

ETHICS ROLL CALL

LISTENING TO THE INNER VOICE



Agenda Set for 13th Annual International Ethics Conference

On October 20, 2004, the 13th Annual International Ethics Conference will commence with registration and a reception from 6:00-8:00pm, in the Hall of Flags at the headquarters of the Center for American and International Law, 5201 Democracy Drive, Plano, Texas. Proceedings will continue on October 21-22, from 8:30am-4:30pm each day, during which attendees will have the opportunity to interact with a number of internationally-prominent speakers, and to participate in “breakout” sessions encompassing a variety of law enforcement ethics issues.

The conference keynote address on the morning of October 21, 2004, will be given by Ms. Christine Silverberg. Over the course of almost thirty-one years of public service, her career in policing spanned nearly twenty-nine. When selected to lead the Calgary, Alberta, Police Service in 1995, she became the first female chief of a major Canadian city. Ms. Silverberg graduated with her LLB from the University of Calgary Law School in May, 2004, and is now lettering at the Calgary law firm Gowlings. Named “Police Chief of the Year” by Blue Line, a national law enforcement publication in 1999, and

profiled as “Top Cop” by CBC’s Biography series, her remarks will address the essential nature of Leadership Ethics.



Christine Silverberg



Robert Leuci

On the morning of October 22, 2004, the plenary session address will be given by Mr. Robert Leuci. As a narcotics detective in the New York City Police Department in the 1960’s and 1970’s, his story was told in the bestseller and highly-acclaimed movie, *Prince of the City*. After working undercover for prosecutors investigating police corruption, he retired in 1981. A frequent lecturer at universities, law schools and police agencies, Bob Leuci is adjunct professor of English and Political Science at the University of Rhode Island. He has authored several books including *All the Centurions* published in July, 2004. In his conference presentation Mr. Leuci will discuss law enforcement and erosion of morality.

Over the course of the conference, participants will have an opportunity to attend a variety of “break-out” sessions presented by speakers from across North America. Scheduled topics and speakers are “Values-Based Leadership: An Update on the Wheaton, IL, Experience,” by Deputy Chief Tom

continued on page 8

INSIDE THIS ISSUE

Ethics Corner	2	Brownsville, TX, Police to Receive Noble Service Award	5
Director of ILEA Announces Retirement	2	The Concept of Trust	5
Union Dues and Don'ts	2	A Ticket to Time Off	6
What Goes Around... ..	3	Retiring... But Not in Style!	7
Integrity and the Police	4	New Look for Ethics Materials	7

INSTITUTE FOR LAW
ENFORCEMENT ADMINISTRATION
(THE CENTER FOR AMERICAN
AND INTERNATIONAL LAW)
5201 DEMOCRACY DRIVE
PLANO, TX 75024
972.244.3430 OR
800.409.1090
972.244.3431 FAX
WWW.THEILEA.ORG

ETHICS CORNER

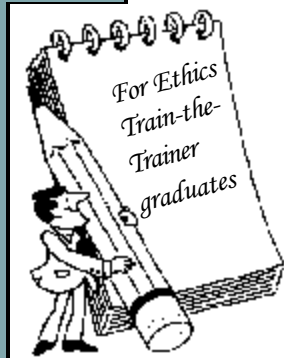
As the 2004 presidential campaign (also known as “the silly season”) rages across the United States, how much weight are voters placing on character issues as they go about choosing their preferred candidate? According to a variety of sources, quite a bit. For example, in a poll conducted by Franklin Pierce College (December 11, 2003), a significant segment of New Hampshire voters listed integrity as the most important personal quality in a candidate, surpassing even strong leadership, understanding of problems, and “best chance to win.”

The Florida Center for Public Policy and Leadership at the University of North Florida, seeking to measure views similar to those in New Hampshire, conducted two recent surveys. In their February, 2004, poll, fully 95% of registered voters responded “Very important” or “Somewhat important” when asked how important it was that elected officials have strong moral character. In an April, 2004, telephone survey, registered voters likely to vote in the 2004 election said “honesty” was the most important personal quality that would cause them to lend support to a particular presidential candidate.

If these polls are accurate, how is it possible to explain the hostility and invective that seem to permeate virtually all political campaigns today? Perhaps Michael Josephson was correct when he observed: “If the things political candidates say about one another are true, then the fact of the matter is that neither of them should deserve our vote!”

Mark Your Calendar!

A new course, **Advanced Ethics Train-the-Trainer**, will be offered February 23-25, 2005 at the headquarters of the Center for American and International Law, 5201 Democracy Drive, Plano, Texas.



Director of ILEA Announces Retirement



After fifteen years at the helm of the Institute for Law Enforcement Administration, Dr. Gary W. Sykes will be retiring at the end of August, 2004, to accept a professorship at Mercyhurst College in Erie, PA. Under Dr. Sykes' guidance, the ILEA has

become a leader among providers of law enforcement education on an international level. Among his many accomplishments over the course of his tenure, he oversaw the establishment and subsequent development of the Center for Law Enforcement Ethics. Although Dr. Sykes is moving across the country, he will remain associated with the ILEA in a variety of ways including teaching in several programs. His articles will also continue to appear from time-to-time in the pages of this publication.

At this writing, a search is being conducted to fill the position of Director of the Institute for Law Enforcement Administration. A position announcement is posted on the web site of the ILEA at theILEA.org

Union Dues and Don'ts

In May, 2004, the former president and treasurer of the Dallas Police Department's 650-member Fraternal Order of Police, was sentenced to fifteen months in prison. In commenting on the case, an Assistant US Attorney observed: “This is a person who, for years, lined his pockets with money of other line officers who are out there doing their job every day, protecting the community. [He] probably spent years of his life helping people and being a good cop, but somewhere along the line things changed.”

According to the *Dallas Morning News* (May 27, 2004), the retired 20-year officer made personal charges on the union credit card, including a \$1,900 refrigerator, and a \$2,400 down payment at a truck dealership. He then paid the bills with union checks.

What Goes Around...

by Dan Carlson

It was in Shakespeare's well-known tragedy *Hamlet* that we first learned how someone could be "hoist by his own petard." Crude and notoriously-unstable, a "petard" was an explosive device once used to breach the walls or gates of a castle. Unfortunately, it was often crafted so poorly that it was not uncommon for the man putting it in place and lighting the fuse to, himself, be blown up. Upon detonation, the soldier would often be thrown - hoisted - into the air.

In modern parlance, that archaic idiom is one way of describing the problems that people create for themselves, and in an administrative sense, when a leader has been "hoist by his own petard," he has usually been brought down by his own actions. Consider, for example, the recently-fired police chief who had the appeal of his dismissal denied because he had failed, repeatedly, to behave in accordance with departmental values he had personally designed and instituted.

In articulating the values of his agency, for instance, he had insisted - in writing - that his people treat one another with "respect, compassion and dignity." But the disconnect was obvious when the chief routinely and in public chastised and insulted subordinates, reducing some to tears in the process. Commendable notions like teamwork, open communication, and fair personnel practices became laughable when command officers found themselves unable to make eye contact with one another as the chief appeared to delight in humiliating one or another of their peers in staff meetings.

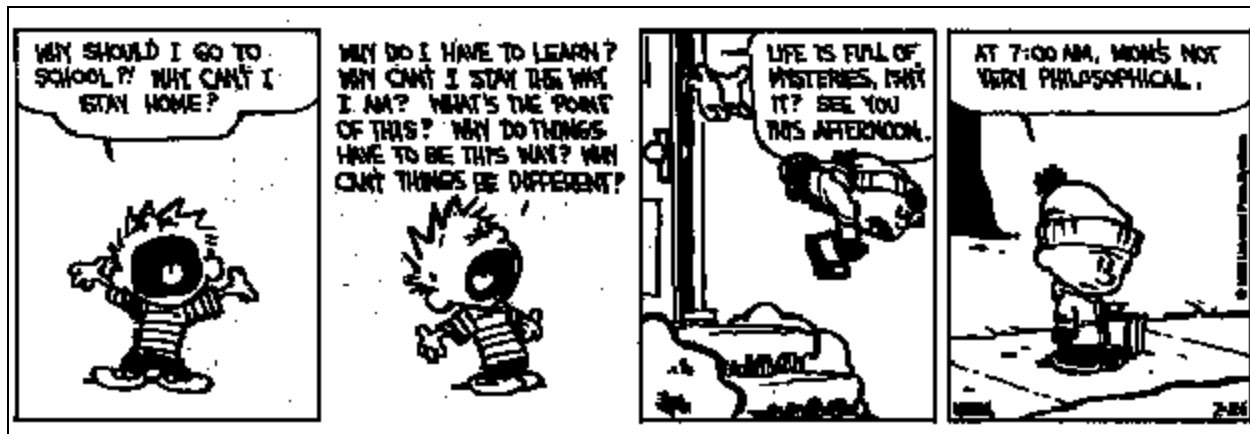
In refusing to reinstate the chief, the city manager made it clear that her decision was based upon his failure to act in accordance with the very same principles to which he expected others in his department to adhere. When word of that decision filtered back to the police department, reactions ranged from sighs of relief to open celebration. And though many of the chief's former subordinates expressed grim satisfaction at having seen him receive "payback," what they had really witnessed was someone being "hoist by his own petard."

The message that this chief's experience should send to police leaders is very simple: everyone in the agency - *everyone* - must behave in accordance with the same set of rules. When a sheriff reminds officers that accepting a free cup of coffee is a violation of the "no gratuity" policy, then it must also mean that he and his wife cannot take a trip to Las Vegas with airline tickets provided by a vendor with whom the county does business. When a chief tells his employees he expects "a full day's work for a full day's pay," it means he cannot tell his secretary he has a "meeting downtown," and then slip out early to play golf on Wednesday afternoons.

Generally speaking, when these types of activities - the acceptance of gratuities or the misuse of time - become topics of discussion in ethics classes, participants tend to characterize them as relatively inconsequential or benign. And that is understandable,

continued on page 7

CALVIN AND HOBBS



CALVIN AND HOBBS ©1991 Watterson. Reprinted with permission of UNIVERSAL PRESS SYNDICATE. All rights reserved.

Integrity and the Police

by Ken Albright

The following article appeared in the Amarillo, TX, Police Department monthly newsletter.

In April, 2004, I attended an Ethics Train-the-Trainer class at the Institute for Law Enforcement Administration in Plano, Texas. The class was very informative, but beyond that it did something unusual ... it caused me to rethink many of my past decisions. I don't often take the time to evaluate my place in life or the course I have followed, but this training did exactly that.... it made me think! I guess I've always been too busy raising kids or working to take a realistic look at what we do for a living.

The police profession has been under a great deal of scrutiny in the last ten years or so. It seems like only yesterday that the Rodney King and the O.J. Simpson incidents took place. These two events (and the repercussions that followed) dramatically changed how we conduct business. Police officers are put "under the microscope" both in the judicial system and by the open review of the media. Changes in law, civilian review boards, and limits placed on the police by the criminal justice system are only a few of the things we have had to adapt to across the country.

In his article "The Character of Leadership" (*Law and Order*, January, 2004), Robert Vernon states: "A significant integrity problem has emerged in the United States. It is now acceptable to make a *technically accurate* statement with a clear intent to deceive. Many do not consider this behavior wrong." Vernon continues: "Leaders who make *technically accurate* statements with intent to deceive will be looked upon as not trustworthy. Their trust factors will erode. Such people may justify their statements in their own minds, but the followers will see the deception for what it is – a lie."

The main reason I mention Vernon's article was my self-evaluation in Plano. At this program I participated in group discussions with police officers from not only Texas, but across the U.S. and Canada. One discussion involved the leadership position of police officers in their communities. I learned that these other professionals had faced many of the same dilemmas I have encountered as a peace officer; though the location changes, the problems remain pretty constant. The police are asked ques-

tions about any number of things including family problems, weather conditions, and people needing assistance with trash pickup. Being highly visible, the community expects responses to their problems 24 hours a day, 7 days a week. And we provide answers not only for law enforcement purposes, but also for direction and leadership involving the overall good of the community.

During the Plano class I took a long look at myself and realized I hadn't always made the best decisions. There were times I didn't always act as professionally or with as much empathy as I could have. I never made "bad" decisions that caused illegal activity or reason for intervention by the administration, it's just that after looking at my career and openly discussing some of the issues, I feel I could have done things better. Sometimes we say or do things that erode the trust placed in us, and trust is one of the most important factors involved when you are a leader.

Trust can be built by making better ethical decisions in day-to-day situations, and not all of them can be based on a set of laws or a rule book. Officers are expected to be able to make difficult choices, and sometimes they are not black and white, or clearly right versus wrong. Sometimes the choice is blurred, and one must choose between *two rights*. Fortunately, there are decision-making tools available to assist in making these tough choices. The next time you are faced with an ethical dilemma, take the time to ask yourself the three Ethics Check Questions proposed by Blanchard and Peale in their book *The Power of Ethical Management*:

1. Is my decision legal? (Does it violate any laws?)
2. Is my decision balanced? (Does it promote a win-win situation?)
3. How will this decision make me feel about myself? (Can I explain my actions to my family, the media, and the administration?)

There are other "tools" out there for us to use and some of these will be covered in future training. In the meantime, use all the "tools" you have to be the leader the public expects.

Ken Albright is a Sergeant with the Amarillo, TX, Police Department, assigned to the Office of Professional Standards. He is a graduate of the Ethics Train-the-Trainer program.

Brownsville, TX, Police to Receive Noble Service Award

Shortly before Christmas, 2000, two Brownsville, TX, police officers responded to a shoplifting call at a local Wal-Mart where they encountered two children (ages 10 and 6) who had walked out of the store with a few small toys. When asked why they had stolen the items, the youngest began to cry and said "We're not going to get anything for Christmas." According to the *Dallas Morning News* (December 25, 2000), their home had burned several months before, so the children were living with their mother in an unheated garage with no electricity or running water. Moved by their plight, the officers offered to buy the toys for them. Instead of pressing charges, Wal-Mart donated the toys to the youngsters, after which the officers gave the children a stern lecture about stealing and drove them home.

Upon seeing the living conditions of the family, one officer immediately got on the radio broadcasting: "I've got a real bad situation here that I can't describe over the radio." He then started collecting money from other Brownsville officers. Raising more than \$500, several officers took the family on a shopping spree at Wal-Mart, found them temporary shelter, and even hosted a small party for one of the children whose birthday was December 17. According to one of the Brownsville officers, "God put us there at that moment, and we were their angels."

During the 13th Annual International Ethics Conference, a brief ceremony will be held to honor the Brownsville, TX, Police Department. In recognition of their noteworthy demonstration of noble, compassionate policing, a Noble Service Award will be presented on the afternoon of October 22, 2004.

The Concept of Trust

by Gary W. Sykes, Ph.D.

There is a provocative new book on policing that everyone should read — Edward Conlon's *Blue Blood*. The son of an FBI agent and part of a larger police family, Conlon is an officer in the NYPD who has mostly worked narcotics and vice. A Harvard graduate, Conlon uses his exceptional writing skill to capture the experience of policing as well as anyone before him, including what it is like to work dangerous assignments in high crime areas. Although lacking the critical edge of objectivity, the book accurately portrays working "The Job" on the streets.

That the book does not look at policing from an outside vantage point may, perhaps, be understood by his discussion of bonding - "blue blood" - among officers. Just as doctors, lawyers or any other occupational group develop a culture based on having to perform under similar circumstances, officers create a similar occupation-based identity. However, beyond this common experience, Conlon pointed out what every officer senses - without need for explanation - at a "gut level:"

The stronger bond came from what happened on the street. We all knew that if there was a scrap, the whole team was there for it, as far as it had to go. That trust (emphasis mine) could make you feel extravagantly wealthy, but it was also the minimum wage you needed to work: if a cop demonstrated a too-acute instinct for self-preservation during a brawl - "Go get 'em, guys, I'll find backup!" - many cops refused to work with him or her again, and their requests were usually honored (page 168).

The trust Conlon described, which made you feel like a "million bucks," was - and remains - one of the ultimate rewards of police work. It is the "tie that binds." Further, it is also the "minimum wage," meaning that which is requisite and essential to do the work of policing. Few officers would argue with Conlon's observation, and he was not the first to describe the powerful bond that officers share.

continued on page 6

THE CONCEPT OF TRUST

continued from page 5

What was very insightful was that Conlon argued that this bond was driven by necessity and that, in fact, police work cannot be done without that *trust* among officers. When an officer needed assistance, for example, it “rained” cops from everywhere. Loyalty was important and valued, but *trust* in the way he described it went beyond loyalty. In other words, to do police work you must be able to *trust* your fellow officers to “be there for you,” always and without fail. Or, as he said, “as far as it had to go.” Unconditional *trust*!

This concept of *trust* may be one reason - perhaps the most important reason - why police officers, with few exceptions, will not report misconduct on the part of other officers. And bluntly stated, to expect a different response may be unrealistic. Everyone involved in the discussion of police ethics recognizes that even though officers may not condone the actions of colleagues, it is rare that someone will step forward to implicate another; they will not (cannot?) report it. Quite often, they hope that a supervisor or manager will take care of it without their involvement.

Fortunately, across the law enforcement profession, there are only a very few officers who would take advantage of this *trust* and expect their fellow officers to “back them up” regardless of how far afield they might go. To help counteract the impact of those few, it is incumbent upon administrators to initiate proactive strategies to, first of all, avoid hiring problem officers in the first place, and, second, to “de-select” those who may already be actively employed. To do otherwise will only blemish the honor of the multitude of officers who strive to police in an ethical manner. ♦



From April 23-25, 2004, the Institute for Law Enforcement Administration hosted the mid-year meeting of the IACP Image and Ethics Committee. The business meetings were conducted at the headquarters of the Center for American and International Law in Plano, TX. On Saturday evening the group traveled to Mesquite, TX, for dinner and an evening at the Mesquite Championship Rodeo.

A Ticket to Time Off

What on earth was that city traffic agent thinking? Was she somehow confused about who should get citations and who should not? Just because the unmarked sport utility vehicle belonging to the New York Police Department's chief of transportation was parked illegally, did she really think she would get away with putting a parking ticket on it? If so, she has had time to consider the error of her ways ... once she did so, she was immediately suspended for three weeks without pay.

According to *The New York Times* (July 29, 2004), when the agent came across the car parked in violation of the law, she waited a few minutes for someone to return, but when no one arrived, she began writing the ticket. When the chief returned to his vehicle he became upset, and used his cell phone to call and complain to the agent's boss. The agent was suspended that day.

The agent, who in June, 2004, received a commendation for “great dedication,” finally had her suspension reduced to five days; she was told that she would be reimbursed for the other two weeks. The union representing the agent said it would fight the suspension.

In defending the handling of this matter, a spokesman for the New York Police Department put it this way: “It makes no sense for one law enforcement agency to issue a ticket to another. [The chief] was well within his rights to complain about the agent's conduct. If she feels otherwise, she can file a complaint with the Civilian Complaint Review Board.”



Retiring ... But Not in Style!

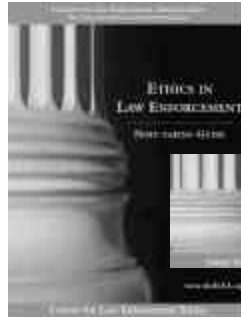
While there are a number of attractive things about the law enforcement profession, many officers cite the importance of a retirement system. And given what we ask police officers to do for us, this benefit is a well-earned reward for years of dedicated service to the community, and a means for providing a modicum of security into the future. Rookie cops may not give a great deal of thought to retirement, but it is probably safe to assume that they would prefer to end their careers with considerably more style and grace than did Edward Norris.

On June 22, 2004, Norris, a former Deputy Commissioner of the New York City Police who, in 2000, became Commissioner of the Baltimore, MD, Police, was sentenced to six months in prison for misuse of a city expense account. According to *The Baltimore Sun* (June 22, 2004), he had pleaded guilty in March to conspiring to misuse money from a supplemental police fund, originally created as a Depression-era charity, and to lying on tax returns. After his six months of incarceration, Norris must serve six months of home detention, perform 500 hours of community service, and pay a \$10,000 fine. Norris had left the Baltimore Police in 2002, to head the Maryland State Police.

Norris' fellow defendant and former chief of staff, John Stendrini, was sentenced to three years probation with the first six months to be served as home detention, 300 hours of community service and a \$10,000 fine.

Commenting on the sentence, prosecutors said they believe Norris took close to \$30,000, but added that the damage from his actions could cost even more. "The true loss cannot be measured in dollars," said one Assistant U.S. Attorney. "It has to include the loss of public confidence in our public officials."

In handing down his sentence, U.S. District Judge Richard Bennett was especially incensed that Norris and Stendrini, who represented themselves as authorities in counter-terrorism, failed to attend the terror-focused IACP conference scheduled shortly after 9/11. Instead, they used that time and taxpayer dollars for romantic liaisons with women, lavish meals, hotel stays and gifts. Bennett summed up his views this way: "If there was ever a time in the history of this country that we need to depend on the integrity of police, that time is now. This was the wrong time for two outstanding cops to make a mistake."



New Look for Ethics Materials!

Graduates of the Ethics Train-the-Trainer course who order supplemental classroom materials, will notice

a new look to the Student Note-Taking Guide and Ethical Decision-Making wallet cards. Without changing the content or focus of either item, the layout and color scheme of each has been freshened and redesigned. For information on these items, contact the ILEA at 972.244.3430.

WHAT GOES AROUND... continued from page 3

especially as compared to other types of potentially scandalous conduct. Nevertheless, it is important to understand that these "low level" forms of questionable behavior are the very things that line officers point toward as evidence that "we are held to one standard, but the bosses are held to a different one."

At the start of every patrol shift, as police officers prepare to go out into the community to perform their good and noble work, each shares the common goal of returning safely at the end of the tour. To that end, most responsible law enforcement practitioners understand that their jobs will be safer and easier when they treat citizens with respect, compassion and dignity. Sadly, some of those same officers end each day by reentering organizational environments in which those same principles are ignored when it comes to the way they are managed. In agencies like that the message to employees is clear: "We expect you to treat citizens ethically ... even though we don't treat you ethically."

Over the recent past, a number of law enforcement agencies have found themselves facing a common problem ... officer retention. As one recruiter put it: "We can't seem to keep people around here. They go through the academy, and within a year they leave. How can I reverse the trend?" There are, no doubt, many reasons why a department could experience high rates of personnel turnover, but Marcus Buckingham and Curt Coffman, in their book *First Break All the Rules*, may be on to something. Based on twenty-five years of research with the Gallup Organization, they put it very simply: "People don't leave organizations. They leave managers." ♦

Ethics Roll Call is published quarterly by the Ethics Center at the Institute for Law Enforcement Administration, 5201 Democracy Drive, Plano, Texas 75024. Telephone: 972/244-3430 or 800/409-1090. Fax: 972/244-3431. This publication is not operated for pecuniary gain, and articles may be reprinted provided due credit is given to the Ethics Roll Call. Signed articles are accepted with the understanding that the Institute for Law Enforcement Administration possesses the exclusive right of original publication. Authors are requested to assign copyright to the Institute for the collected work, while permitting the author unlimited use of the article and ordinary copyright protection. Opinions expressed do not necessarily reflect the views of the The Center for American and International Law.

Editor.....Daniel P. Carlson
Staff Assistant.....Tracy B. Harris

AGENDA SET
continued from page 1

Meloni, Wheaton, IL, PD; "To Tell the Truth: Ethics and the Brady Decision," by Captain Richard Smith and Sergeant Michael Hicks, Kansas City, MO, PD; "Ethics and the Performance Evaluation Process," by Chief Deputy A. Jay Six, Tarrant County, TX, Sheriff's Department; "Developing a Multi-Agency Ethics Council," by Chief John Middleton-Hope, Lethbridge, AB, Police Service; "Ethics 101: Cops Teaching Ethics to Kids," by Lieutenant Mark Langwell, College Station, TX, PD; and "Doing the Right Thing: A Cost-Benefit Analysis," by Lieutenant Richard Wall, Los Angeles, CA, PD.

As with every past conference, a "Trainers Round-table" will be conducted for graduates of the Ethics Train-the-Trainer course. In this gathering, ethics instructors will have an opportunity to share ideas, and to learn about tools and techniques other training

professionals may be using to enhance the ethics and character learning process.

During the 13th Annual International Ethics Conference, the Brownsville, TX, Police Department will be recognized for their demonstration of noble and compassionate policing. In a ceremony on the afternoon of Friday, October 22, 2004, the Brownsville Police will be presented with a Noble Service Award. Details on this honor and the selection of Brownsville as recipient may be found on page 5.

Tuition for the conference is \$139/\$119 (non-member/member). For registration or further information, contact the Institute at 972.244.3430, or visit our web site at theILEA.org. ♦

Visit the Institute for
Law Enforcement Administration
at
www.theILEA.org

THE CENTER FOR
AMERICAN AND INTERNATIONAL LAW



Institute for Law Enforcement Administration

5201 Democracy Drive
Plano, Texas USA 75024

PLEASE NOTE: The The Center for American and International Law utilizes outside mailing lists. Therefore, if you receive a duplicate of this announcement, please pass it along to an interested associate.

Nonprofit Organization
U. S. Postage
PAID
Permit No. 3778
Dallas, Texas

Please let us know of corrections needed in your mailing address.