State of Policing in America Wrap-Up
By Rebecca Hickey, Research Associate

The State of Policing in America has been discussed in our newsletter throughout the past year using the six pillars of the President’s Task Force on 21st Century Policing. The pillars work together to help form the direction policing in America is headed. Recruitment, Selection, and Retention focuses on ways to find the best applicants for the job. Leadership focuses on the different functions a leader should fulfill to be most effective. The third pillar, Education and Training, discusses the multiple levels of training and how continuous training would allow for law enforcement officers to be able to do their jobs more thoroughly. Building Trust in the Community is one of the largest projects for law enforcement agencies to take on but trust from the community will allow agencies to operate in a more collaborative fashion. The fifth pillar, Police Intervention, is the policy and procedure component of all of the pillars. Without strong policies, none of the other pillars will be effective. The final pillar, Officer Wellness and Safety, focuses on the importance of physical, emotional, and mental wellness to officers’ survival. These six pillars are the guide for the future of law enforcement.

Pillar 1-Recruitment, Selection, and Retention is critical in improving professionalism in law enforcement. Innovative techniques are needed to find the best applicants. A job task analysis allows hiring boards to identify what is needed for the job role and find candidates who fit the criteria. This will lead law enforcement agencies to develop new ideas and techniques to find and retain the best applicants to employ. With potential candidates selecting other jobs, the hiring pool for law enforcement is shallow. Through job task analysis and other hiring techniques, police departments will find stronger candidates for the job and balance department demographics with community demographics. A “weed-in” process of selection is needed to ensure the best candidates are chosen. Overall, research is needed to find where the gaps exist in effective recruitment, selection, and retention to ensure everything is being done to attract the best possible recruits. Law enforcement agencies need to do more to find solutions to effective recruitment, selection, and retention.

Pillar 2-Effective Leadership is key to the continued advancement of law enforcement and departmental success. Leaders can make a difference in both their department and their community. The leader as educator is an essential mainstay in continuing progressive activities in the advancement of roles and responsibilities to an agency and to the community. By acting as educators and guiding officers, leaders can ensure procedural justice and...
impartiality are achieved within the department and during encounters with the public. Leaders must identify problems and recognize they can make effective change. In addition, leaders must own their responsibilities to their officers and to their communities and, in doing so, they not only can affect change but also add to their own legitimacy. Police organizations need leaders who strive to achieve the goals of the department and the needs of the community. Lastly, leading by example shows officers that leaders truly care about the values they are upholding and the communities in which they live.

**Pillar 3: Education and Training** are important at all levels of the organization. It is not just about basic recruit training at the academy or in-service training; all ranks need ongoing continuing education and training. The skill sets and knowledge an officer requires changed significantly in the last 15-20 years and the level of education and training required for officers to address these challenges is much greater and more specific. Effective training is crucial in not only the development of officers, but also in the keeping officers up to date with changes and practices. Using training measures such as cross-curriculum, refocused diversity training, law updates, and educating the public helps ensure officers have the necessary skill sets and knowledge to be successful. The education and training of law enforcement officers is extremely important for the future of the law enforcement community. Standards need to be set to ensure officers are given every opportunity to improve. Through training, the professionalism of law enforcement in the future can be a guarantee for generations to come.

**Pillar 4: Building Trust in the Community** is the most prevalent issue for many law enforcement leaders. Issues that impact common trust of law enforcement must be addressed quickly and solutions must be sustainable. Organizations should reach out to community leaders and meet regularly to discuss community concerns. It is compulsory that law enforcement teach the community about the job of being a police officer. Educational programs will be helpful in educating the public as well as building relationships within the community. By educating the public, officers’ actions will be better understood and the community is more likely to be supportive when they understand a police action. By building relationships within the community through non-enforcement activities, law enforcement agencies promote public trust and engage communities, which leads to higher rates of enforcement and investigative involvement.

**Pillar 5: Police Intervention** intersects with Building Trust in the Community through policy and procedure, and community involvement. The President’s Task Force on 21st Century Policing final report states, “If police are to carry out their responsibilities according to established policies, these policies must be reflective of community values and not lead to practices that result in disparate impacts on various segments of the community. They also need to be clearly articulated to the community and implemented transparently so police will have credibility with residents and the people can have faith that their guardians are always acting in their best interests.” Since the police are scrutinized more and more each day, police organizations must show they are fair and just in their actions. As distrust has grown, policies have increased in importance. An agency’s policies can allow law enforcement officers to increase their ability to interact with community members in a non-enforcement capacity. Policies can also help develop educational programs and training on ways community members and officers can work together to find solutions for the issues facing the community. Without effective policies, law enforcement agencies will be unable to fulfill their mission and objectives. Given this, agency policies must be examined and, if necessary, adapted to promote legitimacy and trust.

**Pillar 6: Officer Wellness and Safety** is the final pillar of the President’s Task Force on 21st Century Policing and discusses the importance of law enforcement officers emotional, mental, and physical wellness as well as their safety. “The wellness and safety of law enforcement officers is critical not only to themselves, their colleagues, and their agencies but also to public safety” (President’s Task Force, 2015). This pillar covers all aspects of wellness, even the ones officers do not want to acknowledge. Officer health, safety, and wellness are important issues which deserve considerable attention. Programs cannot be put into place with just hope for the best. Law enforcement agencies should collaborate with researchers to develop programs for improving officer health, safety, and wellness, while ensuring that each aspect of wellness is balanced so officers maintain a peak level of health.

The goal of the President’s Task Force and the State of Policing in America Summit conducted by the Executive Institute are working towards the same goal. Using the six pillars as guidelines, law enforcement agencies will be able to move forward into the future. Through Recruitment, Selection, and Retention; Leadership; Education and Training; Building Trust in the Community; and Police Interventions, agencies can develop goals, plans and policies addressing the needs of both the department and the community, resulting in more efficient and effective policing in the future.
Notes From the Board:
New Law Aims to Increase Successful Sexual Assault Prosecutions
Kelly Griffith

A new law initiated by Illinois Attorney General Lisa Madigan and the Joint Sexual Assault Working Group will help encourage more sexual assault survivors to come forward and increase the successful prosecution of sexual assault crimes in Illinois.

The Sexual Incident Procedure Act was initiated by Illinois Attorney General Madigan and the Joint Sexual Assault Working Group that was formed to address the factors that discourage survivors of sexual assault from reporting their crimes to law enforcement. The Joint Sexual Assault Working Group is co-chaired by Madigan, Cook County State’s Attorney Anita Alvarez, St. Clair County State’s Attorney Brendan Kelly and Illinois Coalition Against Sexual Assault Executive Director Polly Poskin. The Working Group proposed the law to address troubling statistics that show most survivors of sexual assault do not report their crimes to law enforcement. Studies show that while one in every five American women and one in 71 men have been the victim of attempted or completed rape in their lifetimes, only 5 to 20 percent of rapes are reported to law enforcement, and only a small number of those reported are prosecuted (Black, et al., 2011; Lonsway and Archambault, 2012).

Borrowing from the extensive body of research developed by the International Association of Chiefs of Police and the U.S. Department of Justice’s Office on Violence Against Women, the Working Group drafted legislation to implement solutions to these barriers. The legislation was supported by the Illinois Chiefs of the Police, the Illinois Sheriff’s Association, the Illinois State Police and many others.

Starting next year, the new law will require victim-centered policies and sexual assault response training for law enforcement officers and first responders, including 911 operators. Studies show that these policies and their associated interview techniques enable law enforcement officers to collect more evidence, increasing the likelihood of successful prosecutions. At the same time, they reduce traumatization of sexual assault survivors and encourage more victims to come forward to authorities. Law enforcement officers will also be required to complete a written report of every sexual assault complaint they receive. The law also increases a survivor’s involvement in the criminal justice system by extending the time for survivors to consent to have their evidence kits tested from 14 days to five years. The law also gives them the right to request updates on the status of the testing of their forensic evidence, including whether an association was made to an individual whose DNA profile is consistent with the sexual assault evidence DNA profile. Local law enforcement agencies can decline to provide this specific information if doing so would impede or compromise an ongoing investigation.

The new law, Public Act 99-0801, was sponsored by Senator Scott Bennett and Representative Emily McAsey and passed the General Assembly with overwhelming bi-partisan support.

Corrections Center

The Community Corrections Collaborative Network (CCCN) has released a new publication, Myths & Facts: Why Incarceration is Not the Best Way to Keep Communities Safe. The publication identifies incarceration as an important piece of the correctional system, but also identifies alternatives that support “more effective and less expensive results for many.” Myths & Facts discusses recidivism as a result of incarceration, rehabilitation efforts supported by victims and the community, and cost issues related to community corrections and programs. The publication includes a one page myths & facts sheet that can easily be shared with correctional professionals and community members, while the 16-page report provides more detail on each of the discussion areas.

For the full report, click HERE.
CyberSecurity Awareness Month

Most individuals are online at some point each day. Given this and the prevalence of cybercrime, October is CyberSecurity Awareness Month. The Department of Homeland Security’s Stop.Think.Connect Campaign has a variety of online resources to help educate individuals about safe online practices, including promotional materials, videos, and a toolkit. IEMA’s Ready Illinois website also provides useful information for learning about the importance of cyber security. For more information visit the Stop.Think.Connect website and the Ready Illinois website.

STOP | THINK | CONNECT™

Domestic Violence Awareness Month

October is Domestic Violence Awareness month. According to the National Coalition Against Domestic Violence, “Domestic violence is the willful intimidation, physical assault, battery, sexual assault, and/or other abusive behavior as part of a systematic pattern of power and control perpetrated by one intimate partner against another...[it] is an epidemic affecting individuals in every community, regardless of age, economic status, sexual orientation, gender, race, religion, or nationality.” Help your community learn to recognize the signs of domestic violence, encourage reporting, and promote helplines and other resources. To learn more about domestic violence, visit http://ncadv.org/.

Model General Order and Resource for Law Enforcement: Working with Victims with Disabilities

The Illinois Family Violence Coordinating Council includes a committee on Responding to Victims with Disabilities. The committee’s focus is to increase access to the criminal justice system for people with disabilities and deaf people, and to help guide law enforcement officers in that work. In response to a request from an Illinois law enforcement department, the committee developed a model General Order on working with victims with disabilities and deaf victims. The General Order serves many purposes including, but not limited to: 1. Improving law enforcement response to victims with disabilities; 2. Providing guidance to officers, detectives, and supervisors on communication, interaction, etc. with people with disabilities; 3. Helping departments to meet ADA requirements; 4. Reducing liability.

The General Order can be revised to meet each department’s and community’s needs.
Preventing and Responding to Homegrown Violent Extremism

In reflection of the fifteenth anniversary of the September 11th attacks, this Executive Summit addresses the growing challenges of homegrown violent extremism, strategies to confront such deviancy, diverse law enforcement agency responses combatting terrorism, and lessons learned from homegrown terrorist incidents.

Presentations will be conducted by federal and state law enforcement practitioners, as well as representatives from non-profits and academic institutions.

**Presentations**

- Homegrown Violent Extremism: Islamic State-Inspired Operatives in the United States
- The Role of the Joint Terrorism Task Force in Combatting Homegrown Violent Extremism
- Confronting Homegrown Violent Extremism: Intervention and Alternative Paths
- Leveraging the Illinois Statewide Terrorism and Intelligence Center in Fighting Homegrown Violent Extremism
- Tactical insights in Responding to Homegrown Violent Extremism Attacks

Co-sponsor—Homeland Security Research Program at Western Illinois University

This program is funded under a grant from the Federal Emergency Management Agency’s Grant Program Directorate (FEMA/GPD) within the US Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of FEMA/GPD, the US Department of Homeland Security, or the State of Illinois.
The Executive Institute recognizes budgetary constraints or a tight schedule can limit officers from attending a traditional classroom course. That is why we introduced a series of cost-free online courses that gives the officer the flexibility to learn from home or at work. Click HERE for more information.

The Online Learning Network:
- Provides opportunity to work from a location with an Internet connection anytime, anywhere;
- Has interactive learning activities;
- Has built-in learning and knowledge assessments;
- Meets current statutory requirements;
- Has a library of relevant topics for law enforcement;
- Tracks and retains officer training records;
- Provides a Certificate of Completion for training records.

The Law Enforcement Executive Forum provides the criminal justice community with best practices and emerging technology for law enforcement leaders. The Forum is written for and by criminal justice professionals and scholars to share their opinions and success with others.

Published quarterly, the journal provides readers with current issues, trends, and evidence-based practices in the field of criminal justice.

Subscribe to the Law Enforcement Executive Forum today!

Employee Spotlight

Brock Merritt is a recent graduate of Western Illinois University with a Bachelor of Science in Law Enforcement and Justice Administration, and he is currently working on finishing his Masters in Business Administration. Brock served as a graduate assistant with the Executive Institute for a year and is now moving on to a position with the Bloomington Police Department.

Upon attending the Academy, Brock is interested in meeting other new officers and using his knowledge for practical applications. As he embarks on the next step of his career, he looks forward to the future. He hopes to gain experience in DUI and drug enforcement as well as, becoming a canine officer. Brock also has goals for his future education. He hopes to attend numerous trainings during his time as a law enforcement officer as well as eventually going back to school for psychology.

Everyone at the Executive Institute wishes Brock the best in all of his future endeavors. We are excited to see where one of our students goes in life and with his career.

GOOD LUCK