

The BJA Executive Session on

# Police Leadership

2013

*The BJA Executive Session on Police Leadership* is a multi-year endeavor started in 2010 with the goal of developing innovative thinking that would help create police leaders uniquely qualified to meet the challenges of a changing public safety landscape.

In support of an integrated approach to creating safe and viable communities across America, the project directors recruited 20+ principals from a range of disciplines. The principals, in turn, led national field teams of practitioners focused on the work of policing and the organization of the future.

To gain new insights on leadership, the *BJA Executive Session on Police Leadership* engaged police chiefs in documenting their own paths and invited leaders to participate in various audio and video forums to tell their stories and discuss the future of policing and police leadership.

Please visit our website, <http://bjaleader.org>, to learn more about this project and to access a broad array of interactive, multimedia resources.

The principals are supported in their work by a team that includes project co-directors Darrel W. Stephens and Bill Geller, project strategist Nancy McKeon, and BJA Senior Policy Advisor Steve Edwards.

## “Work of Policing” Rethinking Peel’s Principle #5: The Case for Discretion in Modern Policing

The early days of American policing were often characterized by political influence and meddling with the law enforcement function. That’s why Sir Robert Peel was way ahead of his time when he penned his 5th Principle of Policing in 1829: “Police seek and preserve public favour not by catering to public opinion but by constantly demonstrating absolute impartial service to the law.” In this video, however, our panel of policing experts takes a hard look at this principle and examines how it might need to be updated to fit today’s policing strategies.

Our experts agree that *discretion* has become an important—even indispensable—part of modern-day policing. Of course, the law remains the foundation of all police work. But the wise and careful application of discretion allows the police to be even more successful in addressing the priorities of the community and achieving our ultimate goal of crime prevention.

For police executives, this balancing act between absolute impartiality and the thoughtful use of discretion creates both opportunities and risks. To be successful, our panelists emphasize that leaders must develop the policies and the training that help to define the bounds of discretion for officers and their front-line supervisors. Just as importantly, police leaders need to instill the values and foster a culture of ethics in their organizations that help ensure officers consistently make the right choices.

## Discussion Questions

As you view this video and discuss it within your own agency, here are a few questions designed to spur additional thought and conversation, especially among your leadership ranks:

1. Are your officers encouraged and supported to use discretion when appropriate?
2. How do you educate and mentor your subordinates to use discretion wisely?
3. How often does your agency use scenario-based training?
4. What are the expectations of your community when it comes to the exercise of police discretion?
5. Are your first-line supervisors reinforcing the values of your agency?
6. Does your agency leadership foster a climate of ethics?

[View Video](#)  
[“Work of Policing”](#)  
[Rethinking Peel's Principle #5:](#)  
[The Case for Discretion in Modern Policing](#)

## About these Videos

This is one of eight videos created by the “Work of Policing” innovation team, as part of the Bureau of Justice Assistance’s Executive Session on Police Leadership. In the summer of 2013, the team assembled a group of 11 police executives from across the country for an unrehearsed, moderated discussion on issues of importance to police leaders of today and tomorrow.

Following are the titles of the eight videos:

1. **Peel's First Principle:** A 21st Century Perspective on Crime Prevention
2. **Rethinking Peel's Principle #5:** The Case for Discretion in Modern Policing
3. **Making Peel's Principle #6 Real:** The Chief's Role in Using Communication and Technology to Reduce Police Use of Force
4. **A 10th Peelian Principle?:** Creating Partnerships and Trust Within Police Organizations
5. **Beyond Partnerships:** Fostering Collaboration in the Fight Against Crime
6. **Women in Policing:** Recruiting, Retaining and Promoting Diverse Talent

7. **“If I Only Knew Then ...”**: Practical Advice from Today's Police Executives for Tomorrow's Leaders
8. **To Dance or Not To Dance**: Different Perspectives on Combating Gang Crime

The Executive Session project recognizes that successful police leaders will build and guide adaptable organizations that embrace innovation in our conventional work and seek out new ways of creating and nurturing safe communities. These videos are designed to support that goal by stimulating thought and discussion within individual law enforcement agencies and across the profession as a whole.

## Video Series Participants

**Charlie Deane** recently retired after nearly a quarter century as Chief of Police for Prince William County, Virginia, a major county police department serving a fast growing and diverse population of over 400,000. Under Chief Deane's leadership, the department grew to more than 900 employees, including nearly 600 sworn staff, and an annual budget of \$80 million. In over 24 years as chief, he effectively managed a number of major policing challenges ranging from serial violent crime sprees, such as the Beltway sniper attacks in 2002, to development and implementation of a local immigration enforcement policy, which has become a national model. Chief Deane holds an M.P.A. degree from George Mason University.

**Kim C. Dine** has more than 37 years of law enforcement service, with his most recent appointment as Chief of the United States Capitol Police in December 2012. Chief Dine began his career in 1975 with the Metropolitan Police Department (MPD) of Washington, DC, rising to the rank of Assistant Chief. In that role, he commanded Internal Affairs, Force Investigation Teams, Disciplinary Review, the Office of Equal Employment Opportunity, and management of the Memorandum of Agreement between MPD and the U.S. Department of Justice to institute agency-wide reforms. In July 2002, Chief Dine became Chief of the Frederick (Maryland) Police Department, where he focused on reducing crime by strengthening the relationship between police and the community and implementing intelligence-led policing. Chief Dine holds a bachelor's degree from Washington College and a master's degree from American University.

**Harry P. Dolan** is a 32-year police veteran who spent 25 years as a public safety executive. Chief Dolan began his career in 1980 as a deputy sheriff in Asheville, North Carolina, and later as a member of the Raleigh Police Department. In 1987, he was appointed Chief of Police for the N.C. Department of Human Resources Police Department, then served as Chief of Police in Lumberton, N.C. from 1992 until 1998. He spent the next 10 years as Chief of the Grand Rapids (Michigan) Police Department, before becoming Chief of the Raleigh Police Department in September 2007. He retired from that position in October 2012. Today, Chief Dolan lectures throughout the United States on such topics as leadership and management, communications skills, and community policing. He is a graduate of Western Carolina University and holds a master's degree from the University of North Carolina at Pembroke.

**Terrance W. Gainer** was sworn in as the 38th United States Senate Sergeant at Arms

in January 2007, continuing his distinguished career leading innovation in security and law enforcement in the United State and worldwide. Mr. Gainer began his law enforcement career as a Chicago police officer in 1968, and rose through the ranks as a homicide detective, sergeant, executive assistant for Administrative Services, and chief legal officer. Mr. Gainer entered Illinois state government in 1987, and in March 1991, was appointed Director of the Illinois State Police. Mr. Gainer moved to Washington, DC, in 1998 to become Executive Assistant Chief of the 4,200-member Metropolitan Police Department. In 2002, he was sworn in as Chief of the United States Capitol Police. Mr. Gainer has served with the Special Envoy for Middle East Regional Security, created to advance the resolution of the Israeli-Palestinian dispute by strengthening security institutions, and as a member of the Independent Commission on the Security Forces of Iraq. He received his bachelor's degree from St. Benedict's College in Atchison, Kansas, and his master's and Juris Doctor degrees from DePaul University of Chicago.

**Polly Hanson** was appointed Chief of the Amtrak Police Department in December 2012. An expert in transportation policing, Chief Hanson served the Washington Metropolitan Area Transit Authority Police for 27 years, rising to the rank of Chief of Police from 2002 to 2007, then becoming Assistant General Manager for Safety, Security and Emergency Management. Prior to joining Amtrak, Chief Hanson was Director of the Office of Law Enforcement and Security for the U.S. Department of the Interior, and from 2008 to 2011, served as a civilian Assistant Chief with the Metropolitan Police Department of Washington, DC. Chief Hanson holds a master's degree from The Johns Hopkins University and a bachelor's degree from Temple University.

**Steve Hudson** was appointed Chief of the Prince William County (Virginia) Police Department in early 2013. Since joining the department in 1982, Chief Hudson has had an impressive and varied career, serving as a patrol officer, SWAT team leader, Academy instructor, plainclothes detective, and supervisor in all three of the department's divisions. At the Command Level, he has led Special Operations, Internal Affairs, and Vice/Narcotics Bureaus. Most recently, he served as an Assistant Chief in charge of the Operations Division and later, the Criminal Investigations Division. Chief Hudson holds a bachelor's degree in business management and a master's degree in criminal justice.

**Nola Joyce** is the Deputy Commissioner and Chief Administrative Officer for the Philadelphia Police Department, where she oversees organizational services, strategy, and innovation. She works with the department's executive staff to bring a business approach to strategic and tactical planning and programming based on analysis, research, and best practices. Before joining the department in 2008, Ms. Joyce spent nine years with the Metropolitan Police Department of Washington, DC, where she guided expansion of the department's community policing model and significant changes in the department's organizational structure. Prior to that, Ms. Joyce served as Deputy Director of Research and Development for the Chicago Police Department and also directed research efforts at the Illinois Department of Corrections. Ms. Joyce holds three master's degrees and is working on a Doctor of Philosophy in Criminal Justice from Temple University.

**J. Thomas Manger** has been the Chief of Police in Montgomery County, Maryland, since February 2004. He began his law enforcement career in 1977 with the Fairfax

County (Virginia) Police Department, where he rose through the ranks to become Chief of Police in 1998. During his tenure in Fairfax County, Chief Manger reorganized and expanded the police department's community policing efforts. His commitment to high ethical standards for policing and departmental accountability earned significant recognition from the community, including the Fairfax County Human Rights Commission Award, the NAACP's Community Service Leadership Award, and induction into the Montgomery County Human Rights Hall of Fame. He is a graduate of the FBI National Academy, the Police Executive Leadership School at the University of Richmond, and the Senior Executive Institute at the University of Virginia.

**Charles H. Ramsey** is Philadelphia's Police Commissioner, leading the nation's fourth-largest police department with more than 6,400 sworn officers and 800 civilian employees. With his focus on evidence-based policing initiatives, organizational accountability, and neighborhood-based policing, Philadelphia has seen notable reductions in violent crime and homicides under Commissioner Ramsey's leadership. Commissioner Ramsey brings more than four decades of experience to his law enforcement service, including nearly 30 years with the Chicago Police Department and eight years as Chief of the Metropolitan Police Department of Washington, DC. Commissioner Ramsey serves as president of both the Police Executive Research Forum and the Major Cities Chiefs Association. He holds bachelor's and master's degrees from Lewis University in Romeoville, Illinois.

**Ronald C. Ruecker** was named assistant director of the FBI's Office of Law Enforcement Coordination by FBI Director Robert Mueller, advising FBI executives on ways to enhance coordination and communication between the FBI and its federal, state, local, county, tribal, and campus law enforcement partners. Mr. Ruecker enjoyed a long and distinguished career in state and local law enforcement, including more than 31 years with the Oregon State Police, where he served as superintendent until December 2006. Governor John Kitzhaber appointed Mr. Ruecker as Oregon's homeland security advisor from 2001 to 2004. Most recently, Mr. Ruecker was the director of public safety for the city of Sherwood, Oregon. He is a past president of the International Association of Chiefs of Police. Mr. Ruecker is a graduate of the FBI National Academy, the National Executive Institute, and the Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University.

**Michael Scott** is a clinical professor at the University of Wisconsin Law School and director of the Center for Problem-Oriented Policing. His current work follows a distinguished career as a sworn law enforcement officer. Mr. Scott served as Chief of Police in Lauderhill, Florida; special assistant to the chief of the St. Louis Metropolitan Police Department; director of administration of the Fort Pierce (Florida) Police Department; legal assistant to the New York City Police Commissioner; and a police officer in the Madison (Wisconsin) Police Department. A former senior researcher at the Police Executive Research Forum, Mr. Scott holds a law degree from Harvard Law School and a bachelor's degree from the University of Wisconsin–Madison.

**Chuck Wexler** has been executive director of the Police Executive Research Forum (PERF) since 1993, leading a staff engaged in policing research, management studies and



consulting for police agencies, document publication, executive education and selection, and policy development. Before joining PERF, Mr. Wexler held a number of key positions with the Boston Police Department. As operations assistant to the Police Commissioner, he played a central role in the agency's management of racial violence in the wake of court-ordered school desegregation and was instrumental in the development and management of the Community Disorders Unit, which earned a national reputation for successfully prosecuting and preventing racially motivated crime. A graduate of Boston University, Mr. Wexler holds a master's degree from Florida State University and a Ph.D. from the Massachusetts Institute of Technology.

**Robert C. White** was sworn in as Chief of the Denver Police Department in December 2011, focusing on increasing transparency, work efficiencies, and crime prevention partnerships between police officers and the community they serve. Before coming to Denver, Chief White headed the Louisville Metro Police Department for nine years, where he successfully oversaw the merger of the Louisville Police Department and Jefferson County Police Department, and spearheaded a number of innovative crime reduction initiatives. Before that, he served four and a half years as the Chief of Police in Greensboro, North Carolina. Chief White began his law enforcement career almost 40 years ago with the Metropolitan Police Department of Washington, DC, working in every bureau within the department and retiring as an Assistant Chief. Chief White received his bachelor's degree from the University of the District of Columbia, and a master's degree from The Johns Hopkins University.

The Work of Policing Innovation Team is led by Terrance Gainer, Charlie Deane, and Harry Dolan. The Project Liaison is Bill Geller. Staff support is provided by Kevin Morrison, Michael Spochart, and Kristan Trugman.

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