

Procedural Justice: How Do You Get It When You Need It?

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Chicago G8/NATO Summit 2012

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Everybody says you need it

police AND "procedural justice" = 16,900 Google hits

https://www.youtube.com/watch?v=SV1pdQoDnQE	Tyler
https://www.youtube.com/watch?v=wCVMqNsKHOI	Bradford
https://www.youtube.com/watch?v=uMYtvjIYyLA	Mastrofski
https://www.youtube.com/watch?v=OeRyOJwNZrM	Meares
https://www.youtube.com/watch?v=F2o7kF9n7rY	Rahr
https://www.youtube.com/watch?v=COMLIbDfa64	Fagan

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However

1. (Almost) Nobody says how to get it
2. What we know is that changing police practice is very difficult and reform efforts frequently fail

Two Broad Categories of Reform Strategies

Rule Tightening

- threaten to punish officers for not being nice
- tighten internal guidelines and standards
- tighten and expand disciplinary processes
- open more channels for public complaints

Culture Change

- recruit a more diverse workforce (important, but not here)
- mentoring and supervision (sergeants tell them to be nice)
- (re)focus on supervision and lower-level management
- leadership (align the organization with stated values)
- training

Officer Training

Advantages

- agencies know they have to do training
- they already do training, and probably think they do not do enough
- they already have places to go for training
- there are lots of providers of training
- it is a bounded expense: beginning and end, and can seek funding
- officers are not surprised they are being sent to training
- training is frequently not voluntary – participation is high

∑ training is a sustainable organizational routine

Disadvantages

- training is expensive -- officers are being paid but not in service
- extensive training can strain the infrastructure of the organization
- it has to be good - need to identify good training and trainers

PLUS we don't know if it works for procedural justice



Procedural Justice and Police Legitimacy



Chicago Police Department
Education and Training Division



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Chicago's Workshop on Procedural Justice and Legitimacy

ran at scale for two years

multiple classes two shifts per day; 8 hours

small number of officers sent from every unit every day

classrooms of 25 trainees, sitting in groups around small tables

three trainers rotate delivering a series of training topics modules

PowerPoint presentations with lots of embedded video

5 modules with lecture, discussions and group exercises

trained about 12,000 officers

developed internally (with help)

delivered by local officers at the training academy

Study 1: randomized experiment testing short-term effects

Study 2: follow-up survey testing the longer-term effects

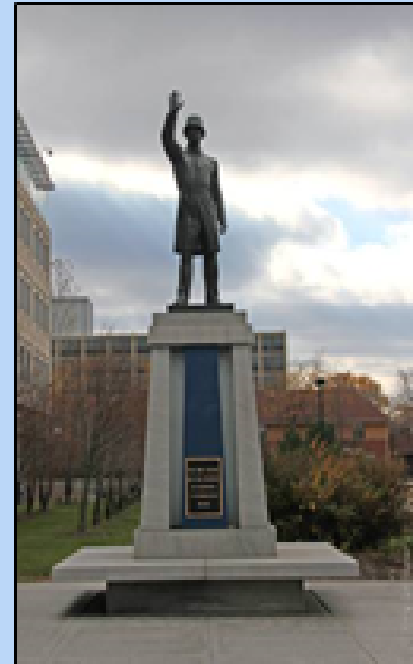
Slide 1

Why are we here?



❖ When utilizing Procedural Justice and gaining legitimacy, police officers benefit:

- ✓ Safety increases
- ✓ Stress levels lower
- ✓ Fewer complainants
- ✓ Greater cooperation from citizens
- ✓ Voluntary compliance gained
- ✓ Crime is reduced



Slide 5

Procedural Justice



Procedural Justice –

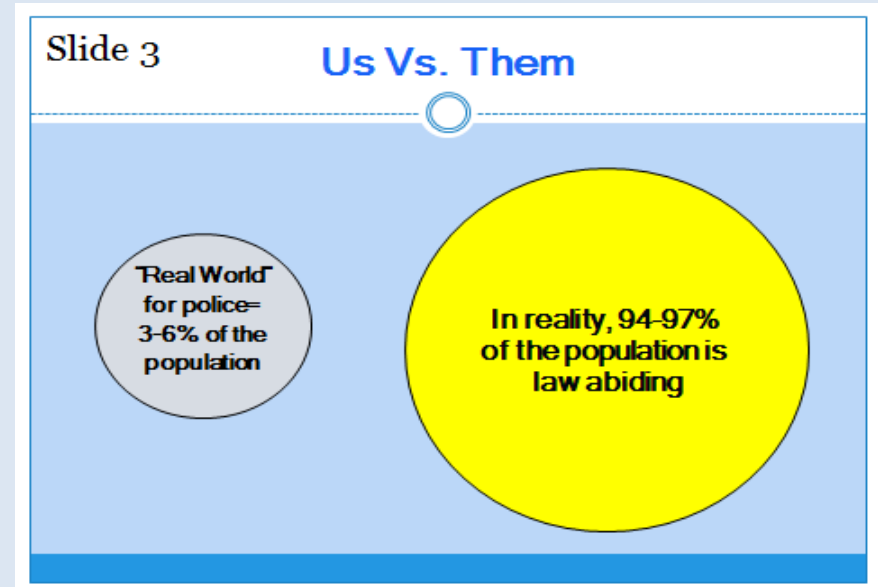
- Quality of decision making
 - Voice
 - Neutrality (Fair process)
- Quality of treatment
 - Respect for people and their rights
 - **Trust**worthiness (Transparent process)

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Some Discussion Topics

What are our goals in policing?
What does the public expect from us?
What percentage actually distrust us?
Why are we cynical? Are we too cynical?
What do we expect from the public
No snitching? Low clearance rates?

Could we learn more about how to deal with each other?



Slide 2 What are “Our Goals” in Policing?

- Maintain social order
- Prevent crime, stop crime
 - To be fair and impartial
- Ensure constitutional rights
- Safety, effectiveness, support
- Serve and Protect the public
- Generate and hold public trust



Expectations Exercise

- ❑ What does the community EXPECT/Want from police officers?
 - Group 1

- ❑ What do police officers EXPECT/Want from the community?
 - Group 2

Table Exercise

Part I

Write one word that the police use to describe the people in the areas they work.

Part II

Write one word that area residents use to describe police.

Slide 6

Historical Effects – Civil Rights



Slide 7 Community Bank Account

- * Community Bank Account
 - Are we making deposits or withdrawals?
 - What is the impact of a withdrawal to YOU? The Department? The community?
- * What impact does our policing have on future generations?
 - Procedural Justice is a deposit!



The Runaway – Norman Rockwell

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Results of the Evaluation?

Study 1: randomized experiment testing short-term effects

 It worked

Study 2: follow-up survey testing the longer-term effects

 It persisted, mostly

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For more information about the evaluation
contact me skogan@northwestern.edu

For more information about the training
contact Sergeant Angel.Novalez@chicagopolice.org



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A (Great) Shortage of Good Training Studies

random assignment: most before-after (and most unmatched)

strong enough intervention: how much training is enough?

maintain control of experimental conditions (this includes control group)
Glasgow's S.P. A.C.E.; Chicago's QIP

short-term and longer-term follow-up

will effects persist when leave the training academy? Important!!

follow-up with relevant members of the public, victims, callers, arrestees, etc.

Q: did they notice?

human subjects problems; political realities questions

anonymity versus record-matching problem

what is disseminated, by who?

we love a good experiment; who disseminates the training?

scholarly journals do not have space to describe the training in any detail

who develops the training?

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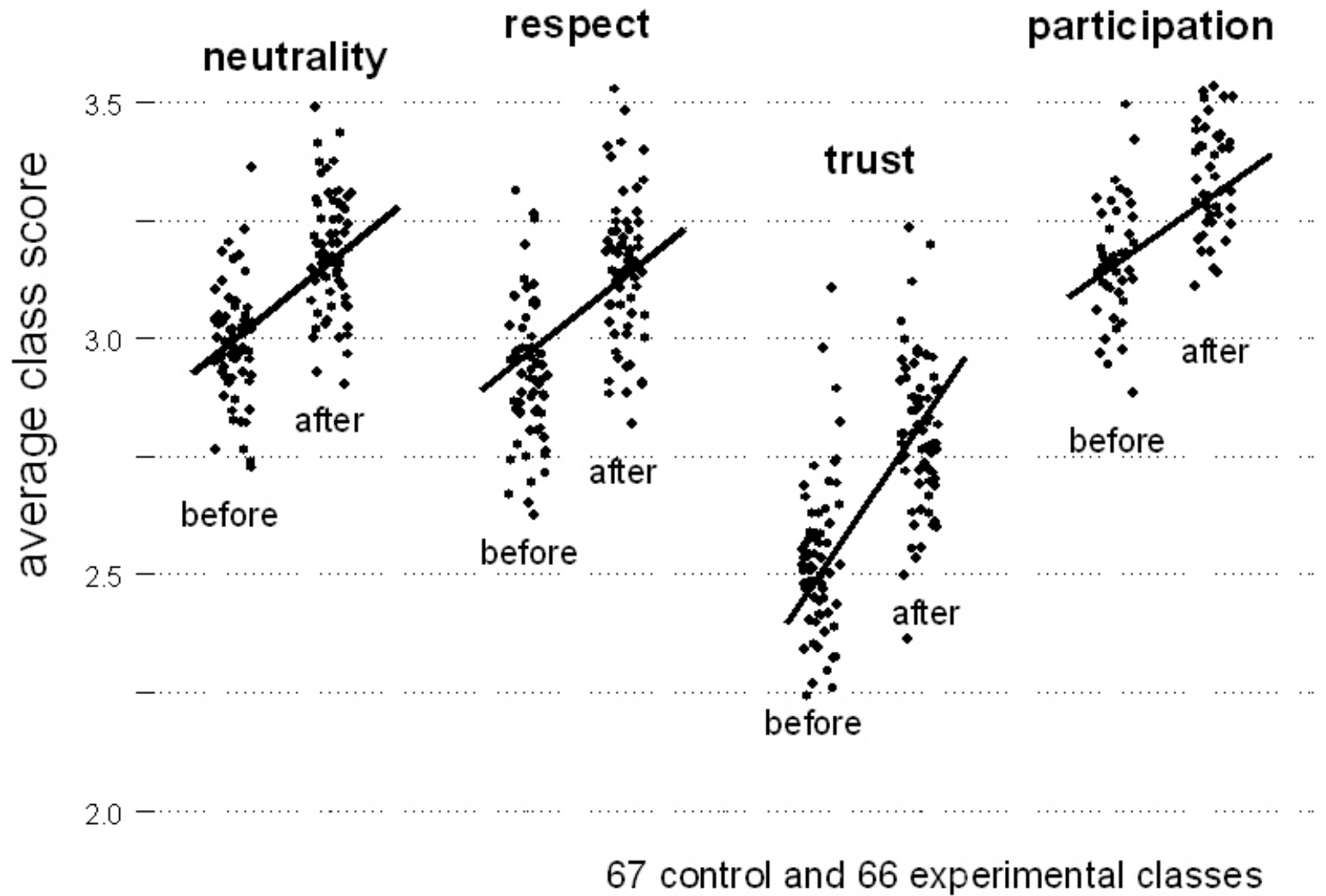
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Schuck, Amie. M. and Dennis P. Rosenbaum. 2011. The Chicago Quality Interaction Training Program: A Randomized Control Trial of Police Innovation (Topical report). National Institute of Justice.

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Plan B: Officer Training



d=1.60

$\eta^2=.40$

d=1.49

$\eta^2=.36$

d=1.65

$\eta^2=.41$

d=1.42

$\eta^2=.34$

Trust

Police have enough trust in the public for them to work together effectively
Officers should treat citizens as if they can be trusted to do the right thing

Voice/Participation

Listening and talking to people is a good way to take charge of situations
Officers need to show an honest interest in what people have to say,
even if it is not going to change anything

Neutrality

It is important to give everyone a good reason why we are stopping them,
even if there is no need.
If people ask why we are treating them as we are, we should stop and explain
When dealing with citizens' concerns, officers need to explain what will happen
next, when they are done at the scene.
It is very important that officers appear neutral in their application of legal rules

Respect

People should be treated with respect regardless of their attitude
Officers should at all times treat people they encounter with dignity and respect
It is important that we remind people they have rights and that we appear to follow them