorder.
- Police must perform their duties subject to public approval.
- Police need the cooperation of the public in order to secure and maintain public order.
- Police in performing their duties must demonstrate impartiality.
- Police should not use force unless absolutely necessary.
- The test for success of the police is the absence of crime and disorder.

Peel's principles on policing include the following:

- Every police officer should be issued a badge number, to ensure accountability for their actions.
- Whether the police are effective is not measured on the number of arrests, but on the lack of crime.
- The proper training of police is at the root of efficiency.

It is important to keep in mind that Robert Peel proposed the policing reforms in 1829. Many of his ideas were thought to be radical for the time. In many respects, U.S. policing is a product of its English heritage. The English fingerprint is on many other aspects of the U.S. criminal justice system, too. When the British colonists brought their criminal justice system to the colonies, they included the English common law, the high value placed on individual rights, the court system, and law enforcement institutions. Many of Robert Peel's principles can be found in U.S. police protocol; for example, Peel proposed that all police officers should be issued a badge number to ensure accountability for their actions. The next time you see a police officer, take a close look at his or her badge—there is a good chance you will see the badge number. From an operational standpoint this makes sense, as in many situations a citizen may not be able to obtain an officer's name, but the conspicuous badge number will make the officer identifiable. Not only do police officers have a badge number, but most agencies assign officers an identification number that is used on official police reports and for personnel records.

Bobbies In 1822 Robert Peel became Home Secretary of England. As Home Secretary, Peel created the London Metropolitan Police in 1829. At first they were known as the new police; later they became known as "bobbies" in reference to Sir Robert Peel's nickname.

Robert Peel also advocated that training was an important aspect for proper police efficiency. Training is the lifeblood of U.S. police departments and the number of hours of academy training has increased drastically over the years. In most departments, police officers are required to attend formal recruit academy training prior to assuming police duties. The Bureau of Justice Statistics (2016b) reported that new local police recruits were required to complete an average of 840 hours, or 21 weeks of training, not including field training. The Los Angeles Police Department requires recruits to complete eight months of academy training.

Sir Robert Peel (1788–1850)

Sir Robert Peel was born in Lancashire, the son of a middle-class manufacturer. In 1822, Robert Peel became Home Secretary of England. As Home Secretary, Peel created the Metropolitan London Police in 1829. Today, all police officers in Britain are commonly referred to as "**Bobbies**." Originally, they were known as "Peelers," as they were the creation of Sir Robert Peel. They were also referred to as "Bobbies" after Robert. The first thousand of Peel's police, dressed in blue tailcoats and top hats, began to patrol the streets of London in September 1829. The Peelers were issued a wooden truncheon carried in a long pocket in the tail of their coat, a pair of handcuffs, and a wooden rattle to raise the alarm. By the 1880s, this rattle had been replaced by a whistle. In 1829, Robert Peel's Metropolitan Police Act was passed; this provided permanently appointed and paid police constables (the Peelers). Known as the father of modern policing, his Peelian principles defined the ethical requirements that police officers must follow in order to be effective. His most memorable principle is: The police are the public, and the public are the police.

On average, about three-quarters of training hours were state mandated, with the remainder an agency requirement. Likewise, most states require police officers to receive a certain number of in-service training hours each year to maintain their law enforcement certification (Bureau of Justice Statistics, 2016b).