



Policing: Purpose and Organization

The Police Mission

The purposes of policing in democratic societies are to:

Enforcing the Law

- Only about _____ of all calls to the police require a law enforcement response.
- Police cannot enforce all of the laws. Resources are limited.
- Law enforcement priorities are significantly affected by community needs. Individual discretion also impacts them

Apprehending Offenders

Offenders may be apprehended:

Preventing Crime

Crime prevention is proactive. It aims to:

- Reduce crime and criminal opportunities
- Lower the rewards of crime
- Lessen the fear of crime

Law enforcement's ability to *prevent* crimes relies in part on their ability to *predict* crime.

- Determining when and where crimes will occur
- Allocating resources accordingly
- Crime mapping, as with **CompStat**, helps

Preserving the Peace

Law enforcement do a number of activities to help ensure domestic peace and tranquility.

Examples:

Officers may focus on **quality-of-life offenses, acts that create physical disorder or reflect social decay or that could lead to further deterioration (broken windows theory).**

Examples:

Providing Services

Law enforcement provides the community with enforcement-related services. Police are just a phone call away.

Police handle emergency and non-emergency calls, such as:



Operational Strategies

There are five core operational strategies, each with unique features:

Additionally, there is an ancillary operational strategy: support services.

Preventive Patrol

The dominant operational policing strategy is preventive patrol, which places uniformed officers on the street in the midst of the public.

Patrol is designed to:

- 1. Deter crimes**
- 2. Interrupt crimes in progress**
- 3. Position officers for quick response to emergencies**
- 4. Increase the public's feeling of safety and security**

Routine Incident Response

Routine incident responses include restoring order, documenting information, or provide another immediate service to the parties involved in routine occurrences such as minor traffic accidents.

- **Having a good response time is strongly linked to citizen satisfaction.**

Emergency Response

Emergency responses (or *critical incidents*) occur in response to crimes in progress, serious injuries, natural disasters, and other situations in which human lives may be in jeopardy.

Criminal Investigation

Criminal investigations dominate media attention but constitute a relatively small proportion of police work.

An investigation involves discovering, collecting, preparing, identifying, and presenting evidence to determine what happened and who is responsible.

Criminal Investigation

First responding officers:



Sometimes, special **crime-scene investigators will come in to assist.**

Follow-up investigations are based on **solvability factors.**

Problem Solving

Problem solving policing requires:

- **Gathering knowledge of problem causes**
- **Developing solutions in partnership with the community**
- **Responding with a workable plan**
- **Assessing the progress**

Support Services

Support services are ancillary services such as dispatch, training, personnel, property control, and record-keeping that keep agencies running.

Chain of Command

The organizational chart of any police agency shows a hierarchical **chain of command**.



Policing Styles

History helps shape **policing styles, how agencies see their purpose, and choose to fulfill it.**

There are three basic policing styles:

Historical Eras in American Policing

| Era | Political Era | Reform Era | Community Era | Homeland Security Era |
|-----------------|---|--|--|--|
| Time Period | 1840s–1930 | 1930–1970s | 1970s–Today | 2001–Today |
| Characteristics | <p>Close ties between the police and public officials.</p> <p>Uniformed officers in paramilitary-style organizations serving the interests of the politically powerful.</p> | <p>Pride in professional crime fighting.</p> <p>An emphasis on solving "traditional" crimes and capturing offenders.</p> | <p>Police departments work to identify and serve the needs of their communities.</p> <p>Envisions a partnership between local police agencies and their communities.</p> | <p>Policing to secure the homeland; emphasis on terrorism prevention.</p> <p>Builds on partnerships with the community to gather actionable intelligence to circumvent threats of terrorism.</p> |
| Catalyst | <p>The need for social order and security in a dynamic and rapidly changing society.</p> | <p>Citizen calls for reform and the development of police professionalism.</p> <p>The removal of politics from policing.</p> | <p>The realization that effective community partnerships can help prevent and solve crimes.</p> | <p>The terrorist attacks of September 11, 2001, and ongoing threats to the safety and security of all Americans.</p> |
| Example | <p>Police departments and officers were closely tied to their city's political system.</p> <p>Local "ward politicians" hired officers for their own purposes.</p> | <p>"G-men" and the crackdown on organized crime.</p> <p>Progressive policing, led by men like August Vollmer and O. W. Wilson.</p> | <p>A focus on quality-of-life offenses as a crime-reduction and peacekeeping strategy.</p> <p>The broken windows model of policing.</p> | <p>Creation of counterterrorism divisions and offices within departments.</p> <p>Collaboration between police agencies and the sharing of information needed to identify threats.</p> |

The Watchman Style of Policing

The **watchman style** of policing are typically in lower- or lower-middle class areas that have a lot of crime.

This style is marked by:

- Order maintenance
- Controlling illegal and disruptive behavior
- Considerable use of discretion

The Service Style of Policing

Service style police departments strive to meet community needs. They are:

Police-Community Relations (PCR)

The **Police-Community Relations (PCR)** movement began in the 1960s and 1970s. This movement recognizes the need for the police and the community to work together.

Consistent with this movement are:

Community Policing

Consistent with service policing, **community policing** emphasizes the idea that police must partner with the community to help fulfill the community needs.

Police actively work with citizens and with social services to help solve problems.

Critique of Community Policing

Some criticize community policing, citing problems such as:

Terrorism's Impact on Policing

The September 11, 2001 terrorist attacks changed the role of police departments.

The core mission has not changed, but all police departments now devote much more resources to preparing for a possible terrorist attack and intelligence gathering.

- **Local police departments play an especially important role in responding to the challenges of terrorism.**

Discretion and the Individual Officer

Even as police agencies adapt to threats posed by terrorism, individual officers still retain a considerable amount of **discretion**.



Factors that Influence Discretion

There are a number of factors that influence police decision making, including:

Professionalism and Ethics

Today's demands for **police professionalism** require that police officers have specialized knowledge and they adhere to professional standards and **police ethics**.

- Accreditation is a step toward greater professionalism.
- Ethics training is integrated into most basic training programs.

Education and Training

Modern police education programs involve training in areas like:

A post-academy field training program (PTO) is a recent development in police training.

Education and Training

According to a 1999 Bureau of Justice Report, the median number of classroom training hours required of new officers is:

- **823 for state police**
- **760 for county**
- **640 for municipal**
- **448 for sheriffs**

Formal Education

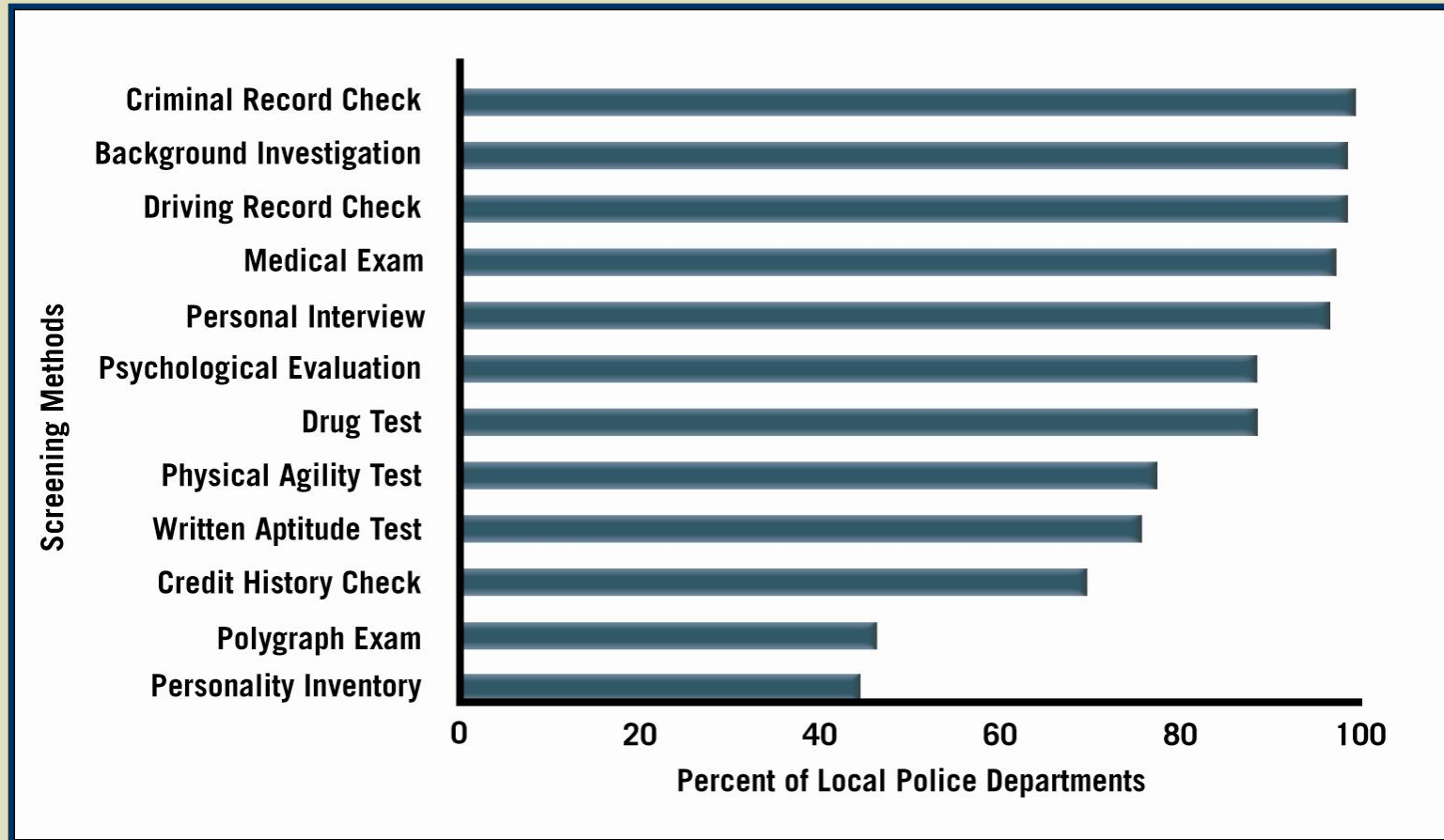
Formal education is not required by all police departments, though for decades it has been recommended by several Commissions and groups.

Departments vary with regard to hiring requirements. Some require no college; others require a four-year degree. Most federal agencies require college degrees.

Recruitment and Selection

Law enforcement agencies use a variety of applicant screening methods, including:

Percentage of Local Police Departments Using Various Recruit-Screening Methods, (Bureau of Justice Statistics, 2003)



Ethnic and Gender Diversity in Policing

Opportunities for women and minorities in policing are expanding.

Although ethnic minorities are now employed in policing in significant numbers, women are still significantly underrepresented, especially in top command positions.

Women as Effective Police Officers

Some women have integrated well into the role of police officer. Others feel strain and isolation.