

ETHICS ROLL CALL

L I S T E N I N G T O T H E I N N E R V O I C E



An Ethics Center Status Report: How are we doing? How have we done?

*I*t's hard to believe, but the Center for Law Enforcement Ethics has now entered its second decade of existence. The passing of such an auspicious milestone says something, of course, about endurance, but does it really measure the worth of Ethics Center programs and services? Does it tell us whether the work of the Center has been beneficial to the law enforcement community? In short, has the Ethics Center - at least to this point - been "successful?"

In the words of H. Jackson Brown, Jr., "As you climb the ladder of success, be sure it's leaning against the right building." Good advice, to be sure! And while the ultimate determination of whether or not the Ethics Center has been "successful" will, rightly, be left to others, we remain comforted and confident that our ladder has been well-placed.

The Ethics Conference

Scheduled for October 15-17, 2003, the 12th Annual International Ethics Conference will, once again, feature the diverse range of speakers and topics for which it has become widely known. Attracting approximately 150 attendees annually from across the profession, the conference has, over the past several years, welcomed attendees from the United States, Canada, El Salvador, Great Britain, Singapore and Sweden.

The Ethics Train-the-Trainer Course

With the number of graduates now exceeding 7,000, the week-long Ethics Train-the-Trainer course continues to equip participants with the tools, knowledge, insights and confidence to present ethics programs in their agencies or academies. In addition to those courses offered regularly at the ILEA in Plano, Texas, one session of the Ethics Train-the-Trainer program will be offered in California and another in New York during 2004.

Ethics Roll Call

Beginning in January, 2002, Ethics Roll Call became, primarily, an on-line publication. While the Ethics Center continues to print a limited number of "hard copies" for distribution at training programs

continued on page 7



Group photo of the Ethics Train-the-Trainer class conducted April 7-11, 2003, at the Institute for Law Enforcement Administration in Plano, Texas.

INSIDE THIS ISSUE

<i>Ethics Center Membership Information</i>	2	<i>A Betrayal of Trust</i>	5
<i>Ethics Corner</i>	2	<i>Slow Down... or Pay Up!</i>	5
<i>I'm Stunned... Just Stunned!</i>	3	<i>New York State Sheriff's Ethics Initiative</i>	6
<i>Taming the Beast</i>	4	<i>Yeah, That's the Ticket!</i>	7
<i>Holding the Right Line</i>	5		

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CORNER

ETHICS

At the start of any training on ethical behavior, it is important to, first, get people to recognize ethically sensitive situations. But this is just the beginning, for once people can identify such situations, they need to be able to think them through and act correctly. To help facilitate this, consider the following series of questions excerpted from an article titled "Uncertainty and Principles," by Chris Warren (Southwest Airlines Spirit, April, 2003):

The Law Test *Is what you are considering doing illegal? There's very little nuance to this question; if it's illegal, don't do it.*

The Harm Test *Who gets hurt if you do this? One way of boiling down a lot of complex ethical principles is to simply not do anything that causes unjustifiable harm. In business there are, of course, instances where someone may be harmed through a layoff, but the important question is whether or not it's justifiable.*

The Newspaper Test *Would you want to read about your actions on the front page of your local paper? If not, you should reconsider.*

The Child Test *Ask yourself what you would tell your child, or a friend, to do if he or she were in your situation. If you wouldn't tell your child or friend to do what you're considering doing, then maybe you should think about it again.*

The Smell Test *Does what you're thinking of doing smell? Even if you've asked yourself all the other questions, there still might be something that makes you feel uneasy. If so, talk to somebody else and see if they get the same smell.*

Chris Warren is a freelance writer whose work appears in a variety of publications. He lives in southern California. Reprinted with permission.

DIGNITY DOES
NOT CONSIST IN
POSSESSING
HONORS, BUT IN
DESERVING
THEM.

ARISTOTLE

Ethics Center Membership Information

For the first time, membership opportunities are available for those interested in joining the Center for Law Enforcement Ethics. Both Individual (\$35.00 per year) and Organizational (\$100.00 per year) Memberships bring with them a range of benefits, foremost being the knowledge that members will be helping support the continued examination and discussion of ethics across the law enforcement community.



There are, however, other advantages:

Benefits of Individual Membership:

Subscription to Ethics Roll Call for 2004
15% tuition reduction at 2004 Ethics Conference
Ethics Center lapel pin (see logo above)
Membership certificate for 2004
Ethical Decision-making wallet card

Benefits of Organizational Membership:

Subscription to Ethics Roll Call for 2004
(1) Free tuition at 2004 Ethics Conference
Membership certificate for 2004
Organization listed in Ethics Roll Call
Organization listed on the Ethics Center website

Individual memberships are open to graduates of the Ethics Train-the-Trainer course, alumni of the Institute for Law Enforcement Administration, sworn members and employees of law enforcement and criminal justice agencies, and others by application to the Director of the Institute for Law Enforcement Administration. Organizational memberships are available to criminal justice organizations, colleges and universities, and others by application to the Director.

For further information and applications for membership in the Center for Law Enforcement Ethics, contact the Institute for Law Enforcement Administration by phone at 972.244.3430 or by e-mail at ilea@cailaw.org.

VISIT WWW.THEILEA.ORG
FOR A MEMBERSHIP APPLICATION

I'm Stunned... Just Stunned!

by Dan Carlson

I's hard to admit this, but I've found it simply too painful to go on any longer. My world has been shaken, and I'm just going to have to find a quiet place and go lie down for a spell. You've read the papers ... you know what I'm talking about: three of my heroes - cultural icons who have given meaning to my life - have stumbled and fallen over the past month. Woe is me!

First of all, Martha Stewart (domestic queen and goddess of home fashion) faces a range of criminal and civil charges stemming from her alleged Wall Street insider trading. One can only assume she will be able to stitch together a defense from nothing more than little bits of "this and that" found lying around the house, while simultaneously picking out a wallpaper pattern certain to coordinate perfectly with vertical bars. Never at a loss for words, she would, no doubt, caution: "Being under indictment is not a good thing."

Next, Sammy Sosa (power-hitter and king of Chicago sports) was found to have used a "corked bat," raising questions about his legendary home-run hitting ability. Though he dismissed the incident as a "mistake," it didn't stop at least one Cubs fan from expressing his disappointment with a sign reading "Say It Ain't Sosa" (a modification of the classic "Say it ain't so, Joe!" remark directed at "Shoeless" Joe Jackson, left fielder on the infamous Chicago "Black Sox" team which threw the 1919 World Series).

And most disheartening of all, William Bennet (national ethics scold and acclaimed author of several books on character) found himself having to publicly acknowledge a gambling habit which, by his own admission, caused him to lose millions of dollars. It is probably a safe bet (pun intended) that he will not be vacationing (or giving high-priced lectures on ethics) in Las Vegas or Atlantic City any time soon.

All kidding aside, it has been instructive to watch the downward spiral and disgrace of another gaggle of celebrities, while being reminded of the danger we face in granting exalted status to people based simply on their ability to prepare a flawless soufflé, hit a tape-measure home-run, or wag a scornful finger at someone else's ethical shortcomings. We should never, of course, celebrate the humiliation of another human being, but when self-proclaimed trend-setters fall from grace, it should serve to remind us what real heroes and role models look like ... and they are all around us.

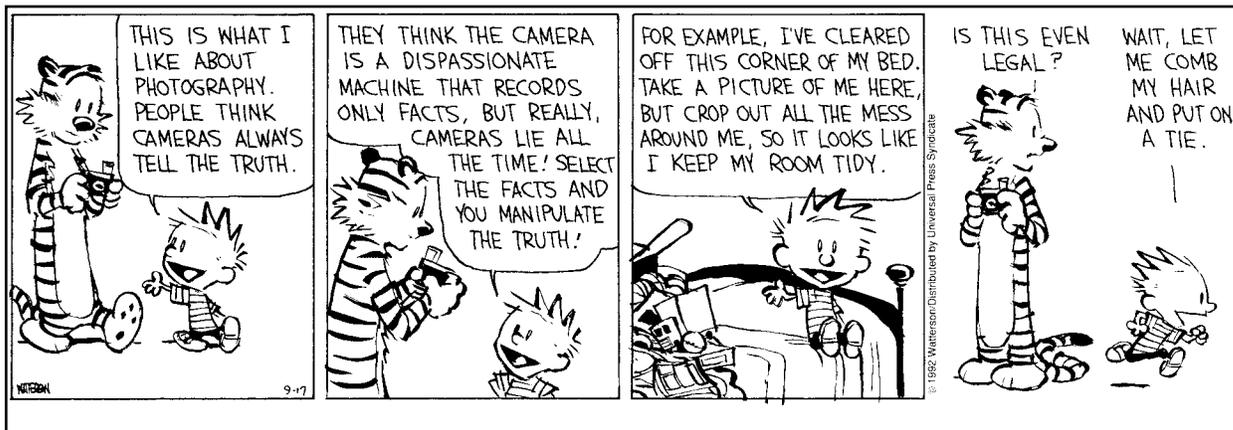
When we hear the name "Reginald Denny," many of us immediately remember him as the white truck driver whose vicious beating was caught on video in the riot following the first Rodney King trial in Los Angeles. But how many of us can identify Titus Murphy, Teri Barnett, Bobby Green or Lei Yuille, the four African-American citizens - heroes - who put Denny back in his truck, and then drove him to safety?

continued on page 7

THE DIFFERENCE BETWEEN A MORAL MAN AND A MAN OF HONOR IS THAT THE LATTER REGRETS A DISCREDITABLE ACT, EVEN WHEN IT HAS WORKED AND HE HAS NOT BEEN CAUGHT.

HENRY LOUIS MENCKEN

CALVIN AND HOBBS



CALVIN AND HOBBS 8 1992 Watterson. Reprinted with permission of UNIVERSAL PRESS SYNDICATE. All rights reserved.

Taming the Beast

by Ric Church

Over the course of a law enforcement career, everyone, at some time or another, will likely confront a situation requiring that a clear ethical decision be made. Sometimes there will be time for deliberation, but often they will have to be made in a split-second. Some will be minor decisions, and some will be major. And whether it involves the acceptance of a gratuity, reporting misconduct by a fellow officer, striking a suspect in a moment of anger, or falsifying a report to cover up something, the situations are potentially endless. One of the many factors that can influence these decisions is stress.

While a law enforcement career is filled with life enriching experiences, there are many unpleasant occurrences as well... day-to-day pressures of paperwork, deadlines, public sentiment, politics and unpopular department policies, and inadequate salaries to name just a few. Added to the mix is the current demand on police agencies for more security and anti-terrorist services, all without added manpower or budget dollars. All this, and other pressures not mentioned, can adversely affect the ethical decision-making of even the best law enforcement officer. Unfortunately, bad or unethical decisions made due to stress overload can ruin an officer's career, along with an agency's image and relationship with the community.

Regardless of how capable an officer may feel, the normal pressures of everyday life \cap compounded by the rigors of day-to-day police work - can affect the ability to think, function and make decisions. Numerous studies have demonstrated the influence of prolonged elevated stress, beginning with emotional impact. And while most officers can conceal the effects for a time, it eventually manifests itself in the form of anger, withdrawal or unresponsiveness. If stress overload becomes prolonged, it can eventually lead to physical breakdown in the form of illness, low energy, inability to sleep and even disease. At this stage the body and mind simply are not able to function normally, often followed by personality shifts and a lowering of the moral threshold. It is here that stress and ethics collide.

With a lowered moral threshold, the patience that officers rely on in dealing with upset or irate citizens is reduced. The energy to confront and deal with departmental issues declines. It becomes easier to fall victim to one or another of the temptations or opportunities for exploitation that present themselves to police officers. The ability to make the right or ethical decision in a split-second crisis situation is diminished. At this point, stress has become "The Beast."

continued on page 8

NO CHANGE OF
CIRCUMSTANCES
CAN REPAIR A
DEFECT OF
CHARACTER.

RALPH WALDO
EMERSON



Scenes from the Ethics Train-the-Trainer class conducted April 7-11, 2003, at the Institute for Law Enforcement Administration in Plano, Texas. Top row (left to right): Nancy Brady, Iowa Law Enforcement Academy; Randy Puckett, Rockwall, TX, Police; Dale Williamson, Waterloo Regional Police, Ontario, Canada; Keith Williams, Detroit, MI, Police; Faith Gary, Detroit, MI, Police; Dwayne Love, Detroit, MI, Police. Bottom row (left to right): David Aldridge, Colorado State Patrol; Penelope Gallegos, Colorado State Patrol; David Busby, U. S. Border Patrol; Francisco Lopez, Jr., U. S. Border Patrol.



A Betrayal of Trust

Over the past five years, at least twenty five young members of Law Enforcement Explorers (a co-ed program affiliated with the Boy Scouts of America) have allegedly been sexually abused by police officers around the United States. According to FOXNews.com (June 25, 2003), at least a dozen teenagers have reported being molested during the past year alone. In one case, a 34-year-old officer in San Bernardino, California, was sentenced to 60 weekends in jail after pleading guilty to having sex with a 16-year-old girl on a scout-related camping trip. In pained-yet-eloquent terms, the mother of his young victim expressed her feelings of anger, hurt and disappointment this way:

We trusted him. How could we not? He was a law-enforcement officer. He was our daughter's (Explorer) adviser. He was invited to our daughter's graduation dinner at our home ... He shook our hands, gave me hugs, and all of the time, he was betraying our trust.

Slow Down ... or Pay Up!

If you are planning a vacation in Florida this summer - and if you intend to speed - you had better avoid driving through the small community of Waldo (Population 821). Designated by the American Automobile Association (AAA) as one of only two "Traffic Traps" in the nation, the eight officers in the Waldo Police Department appear to be at one with the police chief when he tells drivers: "Slow down and see our city or speed up and see our judge." As evidence of their rigorous enforcement efforts, traffic fines paid by violators in Waldo historically account for 25- 30% of the funding for the city budget. By comparison, AAA estimates that traffic fines make up about 1 percent of most government budgets in Florida. Denying that his town is a speed trap (Associated Press, December 19, 2002), the police chief says the philosophy of his agency is merely "in-your-face law enforcement." In response to a suggestion from AAA that his officers issue more warnings and fewer tickets the chief responded: "Warnings are for children."

Holding the Right Line

by Gary W. Sykes, Ph.D.

Living ethically in an organization is not easy. The search for "bright lines" between right and wrong when we are part of an organization or a community can be challenging. Our "collective life" is necessary to sustain us, but paradoxically, it can also threaten our personal integrity.

In police work, the power of the peer group is probably second to none. Driven by confrontations in potentially violent and unpredictable situations, officers learn to rely on each other to a degree found in few other groups. In addition, they learn to trust each other in a profound way that transcends other values. It is not unusual for officers to express this trust in a sense of personal loyalty that comes from understanding "what its really like out there." Most everyone in policing, or even close to policing, understands this feeling of solidarity, and shares this identification with others who comprise the "thin blue line."

In May, 2002, as Scholar in Residence in our 11th Advanced Management College, Carl Klockars dis-

cussed his groundbreaking study on police integrity. Paying particular attention to the sense of oneness or unity that exists among police, he asserted that this norm of solidarity "...grows up naturally...as an expression of gratitude for the trust and support fellow officers extend." He went on to argue that even good officers would shield colleagues from organizational discipline. Citing one example, Klockars observed that "In the case of misconduct which occurred for good reason, such as when a sick spouse or child prevents an officer from getting the required sleep, fellow officers shielded the tired officer willingly...."

In cases of misconduct that were more irresponsible, chronic or tended to take advantage of their support, Klockars, found that despite expressing some reluctance in doing so, officers still tended to shield one another, while hoping supervisors would deal with it. Only when another officer's behavior became so acute that it put their own position at risk, would they alert a supervisor, but with the proviso that their identity would not be known.

continued on page 6

NO PERSON
WAS EVER
HONORED FOR
WHAT HE
RECEIVED.
HONOR HAS
BEEN THE
REWARD FOR
WHAT HE GAVE.

CALVIN
COOLIDGE

HOLDING THE RIGHT LINE

continued from page 5

The threat to individual integrity comes from the tendency for groups to rationalize behavior that fails to live up to avowed professional standards. In other words, officers can find themselves in circumstances where they feel pressured to overlook, not report or even support conduct that they personally do not approve of, or which is contrary to what they believe to be the right thing to do.

Where there is visionary leadership committed to professional values, it is easier for officers to live up to the words they uttered in taking their oath of office. Without good leadership, some police officers may be more inclined to embrace rationalizations for self-interest rather than live up to the values that define their better selves.

How does one "hold the line?" There are two general approaches: the first is primarily through man-

agement and the second is through leadership. As outlined by Carl Klockars, effective management strategies would create an affirmative obligation to report misconduct, maintain a zero-tolerance for lying, reward reporting of misconduct, establish anonymous reporting, commit to diversity and enforce term limits in special operations units. Speaking in our 12th Advanced Management College, Edwin Delattre (2003 Scholar in Residence) suggested leadership as the second approach, defining it as "giving people the room to do what you want them to do." That "room," of course, is delineated by the "bright lines" leaders establish through their own conduct and expectations. Put another way, when it becomes necessary to challenge the "blue line," leaders must define the "bright line" by holding to the "right line."

THERE ARE ONLY TWO PEOPLE WHO CAN TELL YOU THE TRUTH ABOUT YOURSELF - AN ENEMY WHO HAS LOST HIS TEMPER AND A FRIEND WHO LOVES YOU DEARLY.

ANTISTHENES

New York State Sheriff's Ethics Initiative

In conjunction with the New York State Sheriff's Association, the Center for Law Enforcement Ethics has conducted a series of Law Enforcement Ethics training courses in various locations across New York State. In addition to Sheriffs, Undersheriffs, and Patrol Supervisors, participants have represented a number of New York Sheriff's law enforcement, corrections and civil divisions, as well as several municipal police agencies. On May 22, 2003, Mr. Peter Kehoe, Counsel and Executive Director of the New York State Sheriff's Association, awarded certificates (below) to attendees at the Law Enforcement Ethics Class conducted in Albany, New York.



Left photo (left to right): Dan Carlson, Associate Director, Institute for Law Enforcement Administration; Sheriff John Burns, Jefferson County, NY; Peter Kehoe, Counsel and Executive Director, New York State Sheriff's Association. Top photo (left to right): Deputy Bruce Whitmarsh; Sergeant Art Vasile; Lieutenant Sam Favina, Monroe County Sheriff's Office. Bottom photo (left to right): Sergeant Eric Kuck; Officer David Mahoney; Detective Arthur Shade, Albany, NY, Police Department.



Yeah, That's the Ticket!

As "basketball fever" swept San Antonio, Texas, during the NBA playoffs, it appears some people were affected differently than others. According to the San Antonio Express-News (June 8, 2003), the police chief of an area school district was arrested for using his badge to confiscate Spurs ticket, and then reselling them. Charged with official oppression and theft, the chief allegedly approached a ticket scalper near the basketball arena, and after inquiring about buying four tickets, grabbed them and threatened to arrest the scalper if he did not leave the area. He then reportedly drove to a nearby McDonald's parking lot, where he resold the tickets. Asked to comment on the arrest of the police chief, a school district spokesman said the word best describing the mood on campus would be "surprise."

ETHICS CENTER STATUS REPORT
continued from page 1

and conferences, current and archived articles and information can be accessed at our website, www.theILEA.org. In the process of stimulating the discussion of ethics across the profession, articles from readers are always encouraged and welcome.

The Ethical Courage Award

Created in 1998, the Ethical Courage Award has been awarded on five occasions to deserving members of the criminal justice community. Designed to honor and reflect the character and actions of the recipient, the award provides tangible recognition of an individuals' moral courage. Details about individual recipients and the reasons for their selection may be found on the Institute website at www.theILEA.org.

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In 1997, Jeanne Van Valkenburgh, a white citizen in
STUNNED
continued from page 3

Denver, was standing at a bus stop when she interceded on behalf of an African immigrant being harassed by a skinhead. The skinhead shot and killed the young immigrant, and then shot and paralyzed the courageous Van Valkenburgh.

Watching the latest cluster of "big names" stumble and fall has been entertaining, but when all is said and done, their presumed disgrace should remind us to be cautious about pointing toward athletes, television personalities, movie stars or even politicians as good examples for our children ... they are celebrities, after all, not role models or heroes. On the other hand, those every-day heroes who perform astounding feats of physical or moral courage - Murphy, Barnett, Green, Yuille and Van Valkenburgh, for example - tend to fade quickly to nameless and faceless obscurity.

If you are fortunate enough to be employed in the field of law enforcement, you don't have to look very hard to find heroes ... they work in your department. They ride a rural post on the midnight tour, walk a beat in the inner city, use their own money to buy a winter coat for a freezing child, or lead an entry team through a hostile doorway in pursuit of drug dealers ... and they do so without fanfare or celebration. To paraphrase Teddy Roosevelt, police officers - most often on behalf of total strangers - enter the arena every day, their faces marred by dust, sweat and blood, as they strive valiantly and dare greatly to make the world a better place. Do you want to know what heroes look like? Look no further.



Mark Your Calendar!

The 12th Annual International Ethics Conference will take place October 15-17, 2003, at the headquarters of the Center for American and International Law, 5201 Democracy Drive, Plano, Texas.

TRUTH EXISTS,
ONLY FALSE-
HOOD HAS TO
BE INVENTED.

GEORGES
BRAGUE

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

TAMING THE BEAST continued from page 4

In any discussion about "taming the beast," it is important to keep in mind that stress is not necessarily bad. If elevated for short periods, stress can - and does - stimulate us to rise to the occasion and perform at our mental and physical best (this is the "fight or flight" syndrome). The problems arise when it is allowed to build up and remain an uncontrolled force in our lives.

To prevent stress overload, we must first acknowledge it, and then recognize that it can become a problem. Many agencies have taken steps to prevent and deal with stress-related problems, including simple paper-pencil tests which indicate a reduced ability to deal with stress in various areas, training modules which can be used to strengthen stress resistance, and general stress education to teach officers about stress, what to expect from it and how to keep it from building up. In addition, a number of departments have established peer stress relief groups, and retained

professional stress counselors to help identify and deal with stress related problems.

The key to "taming the beast" and keeping stress from adversely affecting ethical decision-making, is to prevent it from becoming a force that controls our thoughts and actions in the first place. In the final analysis, we can all take comfort in the wisdom of Mohandas Gandhi, who observed: "There is more to life than increasing its speed."

Ric Church is a Preventive Health Specialist with expertise in Law Enforcement Stress Education. he is a former police academy instructor, and the Director of Law Enforcement Services for the Hardiness Institute in Newport Beach, CA.

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www.theILEA.org**

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