

# Insighter

January 2016 - Issue I





LifeLock partners with **FBI-LEEDA** to offer educational training programs about **identity theft** and fraud across the United States. Training summits are open to all law enforcement including prosecutors, command, supervisory and investigative personnel, as well as patrol officers. Also open to financial industry investigators and analysts. Together we have educated more than 12,000 law enforcement officials representing over 4,500 agencies in all 50 states.

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## President's Letter



**David Boggs**President, FBI-LEEDA

### **Greetings!**

Happy New Year! I'm betting many of you may have made New Year's resolutions that may have already gone by the wayside. However, as you saw by the cover of this quarter's Insighter, one thing that we have renewed focus on here at FBI-LEEDA is our dedication not only to education, but to ethics.

The question of ethical standards has been amplified this past year with the perceived increase in use of force and officer malfeasance. But do you think there is more or less malfeasance today than 20 years ago? I strongly believe there is much less. Officers today are better trained, better equipped and better educated. Our leaders recognize that the ethical standards of a police officer must not only be high, but beyond reproach in order to gain the trust and legitimacy we need to do our jobs.

So, why the increased interest in ethics? One need only look at some of the key reports issued in our field last year: The President's Task Force on 21st Century Policing and the U.S. Department of Justice COPS office After-Action Assessment of the Police Response to the August 2014 Demonstrations in Ferguson, Missouri, among others. All espouse the notion that ethical police and police that make ethical decisions is what will help agencies increase public trust and confidence, and bridge the perceived widening-gap between law enforcement and some of its communities.

Your Board saw the need for an ethics offering two years ago, and decided it was a great fit for our membership and a 'must' for the law enforcement leader. But, for those of you who have taken philosophy, you know this topic is not easy to be engaging and interesting. It was our goal to ensure the class was both educational and relevant to what officers and law enforcement leaders face today. I am so very pleased that this came to fruition while I am president. We have two of

the very best instructors in the police ethics business who built the curriculum and are dedicated to teaching it as well, and we now have ethics classes up and running, both in the classroom and online.

The online class runs four weeks and is led by attorney Eric Daigle. Eric's class provides lessons in reasoning that will help officers make ethical decisions. Code of conduct and legal standards (including Brady/Giglio requirements) are covered, as well as procedural justice, integrity and values. The Association's 'brick-and-mortar' ethics offering runs three and one-half days and focuses strongly on case scenario work, and how to create an ethical decision plan. Procedural justice and legitimacy are also covered in-depth as well as police misconduct and "noble cause corruption".

I highly recommend both courses to all FBI-LEEDA members and members of your agencies. Law enforcement remains under a microscope and I don't see this changing any time soon. So, one resolution you can make and keep this year, is taking and providing the education needed to ensure our men and women are prepared for the difficult decisions they are faced with every day.

My wish for you and yours in 2016 is good health, happiness, and above all, staying safe.

Dawn Boggs

**David Boggs**President, FBI—LEEDA

# The LEEDing Edge

Executive Director's Report - January 2016

It's January and many are looking to what lies ahead; it also gives us a chance to reflect on our challenges and successes of the past year. I am happy to report, in 2015, FBI-LEEDA experienced myriad successes and overcame the few challenges presented.

We ended the year with nearly 200 total classes. That's a huge jump from the 44 classes we hosted just two years earlier. Much of this success is thanks to the extraordinary instructors we employ who are dedicated to their craft and to continuous life-long learning. Anyone who has taken any of our Trilogy courses, our IA course, or our new MPR course, knows the commitment of these people to your success. I am pleased also to report we have added a number of new instructors to our cadre, while maintaining the high standards of experience and mentorship for which our faculty has become known.

In 2015, we hosted classes across the United States, including making inroads in California, and hosted a Supervisor class in Canada, our first foray across the northern border in many years. As President Boggs mentions in his letter, we also were able to launch our ethics offerings. This is a significant step forward for the Association as we strive to provide the kinds of educational opportunities our members want and need.

Many of you may have also noted that our Executive Leadership Institute is getting a facelift! The curriculum has been revised and updated and will launch in a new four and one-half day format this coming April. Modules on procedural justice and employee wellness have been added along with updated sections on the future of policing, including discussion of the President's Report on 21st Century Policing.

Another significant success for FBI-LEEDA in 2015 was the success in obtaining POST certification in almost every state we serve (see complete listing on page 52 at the back of the magazine) and our work



**Charles Robb**Executive Director
FBI-LEEDA

with numerous universities across the country to obtain credit for hours spent earning the Trilogy. To date, we have one MOU, that with Oklahoma State University, but we are very close to adding another two universities to the mix.

Those of you who have taken the Internal Affairs class lately will have noticed the brief test being given at the end of the class in order to meet POST specifications. A similar testing process will be incorporated into all classes by the end of 2016, as many states are now requiring this for POST certification.

Looking forward, we are deep into preparation for FBI-LEEDA's 25th Anniversary Conference in Memphis. FBI Director James B. Comey will give the opening keynote address, and we have an excellent lineup of speakers and networking events, including – of course – a visit to Graceland and the world-famous Beale Street. We expect a record number of attendees this year, so register soon in order to book your room.

Also, if you haven't renewed your membership to FBI-LEEDA, now is the time. We have a number of incentives in place if you renew before the end of February which essentially cover the renewal cost.

We are anticipating another successful year with FBI-LEEDA, and look forward to seeing you in Memphis for our silver anniversary.

Skip

Charles E. Robb, p.

# The Fault Is Not In Our Stars, But In Ourselves...

Larry Barton, Ph.D.



Over my career, I've written four books that have received wide acclaim from law enforcement and corporate readers, but one of them had such a lousy title that I still cringe when I look at it. In *Ethics: The Enemy in The Workplace*, I tried to explain that for many, ethics is not a holistic attribute that law enforcement and others wrap themselves in like a warm blanket.

Some have learned that sometimes being honest and telling the truth places them in jeopardy: hearings, internal affairs, being charged with discrimination and the like. For many in law enforcement that are sons and daughters of other LEO's, the mantra passed down through the generations is basic: tell the truth, but never tell all of the truth if it will cost you your job.

As FBI Director James Comey said last fall, the public lens towards law enforcement may be more intense than ever, but that has not diminished—and it certainly has not reduced—the passion, focus and commitment of men and women in uniform. We cannot allow any officer to be intimidated by a camera in a device and we certainly cannot allow them to join a social chorus of "fudging the truth," especially during this period when every act of every officer must be conducted with skill.

As I learned in interviewing dozens of ethicists who work and teach in various professions, there are several aspects of ethics that we can adapt in public service:

- Role models play an enormous role. Ethical behavior is not learned from a textbook; each of us tends to mimic how goodness and fairness was enacted on us as young people. When we saw parents, teachers and coaches admit mistakes and apologize, for example, we learned humility and the benefit of forgiveness. For those who were raised in families where guilt was always placed on others, those young people often blossomed into liars and bullies.
- Admitting limitations. As a sworn officer, you are expected to be a super hero on and off the job. It's patently unfair, but understandable. An ethical LEO acknowledges that they are abusing a spouse, or engaging in reckless behavior with substance abuse—whatever their personal demon—and seeks assistance from the agency's Employee Assistance Program or directly

with a trusted co-worker. Female officers are twice as likely to commit suicide as the general population, and black officers and detectives are 2.55 times higher, according to a new federal study.



- Shaking It Up. Everyone has budget limitations, but consider this: most on your team will acknowledge that the training cycle at your department is predictable and passive. Very few recruits or seasoned officers will comment: "Chief, I can't wait for today's training program. They just keep getting better and better." So, shake it up. Consider spending \$1500 and invite a professor of ethics from a local community college or university to speak with your officers. Encourage them to discuss ethics in a broader social framework. Allow that professor to tailor their comments to the demands of work. You'll find that today's professors aren't talking about Plato and Socrates, they are researching fiduciary standards, "crazy smart behaviors" and how integrity is now tested and measured at work. You, and your team, may be incredibly surprised at the resources located at a local institution.
- Finally, let's all acknowledge that ethics frame your reputation. There is no empirical study that assures us that someone will be fair and equitable with others, although some consultants have made millions of dollars trying to suggest they have the magic test. These tools can be useful, but there is one facet about ethical behavior embedded in the work of Socrates, Scotland Yard and your own common sense: the best predictor of future behavior is past behavior. Let's remember that if we take the high road and "do the right thing" according to our best judgment, your reputation will reflect a person of quality. If your past behaviors are rocky and rich with questions, you have likely earned that reputation as well. Even Shakespeare understood this, and Brutus was right.

Dr. Larry Barton teaches threat assessment and crisis leadership for The FBI Academy and U.S. Marshals Service. Contact via email at: larry@larrybarton.com

# FBI-LEEDA Mission Statement

To advance the science and art of law enforcement leadership and promote the exchange of information to improve law enforcement management practices through training, education, and networking among police professionals across the United Stated and beyond.





### 2015-2016 Executive Board

Pictured (L to R): Charles "Skip" Robb, Sam Pennica, David Boggs, Paul Shastany, Thomas Alber, John Horsman, and Dominic Rizzi.

# **Ethical Perspectives and Body Cameras: Questions for Consideration**

Thomas E. Meloni, Ph.D.
 Assistant Professor Western Illinois University



Police respond to an infinite variety of problem events at unpredictable intervals. Officers are relied upon to arrive, assess, and take action, including non-action, in order to resolve a crisis event, render aid, restore order, and clear by arrest any crime occurrence. Experience in resolving crises, day after day, year after year, leads to a habit of thinking that all problems must be solved by finding the best quick solution.

One example of the quick-fix paradigm is the recent launch and adoption of body cameras by police departments. But what of the ethical perspectives related to the launch of the police body camera as a quick-fix solution to the public fervor regarding citizen-police encounter? I posit that utilization of police body cameras is a much deeper ethical issue requiring critical thinking that assists the police in better assurance of enhancing public approval of police action (Peel, 1829 as cited in Bloy, 2014).

### **Three Ethical Perspectives on Police Body Cameras**

James Svara's (2007) concept of the "Ethics Triangle" serves as a foundation for our consideration of the police body camera. Svara (2007) asks public administrators to consider the three fundamental perspectives of ethics: principle, virtue, and consequentialism. Each perspective must be considered if public administrators are to achieve satisfactory rectification of any ethical dilemma or issue in their service to the public. The issue of police body cameras is one such issue.

### **Principle-based ethics**

The principle-based perspective considers ethical principles, which stem primarily from the teachings of Socrates (469 - 399 B.C.), Plato (427 - 347 B.C.), and later Immanuel Kant (1724 - 1804). Kant "believed that actions were morally correct if they conformed to the moral law and if the person performing the actions intended to do his or her duty" (Badaracco, p. 26, as cited in Meloni, 2011, p.19). Taking the time to consider a principle-based perspective on any ethical issue requires the public administrator to examine the issue while considering one's duty to the law, as well as the principles of fairness, democracy, and justice.

Utilization of body cameras by uniform police officers raises questions from a principle-based ethical perspective. What about the officer's sworn legal and moral duty to uphold the citizen's rights under the United States Constitution? Will use of the camera violate the citizen's right to privacy in their home as guaranteed under the Fourth Amendment? The camera will be recording private issues, conversations, and property items located inside each citizen's home most often without a warrant. Is it appropriate for a police agency to digitally file all parts of a call for

"…Does

the use of a

body camera

interfere with

justice? ""

service wherein a citizen may be scantily clothed, under the influence of alcohol, suffering from a mental or physical illness, or simply behaving in a manner which may be embarrassing later due to emotional distress during the police encounter?

Is the principle of democracy being upheld if the individual citizen or citizens involved desire not to be recorded during their contact with their public servant? Does the citizen no longer have a voice in this kind of situation under the principle of democracy? If

the officer is required to wear and use the camera in all public contacts, it would seem that the citizen's democratic voice in some situations is being ignored.

Does the use of a body camera interfere with justice? When patrol officers canvass a neighborhood immediately following a violent crime such as a murder or rape, the officers will talk to all citizens present and knock on all the doors of several city blocks in an attempt to find witnesses willing to tell the police what they observed or heard. Such information is essential for the police in the apprehension of a dangerous suspect to restore peace in the community. Citizens cannot be certain as to whether or not their image or voice is being recorded. Justice can be seen here as obstructed by the camera and the distrust that naturally follows.

(continued on page 20)

# April 25-27, 2016

# The 25th Annual FBI-LEEDA **Executive Training Conference**

The host committee is working hard to create a great lineup of executive level training and social networking events to celebrate the silver anniversary of the Association.

As always, FBI-LEEDA includes the cost of training, all meals, and networking events. There is no national annual educational conference that is more cost-effective than this.

The conference is open to members and non-members alike, so please consider inviting law enforcement colleagues to join you.

Concurrent breakout sessions covering assorted issues

Motivational and special guest speakers covering best practice management and leadership topics including:\*

- Anthony W. Batts: The Politics of Policing
- Commissioner William J. Bratton, New York Police Department: Image & Policing
- Richard Brundage: The Heart in Communicating
- Chief James Cervera: Leadership Lessons from Gettysburg
- Chris Lewis: We Are Nothing Without Trust
- Kimberly A. Miller, PhD: How to Transform Your Agency Culture & Develop Balanced Officers
- and many more!

\* Speakers subject to change.



Conference Venue:

**Memphis Cook Convention Center** 

255 N. Main Street Memphis, TN 38103

Hotel:

**Sheraton Memphis Downtown Hotel** 

250 N. Main Street Memphis, TN 38103 (901) 527-7300

- LEADERSHIP
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### Members' Spotlight

# It's A Me, My, I World...

- Chris D. Lewis



There's a disturbing trend among some out there that I don't recall seeing and hearing years ago. Maybe it was there and I was oblivious to it, or maybe years ago many leaders weren't in the spotlight as much as today's social-media world allows them to be. I call this trend "Me, My, I Leadership". Those leaders who seldom speak of the men and women in the organization they lead without making them sound like personal property. "My men." "My people." "I thought it was the right thing to do." "My company." "I believe..." "I did this...I did that..." "My strategy...my approach..." Enough already. It's nauseating. What do the hard-working people of the organization think when they hear their leader refer to them like they are mere chattel?

Did any of those subordinate folks contribute to the strategy? Did any of them have an idea or an original thought? Was it all the egotistical President, CEO or Manager? Did he or she do it all – think it through, consider the options, develop a strategy, implement it and risk their career while doing so? I think not. Lots of bright and committed people make it happen as a team. No one person ever does it all in any organization.

"The bigger the man's head gets, the easier it is to fill his shoes."

— U.S. Army Major Henry A. Courtney

I've always enjoyed replacing weak leaders. They are easy acts to follow! It's also always easier to succeed an egotistical person than it is a down-to-earth one. Our people aren't stupid, they pick up on the egos. Then they quickly see that the more grounded leader to follow actually knows he/she isn't God's gift to the world and that they actually count.

"Humility is not thinking less of yourself, it's thinking of yourself less."

— C. S. Lewis (No relation!)

Where did this "Me, My, I" attitude come from? Why do so many leaders have the ability to manage up much better than manage down? In my opinion, it's either a learned behaviour, or its all ego.

I'm convinced that if some of those leaders who tell every story like they did it all themselves took a polygraph test, they'd pass. In their minds they are truly the only people in the organization capable of pulling off whatever great accomplishment that has occurred. They believe their own headlines and their contrived inaccuracies.

"The leaders who work most effectively, it seems to me, never say 'I'. And that's not because they have trained themselves not to say 'I'. They don't think 'I'. They think 'we'; they think 'team'. They understand their job to be to make the team function.

They accept responsibility and don't sidestep it, but 'we' gets the credit. This is what creates trust, what enables you to get the task done."

— Peter F. Drucker

Likely, through much or all of their earlier careers, they took credit for the work of others and exaggerated their involvement in any initiative or project that went well. At the same time, I'm sure that when things went bad, they'd be the first to point the finger at others rather than take the potential career hit. They wouldn't do it in front of the people they led, but would do it behind closed doors, so that they wouldn't lose the support of the staff that continued to carry them and make them look so good. What their bosses would be told about issues would be a far cry from reality.

Then as they progressed through the hierarchy, they saw others' methods of operation and quickly learned what would get them promoted and what wouldn't, and then modeled themselves accordingly.

"The best leaders are (more) interested in the benefit of the company than their own egos. The best leaders are more interested in impact and not just income. They are more interested in growing more leaders as opposed to stroking their ego. That's the difference between a great leader and a bad leader."

— Robin Sharma, Author

Think about this: If a young, up and coming executive, who presumably isn't stupid, sees that those colleagues

who continually agree with everything their bosses say tend to get the better jobs and advanced courses and other career opportunities, and those that don't subsequently get pigeon-holed, it takes incredible strength of character to not fall into the career "lap-dog" trap.

Conversely, if your colleagues at the executive table that actually have the parts to disagree with the CEO or President at the table next to them, even in the most respectful of ways, are sidelined or put into the company penalty-box, what's your reaction going to be? Once again, it's a learned behaviour. The dilemma for that young executive is then, "If I agree to everything, including the dumbest of ideas, I'm in good stead. If I disagree, even when asked my opinion, and do so in a professional and respectful way, I'm toast." Most will unfortunately take the path of least resistance. Sad but true. I've been there – saw otherwise good people either clam up tight or agree with an inane suggestion out of fear and others at time speak honestly and then go down in flames. As well, I suffered hugely on a personal level when I respectfully disagreed with a superior. However, I'd rather be permanently sidelined and still be able to look myself in the mirror the next morning, than to sell my soul.

"Self-absorption: The biggest mistake, the authors say, is leaders who allow their ego to run wild. Those folk believe they are invincible. But they aren't, and crash and burn, taking others with them."

### — Harvey Schachter

I speak fairly regularly on leadership, to front-line supervisors, mid-managers and right up to and including executive leadership teams, within policing and at times to government ministries and agencies. It's a passion of mine and I personally grow from every session.

What is always abundantly clear to me as I speak and as I read the reactions of those looking back at me, is this: People get it. They know and feel the differences in leadership styles. They smirk when I speak of the "Me, My and I" leaders, because they are picturing a leader that talks just like that. They look at each other and smile when I mention bosses that are only in it for themselves,

# Members' Spotlight



# SHARE YOUR EXPERIENCE. GET YOUR VOICE HEARD.

Our Members' Spotlight highlights articles written by FBI-LEEDA members, for FBI-LEEDA members. We welcome your article submissions.

Articles should be approximately 750 words; please include your professional portrait (JPG or .TIF file), and send to the FBI-LEEDA office, Attention Lynn Weber.

don't care about those they lead and often can't even name their direct reports. They laugh out loud when hearing of leaders that take credit and pass blame, or never emerge from the sanctity of their offices if things are going bad....because they have lived and breathed it.

Do you want them thinking of your smiling face when discussing the perfect example of all those things that leaders should never be? I certainly don't.

"It is amazing what you can accomplish if you do not care who gets the credit."

— Harry S. Truman

Author's Note: Includes excerpts from my book: "Never Stop on a Hill", unpublished as of January 2015.

Chris Lewis is the former Commissioner of the Ontario Provincial Police (OPP), retiring after 36 years of service. Lewis joined the OPP in 1978 and began his career as a Provincial Constable in Kapuskasing. He has served across the province in a variety of front-line, specialized and management positions. Among his accomplishments, Lewis is the first police officer to have been awarded all three levels of the Canadian Order of Merit of the Police Forces, presented by three successive Governors General.

### **Ethics**

# Do Ethical Questions Really Matter?

— Daniel Primozic, Ph.D.
Instructor, FBI-LEEDA



While still a lawyer in the State of Illinois in the 8th circuit, Abraham Lincoln declined to accept a case which he could easily have won because it was founded upon legal technicalities alone. He responded:

"We shall not take your case," he said to a man who had shown that by a legal technicality he could win property worth six hundred dollars. "You must remember that some things legally right are not morally right. We shall not take your case, but will give you a little advice for which we will charge you nothing. You seem a sprightly, energetic man; we would advise you to try your hand at making six hundred dollars in some other way."

The distinction between what is legal and what is moral is commonplace. Yet over the span of my career teaching theoretical and applied ethics, I learned not to be surprised when a student would wonder aloud about why we would ever need to explore a question beyond the shores of law to struggle with the ethical dimensions of the issue. For them, once the matter found legal resolution and was memorialized as such, it should be a "done deal." For them the moral niceties of the question did not seem to matter. If that were true, it surely would make life much more smooth and easy for everyone. But as we all know, it is not so.

A few years ago, Robert Steinberg outlined eight steps to help one critically think about ethical issues, resolve them, and then behave ethically.<sup>2</sup> Three of those steps are relevant to the subject of why ethical questions matter. According to Steinberg, the very first step in behaving ethically is to "recognize that there is an event to react to." This seems blindingly obvious, because logically speaking, before we can resolve a problem we must first become aware that there is a problem to resolve. Yet it makes good sense to point this out because Steinberg is right when he says, "when people hear their political, educational, or especially religious leadership talk, they may not believe that there is any reason to question what they hear. After all, they are listening to authority figures."<sup>3</sup>

This is a crucial step to apply to police cultures and

the decisions we make in contemporary American society. In unethical police cultures, officers are so accustomed to seeing the wrong choices being made by their leaders and peers that those choices become habitual and simply "the way we do business," leaving those officers oblivious to the fact that there are issues to consider.

Steinberg's second step calls us to "define the event as having an ethical dimension." Applied to policing, this amounts to increasing the sensitivity of officers, even to the point of retraining if necessary, that they are confronting an ethical issue where a critical choice must be first step in behaving ethically is to "recognize that there is an event to react to."

made. This is a difficult challenge when teaching ethics to any group of adults because most people believe that they are already "good" at this. Generally, they are correct in assuming that. But, even the best of us needs regular reminders and refinements when it comes to living with integrity among the complexity and subtleties of our times.

Steinberg's third step is to decide that the ethical dimension of the event is significant; that it matters. This is especially pertinent for those who think that once an issue is settled legally, we need not consider anything else. It takes us back to the passage quoted from Lincoln's biography above. If it is legal (or I can get away with what I do at that legal level), then I am "good" enough. Steinberg points out:

Perhaps they had sometimes taken what was not theirs – say, something small like a newspaper or even money they had found on the ground . . . but not see it as sufficiently significant to make a fuss. Politicians seem to specialize in trying to downplay the ethical dimensions of their behavior.4

Applied to policing, an ethically wrong behavior may be de rigueur and may not even be technically illegal for a police culture or organization. After all, others have "always done these things." So what is the big deal? Why should this matter? Evidently we are behaving in accord with policy and law. We have not been fired or charged. That should be plenty.

Though acting in accord with policy and law are necessary, it may not always be sufficient for upholding and enhancing the integrity and noble image of the profession. For policing to maintain the status of a profession it is required that officers maintain a personal integrity (enshrined in the Police Code of Ethics) and be seen in that light by the society they serve and for which they so often sacrifice themselves. We all hope to be, and hope to be policed by, people of good purpose, will, hearts, and minds. That really does matter, regardless of the legal technicalities. And all of us, down deep, know that it does. Those who do not see that would, perhaps, be well served by heeding Abe's advice and "try their hand at making six hundred dollars in some other way."

### (Endnotes)

- 1 Ida M. Tarbell, (1900). The Life of Abraham Lincoln: Drawn From Original Sources and Containing Many Speeches, Letters and Telegrams Hitherto Unpublished, New York: Lincoln Memorial Association, p. 248.
- 2 Robert Steinberg, (2009, April). "A new model for teaching ethical behavior. The Chronicle of Higher Education." Retrieved from http:// chronicle.com/article/A-New-Model-for-teaching/36202.
- 3 Ibid.
- 4 Ihid.

Dr. Daniel T. Primozic is FBI-LEEDA's resident ethics expert and curriculum manager. His career in law enforcement training and education began in 1996 with the Institute for Law Enforcement Administration (ILEA) in Plano. He has also taught at the University of New Mexico and University of Albuquerque, among others, and served as an administrator at numerous educational facilities.

Dr. Primozic earned his BA, MA and doctorate in philosophy. He is an author, editor, national and international speaker.

# **MEMBERSHIP CORNER**

## Remember to renew your membership Membership Renewal

Membership renewal invoices were sent via email in November.

Please log in to confirm that your membership profile lists your current email address. You can log in to renew by credit card at any time. If you have not received your renewal notice, please contact us.

### Membership has its privileges

- Training Announcements
- Membership News & Events
- Special Offers to renew early

FBI-LEEDA teamed with LifeLock and 5.11 SPECIAL OFFER FOR Early Renewals

LifeLock is offering protection for free 30 days and 15% off for the life of the account.\* You may also enroll family members at this discounted rate. You must renew your FBI-LEEDA membership by January 30, 2016 to redeem this offer. A special LifeLock promo code will be sent in vour renewal confirmation email. DO NOT use the promo code space on your membership renewal for this offer.

Members renewing before February 1, 2016 will receive a FREE 5.11 Collectors pocket folding knife (value \$14.99) courtesy of 5.11 Tactical. In addition, when you receive your renewal confirmation, you will be able to register to win one of five (5) 5.11 hard cases for you or your department (approximate value \$94.99 - 204.99).

\*At the end of the 30-day trial period, your card will be billed automatically (\$8.49mo./\$93.41yr. for LifeLock Standard™ service or \$16.99mo./\$186.91yr. for LifeLock Advantage™ service or \$25.49mo./\$280.41yr. for LifeLock Ultimate Plus™ service. All pricing excludes applicable sales taxes) unless you cancel within the 30-day trial period. You can cancel anytime without penalty by calling 1-800-LifeLock. Offer is for new LifeLock members only.





**Contact FBI-LEEDA Membership Services** 877-772-7712 | info@fbileeda.org

### **Ethics**

# In the Blink of an Eye...

 Neil Moore Instructor, FBI-LEEDA



In the blink of an eye, any officer in your department can bring the world to the doorstep of your agency. The social media revolution enables one errant decision by an even well intended officer to be transmitted globally. Our hope as citizens served by the police, as police officers and as police commanders is that any decision made by one of our colleagues will be based on the legal constraints that guide our profession and the strong ethical values that ensure a fair and proper outcome. The discussion and review of agency values and ethical decision-making should be an on-going, even daily discussion in all of the law enforcement agencies throughout our nation. Yet, when many young police commanders are asked if they have ever thought about the "values" that inform them as police officers and as police leaders, they signal that they have never engaged in that sort of exercise. Ethics in policing, for most, is that brief episode during basic police training where a

# Ethics is defined in only a few distinct ways.

One dictionary provides that ethics (noun) may be defined as

"[ usu. treated as pl. ] moral principles that govern a person's or group's behavior..."

### Others have defined ethics as:

- "...Standards of duty and virtue that define what is morally right, good, and proper, and guides the conduct of good people.
- Josephson Institute
- "...The standards of individual or group conduct that define what is morally right and wrong."
- Johnson & Cox, 2005

seasoned trainer informs them about the policy toward accepting gratuities, several horrendous war stories about peer officers gone bad and the bone dry review of the agency's rules and regulations. Mission accomplished, we've covered ethics, now get out there and do this policing stuff! If there was ever a time in the history of our profession where continuous, on-going dialogue about ethical behavior is needed, it is now.

By discussing ethics as either moral principles, standards of virtue or standards of groups, we are all on good footing. Our desire is to determine that course of action that is fair and just for the citizens we serve. Yet, with a few exceptions, many of our agencies define and discuss ethics in policing when our young officers enter the profession and rarely thereafter. We know full well that the work of policing is fraught with ethical decisions to be made daily. We also know full well that a variety of temptations will be placed at the feet of these same officers, perhaps also on a daily basis. Part of our work as leaders should be to make the "ethics dialogue" an everyday event in the world of policing. We look at the values young people hold as they enter this profession, we train them incorporating legal constraints and fair and just practices to be their guide. Hopefully we reward the valued behavior when it is demonstrated, and hold them accountable when these men and women fall short of the mark. So an on-going dialogue seems only fair to reinforce the "standards of individual or group conduct", the values we expect of those who hold these positions of trust.

One way to examine this topic is to take a virtuesbased approach. What does the good and honorable life look like for a police officer? This type of examination is generally expressed through the values that we profess and attempt to demonstrate on a daily basis. It is the actions and words that people observe us exhibit as we deal with the many relationships in our world. It is our character. As several of the FBI-LEEDA training

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### CONGRATULATIONS

# FBI-LEEDA/LifeLock Scholarship Program

FBI-LEEDA and LifeLock are proud to report that the scholarship program has just completed its 8th year of providing scholarships to college students. Each year since 2008, this program has awarded five \$1,000 scholarships to students who exemplify community leadership and educational excellence. Together we have awarded \$40,000 to children and grandchildren of FBI-LEEDA members. The recipients are recognized at the FBI-LEEDA Annual **Executive Training Conference.** 

Two recent recipients; Bryn Carroll, daughter of Chief Francis Carroll of Lower Providence Township, PA Police Department and Zachary Jacobs, son of Sergeant Patrick Todd Jacobs of Brenham, TX Police Department share their thoughts on how their scholarships have impacted their careers.



Bryn Carroll writes, "I was honored to be the recipient of the FBI-LEEDA scholarship in 2009, 2010, and 2011 and was able to use this generous award toward my undergraduate education at Johns Hopkins University in Baltimore, Maryland. At Johns Hopkins, I was a public health studies major."

"Not only did the FBI-LEEDA scholarship enable me to take advantage of ... extraordinary academic opportunities, but it also enabled me to devote

significant time and energy to cultivating my leadership skills through my extracurricular activities. At Johns Hopkins, I served as the president of Cooking 4 Love, a student-run organization that prepared and served a weekly dinner to nearly 100 women receiving services at a women's shelter in Baltimore. I also served as the co-president of the Public Health Student Forum and in this role helped to establish the nation's first undergraduate conference in public health... I was honored to be named the 2011 recipient of the David G. Sandberg Award for Campus Leadership and the 2012 recipient of the Alexander K. Barton Cup. This latter awarded is the highest honor given to a graduating senior and recognizes the student who best exemplifies ... his character, high ideals, and effective moral leadership."

"Since receiving my undergraduate degree in May 2012, I have continued my studies at the Johns Hopkins University School of Medicine. While in medical school, I have remained active in the community ...[serving on several committees, such] as a member of the Refugee Health Program, a partnership program between the School of Medicine and the International Rescue Committee.... I am currently in my fourth and final year of medical school and am in the process of applying to residency programs in pediatrics.

As always, I remain extremely grateful for the generosity of those involved with the FBI-LEEDA scholarship program. Thank you!"



Zachary Jacobs

Zachary Jacobs has these words to share, "Thanks to FBI-LEEDA and LifeLock, I have been able to pursue my dreams of becoming a Doctor of Physical Therapy. The support I received through the scholarship program eased the financial load of my undergraduate education, which in turn played a role in my success... I did everything in my power to ensure that at the end of the day I would be making the individuals that awarded me a scholarship proud of their decision."

"I am now enrolled at The University of Texas Medical Branch in Galveston, Texas pursuing my doctorate in physical therapy. The continued costs of a higher education have been made easier on my family due to the assistance and support LifeLock and FBI-LEEDA has shown me. While I have three more years before I achieve my career goal of becoming a physical therapist, I know that I have laid a solid foundation for success that was made possible through the generosity of LifeLock and the FBI-LEEDA scholarship committee."

"Therefore I would like to thank the FBI-LEEDA and Life-Lock scholarship committee for believing in me and supporting my journey through academia. I also would like to thank my parents for giving me an incredible opportunity to pursue my dreams and giving me their utmost support in everything I do... With the continued support of LifeLock, FBI-LEEDA, and my loving parents I will stop at nothing to achieve my career goals and make those that have put their faith in me proud."

FBI-LEEDA is proud to partner with LifeLock in this worthy program. Five more \$1,000 scholarships will be awarded this Spring. Applications for the 2016-2107 school year are now being accepted. Please see page 17 of this magazine for eligibility requirements. The deadline for the 2016 program is March 1, 2016. The application can be found in the Members Only section of the FBI-LEEDA website. We hope that your children and grandchildren will take advantage of the great opportunity. Good luck!

### Media/Public Relations

# The Many Faces of Ethics in the Media

— Judy Pal, Director of Operations FBI-LFFDA



Many of you may think the above title is oxymoronic. With today's "fight to be first", it seems as though the ethical days of Edward R. Murrow and Walter Cronkite are far behind us. While some argue social media and citizen journalists are the cause, the common denominator remains profitability. Let's look at a few examples.

Media outlets - be they television or radio stations, newspapers, blogs or news websites - are businesses which must make a profit to survive. You may be surprised to learn that many web-based journalists, even those employed by traditional news services, are not paid an hourly or weekly wage. They get paid per page-view. That should concern you because writers being paid 'per click', are likely to write in a way to get the most possible hits on their story (which populate different ads on each page and makes money for their employers). What kind of stories get 'clicks'? Those that are sensational, funny, controversial, and either feature or create conflict. So if I, as a web reporter, have to write a story that has none of the sensationalism, conflict or humor that will pay me, I may choose to insert some anyway.

I eluded to another ethical dilemma facing journalism in the introduction to this article – that fight to be first. More than one national network producer has admitted that being first with the news is often more important than being right. So much so, that media outlets are willing to go with sketchy sources, questionable 'witnesses' or 'experts', and unconfirmed information. If their information turns out to be wrong, it is simply deleted from the website, or a correction is made in a later newscast. The media is rarely held accountable for these slips, citing 'unfolding situational errors'. That certainly isn't the case for police. If a Public Information Officer is compelled to provide preliminary information, and that's not exactly what happened, police are accused of lying or 'covering up' the truth. We live in a world where this double standard exists.

Speaking of double standards, one needs only to look as far as the absurd social media posts some members of the media get away with. For example, a reporter in Orlando, Florida posted a picture of herself and her photographer at the scene of a double homicide smiling and striking model poses for a selfie that she posted to her Instagram account with the tag, "So why are we smiling in front of a crime scene? Because we work in the news and it's my Friday". She posted an apology to her Twitter feed and continues in her job today. Can you imagine if an officer did something similar? The community would be incensed, complaints and internal investigations opened, and an officer may



The photo & caption I posted Sunday was

anyone I offended. Jackie Orozco

insensitive and in poor taste. I apologize to

Let's return to that fight to be first for one more moment. News organizations are so eager to be first with news (once people turn on a channel for breaking news, they usually stay with that channel, so being first is extremely important, as once again, it generates revenue), they are now predicting it. For example, do you remember the last time your area was expecting heavy rains or more than an inch of snow? Television reporters were out in the field saying things like, "If we get more than an inch of rain, this creek could swell to three feet, and if it continues that way for five hours, these houses could be flooded!" Essentially, creating panic is good for business ... and makes money for those media outlets.

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# FBI-LEEDA/LifeLock Scholarship Program

Each year, the FBI-LEEDA/LifeLock scholarship program offers five \$1,000 scholarships. The scholarships are awarded at the Annual Executive Training Conference. The guidelines for eligibility are listed below.



### **BASICS**

Applications for the 2016-2017 academic school year are now being accepted. Your application must be postmarked by March 1, 2016 in order for your application to be considered. FBI-LEEDA selects final candidates based on the following criteria:

- Eligibility Quality of application
- Commitment to leadership

### **PROVISIONS**

An individual may receive only one scholarship award of \$1,000 per year from FBI-LEEDA/Life-Lock. FBI-LEEDA will make the scholarship award payment to the recipients school on or before August 1. An applicant may re-apply each year providing eligibility requirements are fulfilled.

### **ELIGIBILITY**

To be eligible, you must be the child or grandchild of a member of FBI-LEEDA who is an Active or Life member. You must be enrolled or be accepted by an undergraduate at the time you submit the application. You must maintain a 3.0 cumulative grade point average for three years to be eligible to submit an application. You must have graduated from high school prior to disbursement of funds.

### **HOW TO APPLY:**

Applicant must provide the following items:

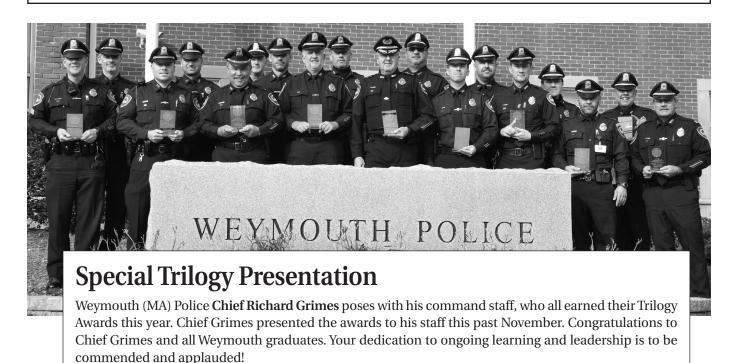
- Application Transcript
- Answers to essay questions
- High school verification form
- Documentation of acceptance to college/ university

Application, essay questions, and high school verification forms are available on the Members Only web page of the FBI-LEEDA website: www. fbileeda.org.

Send your completed application to:

### FBI-LEEDA

**Executive Board Scholarship Program** 5 Great Valley Parkway, Suite 125 Malvern, PA 19355



### **General Counsel Update**

# Ethics, Integrity, Police Legitimacy and Procedural Justice

Eric Daigle, Esq.



Society's perception of law enforcement is changing. We see evidence of this change every day across the nation. The first question we must ask, however, is whether this perception is based on truth and facts, or if it based on myths, falsehoods, or innuendos. Unfortunately, in many cases we find it is based on the later and likely fueled through media dramatization. With each passing day, we are witnessing an erosion of public confidence in police officers and law enforcement agencies. Society's view of acceptable police behavior has changed significantly. In turn, this has motivated law enforcement officials to revisit police behavioral standards within their departments to ensure they are maintained at such a level as to not erode their community's trust. It is often said that no other profession demands a higher ethical standard than that of law enforcement. Regardless of whether or not there are other careers that require a similar dedication to doing the right thing, it is undeniable that there are tremendous expectations placed upon peace officers and rightly so.

Due to the nature of the work and the potential for liability, ethics training is essential for law enforcement personnel. When officers participate in unethical conduct, it violates public trust and damages the image of police. If even one officer in an organization chooses to act unethically, it causes tremendous damage to the organization, as well as the community. It is important for officers to receive continuous ethical training throughout their career. This training builds and expands upon the fundamental practice of "think before you act."

How do we prevent unethical conduct? My simple recommendation is write it, teach it, and defend it. Write the policy, conduct the training, and if the policy is violated, the offending officer must be disciplined. All agencies use written policies to monitor and manage their employees' behavior. To promote accountability, agencies may utilize programs such as an early warning system and a formal internal investigation process. In most agencies, ethical training is taught at the academy and reinforced with new officers during their first year on the force. After the first year, however, ethical training is seldom, if at all, taught to officers. It is for this reason that agencies may suffer a decline in their com-

munity's trust and respect. Ethics training only adds value to the organization's assets, which then promotes fair and ethical conduct within the community. Continual ethics training promotes an agency's standards and reminds officers of acceptable behavior, both in their professional and private lives. Training equips officers with the tools necessary to make correct decisions and provides agencies with the means to create a climate in which ethical actions are probable rather than possible.

### Code of Ethics

Most professions have a code of ethics that acts as a central guide and reference for day-to-day decision-making. It is meant to clarify an organization's mission, values, and principles, linking them with standards of professional conduct. The code of conduct also encourages discussions on ethics and ways to improve the manner in which employees deal with the ethical dilemmas, prejudices, and gray areas they may encounter in everyday situations. The code is meant to match pertinent standards, policies and rules, but not be a substitute for them.

... The first code of ethics in modern policing was published in 1936. ... This publication identified ethics as an essential component for policing.

The first code of ethics in modern policing was published

in 1936. This publication, August Vollmer's The Police in Modern Society, identified ethics as an essential component for policing. Since that time, industry leaders have stressed the importance of ethics in a department's policy development, training, and supervision.

In 2007, the International Association of Chiefs of Police (IACP) Committee on Public Ethics established the Law Enforcement Oath of Honor. An oath is a solemn pledge made by individuals who sincerely intend to do what they say. The Committee believes that having officers take an oath reconfirms the significance of integrity within the agency and unites the profession to show

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# FIRST SESSION STARTS FEBRUARY 15, 2016



**Distance Learning Ethics** 

# **Ethics, Integrity & Procedural Justice**

FBI-LEEDA announces an Ethics on-line distance learning program that focuses on the importance of ethics, integrity and procedural justice to the daily operation of law enforcement agencies. Law enforcement officers are held to a high standard and require a level of public trust, commonly known as police legitimacy. When officers display conduct unbecoming, public trust is eroded and the image of an agency is tarnished. This program will provide lessons in reasoning that lead officers to appropriate decisions and resolutions.

### Module One: Ethics, Integrity & **Procedural Justice**

This topic will discuss the three basic theories that help define the role of ethics in law enforcement

### • Module Two: Decision Making & Supervisory Responsibility

This module will review and analyze several models in critical thinking and ethical decision-making.

### • Module Three: Procedural Justice & **Police Legitimacy**

This module will discuss and define procedural justice and how to increase police legitimacy, and examine internal and external procedural justice.

### Module Four: Integrity

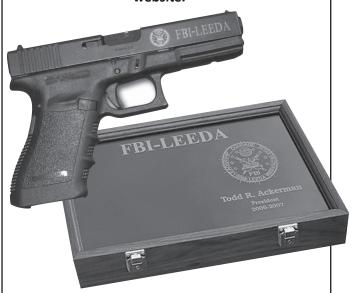
This module will cover the components of integrity and values, and will also identify signs to look for when integrity is in question.

Register now at www.fbileeda.org

# FBI-LEEDA Commemorative Glock

This special commemorative Glock is available to FBI-LEEDA members only and is shipped to federal firearms licensees only. Standard delivery is 30-45 days after receipt of your order with payment. Purchaser is responsible for cost of the FFL transfer (if any), shipping, and any applicable taxes. All prices include engraving can engrave up to three sides of the Glock.

Order form and prices are posted on the "Members Only" section of the FBI-LEEDA website.



### For orders please contact:

Todd R. Ackerman, Chief of Police Marysville Police Department 207 South Tenth, Marysville, KS 66508 Tel: 785-562-2343 Fax: 785-562-3296



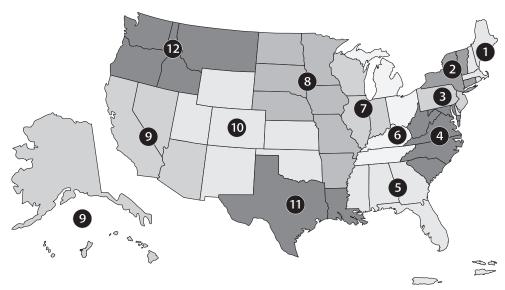
# FBI-LEEDA Regional Representative **Program Update**

— Mark Sullivan, Program Coordinator, FBI-LEEDA



FBI-LEEDA's Regional Representatives completed another busy federal training calendar in September. Serving as FBI-LEEDA's ambassadors to law enforcement community, our Reps have logged thousands of miles to reach out to officers all across our country visiting twenty-two regional command college and LEEDS pro-

grams, in as many states. Almost 1,700 chiefs, sheriffs, commanders, and officers have benefited from our Reps' presentations, and more than one third of those immediately joined FBI-LEEDA, with many more joining FBI-LEEDA later!



### **Regional Representatives**

Region 1 (ME NH MA RI)	Captain Matthew Canfield Laconia (NH) Police Department, mcanfield@laconiapd.org	Region 8 (ND SD NE MN IA MO AR)	Chief of Police Joe Wellington Gower (MO) Police Department, jwellington@gowerpd.org
Region 2 (NYVT CT)	Investigator Randy Szukala State of New York, rds140@roadrunner.com	Region 9 (CA NV AZ HI AK)	Chief Mark Pazin Governor's Office of Emergency Services (OES), Mark.Pazin@CalOES.ca.gov
Region 3 (PA NJ DE)	Lieutenant Tim Troxell Upper Moreland (PA) Police Department ttroxel@uppermoreland.org	Region 10 (WY UT CO KS NM OK)	Major Mark Goodloe Kansas Highway Patrol, mgoodloe@khp.ks.gov
Region 4 (WV MD VA NC SC)	Chief of Police Andy Robinson York (SC) Police Department, arobinson@yorkcitysc.com	Region 11 (TX LA)	Assistant Director J. Frank Woodall Texas Department of Public Safety, frank.woodall@dps.texas.gov
Region 5 (AL MS GA FL)	Major Michael Wills Biloxi (MS) Police Department, mwills@biloxi.ms.us	Region 12 (WA OR ID MT)	Lieutenant Tony Bennett Yakima (WA) Police Department, Tony.Bennett@yakimawa.gov
Region 6 (MI OH KYTN)	Commander Mark Newcomb Whitehall (OH) Police Department, Mark.Newcomb@whitehall-oh.us	Region 13 (Latin America)	Connie Gautreaux Dominican Republic Prosecutor's Office, connieatkinson216@gmail.com
Region 7 (WI IL IN)	Lieutenant Lisa Kumbier Brown Deer (WI) Police Department, lkumbier@bdpolice.org	Program Coordinator	Mark Sullivan FBI-LEEDA, msullivan@fbileeda.org

# 25 Reasons to Attend the FBI-LEEDA Conference in Memphis

2016 will mark the **25th anniversary** of this educational conference. All topics to be covered are pertinent to law enforcement today and will be presented by nationally-known, highly respected subject matter experts.

- **2.** The FBI-LEEDA conference attracts **500 or more** likeminded police leaders and provides excellent idea-exchange opportunities in both educational and networking settings.
- **3.** Learn from the combined wisdom and experience of major city police chiefs, discussing leadership:

(Chief Jim Cervera, Virginia Beach Police Department, VA), the politics of policing (former Commissioner Anthony Batts, Baltimore Police Department, MD), and the pros and cons of speaking one's mind (Chief Edward A. Flynn, Milwaukee Police Department, WI).

**4.** Pick up pointers on **Team Effectiveness** from one of the NFL's leading advisors on team performance, Sue Kenfield.

> Learn why speaking from the heart is effective in healing communities and earning trust from Richard Brundage, who conducts media training for all new U.S. Ambassadors prior to their taking their posts around the world.

**6.** The FBI-LEEDA conference is one of only a few conferences that covers all meals and events - including a full breakfast, lunch and dinner for the entire conference, and networking events at Graceland and the Hard Rock Café on Beale Street. Budgeting couldn't be easier – pay registration, hotel and travel, and it's done.

- **7.** Tuesday, April 26 will feature **track sessions** which include a presentation by the FBI, the new paradigm of police operations post-Ferguson, ethics in policing and using social media.
- **8.** Where else will you be able to network with fellow police leaders in the presence of rock legends at the Hard Rock Café and Memphis Music Hall of Fame?
- **9.** The conference will feature a former **FBI profiler**, speaking on non-verbal communication.

FBI-LEEDA can provide a certificate of sessions attended so attendees can apply for **POST credit** hours.

- 11. Network at Graceland!!! Enough said!
- **12.** Spend time with some of the best law enforcement supporters, including LifeLock, Purdue Pharma, Power DMS, Motorola, 5.11 and others in a more intimate environment that will allow for meaningful interaction with these law enforcement
- **13.** Have a **discussion** with NYPD Commissioner William J. Bratton and special guests about the importance of the image of police.

**14.** Hear **international speaker** and television commentator Chris Lewis, the former Commissioner of the Ontario Provincial Police, speak on leadership.

Walk from the host hotel to the only Bass Pro Shop build in a pyramid (no, we are not kidding) and see live alligators, fish and other • sundry wildlife.

- **16.** Recreate the song "Walking in Memphis" by Marc Cohn including eating catfish and strolling down **Beale Street**.
- 17. Eat like a "King" ... Memphis BBQ and peanut butter and bananas will appear in the menus.
- **18.** Get a chance to spend **quality time** with your FBI-LEEDA instructors!
- **19.** Hear from **FBI Director James Comey** and other federal partners on the important topics for law enforcement today.

Cheer on your friends and colleagues who will be receiving their **Trilogy awards** ... this year we anticipate more than 100 recipients will attend the conference.

- **21.** FBI-LEEDA themed **merchandise**, along with books authored by our speakers will be available for sale at the FBI-LEEDA store.
- **22. Relax** in the rest-and-recharge area, set up at the Convention Center between presentations.
- **23.** Meet with university representatives and find out how you can apply FBI-LEEDA Trilogy credits towards your university degree at certain colleges.
- **24.** This is your only opportunity, *if you are an active member,* to vote for the next **Sergeant At Arms**. This person will sit on the Board, and serve as President in 2020. Take an active role in the vision and direction of your Association.

Feel what it's like to be King. Tour the mansion and grounds, see the cars (and motorcycles), and walk through the planes of the late, great Elvis Presley.



Register now at www.fbileeda2016.com

(continued from page 6)

# **Ethical Perspectives and Body Cameras: Questions for Consideration**

### Virtue based ethics

The virtue based perspective flows primarily from the teachings of Aristotle (384 - 322 B.C.). The consideration of values such as right, good, moral, and virtuous are involved in the virtue based ethical approach. "In a virtue based ethical approach, the individual acts on the characteristics that mark one as a person of character and integrity" (Svara, 2007, p. 49). Svara (2007), Sandel (2009), and Aristotle (384 - 322 B.C.) point out that being a good person and understanding virtue alone does not constitute a virtuous life; one must act upon those virtues (Meloni, 2011, p. 17). The achievement of "the good" (Aristotle) is the ultimate objective in the virtue based approach.

Utilization of body cameras by uniform police officers also raises questions from a virtue based ethical perspective. Does the use of a body camera assist police in achieving Aristotle's prescription of "the good?" The use of a body camera likely will result in officers knowing that their every utterance, action, and decision, will be open to endless levels of critique. The micromanagement of every utterance, action, and decision by police officers in their service to the public, will naturally result in inaction, indecision, and the potential of hesitation when confronted with the threat of great bodily harm. Will the use of the camera result in officers failing to search a suspect for a weapon, failing to make a lawful arrest, failing to pursue on foot a dangerous felon, and ultimately failing to act quickly enough to save the life of another citizen or themselves? Any loss of human life certainly fails to achieve "the good." As we have recently seen some government officials already suspect that fear, inaction, and hesitation are taking hold of the routine and extraordinary work of police. And, indeed, if that is happening to officers on the street, it is tragic.

### **Consequentialist based ethics**

A consequentialist approach to ethics takes into consideration the idea of the end results of one's choices when faced with an ethical dilemma. The outcome of one's decision, as it impacts others, is the focus in the consequentialist ethical perspective. Bentham (1789) taught us to examine the "utility" of an action by considering whether any proposed action may result in pain to even one individual.

In Bentham's view an action is moral only when its result will cause pain to no one. Mill (1863) brings forth the idea that an action is moral if it achieves the greatest good for the greatest number of people. Mill calls for the weighing of the good to be achieved for the majority of stakeholders in any ethical decision. Mill (1859) also includes a warning regarding the "tyranny of the majority" where the desires of the majority may be immoral because the voice of a minority is ignored. (p.76). Taking the time to envision the end result of an action as it potentially impacts others is the fundamental idea underlying consequentialist ethics.

Utilization of body cameras by uniform police officers raises questions from a consequentialist ethical perspective. Will the use of a body camera result in pain to any one? Pain may result in different forms, physical, psychological, spiritual, or perhaps to one's conscious or subconscious. What about the citizen's knowledge that his or her loved ones, children, friends, or relatives have been recorded and exist in police data files? Does such a concern result in any pain to that individual? Are we really achieving a greater good by recording all citizen police encounters?

Perhaps the use of the body camera will actually inhibit the officer's utilization of all important discretion. Discretion is the oil in the motor of our criminal justice system. Discretion allows the officer to apply the spirit of the law, the district attorney to decide whether prosecution is warranted, and a judge in determination of guilt or innocence. An officer's ability to effectively use discretion is important in enhancement of police and community trust.



Will body cameras result in the police being less motivated to work proactively in the prevention of crime and disorder? If so, Mill's greater good for the greatest number of citizens may be violated as neighborhoods suffer from police inaction and a subsequent rise in criminal activity. Perhaps the popular opinion that cameras will result in a greater good for community is in fact an example of Mill's "tyranny of the majority".

### **Public interest**

James Svara (2007) calls upon public administrators to consider each of the three ethical perspectives -principle, virtue, and consequentialism -- when faced with any decision involving ethical content with the focus of serving the public interest.

Sir Robert Peel stressed that the police are ultimately responsible to the people. Peel's position corresponds with Svara's call to focus on one's duty to serve the public interest in any ethical decision. Serving the interest of the people is the fulcrum upon which the three ethical perspectives are rectified. Each decision before the public administrator or police leader must consider each perspective and the overriding duty to serve the public interest. The option which achieves "the good" (Aristotle), fulfills one's "moral duty to the law" (Socrates, Plato, Kant), causes pain to no-one, while respecting the minority opinion and making possible the best outcome for many persons (Bentham, Mill) would best serve the public interest.

### Conclusion

The utilization of body cameras by police officers is an ethical issue requiring careful consideration of each ethical perspective, principle, virtue, and consequentialism. The focus on serving the public interest reminds us of the fundamental mission for which the

police exist "To Protect and To Serve." I hope I have shown that there remain some critical questions for further exploration and consideration regarding the utilization of body cameras by law enforcement.

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Dr. Thomas Meloni completed his Doctor of Philosophy (Ph.D.) in Political Science at Northern Illinois University with areas of concentration in public administration and public policy. Dr. Meloni served for 37 years as a sworn officer in Illinois, and with LAPD. He serves as a member of the Ethics Advisory Council at the Center for Law Enforcement Ethics in Plano, Texas.

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(continued from page 12)

Ethics: In the Blink of an Eye...

team say, "Your leadership is always on display!" It is that "leadership" that signals the character of the leader. When we look at the work of the Josephson Institute we see it expressed as the Six Pillars of Character:

- Trustworthiness
- Respect
- Responsibility
- Justice and Fairness
- Caring
- Citizenship

I think it is no mistake that trustworthiness is number one on the Josephson list. Especially as we think about that value in policing. It is on the mind of our profession right now.

At the recently concluded IACP conference, there were many sessions on police legitimacy and procedural justice. At the session I attended, the room was packed. Trust, trustworthiness and other terms supportive of that value were mentioned often in speaker comments and attendee references. For the next few lines "trust" will be the focus of this short paper. At its core, trust is made up of honesty. It is that sense that your word is your bond, that you mean what you say, the idea that others will follow you when they can believe what you say. Embedded in trustworthiness is an appropriate level of loyalty. That value signals the reciprocity of aid and assistance. I will be with you in hard times and in good times. I will come to your aid...you can trust me to be there for you. I will work in your best interest. Finally, I would contend that the value of integrity is supportive of the sense of trustworthiness. It is the fact that I am whole in person and deed. My actions and words are always consistent.

This value, trustworthiness, can be examined both internally and externally. Am I, as a leader, trustworthy? Am I honest with the communication I convey to the people I guide and direct? Can they take my word to the bank? Do I stand with them in tough times? In critical moments on patrol? Am I appropriately loyal? Do my actions and words match? Am I complete and whole? Do I demonstrate this everyday? Is it simply my way of

being? The great leaders of our time have all seemed to exemplify the character values that allow their followers to perceive these leaders as trustworthy. In their text, *Credibility* (2011), Kouzes and Posner described the relationship between trust, honesty and those who follow a particular leader.

"Of all the attributes of credibility, however, one is of unquestionably the greatest importance. The dimension of honesty accounts for more of the variance in believability than all the other factors combined. Being seen as someone who can be trusted, who has high integrity, and who is honest and truthful is essential to being believed (p.18)."

As we think of the great leaders in our lives, we know Kouzes and Posner quote to be true. But, what about the public we serve? When we view the four points of procedural justice posited by Dr. Tom Tyler in his research on police legitimacy, we find voice, neutrality, respect and trust. Trust and trustworthiness is also essential to maintain the perceived and actual position of legitimacy with the public we serve as the most visible arm of government. Operating from a virtue-based approach we can ask the same questions about trustworthiness of the public that we asked above with our officers. Routine and honest dialogue with those we serve helps our officers gain compliance and cooperation as they go

better work in partnership with the citizens we serve if there is trust ...

about the task of accomplishing the agency mission. We can better work in partnership with the citizens we serve if there is trust all the way down to the neighborhood level. Are we loyal to our communities? Do we act as problem solvers, law enforcers and a government agency that cares about the community? Do our actions and words match? Are we complete in the way we interact with those we serve? The ethical answer to these questions must be, yes!

Our work is policing is undertaken by the consent of the governed. For our agencies and our officers to be perceived as legitimate, we must be perceived as trustworthy. This "ethics stuff" really does matter. In the blink of an eye...any of our officers can become "global" news. In the blink of an eye...any of our agencies will be judged by those a half a world away. If we have taken the time to stress the importance of ethical behavior, if we have taken the time to stress the importance of trustworthiness with the public we serve, we have maximized the opportunity to be viewed as fair and impartial and a legitimate arm of government. This ethics stuff is important to allow us to be judged through our continuing actions and not just ...in the blink of an eye.

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Neil Moore is an instructor for FBI-LEEDA and a veteran police trainer. As the former director of the Institute for Law Enforcement Administration (ILEA) in Plano, Texas, he directed the delivery of leadership and ethics programs for police supervisors and executives. Prior to that, he served as the executive director of the Indiana Criminal Justice Institute and also as director of the Center for Criminal Sciences at the Indiana Institute of Technology.

He holds a Bachelor's degree in Criminal Justice from Kent State University, a Master's of Public Affairs degree from Indiana University, and a Ph.D. in Education from Ball State University."

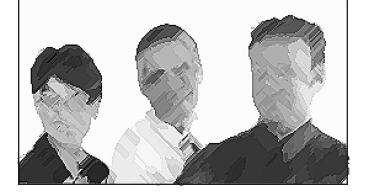
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### **General Counsel Update**

that the vast majority of law enforcement officers are good, decent individuals who will step forward to stop unethical acts by any member of the profession. It is important to examine your agency and ask yourself these critical questions: Have your officers all received a Code of Ethics? Have they signed it? Is a copy in each of their personnel files? If your answer to any of these questions is "no," your agency must undertake immediate steps to rectify this oversight. The failure to act may very well put your agency into a tenuous position.

leadership requires a strong sense of personal ethics and devotion to high standards of professional conduct ... "

In 1957, the IACP developed a Law Enforcement Code of Ethics and Law Enforcement Code of Conduct. The codes are accepted as universal standards within the police profession. They include guidelines concerning performance of officer duties, responsibilities, discretion, and use of force, among others. Many police agencies use these codes to define a formal, agency-wide set of standards that they circulate to all agency members. The IACP Code of Ethics states: "As a law enforcement officer, my fundamental duty is to serve the community; to safeguard lives and property; to protect the innocent

against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all to liberty, equality and justice."

### **Supervision to Enhance Ethics and Integrity**

Law enforcement agencies rely on their supervisors and managers to make effective decisions and oversee procedures. Strong leaders gain respect by demonstrating compassion, reliability, decisiveness, and the ability to effectively respond to ever-changing, high stress environments. Effective leadership requires a strong sense of personal ethics and devotion to high standards of professional conduct. Leaders can convey these values indirectly through modeling and setting a good example or through the direct mentorship of others.

Alexander Solzhenitsyn (1918-2008) was a Russian novelist and historian, who was awarded the Nobel Prize in Literature in 1970. He stated: "Even the most rational approach to ethics is defenseless if there isn't the will to do what is right." What does that mean? It means that even if you understand the concept of doing what is right, you have no power if you do not believe in doing the correct thing. Sometimes we get so caught up in who's right and who's wrong that we forget what's right and what's wrong. So the question presented here is: "What do you do when no one is looking?" What is the method for addressing this rational approach? In internal affairs training, we use the phrase "you should inspect what you expect." Meaning, if you are not effectively supervising your officers and watching for unethical behavior, it will most likely occur in your agency.

A common cause of poor ethical decisions is the inability to assess the matter objectively, which may arise from prejudices, biases, blind spots, or personal needs that distort the perception of the dilemma. Once the officer makes his/her decision, that decision must be implemented. Implementation of difficult decisions often demands moral backbone and courage. It is at this point that the decision-making process comes to fruition and the decision-maker must act. Even if the course of action seems perfectly clear, the act of carrying out the decision often becomes the most difficult step.

Ethical dilemmas are difficult. Some people may find themselves paralyzed for fear of choosing the wrong course of action. Once the information is gathered, however, the best course of action must be implemented. When I was a young officer, a police leader once told me: "when you don't know what to do – do something and you will know what to do." That may not make sense on its face, but give it a try. Sometimes doing something is the hardest part of the response. Once an officer begins the process of implementing the decision, the officer's training and skill often kick in to ensure the best possible result. If that same officer, however, lacks proper guidelines and training, the likelihood of a positive result diminishes. Comprehensive policies and training

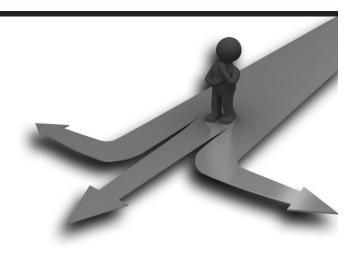
helps to ensure an ethical response and offers liability protection by eliminating a deliberately indifferent response, which may result in a constitutional violation.

### **Procedural Justice**

When you began your career, did you ever think you would see people demonstrating in our streets holding signs and chanting, "Kill a Cop." The question we need to ask ourselves is what has changed to cause some in society to look at law enforcement as their enemy? The public wants and deserves law enforcement to treat them with respect and they expect to receive "procedural justice." You often hear members of the community state that law enforcement does not treat them fairly, or that police officers are rude and unaccommodating. A small percentage of community members perceive all law enforcement officers as untrustworthy. The unfortunate reality is, however, that a small percentage of officers are not worthy of public trust. Equally unfortunate, the media seems to focus on the small percentage of officers who are untrustworthy and the individuals who mistrust them. This practice perpetuates the belief that all officers are untrustworthy and community members hate the police. What these community members and media outlets often fail to see and promote, however, is that the majority of officers are hard-working, moral, and honest individuals deserving of their trust and respect.

Some may ask, "what is procedural justice and how do I apply it?" The simple definition of procedural justice is: "Just because you can, should you?" For example, just because you can conduct a traffic stop for a simple traffic violation, should you? Or, just because you may be legally justified in conducting a stop and frisk, have you examined your reasons for conducting the stop?

It is well understood that the underlying question is whether it is legally justified. The bigger question, however, is just because it is legally justified, is it conducted for a non-legitimate purpose? Will the outcome of the traffic stop exceed the original intent of the enforcement action? For instance, if an officer stops an individual for hanging an object from the rear view mirror of the car, will the driver see the action as unjust? If the area is predominantly minority, that would be the likely



perception. It raises the question of whether the officer's conduct was motivated through bias. Procedural justice does not always mean enforcing the law; it can also mean taking actions that serve the greater good. It involves the exercise of fairness when gathering information and making decisions

Ethics, integrity, police legitimacy, and procedural justice are the backbone of effective and constitutional policing. This backbone is formed through the development of clear policies and procedures, effective training, and the requirement that supervisor's ensure officers follow policy and training and hold them accountable when they do not. We cannot let the corrupt actions of a few ruin the reputation of every hard working officer that wears a uniform. The mission of policy legitimacy is the responsibility of every officer in every interaction with the community. Procedural justice research concluded that a person's view of police legitimacy is more strongly linked to the perception of the fairness in the officer's decision-making process than to the actual outcome of the encounter with police, or the effectiveness of the police in controlling crime.

This article presented provides general information. It is with the understanding that the publisher is not engaged in rendering legal or precession services. It should not be used as a substitute for professional services. If legal or other professional advice is required, the services of a professional should be sought.

Attorney Daigle practices civil litigation in federal and state court, with an emphasis on municipalities and public officials. His area of focus is civil rights actions, including police misconduct litigation and employment actions. He is an FBI-LEEDA instructor and serves as its General Counsel.

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# Media/Public Relations The Many Faces of Ethics in the Media

Because of this trend, reporters are more apt to ask hypothetical questions and include law enforcement in the hype. For example, a transgender individual is assaulted in your community. The media show up and demand to know if this is a hate crime. At this point in the investigation, you have no idea, but the reporter will likely ask questions such as: "If it is a hate-crime, how will you proceed?", "What kind of charges can be brought against the perpetrator if it is a hate-crime?", "Do you think the fact the victim was transgender have anything to do with the assault?"

No matter how well you manage your message, the fact that the victim was transgender will lead the story for the sake of sensationalism. No doubt the story will also include predictive analysis on the part of the reporter. Something like, "If police determine this was a hate crime ..." even though, at this point you have no idea if gender was an issue. Once again, ethics are in the shadows when a titillating story could result in page-views or ratings.

Perhaps the most provocative ethical issue police and the media are dealing with today involves the use of body-cam footage. While governments and lawyers work through myriad aspects of what constitutes public information when it comes to body worn cameras, police are left holding a rather malodorous bag of indecision. In many states, the law has not caught up with technology and police must make determinations about release of video. This poses ethical challenges on both sides of the equation.

From the media side, some newsrooms are making conscious decisions to show snippets of an officer engagement that will raise eyebrows; sometimes taking a small portion of a video that gives the public the perception of an egregious use of force, when if one considered the incident in totality, it would be a fully acceptable, and in some cases, necessary action. Police are then left to contend with the negative public perception and opinion created by the media. In these cases, police can be proactive by posting the entire video to their social media sites and encouraging their community to view the incident in its entirety. Some departments have chosen to show entire videos and produce commentary by a chief/sheriff or subject matter expert explaining the incident, much like the National Hockey League does on their website to explain suspensions of players.

Finally, and most regrettably, is the decision by some media outlets to make a spectacle out of police work. News has become 'info-tainment'. It started the day the

states, the law has not caught up with technology ...

CBS Evening News covered the OJ Simpson police chase the same way Entertainment Tonight.

Many are questioning the decision by television stations to air body camera footage of individuals or police officers being shot and killed. A nauseating example of this took place about one year ago. An officer with the Flagstaff Police Department was killed

by a suspect he was casually speaking with after the man was accused of a minor offense outside his home. The conversation was calm until the suspect pulled a gun and shot the officer. The entire incident was recorded on his body camera. The police department, was compelled under Arizona State law to release the footage (although they redacted the footage to end just before the shots were fired). A local television station chose to show the video, which was preceded by a happily smiling anchor, flush with excitement announcing, "... we're seeing just released video from a deadly police shooting in Flagstaff ... Officer Stewart was wearing a body camera and it captured the shooting and the final moments of his life."

In an article appearing in the Los Angeles Times after the story aired, a journalism professor questioned the department's decision to edit the video, saying the decision whether to air the actual shots being fired should have been left up to the media.

This issue leaves law enforcement, again, in an ethical quandary. In this case, FPD had to obey the law. However, Deputy Chief Walter Miller, in the same Times article, said "I would rather that the public didn't see that out of sheer respect for the officer and his family and the grieving officers here at the Flagstaff Police Department."

The bottom line is this: law enforcement must recognize that decisions made in a newsroom are often jaded by the need to be profitable. While transparency and public information is a shared objective for both the media and police, the looming effect of profit often takes precedent in news rooms across the country.

Judy Pal is the Director of Operations for FBI-LEEDA and its media and public relations instructor. She has extensive crisis communications experience dealing with sensitive and image-threatening issues including criminal conduct of police, major crime investigations and natural disasters, having served as a PIO, Public Affairs Manager and Chief of Staff with law enforcement agencies in the U.S. and Canada.

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**Questions?** Contact **Mike Grajewski** at mike\_grajewski@3sisecurity.com

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Day 1 focuses on various key influencers and how to communicate with each. Day 2 and Day 3 deal solely on traditional media relations and key messaging complete with active role play and a mock news conference, Day 4 is spent entirely on crisis communications and a desk top crisis exercise, and the last day concentrates on how to strategically use social media to improve and augment community relations. Class size is limited to ensure individual participation in exercises. Participants are encouraged to bring a laptop, as writing exercises will be assigned during class. Participants will learn how to craft and deliver messages that will help create a positive public perception and how to best utilize various forms of communication.

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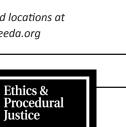
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Media & Public Relations





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### Phase II – Advanced Supervisory Liability **Ensuring Effective and Constitution Policing**

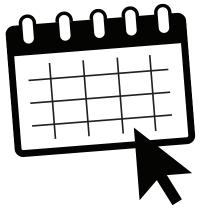
FBI-LEEDA's Advanced Supervisory Liability supplements the Basic Supervisory Liability training. The goal of this enhanced program is to ensure effective and constitutional policing through the training of proper supervision standards which includes a review of the current legal standards, case law interpretation, and common police practices.

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Supervisors are required to take the Basic Supervisory Liability course prior to enrolling in this training. The registration fee for Advanced Supervisory Liability class is \$350.

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#### SUPERVISOR LEADERSHIP INSTITUTE



#### **Congratulations SLI**

Pictured are the attendees from the Alamosa (CO), Supervisor Leadership Institute class held in October 2015. We would like to thank George A. Dingfelder, Captain and the San Luis Valley Regional Training Foundation for their hospitality.



#### **Congratulations SLI**

Pictured are the attendees from the Boise (ID), Supervisor Leadership Institute class held in October 2015. We would like to thank William L. Bones, Chief and the Boise Police Department for their hospitality.



### **Congratulations SLI**

Pictured are the attendees from the Chatham (Ontario, Canada), Supervisor Leadership Institute class held in October/ November 2015. We would like to thank hief Gary Conn and the Chatham-Kent Police Department for their hospitality.



#### **Congratulations SLI**

Pictured are the attendees from the Collierville (TN), Supervisor Leadership Institute class held in October 2015. We would like to thank L.E. Goodwin, Chief and the Collierville Police Department for their hospitality.



#### SUPERVISOR LEADERSHIP INSTITUTE



#### **Congratulations SLI**

Pictured are the attendees from the Conroe (TX), Supervisor Leadership Institute class held in October 2015. We would like to thank Ryan Gable, Constable and the Montgomery County Constable Precinct 3 for their hospitality.



#### **Congratulations SLI**

Pictured are the attendees from the Lewisburg (TX), Supervisor Leadership Institute class held in August 2015. We would like to thank Chief Russell Kerbow and the Lewisville Police Department for their hospitality.



#### **Congratulations SLI**

Pictured are the attendees from the Mission (KS), Supervisor Leadership Institute class held in September 2015. We would like to thank Ben Hadley, Chief and the Mission Police Department for their hospitality.



#### **Congratulations SLI**

Pictured are the attendees from the Woodburn (OR), Supervisor Leadership Institute class held in October 2015. We would like to thank Chief Scott Russell and the Woodburn Oregon Police Department for their hospitality.



#### **COMMAND LEADERSHIP INSTITUTE**



#### **Congratulations CLI**

Pictured are the attendees from the Hampton (NH), Command Leadership Institute for Law Enforcement Executives class held in September 2015. We would like to thank Richard Sawyer, Chief and the Hampton Police Department for their hospitality.



#### **Congratulations CLI**

Pictured are the attendees from the Manchester (CT), Command Leadership Institute for Law Enforcement Executives class held in September 2015. We would like to thank Marc Montminy, Chief and the Manchester Police Department for their hospitality.



#### **Congratulations CLI**

Pictured are the attendees from the Missouri City (TX), Command Leadership Institute for Law Enforcement Executives class held in October 2015. We would like to thank Chief Michael Berezin and the Missouri City, TX Police Department for their hospitality.



#### **Congratulations CLI**

Pictured are the attendees from the Sarasota (FL), Command Leadership Institute for Law Enforcement Executives class held in November 2015. We would like to thank James R. Carlino, Chief and the Sarasota Manatee Airport Authority Police **Department** for their hospitality.



#### **COMMAND LEADERSHIP INSTITUTE**



#### **Congratulations CLI**

Pictured are the attendees from the Texas City (TX), Command Leadership Institute for Law Enforcement Executives class held in October 2015. We would like to thank Chief Robert Burby and the Texas City Police Department for their hospi-



#### **Congratulations CLI**

Pictured are the attendees from the Woodburn (OR), Command Leadership Institute for Law Enforcement Executives class held in October 2015. We would like to thank Scott Russell, Chief and the Woodburn Police Department for their hospitality.



## **Training Graduates**

**EXECUTIVE LEADERSHIP INSTITUTE** 



#### **Congratulations ELI**

Pictured are the attendees from the Alexandria (VA), Executive Leadership Institute class held in October 2015. We would like to thank Chief Earl L Cook and the Alexandria Police Department for their hospitality.



#### **EXECUTIVE LEADERSHIP INSTITUTE**



#### **Congratulations ELI**

Pictured are the attendees from the Cincinnati (OH), Executive Leadership Institute class held in September 2015. We would like to thank Rob Browder, Colonel and the Springfield Township Police **Department** for their hospitality.



#### **Congratulations ELI**

Pictured are the attendees from the Lubbock (TX), Executive Leadership Institute class held in October 2015. We would like to thank Robert Morgan, Director and the Institute for Forensic Science for their hospitality.



#### **Congratulations ELI**

Pictured are the attendees from the San Antonio (TX), Executive Leadership Institute class held in September 2015. We would like to thank Chief Wayne Davis and the Castle Hills Police Department for their hospitality.



#### **Congratulations ELI**

Pictured are the attendees from the Spokane (WA), Executive Leadership Institute class held in September 2015. We would like to thank Ozzie Knezovich, Sheriff and the Spokane County Sheriff's Office for their hospitality.



#### **EXECUTIVE LEADERSHIP INSTITUTE**



#### **Congratulations ELI**

Pictured are the attendees from the Sykesville (MD), Executive Leadership Institute class held in November 2015. We would like to thank J. Michael Zeigler, Executive Director and the Maryland Police and Correctional Training **Commissions** for their hospitality.



## **Training Graduates**

MEDIA AND PUBLIC RELATIONS



#### **Congratulations MPR**

Pictured are the attendees from the Raleigh (NC), Media and Public Relations class held in November 2015. We would like to thank Sam Pennica, Director and the Raleigh/ Wake City County Bureau of Identification for their hospitality.



#### **Congratulations MPR**

Pictured are the attendees from the Rock Hill (SC), Media and Public Relations class held in September 2015. We would like to thank Chris Watts, Chief and the Rock Hill Police Department for their hospitality.



## It's Good to Hear ...

#### SUPERVISOR LEADERSHIP INSTITUTE

"Dean is an outstanding instructor. I have heard many instructors in 40 years, and Dean ranks in the top performers. He remains current through reading and study. He engages students, allows input, and is enthusiastic. He provided great information that I plan to put to use when I return to the workplace. Great job!"

 Major Albert Thomas Leary III, Henrico County Police Division

#### COMMAND LEADERSHIP INSTITUTE

"Keith is an inspiring instructor. The course is fantastic. I will recommend it to others."

Resident Agent in Charge James Hampton,
 U.S. Fish & Wildlife Service

#### **EXECUTIVE LEADERSHIP INSTITUTE**

"This was an excellent and much needed course. It was interactive and the instructors were high quality, knowledgeable people who obviously love what they are doing. The enthusiasm and passion they have for leadership was obvious and leaves the attendees wanting more."

Dep. Chief Tim Farquharson,
 Peterborough (Ontario) Police Service

#### INTERNAL AFFAIRS INVESTIGATIONS

"Mr. Horak provided an excellent learning experience by mixing visuals with topical subject matter as well as personal experience. I would recommend, without reservation, the FBI-LEEDA Internal Affairs Investigation Course to any investigator."

Detective Sgt. David Schilling,
 Cuyahoga County Sheriff's Department

#### MEDIA AND PUBLIC RELATIONS

"The course was presented in a manner that stimulated both thought and involvement. I have been fortunate to attend several FBI-LEEDA trainings, and this was a great example of an outstanding class and instructor."

Lt. Kevin Lully,
 Augusta Police Department

#### DISTANCE LEARNING ONLINE PROGRAM

"The overall content of this course was exactly what I was looking for...above and beyond typical law enforcement training. Should be a requirement for all supervisors."

 Administrative Lt. Mark Pfetzer, San Juan County Sheriff's Office

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Daniel E. Alakas, Superintendent - Ontario Provincial Police, Toronto, ON Canada

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Robert J. Sporysz, Captain – West Seneca Police Department, West Seneca, NY

Trevor Phillips, Sergeant – Texas Highway Patrol, Franklin, TX

Dominic Piscitello, Captain - Putnam County Sheriff's Office, Palatka, FL

John Plitsch, Lieutenant – Medical University of SC DPS, Charleston, SC

Michael R. Poliquin, Lieutenant – East Windsor Police Department, East Windsor, CT

Terry R. Potter, Sergeant – Missouri State Highway Patrol, Weldon Spring, MO

Jonathan L. Prell, Supervisory Deputy U.S. Marshal – U.S. Marshals Service, Birmingham, AL

Joseph D. Preston, Major – Walton County Sheriff's Office, Defuniak springs, FL

Willim D. Puett, Colonel - Buchanan County Sheriff's Department, St. Joseph, MO

Daniel M. Purrell, Captain – Seminole County sheriff's Office, Sanford, FL

Thomas Quinlan, Sergeant – Sarasota Police Department, Sarasota, FL

David Quinn, Lieutenant – Gloucester police department, Gloucester, MA

David A. Ragazzini, Lieutenant - Westfield Police Department, Westfield, MA

Thomas A. Rambo, Director of Campus Safety – Roanoke College, Salem, VA

Richard D. Rand, Captain - North Miami Beach Police Department, North Miami Beach, FL

Chad Alan Randall, Captain – Pearland Police Department, Pearland, TX

Sean M. Reape, Sergeant – St. Louis Metro Police Department, St. Louis, MO

Kirk R. Reese, Lieutenant – Pennsylvania State Police, Erie, PA

Lawrence Reik, Chief - Eastlake Police Department, Eastlake, OH

John A. Remark, Lieutenant - Mt. Lebanon Police Department, Pittsburgh, PA



Adam Remick, Captain - Woonsocket Police Department, Woonsocket, RI

Alex J. Reno, Sergeant - Hampton Police Department, Hampton, NH

Stan Reno, Deputy Chief – Carbandale Police Department, Carbandale, IL

Robert Resch, Sergeant – Sarasota Police Department, Sarasota, FL

Paul E. Richard, Major – Sarasota County Sheriff's Office, Sarasota, FL

Scott A. Richard, Lieutenant - Springfield Police Department, Springfield, MA

Terry Richards, Sergeant – Tarrant County College District, Hurst, TX

William Richards, Sergeant - Wilmington Police Department, Wilmington, NC

Anthony Rider, Lieutenant – Arkansas City Police Department, Arkansas City, KS

Kevin V. Riley, Lieutenant – Parma Police Department, Parma, OH

Jeffrey Rinaldo, Lieutenant – Buffalo Police Department, Buffalo, NY

Kevin Riordan, Sergeant - Old Orchard Beach Police Department, Old Orchard Beach, ME

Angel D. Rivera, Commander – North Miami Police Department, Miami, FL

Christopher Rivett, Sergeant – New College of Florida Police, Sarasota, FL

Daniel J. Valadas, Sergeant - Ludlow Police Department, Ludlow, MA

Paul D. Roderick, Lieutenant – Taunton Police Department, Taunton, MA

Michelle M. Rogers, Captain – Raytown Police Department, Raytown, MO

Monique Rollin, Staff Sergeant - Sault Ste. Marie Police Service, Sault Ste. Marie, ON Canada

Michael A. Rowe, Lieutenant - Shaker Heights Police Department, Shaker Heights, OH

Gary Rudisill, Sergeant III - Highway Patrol-DPS, Centerville, TX

John K. Cullen, Sergeant – Mason Police Department, Mason, OH

Anthony Rybaruk, Sergeant – East Haven Police Department, East Haven, CT

James Edward Salvatore, Lieutenant - Bloomfield Police Department, Bloomfield, CT

Tom Sanchez, Chief – Hollywood Police, Hollywood, FL

Todd Sarazin, Sergeant - City of Newport, Newport, OR

**Timothy Scapin, Evidence Manager** – Asheville Police Department, Asheville, NC

Joe Schaffer, Captain – Ankeny Police Department, Ankeny, IA

Darrell G. Atteberry, Chief – Bal Aire Police Department, Bel Aire, KS

Adam Schneider, Resident Agent-in-Charge - Social Security Admin- OIG, Manchester, NH

Brian A. Schnering, Captain – Manatee County Sheriff's Office, Bradenton, FL

Justin M. Schopfer, Sergeant – Lenexa Police Department, Lenexa, KS

Matt Schultz, Corrections Officer – Scott County Jail, Shakopee, MN

Scott A. Schumer, Lieutenant – Jefferson County Sheriff's Office, Hillsboro, MO

Candice Schwarz, Sergeant – Raytown Missouri Police Department, Raytown, MO

Michael Schwieterman, Sergeant – Sarasota Police Department, Sarasota, FL

Kevin B. Scott, Captain – Ballwin Police Department, Ballwin, MO

Elizabeth Scrafford, Sergeant – Plymouth Police Department, Plymouth, NH

Ryan Seibert, Sergeant – Robbinsdale Police Department, Robbinsdale, MN

 $\textbf{Eric Sereno, Lieutenant} \ - Goffstown \ Police \ Department, \ Goffstown, \ NH$ 

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Lance Shannon , Corporal – Harris County Constable Pct. 4, Spring, TX

Jason L. Sharp, Chief - Parson Police Department, Parsons, KS

Stephanie K. Dickinson, Sergeant – Westfield Police Department, Westfield, MA

Candice Simon, Lieutenant – Texas Commission on Law Enforcement, Liberty Hill, TX

J. E. Simpson, Sergeant – Texas Department of Public Safety, Angleton, TX

Scott Simpson, Sergeant – City of Pasadena Police Department, Pasadena, TX

Christopher Skinner, Patrol Captain – Longboat Key Police, Longboat Key, FL

Craig R. Smith, Lieutenant – Manchester Police Department, Manchester, MO

Marisa Smith, Lieutenant – University of MO - St. Louis, St. Louis, MO

Richard Smolenski, Lieutenant - City of Lebanon Police Department, Lebanon, NH

Vitalijs Sorokins, Officer - Hampton Police Department, Hampton, NH

Stephanie B. Spell, Chief - Collier County Sheriff's Office, Naples, FL

Thomas K. Etling, Captain – Curryville Police Department, Curryville, MO

Eric J. Springer, Lieutenant Colonel – United States Air Force / Security Forces, Scott AFB, IL

Darrell G. Fennelly, Officer - Stockbridge Police Department, Stockbridge, MA

Robert Staley, Corporal - Temple Terrace Police Department, Temple Terrace, FL

Robert Stanford, Sergeant - Manchester Police Department, Manchester, CT

Kenneth L. Stanley, Chief - University Heights Police, Iowa City, IA

James P. Stauffiger, Assistant Chief - Town of Tonawanda Police Department, Buffalo, NY

William Steck, Captain - New Britain Police Department, New Britain, CT

David Stem, Lieutenant - Carroll County Sheriff's Office, Westminster, MD

Mike Stinson, Captain – Palmetto Police Department, Palmetto, FL

Anne M. Stirm, Lieutenant - Stow Police Department, Stow, OH

Patricia Strongitharm, Lieutenant - Hennepin County Sheriff's Office, Minneapolis, MN

Frank M. Stroud, Sergeant - Columbus Regional Airport Authority, Columbus, OH

Laura M. Sudman, Lieutenant – Margate Police Department, Margate, FL

Stephen Sullivan, Chief of Police - Dublin Police Department, Dublin, NH

Matthew Thomas Suplee, Sergeant – Bloomfield Police Department, Bloomfield, CT

Miklos G. Hurocy, Colonel - Edmondson Police Department, Emundson, MO

Jeffrey G. Marsh, Chief - Hudson Police Department, Hudson, IA

Bradley K. Robbins, Sergeant – Leawood Police Department, Leawood, KS

James Tadman, Chief Deputy - Polk County Sheriff's Office, Crookston, MN

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Robert A. Tardiff, Lieutenant – Springfield Police Department, Sringfield, MA

Corey Taylor, Lieutenant - Ocala Police Department, Ocala, FL

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Robert S. Tempesta, Captain – Lady Lake Police Department, Lady Lake, FL

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Ronald R. Thompson, Lieutenant – Genoa Township Police Department, Galena, OH

Al Thuet, Lieutenant - Clayton Police Department, Clayton, MO

Brian S. Tinch, Major – Warren County Sheriff's Office, Lebanon, OH

Gabriel Ting, Sergeant - Amherst Police Department, Amherst, MA

Johnathan R. Todd, Sergeant – Sarasota Police Department, Sarasota, FL

Julio Toledo, Sergeant – Springfield Police Department, Springfield, MA

Robert M. Trono, Lieutenant – Deschutes County Sheriff's Office, Bend, OR

David D. Truax, Detective Superintendent – Ontario Provincial Police Services, Orillia, ON Canada

Roger W. Tucker, Chief – Wilbraham Police Department, Wilbraham, MA

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Caridno Vesco, Corporal - City of Sunny Isles Beach Police Department, Sunny Isles Beach, FL

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Bernard G. St. George, Lieutenant - Westfield State University Police, Westfield, MA

Kevin Walsh, Lieutenant – Rockingham County Sheriff, Brentwood, NH

Shelli A. Walters, Commander – Altamonte Springs Police Department, Altamonte Springs, FL

John Warneke, Assistant Jail Administrator – Washington County Sheriff's Office, Stillwater, MN

Andrew G. Warner, Sergeant - Gladstone Police Department, Gladstone, MD

William M. Watkins, Chief – Curryville Police Department, Curryville, MO

Robert Watson, Chief of Public Safety – Sarasota County Hospital District, Sarasota, FL

Daniel Weinsberg, Sergeant – Sarasota Police Department, Sarasota, FL

Douglas L. Wendel, Sergeant – Festus Police Department, Festus, MO

Willis S. Whatley, III, Lieutenant - Sylacauga Police Department, Talladega, AL

Gilberto G. Villarreal, Sergeant – Galveston County Sheriff's Office, Galveston, TX

Alan R. Whitacre, Lieutenant – Brooksville Police Department, Brooksville, FL

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Milton Wiener, Chief - Office of the Inspector General, Tallahassee, FL

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Robert Williams, Sergeant - Harris County Constable Precinct One, Houston, TX

Joe Ray Williams, Jr., Lieutenant – Stafford Police Department, Stafford, TX

Michael T. Williams, Captain – Sikeston Department of Public Safety, Sikeston, MO

**Thomas L. Willis, Sergeant** – Eudora Kansas Police Department, Eudora, KS

Cord Wood, Lieutenant – Corvallis Police, Corvallis, OR

Kevin M. Wyant, Chief - Moreland Hills Police Department, Moreland Hills, OH

Stephen W. Wyszynski, Sergeant – Springfield Police Department, Srpingfield, MA

Roderick B. Young, Captain - Tallahassee Police Department, Tallahassee, FL

Robert G. Zollo, Captain – Wilbraham Police Department, Wilbraham, MA



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## $FBI-LEEDA\ POST\ Approvals\ by\ State\ \textit{(as of November 24, 2015)}$

State/Class	SLI	CLI	ELI	IA	MPR	LWT	DLSL	DLASL	EPJ	KEY
Alabama Peace Officers Standards & Training Commission	X	X	X	X	X					ATA
Alaska Police Standards Council										
Arizona Peace Officer Standards & Training Board	X	P								
Arkansas Commission on Law Enforcement Standards & Training										
California Commission on Peace Officer Standards & Training	P	P	P							
Colorado Peace Officer Standards & Training Board	X	X	X	X	X					ATA
Connecticut Police Officer Standards & Training Council	X	X	X	X	X					ATA
Delaware Council on Policing Training										
District of Columbia Police Officers Standards & Training Board										
Florida Criminal Justice Standards & Training Commission	X	X	X	X	X		X	X		ATA
Georgia Peace Officers Standards & Training Council	X	X	X	X	X					ATA
Hawaii (none)										
Idaho Peace Officer Standards & Training	X	X	X	X	X		X	X		ATA
Illinois Law Enforcement Training & Standards Board	P									ATA
Indiana Law Enforcement Academy										
Iowa Law Enforcement Academy	X	X	X	X	X	X	X	X		ATA
Kansas Commission on Peace Officers' Standards & Training	X	X	X	X	X	21	21	21		ATA
Kentucky Law Enforcement Council	71	71	71	71	21					71171
Louisiana Peace Officer Standards & Training Council	X	X	X	X	X					ATA
Maine Criminal Justice Academy	X	X	X	X	X	X	X	X		ATA
Maryland Police & Correctional Training Commissions	A	Λ	Λ	Λ	Λ	Λ	A	A		71171
Massachusetts Municipal Police Training Committee	X	X	X	X	X					ATA
	X	X	X	X	X					AIA
Michigan Commission on Law Enforcement Standards				X						ATA
Minnesota Board of Peace Officer Standards & Training	X	X	X	_	X		V	v		ATA
Mississippi Office of Standards and Training	X			X	X		X	X		
Missouri Peace Officer Standards & Training	X	X	P							-
Montana Public Safety Officer Standards & Training										
Nebraska Police Standard Advisory Council										
Nevada Peace Officers' Standards & Training										
New Hampshire Police Standards & Training Council	X	X	X	X	X					ATA
New Jersey Police Training Commission										
New Mexico Law Enforcement Academy Board	X	X	X	X	X	X	X	X		ATA
New York Municipal Police Training Council										
North Carolina Law Enforcement Training & Standards	X	X	X	X	X	X	X	X		ATA
North Dakota Peace Officer Standards & Training	X	X	X				X	X		
Ohio Peace Officer Training Commission	X	X	X	X	X					ATA
Oklahoma Council on Law Enforcement Education & Training	X	X	X	X	X					ATA
Oregon Department of Public Safety Standards & Training Certification	X	X	X	X	X	X	X	X		ATA
Pennsylvania Municipal Police Officers' Education & Training Commission	X	X	X		X					
Rhode Island Police Officers Commission on Standards & Training										
South Carolina Law Enforcement Training Council	X	X	X	X	X					
South Dakota Law Enforcement Officers Standards & Training Commission										
Tennessee Peace Officers Standards & Training	X	X	X	X	X		X	X		
Texas Commission on Law Enforcement	X	X	X	X	X				X	
Utah Peace Officers Standards & Training										
Vermont Criminal Justice Training Council										
Virginia Department of Criminal Justice Services Standards & Training				X						
Washington State Criminal Justice Training Commission	X	X	X	X	X	X	X	X		ATA
West Virginia Law Enforcement Professional Standards										
Wisconsin Law Enforcement Standards Board	X	X	X	X	X	X	X	X		ATA
Wyoming Peace Officers Standards & Training Commission										1

 $ATA = Apply\ Through\ Agency; X = Approved;\ P = Approval\ pending$ 

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