Community-Oriented Policing & Involvement: Building Trust and Respect

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National Command & Staff College, Session 19

July 2023

TOP CAPSTONE AWARD

Abstract

As time has progressed, the need for community involvement by law enforcement still prevails. As outlined by Tobia (2017), Sir Robert Peel's principle, "Police at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police" outlines community-oriented policing and involvement. Law enforcement officers must perform their jobs well while enveloping core values like trust and respect. Maintaining the trust and respect of the community seems easy, but it is the product of the steady and continued development of law enforcement, leadership, and relationships. Leadership must focus on topics such as training, leadership, and communication to begin the process of building relationships, trust, and rapport with the community. Trust is an important instrument in gaining respect and closing the gap between communities and law enforcement. Law enforcement leaders must provide opportunities to be seen and heard by taking the time to see and hear the voices of the community, outside of daily priorities. Therefore, law enforcement must be purposeful in interactions with the community. Through conducting research on leadership and using concepts learned throughout the National Command and Staff College modules, we will discuss community-oriented policing and involvement as it relates to building community trust and respect.

Introduction

What is community-oriented policing? The COPS Department of Justice (2012) defines community-oriented policing as "a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime". (pg. 1). Although it faces certain issues and challenges, its purpose is to build trust, police-community relationships, and improve public safety. The history of community-oriented policing and involvement is not a new concept. Community-oriented policing values have been linked to Sir Robert Peel's 1829 Peelian Principles. Sir Robert Peel is known for establishing the London Metropolitan Police Force and establishing police principles that are still used today. Sir Robert Peel and his commissioners established nine policing principles upon establishing the London Metropolitan Police Force (Law Enforcement Action Partnership, n.d.). Peel's idea was to seek the cooperation of the public and prioritize crime prevention. Some of the more modern community-oriented policing concepts are traced back to 1960 when police agencies decided to become more involved in their communities in order to combat the crime rate. In the 1980s, community-oriented policing began focusing on concerns about racial injustice and the rising crime rate. Here, they began connecting closer with the neighborhoods they serve and began to be more proactive in crime prevention. As we examine and address today's community-oriented policing efforts, what could be some of the potential drawbacks or issues that affect law enforcement and the community?

These nine principles are extremely relevant to community-oriented policing and remain just as pivotal today as they were when they were created. Each principle attributes to developing

community trust through progressive, ethical, and accountable police practices, working in unison with the community to deter crime. According to Tobia (2017),

Peel's nine principles are:

1. "The basic mission for which the police exist is to prevent crime and disorder.

2. The ability of the police to perform their duties is dependent upon public approval of police actions.

3. Police must secure the willing cooperation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public.

4. The degree of cooperation of the public that can be secured diminishes proportionately to the necessity of the use of physical force.

5. Police seek and preserve public favor not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.

6. Police physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice, and warning is found to be insufficient.

7. Police at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being the only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of the communication and welfare existence.

8. Police should always direct their action strictly toward their functions and never appear to usurp the powers of the judiciary.

9. The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it."

Purpose

The goal of this project is to outline reasons and ways law enforcement leadership can improve community involvement, outreach, and collaboration for improved relationships with the community. The goal is also to give law enforcement organizations resources to maximize the magnitude of its beneficial interactions in building law enforcement-community relationships of any size and economic standing, through conducting research on leadership as it is related to community-oriented policing and involvement, utilizing the material included in the National Command and Staff College modules, as well as other hard copy or web-based material.

Issues Affecting Law Enforcement and Communities

Many issues come to mind when it comes to conflict or issues between law enforcement and the community. Many are perceptions of what people think of the police including, but not limited to: "police brutality", "never a cop when you need one", "cops only give a certain race(s) traffic tickets or arrest", fear of the police, etc. Trust between police and the public is a concern, and it is a goal of community-oriented policing. Unfortunately, due to the history of law enforcement and issues surrounding race and systemic biases, trust has eroded in most communities. Racial tension is a huge topic right now. Every time you turn on the news it seems there is something about a racial situation. Law enforcement has to change their mindset and tactics on how they interact with the community. Furthermore, there is a disconnect between some law enforcement agencies and community involvement due to a lack of understanding, resources, and knowledge from both. What are some things we can do about this disconnect? In

order to close the gap, law enforcement must listen to the community. Having good listening

skills is crucial to building relationships. Whether good or bad, they want to be heard and want to

know law enforcement is listening and willing to assist them with any needs or concerns. If

possible, get on a personal level, treat community members as equals, and let them get to know

you. When speaking with the community, they may want to vent or give their "two cents" about

a situation and may not be looking for a solution. To further aid in the process, law enforcement

can bring pertinent information back to the agency to share with the team. It is surprising what

people will tell you when you listen. Be sincere. If you say you're going to help them, follow

through so the line of trust is not broken. If you are unable to help, say that. Do not lie to

community members. Honesty and transparency will help build public trust.

A Day on the Job

One day, a community member was overheard saying that he/she did not like law

enforcement. A conversation began with this person asking why and what happened for them to

have this attitude towards law enforcement. They advised they had no personal dealings or

stories, but have been told by family to hate cops for as long as they could remember. Also, it

was found out later that the family members who influenced this person had been arrested

multiple times for various reasons. At the end of the conversation, the community member stated

they were glad the conversation took place and that it appeared they were given bad information.

They further stated that they respected the fact that the time was taken to listen to their concerns.

Law enforcement needs to educate themselves and the public on how different outside sources,

such as the media, and social media, influence society. Anderson (2017) stated, "It is important

to remember that reality is only what it is perceived to be." There are several videos, news

stories, and social media posts on all the things police do wrong. Most people may not

understand that videos or news stories they are watching are from the past and recently resurfaced, so they think it is happening now. So, what does law enforcement do? How can law enforcement effect change in themselves and in the community?

How Community-Oriented Policing Affects Function in Policing, Agency Size, or Type

Community-oriented policing is a collaboration between the police and the community that identifies and solves community-related problems on a personal level. It is vital to building trust and support between the community and public service. Trust is the value that underlies and links the components of community partnership and problem-solving. Bureau of Justice Assistance (1994), "A foundation of trust will allow police to form close partnerships with the community, producing positive interactions between law enforcement and the community. Without trust between police and citizens, effective policing is impossible."

An agency's size can affect its ability to establish or maintain a program. A large agency with constant high call volumes, their inability to respond to all calls for service, and the caseloads they handle, can limit the time and resources needed to focus on community engagement. A smaller agency with limited resources may need additional funding or human resources to establish or maintain community-oriented policing. Both agency sizes need to identify the benefits of shifting from traditional policing and establish a way to dedicate resources to community-oriented policing.

Agencies should get creative to use approaches that fit their needs and budgets. Getting involved in outreach initiatives like neighborhood watch, D.A.R.E., or even partnering with organizations like Big Brothers and Big Sisters can be beneficial to interact with those in the community. Agencies should also consider creating units within their organizations that focus

specifically on community outreach or host programs like junior police or question-and-answer sessions to be proactive and transparent.

Agencies should develop an action plan to establish a unit or train individual officers in community oriented-policing. These units or officers can be dedicated to communities, community forums, and outreach programs. Community-oriented policing initiatives increase trust and connection with the community, help reduce crime, preserve life, improve community trust in law enforcement, and make citizens feel more inclined to assist with investigations inside their community. Developing community-oriented policing is a timely process where building trust and support from the community takes continuous and prolonged effort before the benefits of the program become apparent. Stone (2017) stated, "No single factor has been more crucial to reducing crime levels than the partnership between law enforcement agencies and the communities they serve. For law enforcement to be truly effective, police agencies cannot operate alone; they must have the active support and assistance of citizens and communities." (Para. 6).

Proactive Communication and Public Trust for Law Enforcement

One cannot be progressive in building upon community-oriented policing and involvement without effective communication skills. Community-oriented policing and involvement is proactive communication for law enforcement organizations to build relationships with the community they serve and to build public trust. Through "boots-on-the-ground" community-oriented policing and involvement law, enforcement organizations can proactively address problems before they occur, gain valuable information, and gain supporters of law enforcement.

While leadership skills are at the forefront, agencies need to work to develop and improve emotional intelligence. Emotional intelligence is a key factor in effective communication. Law enforcement officers must be able to process information and act accordingly. They must also be self-aware and cognizant of individual triggers. The public is not subject to acting a certain way, but law enforcement is. Perfecting one's emotional intelligence requires training and repetition (Robinson, 2017). Agencies need to instill emotional intelligence in their troops. This involves training, improving, and fostering each employee's emotional intelligence skill and ability. Ultimately, public expectations for public safety to have high emotional intelligence are very real. (Robinson, 2017). The community may lose faith in law enforcement if they don't meet or exceed those expectations, hampering trust and thus, making community-oriented policing endeavors difficult to pursue and effect.

Emotional intelligence feeds into the aspect of each officer's team perspective and the ability to work as a team with others at the agency and with the community. Those in the community are stakeholders in public safety. Effective, dynamic communication is an integral part of building a strong foundation for the individual and the team and empowers a team atmosphere where everyone is working together as a unit to work on common objectives (Therwanger, 2019a). The community will observe, digest, and formulate a perception of the agency and law enforcement in general. This opinion is heavily dependent on how well each agency's proficiency is depicted. Observations of agency teamwork through actions or inactions, both internally as a team and externally in their communications with the public, are made and assumptions will automatically be formed. The result of this communication is the basis for developing relationships and collaborating with the community and is necessary for an effective atmosphere of community-oriented policing. The perception of one agency can affect the

perception of all other agencies. It is a biological need for a person to want to be a part of something. According to Therwanger (2019b), "95 percent of people want to be part of something special and great." If handled appropriately, public safety can use communication and collaboration to cultivate a relationship with the public and get the community more involved.

According to Nash (2017), "Proactive communication is built upon strong relationships; the power of effective change always rests on our relationships. It's the power of the relationships or the trust in those relationships that are going to make them a more effective communicator in the midst of crisis." Public trust in our communities is usually lost during the aftermath of a critical incident that happens between law enforcement and community members, such as an officer-involved shooting. Through proactive communication, law enforcement, leaders can lessen the impact immediately following the incident. From experience, having been involved in officer-involved shootings and having been the lead investigator on officer-involved shootings, the quickest way to lose public trust is to not be proactive in communication and fail to communicate with the public what you can without compromising the investigation. Public trust is normally lost during these incidents by a lack of transparency throughout the process and/or misleading the public during the communication. For all of these reasons, community-oriented policing and involvement will be non-existent without proactive communication.

Communication is not solely based on face-to-face interaction; therefore, the agency must be aware of the many types of media and forms of community relations present and be highly cognizant, proactive, and interactive in what they produce. Agencies need to be conscious of verbal as well as non-verbal communication. What is not said (action or inaction and delivery) is just as important as what is said or spoken. The organization must appeal to the community through several different mediums while also keeping in mind the cultural and generational

communication needs of those they serve. Community involvement in this aspect could include

but is not limited to media releases, social media posts and interactions, behavior and

communication at events, website information, flyers, commercials, videos, photographs, face-

to-face interaction, etc. Public safety should be as transparent as possible and openly discuss or

explain procedures, use of force statistics, or even officer complaint statistics. According to the

U.S. Department of Justice (n.d.), "Transparency is essential to positive police-community

relationships. When a critical incident occurs, agencies should try to release as much information

about it as possible, as soon as possible, so the community will not feel that information is being

purposefully withheld from them. At the same time, it is also important to stress that the first

information to emerge following a critical incident is preliminary and may change as more

information becomes available. Police leaders should let the news media and the public know

that early information may not be correct and should correct any misinformation quickly." (para.

10). While the agency has every advantage of generating its own forms of public information, it

is important for agencies to understand that *anyone* else in the community can quickly advertise

or share their understanding of the same material whether it is factual or otherwise. Therefore,

agencies must put the needs and expectations of the community first by staying on top of things

and being proactive with their approach to all communication outlets.

As servant leaders, public safety must have the best interest of the community in mind.

They must actively listen to community concerns and use a collaborative approach to address

them. After all, public safety's main focus is the welfare and safety of the community. According

to Therwanger (2019a), "Collaboration is the collective, creative energies generated by linking

together members of a team who are dedicated to uncovering innovative ideas for success and

growth." Thus, a collaborative approach allows community members to get involved in public

safety. Theodore Roosevelt has been quoted saying, "Nobody cares how much you know until they know how much you care." (Brainyquote.com n.d.). This quote resonates in servant leadership. It exemplifies that a servant leader is one that leads with their heart and who is a genuinely caring person that listens, establishes relationships, and builds a trusting environment for all around them. This type of care can aid in establishing everlasting bonds and build trust with the community which in turn can help establish and build credibility.

According to Long (2017b), "Highly credible people are always teaching, are scrupulously honest, they practice two-way communication, and express and work for very high standards." This should be a basis for community-oriented policing and involvement. In order to be an effective, credible leader in community-oriented policing, public safety must prove that they are good at what they do, be highly trustworthy, of good moral character, and be a good confidant. Without a well-rounded relationship with public safety, the community's only interactions with law enforcement are limited to interactions of official police duty, like traffic stops, complaints, and arrests. This can skew public perception and have effects on credibility. Community-oriented policing based on low or no credibility can limit relationships, is likely, not effective, non-existent, and/or most likely termed with a less positive endeavor. The community will notice anyone with actions that are less than authentic and base their perception of public safety solely on that negative example.

Appropriate Use of Social Media

The appropriate use of social media is becoming increasingly important for law enforcement agencies. Social media platforms can provide opportunities for agencies to engage with the community, share information, and enhance transparency. Law enforcement agencies can use platforms such as Facebook, Twitter, Instagram, etc. to communicate with the

community and help establish positive relationships. Hinton (2013) states, "With well-planned implementation, the use of social media can impact community issues, police departments and citizens can work together to solve crimes."

Social media offers law enforcement agencies a direct way to share updates, good news, crime prevention tips, and community alerts. By using these platforms, agencies can keep the community updated about ongoing investigations, public safety concerns, transit alerts, and other various situations. This can help enhance public safety and awareness. Real-time communication like this allows agencies to reach a broader audience. Furthermore, it allows agencies to interact with community members that may not have access to traditional law enforcement channels. Agencies should also actively listen and gather feedback from the community. This can allow agencies to gain insight into concerns within the community or perceptions of the public. By using a more proactive approach, this can help build trust and close the gap between law enforcement and the community.

Community-Oriented Policing and a Professional Culture for Law Enforcement

Every law enforcement organization in the nation has the obligation to protect and serve their community. In order to do so, it is important for all law enforcement organizations to have the trust and respect of the community. It is the responsibility of the law enforcement organization and leadership to maintain a professional culture in their organization. Often, the perception of the public and the public's trust in law enforcement is indicative of how they were treated by an officer during a face-to-face encounter. Sometimes their basis of law enforcement comes from a single encounter that was pleasant or even unpleasant. These encounters are important for law enforcement professionals because they can be the difference in whether individuals or groups in the community trust or distrust law enforcement. According to the

International Association of Chiefs of Police (2018), "Law enforcement must treat every member of the community with respect and treat non-enforcement engagements as an opportunity to build trust." (para. 2). Law enforcement leaders must hold officers accountable because they are a direct reflection of the organization as a whole. They should teach them to be accountable and professional on calls or when in the public eye and ensure a professional work environment exists for their subordinates inside the organization. Professional cultures in law enforcement are key to community-oriented policing and community involvement.

While practicing professionalism, law enforcement must refrain from using profanity or losing their cool, and they must respect others. Professional cultures in law enforcement requires interpersonal communication skills. The interpersonal skill that is most relevant to the way the community views a law enforcement organization's culture, is impression management. According to Anderson (2017), "With impression management, leaders need to be appropriately flexible, yet genuine, in the way they present themselves. The leader wants to earn respect, credibility, and the right to influence people in positive ways through the trust that is gained." This goes for anyone in the organization from the top to the bottom.

The Importance of Human Factors to Build Public Trust

Law enforcement leaders can better understand the needs of the communities they serve and the subordinates they lead by considering human factors. According to Bone et al. (2015), "Pertaining to law enforcement, a focus on human factors can help substantially increase officer and civic safety, create closer ties between police agencies and the public, and enhance community leadership." (para. 2). Since not one person or community is exactly alike, law enforcement leaders must get to know those, they lead and serve. In recent years, law enforcement as a whole has endured an increase in pushback and distrust from members of the

community. In some instances, this can be traced back to the lack of or failure to account for the human factors involved on both sides. According to Bone et al. (2015), "Recent protests have demonstrated a gap in public understanding of policies concerning the use of force. By offering general explanations and optimizing human factors, agencies can help citizens become better informed and see officers as human beings, rather than robotic enforcers of the law." (para. 9). Since law enforcement has many para-military attributes, law enforcement professionals and leaders oftentimes come across as robot-like or even callous, when most of the time they are just like the members of the community. By removing that outer shell when allowed, law enforcement professionals and leaders can be more approachable, appear more empathetic, and gain public trust in their communities. Human factors such as the lack of physical conditioning, effects of stress, and effects of fatigue are some of the top causes of mistakes being made by law enforcement professionals. It is important for law enforcement leaders to hold officers accountable by promoting physical conditioning, stress management techniques, and the importance of adequate rest. According to Harrington (2017a), "The effective integration and consideration of human factors allow officers and agencies to better educate the public about the use of force policies and practices." This type of public education is something that can be promoted through community-oriented policing and involvement.

How Agents of Change Can Step Up to Lead

Community-oriented policing can begin with one employee who sees the need for change. This change can positively influence community relations and the agency's overall culture and growth. These change agents actively work to bring positive transformation to their organization and make a difference in the community. By acting to inspire others, change agents are critical in changing the agency's culture toward community-oriented policing. When law

enforcement and the community collaborate directly on specific issues that arise and what the

community sees as potential problems, positive results occur. Therwanger (2019a) stated, "The

benefits of collaboration are supporting economic goals, increasing an organization's relevancy,

enhancing team member strengths, identifying best practices, and promoting forward thinking."

This change can start with upper management or a lower-level employee. Normore (2017a)

asserted that "Change agents and good role models can create and articulate a clear vision for an

organization, empowers followers to meet high standards, act in ways that make others want to

trust them, and give meaning to organizational life, and goes beyond traditional transactional

models and broadens leadership to include the growth of followers and places a strong emphasis

on morals and values." Ward (2021) further claimed, "The most important factor in creating

positive law enforcement and community relations is that officers, command staff, and executive

leaders must realize that they are no longer solely enforcers of the law, but active participants in

a community-wide effort to improve the quality of life." (para. 13).

Agencies also need to realize the importance of developing a multicultural community-

policing role of officers. Employing officers familiar with cultural situations and the social

climate of communities in your work area can be vital to your agency's success when handling

calls in those areas. Realizing that different communities have different needs and expectations

from law enforcement. To be effective, agencies must train officers to interact with these

communities and recognize cultural differences within different communities. According to

Brown (n.d.), "By understanding the various cultures in multi-ethnicity and multi-cultural

communities, police agencies can be more effective. Enhancing cultural competence may assist

in identifying how police can best address policing problems in their communities, which will

also make the police more effective in the viewpoint of the community." (para. 3).

Versatility Skills Important to Community-Oriented Policing and Leadership

A good working relationship is fundamental in building trust with the community. Dr. Larry Long (2017c) stated, "If you want to become a more successful leader, become more aware, versatile, and appropriate in the way you respond to people, build teams, and assess organizational culture." By changing the outlook towards community-oriented policing within an organization, leaders can create buy-in from employees who want to make a difference in their organization and the community. By building a team dedicated to community-oriented policing through transformational leadership, organizations show their dedication to providing public safety and awareness, addressing social issues, and promoting positive law enforcement perception. "Transformational leaders decide on change first and then reflect those changes outwardly, see things from a whole new perspective, are confident in what they are doing is right, come from a position of integrity, work hard to change the system, set an example of encouraging others to join them in the journey and they are confidently guiding people into the unknown and are unaffected by cultures and dominate coalitions" (Long, 2017a). Great leadership and agency commitment are critical for long-term success, community engagement, and sustaining community support.

Leadership and Administration: Starting from Within

Start by approaching the administrators of the agency, look at policy and procedure, see if changes need to be made in day-to-day operations, in-service training and education on community-oriented policing and building relationships, and leadership development classes, to name a few. Law enforcement must understand that no matter what their title, job description, or rank, they are all considered community-oriented policing individuals. Law enforcement must get away from the traditional policing of just answering a call for service and immediately

leaving the scene or area and taking an extra few minutes after a call to talk to the community about something other than the complaint. Community-oriented policing works to improve law enforcement relationships with civilians as well as change attitudes. Approach the community with kindness and patience. It does not take much to show a little compassion. Having a community that trusts and feels protected can make the job more effective and rewarding. Develop trust with co-workers by understanding common beliefs, approaches, and values. Motivate subordinates and look to those who are emerging leaders, and have a plan of action. Dr. Anthony Normore (2017b) states "An emerging leader is when others perceive an individual as the most influential member of the group regardless of the individual's title". Dr. Normore (2017b) also stated "Emergent leader's behavior is supported and accepted, not assigned by position, but emerges through communication". Having emerging leaders assist in planning and implementing plans to close the gap between the police and the community, will allow them to invest and buy into the mission. This will allow them to grow and learn how to make their own decisions which should make them a better employee. Having better employees who understand change and the importance of it is vital to the continuation and survival of community-oriented policing.

To ensure public trust, leaders must be credible. Credibility is something that leaders must develop over time and they must not let waver in the eyes of the public or the subordinates they lead. Once a leader loses their credibility it is hard to get it back. According to Long (2017b), "Credible leaders make their followers feel: valued, motivated, enthusiastic, challenged, inspired, more capable, powerful, respected, and proud".

Servant law enforcement leaders are willing to do whatever is needed to help others whether it be inside their organization or in the community. Servant leaders are typically at the

forefront of community-oriented policing and involvement. They push and mentor officers under them to be better and to be more engaging in the community.

Navigating the integration, implementation, or continuation of community-oriented policing requires commitment from an agency. It also requires collaboration and a means for continuous improvement. Agency leaders must remain diligent in seeking to provide training resources to their employees to allow for continuous efforts toward community-oriented policing and involvement with the community. This requires listening to the needs of employees and the community. The agency must constantly be aware of these needs and anticipate the need for any changes that could affect the necessity for additional training and knowledge for personnel and any changes that may require collaboration with the community. Leaders of the organization must be aware of which community needs might redirect agency endeavors and quickly respond to that change while supporting their employees and the best interest of the community. According to Harrington (2017), "Leaders are better prepared to navigate people through change while focusing on what is important while paying attention to the internal and external forces at play." Positively reacting to and leading through environmental change is a key factor in the overall success of community-oriented policing and involvement.

How is Community-Oriented Policing Relevant to the Future of Law Enforcement?

Community-oriented policing can enhance public safety in changing communities. Community-oriented policing is especially relevant in diverse and evolving communities. As demographics change, new challenges can emerge such as differences in culture, language barriers, and religious beliefs. These challenges can cause misunderstandings between community members and law enforcement. Law enforcement agencies must be able to adapt and address the needs of their communities. Community-oriented policing can enable law

enforcement to better respond to complex issues and maintain public safety in diverse environments.

Planning for the Future of Community-Oriented Policing and Involvement

The future of community-oriented policing and involvement is paramount to future community relationships and public trust in law enforcement organizations. For this reason, law enforcement leaders must focus on succession planning in order to ensure that like-minded individuals with the same community-oriented policing philosophy succeed those who leave or retire through normal attrition. Scott (2017) states, "Succession planning is an ongoing dynamic process that ultimately helps an organization align its goals and human capital feeds." Often times, law enforcement programs such as community-oriented policing and involvement are lost through administration changes. Part of a good succession plan for community-oriented policing programs needs to include organizational buy-in, development plans, and adequate training to maximize its success in the future. Law enforcement leadership must be mindful of the community-oriented policing philosophy and use the introduction of authentic leadership approaches to cultivate like-minded individuals into future leaders in their organization. According to Normore (2017a), "Authentic leadership approach is leadership that is transparent, morally grounded, and responsive to people's needs and values."

Conclusion

According to DOJ.gov (2016), "Approximately 81 percent of the nation's population is served by law enforcement agencies practicing community-oriented policing." There is always room for improvement in the area of building community relationships with law enforcement and increasing public trust in law enforcement organizations. While not all law enforcement

organizations are equipped or adequately staffed to have designated community-oriented

policing units they can be successful in building public trust by adopting a philosophy of

community-oriented policing and involvement.

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