

Contents

1	Introduction: A Basis for Policing and Inclusion	1
1.1	Evolution of Policing	2
1.1.1	Police Professionalism	2
1.1.2	Community Policing	3
1.1.3	Policing Today	5
1.2	Police Legitimacy	6
1.3	Police Actions	7
1.4	Increased Diversity as a Partial Response	10
1.5	Internal Police Climate	11
	References	13
2	Understanding Police Culture	19
2.1	Common Depictions of Police Culture	20
2.1.1	Solidarity and Suspicion	20
2.1.2	Proving Masculinity	22
2.1.3	Positive Elements of Police Culture	23
2.2	Types of Cultures in Policing	24
2.2.1	Differences by Rank	24
2.2.2	Differences by Individual Style	26
2.2.3	Differences by Organization	27
2.3	The Socialization Process	28
2.4	Changes in Police Culture	30
	References	32
3	Identity and Belonging in Policing	37
3.1	Identity	38
3.1.1	Occupational Identity	38
3.1.2	Implications of Occupational Identity	39
3.2	Police Occupational Identity	40
3.3	Police Identity Formation	41

- 3.3.1 Discovery 42
- 3.3.2 Try-Outs 43
- 3.3.3 Validation and Negation 43
- 3.3.4 Identity Acceptance 44
- 3.3.5 Continued Checks and Salience 44
- 3.4 Types of Identities Within Policing 45
- 3.5 Identity Management 46
 - 3.5.1 Gender Identity 46
 - 3.5.2 Gay and Lesbian Identities 48
- 3.6 Organizational Identity and Identification 50
- 3.7 Identity Threats 51
 - 3.7.1 Organizational Identity Threats 53
- References 55
- 4 Barriers to Inclusion 61**
 - 4.1 Conscious and Unconscious Biases and Stereotypes 61
 - 4.1.1 Gender Stereotypes 62
 - 4.1.2 Race/Ethnicity Stereotypes 65
 - 4.1.3 Sexuality Stereotypes 67
 - 4.2 Social Status 68
 - 4.3 Police Culture 70
 - 4.4 Lack of Mentoring and Networking Opportunities 72
 - 4.5 Organizational Policies and Practices 74
 - 4.5.1 Traditional Career Path 74
 - 4.5.2 Work and Family 75
 - 4.5.3 Promotion and Advancement 75
 - References 78
- 5 Justice Climates in Police Organizations 83**
 - 5.1 Organizational Climate 84
 - 5.2 Justice Climate 84
 - 5.2.1 Distributive Justice 85
 - 5.2.2 Procedural Justice 85
 - 5.2.3 Interactional Justice 87
 - 5.3 Unjust Climates and Their Implications for Policing 88
 - 5.4 Precursors of Justice Climates 91
 - 5.4.1 Leadership 91
 - 5.4.2 Organizational Structure 93
 - References 96

- 6 The Inclusive Police Organization and a Process for Change 103**
 - 6.1 New Meanings for Diversity and Inclusion. 104
 - 6.2 The Benefits of Diversity and Inclusion 105
 - 6.2.1 The Syrian Refugee Experience. 107
 - 6.3 The Inclusive Police Organization 108
 - 6.3.1 Exclusive/Passive Clubs 109
 - 6.3.2 Compliant 110
 - 6.3.3 Proactive 110
 - 6.3.4 Redefining 111
 - 6.3.5 Inclusive 112
 - 6.4 The Inclusion Process. 113
 - 6.4.1 Foundation for Change 114
 - 6.4.2 Vision, Goals and the Intervention Plan 115
 - 6.4.3 Implementation 115
 - References. 117
- 7 Establishing the Foundation for Change 121**
 - 7.1 Conducting the Organization Assessment 123
 - 7.1.1 The RCMP Experience 125
 - 7.2 Gaining Leadership Commitment 126
 - 7.3 Assessing Readiness for Change. 128
 - 7.4 Creating Readiness for Change. 130
 - 7.4.1 Communication 130
 - 7.5 Communication Channels 132
 - 7.5.1 Managing External Information 133
 - 7.5.2 Employee Involvement 134
 - 7.5.3 Change Leadership 135
 - References. 137
- 8 Designing a Process of Change. 141**
 - 8.1 Developing the Vision and Goals. 142
 - 8.1.1 Crafting the Vision 143
 - 8.2 Defining Standards of Behavior 145
 - 8.2.1 Harassment Policies and Practices 146
 - 8.3 Equality and Social Justice Interventions 148
 - 8.3.1 Representation of Women and Minority Officers. 149
 - 8.3.2 Recruitment 150
 - 8.3.3 Formal and Informal Networking Opportunities 152
 - 8.3.4 Mentoring 154
 - 8.3.5 Flexible Work Arrangements. 156
 - 8.3.6 Clear Expectations for Performance. 157
 - 8.3.7 Diversity Training and Other Mechanisms 158

- 8.4 Workplace Democracy Interventions. 159
 - 8.4.1 Implementing Inclusive Practices. 160
 - 8.4.2 Structural Changes. 161
- References. 162
- 9 Inclusive Leadership 167**
 - 9.1 Inclusive Leadership 168
 - 9.2 Outcomes of Inclusive Leadership 169
 - 9.3 Understanding Conscious and Unconscious Biases. 171
 - 9.3.1 Similarity-Attraction Bias 172
 - 9.3.2 Process Bias 173
 - 9.4 Inclusive Team Leadership 174
 - 9.4.1 Consider Task Type and Goals 175
 - 9.4.2 Improve Group Processes 175
 - 9.4.3 Connect People 176
 - 9.4.4 Ensure All Voices Are Heard 177
 - 9.5 Implementing Inclusive Leadership. 178
 - 9.5.1 Identify Why Inclusive Leadership Matters 178
 - 9.5.2 Mobilize Leaders. 178
 - 9.5.3 Develop and Support Leaders 180
 - 9.5.4 Embed New Competencies 181
 - 9.5.5 Changes to Performance Management. 181
 - 9.5.6 Inclusive Leadership in Action 182
 - References. 187
- 10 Monitoring and Evaluating Progress 189**
 - 10.1 Oversight 190
 - 10.2 Periodic Check-Ins 191
 - 10.3 Progress Reports. 193
 - 10.3.1 Key Performance Indicators. 193
 - 10.3.2 Assessments of Workplace Climate. 194
 - 10.4 Benchmarking and Outreach. 195
 - 10.5 Celebrate the Best of People. 196
 - 10.6 Build on Momentum. 197
 - References. 198
- 11 Conclusion 201**



<http://www.springer.com/978-3-319-53308-7>

Inclusive Policing from the Inside Out

Workman-Stark, A.L.

2017, XVII, 204 p. 4 illus., 2 illus. in color., Hardcover

ISBN: 978-3-319-53308-7