Executive Summary

The Department is having issues with developing relationships with members of their community, making it difficult for them to collaborate with members of the community for resolution of issues and conflicts. More specifically, how can design a community policing program to have police officers work more effectively with their community to reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel safe? This research paper specifically looks at how a community policing program would impact the relationship between the community and .

Using the theories of employee engagement, training, managing conflict and negotiation, motivation, ethics, and trust, the author could develop a plan that would have a positive impact on the relationship between and the community they serve.

Employee engagement will be used to increase social capital and receive buy in from police officers to become engaged in the community policing program. Patrol officers are going to be the ones who have the most interaction with members of the community since they are the ones responding to calls for service in the community. All police officers must be aware of community policing program goals and act accordingly. Trying to educate and teach citizens about the procedures and processes of will be a lost cause if police officers respond to calls with a negative or careless attitude, or a lack of understanding of what the goal is.

Training will be the next step in implementing the community policing program. It is going to take educating the public about the processes and procedures of the police department, and educating police officers how to interact more effectively with members of the community to create a successful program.
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Managing conflict early on will be a key part of the community policing program. Questions and concerns must be discussed openly and be addressed early in the process. It is understandable that police officers and citizens alike, may have a difficult time adjusting to the idea of community policing, but with conflicts being addressed early on, it can lead to a stronger relationship in the future.

To motivate employees, leadership should consider allowing police officers flexible schedules to give them the ability to attend meetings or meet with various groups around campus. Police officers should be recognized for the positive work they are doing, and this needs to be communicated to the community in some way. Leadership must also be part of the community policing program, being more visible and advocate what good is being done, successes achieved, and show support from the top of the department all the way down to patrol.

Police officers should already possess and work within a high code of ethics. This needs to be reaffirmed within the department and demonstrated to members of the community. This will show that is committed to providing a high level of ethics and trust when responding to calls for service and make it top priority to treat all people equally.

By implementing this community policing program, members of the community would feel safer, be better educated about police policy and procedure, and hopefully see as a beneficial partner, and feel comfortable calling for collaboration or assistance. The impact on the community and relationship would be a positive one.
The Police Department: Impact of Community Policing

Elaine McLenaghan

Central Michigan University

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Organization Overview

The Police Department is a full-service law enforcement agency, dedicated to promoting a safe and secure environment for staff, faculty, students, and visitors on the campus. Like many municipal police departments, offers various specialty units that include two K9 Officers, Community Outreach, Criminal Investigations, Special Victim’s Unit, Motorcycle Unit, Bicycle Unit, and Parking Enforcement. In addition to the day to day patrol operations, is responsible for providing security for special events on campus, such as football games, sporting events, controversial speakers, or dignitary visits.

is dedicated to the safety of all people on campus and are constantly working to develop strong relationships with all members and groups of our community. Due to recent incidents in the last few years of police officer involved shootings, police officers killing unarmed African American males, and the militarization of police departments, it has sometimes made it difficult for officers to develop strong relationships with members of their community. A few contributing factors for this challenge is due to fear of the police and lack of understanding of how police officers perform their everyday duties. In addition to the recent negative media attention regarding police officers, our community has large populations of foreign students and staff who come from countries where they have a negative view of police because police in their home country act very differently from police officers here in the United States. There is often major language and cultural barriers when police officers are trying to communicate with members of these foreign populations. It can be difficult to communicate with them and explain police officers’ actions. In addition to the members of our population from foreign countries, we have strong representation from the Lesbian, Bisexual, Gay, Transgender, and Queer community. We have students and staff who come from various cultures, religions, economic backgrounds,
life experiences, education levels, and ideas. The population of our community is very diverse and the works hard to provide an inclusive environment for people from all walks of life.

We are often looked at as a negative presence, even when we are there to help or trying to do something positive. It is imperative that we create a new and improved community policing program, to better interact with members of our community and develop relationships with community leaders, groups, clubs, and the public to instill trust in us. With the development of a new community policing program, we can begin to change how people view police on campus and can create a culture where staff, students, faculty, and visitors look at officers as an integral, needed, and valued partner of life on campus.

**Defined Problem**

A main issue adversely affecting us is that they are struggling to develop relationships with members of their community, making it difficult for them to collaborate with members of the community for resolutions of issues and conflicts. To address this problem, the author has asked, how can we design a community policing program to have police officers work more effectively with their community to reduce crime, build relationships, create a culture of trust, and provide an environment where all people feel safe? Community oriented policing focuses on fostering prevention, building partnerships, and establishing trust within the community (Friend & Martinez, 2010, p. 10).

This paper specifically addresses how a community policing program would impact the relationship between the community and the police department. Theories used to explain the impact this program would have on the community are employee engagement, training, managing conflict and negotiation, motivation, ethics, and trust.

**Employee Engagement**
Employee engagement is the harnessing of organization members’ selves to their work roles; with engagement, people employ and express themselves physically, cognitively, and emotionally during their work performance (Kinicki & Fugate, 2012, p.156). Employee engagement will be the first step in ensuring that the new community policing program will be a success. This will assist with building a stronger social capital amongst police officers and with members of the community. Social capital is productive potential resulting from strong relationships, goodwill, trust, and cooperative effort (Kinicki & Fugate, 2012, p. 10). It is going to be dependent on frontline staff to make the extra effort and spend the extra time researching, evaluating, and working with various members of our community. Police officers do not always have the benefit of extra time to spend on calls for service or have time to stop in and visit with members of our community, but when time allows, police officers should take that extra step to get to know the people and the groups who operated and live and work in the areas they patrol. Without employees making this extra effort, it would be impossible to change the negative ideas that can exist for the police. Small outreaches can have impressive results and will most certainly over time improve perceptions and relationships.

It is imperative that the importance of community policing is instilled from the top leadership down to the patrol officers. The community outreach officers must work directly with patrol officers and be given the ability to involve all police officers in community outreach. For the community policing program to be a success, police officers must be given the tools that allow them to put in the extra effort for community policing and for them to get involved. Whether that means being able to adjust their schedules to attend meetings or events in the community, being allowed to dedicate part of their shift time to community policing efforts, or
being able to create and implement their own idea for community policing, it should be considered and supported.

Buy in from police officers will be an important part of the community policing. Patrol officers are going to be the ones who have the most interaction with members of the community since they are the ones responding to calls for service in the community. All police officers must be aware of community policing program goals and act accordingly. Trying to educate and teach citizens about the procedures and processes of will be a lost cause if police officers respond to calls with a negative or careless attitude, or a lack of understanding of what the goal is.

**Training**

Specific training for community policing needs to be mandatory for all police officers. Types of training that should be included are diversity training (specifically related to the foreign cultures we interact with on campus), training explaining our goals and vision of the community policing program, specialized training for dealing with the mentally ill, and communication training.

There also needs to be training for members of the community through . Trainings could include teaching people what to expect when they are pulled over by a police officer, and how they should act during the traffic stop. Community members could also receive training on the role of police officers on campus, resources and services they offer, when to call the police, and what to expect when the police respond. It is also imperative that include various members of the community, to include students, staff, and faculty, when training for active shooter situations. Each year, trains for active shooter situations in an empty building on campus using fake guns and simulation ammunition. Members of act as the suspect and it is the police officers’ jobs to respond accordingly. It is treated as if you are going into a situation with a real suspect. The
training is an excellent one for police offices, but it misses the mark because members of our community are not included. It is important that involves members of the community to show them how the police respond in an active shooter situation, what actions they can take to escape or protect themselves, and show them what a highly skilled and qualified police department they have on campus.

In addition to police officer and community members’ trainings, another option that could be utilized by is a citizen police academy. This would be an extended training that would last for several weeks and give members of the community a chance to regularly meet with officers. The citizen police academy would be a great way to educate citizens about procedures and pressures associated with law enforcement. It would allow citizens to meet and interact with the men and women who serve them. In contrast, it also allows for officers to meet and hear from the citizens they serve. This could lead to a better understanding of both perspectives from law enforcements point of view, and the point of view of the citizens we interact with daily.

Training will be an imperative part of impacting the relationship between and the community in a positive way. It is going to take educating the public about the processes and procedures of the police department, and educating police officers how to interact more effectively with members of the community. Involvement and training specifically geared towards community policing would empower community members to become stakeholders in their own safety and transform the image of an agency in the minds of those who support it (Friend & Martinez, 2010, p. 10). Training and education would be the first step in strengthening their relationship, because often, police officers do not have the time to educate and interact with the people who called for their help on service calls.

Managing Conflict and Negotiating
With the introduction of this new program, there may be push back from police officers who do not want to be part of community policing or who do not feel it is an important goal for the department. Leadership must anticipate this problem and ensure conflict stays functional and does not become dysfunctional. Dysfunctional conflict threatens an organization’s interests, while functional conflict is constructive or cooperative conflict (Kinicki & Fugate, 2012, p. 287). It is imperative that leadership receive buy in from police officers, for the program to be a success.

To prevent non-engagement by staff of the program, leadership must be proactive in providing adequate and transparent communication, create clear job boundaries, explain how they will allocate resources, clarify the vision and the officer’s role in that vision, the multiple benefits both parties will realize as time goes on, and address and identify any conflicts and concerns early in the process. Adequate time must be given to this to ensure the engagement of staff. Given the large majority of law enforcement individuals enter this profession for all the right reasons, ensuring any safety concerns and understandable issues they may foresee are openly and honestly encouraged to be voiced and resolved is critical for successful implementation of any new protocols or processes.

There may also be conflict and push back from members of the community. Not all members of the community may be supportive of the police or their tactics. These individuals should be invited to get involved with community policing so that they can too become more educated and have a better understanding of police practices. This will hopefully show them that the police are not always the bad guys portrayed in the media., but rather fill a critical role in society, and have dedicated themselves to protect and serve the public at great peril to themselves and their families. In other words, there are some very good and noble people in law
enforcement who do truly care for people and the community. Having them in the program will also give police officers an opportunity to see their point of view and have a better understanding of how to interact with citizens who may not like, understand, or trust the police for various reasons.

Managing conflict early on will be a key part of the community policing program. By anticipating conflict, it can lead to desired outcomes of agreement between both parties, stronger relationships, and a learning experience for all (Kinicki & Fugate, 2012, p. 289). Questions and concerns must be discussed openly and be addressed early in the process. It is understandable that police officers and citizens alike, may have a difficult time adjusting to the idea of community policing, but with conflicts being addressed early on, it can lead to a stronger relationship in the future.

**Motivation**

For the community policing program to succeed, leadership must motivate employees to voluntarily participate in community policing to reach their goal of developing trust and respect with members of the community. It is essential that police officers understand what is expected of them and are given the autonomy to work with members of the community. For police officers, this improvement in community policing should represent an opportunity to improve their ability to serve their community more safely and effectively, and to gain or regain the faith of those whom they swear to guard and serve (Adegbile, 2017, 2258).

To motivate employees, leadership should consider allowing police officers flexible schedules to give them the ability to attend meetings or meet with various groups around campus. Police officers should be recognized for the positive work they are doing, and this needs to be communicated to the community in some way. Leadership must also be part of the
community policing program, being more visible and advocate what good is being done, successes achieved, and show support from the top of the department all the way down to patrol. There needs to be a top down approach to motivation, this gives management the responsibility of creating efficient and meaningful combinations of work tasks for employees (Kinicki & Fugate, 2012, p.150). Continued communication on the efforts of the program, successes, areas of improvement still needed, etc. should be discussed, recognized, and communicated often.

**Ethics and Trust**

Ethics, integrity, commitment, and trust should be at the core of a community policing program. Trust is what we need to build with our community, so we must be open to reaching out and building the relationships with community members and be willing to work with them. If that is not instilled in the program, then will not be able to build that critical trust. Police officers must also understand that members of the African American community or marginalized groups may be apprehensive about working with law enforcement at first. This could come from negative experiences with other police departments, or a generational mistrust of police officers. Police officers must be patient when trying to develop these relationships and be willing to put in the extra effort to develop trust. In other words, we must make the effort to reach out to change the perceptions. Thanks to social media, better data, and advanced technology a new light has been shed on police brutality that allows us to confront the problem and have open conversation about police interactions with citizens (Baptiste, 2015, p. 69). This may take more time in some areas, but perceptions can be changed by our relationships. We want to build those relationships and always remember what the vision is. People will come to realize we are there to help, to protect, to assist and oversee the public safety. The hope is that by adopting new reforms and a better community policing model, police-community relations can improve and police officers
will reduce the likelihood that excessive force will be used and lower the likelihood that tragedy will occur (Adegbile, 2017, p. 2258).

Ethics and trust are arguably the most important parts of a community policing program. Part of this is encouraging police officers and citizens to speak openly to speak out against questionable behavior by police officers, this can lead to a culture of integrity and result in a strong development of trust between the community and (Kinicki & Fugate, 2012, p.23). This can be reinforced by creating a code of ethics for officers to live by. Ethics training can be included in the new trainings for community policing. This can assist police officers and citizens with identifying and dealing with ethical issues through seminar, video, and internet training sessions (Kinicki & Fugate, 2012, p.24).

Police officers should already possess and work within a high code of ethics. This needs to be reaffirmed within the department and demonstrated to members of the community. This will show that is committed to providing a high level of ethics and trust when responding to calls for service and make it top priority to treat all people equally.

**Conclusion**

It is instrumental for to create an improved community policing program, and to develop high trust and respect with the community. By incorporating employee involvement, new training, developing a better way to manage conflict, and motivating employees and members of the community, can create a community policing program that will not only benefit themselves, but also the community as a whole. Resources allocated to neighborhood crime prevention programs and other community outreach programs, if effective, could reduce crime and increase police response (Dukes, Portillos, Miles, 2009, p. 315). In addition, would develop a close working relationship with important members of their community, who in turn would support
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law enforcement and this effort within the community itself. It would also develop a better understanding of how officers and citizens perceive neighborhood problems and the factors that shape their perceptions would be important for police leadership and policy makers to understand (Sun & Triplett, 2008, p. 436). These theories and ideas would play an important role in the new program. Members of the community would feel safer, be better educated about police policy and procedure, and hopefully see as a beneficial partner, and feel comfortable calling for collaboration or assistance. The impact on the community and relationship would be a positive one.

References


