STEVEN M. COX ■ WILLIAM P. McCAMEY ■ GENE L. SCARAMELLA

INTRODUCTION TO POLICING

SECOND EDITION

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SAGE Publications, Inc.
2455 Teller Road
Thousand Oaks, California 91320
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SAGE Publications Ltd.
1 Oliver's Yard
55 City Road
London EC1Y 1SP
United Kingdom

SAGE Publications India Pvt. Ltd.
B 1/I 1 Mohan Cooperative Industrial Area
Mathura Road, New Delhi 110 044
India

SAGE Publications Asia-Pacific Pte. Ltd.
3 Church Street
#10 -04 Samsung Hub
Singapore 049483

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Printed in the United States of America

Library of Congress Cataloging-in-Publication Data

Cox, Steven M.

Introduction to policing / Steven M. Cox, William P. McCamey, Gene L. Scaramella. — 2nd ed.

p. cm.
Scaramella's name appears first on the earlier edition.
Includes bibliographical references and index.

ISBN 978-1-4522-5661-0 (pbk.)

1. Police—United States. 2. Community policing—United States. I. McCamey, William. II. Scaramella, Gene L. III. Title.

HV8139.S32 2014
363.20973—dc23 2012037731

This book is printed on acid-free paper.

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www.sfiprogram.org
SFI-01268
SFI label applies to text stock

13 14 15 16 17 10 9 8 7 6 5 4 3 2 1

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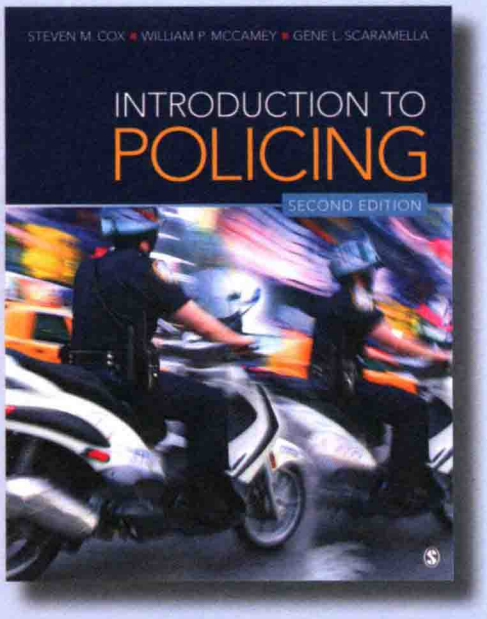

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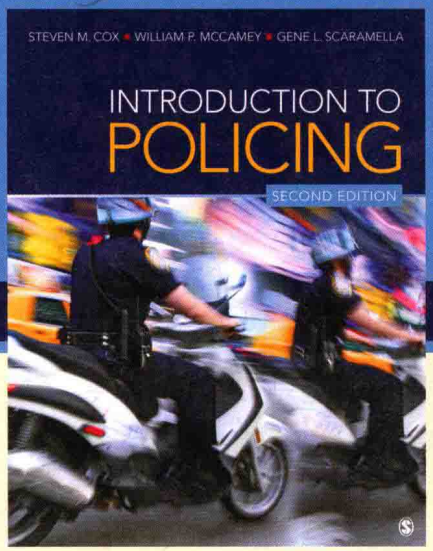

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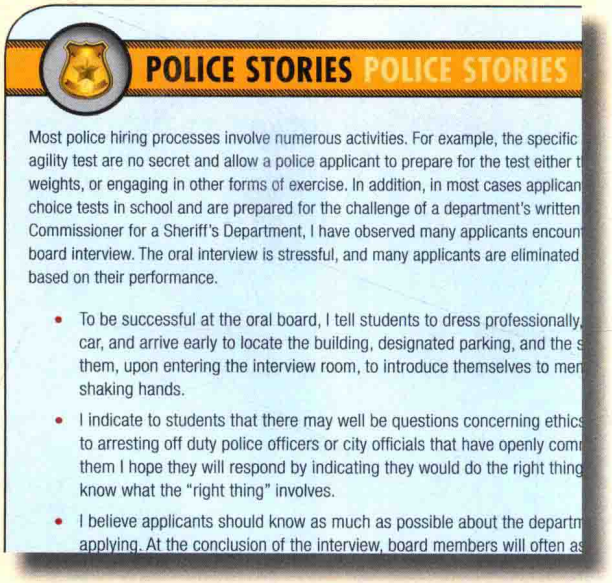
Stories From Real-World Policing

Police Stories use first-person vignettes drawn from the authors' previous law enforcement experiences to bring policing dilemmas to life.



POLICE STORIES POLICE STORIES

Most police hiring processes involve numerous activities. For example, the specific
agility test are no secret and allow a police applicant to prepare for the test either t
weights, or engaging in other forms of exercise. In addition, in most cases applican
choice tests in school and are prepared for the challenge of a department's written
Commissioner for a Sheriff's Department, I have observed many applicants encoun
board interview. The oral interview is stressful, and many applicants are eliminated
based on their performance.

- To be successful at the oral board, I tell students to dress professionally,
car, and arrive early to locate the building, designated parking, and the s
them, upon entering the interview room, to introduce themselves to men
shaking hands.
- I indicate to students that there may well be questions concerning ethics
to arresting off duty police officers or city officials that have openly com
them I hope they will respond by indicating they would do the right thing
know what the "right thing" involves.
- I believe applicants should know as much as possible about the departm
applying. At the conclusion of the interview, board members will often as

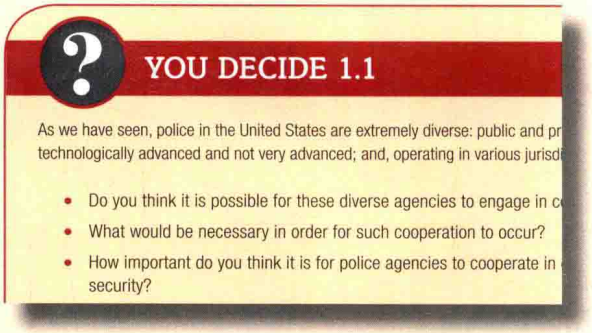
T

Thought-Provoking Features

You Decide boxes present realistic dilemmas and include new material, plus author-developed responses for discussion and critical thinking on the Student Study Site.

"I'm a fan of the Case in Point and You Decide exercises."

—Michael S. Penrod,
Kirkwood Community College



YOU DECIDE 1.1

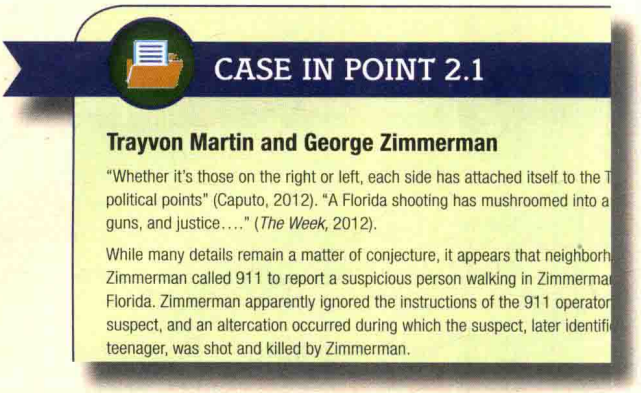
As we have seen, police in the United States are extremely diverse: public and pr
technologically advanced and not very advanced; and, operating in various jurisd

- Do you think it is possible for these diverse agencies to engage in c
- What would be necessary in order for such cooperation to occur?
- How important do you think it is for police agencies to cooperate in
security?

U

Unique Coverage of Current Topics

Current topics include the Trayvon Martin case, the U.S. Supreme Court case on Arizona immigration laws, and the use of drones by U.S. law enforcement.



CASE IN POINT 2.1

Trayvon Martin and George Zimmerman

"Whether it's those on the right or left, each side has attached itself to the T
political points" (Caputo, 2012). "A Florida shooting has mushroomed into a
guns, and justice…." (*The Week*, 2012).

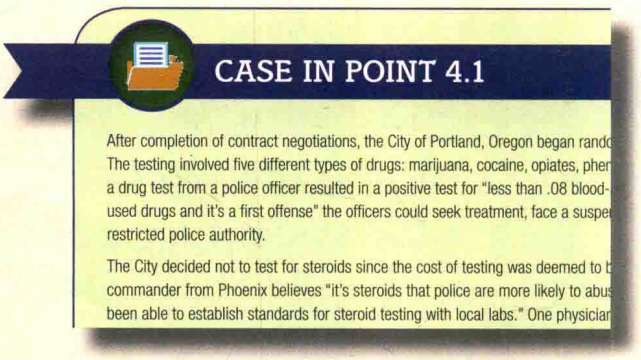
While many details remain a matter of conjecture, it appears that neighborh
Zimmerman called 911 to report a suspicious person walking in Zimmerma
Florida. Zimmerman apparently ignored the instructions of the 911 operator
suspect, and an altercation occurred during which the suspect, later identifi
teenager, was shot and killed by Zimmerman.

D

Diverse Cases and Examples

"I have a very positive view of this text. I like the generalized yet appropriate coverage and style of writing, as well as the case studies."

—Earl Ballou, Jr.,
Palo Alto College



CASE IN POINT 4.1

After completion of contract negotiations, the City of Portland, Oregon began rando
The testing involved five different types of drugs: marijuana, cocaine, opiates, pher
a drug test from a police officer resulted in a positive test for "less than .08 blood-
used drugs and it's a first offense" the officers could seek treatment, face a suspe
restricted police authority.

The City decided not to test for steroids since the cost of testing was deemed to b
commander from Phoenix believes "it's steroids that police are more likely to abus
been able to establish standards for steroid testing with local labs." One physician

E

Engaging and Visually Appealing Layout

This successful text is now in four-color, with an updated photo program and more charts, graphs, and tables for visual learners.

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- "Good pedagogy"
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- "Evidence-based"
- "Empirical research"
- "Examples lend credibility to material"
- "Full of information and systematically organized"
- "Nice use of references"
- "Nice coverage of police-media relations"
- "Solid coverage of the personal performance evaluation"

N

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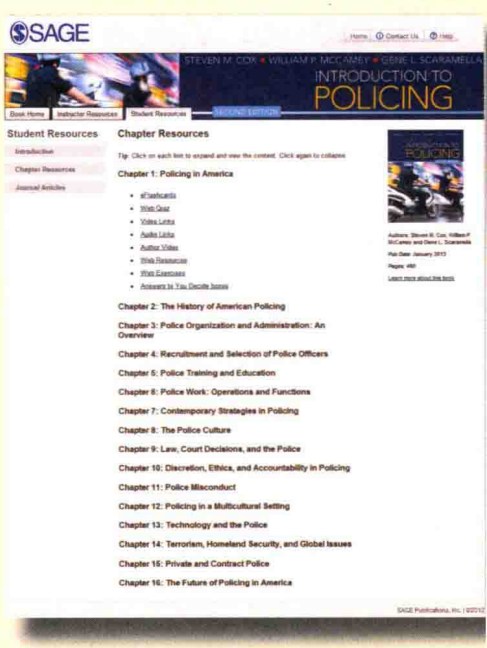

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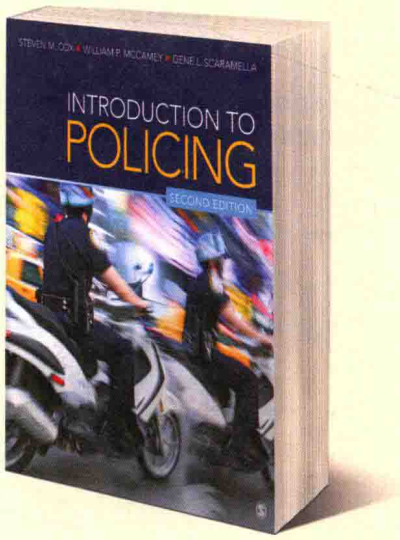

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"I would describe this text as well-researched, well-written, engaging, and informative. I think my students would say that the SAGE text is better organized and more engaging than their current text. ***The price is somewhat important to me, but it is very important to my students."***

—Michael S. Penrod,
Kirkwood Community College

PREFACE

Police in the United States operate in a climate of constant change. One of the more recent and significant changes that U.S. police officials must come to terms with is the global nature of many of the problems they now face. The political, economic, and social conditions that exist throughout the world play an increasingly complex role in the organizational and functional dynamics of the police community. Police executives must think and plan globally in a spirit of interagency cooperation now more than at any point in history.

As we continue into the second decade of the 21st century, we expect police officers to continue to perform traditional tasks related to law enforcement and order maintenance and, at the same time, to become problem solvers, community organizers, and terrorism preventers. In addition, we expect them to perform these diverse tasks by exercising discretion wisely and within an ethical framework. As police intervene in our daily lives, many of us are suspicious of their motives and uneasy in their presence. On one hand, we recognize their role in an orderly society; on the other hand, we would prefer that they intervene in our lives only if and when we need them. It is our belief that much of the current criticism of and dissatisfaction among the police results from confusion over the appropriate role of the police and the misleading and sometimes unreasonable expectations that arise as a result of that confusion.

More than 175 years ago, Sir Robert Peel developed and promoted a model for policing that has been periodically ignored and emphasized. Many of the basic tenets of that model have been resurrected in the form of community policing and its most recent evolutions. We have come to realize, once again, that a basic requirement for effective, efficient, civil policing is a meaningful partnership between the police and other citizens, especially, perhaps, in this era of terrorism. Only when such a partnership exists can the police perform their tasks as problem solvers, service providers, and occasional law enforcers because only then will the public provide the support and resources necessary for the successful performance of these tasks. This partnership must be based on open, two-way communication between the police and other citizens in the joint venture of order maintenance and law enforcement.

Although we discuss a variety of topics separately in this text, it is important to recognize that they are all interrelated and must be considered as part of the network of policing. Stresses and strains in any one area will have repercussions in others, and the relationships between the various parts must be considered if policing is to make sense.

Finally, it is important to note that the terms *policing* and *law enforcement* are not synonymous. The latter constitutes only a small, though critical, part of the former. The basic task of the police in any society is not law enforcement, but problem solving (sometimes referred to as *order maintenance*), which may or may not include, in any given encounter, law enforcement. What follows is our attempt, based on our research, collective observations and interactions, and personal experiences to acquaint readers with the complex and dynamic field of policing.

THE ORGANIZATION

This text provides readers with an examination of an extensive list of topics that range from recruitment, selection, training, education, and operational constructs of policing to strategies based on cutting-edge research and practice. In addition, we focus on promoting ethical and professional practices, operating effectively within a multicultural society, expanding the use of and reliance on technology, and preventing and investigating complex forms of criminal behavior. We also discuss transnational, organized, and white-collar crime and the formation of efficient and productive partnerships with the private security industry in considerable detail. Our intent is to provide readers with academically sound and contemporary research and theory tempered by our real-life experiences in law enforcement.

This book consists of 16 chapters that provide readers with thought-provoking and contemporary issues that underscore today's challenging world of policing. The text begins with a discussion of past and current policing strategies in Chapters 1 and 2, which provide context for the issues discussed in subsequent chapters. Chapters 3 through 9 focus

on the human dynamics that affect policing: the recruitment, selection and promotion of police officers, training and education, the subcultural influences that often determine individual and group decision making, and an examination of institutional and organizational structures and processes pertaining to the law, of various styles or forms of police practice, and of administrative and leadership issues. Then, Chapters 10, 11, and 12 address social, political, and economic forces affecting the field, such as ethics and accountability, forms of misconduct, the changing population in terms of racial and ethnic diversity, relations with and perceptions of police by the citizenries they serve, and various strategies that address these social issues, such as community-based policing, intelligence-led policing, and various other policing strategies. The book concludes with Chapters 13 through 16, which deal with recent factors affecting the field of policing, including issues such as the rapid expansion of technology, the impact of global issues such as terrorism and other forms of transnational crime, the increasing role of the private security industry on police functions, and predictions concerning changes that might be in store for the field of policing in the years to come.

KEY FEATURES OF THE TEXT

Each chapter contains a variety of thought-provoking exercises and highlights, along with other supplemental materials. These unique features include the following:

Around the World. This feature highlights relevant topics in an international context to afford readers the opportunity to consider, from a worldwide perspective, what might otherwise be viewed as problems unique to U.S. police agencies. Resources for further exploration are also provided.

You Decide. This feature presents students with realistic dilemmas that might be encountered during a career in policing. Students are encouraged to consider possible solutions to these dilemmas using information from the text, other sources, or personal experiences. This feature should help promote spirited classroom discussions.

Case in Point. This feature includes real-life examples from newspaper articles and other similar publications to emphasize one or more of the major issues associated with each chapter.

Police Stories. This feature brings in our personal experiences in the field of policing, and we share with students actual incidents from the past in the hope of providing meaningful learning experiences. Students might consider what they would do under similar circumstances.

In addition to these features, each chapter also includes a set of learning objectives, key terms and phrases, 8 to 10 discussion questions based on those learning objectives, and two to three Internet exercises.

We hope that these key features will make this text even more useful as you develop a deeper understanding of the complex and dynamic field of policing.

NEW TO THIS EDITION

New chapter: "The History of American Policing"

Major changes to the "Terrorism, Homeland Security, and Global Issues" chapter

New Case in Point and Around the World discussions

Reorganization of the text into five areas:

I. Foundations of Policing

II. Police Operations

III. Police Conduct

IV. Contemporary Issues in Policing

V. Looking Ahead

Contains the most recent U.S. Supreme Court decisions that affect the police

Discusses the effects of the economic downturn on American police

Includes the latest technological changes in policing

Additional tables and illustrations

Discusses the latest innovations in policing

ANCILLARIES

Additional ancillary materials further support and enhance the learning goals of *Introduction to Policing.* These ancillary materials include the following:

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This password protected instructor site offers instructors a variety of resources that supplement the book material, including:

- An **electronic test bank**, available to PCs through *Respondus* software, offers a diverse set of test questions and answers to aid instructors in assessing students' progress and understanding. The software allows for test creation and customization and each chapter includes multiple-choice, true/false, short-answer and essay questions. The test bank is also available in Microsoft Word.

- **PowerPoint presentations** designed to assist with lecture and review, highlight essential content, features, and artwork from the book.
- **Lecture notes** have been provided for each chapter that can be used to structure daily lesson plans.
- **Sample course syllabi** provide suggested models for instructors to use when creating the syllabi for their courses.
- **Web resources** provide students with another source of enrichment material related to each chapter's content.
- Carefully selected, web-based **video resources** feature relevant content for use in independent and classroom-based exploration of key topics.
- Each chapter includes links to **audio clips**, which cover important topics and are designed to supplement key points within the text.
- A **"Learning From SAGE Journal Articles"** feature provides access to recent, relevant full-text articles from SAGE's leading research journals. Each article supports and expands on the concepts presented in the chapter. Discussion questions are also provided to focus and guide student interpretation.

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This open-access student study site provides a variety of additional resources to build on students' understanding of the book content and extend their learning beyond the classroom. The site includes:

- **Web quizzes** with multiple-choice and true/false questions for every chapter allow students to independently assess their progress in learning course material.
- **eFlashcards** reinforce student understanding and learning of key terms and concepts that are outlined in the book.
- **Original video clips** of the authors recount stories from when they were policemen.
- Each chapter includes links to **audio clips**, which cover important topics and are designed to supplement key points within the text.
- Carefully selected, web-based **video resources** feature relevant content for use in independent and classroom-based exploration of key topics.
- **Web resources** provide links to relevant websites for further research on important chapter topics.
- **Web exercises** engage students in learning by navigating suggested websites and completing activities that correspond with the website content.
- A **"Learning From SAGE Journal Articles"** feature provides access to recent, relevant full-text articles from SAGE's leading research journals. Each article supports and expands on the concepts presented in the chapter. Discussion questions are also provided to focus and guide student interpretation.
- **Suggested answers to the You Decide boxes** within the text are provided for student reference.
- **State rankings** files from the CQ Press State Fact Finder series are provided for insights on policing data in the United States.

■ ACKNOWLEDGMENTS

Thanks to Professors Richard Ward, Paul Ilsley, Michael Hazlett, John Wade, Matthew Lippman, David Harpool, Bob Fischer, Giri Raj Gupta, Denny Bliss, Terry Campbell, Sandy Yeh, Bill Lin, Jennifer Allen, John Conrad, John Song, Stan Cunningham, and Don Bytner for their friendship, guidance, encouragement, and contributions to the book. Thanks also to the many police officers who shared their experiences with us over the years, including O. J. Clark, Jerry Bratcher, Mark Fleischhauer, Brian Howerton, Jerry Friend, Bill Hedeen, Bob Elliott, Donna Cox, Michael Holub, Dwight Baird, John Harris, William Lansdowne, Michael Ruth, Anthony Abbate, Timothy Bolger, and Richard Williams. And thanks to Judges John D. Tourtelot, Edward R. Danner, and Thomas J. Homer.

Finally, we offer a huge debt of gratitude to Jerry Westby, Terri Accomazzo, Rachael Leblond, MaryAnn Vail, and Laureen Gleason of SAGE Publications for making this book become a reality. We apologize for any gray hairs we may have caused each of you.

The authors and SAGE gratefully acknowledge the contributions of the reviewers who provided feedback on the manuscript. For the first edition, we thank Earl Ballou, Palo Alto College; Lorenzo Boyd, Fayetteville State University; Obie Clayton, Morehouse College; Jennifer Estis-Sumerel, Itawamba Community College–Tupelo; Arthur Haydn, Kentucky State University; Daniel Howard, Rutgers University; Richard Kania, Jacksonville State University; Connie Koski, University of Nebraska at Omaha; Douglas Larkins, Arkansas State University–Beebe; Thomas O'Connor, Austin Peay State University; Jeffrey Rush, Austin Peay State University; and Rupendra Simlot, Richard Stockton College. For the second edition, we thank George Coroian, Penn State Wilkes-Barre; Michele W. Covington, Georgia Southern University; Doris L. Edmonds, Norfolk State University; Michael Freeman, Mountain View College; Todd Lough, Western Illinois University; Alison Marganski, Virginia Wesleyan College; Thomas S. Mosley, University of Maryland Eastern Shore; Melanie B. Norwood, University of Illinois–Chicago; Dorothy M. Schulz, John Jay College of Criminal Justice; and Rupendra Simlot, Richard Stockton College of New Jersey.

As always, your comments and concerns are welcomed.

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