Executive Summary

The Department () is experiencing challenges 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 that has law enforcement working 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 paper specifically addresses how the community policing program can take an effective multicultural approach to community policing. Theories that will be used to effectively incorporate a multicultural approach to the program will be understanding cultures, stereotyping, prejudice and discrimination, succeeding in a diverse workforce, and supporting an inclusive environment. These theories will be used to demonstrate how multiculturalism can be used to improve community relationships.

To implement a successful community policing program, it is imperative that have a clear understanding of the many cultures that are part of their campus. Due to the University of Michigan’s world renowned status, there are people who come from different countries all over the globe for work or to attend school there. The globalization of campus makes being in touch with these various cultures that more important. needs to develop these relationships if they want to have a clear understanding of what’s going on in their community.

needs to learn from the mistakes of other police departments and the notorious violent clashes between the police and citizens who have become angered by unfair treatment. By understanding the history behind what is referred to as police brutality, can have a better understanding of why specific populations or groups may be reluctant to work with the police.
can use this knowledge to build relationships that produce trust, show transparency, accountability, and compassion to members of the community who may not have a positive outlook on law enforcement. It can also give an opportunity to acknowledge these issues plaguing law enforcement, instead of pretending it does not exist, as a natural part of their philosophy that reflects in everything they do in their daily activities.

In addition, needs to better understand the various cultures, languages, and groups on campus. To do this, needs to incorporate a multicultural approach to managing diversity. This is included in the community policing program, but it also warrants consideration when it comes to managing police officers and civilian employees. There needs to be a focus on different cultures involved not only on campus, but within the police department. By using this approach from the inside out, can better apply the multicultural approach in community policing.

In order for the multicultural approach to be successful, must also provide and support an inclusive environment. To do this, everyone in the department and in the community, needs to feel like they are accepted and valued, and that what they say is being heard by the department. In addition, everyone needs to feel that the department stands for what is being said in their mission and vision statements. can say all the right things, but if they do not put their words into action and practice, their efforts to create strong relationships with the community will be unsuccessful.
The Police Department: How to Effectively take a Multicultural Approach to Community Policing.

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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 the community. It is imperative that look for new ways to improve how it connects with the community they serve and develop strategies to improve community policing. By continuing to strive for a strong, successful, and modern community policing program, can ensure established relationships with members on campus that will last for many years to come.

Defined Problem

A main issue adversely affecting 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 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 protected, included, and safe?

This paper specifically addresses how the community policing program can take an effective multicultural approach to community policing. Theories that will be used to effectively incorporate a multicultural approach to the program will be understanding cultures, stereotyping,
prejudice and discrimination, succeeding in a diverse workforce, and supporting an inclusive environment. These theories will be used to demonstrate how multiculturalism can be used to improve community relationships.

**Understanding Cultures**

To implement a successful community policing program, it is imperative that have a clear understanding of the many cultures that are part of their campus. Culture is the collective programming of individual’s minds that determine how a group of individuals perceive reality (Car-Ruffino, Daniels, Radebaugh, Sullivan, Griffin, & Pustay, 2013). Due to the University of Michigan’s world renowned status, there are people who come from different countries all over the globe to work or go to school there. It is sometimes their first time visiting the United States. Police officers can face challenges working with immigrant communities which can include language and communication difficulties, misunderstandings of federal and state laws, and representations of the police from other cultural contexts (Morant & Edwards, 2011). On top of the globalization at the University of Michigan, you have people coming from different economic backgrounds, ages, ethnicities, sexual orientations, religions, and languages. Responding to calls for service that involve cultural issues can take extra time and create feelings of uncertainty and frustration that challenge police officers’ sense of professional competency (Morant & Edwards, 2011). Officers must maintain their professionalism and take the time to resolve cultural issues. In the long run, finding ways to solve these problems early on, can make future calls for service easier to resolve and create a better understanding of cultural issues. Without a clear understanding of the different cultures on campus, cannot interact or respond to problems within these various cultures.
Many of the different cultures on campus have their own club or group on campus. These groups are listed online for students to join. In addition, often attends many of the groups events on campus to provide security. It would be easy enough for community outreach officers to contact various groups on campus in an effort to make a connection, and offer educational resources to these groups. Educational resources that could be incorporated into the program could be providing native language resources for people who speak English as a second language and having on-call interpreters who can speak foreign languages that officers frequently encounter on call for service. It would be a great way to contact different cultural groups and let them know that the police are interested in networking with them and giving them a point of contact within the police department who can answer any questions or concerns they have. This could be especially helpful with minority groups on campus who may have a negative outlook on law enforcement. It would serve as a great opportunity on a few different levels for establishing the connection to build the relationships.

It is also important to understand the culture within the police department. Lack of support for community policing at the officer level may explain the divergence between the department’s policies on community policing and the evidence of the program’s success (Kearns, 2017). The success of the community policing program relies heavily on individual officers to put the principles and ideas of community policing into action. If they choose not to embrace the community policing program, it will be difficult for members of the community to believe that is serious about community policing. Given the promise of relationship building between police and minority communities, it is important to understand how officers view community policing in this context (Kearns, 2017). That being said, it is noteworthy to consider that minority officers may be more open to community policing and be willing to put forth more effort to make the
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Community policing program a success. This is not to say that non-minority individuals cannot support this endeavor and be committed to this philosophy, but rather to incorporate the diversity within the department to help it reflect the various populations it serves. The crucial recruitment of a more diverse workforce will be discussed later in this paper.

**Stereotyping, Prejudice, and Discrimination**

Unfortunately, recent incidents in the media involving the killing of unarmed African American males by police officers, and the perception that these incidents were not handled justly, have left many minority groups feeling that the police are discriminating against them. Since 2014, there has been extensive media coverage on Trayvon Martin, Freddie Gray, Eric Garner, Michael Brown, and Tamir Rice, who were unarmed and all killed by police officers (Lee & Park, 2017). These are just a few names among many and even when a shooting is ruled justified, it often does not change how people feel about it. In addition to these recent incidents, past transgressions of the police against minority groups only furthers their mistrust of law enforcement agencies. During the Civil Rights movement of the 1960s, African Americans struggled to achieve the same rights as Caucasian Americans (Gates, 2013). The Watts riots in Los Angeles in 1965 were started due to the racist treatment that the African Americans living in Watts were subjected to by the Los Angeles Police Department (Matei & Ball-Rokeach, 2005). The Detroit riots in 1967 were also ignited by negative interactions between African American citizens and law enforcement (Audant, 2013). Once a citizen has had a negative experience with a police officer, or witnesses someone else being treated unfairly by the police, it becomes more difficult to gain their trust or convince them that not all police officers feel or act that way. The difficulties that police face when dealing with ethnic minorities has, in many cases, been
attributed to the police officer’s race and the community’s perception of policing (McMurray, Karim, & Fisher, 2010). They are forever left with an impression that police are racist and unfair. needs to learn from the mistakes of other police departments and the notorious violent clashes between the police and citizens who become angered by unfair treatment. By understanding the history behind what is referred to as police brutality, can have a better understanding of why specific populations or groups may be reluctant to work with the police. can use this knowledge to show transparency, accountability, and compassion to members of the community who may not have a positive outlook on law enforcement. It can also give an opportunity to acknowledge these issues plaguing law enforcement, instead of pretending it does not exist. Connecting with the community on a personal level also allows to address and understand social issues in the community. This will give another way to connect with community members and resolving social issues has proved to be an effective deterrent to preventing crime (McCarty, 2015). Money should be allocated to the budget for trainings, webinars, courses etc., that reinforce and develop staff in cultural competency and best practices in community policing. Officers also need to understand that interactions that are part of their daily routine, such as traffic stops or domestic violence calls, are uncommon encounters for most community members making many individuals hyper aware during interactions with police (LePere-Schloop & Lumpkin, 2016). Most police interactions do not end with an arrest or filing charges against criminals, most of the calls for service are for people calling for help with non-criminal issues. Although police officers are not social workers, our position in the community often allows us a keen awareness of social resources and how to best maximize access to those services (McCarty, 2015). Officers need to help when they can and be consciously aware of the effect their words, actions, and expressions have on the citizens they encounter.
To show that they are willing to combat stereotyping, prejudice, and discrimination, needs to take complaints against officers seriously. They need to investigate each complaint to determine if the officer’s actions were justified and in accordance to protocol. If the officer’s actions were just, then it needs to be explained why the actions were justified, so that the complainant understands why the officer acted the way they did. In addition, needs to be transparent with their arrest information and traffic stops on minorities. If a police officer’s actions demonstrate stereotyping, prejudice, or discrimination towards others, then needs to address the behavior in an effort to change it, or remove that officer from their position as a police officer to show their commitment to the core principles of community policing, integrity and ethics. When any police officer demonstrates these types of behaviors, there needs to be a zero-tolerance policy to hold them accountable. However, there must be due diligence in investigating such matters, which must be objective and not succumb to public opinion. Having the right type of person in law enforcement is critical, but they also need support. No one wants to see people of character and integrity decline to go into law enforcement professions, which could easily happen if they feel it is a no-win profession.

In contrast, a more positive way to deal with the effects of stereotyping, prejudice, and discrimination, is to recruit and hire a diverse workforce. When the public and public administrators share common traits, socialization experiences, values, and beliefs, public bureaucrats use their authority in ways that better reflect public values (LePere-Schloop & Lumpkin, 2016). By hiring people who belong to different races, cultures, religions, and sexual orientations, can reflect a better representation of their community. Ignoring the new demographics of law enforcement officers, or failing to see the significance of diversity, will leave less committed to their diversification and blind them to new opportunities (Sklansky,
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2006). This focused recruitment will show the community that there are people like them on the police force and that may make them more comfortable when working with the police department.

**Succeeding in a Diverse Workforce**

As stated in the beginning of this paper, the diverse population on the campus of the is always changing. With globalization increasing, so is diversity on campus. When these culture differences are understood, and accepted, people tend to form cross cultural relationships that broaden and deepen their worldviews (Car-Ruffino et al., 2013). If can better understand the diversity on campus, they can better resolve issues and problems with positive spin offs.

To be successful on campus, needs to better understand the various cultures, languages, and groups on campus. To do this, needs to incorporate a multicultural approach to managing diversity. This includes in the community policing program, but also when it comes to managing police officers and civilian employees. There needs to be a focus on different cultures involved not only on campus, but within the police department itself. By using this approach from the inside out, can better apply the multicultural approach in community policing, since it becomes a part of their own departmental culture. The multicultural approach will also be successful with recruiting a diverse workforce to better reflect the community they serve.

**Supporting an Inclusive Environment**

For the multicultural approach to be successful, must also provide and support an inclusive environment. To do this, everyone in the department and in the community, needs to feel like they matter and that what they say is being heard by the department. In addition,
everyone needs to feel that the department stands for what is being said in their mission and vision statements. can say all the right things, but if they do not put their words into action and practice, their efforts to create strong relationships with the community will be unsuccessful. The creation of these relationships is what will slowly begin to build the trust needed to achieve their goal of an effective community policing environment.

Creating an inclusive environment is all about recognizing and responding effectively to challenges and opportunities within the community. can successfully do this by meeting specific needs of its diverse employees and citizens, creating an inclusive multicultural approach to managing diversity, creating an inclusive department culture, and including all employees in the bottom-line efforts (Car-Ruffino et al., 2013). A great way to ensure that everyone is involved and included is to continue using the stakeholder analysis approach used in the MSA 603 paper. Considering everyone who may be a stakeholder in solving a problem, making decisions, or looking for solutions, can stay organized and keep all parties who have a role, or who are affected in some way, involved. This will also serve to support the transparency is committed to in this initiative.

**Conclusion**

In conclusion, to successfully implement a community policing program, must use an effective multicultural approach to dealing not only with the community, but also with their employees in the department. By having a better understanding of cultures, combating stereotypes, prejudice and discrimination, having a successful diverse workforce, and supporting an inclusive environment, can accomplish this goal. Having a multicultural approach can bring several benefits besides having a successful community policing program. The benefits to successfully managing diversity include attracting and retaining the best available talent,
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increasing organizational flexibility, improving the quality of management, problem-solving and innovating more powerfully, increasing productivity, and contributing to social responsibility (Car-Ruffino et al., 2013). Clearly, it is in ’s best interest to support a multicultural approach for community policing and management of their employees.

Furthermore, needs to demonstrate their commitment to a multicultural approach to community policing by putting their mission, vision, and program into action. Critics have noted that both recruitment of ethnically diverse police is frequently regarded as aimed at presenting the right outward image, rather than achieving a real community benefit (McMurray, Karim, & Fisher, 2010). needs to avoid this pitfall by taking concerns from the community seriously, having an open flow of communication for police officers as well as community members, and keeping in mind the importance of stakeholder analysis for all involved.

It is essential for to learn from the mistakes of other police departments and do their best to be proactive before problems surface in their community. has the advantage of protecting and serving a close-knit community that can be reached through social media, social clubs and groups on campus, their workplace, and through their classrooms. There are opportunities to educate each incoming Freshmen class on ’s community policing approach through their orientation after arriving at the University of Michigan, establishing as a valued partner in the culture they are going to be a part of for the next few years of their life. needs to use this vital time to connect with the new members of their community and communicate their mission and begin to build the relationship from the first meeting, embedding law enforcement as an intricate partner in a positive way in their minds and the culture.
References


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