Law Enforcement Oath of Honor

On my honor, I will never betray my badge, my integrity, my character or the public trust.

I will always have the courage to hold myself and others accountable for our actions.

I will always uphold the constitution, my community, and the agency I serve.

International Association of Chiefs of Police
Law Enforcement
Code of Ethics

As a Law Enforcement Officer, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust to be held as long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession ... law enforcement.
LEADERSHIP

- **Leadership** is the process of influencing human behavior to achieve organizational goals that serve the public, while developing individuals, teams, and the organization for future service.

- **Management** is the process of combining human and technical resources to achieve organizational goals. Management involves the application of various functions including planning, organizing, coordinating, leading, and controlling.

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<th>Leaders</th>
<th>Managers</th>
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<td>Ask why</td>
<td>Ask how</td>
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<td>Ignite people to perform</td>
<td>Direct allocation of resources</td>
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<td>Focus on people</td>
<td>Focus on systems &amp; structure</td>
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<td>Inspire trust</td>
<td>Rely on control</td>
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<td>Have a long range perspective</td>
<td>Have a short range view</td>
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<td>Have an eye on the horizon</td>
<td>Have an eye on the bottom line</td>
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<td>Innovate</td>
<td>Administer</td>
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<td>Challenge the status quo</td>
<td>Accept the status quo</td>
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<td>Do the right thing</td>
<td>Do things right</td>
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ORGANIZATIONAL CULTURE

Definition:

"A pattern of shared basic assumptions, that the group has learned as it solved its problems of external adaptations and internal integration, that has worked well enough to be considered valid and is, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."
SWOT Analysis

The first step of a SWOT Analysis is to begin with the Internal Assessment: Strengths and Weaknesses. An organizational strength is something a police department is good at doing or a characteristic that gives it enhanced ability to achieve objectives and fulfill its mission.

Strengths may include:
- Employees’ skills, expertise, commitment
- Physical assets: equipment, vehicles, department
- Human assets: training and development of your workforce
- Intangible assets: reputation, community support, organizational culture
- Partnerships/Cooperative ventures: political support

Secondly, it is imperative to analyze weaknesses. An organizational weakness is anything internal that detracts from the department’s ability to carry out its mission efficiently and effectively.

Weaknesses may include:
- Deficiencies in personnel training and certification
- Lack of managerial development
- Lack of physical assets
- Lack of information sharing.
SWOT Analysis
5 Frames of Reference for an Internal Assessment

1. Structural Frame of Reference

The analytical focus of the structural frame is the form and design of the organization. Its primary concern is how the organization and its subunits are structured, fit and work together. Points of analysis include the elements of organizational design such as mission, goals, objectives, chain of command, span of control, unit size, formal roles, job descriptions, unit outcome objectives and measures, policy, and procedures. Organizational structure should be viewed simply as a tool to accomplish the mission of the department. The structural frame of reference also includes analyzing the department’s facility, equipment, and work environment.

Structural Frame Checklist:

1. What is the department's (division's) mission?
2. Is it clearly understood by its members?
3. Have goals and objectives been defined and evaluation measures identified to members?
4. Does our current organizational structure contribute to the mission?
5. Has accountability been established clearly in policy, job descriptions and reality?
6. Are job descriptions clear and current?
7. Has position-based authority been established?
8. Is the chain of command appropriate for the mission?
9. Is the span of control appropriate?
10. Is there a policy or does it need to be written?
11. Are the procedures current?
12. How are accomplishments measured?
SWOT Analysis
5 Frames of Reference for an Internal Assessment

2. Human Resources Frame of Reference

This frame of reference is concerned with the organization’s human resources. It considers recruitment, selection, training, development, employee recognition, motivation and communication as important factors in creating excellence. The human resource perspective requires that a good fit be made between management’s objectives and people. A core belief of this frame of reference is that people who feel they are doing meaningful work and are respected in the workplace will give their talents and commitment to their organization. According to this frame of reference, the department should be concerned with the competency, commitment, and teamwork of their people.

This frame views leadership, management style, job analysis, employee selection, training, empowerment, personnel and organizational development, networking, consultation, employee involvement, and self-managed work teams as critical factors in organizational effectiveness. Command and supervisory staff are responsible for the competency and commitment of their employees. Managers and supervisors who treat their employees badly and with little regard will develop a conflicting or combative workforce that can make lives miserable...remember, people are our greatest resources!

Human Resources Frame Checklist:

1. What kind of leadership style does this division or unit need?
2. What type of people should be selected for this assignment?
3. What are my people’s competency and commitment to our mission?
4. What type of training is needed?
5. How should we develop staff?
6. How will we evaluate individual and division and/or unit performance?
7. What are the interpersonal relationships involved?
8. How much empowerment and discretion should my people have?
9. How do my people communicate between themselves and others?
10. What kind of teamwork is needed?
3. Cultural Frame of Reference

An organization's values, beliefs, and accepted ways of behavior make up its culture. Stories, rituals, and myths transmit this culture from one generation of employees to another. An organization's history and traditions are the source of these stories, rituals and myths. They form the basis of the organization's culture and belief system. The importance of an organization's culture is that it provides a sense of meaning and purpose to the behavior of its members.

When an organization situation is analyzed from this frame of reference, the critical point is not the situation but what the situation means to the members of the organization involved. The reasons why people act in a specific manner can be found in their values and the meaning they attach to their behavior. These beliefs, values, and acceptable modes of behavior are learned through the process of organizational socialization.

Cultural Frame Checklist:

1. What is the true vision of this organization and its members?
2. What are the values, beliefs, history, and tradition of this organization?
3. What image, Front and Back Stage, does the organization present?
4. How are accountability and ethics maintained in the organization?
5. What are the acceptable modes of behavior in the organization?
SWOT Analysis
5 Frames of Reference for an Internal Assessment

4. Political Frame of Reference

This frame of reference views the department as consisting of different groups and individuals competing with each other for power and limited resources. Politics and conflict are a normal part of any organization's life because different groups and individuals develop their own agendas to meet their needs and wants. They will often try to advance their agenda instead of the organization's mission and objectives. Command and supervisory personnel who are diagnosing a situation within this frame of reference must understand the political context of their organization. Who are the internal and external power holders and what is their impact on the organization?

Command and supervisory members need to know how to use, confront, and manage power and conflict as productively as possible. Conflict analysis, tactics of conflict creation, and/or control and power are tools that can be used when resolving interpersonal and organizational problems. In order to use this frame of reference, Command and supervisory personnel must be able to analyze the political context of their organization and understand what their sources of power are. Power comes from positional authority, individual expertise, control of rewards and punishments, alliances and networks, control of organizational symbols, and personal attributes. Knowing how to use power is a skill. Using power inappropriately can result in failure for both the organization and management.

If managers and supervisors fail to understand the political frame of reference, they will be ignoring an important aspect of organizational life. Knowing who holds power inside and outside your organization is the first step to successful networking and getting your mission accomplished. However, over the use of power as a management tool will increase conflict and prevent task accomplishment. It can lead employees and peers to feel they are being manipulated and devalued, which may induce them into becoming overly cynical, pessimistic and combative.

Political Frame Checklist:

1. Who are the power holders our organization must deal with?
2. How is power distributed and used in this organization?
3. What are the networks necessary for the accomplishment of my job?
4. Who are the pressure groups we must be aware of?
5. What are the latent & manifest conflict relationships that exist within my organization?
6. What is the source of conflict?
7. How are resources distributed?
SWOT Analysis
Frames of Reference for an Internal Assessment

5. Technology Frame of Reference

Organizational technology refers to the tools or processes used by organizations to fulfill their function. It provides the means by which “data” and “raw information” (intelligence) are obtained and transformed into useful, and actionable information. This information becomes the basis for strategic decision-making, strategy development, and the deployment of personnel and resources.

This frame of reference’s focus is on the manner in which information is obtained and processed. What are our information needs? Where can we obtain the data to support our analysis? Is it accurate and timely? How will we check its reliability? How will it be processed? Who needs this information? How do we use this information to address problems?

We exist in a technological age. Information gathering and processing is the lifeblood of an effective organization. Failure to engage the organization’s environment in a structured manner to gain accurate and timely intelligence and to employ modern technology (tools/process, GIS systems) to process this information and to distribute it to those who need it will render an organization obsolete. Command and supervisory staff’s failure to use technology properly will eventually victimize the organization and result in crisis management (knee-jerk responses).

Technology Frame Checklist:

1. What are our information needs?
2. Where do we obtain this information (sources)?
3. How will this information be processed?
4. Who needs this information?
5. When do they need it?
6. How will it be distributed to those who need it?
7. What do our management information systems tell us?
8. How is information used to solve problems?
9. What technology do we have and need? How can we get it?
COMMUNITY SURVEY STEPS

1. Determine your objective

2. Decide the attribute you want to measure

3. Determine who your audience is

4. Develop questions using scales that are appropriate for the audience

5. Check the reliability of the survey before it is distributed

6. Determine how the survey will be distributed

7. Ask respondents to participate in the survey

8. Communicate results and use the data