

# CIVILIAN OVERSIGHT OF LAW ENFORCEMENT

A TRAINING BY THE NATIONAL ASSOCIATION FOR CIVILIAN OVERSIGHT OF LAW  
ENFORCEMENT FOR THE MADISON, WISCONSIN POLICE CIVILIAN REVIEW BOARD

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EDUCATIONAL SESSION II



# INTRODUCTIONS

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# TRAINING OVERVIEW

- Effective, Location-Based Community Outreach and Engagement
- Developing Policies and Procedures
- Conducting Evaluations



# Effective Location-Based Community Outreach & Engagement





"If you have come to help me you are wasting your time.

But if you have come because your liberation is bound up with mine, then let us work together."

*Australian Aboriginal activists in  
Queensland, 1970s*

# COMMUNITY – WHO ARE WE TALKING ABOUT?

- Broader Community
- Affected Communities
- Institutions

# WHAT DO WE MEAN BY COMMUNITY ENGAGEMENT?

- Gathering perspectives of community members
- Sharing them with stakeholder partners
- Developing recommendations that are informed by community views
- Providing education and training
- Educating community members
- Informing the community about the process and status of reforms

# WHAT DO WE MEAN BY COMMUNITY ENGAGEMENT? (continued)



- Informing the community about recommendations and adopted policies
- Informing the community about oversight agency and its role
- Supporting and/or promoting training of affected & broader communities
- Supporting and/or promoting the training of Department employees
- Gaining insight on important issues
- Being a resource to the community





## FUNDAMENTAL QUESTION

What steps will be taken to communicate and engage with the community that will allow continued understanding of their needs **AND** allow the community to know what work is being done by the oversight agency?



“

If you don't know where you are  
going, any road will take you  
there.

”

-ALICE FROM *ALICE IN WONDERLAND*

# Theory of Change



# 13 Principles of Civilian Oversight

# Principles of Civilian Oversight

## Independence

Clearly defined and adequate jurisdiction and authority

Unfettered access to records and facilities

Access to LE executives and IA staff

## Full cooperation

### **Sustained stakeholder support**

Adequate funding and resources

Public reporting and transparency

Policy and pattern analysis

## **Community outreach**

### **Community involvement**

Confidentiality, anonymity, and protection from retaliation

Procedural justice and legitimacy



# Sustained Stakeholder Support

- Who are our stakeholders in civilian oversight?
- Short-term vs. long-term support
- Maintaining productive relationships

# Community Outreach

- Build awareness
- Build relationships and coalitions
- Facilitate better understanding
- Maintain public support and legitimacy

# Community Involvement

- Community and stakeholder input
- Establishing degree of stakeholder involvement



# Effective Practices

Community Outreach and Inclusion



# Assessing Outreach Needs

*Oversight practitioners should plan and evaluate their outreach needs based on resources, mandate, goals, as well as local needs and challenges.*

# Partnerships with Community Organizations

*An oversight agency's outreach efforts can be strengthened by developing partnerships with local community organizations.*

# Targeting Outreach to Key Groups

*Targeting and tailoring outreach efforts to key local stakeholders can maximize an agency's reach and ability to share relevant information.*

# Key Stakeholder Groups

- Complainants
- Community at Large
- Targeted Community Groups
- Law Enforcement
- Law Enforcement Unions
- Local Government Officials



# Community Inclusion in Developing Mediation Program

*An oversight agency should work with local stakeholders to develop protocols determining which types of complaints are eligible for mediation*



“

If the great popular masses are without a more critical understanding of how society functions, it is not because they are naturally incapable of it—to my view—but on account of the precarious conditions in which they live and survive, where they are “forbidden to know.” Thus, the way out is not ideological propaganda and political “sloganizing,” as the mechanists say it is, but the critical effort through which men and women take themselves in hand and become agents of curiosity, become investigators, become subjects in an ongoing process of quest for the revelation of the “why” of things and facts.


”

- PAULO FRIERE

ENGAGEMENT IDEAS

Break

10 MINUTES



# DEVELOPING POLICIES & PROCEDURES



# Policy vs Procedure

- ▶ **Policy** (*noun*) - a course or principle of action adopted or proposed by a government, party, business, or individual. A policy is a deliberate system of principles to guide decisions and achieve rational outcomes.
- ▶ **Procedure** (*noun*) - an established or official way of doing something. A procedure is the method in which a policy is implemented.

# The following steps summarize the key stages involved in developing policies:

1. Identify need
2. Identify who will take lead responsibility
3. Gather information
4. Consult with appropriate stakeholders
5. Draft policy
6. Finalize / approve policy
7. Consider whether procedures are required
8. Implement
9. Monitor, review, revise

# Step 1. Identify Need

- ▶ We are about to purchase body-worn camera systems for our agency however we don't know when and where the systems should be activated.
- ▶ There was a high-speed police pursuit of a traffic violator through downtown during rush hour resulting in a crash with several people injured.
- ▶ The Blue Ribbon committee issued a report with 50 recommendations for improving the police department.

## Step 2. Identify Who Will Take Lead Responsibility.

- ▶ Individual
- ▶ Working group
- ▶ Sub-committee
- ▶ Staff members

## Step 3. Gather Information

- ▶ Do you have any legal responsibilities in this area?
- ▶ Is your understanding accurate and up to date?
- ▶ Have other organizations tackled the same issue?
- ▶ Are there existing templates or examples that you could draw on?
- ▶ Where will you go for guidance?



## Step 4. Consult with Appropriate Stakeholders.

- ▶ Community members/Supporters
- ▶ Activists
- ▶ City Attorney or independent counsel
- ▶ HR and appropriate City Administration (where applicable)
- ▶ Staff
- ▶ Board members
- ▶ Police administration (where applicable)
- ▶ Police union (where applicable)

## Step 5. Draft Policy

- ▶ Ensure that the wording and length or complexity of the policy are appropriate to those who will be expected to implement it.
- ▶ Designate one person to make the first draft; then, if working as a group, allow the others to make edits/revisions.
- ▶ It is recommended to work from a single document.
- ▶ Do edits/revisions in track changes and do not accept changes until the document has been approved.

## Step 6. Finalize/Approve Policy

- ▶ Who will approve the policy?
- ▶ Is this a strategic issue that should be approved by the Board or is the Board confident this can be dealt with effectively by staff?

## Step 7. Consider Whether Procedures Are Required.

- ▶ Who will be responsible for developing these procedures?
- ▶ When will this be done?
- ▶ What will be the processes for consultation, approval and implementation?

## Step 8. Implement

- ▶ How will the policy be communicated and to whom?
- ▶ Is training required to support the implementation among staff and volunteers?
- ▶ Should the organization produce a press release (for external policy positions)?



## Step 9. Monitor, Review, and Revise

- ▶ What monitoring and reporting systems are in place to ensure that the policy is implemented and to assess usage and responses?
- ▶ On what basis and when will the policy be reviewed and revised (if necessary)?

# What Policies Do You Need to Develop?

- ▶ Look at external policy influence and internal policy development.
- ▶ The need for policy development needs to be kept under constant review. Organizations need to consider both internal and external policies required by the organization.
- ▶ Keep in mind that as a Board you are a part of the city government and like any governmental entity, subject to lawsuits and claims against you. Having policies in place will be beneficial should there be litigation.

# Policy Development

- ▶ Policy development falls into two distinct categories:
  - ▶ 1. External policy influence
  - ▶ 2. Internal policy development

# CONDUCTING EVALUATIONS

# Effectiveness of the Monitor's Office

- Detailed Employee Survey
  - Level of employee engagement
- Qualitative Survey of PCOB Members
  - Communication
  - Monitoring, Conducting & Reviewing of Investigations
  - Policy Recommendations
  - Community Engagement
  - Public Reporting
  - Leadership
- Interviews With City Government Stakeholders
  - Pattern Analysis and Training Impact
  - Policy Input & Overview
- Series of Quantitative Performance Measures
  - Workload Measures
  - Community Outreach Events Held/Attended
  - Officer Outreach Events Held/Attended
  - Timelines for Complaint Review/Referral



# Annual Review of the Chief of Police

- Performance of Duties
- Cooperation with Civilian Oversight Process
- Interaction with the Community

# Effectiveness of the Police Civilian Oversight Board

- Mandates Met
- Community Engagement Efforts
- Community Awareness
- Community Recommendations
- Internal Recommendations



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