



I LETSBEI NEWS

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Upcoming Events

- Culture and Character in Quantum Leadership**
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- Police Executive Role in the 21st Century**
Session M-220
February - April, 2015
- Effective Police Supervision**
Session S-110
March - June, 2015
- Women in Law Enforcement Conference**
April 7-8, 2015



Psychological Research Has Changed How We Approach the Issue of Biased Policing

By Dr. Lorie Fridell

Researchers report that bias and prejudice have changed in our society. According to Professor Susan Fiske of Princeton University, "This is not your grandparents' prejudice." Lamentably, police agencies have been dealing with the "racial profiling" problem based on outdated notions of prejudice. It's time to catch up with the science – to update our thinking, our discussion, and our interventions – because this is what we are supposed to do in this era of evidence-based policing.

In our grandparents' time, bias was most likely to manifest as "explicit bias." A racist is an example. Such a person holds conscious animus towards groups, such as African-Americans or transgendered individuals. A racist "owns" these views and may talk about them openly.

In contrast, modern bias is most likely to manifest as implicit bias. Implicit biases – such as those against gay people, women, people of color, Muslims, or homeless persons – impact on our perceptions and can impact on our behavior. They can occur below our conscious awareness. And unfortunately, implicit biases manifest even in individuals who, at the conscious level, reject biases, prejudices and stereotyping.

Bias starts with our automatic tendency to categorize individuals. We categorize individuals and objects to make sense of the world, which includes categorizing people we don't know according to group membership. We then attribute to these individuals the stereotypes associated with their group. As stated above, this does not require animus; it requires only knowledge of the stereotype. Implicit bias, like explicit bias, can produce discriminatory actions.

Mainstream Recognition of Implicit Bias

This scientific knowledge about bias has seeped out of the esoteric academic

journals and into the lay literature, through books like *Blink*, *Blind Spot*, *Everyday Bias*, and *Hidden Bias*.

This concept is also finding its way into legal decisions. Supreme Court Justice Ruth Bader Ginsburg, discussing the implicit bias claims associated with a gender discrimination lawsuit against Walmart, reported that the law allows discrimination claims "not only when such practices are motivated by discriminatory intent, but also when they produce discriminatory results."

And U.S. District Court Judge Shira A. Scheindlin, when reflecting on the stop and frisk practices of the NYPD, suggested that "unconscious biases" might explain some of the police behaviors that she deemed constitutional violations.

In policing, implicit bias might lead line officers to automatically perceive a "crime in the making" when they observe two young Hispanic males driving in a mostly Caucasian neighborhood. Implicit bias might cause police command staff members to decide, without any crime-relevant evidence, that a planned gathering of African-American college students bodes trouble, while a gathering of white undergraduates does not.

Moving beyond racial and ethnic biases, implicit bias might lead an officer to be consistently "over-vigilant" with males and low-income individuals and "under-vigilant" with female subjects or people of means. Where there is a motor vehicle accident with two different versions of what happened, implicit bias might lead an officer to believe the Caucasian man in



Continued on page 2

the white shirt and tie driving the BMW, and to disbelieve the Hispanic man in jeans and a pick-up truck.

Training Can Help Manage Implicit Bias

The bad news out of the research is that implicit biases are widespread and manifest even in well-meaning individuals. The good news comes from the large body of research that has identified how motivated individuals (this is where “well-meaning” comes into play) can reduce their implicit biases, or at least ensure that their implicit biases do not affect their behavior.

The modern science of bias is finding its way into the training programs of various professions, such as medicine

and education. A survey described in the Wall Street Journal in January 2014 asked corporations with diversity programs about their bias training.

Five years ago, 2 percent trained on implicit bias. Today 20 percent do so, and the estimate is that 50 percent of these corporations will provide training about implicit bias in five years.

To view the full article and be redirected to Subject to Debate, click [HERE](#).

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ARTICLE HIGHLIGHT

Threats of Violence on Social Media? The Supreme Court’s About to Weigh In

By Matthew Doherty



If you live in the National Capital Region, you may have seen the front page of the Washington Post yesterday morning – and a well-written article by Robert Barnes. It’s about the threat of violence on social media and the upcoming Supreme Court case that will test the limits of

free speech on Facebook and other social media platforms. This case highlights some critical issues very similar to some of the threat assessment work that we do at Hillard Heintze, investigating threats against corporations and employees to prevent an actual attack. (In fact, one of our case studies – “Exposing, Within Hours, the Twitter Author of a Threat to Kill Executives” – provides some vivid detail on what this work encompasses.)

Threats of Violence on Social Media: “Intent to Harm” or Just “Blowing Off Steam”?

The details of this particular case, *Elonis vs. U.S.*, are troubling – especially for threat assessors and workplace violence prevention experts. Shortly after a judge provided a woman named Tara Elonis with a protection-from-abuse (PFA) order, her soon-to-be ex-husband Anthony posted on his Facebook page “Fold up your PFA and put it in your pocket. Is it thick enough to stop a bullet?” The article later highlights additional information on Anthony Douglas Elonis that would have raised red flags with us, had we undertaken a formal threat assessment on this particular subject.

After his wife left with their two children in 2010, Elonis’s dejection and anger increased. When another employee at Dorney Park, where he worked at the time, viewed one of his Facebook posts as a threat, the company terminated him. His response: “Someone once told me that I was a firecracker. Nah, I’m a nuclear bomb and Dorney Park just f--- with the timer.”

In other postings, he ruminates about bringing a gun to a nearby school and notes that – “hell hath no fury like a crazy man in a kindergarten class.”

Making a Threat vs. Posing a Threat

Research has shown it is important to realize that most people who commit acts of targeted violence do not make a direct threat prior to the attack, including threats of violence

on social media. Actual attackers often exhibit behaviors that have concerned others and what they communicate is critical to determining what we refer to in the threat assessment community as “dangerousness.” Postings on social media provide great insight as to what communications were directed to the target, law enforcement, family, friends, colleagues, and associates concerning his or her intentions.

Social Media is Just One Window into a Dangerous Mind

Even a single isolated threat of violence posted or stated on social media – or any platform – is rarely enough to make a determination on dangerousness. At Hillard Heintze, we use a highly technical, methodology-driven pre-attack pathway analysis to identify behaviors and characteristics likely to foreshadow an act of targeted violence that includes social media monitoring. Besides a direct threat, we look at many factors ranging from the subject’s mental history, current life situation, behavioral history, motivation, and attack-related behavior, to ownership of or the ability to acquire weapons.

Different Perspectives: Should First Amendment Rights Take Precedence Here?

In this case, one of the seminal issues is First Amendment rights. That’s not my area of expertise but, as an American I can say that, as distasteful as vulgar and offensive language can be – in Tweets and posts, just as in rap songs and other media – freedom of speech is a right that we need to protect and preserve with great care. But that’s only one side of the argument.

On the other side, I believe that threatening statements on social media should not be tolerated. Because of a prompt response to communications of concern, we have likely prevented or deterred attacks for many of our cases. And as the National Network to End Domestic Violence expressed so articulately in the brief it filed in connection with this case: victims of domestic abuse, “have experienced real-life terror caused by increasingly graphic and public posts to Facebook and other social media sites – terror that is exacerbated precisely because abusers now harness the power of technology, ‘enabling them to reach their victims’ everyday lives at the click of a mouse or the touch of a screen.”

Let’s see how the Supreme Court views the matter. Is how we live our lives more important than how we protect them? What do you think?

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2015 WOMEN IN LAW ENFORCEMENT CONFERENCE

The Illinois Law Enforcement Training and Standards Board Executive Institute is proud to sponsor the 2015 Women in Law Enforcement Conference that brings women law enforcement executives, managers and supervisors together to examine critical issues that challenge today's law enforcement organization.



Save the Date

Date: April 7-8, 2015

Place: Bloomington–Normal Marriott Hotel

For more information, please call (309) 298-2646.

2015 Executive Summit Series Culture and Character in Quantum Leadership

Every day, police officers face challenges ranging from petty annoyances to the risk of death in the line of duty. Exploring issues of courage, integrity, leadership, and character, this course and the companion text *Unleashing the Power of Unconditional Respect* examine ways to effect organizational change that helps police officers inspire community trust and support with every citizen contact.

Date: January 12-13, 2015

Location: Grace Church
5151 N. Illinois Avenue
Fairview Heights, Illinois

Tuition Free!

To register, complete the [registration form](#), and return it to the ILETSB Executive Institute by fax (309) 298-2642 or email it to registrar@iletsbei.com.

Police Executive Role in the 21st Century

The Police Executive Role in the 21st Century is a comprehensive and challenging program designed to guide law enforcement leaders in the right direction with professional development necessary for successful management and leadership of today's law enforcement agency.

Location and Dates:

This unique executive development program will be held at the Illinois State Police Academy in Springfield, Illinois.

Web-based Modules

February 16 – April 23, 2015

Classroom Modules (Springfield, Illinois)

Module I: February 23–26, 2015

Module II: March 23–26, 2015

Module III: April 20–23, 2015

Tuition Free!

How to Apply:

Complete the [application form](#) and return it to the ILETSB Executive Institute by fax (309) 298-2642.

Effective Police Supervision: Transformation to Leadership

This 200-hour course focuses on the first-line supervisors' function, effectiveness, proficiency and influence on creating an effective criminal justice agency. A hybrid learning experience, participants will meet for traditional classroom instruction on-line modules and develop a reflective writing artifact.

Location and Dates:

Web-based Modules

March 9, 2015 – June 18, 2015

Classroom Modules (O'Fallon, Illinois)

Week 1: March 16–19, 2015

Week 2: April 20–23, 2015

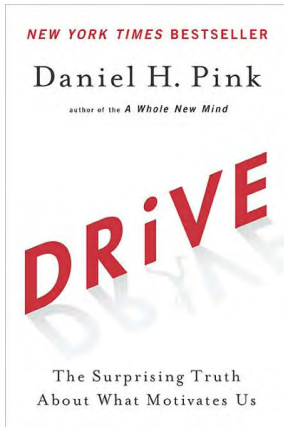
Week 3: May 11–14, 2015

Tuition Free!

How to Apply:

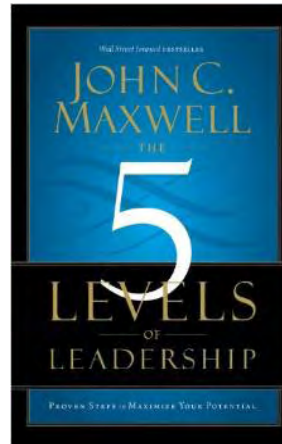
Complete the [application form](#) and return it to the ILETSB Executive Institute by fax (309) 298-2642.

Recommended Reading List on Leadership



DRiVE (2009)
Author: Daniel H. Pink
 Most people believe that the best way to motivate is with rewards like money – the carrot-and-stick approach. That’s a mistake, says Daniel H. Pink (author of *To Sell Is Human: The Surprising Truth About Motivating Others*). In this provocative and persuasive book, he asserts that the secret to high performance and satisfaction-at work, at school, and at home—is the deeply human need to direct

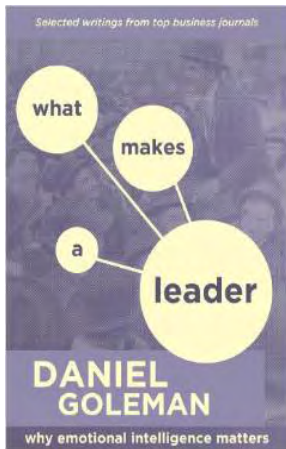
our own lives, to learn and create new things, and to do better by ourselves and our world.



The 5 Levels of Leadership: Proven Steps to Maximize Your Potential (2011)
Author: John C. Maxwell

#1 New York Times bestselling author John C. Maxwell explains how true leadership works and makes it accessible to everyone. Leadership does not come from your title. In fact, being named to a position is only the first and lowest of the five levels every effective leader achieves. To become more than a boss people are required to follow, you must master the ability to inspire and

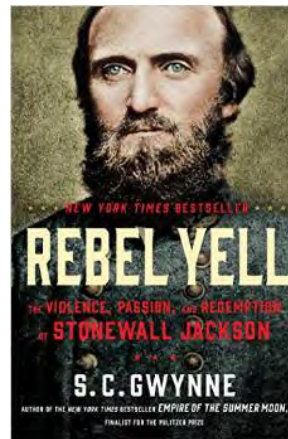
build a team that produces not only results, but also future leaders.



What Makes a Leader: Why Emotional Intelligence Matters (2014)
Author: Daniel Goleman

What Makes a Leader: Why Emotional Intelligence Matters presents Daniel Goleman's ground-breaking, highly sought articles from the Harvard Business Review and other business journals in one volume. This often-cited, proven-effective material has become essential reading for leaders, coaches and educators committed to fostering stellar management,

increasing performance, and driving innovation. This collection reflects the evolution of Dr. Goleman's thinking about emotional intelligence, tracking the latest neuroscientific research on the dynamics of relationships, and the latest data on the impact emotional intelligence has on an organization's bottom-line.



Rebel Yell: The Violence, Passion, and Redemption of Stonewall Jackson (2014)
Author: S. C. Gwynne

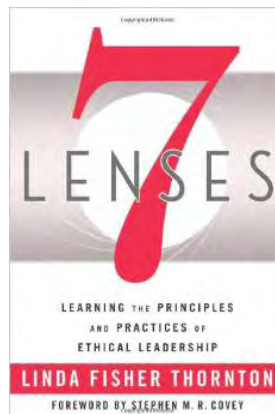
Stonewall Jackson has long been a figure of legend and romance. As much as any person in the Confederate pantheon, even Robert E. Lee, he embodies the romantic Southern notion of the virtuous lost cause. Jackson is also considered, without argument, one of our country's greatest military figures. His brilliance at the art of war tied Abraham Lincoln and the Union

high command in knots and threatened the ultimate success of the Union armies. Jackson's strategic innovations shattered the conventional wisdom of how war was waged; he was so far ahead of his time that his techniques would be studied generations into the future.

7 Lenses: Learning the Principles and Practices of Ethical Leadership (2013)

Authors: Linda Fisher Thornton and Steven M.R. Covey (Foreword)

7 Lenses has an important purpose – to provide a clear, actionable road map for leading ethically in a complex world. With a Foreword by Stephen M. R. Covey, this book takes us beyond the triple bottom line to 7 different perspectives on ethical leadership, and provides 14 Guiding Principles that help us honor them all in daily leadership. It answers:



- Why do even the ethics experts disagree about what ethical leadership means?
- What is the bigger picture that we should use as our leadership road map?
- What are the business benefits of intentionally using high-level ethical leadership?
- What can we do to be prepared for the future of ethical leadership?

The examples, graphics, cases and questions provide a framework for deeply engaging constituents and building trust for the long term.

Ebola and Illinois

What is happening in West Africa has promoted a closer look at the infrastructure that protects public health in Illinois. Concerns have been raised as only one lab in the State of Illinois tests for the Ebola virus. In January, Springfield legislators may have to vote on a potential \$100 million dollar upgrade to fix various problems the current facility has and upgrade what it needs.

With the threat low but possible, the Illinois Department of Public Health Director, Dr. LaMar Hasbrouck claims there hasn't been a



single case of Ebola in Illinois and it does not pose a great health risk to people in this state at this time.

Along with mandatory home quarantine procedure, Illinois Governor Quinn urged the Department of Public Health to take all necessary steps to ensure safety and preparation. Initially, those with questions or concerns were directed to call the Ebola hotline. As of 11/24/14 it has been shut down due to the threat being very low. Further information can be found at <http://www.idph.state.il.us/ebola/>.



December Is National Impaired Driving Prevention Month

Use of any psychoactive (mind-altering) drug makes it highly unsafe to drive a car and is illegal—just like driving after drinking alcohol. Drugged driving puts at risk not only the driver but also passengers and others who share the road (InfoFacts: Drugged Driving, National Institute on Drug Abuse, 2013).

A driver commits the crime of impaired driving whenever his or her ability to safely operate a vehicle is impaired by the effects of illegal drugs, prescription medications, or over-the-counter medications, or by having a blood alcohol concentration (BAC) of 0.08 grams per deciliter or higher (OVC HELP Series for Crime Victims: Impaired Driving, Office for Victims of Crime, 2012).

Since 1981, every President of the United States has demonstrated a commitment to preventing impaired driving by proclaiming December as National Drunk

Resources on Impaired Driving

and Drugged Driving (3D) Prevention Month, and most recently, as National Impaired Driving Prevention Month. In recognition of this observance and for use throughout the year, NCJRS presents this compilation of resources on impaired driving. Please select an option from the list below to learn more:

General Information Enforcement Prevention



Corrections Center

BJS Releases *Probation and Parole in the United States, 2013*

The Department of Justice's Bureau of Justice Statistics (BJS) released *Probation and Parole in the United States, 2013*, which presents data on adult offenders under community supervision, describes changes in the probation and parole populations, and provides statistics on the entries and exits, mean time served, and outcomes of supervision, including the rate at which offenders completed their term of supervision.

Highlights:

- At yearend 2013, an estimated 4,751,400 adults were under community supervision—down about 29,900 offenders from yearend 2012.
- Approximately 1 in 51 adults in the United States was under community supervision at yearend 2013.
- Between yearend 2012 and 2013, the adult probation population declined by about 32,200 offenders, falling

to an estimated 3,910,600 offenders at yearend 2013.

- The adult parole population increased by about 2,100 offenders between yearend 2012 and 2013, to about 853,200 offenders at yearend 2013.
- Both parole entries (down 6.2%) and exits (down 7.8%) declined between 2012 and 2013, with approximately 922,900 movements onto and off parole during 2013.

BJS also released *Corrections Statistical Analysis Tool - Parole*, an online tool that allows users to examine data collected by the Annual Parole Survey on persons sentenced as adults.

To read *Probation and Parole in the United States, 2013*, click [HERE](#).

To access the *Corrections Statistical Analysis Tool - Parole*, click [HERE](#).



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Online Learning Network

The Executive Institute recognizes budgetary constraints or a tight schedule can limit officers from attending a traditional classroom course. That is why we introduced a series of cost-free online courses that gives the officer the flexibility to learn from home or at work. Click [HERE](#) for more information.

The *Online Learning Network*:

- Provides opportunity to work from a location with an Internet connection anytime, anywhere;
- Has interactive learning activities;
- Has built-in learning and knowledge assessments;
- Meets current statutory requirements;
- Has a library of relevant topics for law enforcement;
- Tracks and retains officer training records;
- Provides a Certificate of Completion for training records .

Media Resource Center

Looking for supplemental training materials for in-service training or another activity? The Media Resource Center is your one-stop shop for a variety of training materials.

The Media Resource Center is a cost-free lending library of various media for Illinois criminal justice practitioners. It is a progressive and comprehensive collection of criminal justice programs including titles in DVD and/or VHS, computer-based training programs and books. These programs are available to law enforcement educators and agencies throughout Illinois on a cost free basis.

Let us know if there are titles that should be included in the Media Resource Center! Contact Program Manager Jenessa Lundgren at jm-lundgren@wiu.edu or call (309)298-2646. We wish to ensure the titles available are the newest and most applicable to the criminal justice world.

Law Enforcement Executive Forum

The Law Enforcement Executive Forum provides the criminal justice community with best practices and emerging technology for law enforcement leaders. The Forum is written for and by criminal justice professionals and scholars to share their opinions and success with others.

Published quarterly, the journal provides readers with current issues, trends and evidence-based practices in the field of criminal justice.

[Subscribe](#) to the Law Enforcement Executive Forum today!

Job Listing in Illinois

- Assistant to the Police Chief for Community Services, City of Champaign, IL.

Grant Opportunities

- Mary Byron Project Announces 2015 Roth Award for Domestic Violence Programs.