

Procedural Justice in Police- Citizen Encounters: Measurement & Management

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Robert E. Worden, Ph.D. Sarah J. McLean, Ph.D.

The John F. Finn Institute for Public Safety, Inc.

Issues

- Measuring Procedural Justice in Police-Citizen Encounters
 - Citizens' Judgments
 - Officers' Behavior
- Managing Procedural Justice
 - Resistance and street-level myths

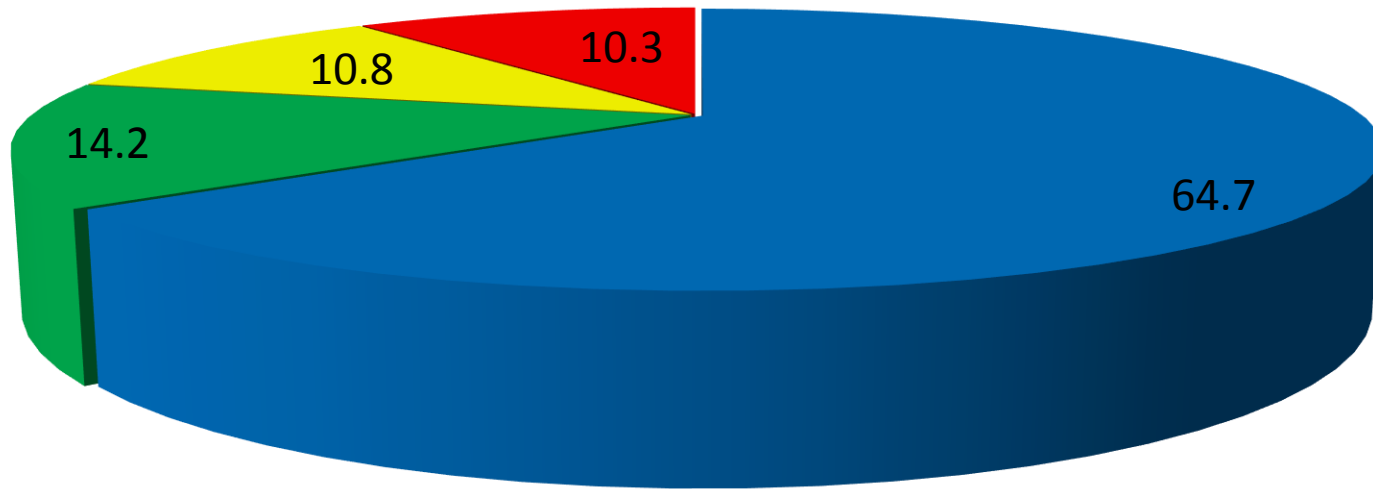
Research Sites

- Syracuse, NY
 - City of 145,000
 - Department of approximately 450 sworn
 - No extraordinary history or climate of misconduct or police-community tension
- Schenectady, NY
 - City of 66,000
 - Department of approximately 160 sworn
 - Subject of DOJ pattern-or-practice investigation 2001-2012
 - Mayor publicly discussed disbanding agency in 2009

Citizens' Judgments

- The police ...
 - treated me with dignity and respect
 - considered my views
 - tried hard to do the right thing
 - made their decision based on facts
 - respected my rights
 - paid attention to what I had to say
 - explained their actions
 - were very/somewhat [un]fair
 - were very/somewhat [im]polite

Subjective Procedural Justice



■ Most favorable ■ Favorable ■ Unfavorable ■ Most unfavorable

Observed Behavior - Voice

- Procedurally just:
 - Paid attention to what citizen said
 - Listened to citizen
 - Asked what happened
- Procedurally unjust:
 - Interrupted citizen
 - Did not consider citizen's views
 - Did not listen to citizen

Observed Behavior - Treatment

- Procedurally just:
 - Used polite terms
 - Friendly “manner”
- Procedurally unjust:
 - Disrespectful toward citizen
 - Made derogatory remarks
 - Hostile “manner”
 - Sarcastic and/or patronizing

Observed Behavior - Neutrality

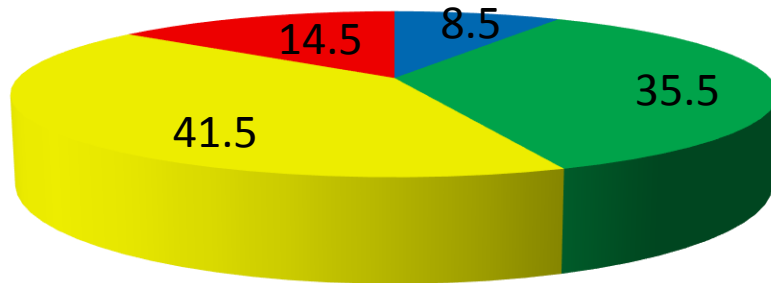
- Procedurally just:
 - Explained decisions
 - Explained legal standards
 - Explained legal “break”
- Procedurally unjust:
 - Did not explain decisions

Observed Behavior - Trustworthy

- Procedurally just:
 - Was patient
 - Provided information
 - Comforted
- Procedurally unjust:
 - Was impatient
 - Ignored/refused citizen request to arrest
 - Ignored/refused citizen request not to arrest

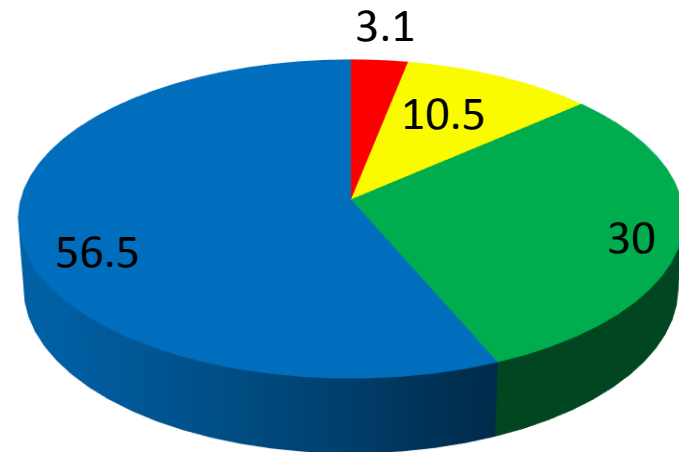
Overt Procedural Justice

Procedural Justice



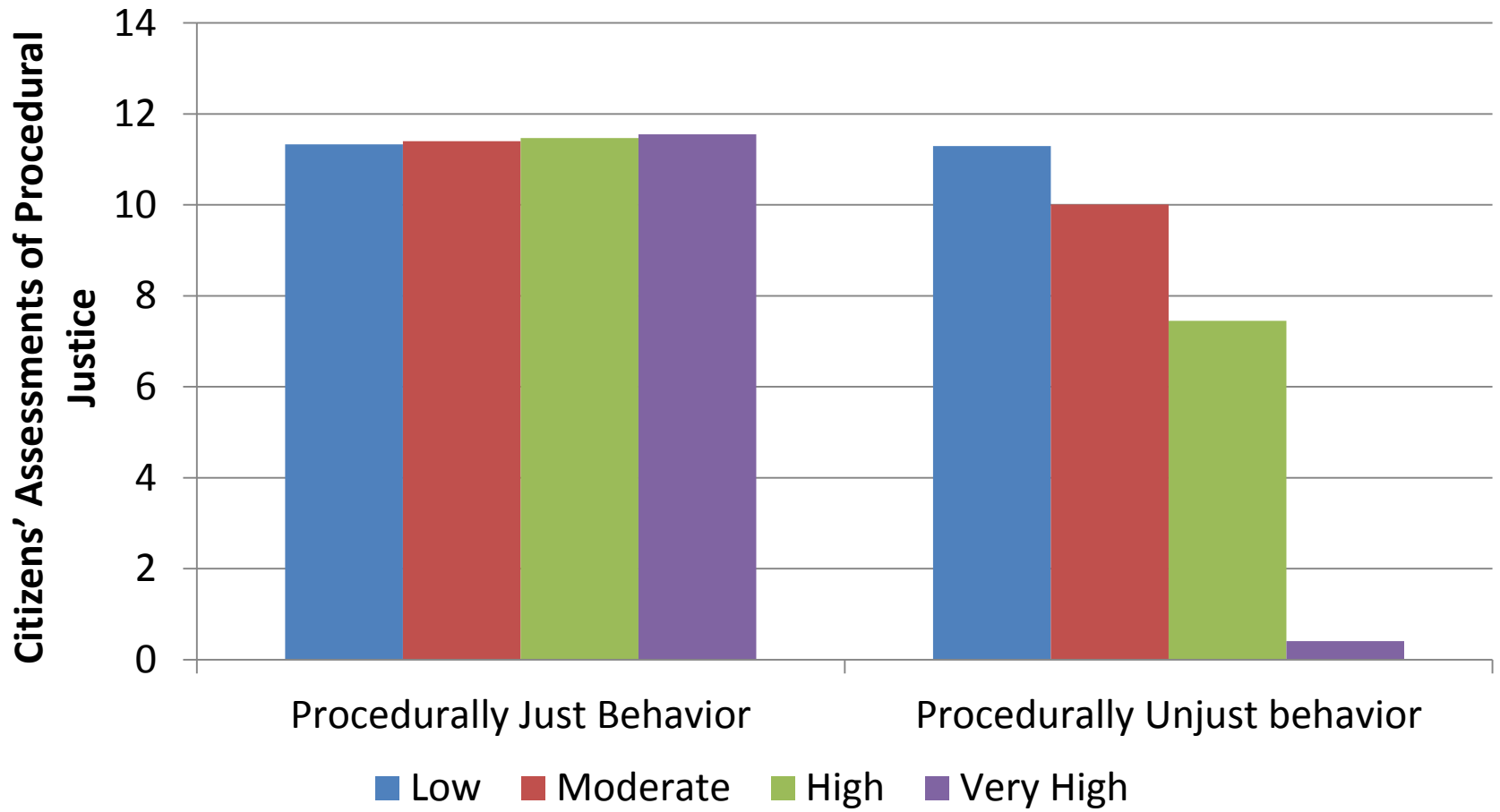
■ Very high ■ High ■ Moderate ■ Low

Procedural Injustice



■ Very high ■ High ■ Moderate ■ Low

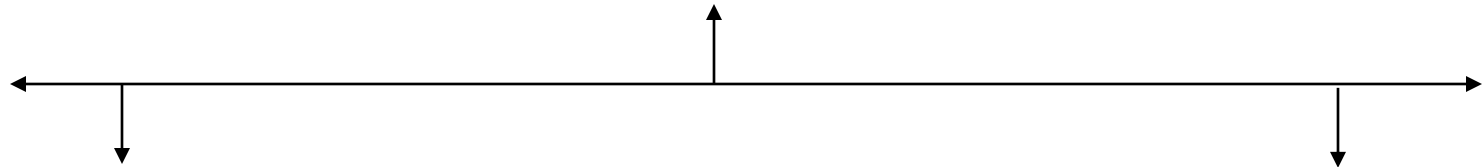
Subjective Procedural Justice by Overt Procedural Justice



The Management Continuum

Intermittent attention

- Occasional mention at roll call - the *what* but not *why*
 - “Watch your tone out there”
 - “Try” to think about customer service “if possible”
 - “Don’t swear if you don’t have to”



No attention/resistance

- No mention made to subordinate officers
- Supervisors undermined command staff expectations
 - “Officer safety is the goal, not customer service”

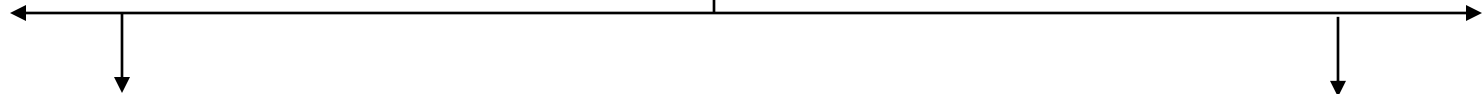
Regular attention/support

- Regular emphasis at roll call - the *what* and *why*
 - “Don’t use jargon, explain what you are doing. It makes people feel better which makes your job easier.”
- Shared monthly Compstat presentations
- Supervisors responded to calls and gave feedback on quality of the interaction/completed Service Quality Control Reports

The Resistance Continuum

Situational Resistance

- Emphasis on PJ appropriate so long as the administration doesn't lose sight of the people they interact with and the nature of some situations.
 - "Not all people are worthy of high-level customer service."
 - "Need to treat people how they deserve to be treated...can't always be pleasant."
 - "I certainly see the value...but, priority shouldn't be customer service."



No resistance

- Emphasis on PJ appropriate
 - "We are there for the community"
 - "It is very important. That is who we work for."
 - "If someone isn't happy it is a headache for everyone. You are making work if the citizens don't like you."

Strong Resistance

- Emphasis on PJ is inappropriate
- The administration has misplaced priorities
- PJ/customer service doesn't apply to the LE context
 - Common "myths"

“Myths” about PJ in Context of Law Enforcement

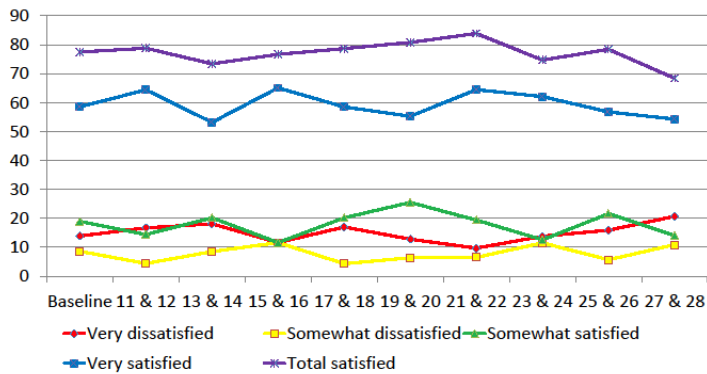
- The principles of procedural justice require that all people be treated the same way
- A choice must be made between adopting the principles of procedural justice and controlling crime and disorder
- Adherence to the principles of procedural justice will jeopardize officer safety
- A command staff that adopts a customer-oriented approach has chosen the community over the cops on the street

Conclusions & Implications

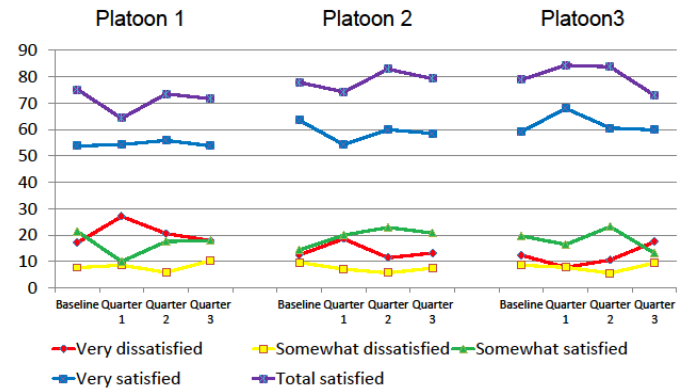
- Procedural justice in deed and in the eye of the beholder
 - Citizens' perceptions are important
 - Surveys of citizens not a gauge of officers' performance
 - Overt procedural justice by officers can be measured
- Implementing the “procedural justice model”
 - In organizations like police departments, what gets measured may not get managed
 - Process-based policing is subject to interpretation and resistance by officers

Examples of Monthly Feedback

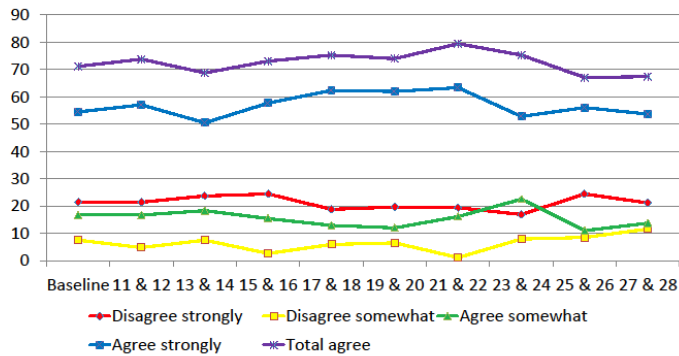
Satisfaction with Treatment by Police



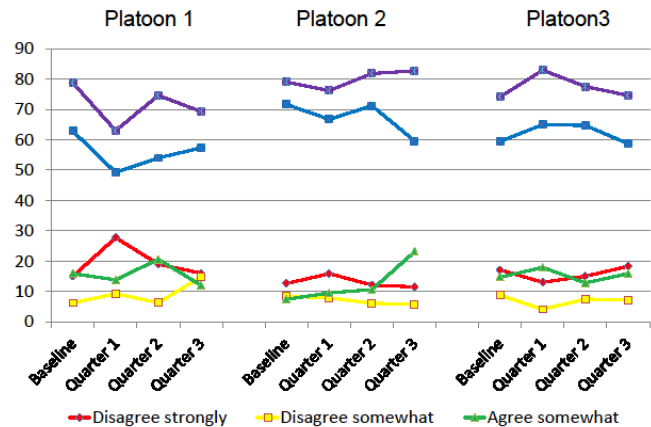
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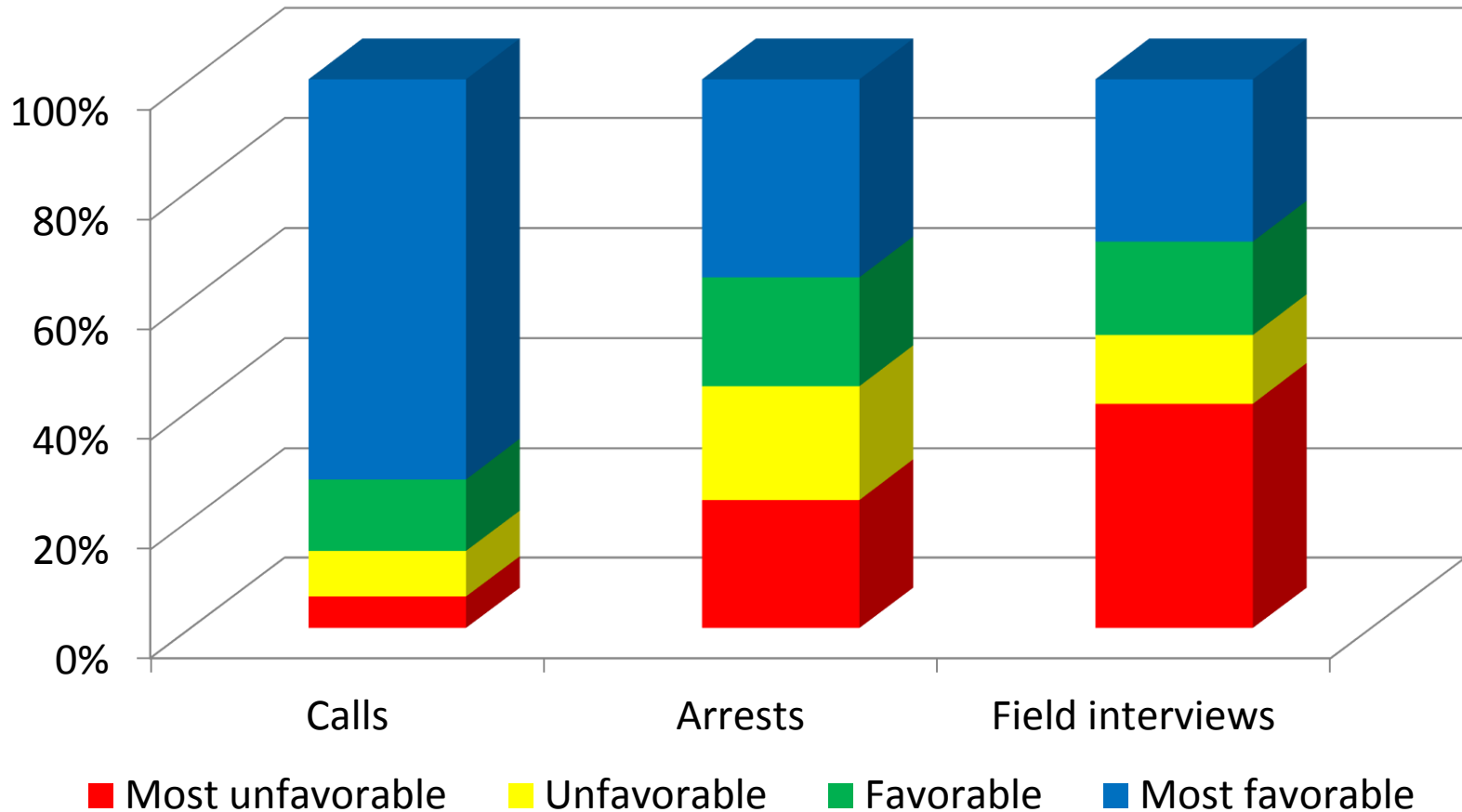
Police Considered My Views



Police Made Their Decision Based on Facts

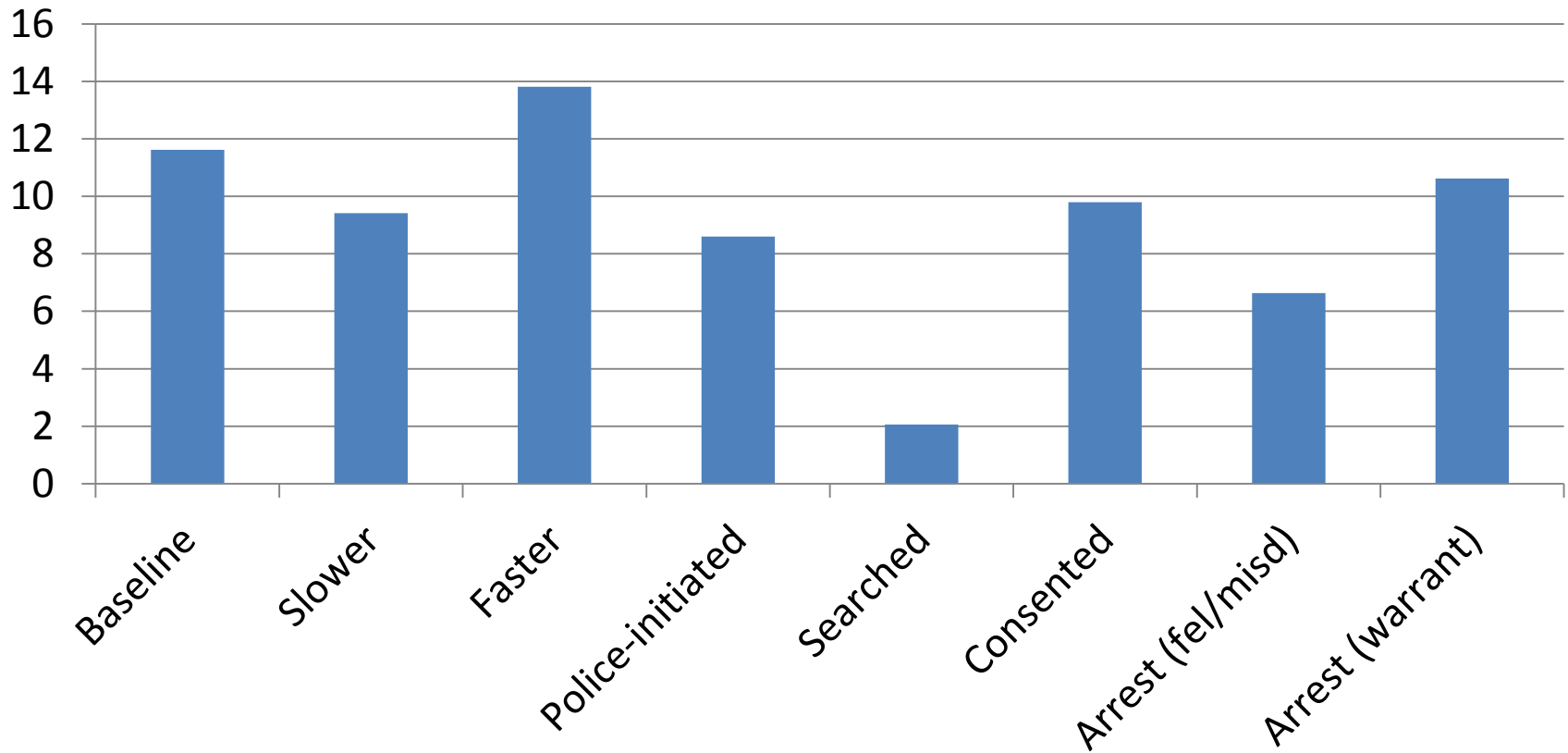


Subjective Procedural Justice by Contact Type



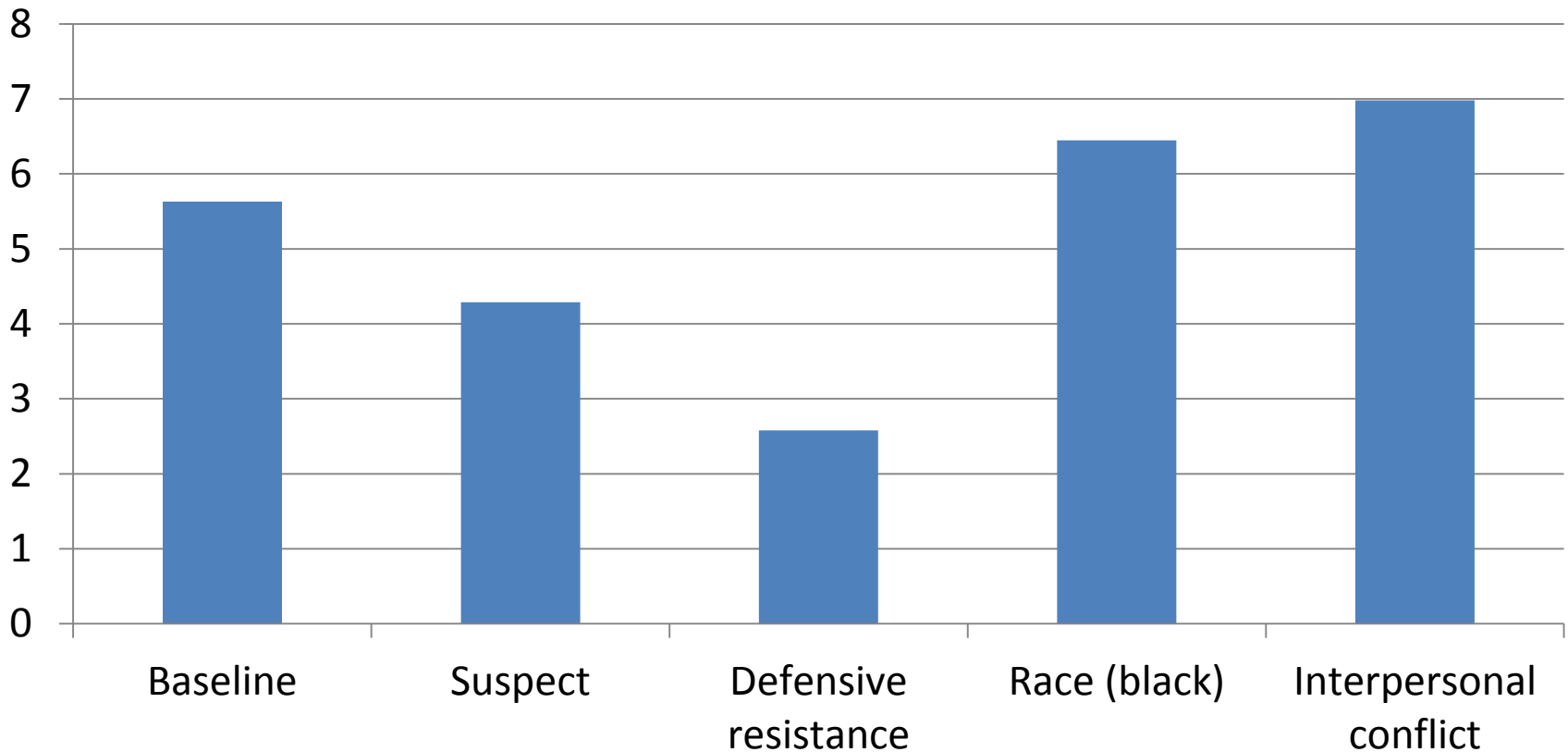
Factors that Affect Subjective PJ

Subjective Procedural Justice



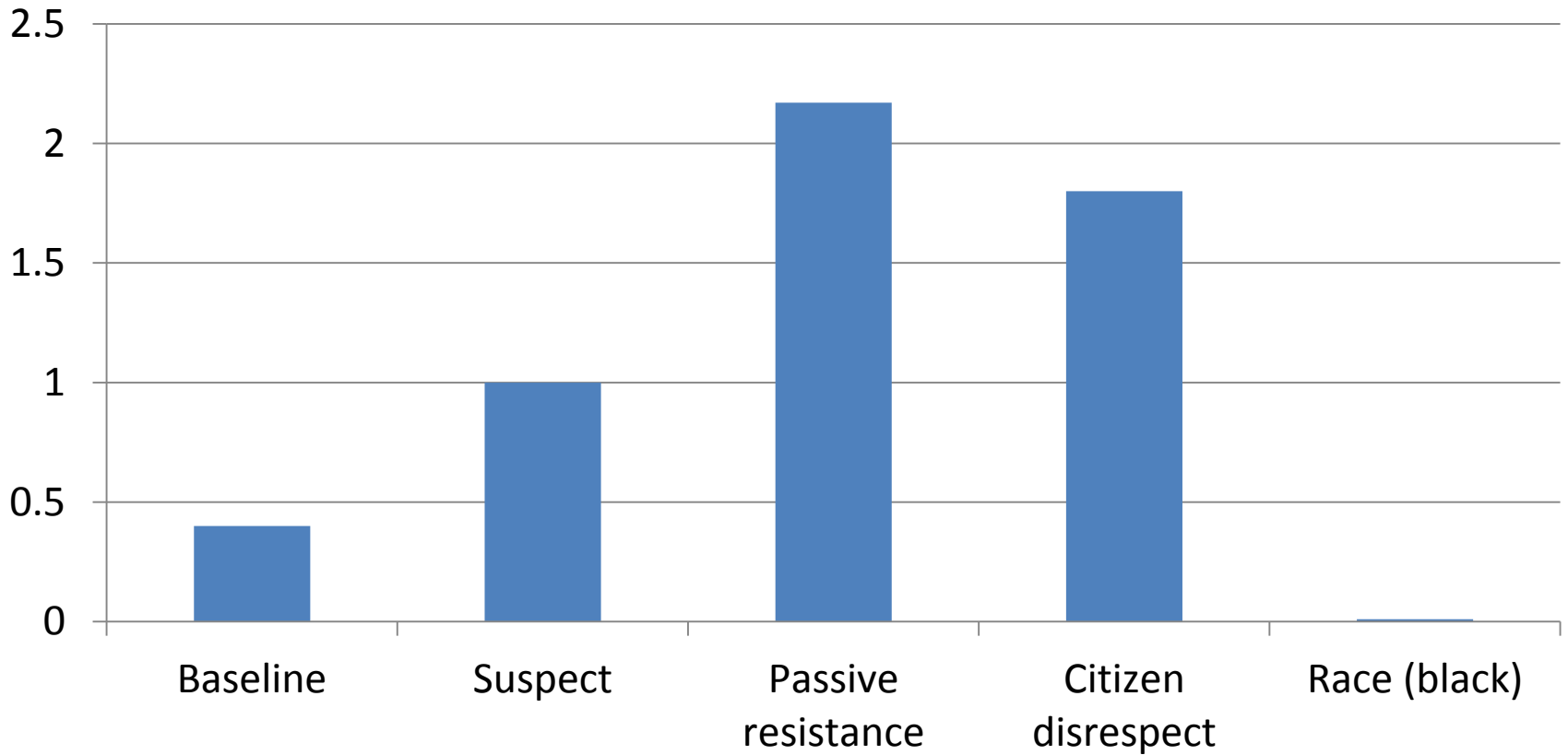
Factors that Affect Procedural Justice

Procedural Justice



Factors that Affect Procedural Injustice

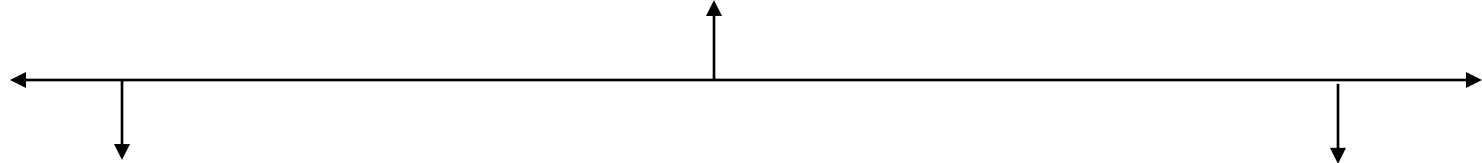
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Changes in Procedural Justice

