



# Ethics Roll Call

To Champion the Nobility of Policing

SPRING 2017

## **Crisis in Policing**

by Richard N. Holden, Ph.D.

Law enforcement is facing a crisis of confidence. In the midst of the most contentious political environment since the 1960's, the country is fragmenting along serious ideological lines. In the middle of this ideological storm sit the police, supported by many, but vilified by others. At this crucial time in American history, our police must establish and maintain legitimacy through calm demeanor and professional conduct. This is a test; a test of courage, diplomacy, and ethical behavior not demanded of law enforcement for 50 years. It is a test the police must pass.

Surprisingly, this test comes at a time when law enforcement in the U.S. has the highest levels of education and training in history. Never before have police recruits undergone such extensive background checks to insure the integrity of new hires. This should be the high water mark for American policing. Instead, the focus has been on the relatively small number of violent confrontations between police and public. The fallout from these events has been nearly catastrophic. To some, there is an on-going war between the police and minority communities. The reality is considerably different. The police and public come in direct contact between 1-3 million times a day, with little or no drama. Yet the high profile nature of the violent confrontations has upped the ante. The discussion about police legitimacy has become decidedly lethal.

On July 8, 2016, a little over one year after James Boulware fired on Dallas Police headquarters,

Micah Johnson opened fire on Dallas police officers killing five and wounding seven others. Within three weeks of that event Gavin Long ambushed police officers in Baton Rouge, Louisiana killing three and wounding others.

What do we make of these attacks; what do we call them? More importantly can we predict episodes such as these? Do these incidents have anything in common? Is this the aftermath of this contentious environment or the start of a trend much more deadly?

It is difficult to make any assessments based on three events, but there is great concern in law enforcement that this is just the beginning. That being said, what factors, if any link these events?

Boulware seems to be the outlier in this series. He was white and his grievance with police was personal, if misguided. Boulware was not ex-military; the others were. Johnson and Long were both African-American and claimed to be acting in revenge for police shootings of Black men. That would seem to exclude Boulware as part of the trend. Dismissing Boulware is not so simple, however, for all three still shared disturbing commonalities. All had access to multiple firearms including assault weapons, all had a history of mental problems, they were all fixated on the police, and all were willing—maybe even determined—to die.

So, were these cases of mentally disturbed individuals with too many guns and an obsession with the police? Were these acts of terrorism? A case can be made that these were terrorist attacks as all were attacks aimed at symbols of power for the

*continued on page 4*

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### **INSIDE THIS ISSUE**

**Crisis in Policing**  
by Richard N. Holden

**Are You a Finger-Pointer?**  
by Kimberly Davis

**Warriors or Guardians?**  
by T. Neil Moore

**Our Nation Needs Community Policing**  
by Lee P. Brown



**Are You a Finger-Pointer?**

by Kimberly Davis, Founder/Director  
OnStage Leadership

It's impossible to escape these days, all the finger-pointing going on. Social Media is flooded with it. Traditional media is flooded with it. It's become our modus operandi as a culture. If you post a good rant, you're rewarded with thousands of likes and followers, ratings go up, so ranting has become the cool thing to do. I've even read articles about blog-writing that say "ranting" is something you *should* do as a writer.

Oh, how I've loved a good rant in my day! When I was younger there wasn't a fight I wouldn't enter. I would say whatever showed up in my brain. I thought I was smart (I suspect there were people out there who might have described me differently back then).

We try to dress it up by calling it "dialogue", but let's get real – there's no dialogue going on. It's all "I'm-right-and-your-wrong-so-there!". A dialogue insinuates that there's turn-taking, and listening going on. Let's not kid ourselves.

I'm not saying that a good intellectual debate doesn't make things better, but if we get so mired in making others wrong that we can no longer hear one another, aren't we just talking to ourselves? And if we're already convinced we're right, what's the point?

**A good debate makes things better, but if we're so mired in making others wrong that we can't hear, aren't we just talking to ourselves?**

And the finger-pointing is as pervasive in our organizations as it is in our politics. I hear it all the time. Managers blaming their direct reports. Sales blaming Marketing. Marketing blaming Operations. We blame our bosses. We blame our col-

leagues. We blame our vendors. We blame the culture. We even blame our customers!

It's so great! We don't have to take responsibility for anything, because everything is always somebody else's fault!

Except...(you knew this was coming, didn't you?)

Maybe that's not entirely true.

I remember when my kiddo was about...five year old, and he would be talking about being scared of "bad guys" – because every book we'd read, every movie, every cartoon, practically *everything* was about some good guy overcoming some bad guy. There's always got to be a protagonist and an antagonist. A hero and a villain. And I'd gently explain to him that there aren't *really* that many bad guys in the world. There are some, and we do need to be careful, but that there's far more good people out there than bad.

And I believe that to be true. In my core I do.

When I was growing up, the Russians were the "bad guys". Now I have many dear friends who are Russian. Really *caring, good, amazing* people. I've lived in some of the most conservative places in the United States and some of the most liberal places, and I've learned that there are *caring, good, amazing* people who believe very different things.

*continued on page 3*

**"A leader is one who knows the way, goes the way, and shows the way."**

**John C. Maxwell**

**ILEA WELCOMES  
NEW ADVISORY  
BOARD MEMBER**



John M. Ray joined the Victoria Police Department as Assistant Chief in 2016 with responsibility for all aspects of department operations. Chief Ray was previously the Executive Chief Deputy of the Tarrant County Sheriff's Office. He holds a B.S. and M.A. degrees in political science from the University of Texas at Tyler, as well as a Ph.D. in Public Affairs from the University of Texas at Dallas. Chief Ray graduated from ILEA's School of Police Supervision in 2000 and the Management College in 2006. John is a long-time ILEA supporter and a current member of our adjunct faculty. Welcome Chief Ray!

**Are You a Finger-Pointer?***continued from page 2*

One thing I've learned is that we see what we look for in life. If we want to see how wrong and evil someone is – we'll see it. We'll hang out with others who see it too. Who agree with us and tell us how right we are to be so astute as to see how wrong and evil “those people” really are. Whether “those people” are from a different country, have a different skin color, worship differently, love differently, vote differently. Whether “those people” happen to be individual contributors or management. Rich or poor. We love the “us against them” theme – we're tribal by nature. It's how we're wired.

**We see what we look for in life. If we look for bad – we'll see it. If we look for good – we'll see it. Which is a better way to see?**

I was talking to a friend of mine yesterday who has a “turn-around-guy” working with her organization, stirring up all kinds of craziness. He's calling out all the sacred cows, honing in on all the inefficiencies, and questioning the way things have been done for decades. And for the first week, all people could do was point fingers at him and blame the “bad guy” for the big feelings he was stirring up. People were angry and scared. They didn't feel safe. My friend, who had been through his process before with another company, was empathetically breaking into cold sweats in anticipation of his arrival, as she knew what was about to hit the fan. But she also knew that the work he did was transformational. Because she had seen that transformation in herself years before. And as emotions erupted and people were filing grievances and threatening to quit, my friend, ever the calming influence, encouraged people to give it time. To listen and absorb. To trust the process. And slowly, people are beginning to see that maybe, just maybe there is something that they could learn.

As she was sharing this story with me, she said, “You know, it hurts to look at yourself and see what you might be doing that is adding to the problem.”

She's so wise, my friend. It does hurt. No wonder I don't like to do it. None of us do.

**It hurts to look at yourself and see what you might be doing that is adding to the problem.**

Look, I'm not saying that there aren't problems out there – big ones. But where's it getting us, all this finger-pointing? Nowhere.

Is it possible for a brief moment to put down our shields and instead of pointing the blame, ask ourselves simply, “what's my part?” Because we all play a role. Or as my friend Mike Cook likes to say, “We're all in this soup together”. Can we stop focusing on what others are doing or not doing and start focusing on what we can do or not do that can make a *constructive* impact? I know it's something I want to work on with myself.

**Can we stop focusing on what others are doing or not doing, and start focusing on what we can do or not do to make a positive impact?**

Because all this finger-pointing? *Constructive* it's not.

(oh rats...I just ranted, didn't I?)



Kimberly Davis is the Founder/Director of OnStage Leadership, a boutique authentic leadership company that focuses on developing emerging leaders for forward-thinking organizations. Whether she's speaking to small business owners, Fortune 500 leaders, or leaders of the future, Kimberly is committed to connecting people to the best of who they are;

challenging her audiences to consider what they need to do, on a personal level, to authentically and powerfully “take the stage” at work and in their lives.

**CALL FOR PAPERS**

In our effort to remain a leader within the rapidly changing environment of law enforcement in the U.S., The Center for Law Enforcement Ethics invites our members to submit articles for possible inclusion in the following publications: *Ethics Roll Call* and *The Journal of Law Enforcement Leadership and Ethics*. Articles submitted for the newsletter, *Ethics Roll Call*, should be focused on law enforcement officers or efforts within police organizations that highlight the nobility of policing. Journal submissions must meet the standards for inclusion in an academic style refereed journal. These are more in-depth analysis of ethics-related issues in contemporary policing. Specific guidelines for submission to both publications can be found on the ILEA website.

**“A genuine leader is not a searcher for consensus but a molder of consensus.”**

**Martin Luther King, Jr.**

## Crisis in Policing

*continued from page 1*

escape, but refused to surrender when cornered. Both Johnson and Long, however, continued their attacks until killed showing no inclination to surrender or escape.

The more likely definition is a combination of the last two, lone actor suicide terrorism. This would appear to be the only definition that fits all cases and that is truly frightening.

Terrorism is among the most misunderstood criminal acts facing law enforcement. An over-emphasis on ideology by the media obscures the reality of political violence. With terrorism it is never about what the extremists believe, it is always about what they hate.

In all three of these attacks on police we may never know what, if anything, they actually believed. We do know with frightening clarity what they hated. It is the anger that inspires such hatred that fuels terrorist attacks. These men hated the police so much they were willing to die to kill cops. How many more feel this way and will others copy these attacks?

There are variables we cannot control. The prevalence of guns in our society is a reality that will not change. Mental health issues, according to psychologists, are at crisis levels nationwide. While police officers will confront these problems, there is little we can do to prevent them. With these two factors as constants, what are the factors that vary. The first is what social scientists call the contagion effect; the tendency of violent acts—such as suicide—to lead to similar copy-cat acts. We have already seen this in teenage suicide and, some argue, in mass murders. Was the Baton Rouge attack such an example of contagion? We may never know. Where we can have a dramatic impact, however, is on the most important factor driving the violence, “anger”.

Not since the 1960’s and 70’s have we seen such anger directed at the police. In many areas it is not merely anger, but a seething rage that easily transforms into violence. It may be argued that the current political environment is fueling much of the anger so obvious across all of society, and that is probably true. The police, however, are the most visible arm of government and are always the ones facing the picket lines of protest for whatever cause. They are the ones looking rage and hatred in the eye with the expectation that they will not over-react, for the only thing police officers can truly control is their own behavior.

Today the need for calm voices and tolerance for dissent is as great as at any time in our history. Hopefully, after what may be the most emotionally charged election since the 1960’s, tempers will calm and common sense will return. Then again, maybe not. The anger far exceeds police community relations. Regardless of the political environment, police agencies must develop close ties with the communities they serve. The failure to do so may prove catastrophic.

Law enforcement in the United States is being tested like it has rarely been tested. By helping the communities with dignity, honor, and a solid foundation of professionalism, law enforcement will not only pass the test but will emerge stronger, to the benefit of both the police and the communities they serve.

### ILEA HONORS CHIEF WILL D. JOHNSON WITH ETHICAL COURAGE AWARD

We are pleased to announce Chief Will D. Johnson of Arlington Police Department as the 2016 Ethical Courage Award honoree.

The Ethical Courage Award recognizes an individual or organization for meritorious leadership or courage related to law enforcement ethics and integrity.

On August 7, 2015, Arlington Police responded to a possible break-in at a car dealership. During a confrontation with officers the suspect was shot and died at the scene. Chief Johnson not only responded to this tragic situation with compassion but demonstrated the power of community policing, procedural justice and transparency.

In recognition of his outstanding leadership, Chief Johnson received the 2016 Ethical Courage Award at ILEA’s headquarters on August 15, 2016.



L-R: Gregory Smith, Lt. Jeff Garner, North Richland Hills PD; Assistant Chief Coby Pewitt, Richardson PD; Chief Will Johnson, Arlington PD; Deputy Chief Scott Brewer, McKinney PD; and Assistant Chief Jim Cook, Coppell PD

**“Ethics is nothing else than reverence for life.”**

**Albert Schweitzer**



**ILEA PRESENTS AWARD FOR PROFESSIONAL ACHIEVEMENT IN LAW ENFORCEMENT TO MAJOR KENNETH SEGUIN**

Congratulations to retired Dallas Police Department Major Kenneth Seguin, who recently completed 40 years of outstanding service to the law enforcement community.

On August 16, 2016, during the Contemporary Issues and Ethics Conference, ILEA presented Major Seguin with the Dr. Gary W. Sykes Award for Professional Achievement in Law Enforcement. ILEA's Center for Law Enforcement Ethics presents this award to individuals who have been instrumental in bringing about significant organizational change for the good of the profession.

**Warriors or Guardians?**

by T. Neil Moore, Ed.D.

Are the police officers of the 21st century being trained as warriors or guardians? Are police leaders doing an adequate job of distinguishing the difference and the benefits of these two distinctly different mindsets. At various training venues around the United States, the issue of the President's Report on 21st Century Policing has been explored by many in our profession. Recommendation 1.1 of that report states: " Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs' departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve" (p.11).

At a recent training a commander of a midwestern municipal police department advised that when he read that portion of the report, his immediate reaction was to think of one in the private security field who has limited or no governmental authority to effect an arrest. He offered that he thought many of his peers felt the same as he. For me the issue is truly one of mindset. So, what is the difference be-

tween the warrior and the guardian?

By general definition, the warrior can be thought of as a brave and/or experienced soldier or fighter. The general definition of a guardian in many dictionaries provides that this person is a defender, protector or keeper. Which description sounds more like the work of a 21st century police officer? I would contend that latter. That definition does not preclude the fact that on occasion the defender, protector or keeper may have to use the skills of the warrior. Our basic training of police officers prepares us for those occasions when force, including deadly force may be the last remaining tool available for the protection of others or ourselves.

As we probe a little more deeply I would argue that the role of the guardian is also extremely noble. The Report on 21st Century Police also quotes Plato at page 11, "In a republic that honors the core of democracy - the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy." Special people are counted on to be the guardians in a society. In it's earliest iteration, the praetorian guard, utilized by Roman emperors exemplified the ideals Plato described. They were part "...secret service, special forces and urban administrators (www.history.com). The praetorian guard were specially selected to perform the function of protecting the house, grounds and person of the emperor. Because they were the only military force allowed to remain inside the jurisdiction of Rome, they were also used on occasion to assist the vigiles in fire-fighting duties.

The point is of this short article is that as police officers, we should not be offended or concerned with the use of the term "guardian" when our colleagues discuss the police mindset. The goals of all policing are to protect life, protect property and maintain order. Our role in a democratic society is truly that of a guardian, knowing full well that we may be called upon to occasionally use the skills of the warrior. Our police leaders must be willing to remind those in our agencies that our role as guardians is a worthy and noble calling.



Dr. Neil Moore is dedicated to improving the next generation of police leaders by delivering police leadership education throughout the nation. He served as Director of the Institute for Law Enforcement Administration. He was previously the Executive Director of the Indiana Criminal Justice Institute.

In addition, he served 20 years with the Fort Wayne Police Department with the last 10 years as their Chief.

**“A man without ethics is a wild beast loosed upon this world.”**

**Albert Camus**

## Our Nation Needs Community Policing

by Dr. Lee P. Brown

As someone who has made law enforcement his professional career, I was saddened and bewildered as I witnessed events unfold in Ferguson, Missouri.

Local law enforcement's initial response in that city was reminiscent of the 1960s when many police agencies responded to urban unrest, or the threat of it, by arming themselves with military equipment, not unlike that which our armed forces personnel uses when it engages an enemy in combat. Such tactics should not be used by American law enforcement agencies against citizens of our country.

Before making a judgment on whether or not the fatal shooting of young Michael Brown was warranted, all of us should wait on the outcome of the investigation by local and federal investigations as they attempt to determine what actually occurred in Ferguson.

I would, however, suggest that there is a philosophy of policing that would have prevented the events that have occurred in Ferguson. That philosophy is called Community Policing.

A Chief of Police in Houston, Texas, I implemented principles of the concept in a city in which the police and the citizens were at odds and were alienated from one another.

Community Policing is a philosophy of law enforcement that I pioneered while leading the force in Houston. The city's police had a national reputation for brutality and racism. The Community Policing concept transformed the police department into one of the most respected police agencies in the nation.

In 1990, I was appointed Police Commissioner of New York City. A crack-cocaine epidemic had engulfed the city, and crime was at an all-time high. Community Policing was implemented as the cornerstone of then Mayor David Dinkins' Safe Streets—Safe City program.

We utilized the principles of Community Policing as our style for the delivery of police services to the people of New York City. After one year, crime went down in every index category over the previous year. That was the first time that it had occurred in nearly 40 years.

Former President Bill Clinton understood the value of Community Policing when he incorporated it into his 1994 Crime Control Bill, and created the Office of Community Oriented Policing Services (COPS).

I am convinced that if the Ferguson Police Department had adopted and implemented Community Policing as their dominant style of delivering police services to the citizens of Ferguson, the recent events would not have occurred.

Under Community Policing every officer must demonstrate that they support the community. Residents become allies and not targets. Officers are hired in the "spirit of service," and not in the "spirit of adventure." The police agency should also mirror the racial composition of the community under the concept.

Community policing demands that officers interact with people who live or work in neighborhoods that they patrol. Officers are trained to communicate with people, solve community problems and develop an appreciation of cultural and ethnic differences.

In fact, under Community Policing officers are not just evaluated on the number of arrests that they make. They are also assessed on their ability to solve problems, and the absence of crime in their assigned areas. Equally important, under Community Policing officers are rewarded for their problem solving abilities and the absence of crime.

Community Policing is also value driven. For example, every police agency should have as its core value the importance of human life. They must understand that deadly force is only to be used when their lives or the life of a citizen is at risk.

While serving as Police commissioner of New York City, I was invited in 1991, prior to the end of apartheid, to travel to South Africa to help establish policies of policing for a free society. While there, I introduced Community Policing. Subsequently, the South Africans incorporated the concept of Community Policing into their new constitution.

I believe that Community Policing is the most effective and prudent method of policing that will work in our country. If properly adopted and implemented, Community Policing will prevent events such as those that occurred in Ferguson.



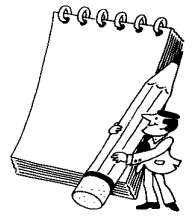
Dr. Lee P. Brown is a criminologist, public administrator, politician and businessman. He was elected as mayor of Houston and served from 1998 to 2004. He has had a long career in law enforcement and academia; leading police departments in Atlanta, Houston and New York over the course of nearly four decades. With practical experience and a doctorate from University of California, Berkeley, he has combined research and operations in his career. Dr. Brown is currently chairman and CEO of Brown Group International.

**"The best preparation for tomorrow is doing your best today."**

**H. Jackson Brown, Jr.**

**MARK YOUR CALENDAR!**

**Contemporary Issues and Ethics Conference**  
 “Building Community Trust, Officer Safety and Ethical Leadership”  
 August 14-16, 2017



This past year has been truly challenging for police-community relations across the United States. There have been many tragic events where the injury of citizens may have led to a climate of discontent that culminated in the assault on police officers in Louisiana and Texas. In an effort to make sense of all these dynamics, this conference will bring together experts from the fields of law enforcement, academia and the community to discuss strategies to help restore community confidence while simultaneously enhancing officer safety. We will accomplish this through a prism focusing on procedural justice, police officer emotional health, understanding the impact of implicit bias, and promoting ethical leadership.

**UPCOMING 2017 ILEA PROGRAMS**

- Ethics Train-the-Trainer (San Antonio, TX)**  
April 3-6
- Advanced PIO Training: Communicating in Crisis**  
April 4-6
- Social Media**  
April 7
- Internal Affairs, Professional Standards and Ethics**  
April 17-21
- Leadership for Public Sector Employees**  
May 17-19
- School of Police Supervision**  
June 5-30
- Police and Family Workshop**  
June 24-25
- School of Police Supervision (Austin, TX)**  
Hosted in 1-week modules beg Aug 7-11



TEAM ILEA (left to right): Gregory Smith, Natalia Kolakowska, Tracy Harris and Richard Holden

**CALL FOR NOMINATIONS**

**GARY W. SYKES AWARD**  
 For Professional Achievement in Law Enforcement

ILEA is currently accepting nominations for the Gary W. Sykes Award for Professional Achievement in Law Enforcement and the Ethical Courage Award.



Both of these awards will be given during the Annual Contemporary Issues and Ethics Conference to be held in Plano in 2017.

Please forward all nominations and questions to Gregory Smith, Director, [gsmith@cailaw.org](mailto:gsmith@cailaw.org).

Criteria: Recipient must be a criminal justice professional for at least 10 years, has been instrumental in bringing about significant organizational change for the good of the profession; is significantly involved in community service and civic activities; and is a role model to law enforcement officers, support personnel, criminal justice professionals, and citizens.

**ETHICAL COURAGE AWARD**

Given each year since 1998, this award is intended to recognize an individual or an organization for especially meritorious leadership or courage related to law enforcement ethics and integrity.

“If opportunity doesn’t knock, build a door.”

Milton Berle