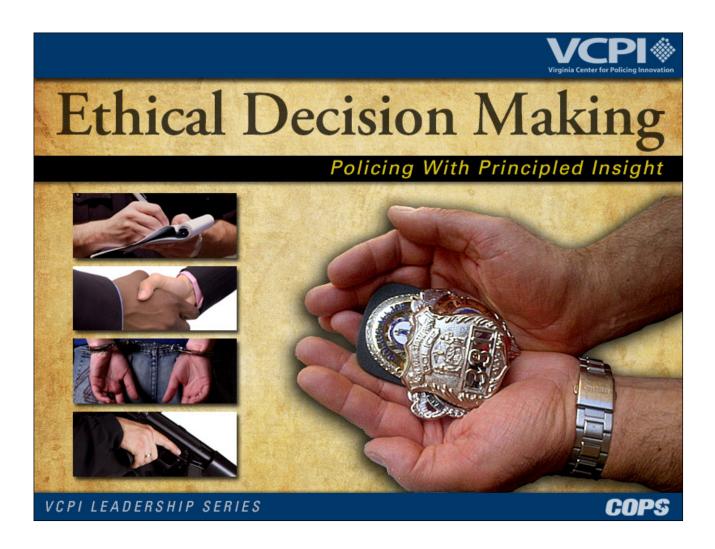# ETHICAL DECISION MAKING: POLICING WITH PRINCIPLED INSIGHT
COURSE OVERVIEW & OUTLINE

Ethical Decision Making: Policing with Principled Insight

For policing professionals, every interaction, whether during an arrest, traffic stop, call for service, or casual conversation, presents both an opportunity and a challenge to exercising ethical decision making. With public trust, integrity, and liability constantly on the line, the everyday decisions of individual officers determine not only the effectiveness of community policing, but also can result in the failure of an entire agency's public-safety mission. With so much at stake, stressing police ethics as simply a means of discouraging bad behavior is wholly insufficient. Effective policing requires changing the concept of police ethics from merely an after-thought, to a *controlling insight* that informs and guides police practitioners from an internal, personal capacity. This fundamental shift is the primary purpose of the ***Ethical Decision Making: Policing with Principled Insight* (EDM:PPI)** program.

EDM:PPI is designed to enhance community policing by equipping officers with the skills, processes, and controlling insight that encourage ethically sound and principle-based decision making. The program accomplishes this in a three-tiered educational scaffold that moves officers from understanding theory to implementing practice. First, participants explore the foundations of ethics, the development of moral reasoning, and the practical challenges of policing in a format designed to increase ethical awareness. From there, participants examine the science of decision making and the cognitive processes that fully integrate ethics into their decision making.

Throughout the two-day training program, participants create their own, unique ***Police Ethical Navigator* (PEN)**. The PEN is a combination of a participant manual, course workbook, and self-guided journal. The PEN serves as a take-home tool that not only helps participants capture lessons learned during the EDM:PPI program, but also use them to develop and refine their ethical awareness as a personal, controlling insight. Individualized and completely self-generated, the PEN helps practitioners to fully integrate ethical decision making into their everyday roles and responsibilities, in routine and crisis situations, and when no one else is watching.

Overview & Curriculum Design

Ethical Decision Making: Policing with Principled Insight (EDM:PPI) is a 16-hour comprehensive, blended-learning training program designed to explore the science of decision making and the role of ethical awareness in supporting and properly framing the experiences that often inform officers' controlling insight and ethical decision making. EDM:PPI integrates theoretical and practical foundations of ethics with the Police Ethical Navigator (PEN), encouraging practitioners to develop and refine a principled insight, serving in their day-to-day activities and long-term responsibilities.

The EDM:PPI curriculum is divided into six (6) main content modules. The following are the summaries and learning objectives associated with each module:

Day One

Module 1 – Modern Policing and the Ancient Conversation

This first module of EDM:PPI is designed to frame the fundamental premise of the course; the notion that ethical decision making is often the difference between effective community policing and failure of the public-safety mission. Participants are informed that the goal of the course is not simply to learn strategies to curb unethical behavior, instead it is designed to help professionals develop a principle-centered "controlling insight" that encourages ethical excellence. In discussing some of the fundamental questions related to ethics and the process of studying ethical decision making, the module provides the basic scaffold for the remaining EDM:PPI content modules.

1. Participants will become familiar with the definition and identifying characteristics of ethics.
2. Participants will become familiar with the concept of "A Priori" knowledge (Thinking Backwards) as a means of building a body of ethical knowledge.
3. Participants will be introduced to the concept of a controlling insight and a delineated process for developing it as part of ethical decision making.
4. Participants will discuss and become familiar with the relationship between effective community policing and ethical decision making.

Module 2 – Perspective: Ethics and the Challenges of Modern Policing

This second module of EDM:PPI begins the program's in-depth examination of the four elements of *Controlling Insight*. The module focuses on *Perspective* and identifies it as the fundamental element that often impacts and influences the other three elements (*Purpose, Obligation,* and *Integrity*). To illustrate this point, the module explores the current challenges faced by policing professionals and the potential impact these challenges may have on perspective, the competing concepts of Community Policing and De-Policing, and ultimately ethical decision making. The module begins and concludes with a Thinking Forward Scenario titled "*Unclear Situations and Quick Judgments"* that focuses on Perspective while addressing all four elements of *Controlling Insight*.

The module's PEN activities are designed to encourage participants to answer the following questions: "Is the way I view the world accurate? How does the way I see the world influence my ethical decision making?" Included in the PEN manual are a series of self-guided exercises that encourage participants to examine their own paradigms, assess their accuracy, and potential impact (both positive and negative) on their personal and professional lives.

1. Participants will become familiar with the concepts of Perspective and Paradigms and their relationship to ethical decision making.
2. Participants will discuss and become familiar with the relationship between effective community policing and ethical decision making.

3. Participants will become familiar with the concept of De-Policing and its relationship to ethical policing practices.
4. Participants will become familiar with the Police Ethical Navigator (PEN) and apply module content in completing the PEN activities and exercises.

Module 3 – Purpose: Integrating the Social Contract and a Noble Cause

This third module of EDM:PPI focuses on *Purpose* and its unique relationship with perspective and ultimately, ethical decision making. Building on the themes in the previous module (module 2), this section reaffirms that perspective directly influences purpose which in turn may define ethical decision making. This point is demonstrated with a discussion of the role that civilian police assumed in Germany during the Nazi regime of the 1930s and 40s. The module also explores the fundamental and ethically-sound purpose of the police in western society. The module begins and concludes with a Thinking Forward Scenario titled "*An Opportunity and a Challenge"* that focuses on Purpose while addressing all four elements of *Controlling Insight.*

The module's PEN activities are designed to encourage participants to answer the following questions: "What is my purpose as a policing professional and an individual?" Included in the PEN manual are a series of self-guided exercises that encourage participants to reconnect with the sense of purpose that initially drew them to public service, assess the progress they have made thus far and identify what they hope to accomplish as they strive to live up to their personal and professional sense of purpose.

1. Participants will become familiar with the concepts of Purpose and its relationship to Perspective and ethical decision making.
2. Participants will discuss and become familiar with the fundamental purpose of policing in terms of societal stability.
3. Participants will become familiar with the Police Ethical Navigator (PEN) and apply module content in completing the PEN activities and exercises.

Day Two

Module 4 – Obligation: Contemplating the Good, the Right, and the Ought

This fourth module of EDM:PPI uses a two-pronged approach to examine *Obligation* and its impact on ethical decision making. Participants are first guided through an overview of three overarching perspectives on ethics (Virtue Ethics, Formalism, and Utilitarianism), each of which offers differing ideas about what individuals are obligated to do. Participants are then asked to identify where and how these academic models of ethics can be found in the practical world of policing. The second part of the module encourages participants to examine their own sense of obligation and consider how it impacts their decision making. The module begins and concludes with a Thinking

Forward Scenario titled "*Insight and an Unexpected Dilemma"* that focuses on the sense of obligation while addressing all four elements of *Controlling Insight*.

The module's PEN activities are designed to encourage participants to answer the following questions: "What roles have I <u>selected</u> for myself? Based on these roles, what obligations have I <u>accepted</u>?" Included in the PEN manual are a series of self-guided exercises that encourage participants to recognize that obligations are not necessarily cumbersome restrictions or things that "have" to be done. Instead they are typically things that individuals "choose" to do. Properly framed, our sense of obligations can give direction and inform ethically sound decision making.

1. Participants will become familiar with the concepts of Virtue Ethics in terms of a sense of obligation and ethical decision making.
2. Participants will become familiar with the concepts of Formalism in terms of a sense of obligation and ethical decision making.
3. Participants will become familiar with the concepts of Utilitarianism in terms of a sense of obligation and ethical decision making.
4. Participants will become familiar with the Police Ethical Navigator (PEN) and apply module content in completing the PEN activities and exercises.

Module 5 – Integrity: Choice, Priorities, and Action

This fifth module of EDM:PPI focuses on *Integrity* as an element of *Controlling Insight* that is especially important to policing. The module addresses the unique challenges of defining the concept of integrity in real and practical terms that are useful to policing professionals. Streamlining the definition of Integrity, the module explores the concept in terms of choice and the essence of decision making. The module begins and concludes with a Thinking Forward Scenario titled "*Priorities and Action"* that focuses on *Integrity* while addressing all four elements of *Controlling Insight*.

The module's PEN activities are designed to challenge participants to answer the following questions: "Do I have the integrity to act on my priorities?" Included in the PEN manual are a series of self-guided exercises that encourage participants to identify the things that are truly important and then actively plan on how they intend to act on those priorities.

1. Participants will become familiar with the concept of Integrity as it relates to choice and ethical decision making
2. Participants will become familiar with the steps of the decision making process.
3. Participants will become familiar with the Police Ethical Navigator (PEN) and apply module content in completing the PEN activities and exercises.

Module 6 – Ethical Decision Making: Mechanics, Science, and Strategies

This sixth module of EDM:PPI introduces participants to the key elements and components of ethical decision making. Specifically, participants are provided with an overview of the science and cognitive processes related to simple and complex decision making. Topics covered include the mechanics and process of decisions making, the role of awareness and orientation in ethics, neuroplasticity, and emotional intelligence. The module emphasizes practices and techniques to improve the effectiveness and efficiency of ethically sound decision making.

Module 6 PEN activities are designed to merge together the previous modules' exercises into a cohesive summary and review. Participants are encouraged to "put together the pieces" of what they have discovered about their *Controlling Insight* and by doing so create the final part of their *Police Ethical Navigator* tool.

1. Participants will become familiar with the relationship between ethics and the science and mechanics of the decision making process.
2. Participants will become familiar with the physiological processes involved in decision making.
3. Participants will become familiar with the role that awareness plays in ethical decision making.
4. Participants will become familiar with strategic approaches that tend to improve ethical decision making.
5. Participants will become familiar with the Police Ethical Navigator (PEN) and apply module content in completing the PEN activities and exercises.

Target Audience

EDM:PPI is geared towards law enforcement practitioners, criminal justice and public safety professionals, and appropriate stakeholders.

Prerequisites

Participants in the EDM:PPI are required to be law enforcement practitioners or select criminal justice and public safety professionals.

Course Length

EDM:PPI is a two-day instructor-led course that is designed in a modular format consisting of 6 major content modules and corresponding *Police Ethical Navigator* (PEN) exercises.

Required Materials / Facilities

- EDM:PPI PowerPoint presentation
- EDM:PPI Participant Manual/PEN
- EDM:PPI electronic and enhanced media files

EDM:PPI technology and facilities requirements include but are not limited to the following:

- Instructional Facility: Classroom (or similar setting conducive to learning) with movable seating and work tables. Fixed seating, such as auditorium style seating, typically restricts group activities and is considered unsuitable for this training.
- One LCD projector that can be used throughout the course to display the PowerPoint presentation.
- One LCD projector that can be used throughout the course to display technology-enhanced media and video segments.
- One projection screen that can be used throughout the course to display the PowerPoint presentation.
- One projection screen that can be used throughout the course to display videos and technology enhanced media files (separate from PowerPoint presentation).
- Two computers that can be used throughout the course, equipped with Microsoft Office (2007 or newer), software and compatible with external LCD display equipment and wireless remote.
- One set of high-quality speakers that can be used with the EDM:PPI IDP PowerPoint presentation and the corresponding video source content.
- Two whiteboards or similar tools to record group discussions and instructional points.
- One wireless remote to advance the presentation and corresponding videos.
- Participant name tents and markers.

Testing/Assessment

The EDM:PPI program includes a two-pronged approach to testing and the measurement of participant performance. The first of which utilizes pre- & post-course tests based on the program's curriculum content. The second prong involves individual participants' ability and willingness to engage in group activities and class exercises.

Course Evaluation Strategy

Evaluation of EDM:PPI includes the collection of quantitative and qualitative data from program participants. Specifically, participants complete a course evaluation upon completion of the training as well as a post-training survey at 3 to 6 months after attending the course. Both the course evaluation and the post-training survey include a Likert scale or similar rating system, as well sections for self-generated comments.

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External Links provided as Instructor Resources

- Internet Movie Database IMBD
  http://www.imdb.com/name/nm0137506/bio?ref_=nm_ov_bio_sm

- Boston College
  http://www.bc.edu/content/bc/schools/cas/philosophy/faculty/kreeft.html.

- FranklinCovey
  https://www.stephencovey.com/about/about.php

- Harvard Kennedy School at Harvard University
  http://www.hks.harvard.edu/about/faculty-staff-directory/jennifer-lerner

- New York Times Archive
  http://www.nytimes.com/1997/03/13/us/col-john-boyd-is-dead-at-70-advanced-air-combat-tactics.html

- Official Site of the Nobel Prize (Nobelprize.org)
  http://www.nobelprize.org/

- Stanford Encyclopedia of Philosophy
  http://plato.stanford.edu/

- The Science of Decision Making (NPR)
  http://www.npr.org/templates/transcript/transcript.php?storyId=106974476

- United States Dept. of Justice, Office of Community Oriented Policing Services
  http://www.cops.usdoj.gov/

- United States Holocaust Museum (Washington, D.C.) Encyclopedia
  http://www.ushmm.org/wlc/en/article.php?ModuleId=10007401

- Viktor Frankl Institute
  http://www.viktorfrankl.org/e/lifeandwork.html