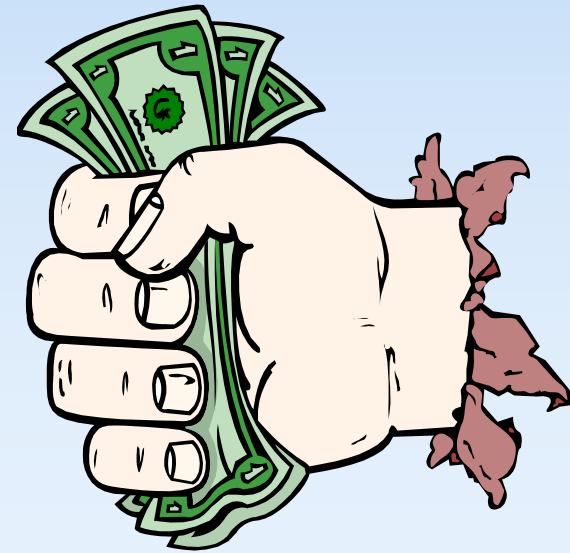


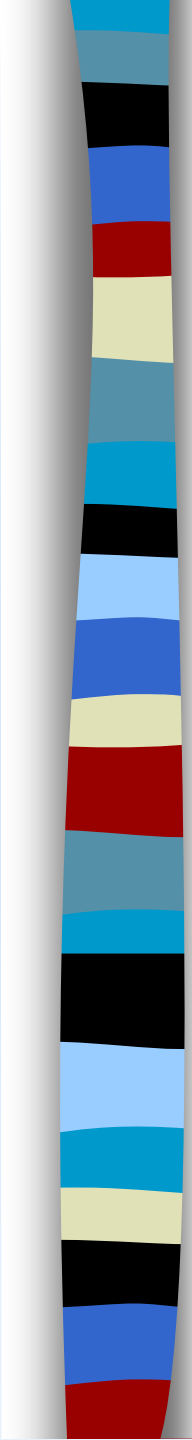
Ethics & The Police Manager

Tom Ross

(Revised Version 03.26)





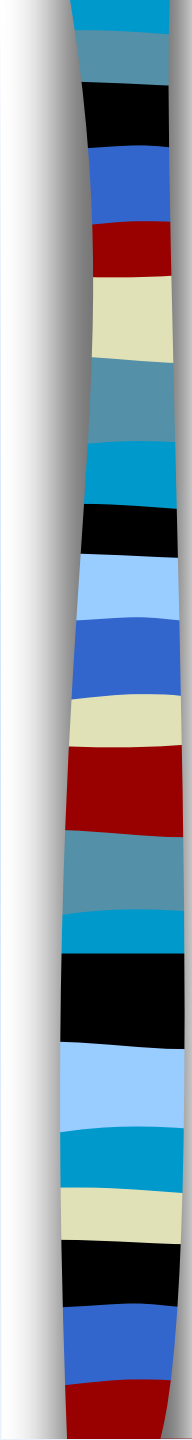


Ethics are NOT....

- The same as feelings
 - Doing what feels right may conflict with ethics
- The same as religion
 - Advocate high standards, but do not always address all types of problems
- The same as following laws
 - Sometimes “blind” to justice (i.e. slavery)
- The same as science
 - Data helps explain what humans are like
 - Scientifically possible, but may not be ethical

More than just temptation





“Moral Authority”

Accountability

(held to account)

Responsibility

(ability to respond)

Ability to point a finger

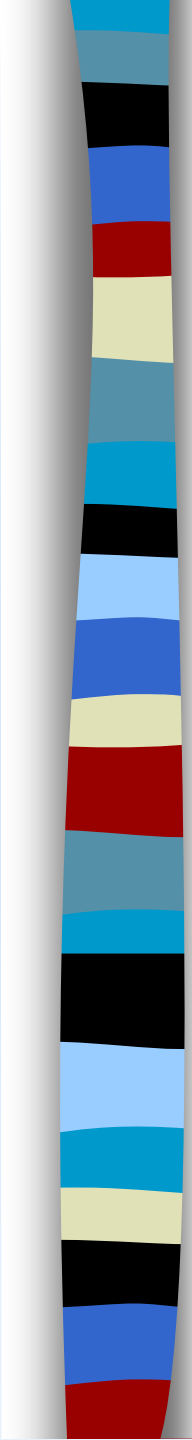
“Holier Than Thou ?”



Who are **YOU** to be telling people what to do or how to do it?

You have problems of your own!

Slippery Slope!

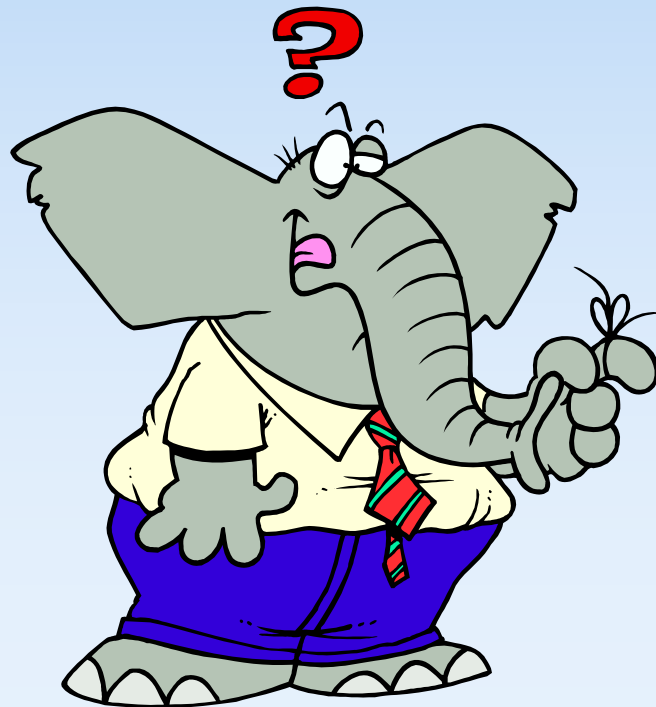


Why ETHICS?

- 1) We are funded by tax dollars
- 2) We work “for the people.” We are rightfully under the watchful eye of the people we serve. This is a good thing. Being a public servant is an honor, one we should all cherish. We represent something bigger than ourselves. What we do reflects back on our communities either positively or negatively. Furthermore, you are professional firefighters.
- 3) Our country is no longer characterized by a Judeo-Christian (Religious) ethic. In other words, we really don’t share the same values we once did. In addition, most departments have a multigenerational workforce, which while adding needed diversity, also brings very different value systems when it comes to work, pay and play.
- 4) Human frailty. We all, at times, desire the easy way and not always the right way.



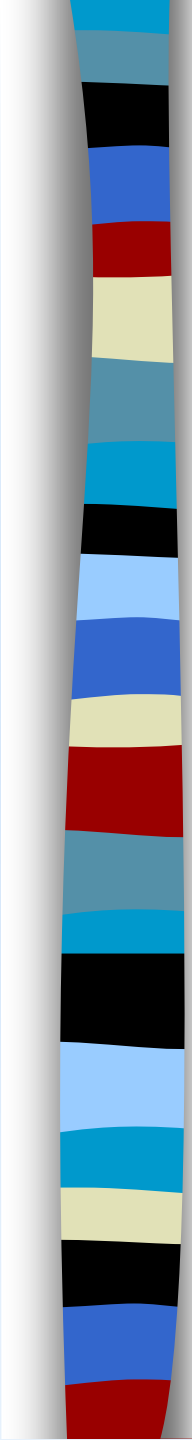
What is your definition of *ETHICS*?



The general answer is usually somewhere along the lines of.....

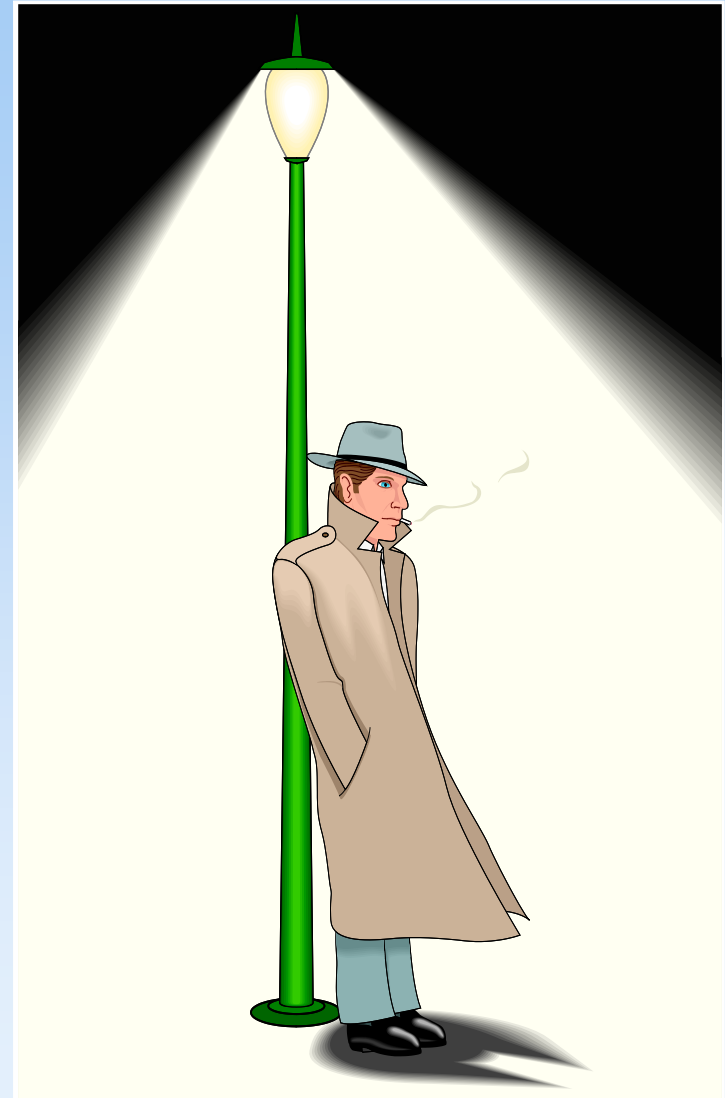
□ ***“the right thing to do at the right time.”***



- 
- Ethics
 - Answerability &
 - Accountability

are essential ingredients in police professionalism and have, as guiding principles been incorporated into the IACP Police Code of Conduct

What aspect of
ETHICS should
be taught,
studied, digested,
and discussed at
THIS level of
management
education?



Ethics defined



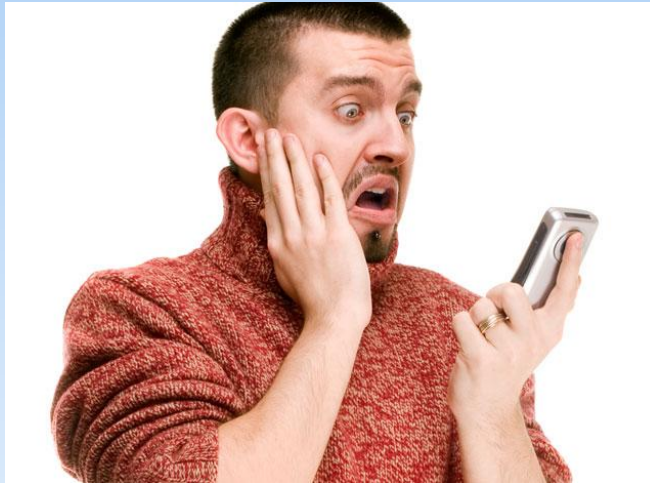
- **Greek, *ethos* (custom, behavioral practices, character)**
- **Generally accepted definition - *study of what constitutes good or bad conduct***
- **there are about 1,000,000 different ethical philosophies espoused by really smart people that know a lot but, bore the hell out of basically everyone accept other really smart people**

Ethical Behavior



- **The code of moral principles and values that govern the behaviors of an individual or group with respect to what is right or wrong.**
- **The special responsibility for adherence to the moral duty and obligations inherent to police work.**

SOCIAL MEDIA



What gets folks in trouble?

ETHICS DILEMMA GRID

	High Risk	Very High Risk
Low Risk		High Risk
Very Low Risk	Low Risk	

ALL OR Ø



PERSONAL
BENEFIT



NO EFFECT

INCIDENTAL ← EXTERNAL PRESSURE → INTENSE

THE COM PART MENTAL IZED LIFE

PROFESSIONAL
LIFE

PERSONAL
LIFE

PRIVATE
LIFE

SOCIAL
LIFE

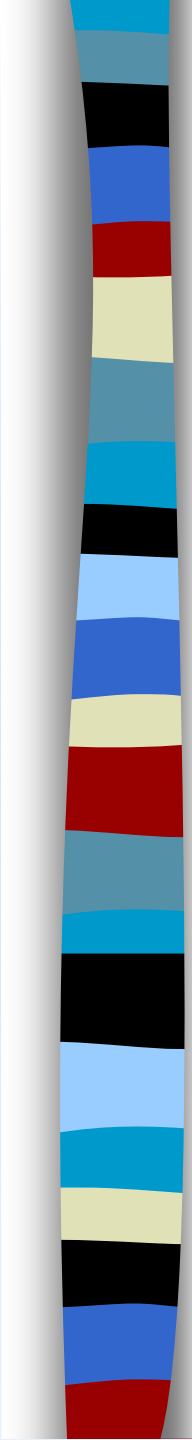
Christian
Life

MARRIED
LIFE

PUBLIC
LIFE

SECRET
LIFE

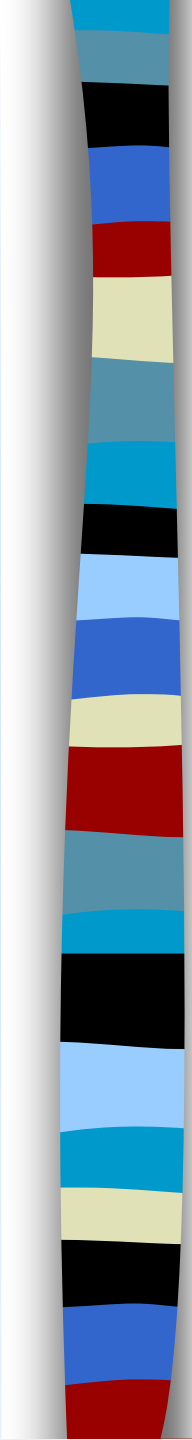
"OTHER"
LIFE



Unethical Temptations

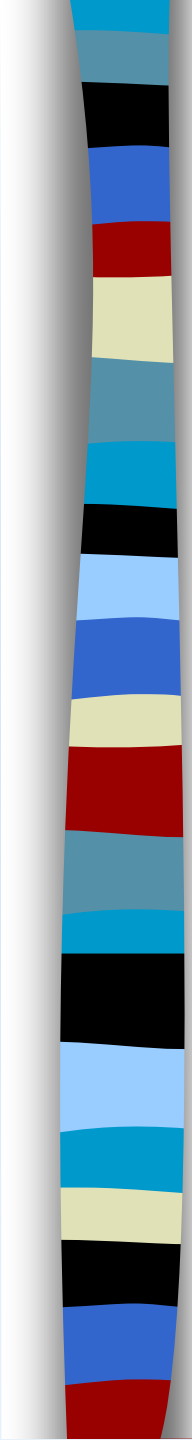
John C. Maxwell noted in his book, *Ethics 101*, there are at least five reasons why people experience lapses in ethical behavior "The 5 Ps":

1. Pressure
2. Pleasure
3. Power
4. Pride
5. Priorities.



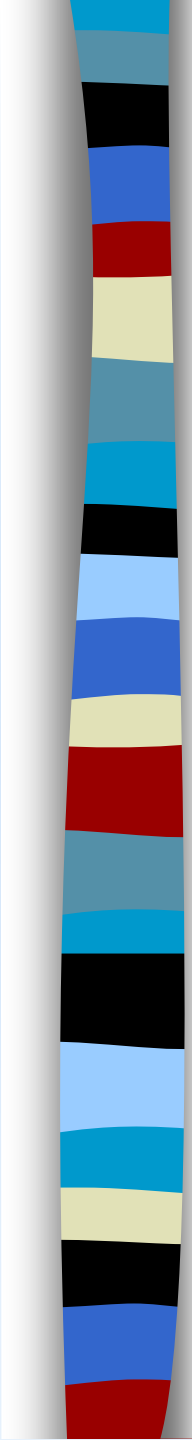
PRESSURE

- It is human nature to want to be liked, and not hated.
- Nobody wants to be known as the “trouble-maker”.
- Peer pressure is VERY REAL.
- The higher the “cost”, the more likely we are to make BAD choices.



PLEASURE

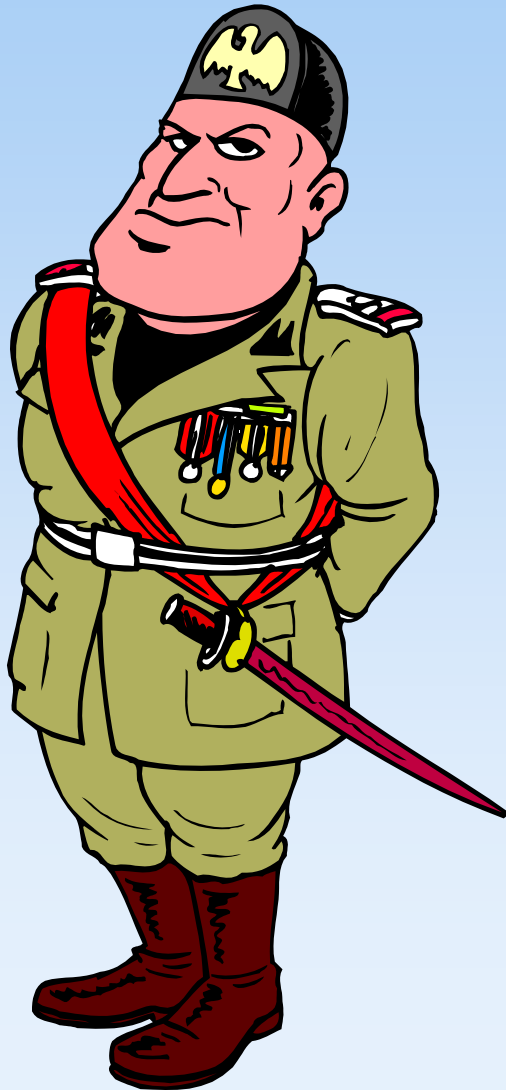
- Drinking, drugs, or sex on duty;
- Let's face it; we live in a pleasure seeking society. These behaviors are rare. But these represent the big-ticket items;
- More common abuses take place all too often. Some example are members coming to work late "borrowing" equipment, abuse of sick leave, partying too late the night before a shift.



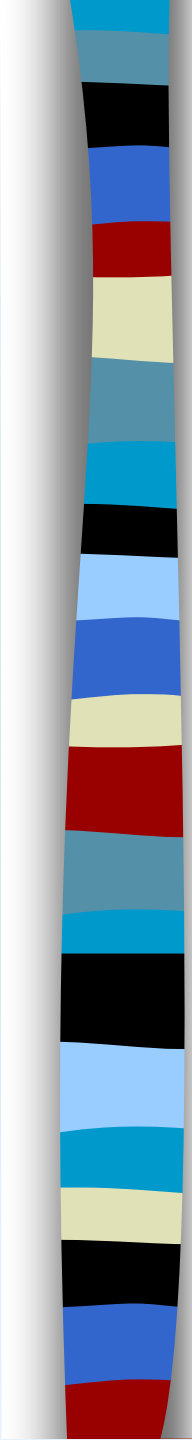
POWER

- ❑ Can't abuse power you're given.
- ❑ Supervisors can't abuse subordinates.
- ❑ "Be humble in all things"
- ❑ Ego
- ❑ Arrogance
- ❑ Hubris

Is there ever an “abuse of authority” by supervisors?



- In their personal life?
- In the dealing with the public?
- In the dealing with subordinates?
- In the advancement of their careers?
- In the establishing of their authority over others?



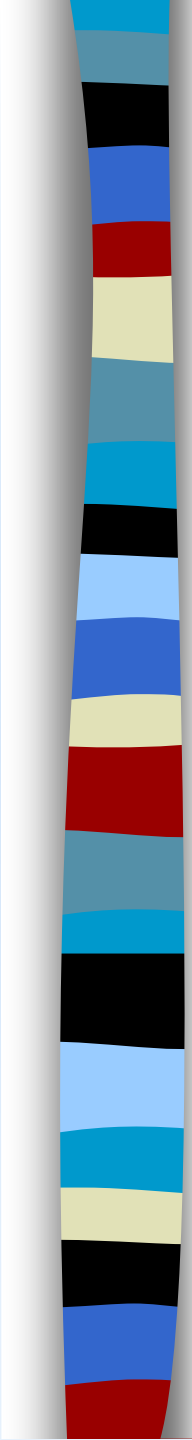
PRIDE

- Few of us think we are susceptible to the consequences of moral lapses.
- The kinds of behaviors connected with pride that have made the evening news or garner complaints are:
 - Accepting bribes and favors (big or small),
 - Not fully taking care of something because we the task is “beneath us,” and
 - Breaking the law while driving
- We like the rush of excitement.
- We ought to take pride in our profession, but we can carry it too far and become puffed-up. Self-importance produces an, “I’m better than you” attitude.,

PRIORITIES

- Work while you're at work. It's easy to justify NOT working.
- While you're at home, it's easy to justify NOT spending quality time with the family.





Police Entitlement

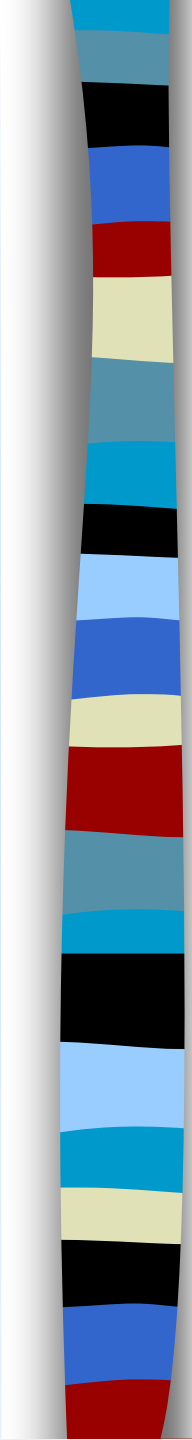
- ❑ Culture / Group-Think / Justification
- ❑ Slow erosion from the ethical ideal
- ❑ Behavior that is unacceptable & would warrant enforcement action if engaged in by members of the public
- ❑ The belief that an individual by virtue of his/her position as a law enforcement officer is owed certain privileges or latitudes in terms of their behavior.
- ❑ “Those rules really don't apply to us”.
- ❑ “You owe us cops for all we put up with on the streets to serve and protect you”.
- ❑ “It’s ok because we’re cops – who’s going to say we can’t?”



CAUTION



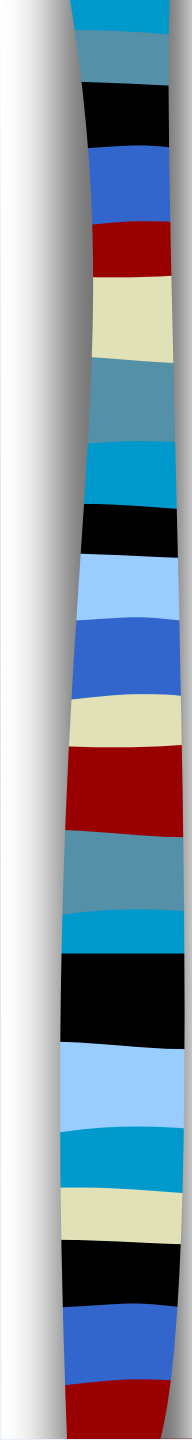
SLIPPERY
SLOPE



The SLIPPERY SLOPE

- ❑ Remember that some things are not for sale. One of the few things that can't be taken from you is your integrity.
- ❑ You have to give it up on your own.
- ❑ Most losses of integrity do not happen all at once. They often happen in small degrees, cutting corners or rationalizing minor offenses, each instance building on the last.....

**Not EVERYTHING is
“Clear”**



**WHITE
BLACK**

Where is “The Line” for you?



Integrity is..



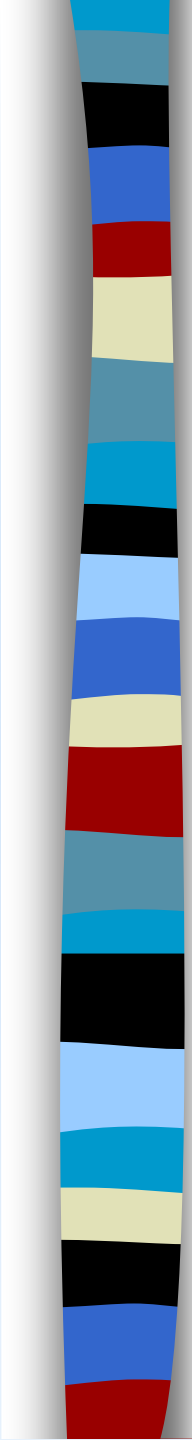
**Being ethical even when
nobody else is
watching...**

***Having Integrity.....
She shows Integrity.....***

Why Values?



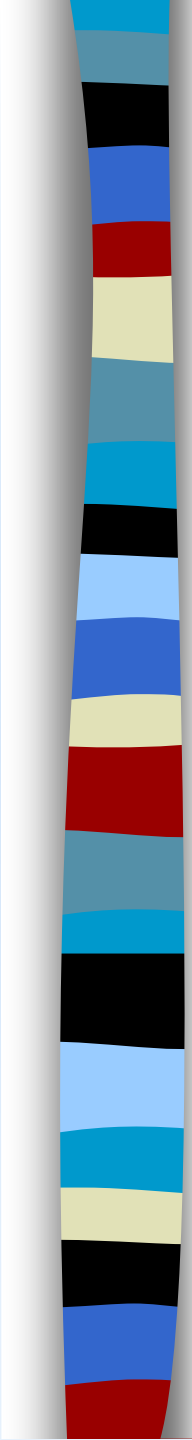
- Act as a compass
- We are what we value....and we supervise others accordingly.
- Our values determine our attitudes and behaviors



Based on?

“Paradigms” – from where you sit

- Family (including culture)
- Formal Education
- Religion
- Media
- Friends
- Neighborhood / Town
- Financial Status
 - Top 10%?



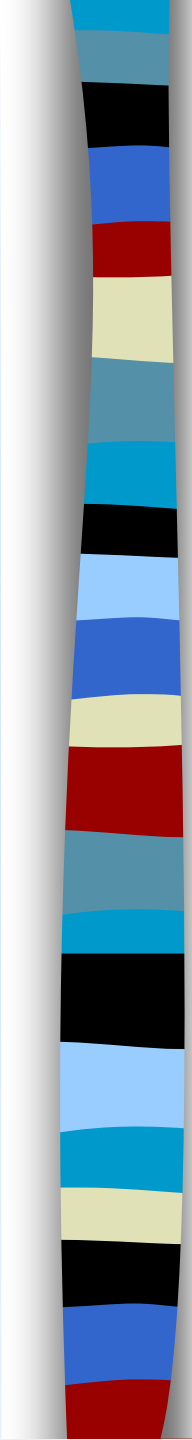
Ethics

- Being a good person and doing the right thing are easier said than done.
- While we all have some faults, most people want to improve their character.
- Three vital steps:
 1. Knowing what is right.
 2. Being totally committed to it.
 3. Actually doing it.

Ethical Values

- Honesty
- Fairness
- Integrity
- Honor
- Compassion
- Respect
- Loyalty



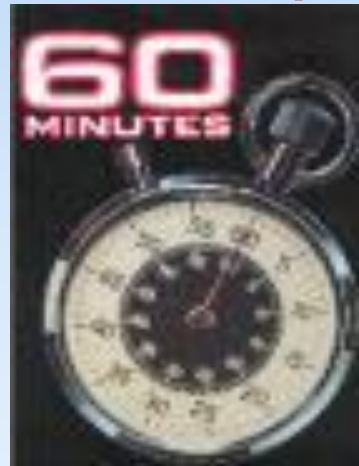


Moral Courage

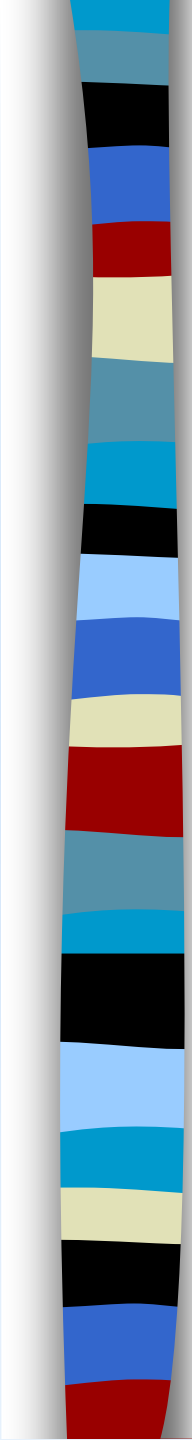
- The testing point is the place where living according to moral principles may require us to put our comfort, possessions, relationships, and careers at risk.
- Only ethically aware people struggle with the distance between who they are now & who they know they should be.

Is It Ethical ?

- The test to see if a behavior is ethical—
Q. Would I want my mom to know about it? Would I want the folks at “60 minutes” to ask me questions about it?



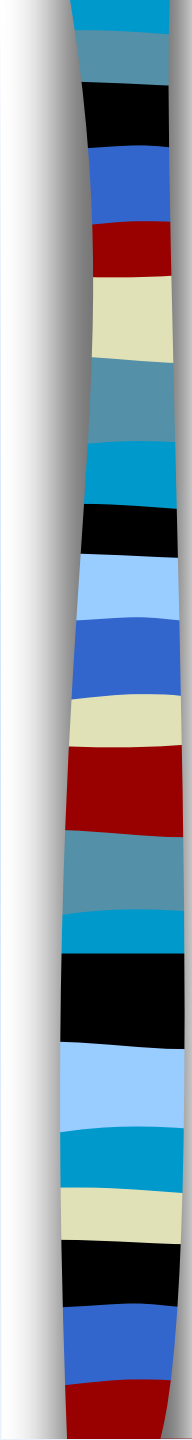
A. If “YES” , then it probably is ethical !



At our/YOUR agency.....

“Culture = Values + Behavior”

- Simon Sinek, [The Infinite Game](#)



Enhancing Ethics

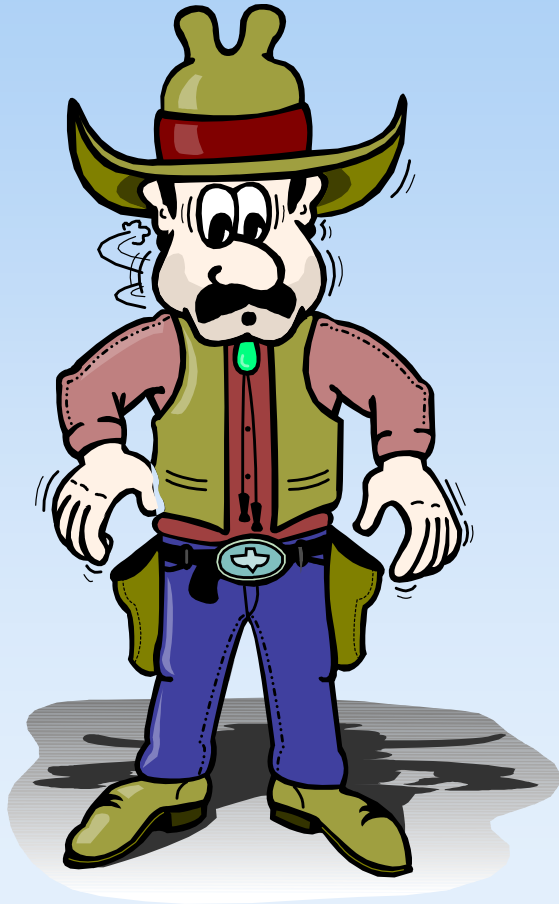
- ❑ Leading by example
- ❑ Awareness, education & training
- ❑ Recognizing and removing temptations
- ❑ It's not just avoiding impropriety....it's about avoiding the **appearance** of impropriety.

Friends & Associates

- ❑ Surround yourself with like-minded (good) people
- ❑ They share your values
- ❑ They will hold you accountable
- ❑ Avoid unethical people
- ❑ “Birds of a Feather” – You will be judged

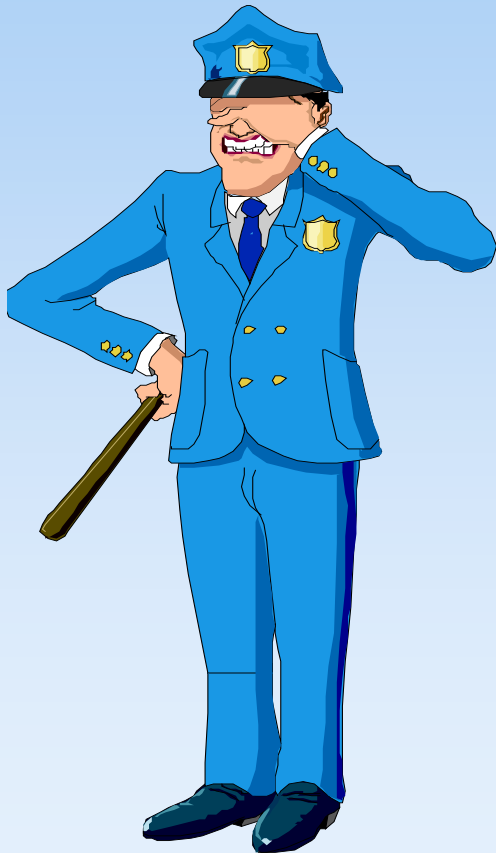


Duty



- ▣ ***Actions that an individual must perform in order to be considered moral***
- ▣ **eg. protect others, tell the truth, uphold ideals and laws**

Non-corrupt misconduct



- ❑ **Non-comforty with police obligations, inattention to duty, and a host of other misdeeds**
- ❑ **Abusing sick time, turning a blind eye to criminal conduct**
- ❑ **Loafing off**



Audits & Integrity Checks



Who is a mystery shopper?

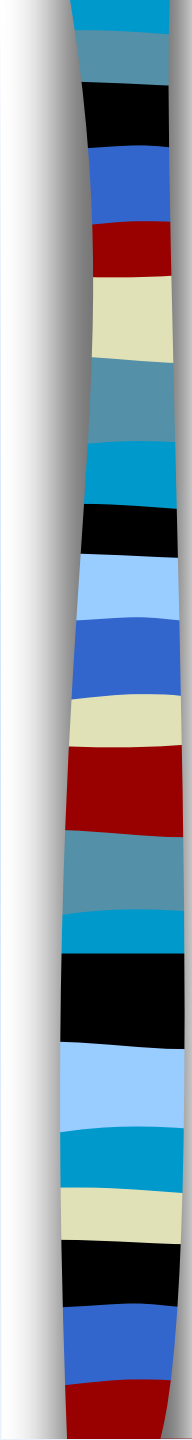
- Person hired by a market research firm or a manufacturer to visit retail stores, posing as a casual shopper to collect information about the stores' display, prices, and quality of their sales staff
- The hired person will be trained.



Corruption



□ ***Behavioral deviation from an accepted ethical standard***



The Knapp Commission

- Frank Serpico
- New York
- The **Commission to Investigate Alleged Police Corruption**
- Known informally as the **Knapp Commission**, after its chairman Whitman Knapp
- A five-member panel initially formed in April 1970 by Mayor John V. Lindsay
- Grass Eaters & Meat Eaters



NYPD

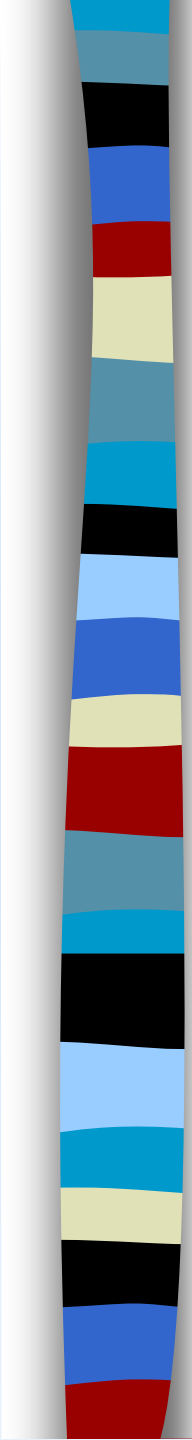
Officers who actively go out and solicit major bribes, extort money and take large pay-offs





- MEAT Eaters
- GRASS Eaters





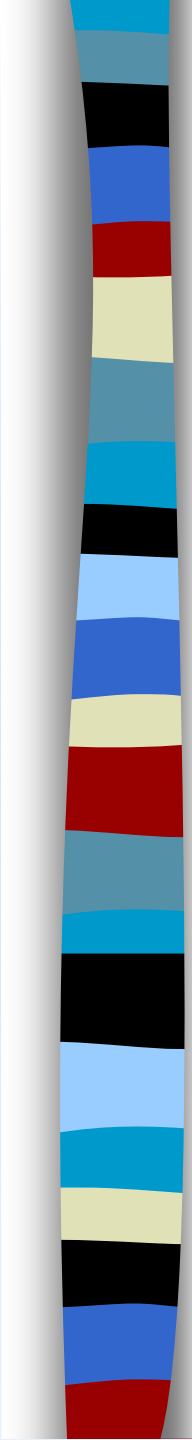
Definitions

- Deviance
 - Behavior inconsistent with norms, values, or ethics
- Corruption
 - Forbidden acts involving misuse of office for gain
- Misconduct
 - Wrongdoing violations of department procedures
- Favoritism
 - Unfair “breaks” to friends or family (nepotism)

Occupational Deviance

Can be broken down into three general categories:

1. Non-Feasance – Failure to take appropriate action as required by law or department policy.
2. Mis-Feasance – Performing a required and lawful task in an unacceptable, inappropriate or unprofessional manner.
3. Mal-Feasance – Wrongdoing or illegal conduct that depends on or is related to the misuse of legitimate authority.



The “Permissive Environment”

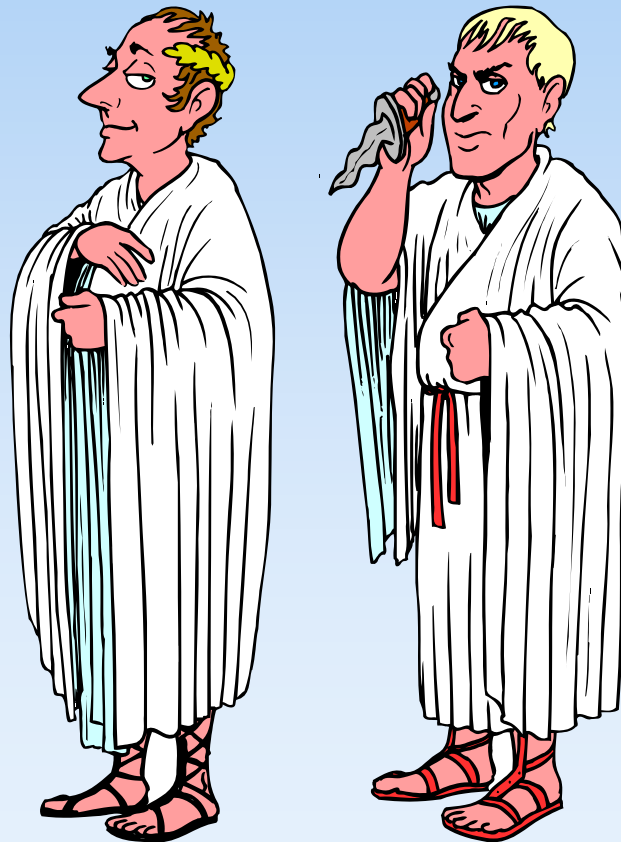
- ❑ What is ignored....becomes allowed
- ❑ What you ignore....you condone
- ❑ FTOs, Sergeants, etc....
- ❑ Set the tone – lead by example
- ❑ Socialize employees to the highest standard
- ❑ Reward system for doing good things helps
- ❑ It starts at the TOP!

Not IF but WHEN they find out!

- ❑ BWC, Cell Phones, Social Media,
- ❑ Surv. Cams, e-mails, call-out culture
- ❑ “It is.....what it is”
- ❑ Balls & Strikes



Stabbed in the back!



The Political Stool



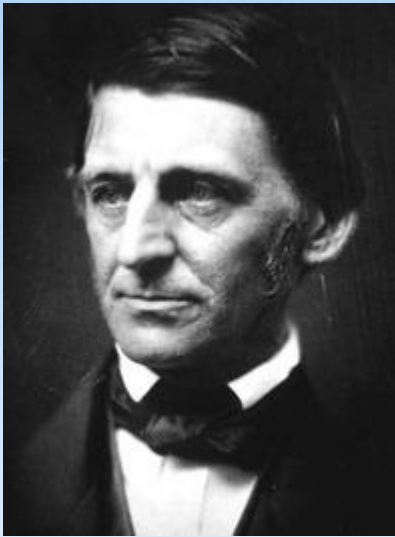
1 2 3



The Chief of any department must have support from all three legs of the stool in order to succeed.

- Those legs consist of three entities:
 - The Public
 - The Politicians
 - The Police
- **Of the three which is the most important to the Chief?**
- Which does he/she spend more time catering to?
- **Does this effect his/her ability to lead?**

Ralph Waldo Emerson (1803-1882)



“When you strike at a king,
you must kill him”.



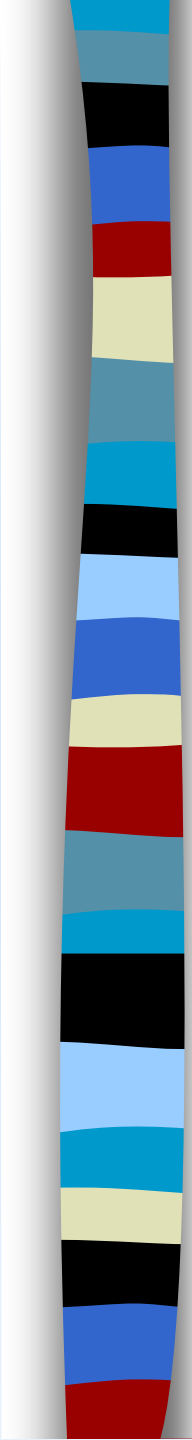
This video grab broadcast by Bulgarian television channel BTV shows a man pointing a pistol at leader of the Turkish minority Movement for Rights and Freedoms (MRF) party Ahmed Dogan on Jan. 19, 2013. (BTV / AFP/GETTY IMAGES)

“The Wire” Season 1, Episode 8



Omar (2002)





Servant Leaders

(but they're only human!)

- Lead by example
- Ethical
- Professional
- Have a thick skin
- Above pettiness
- Better than that
- The “grown up” in the room
- Sadly.....we live in the real world

Junior High School (with guns) LOL

- ❑ Grievances, ULPs, Complaints, Lawsuits
- ❑ Votes of “No Confidence”
- ❑ Residency, Sherriff’s race, Mayoral race
- ❑ FOIA, press leaks
- ❑ Violating chain of command (going to City Mgr.)

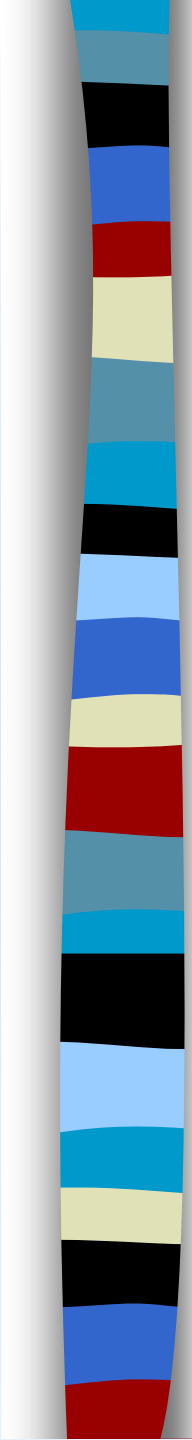
[illegible]

- ❑ Vengeance, retaliation, consequences
- ❑ “Reap what you sow”
- ❑ CAN’T be that naïve!
- ❑ What if not?
- ❑ Trust, cooperation, & respect
- ❑ Theory vs. Practical real-world

Loyalty

Success
Motivation
Tips.com

**Don't tell me what they
said about me. Tell me why
they were so comfortable
to say it around you.**

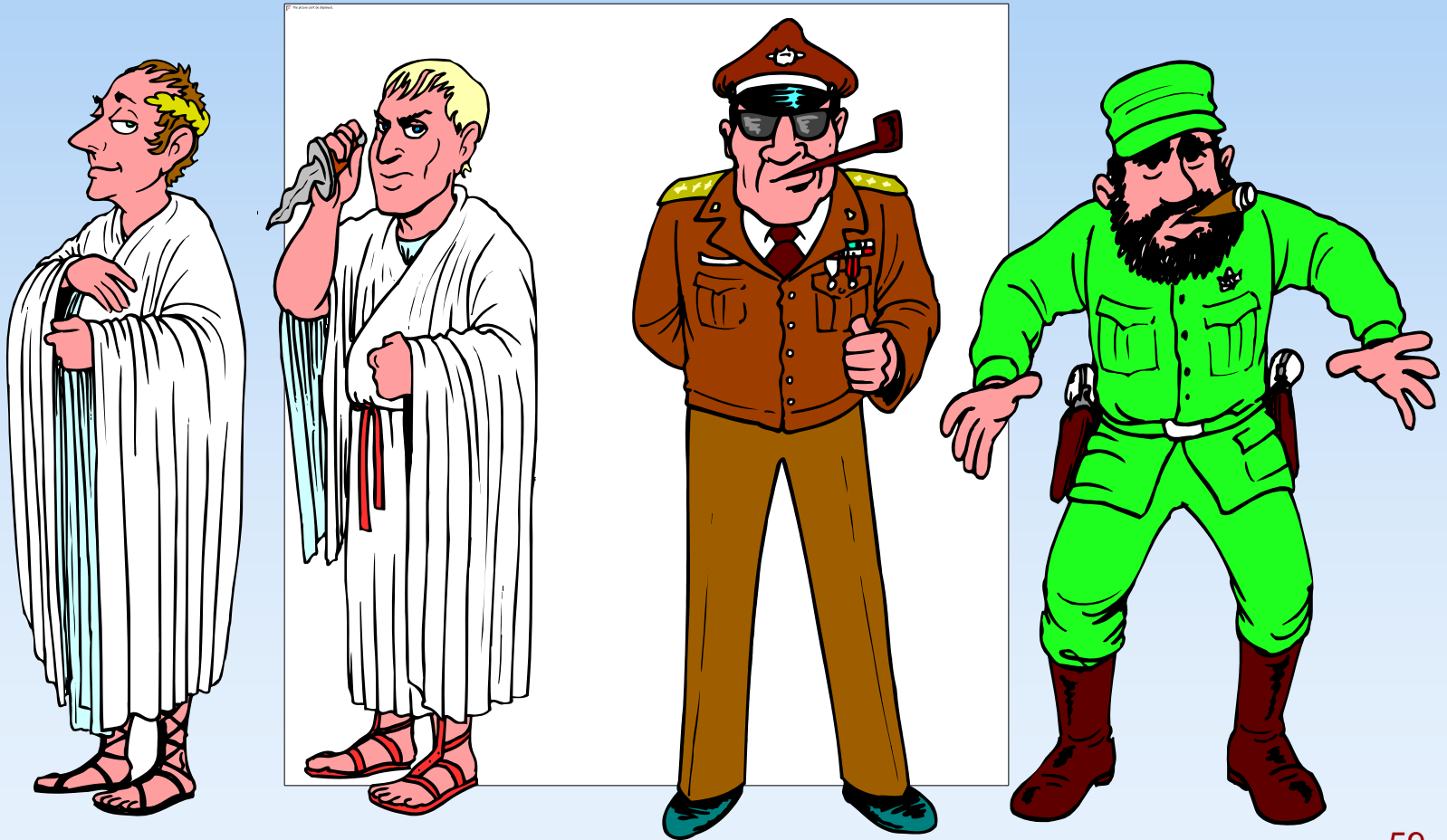


1) Maturity (grow up) ** Be a PRO !

2) Emotional Intelligence = The ability to identify and manage your own emotions and the emotions of others. It is generally said to include three skills:

- emotional awareness;
- the ability to harness emotions and apply them to tasks like thinking and problem solving;
- the ability to regulate your own emotions, and cheering up or calming down other people.

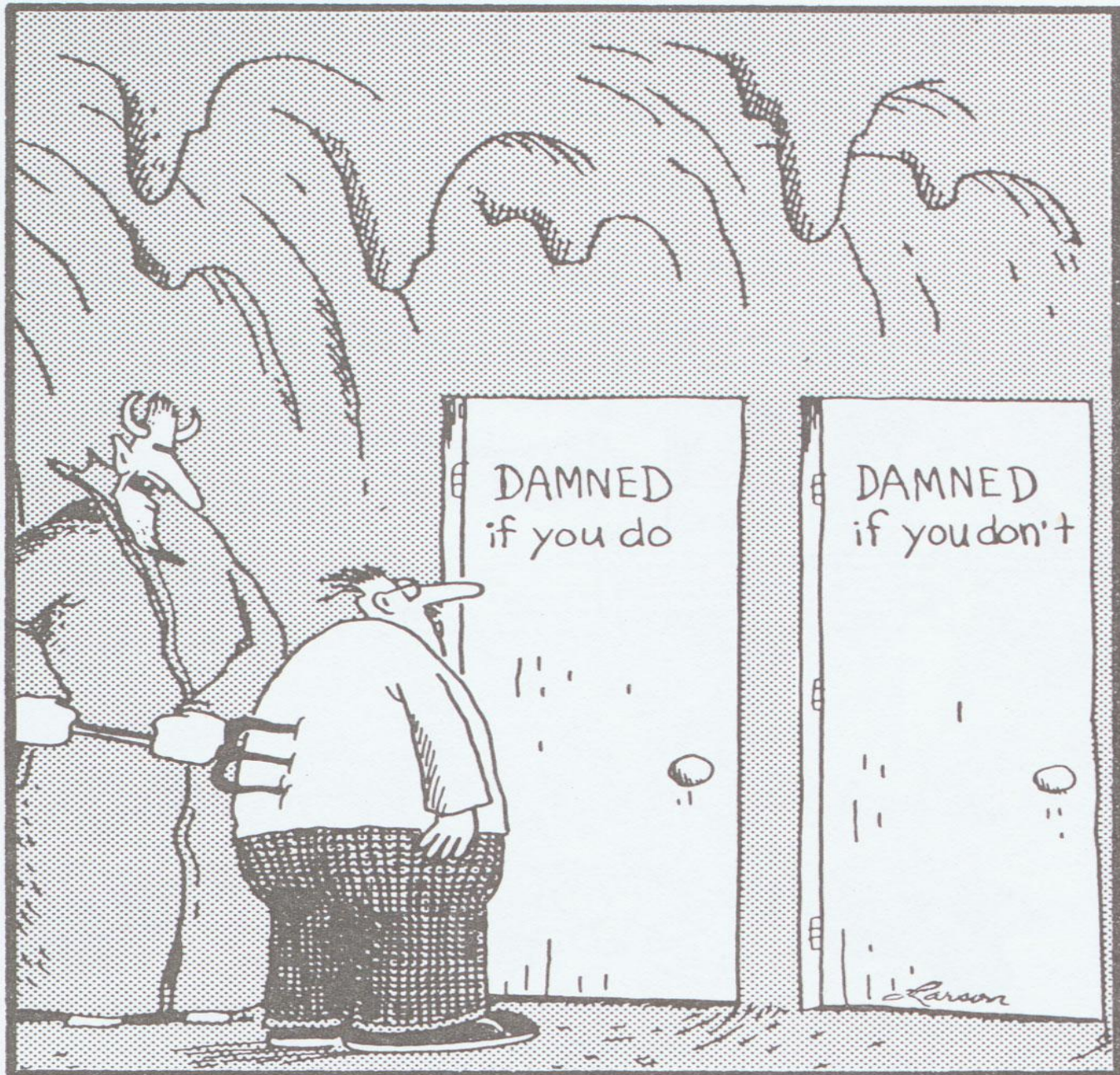
Is it necessary to be ethical in order to be an effective leader?



Some of the *great* leaders throughout history?

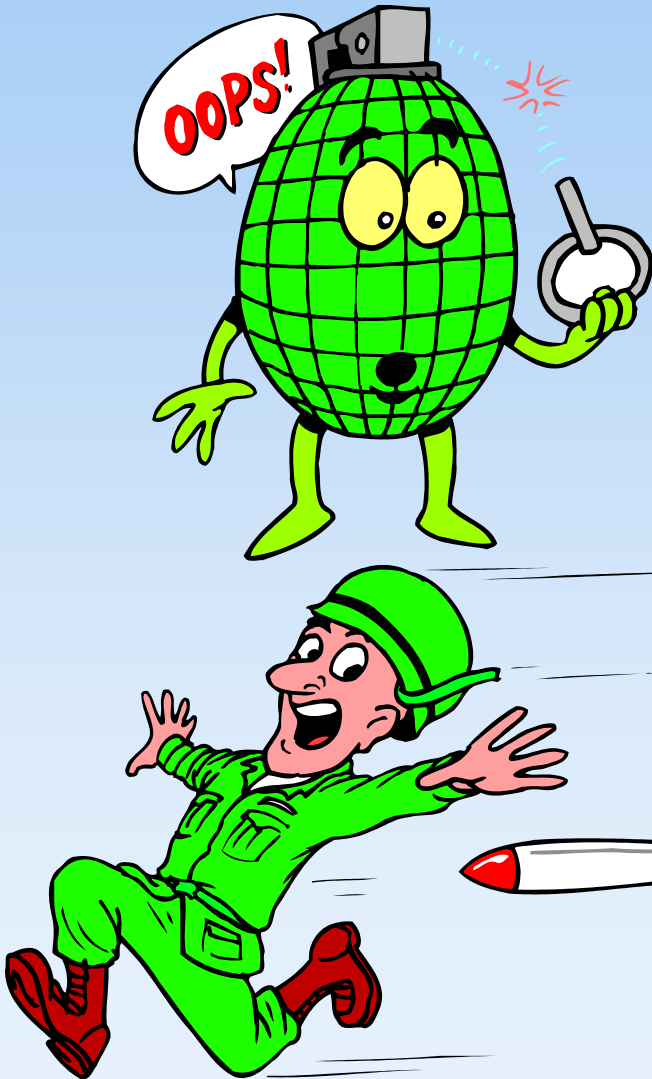
Were they ethical leaders?

- ▣ **Jesus**
- ▣ **Geronimo**
- ▣ **Lincoln**
- ▣ **Hitler**
- ▣ **Martin Luther King**
- ▣ **Joan of Arc**
- ▣ **Gandhi**
- ▣ **JFK**
- ▣ **Sitting Bull**
- ▣ **Washington**
- ▣ **Castro**
- ▣ **Geo. A. Custer**
- ▣ **Jimmy Carter**
- ▣ **Mayor Daley I**
- ▣ **Bill Clinton**
- ▣ **Jesse Jackson**
- ▣ **Patton**
- ▣ **Robert E. Lee**
- ▣ **Ulysses S. Grant**
- ▣ **Jackie Robinson**
- ▣ **Rosa Parks**
- ▣ **FDR**



"C'mon, c'mon—it's either one or the other."

We have an ethical responsibility to train line level employees in;



- ❑ **Physiological realities of the automatic stress response in critical incidents**
- ❑ **Ethical dilemma scenarios**
- ❑ **Officer's rights in Officer Involved Shootings (OIS)**
- ❑ **What else?**

Obstacles to effective *Ethical Leadership*

- ❑ Law enforcement being held to a higher level of accountability than the public. Is that fair?
- ❑ “It’s easy to make decisions when it’s the popular decision, but it’s not easy when it’s the ethical decision.”
- ❑ The unwritten rules of silence within the police community
- ❑ Is Credibility the most important tool of law enforcement?

Law Enforcement / Community

- ❑ **What is the relationship?**
- ❑ **What should it be?**
- ❑ **What are our ethical duties to the public?**
- ❑ **What should they expect from us as professionals?**
- ❑ **Does your duty end with your shift?**
- ❑ **Discipline for off-duty conduct?**



Why are there so many problems between the public and the police?



- ❑ Inherent issue with authority and level of importance?
- ❑ Media portrayal of police abuses, miscues, decisions, and mistakes?
- ❑ portrayal of cops as uncaring, selfish, greedy, and corrupt by the media?

Four Sins of Leadership



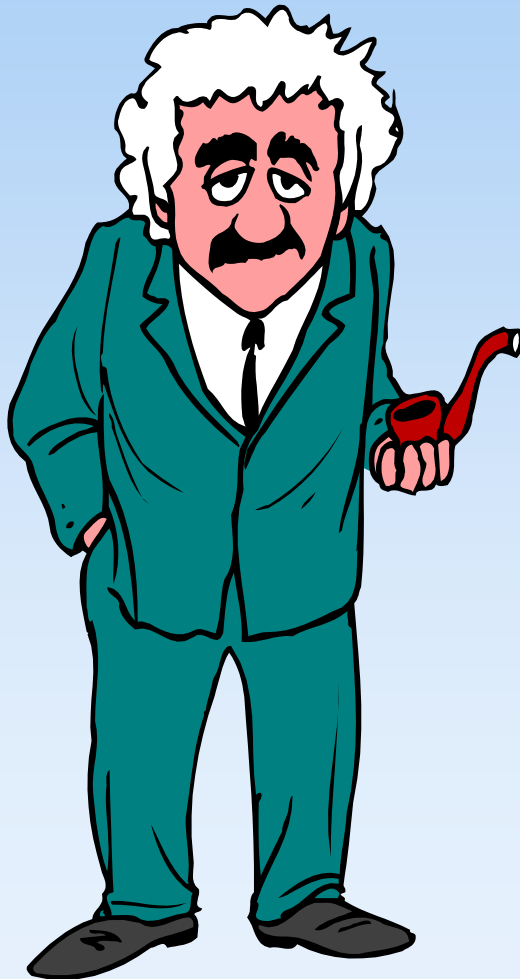
- ❑ **Abuse of Power**
- ❑ **Betrayal of Trust**
- ❑ **Undermining legitimate authority**
- ❑ **Amnesia**

The best way to teach ethics and influence others is to.....



- **Live your values**
- **View others as having worth & value**
- **Lead by example**
- **Have the courage to do the right thing**

Einstein says



- ***“We all try and escape pain and death while we seek what is pleasurable.”***
- What’s so pleasurable about learning, teaching, addressing, dealing, etc. with ethics in policing?
- **NOTHING!**
- **Thus we avoid it.**