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Procedural Justice

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Preface

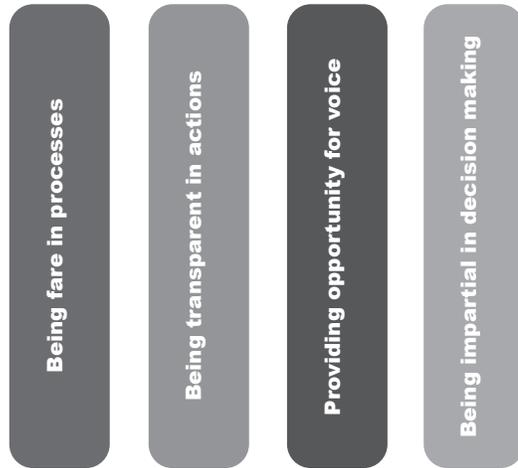
It is clear that tides are shifting in police-community relations in the United States. With every tragedy comes a louder call for a new kind of policing rooted firmly in justice, impartiality, and collaboration with the community. The Final Report of the President's Task Force for 21st Century Policing, released in May of 2015, responded to this call with a series of recommendations aimed at equipping law enforcement agencies with the necessary tools and philosophical orientation to confront and prevent today's challenges by using the many resources that exist in their communities. Repeated throughout the report was the term "procedural justice." Central to the report's vision of a 21st century police agency, procedural justice provides a framework and philosophical orientation that will shape the future of this profession, and in this BOLO we hope to shed light on how.

Procedural Justice— What Is It?

How is the concept of procedural justice applied to policing, and what does it really mean? Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars:

1. Being fair in processes
2. Being transparent in actions
3. Providing opportunity for voice
4. Being impartial in decision making

Figure 1. Four pillars of procedural justice



Source: Adapted from Laura Kunard, *Procedural Justice for Law Enforcement: An Overview* (Washington, DC: Office of Community Oriented Policing Services, 2015).

These four pillars of procedural justice don't stand alone; they support each other. The research of Yale University Law School Professors Tom Tyler and Tracey Meares as well as other leaders in the field has demonstrated that perceptions of fairness and respect are driven not only by outcomes but also by the fairness and consistency of the processes used to reach those outcomes. Tyler's research demonstrates that for the last two decades, policing has become more effective—both better equipped and better organized to tackle crime. Despite this, the public's assessment and confidence in law enforcement has remained flat. Indeed, among some sectors of the population, including African Americans and other people of color, confidence has declined because community members care as much about how police interact with them as they care about the outcomes of those interactions.

Research further demonstrates that these principles lead to relationships in which the community (1) trusts that law enforcement officers are honest, unbiased, benevolent, and lawful; (2) feels obligated to follow the law and the dictates of legal authorities; and (3) believes that the community shares a common set of interests and values with the police.

Procedurally just interactions are the fulcrum on which respect balances. When the four principles are incorporated into interactions with others—professionally or personally; whether between colleagues, family, friends, customers, or the community in general—they convey respect.

When individuals feel that they are being heard and considered fairly and without bias and processes are transparent, they feel respected, and further, they are more likely to reciprocate that respect. Increased respect between an officer and a community member has been shown to lead to increased compliance, which in turn increases officer safety. In situations in which histories, media, and politics impact our perceptions of police, these individual interactions are key to restoring trust broken and rebuilding respect.

One interaction goes a long way. A single interaction is but one drop in the sea of interactions police officers will have over the course of their careers. However, one interaction may have a far-reaching ripple effect. Not only will it impact those directly involved with the interaction but it will also indirectly impact bystanders, friends, family, and colleagues of those directly involved and, in increasingly frequent cases, those who may see the interaction on YouTube or the nightly news. With every interaction, officers have an opportunity to reach and impact the perceptions of many people. This impact will be either positive or negative; will either lower police legitimacy or increase it; will be perceived as either a respectful interaction or a disrespectful interaction. The determination is precariously balanced on behavior and attitude during each interaction.

Procedural Justice on Two Equally Important Fronts

There are two primary applications of procedural justice as it applies to policing: internal and external.

Internal procedural justice refers to procedural justice within a law enforcement agency. It begins with the clear articulation of organizational core values: the transparent creation and fair application of an organization's policies, protocols, and decision-making processes. Two examples of internal procedural justice include the quality of communication that exists within the agency among different ranks as well as between sworn and civilian employees or even volunteers and the input of all levels of the organization in the mission and values of the organization.

External procedural justice refers to procedural justice within the community. An example of external procedural justice is the quality of communication that exists between sworn or civilian employees and the public. While internal procedural justice is concerned with the respect demonstrated between professional colleagues, external procedural justice is concerned with the respect demonstrated between law enforcement personnel and the public.

The practice of internal procedural justice

Let's delve into procedural justice as it applies internally to police organizations. Internal procedural justice refers to officers' perceptions that their colleagues' actions—particularly those of their supervisors—are fair and understandable (i.e., legitimate), which demonstrates respect. Research on internal procedural

justice indicates that officers as well as nonsworn employees who feel respected by their supervisors are more likely to understand why decisions were made; more likely to accept, support, and voluntarily comply with those decisions, including departmental policies; and less likely to challenge the decisions.

Indeed, in a 2015 study of officer compliance, Haas and colleagues found that officers who feel respected by their supervisors and peers are more likely to accept departmental policies, will have a better understanding of why decisions were made, and will be more likely to comply with them voluntarily. The inverse is also true. When organizations do not implement or support fair and transparent practices, leadership creates an environment in which staff becomes polarized and responsibilities are slow to be carried out. In such an environment, a subversive tone might exist that detracts from organizational performance.

As one begins to consider the internal issues of many organizations, division among staff presents as a common issue of concern. In light of these divisions, members of police organizations can be divided over their feelings for their own agency, especially when there is a perception of different treatment between classifications of employees: sworn and civilian, detectives and patrol officers, management and rank and file . . . the list goes on.

Organizational change can sometimes be difficult, especially in an organization that typically practices policing strategies in a quasi-military tradition. Supervisors and executive leadership who have been making decisions in isolation

for many years may find it difficult to implement more procedurally just strategies into their decision-making practices. However, at the same time, most supervisors understand the tangible value of fostering internal respect. It seems self-explanatory that a procedurally just working environment will encourage a higher level of trust, commitment and cooperation in those they supervise. What they may *not* realize is *how* to begin to create a procedurally just working environment.

Building internal relationships

In an effort to provide supervisors with practical tools and strategies for creating this environment in their organizations, the Center for Public Safety and Justice developed the first curriculum in a series of three that introduces sworn and civilian law enforcement executive leadership and supervisors to the philosophy of procedural justice. *Procedural Justice for Law Enforcement: Organizational Change through Decision Making and Policy* is a foundational curriculum for police leadership as they begin to implement procedural justice at an organizational level. The eight-hour Office of Community Oriented Policing Services (COPS Office)-sponsored curriculum offers practical examples and specific steps to create a procedurally just working environment where the pillars of procedural justice—transparency, impartiality, fairness, and opportunity for voice—are embedded into the culture of the department.

In addition, the Police Executive Research Forum developed an executive guidebook titled *Implementing a Comprehensive Performance Management Approach for First-Line Supervisors in Community*

Policing Organizations. The purpose of this publication is to provide a guide for police executives who wish to implement a comprehensive performance management approach to further institutionalize community policing in their organization. The proposed approach incorporates principles of procedural justice into existing performance management systems. The goal of this approach is to strengthen the ability of first-line supervisors to teach and evaluate officers on their community policing skills. The guidebook presents four general recommendations for achieving internal procedural justice through performance management:

1. Routinely assess the agency's current performance management and evaluation systems.
2. Facilitate strong supervisor/employee relationships.
3. Emphasize career and talent development at all levels.
4. Focus on the selection and training of effective supervisors.

Throughout the guidebook are promising practices, case examples, tools, implementation tips, and references for further information. Topics of discussion include questions to ask to self-assess a performance management system, the connections between performance management, accountability, and disciplinary systems; two-way communication between supervisors and employees through regular conversations and debriefings; coaching behaviors for supervisors; the use of individual development plans (IDPs) in police agencies; and procedural justice in the selection process for supervisors.

Why focus on internal procedural justice first?

Many may be thinking that front-line officers should be trained in procedural justice first. Their interactions with the community are certainly “where the rubber meets the road” when it comes to improving community relationships. As many areas face critical incidents, many departments look first to their line officers, the faces of their department, to live out procedural justice in community interactions, which will reflect back on the agency as a whole. The ultimate aim of this series of procedural justice COPS Office trainings and resources is to authenticate respect in everyday interactions with the public, thus improving community relationships and cooperation and ultimately increasing front-line employee safety. *However*, to gain the highest degree of impact, procedural justice implementation must begin with an internal structural commitment from executive leadership and an understanding among supervisors who carry out processes, policies, and procedures within the department.

When a 21st century law enforcement embraces the principles of procedural justice at an organizational level, front-line personnel will, in turn, be more likely to incorporate these principles and organizational values into their interactions with the public.

Research shows that law enforcement personnel are more likely to view their organizations as legitimate and to comply with the workplace policies and procedures when agency leadership supports a culture where the pillars of procedural justice are evident and front-line employees feel they are valued and treated with respect. These findings led to a primary focus on first training command staff and supervisors, who do much to

shape organizational culture in how they make decisions which impacts their staff.

The practice of external procedural justice

As discussed previously, external procedural justice focuses on the way law enforcement—particularly front-line officers—and other legal authorities interact with the public. The characteristics of those interactions will have a direct and fundamental impact on public opinion often referred to as police “legitimacy.” Such interactions can either enhance or lower people’s opinions of law enforcement agencies and their personnel. Procedural justice is a framework with which officers can build effective policing efforts in their communities as they interact with the public. It refers to the practice of treating the public in all encounters fairly; providing them with voice during the interaction; and ensuring the process is transparent and impartial, thus demonstrating a level of respect.

When the principles of procedural justice are applied—in all interactions—there is a greater willingness by the public to voluntarily obey the law and cooperate with the police, consequently decreasing overall crime rates and enhancing officer safety. External procedural justice also leads to relationships in which the community has increased trust and confidence in the police and believes there are shared interests, goals and values between the community and police.

Since the establishment of the first United States city police service, the police have endured numerous challenges to their legitimacy as an institution of social control and public safety. The public is often divided over their feelings about the

police. A polarized public can be problematic for even the best efforts of law enforcement organizations. This polarization can limit law enforcement personnel from fulfilling their role in communities and can create discontent in certain groups who may already feel disproportionately and unfairly mistreated by law enforcement personnel. This discontent can lead—and *has* led—to questioning the legitimacy of the authority of police as well as the broader criminal justice system. External procedural justice focuses on the way law enforcement—particularly front line officers—and other legal authorities interact with the public.

The characteristics of those interactions will have a direct and fundamental impact on public opinion. Such interactions can either enhance or lower people’s opinions of law enforcement agencies and their personnel.

Statistics released by the Federal Bureau of Investigation (FBI) in the January 2015 *Preliminary Semiannual Uniform Crime Report* (UCR) reveal overall declines in both the number of violent crimes (a decrease of 4.6 percent) and the number of property crimes (a decrease of 7.5 percent) reported for the first six months of 2014 when compared with figures for the first six months of 2013. The most striking trend over recent decades is that violent crimes have declined roughly by half since 1993.

Law enforcement officers today have access to better technology, specialized equipment, and training and report faster response times. Today’s police departments appear to be succeeding, at least by the measure of reported crime data.

However, according to a Pew Research Center survey, “Police forces across the United States get

Figure 2. Cultivating relationships through procedural justice and community policing



Source: Adapted from Kunard, *Procedural Justice for Law Enforcement* (see figure 1).

low job ratings in many areas,” and “few say police forces nationally do well treating races equally.”

This finding certainly supports the view that even though the police seem more effective in fighting crime than in previous decades, the public support for the police—often indexed as “trust and confidence” in the police—is more or less unchanged.

In other words, trust and confidence in the police has *not* increased as one might expect even though reported crime levels in the United States have dramatically declined according to the FBI’s UCR. It is clear that there’s more to the story than reducing crime.

In summary, front-line officers can build effective external policing efforts as they engage with the public by applying the pillars of procedural justice in all interactions.

The result—public perception of and respect for police officers and departments as a whole—is improved even if the outcome of the interaction is not favorable for the individual (e.g., issuing of a ticket).

As noted earlier, greater police legitimacy leads to greater public willingness to obey the law and cooperation with police—which decreases crime rates and enhances officer safety.

When law enforcement invests in community policing built on the foundation of procedural justice, we see officers and residents depending on relationships and building trust to make their neighborhoods safer.

Building External Relationships

Relationships that bind law enforcement and communities together are a critical component of a successful community. When those relationships do not exist, the community cannot reach

its potential. A large part of law enforcement’s job revolves around communication. The majority of contact law enforcement has with the public happens during emergencies, which are often emotional situations. Those situations are not always the most effective times for relationship building with the community.

Research shows that when law enforcement adopts a procedurally just dialogue as part of any type of interaction with the public, they can achieve positive changes in an individual’s—and eventually a community’s—attitudes towards the police.

Poor relations between community members and law enforcement can lead to feelings of distrust, anger, fear, and an overall feeling of “us versus them.” Minority communities and their advocates may feel the police are prejudiced and employ unfair practices that target underprivileged and minority communities. On the other hand, officers may feel that they are being blamed for social issues beyond their control and, further, that they don’t get enough credit for doing jobs that require them to take on many roles, often simultaneously, in what are regularly very difficult and dangerous situations.

Figure 3. Recommendation 1.5 of the President’s Task Force on 21st Century Policing

1.5 RECOMMENDATION: Law enforcement agencies should proactively promote public trust by initiating positive nonenforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies

Source: President’s Task Force on 21st Century Policing, *Final Report* (see note 21).

Figure 4. Police-community interactions



Source: Adapted from Kunard, *Procedural Justice for Law Enforcement* (see figure 1).

In the wake of recent events in Ferguson, New York, Baltimore, and elsewhere, there is a call for a new way of building relationships between the public and the police. The recently released Final Report of the President’s Task Force on 21st Century Policing confirms the value of pursuit of opportunities for positive, nonenforcement interactions between police officers and community members based on the philosophies of community policing and procedural justice.

A practical application of procedural justice: Coffee with a Cop national initiative

Coffee with a Cop was developed through a partnership between the Hawthorne (California) Police Department and the Center for Public Safety and Justice (CPSJ) with support from the COPS Office.

Coffee with a Cop is a national initiative grounded in decades of research on procedural justice as it relates to relationships between law enforcement and communities and the perceived legitimacy of law enforcement agencies by community members. It is a practical application of the pillars

of procedural justice—transparency, impartiality, fairness and providing opportunity for voice.

One of the keys to the overwhelming success of Coffee with a Cop is that it removes the physical barriers between officers and residents. It allows for relaxed, informal one-on-one interactions in a friendly atmosphere. As of March 2015, there were Coffee with Cop events registered in 47 states, and the movement is picking up speed internationally. Project staff project that before the calendar year 2015 ends, Coffee with a Cop will have reached 30,000 community members and nearly 6,000 law enforcement personnel.

CPSJ and the Hawthorne Police Department developed and delivered 13 interactive four-hour multi-jurisdictional national workshops from 2013 through 2014. The workshop not only provided best practices on how to host a successful event but also taught the procedural justice research upon which it was based. In figure 5, the graph categorizes 436 sworn officers who attended the national workshops, representing 264 distinct agencies from 30 states.

Procedural Justice Resources

The COPS Office recognizes that institutionalizing the pillars of procedural justice focuses on changing the mindset of police officers. In order to assist law enforcement agencies with advancing public safety through procedural justice, the COPS Office has supported the development of the resources discussed in the following sections.

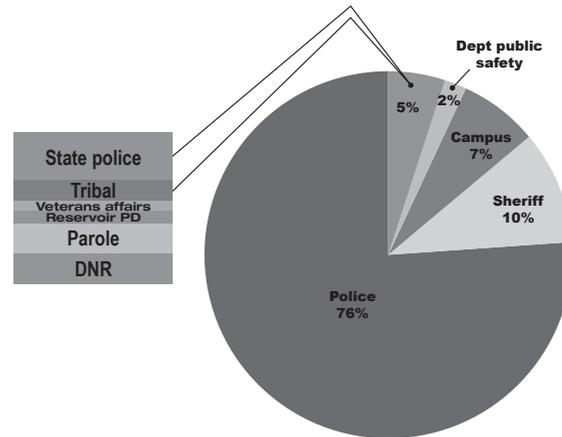
Training opportunities

Procedural Justice for Law Enforcement Agencies: Organizational Change through Decision Making and Policy

The *Procedural Justice for Law Enforcement: Organizational Change through Decision Making and Policy* course provides practical applications and supporting examples for executive leadership and sworn and civilian supervisors, providing them with tools and strategies to apply the pillars of procedural justice organizationally and through personal interactions with the aim of decreasing internal polarization and improving organizational performance. The course presents key procedural justice research as it relates to policing and uplifts leadership. Through small group activities and class conversations, instructors focus on recruiting and hiring practices, evaluations and promotion processes, training philosophies, and policy development. The final module demonstrates how internal and external procedural justice are strongly linked as evidenced by research and individual narratives (videos).

The target audience for this course is sworn and nonsworn law enforcement supervisors. The

Figure 5. Participation in Coffee with a Cop national expansion training workshops



Source: Coffee with a Cop National Expansion Project, *Supplemental Closeout Report* (Chicago: Center for Public Safety and Justice, 2015).

course is instructed by a highly qualified two-person team, bringing the expertise and perspective of executive level law enforcement and a non-sworn trainer from an allied profession. For more information, please contact Katie Holihen at kholihen@uic.edu.

Procedural Justice for Officers

This course creates a broader awareness of the pillars of procedural justice and increases understanding of why incorporating the pillars of procedural justice into everyday interactions with the community can increase both voluntary compliance and cooperation by the public with front-line law enforcement officers, ultimately increasing officer and community safety. This is an instructor-led course by a highly qualified two-person team. For more information, please contact Katie Holihen at kholihen@uic.edu.

Courses soon to be available

Procedural Justice for Law Enforcement Agencies: Organizational Change through Decision Making and Policy Train-the-Trainer

This course teaches trainers how to teach procedural justice to managers and supervisors. It contains the same course content as Procedural Justice for Law Enforcement Agencies: Organizational Change through Decision Making and Policy with additional instruction for teaching the course to others. For more information, please contact Melissa Bradley at Melissa.Bradley@usdoj.gov.

Procedural Justice for Officers Train-the-Trainer

This course teaches trainers how to teach procedural justice for officers. It contains the same course content as Procedural Justice for Officers with additional instruction for teaching the course to others. For more information, please contact Melissa Bradley at Melissa.Bradley@usdoj.gov.

Community policing web-based learning portal system

In addition to the instructor-led training offerings listed above, the COPS Office has made it a priority to provide training and resources remotely and free of charge through its distance learning initiative,

the COPS Office Learning Portal. This web-based education and training website is designed for use by audiences ranging from law enforcement executives and front-line personnel to community members. The interactive courses offered are asynchronous, allowing users to progress through course content at times convenient to their schedules and at a pace of their choosing. The COPS Office Learning Portal serves as a landing page for community policing resources and trainings and will soon house additional procedural justice resources.

An Overview of Procedural Justice

This interactive online course will serve as an introduction to the concept of procedural justice. It will define the pillars of procedural justice—transparency, impartiality, fairness, and providing opportunity for voice—and establish its relevance and importance internally to the law enforcement agency and externally through interactions with the public. Examples of practical applications, promising practices, guidance tools, and other resources adaptable to local use will be included. This course will be located in the Community Policing Web-based Learning Portal System. For more information, please contact CPSJ toll free at 877-864-7427.

COPS Learning Portal courses soon to be available

Recruiting and Hiring through the Lens of Procedural Justice

Over the past few decades there has been an emphasis placed on staffing law enforcement workforces to better reflect the communities they serve. This online course will demonstrate how workforce diversification is another linking point between internal procedural justice and external relationships and interactions with the public. It will examine promising recruiting

models and hiring practices and will examine not only racial and ethnic minority diversification but also that of other groups underrepresented in law enforcement. This course will be located in the Community Policing Web-based Learning Portal System. For more information, please contact CPSJ toll free at 877-864-7427.

Coffee with a Cop: Building Community One Cup at a Time

An adapted version of the Coffee with a Cop regional workshop will provide a solid foundation for local implementation of Coffee with a Cop event, including best practices and lessons learned for successful implementation, and all supporting tools. It will teach the simplicity of the concept. Police and community members come together in an informal, neutral space to discuss community issues, build relationships, and drink coffee. This online course will review the philosophy of community policing, discuss the importance of procedural justice in community interactions, explain how Coffee with a Cop aids in problem solving and relationship building, and provide helpful tools and strategies for implementing a successful Coffee with a Cop program. This course will be located in the Community Policing Web-based Learning Portal System. For more information, please contact CPSJ toll free at 877-864-7427.

Procedural Justice for Communities, Enhancing Public Trust

Through dialogues, role play exercises, and scenario-based video discussions, skilled law enforcement and community facilitators create an environment which provides an opportunity for mutual learning—law enforcement and community members learning from each other. The ultimate goal is to develop a better understanding of and perspective on one another, lay

the foundation for building mutual trust, increase the community's perspective of police legitimacy, and lessen the "us versus them" attitude. This is an instructor-led course. For more information, please contact CPSJ toll free at 877-864-7427.

Publications

Crime Prevention Research Review No. 10: Legitimacy in Policing

The objective of this review was to systematically assess the direct and indirect benefits of interventions led by the police. The direct outcomes analyzed were legitimacy, procedural justice, and citizen cooperation/compliance and satisfaction/confidence in the police. The review found interventions that comprised dialogue with a procedural justice component or that specifically stated the intervention sought to increase legitimacy did enhance citizens' views on the legitimacy of the police. The audience is all law enforcement and the community. The publication can be found on the COPS Office website at <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P262>.

Implementing a Comprehensive Performance Management Approach for First-Line Supervisors in Community Policing Organizations: An Executive Guidebook

This guidebook presents police executives with a variety of strategies to consider and provides first-line supervisors with processes and tools to develop and assess the performance of officers. The proposed approach incorporates principles of procedural justice into existing performance management systems. The goal of this approach is to strengthen the ability of first-line supervisors to teach and evaluate officers on their skills in relation to the four pillars of procedural justice. The audience is

first-line supervisors and executive management. The publication can be found on the COPS Office website at <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P331>.

Procedural Justice for Law Enforcement: An Overview

This publication introduces law enforcement professionals to the concept of procedural justice and how it relates to community policing, officer safety, use of force, encounters with people with mental illness, hot spot policing, and its overall benefits to communities.

Procedural justice has become an important focal point in the profession in recent years, though the basic concept is likely nothing new to many police officers. While this publication cites rigorous academic research about policing and procedural justice, it is not a research paper. Rather, this piece provides a clarifying bridge from research to practical application, complete with real life internal and external examples and stories from the field of policing. The publication can be found on the COPS Office website at <http://ric-zai-inc.com/ric.php?page=detail&id=COPS-P333>.

Forthcoming

“Police Legitimacy,” chapter 1 in Comprehensive Law Enforcement Review

This chapter describes the prevailing ideas in the research literature concerning procedural justice, fair and impartial policing, implicit bias, and racial reconciliation and how these affect legitimacy. This chapter also captures what experts have written about the need to reconcile deep divisions between law enforcement and the community while noting that unresolved issues and percolating tensions can challenge agency legitimacy. It further describes the use of collaborative reform and consent decrees to

move law enforcement practice forward. Overall, this chapter covers what the latest research and practice suggests law enforcement agencies can integrate into their organizational culture so that all actions are filtered through the lens of procedural justice.

Procedural Justice Videos

Updated and soon to be released by the CPSJ, this five-part series of U.S. Department of Justice COPS Office videos offers the opportunity for a variety of uses including roll call training, citizen academy training, in-service training, and community dialogue opportunities. Each of the five video scenarios sets the stage for a practical learning opportunities and discussion on one or more of the pillars of procedural justice and may be explored from both an officer and community perspective.

Articles

Community Policing Dispatch

Dispatch is the e-newsletter of the COPS Office. It aims to educate readers about a variety of criminal justice issues that affect the implementation of community policing and to assist law enforcement practitioners in more effectively addressing crime and social disorder in their communities. It has twice been honored by the National Association of Government Communicators with Gold Screen awards for outstanding e-newsletter (2009) and web article (2010). New *Dispatch* articles are posted monthly, so be sure to subscribe to the *Dispatch* for new articles on procedural justice. You can subscribe at <http://cops.usdoj.gov/html/dispatch/index.asp>.

Organizational Change through Decision Making and Policy: A New Procedural Justice Course for Managers and Supervisors defines procedural justice and provides course specific information on the

Organizational Change through Decision Making curriculum.

http://cops.usdoj.gov/html/dispatch/04-2015/a_new_procedural_justice_course.asp

The Case for Procedural Justice: Fairness as a Crime Prevention Tool discusses the criminal justice system in terms of procedural justice. http://cops.usdoj.gov/html/dispatch/09-2013/fairness_as_a_crime_prevention_tool.asp

The Importance of Legitimacy in Hot Spot Policing discusses how hot spot policing programs can enhance the legitimacy of the police in the eyes of the people they seek to protect and serve. http://cops.usdoj.gov/html/dispatch/09-2013/the_importance_of_legitimacy_in_hot_spots_policing.asp

The Importance of Procedural Justice outlines how Sioux Falls, South Dakota, approaches procedural justice. http://cops.usdoj.gov/html/dispatch/09-2013/the_importance_of_procedural_justice.asp

Procedural Justice: High Expectations describes the approach King County, Washington, is applying in terms of procedural justice. http://cops.usdoj.gov/html/dispatch/09-2013/procedural_justice_high_expectations.asp

“That’s Not Fair!” Policing and Perceptions of Fairness provides an overview of what internal procedural justice is and how it can impact the organizational cultural within a police organization. It is based on the research of Prof. Tom Tyler where he has demonstrated how organizations that do not implement the pillars of procedural justice create an environment where staff often becomes demoralized. In such an environment, a subversive tone might exist that detracts from organizational performance and ultimately manifests itself the same way in officers’ interactions with the

public. http://cops.usdoj.gov/html/dispatch/09-2013/policing_and_perceptions_of_fairness.asp

Procedural Justice: Advancing Police Legitimacy provides an overview of procedural justice in relation to policing. <http://cops.usdoj.gov/html/dispatch/01-2013/advancing-police-legitimacy.asp>

City of North Charleston Police Department: Legitimacy in Every Action describes the procedural justice approach taken by North Charleston, South Carolina. http://cops.usdoj.gov/html/dispatch/August_2010/ncpd.asp

The Paradox of American Policing: Performance without Legitimacy discusses how people evaluate police practices. http://cops.usdoj.gov/html/dispatch/July_2010/AmericanPolicing.asp

Director Melekian Hosts First Issues Forum highlights a COPS Office forum on procedural justice. http://cops.usdoj.gov/html/dispatch/July_2010/IssuesForum.asp

A Look Beneath the Badge discusses police/community partnerships. http://cops.usdoj.gov/html/dispatch/July_2010/BeneathTheBadge.asp

Podcasts

The Beat

The Beat is a monthly podcast series developed by the COPS Office that features interviews with experts from many disciplines and provides law enforcement with the latest developments in community policing. Below you will find the most current *The Beat* podcasts as well as *The Beat* archive organized by topic. New podcasts are posted monthly, so be sure to subscribe to *The Beat* for new podcasts on procedural justice. All podcasts can be accessed at <http://www.cops.usdoj.gov/Default.asp?Item=2370>.

Procedural Justice: Institutionalizing Procedural Justice—In this podcast, Chief Will Johnson of the Arlington (Texas) Police Department discusses institutionalizing procedural justice in police departments.

Procedural Justice: Building Trust—Maurice Classen, a program officer with the MacArthur Foundation, discusses their work on procedural justice and how it can be used to foster trust between law enforcement and communities.

Procedural Justice: Policies and Practices—Mark Neufeld, Superintendent of the Criminal Investigations Division, Edmonton (Alberta) Police Service, will discuss procedural justice and the importance of implementing policies and practices to support it.

Procedural Justice: Training—Sue Rahr, Executive Director of the Washington State Criminal Justice Training Commission discusses the importance of procedural justice in the context of training.

Institutionalizing Procedural Justice in Police Departments—In this podcast, Chief Michael Davis of Northeastern University discusses institutionalizing procedural justice in police departments.

Procedural Justice: Organizational Change—Commissioner Robert Haas and Deputy Superintendent Christine Elow of the Cambridge (Massachusetts) Police Department discuss organizational changes in police departments that can influence the internal structure of policing and increase community interactions/compliance with the law.

Procedural Justice: Performance Evaluations—In this podcast, Chuck Wexler, Executive Director of the Police Executive Research Forum, discusses incorporating procedural justice into law enforcement performance measurements.

Procedural Justice: Use of Force—In this podcast, Corporal Charles Fernandez of the Arlington (Texas) Police Department discusses applying procedural justice concepts to prevent unnecessary use of force situations.

Procedural Justice: Mental Illness—In this podcast, Associate Professor Amy Watson of the University of Illinois discusses police encounters experienced by persons who have mental illness.

Procedural Justice—In this podcast, Dr. Tom Tyler, Macklin Fleming Professor of Law and Professor of Psychology at Yale Law School, discusses public perceptions of police, police legitimacy, and the concepts of procedural justice.

Procedural Justice—In this podcast, Dr. T. Bowman, Deputy City Manager of the City of Arlington, Texas, and former police chief of Arlington (Texas) Police Department, discusses what procedural justice looks like in a law enforcement agency.

Procedural Justice—In this podcast, Charlene Moe, Curriculum Designer for the Center for Public Safety and Justice at the University of Illinois, Chicago, shares how the curriculum she is developing will assist law enforcement agencies to build stronger community partnerships. She also explains what the four pillars of procedural justice are and how they can aid organizational change.

Conferences

Look for procedural justice panels at conferences and meetings. Past events include the COPS Office conferences, International Association of Chiefs of Police (IACP) conferences, National Sheriff's Association (NSA) conferences, International Association of Directors of Law Enforcement Standards and Training (IADLEST) conferences, foundation and government meetings, and roundtables.

President's Task Force on 21st Century Policing

The mission of the President's Task Force on 21st Century Policing was to examine ways of fostering strong, collaborative relationships between local law enforcement and the communities they protect and to make recommendations on ways policing practices can promote effective crime reduction while building public trust. The issue of building trust and nurturing legitimacy on both sides of the police-citizen divide was so critical to the work of the task force that it was not just the first pillar of task force's report but also the foundational principle underlying their work. Numerous witnesses at the task force listening sessions directly addressed the need for the culture in which police do their work to be one rooted in trust and respect and also addressed the need for police officers to find how much they have in common with the people they serve—not the lines of authority they may perceive to separate them.

Conclusion

Procedural justice is not a new program, trend, or passing fad. Rather, it is how effective front-line officers and effective police leadership are doing their jobs. Practicing procedural justice is not complicated. Like so many other approaches to human interactions, it is sophisticated in its simplicity. It can increase the sometimes elusive credibility of the legitimate authority of individual officers—and even whole departments—in the eyes of employees, in segments of a

community, or in a community as a whole. With the support of decades of research from the nation's leading police scholars and psychologists and, recently, a renewed call for change from the public, procedurally just policing is surely the foundation upon which 21st century policing will be built. The COPS Office is committed to providing law enforcement practitioners with training, resources, and practical applications in procedural justice.

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