# **Introduction to Policing**

## **Introduction to Policing**

#### The Pillar of Democracy

SECOND EDITION

M.R. (Maki) Haberfeld
Charles Lieberman
Amber Horning



Copyright © 2018 Carolina Academic Press, LLC All Rights Reserved

ISBN 978-1-61163-902-5 eISBN 978-1-53100-691-4

The Library of Congress has cataloged this record under LCCN 2017044415.

Carolina Academic Press, LLC 700 Kent Street Durham, North Carolina 27701 Telephone (919) 489-7486 Fax (919) 493-5668 www.cap-press.com

Printed in the United States of America

To the loving memory of my late Father, Colonel Michael Sadykiewicz, whose brilliant mind was the inspiration behind my drive to make a difference.

—M.R. Haberfeld

This book is dedicated to my children, Gabriel and Sophia, who are my sun and moon, and to my family, friends, and colleagues, all of whom have facilitated my growth.

— Charles Andrew Lieberman

This book is dedicated to my spouse and inspiration, Sara, and to my perfectly brilliant son, Dante Oscar Ruf.

—Amber Horning

### **Contents**

Preface	xvii
Acknowledgments	xxi
Chapter 1 · Introduction	3
Democracy	3
Operationalizing Democracy	4
Majority Rule	4
The First Amendment	4
Civil Liberties	4
The Relationship between Democracy and Policing	5
Demands and Expectations: What Does the Public Want?	6
1. Consent Decrees	7
2. Police Legitimacy: Social Movements	7
3. External Oversight: Expansion	8
4. New Technologies	8
5. Use-of-Force De-Escalation Training, Crisis Intervention	8
New Challenges to Effective Law Enforcement	9
1. Globalization	9
2. Family Disintegration	9
3. Different "Publics" — Different Perceptions	10
4. Diminished Expectations of Individual Law Enforcement Officers	10
5. Use of Force in Democracies	11
In Service Spotlight: Occupy Wall Street (OWS)	11
Comparative Continuum: The Republic of Korea (ROK) National	
Police Transition	13
Tech Tools: Police Dousing Protesters with Colored Water	14
Wisdom of Solomon	15
Courage of David and Strength of Samson	16
Leadership of Moses	18
Patience of Job and Faith of Daniel	19

viii CONTENTS

Kindness of the Good Samaritan	20
Strategic Training of Alexander	20
Diplomacy of Lincoln	21
Tolerance of the Carpenter of Nazareth	22
Law Enforcement Officers as the New Generalists	23
Tech Tools: Technology, Law Enforcement, and the Courts	26
Discussion Questions	27
Critical Analysis Questions	27
Web Exercises	27
References	28
Chapter 2 · History of Policing—The Journey from Tyranny to Democracy	31
The Origin of the Word "Police"	31
The First Recorded Evidence	33
Police in the History of the Greeks	34
The Ancient World	35
Policing in the Islamic Empire	38
Policing in Tribal Africa	38
Early English Police History	39
Preventive Policing	41
The Origins of Modern Policing in France	42
Law Enforcement in the Nineteenth Century	43
Law Enforcement in Colonial America	44
The Origins of Modern Policing in America	45
Southern Slave Patrols	46
Policing in America in the Twentieth Century	47
Table 2.1 · Evolution of American Policing	48
Comparative Continuum: History and Future of Policing	50
In Service Spotlight: Hurricane Katrina: A Detective's Perspective	51
Tech Tools: Terahertz Radiation and Police	54
Policing in the Twenty-First Century and Post-9/11	55
Discussion Questions	59
Critical Analysis Questions	60
Web Exercises	60
References	60
Chapter 3 · Functions of Policing in the Twenty-First Century—Preserving	
the Social Order of Majority Rule	63
The Uniform Crime Reports (UCR)	64
Patrol	64
Advantages and Disadvantages of Different Types of Police Patrol	64
Table 3.1 · Motorized Versus Non-Motorized Patrol	65
Table 3.2 · Types of Police Patrol	66
Table 3.3 · Per Capita Ratio of Police Officers—Hypothetical	
Illustration	67

CONTENTS ix

Prevention  Investigations: Crime Scene Processing and Interrogations  Table 3.4 · Relevant Constitutional Amendments  Table 3.5 · Specialized Units  Table 3.5 · Specialized Units  Table 3.5 · Specialized Units  Tomparative Continuum: Active Shooter  In Service Spotlight: A Sixteenth Precinct Hostage Situation  Suburban Policing  Rural Policing  Tribal Law Enforcement  Federal Law Enforcement  Federal Law Enforcement  Table 3.6 · Federal Law Enforcement Agencies  Technology  Table 3.7 · Supreme Court Decisions  Tech Tools: DNA Analysis  Tech Tools: Porensic Photogrammetry  Tech Tools: Virtual Autopsies  Tech Tools: Computer Forensics  Discussion Questions  90  Discussion Questions  92  Critical Analysis Questions  93  Web Exercises
Table 3.4 · Relevant Constitutional Amendments  Sneak & Peak Warrants  Table 3.5 · Specialized Units  73  Specialized Units  Comparative Continuum: Active Shooter  In Service Spotlight: A Sixteenth Precinct Hostage Situation  76  Suburban Policing  78  Rural Policing  79  Tribal Law Enforcement  Federal Law Enforcement  81  Federal Law Enforcement  72  Table 3.6 · Federal Law Enforcement Agencies  Technology  84  Table 3.7 · Supreme Court Decisions  78  Tech Tools: DNA Analysis  79  Tech Tools: Virtual Autopsies  Tech Tools: Computer Forensics  90  Discussion Questions  92  Critical Analysis Questions
Sneak & Peak Warrants Table 3.5 · Specialized Units  5 Specialized Units 7 Comparative Continuum: Active Shooter In Service Spotlight: A Sixteenth Precinct Hostage Situation 7 Suburban Policing 7 Rural Policing 7 Tribal Law Enforcement 8 1 Federal Law Enforcement 8 2 Table 3.6 · Federal Law Enforcement Agencies 8 3 Technology 8 Table 3.7 · Supreme Court Decisions 8 Tech Tools: DNA Analysis 8 Tech Tools: Forensic Photogrammetry 8 Tech Tools: Virtual Autopsies 8 Tech Tools: Computer Forensics 9 Discussion Questions 9 Critical Analysis Questions
Table 3.5 · Specialized Units  Specialized Units  Comparative Continuum: Active Shooter In Service Spotlight: A Sixteenth Precinct Hostage Situation  76 Suburban Policing  78 Rural Policing  79 Tribal Law Enforcement  81 Federal Law Enforcement  82 Table 3.6 · Federal Law Enforcement Agencies  Technology  83 Technology  84 Table 3.7 · Supreme Court Decisions  76 Tech Tools: DNA Analysis  78 Tech Tools: Forensic Photogrammetry  79 Tech Tools: Virtual Autopsies  79 Discussion Questions  90 Critical Analysis Questions
Specialized Units Comparative Continuum: Active Shooter In Service Spotlight: A Sixteenth Precinct Hostage Situation Suburban Policing Rural Policing 79 Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 76 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions
Specialized Units Comparative Continuum: Active Shooter In Service Spotlight: A Sixteenth Precinct Hostage Situation Suburban Policing Rural Policing 79 Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 76 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions
Comparative Continuum: Active Shooter In Service Spotlight: A Sixteenth Precinct Hostage Situation 76 Suburban Policing 78 Rural Policing 79 Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 76 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 79 Tech Tools: Virtual Autopsies 79 Discussion Questions 90 Critical Analysis Questions
Suburban Policing 78 Rural Policing 79 Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions
Rural Policing 79 Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Tribal Law Enforcement 81 Federal Law Enforcement 82 Table 3.6 · Federal Law Enforcement Agencies 83 Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions
Federal Law Enforcement Table 3.6 · Federal Law Enforcement Agencies  Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions
Table 3.6 · Federal Law Enforcement Agencies  Technology  84  Table 3.7 · Supreme Court Decisions  Tech Tools: DNA Analysis  Tech Tools: Forensic Photogrammetry  Tech Tools: Virtual Autopsies  Tech Tools: Computer Forensics  Discussion Questions  92  Critical Analysis Questions
Technology 84 Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Table 3.7 · Supreme Court Decisions 86 Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Tech Tools: DNA Analysis 86 Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Tech Tools: Forensic Photogrammetry 87 Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Tech Tools: Virtual Autopsies 89 Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Tech Tools: Computer Forensics 90 Discussion Questions 92 Critical Analysis Questions 93
Discussion Questions 92 Critical Analysis Questions 93
Critical Analysis Questions 93
Web Exercises 93
References 93
Chapter 4 · Policing Is about Use of Force—Democracy Is about Guarding
against Its Abuse 97
Coercive Force 97
Table 4.1 · PERF 30 Principles of Use of Force 100
Table 4.2 · The Force Factor: Measuring and Assessing Police
Use of Force and Suspect Resistance 108
Table 4.3 · Walker's Use-of-Force Continuum 109
Comparative Continuum: Small Police Departments 114
Critical Thinking: Militarization or De-Escalation 125
Continuum of Force 125
Continuum of Force 125
1. Mere Presence 126
2. Verbalization/Verbal Force 127
3. Command Voice 128
4. Firm Grips 128
5. Pain Compliance 129
6. Impact Techniques 129
7. Deadly Force 130
Justice Department Develops Plan to Better Track Arrest-Related
Deaths 134

x CONTENTS

Tech Tools: ShotSpotter: Is It Worth It?	135
Use of Force	135
In Service Spotlight: Crowd Control: New Year's Eve	136
Discussion Questions	139
Critical Analysis Questions	139
Web Exercises	139
References	139
Chapter 5 · Discretion or Selective Enforcement	147
Selective Enforcement and Discretion	147
Selective Enforcement	148
Discretion?	148
Comparative Continuum: Stop and Frisk in New York City	148
Discretion	151
Themes of the Unknown	152
Cultural Adaptation	153
Danger and Its Anticipation	154
In Service Spotlight: Discretionary Decision Making During an	
Active Hostage Situation: An NYPD Experience	155
Comparative Continuum: Impact	157
Policing Is a Tainted Occupation	161
Dirty Means	162
Tech Tools: Police Buy Military-Style Sonic Devices	163
Discussion Questions	165
Critical Analysis Questions	165
Web Exercises	165
References	165
Chapter 6 · Policing Different DNAs: Overcoming Inherent Biases	
and Stereotypes	169
Culture	169
Prejudice in Law Enforcement	170
Assignments Based on Diversity	172
Recruitment and Selection	172
Double Marginality	173
Reverse Discrimination	176
Comparative Continuum: Belgium: "Building Awareness of the	
Immigrant Issues"	182
Comparative Continuum: Denmark: "Police Activities Toward and	
Among Aliens"	182
Comparative Continuum: Finland: "Foreigners"	183
Comparative Continuum: France: "Towards a Multicultural Society"	184
Discussion Questions	186
Critical Analysis Questions	187
Web Exercises	187

CONTENTS xi

References	187
Chapter 7 · Maintaining Order	189
The Pentagon of Police Leadership in the Era of Modern Technological	
Advancements	189
The Pentagon of Police Leadership	189
Recruitment	190
Recruitment	190
Critical Thinking Exercise	192
Education	192
Multiculturalism	193
Age	194
Availability	194
Comparative Continuum: Police Departments and Age Limits	195
Pressure	195
Competencies	196
Selection	197
Selection	197
Availability	197
Political Considerations	197
Manageability	198
Formal versus Informal Goals	198
Pressure	200
Training	200
Training	200
State	200
Regional	201
In-House	201
New Trends in Police Communication Training	202
Leadership Training	202
Law Enforcement Leadership from Line Officer to the Chief—	
Conceptual Perspective	203
Table 7.1 · Four Levels of Readiness	207
Table 7.2 · Style Effectiveness	207
Table 7.3 · Model of Best Combinations	208
Supervision	209
Supervision	209
Discipline	210
Discipline	210
Discussion Questions	212
Critical Analysis Questions	212
Web Exercises	212
References	212

xii CONTENTS

Chapter 8 · Working Outside: Danger, Subculture, & Morality	217
Assessing the Danger	217
The Concern versus the Hazard	219
The Paradox of Danger	219
How Do You Measure Danger?	220
The Potential for Danger	220
The Fear of Danger — Functional and Dysfunctional	221
Rethinking Danger	222
Rethinking Danger	222
Physical	223
Verbal	223
New Orleans	224
Mesa, Arizona	225
The Distinctions between Criminals, Victims, Citizens Are an	
Illusion of Circumstance	225
Assailant Geographies	226
The Trope of Irony	226
Anything Can Happen on the Street	227
The Tediously Unpredictable	227
Comparative Continuum: Police-on-Police Shootings Task Force	228
Real Police Work—An Underlying Tension	229
Grit	230
Cops Are True Outsiders	231
Culture versus Subculture	232
Culture Is	232
Organic and Supra-Organic	233
Overt and Covert	233
Explicit and Implicit	234
Ideal and Manifest	234
Stable and Changing	235
Symptoms of Group Thinking	235
Angels and Assholes	236
The "Asshole"	236
Sometimes It's Right to Do the Wrong Thing	237
Guardians	237
Superior Class	238
People on the Side of the Angels	238
High-Mindedness Morality	239
High-Mindedness Morality	239
Good Guys versus Bad Guys	239
Control Your Beat Rather than Control Crime	240
The Beat Is Transformed into a Moral Responsibility—The Officer's	
Dominion	240

CONTENTS xiii

Only an Asshole Could Disagree with How a Police Officer Does	
His/Her Job	240
Morality Is the First Theme of Solidarity	241
Solidarity	241
It Is the Theme that Energizes and Makes Imperative the Aesthetic	
of Coercive Territorial Control	241
It Justifies All that Police Do to Control Their Turf	242
The Relationship between Morality and Coercion	242
The Relationship between Morality and Coercion	242
Perceived Differently by the Police and Their Audiences	243
The Successful Practice of Coercion Is Not to Injure, but to Employ	
the Threat to Injure	243
Post-Hoc Morality—Constructed in the Replay of the Event's Past	244
Awareness & Willingness	245
Discussion Questions	246
Critical Analysis Questions	247
References	247
Chapter 9 · Community-Oriented Policing &	
Open Communication Policing	251
Community-Oriented Policing	251
The Antecedents of Community-Oriented Policing (COP)	253
1967: President's Commission on Law Enforcement and the	25.4
Administration of Justice	254
1968: Law Enforcement Assistance Administration	255
Early 1970s: New York Community Policing Programs	256
Early 1970s: Team Policing	256
1974: Kansas City Preventative Patrol Experiment	256
1975: Police Executive Research Foundation	257
Table 9.1 · RAND Study of Detectives	257
1977: RAND Study of Detectives	257
1981: Newark Foot Patrol Experiment	259
1982: Broken Windows	259
Broken Windows	259
1984: NYPD Community Patrol Officer Program (CPOP)	260
1987: Problem-Oriented Policing (POP) — Newport News, VA	260
Scanning, Analysis, Response & Assessment (SARA)	261
SARA The 12 Points of COPPS Community Oniontal Policing and	261
The 12 Points of COPPS—Community-Oriented Policing and	262
Problem Solving Operationalizing Community Opionted Policing	263
Operationalizing Community-Oriented Policing	266
Critical Thinking Exercise	267
Community Policing and Counter-Terrorism	267
Intelligence-Led Policing (ILP)	270

xiv CONTENTS

London Police Setting Up Specialist Officers to Investigate Online	
Hate Crimes	271
Community Policing and Resource Allocation	271
Servant of Two Masters	271
Comparative Continuum: Modules	273
Experiments in Training	274
Comparative Continuum: NJ Regional Community Police	
Institute—Course Descriptions	277
Open Communication Policing	280
Equal Status Contact Hypothesis	282
Discussion Questions	283
Critical Analysis Questions	283
Web Exercise	283
References	284
Chapter 10 · Management, Organization, & Stress	289
Overnight Supervisor	290
Overnight Supervisor	290
The Servants of Two Masters: Through a Dilettante or Total Quality	
Management?	291
Total Quality Management (TQM) Approach for Policing	293
The TQM Approach	293
Ten Core Values and Concepts of TQM	294
Table 10.1 · TQM and Reengineering	296
TQM in Police Environments: Reality Check	298
DOJ Report Finds One-Third of Officers Killed Responding to	
Calls Were Alone	299
Critical Thinking Exercise	299
Stress	299
Police Stress — As a Function of the Routinely Ignored	
"Hidden" Stressors	300
Comparative Continuum: Stress Management Training as a	
Function of an Ill-Defined Problem	301
Stress Management Training in Law Enforcement	302
Critical Incident Stress (CIS) Definition as a Source of a Misguided	
Approach to Training	302
Police Are Haunted by Accountability	303
Comparative Continuum: The "41 Shots"	304
In Service Spotlight: The Off-Duty Encounter	305
In Service Spotlight: The CompStat Meeting	306
Police Are Haunted by Accountability	307
Critical Stress Incident	308
Discussion Questions	308
Critical Analysis Ouestions	308

CONTENTS xv

Web Exercise	309
References	309
Chapter 11 · Corruption, Misconduct, & Accountability	311
Nature and Types of Police Misconduct	311
Victims and Victimizers	312
Comparative Continuum: IACP National Law Enforcement	
Policy Center Standards of Conduct Model Policy	314
The Knapp Commission	315
Barker	316
The Smell of the Victim's Blood	316
State Tort Liability	317
Federal Liability Law	319
Accountability Mechanisms	328
Comparative Continuum: Chicago Police Department, Bureau of	
Professional Standards	328
Critical Thinking Exercise	329
Comparative Continuum: Welcome to the Civilian Complaint	
Review Board	330
Comparative Continuum: The Office of Police Ombudsman of	
Northern Ireland	330
A New Framework of Police Reform	332
Comparative Continuum: Commission on Accreditation for	222
Law Enforcement Agencies	332
New Strategies and Tools	333
A New Conceptual Framework	333
Familiarity Breeds Contempt	333
Discussion Questions Critical Analysis Questions	336 336
Web Exercise	336
References	336
References	330
Chapter 12 · Terrorism & Local Communities: Safe,	
Secure & Overprotected?	339
How Real Is the Threat of Terrorism?	339
The Have-Nots versus the Haves	343
What Is Terrorism?	344
A New Understanding of Terrorism	350
Facial Recognition in Germany	352
Critical Thinking Exercise	352
Discussion Questions	352
Critical Analysis Questions	353
Web Exercise	353
References	353

xvi CONTENTS

Chapter 13 · Into the Future	359
The Future of Policing	359
Authorization of Policing	360
New Auspices and Providers	361
Future Issues in Policing	361
Focusing Event	362
The Future	363
New Era of Policing?	364
Immigration Enforcement	365
Immigration Trends	366
Arizona Immigration Law	366
Benefits and Detriments to the Arizona Immigration Law	367
Predictive Policing	369
National Institute of Justice: Predictive Policing	369
Arguments against Predictive Policing	369
Predictive Policing Examples	370
Criminal Justice in 2040	372
Discussion Questions	372
Critical Analysis Questions	373
Web Based Questions	373
References	373
Index	375

#### **Preface**

A number of well-written Introduction to Policing and/or Criminal Justice and Law Enforcement texts have been published in the past couple of decades; however, they are based, primarily, on an overview of specific topics rather than themes. Each of these very popular texts concentrates on the topical overview of the functions of the police in the society and fails to convey to the student the underlying reasons and explanations of why policing is conducted the way it is and why police officers police the society in the manner they do and, finally, why law enforcement is perceived and criticized by the public the way it is.

The idea of writing *Introduction to Policing* around various policing themes is based on John Crank's book, *Understanding Police Culture*. While Crank discusses police sub-culture from the perspective of various themes like danger, unpredictability, uncertainty, suspicion, etc. (some of which we actually borrow to underline our paradigms), his focus is more on the processes that cause officers to feel the way they do rather than framing their behavior within the explanation of police functions in a democratic society and here one can find the main difference between his approach and the one we propose to use. The main focus in this Introduction book is on police functions conducted in a manner that is consistent with its initial, historical designation and perfected throughout the centuries by the reinforcement of this original designation that created the modalities of police functions we experience today.

It is absolutely imperative that the student of policing in the twenty-first century understands the underlying heritage of the police function and its omnipresence in today's policing. Without an in-depth analysis of the themes that mobilize police organizations and its personnel, a student of these topics receives a totally skewed perspective on this most critical profession and continues his/her life journey judging the book only by its cover.

The democratic principles of government can be defined from many perspectives and it is beyond the scope of this text to address all the varieties of the democratic structures. However, despite the existence of several varieties of democracy, some of which provide more freedoms for their citizens than others, the basic principle of the "majority rule," which is elected under elections that are procedurally and substantively fair, is the rule of thumb around which certain themes of this text will be

xviii PREFACE

addressed. Regardless of the garden varieties and modalities of governments that depict themselves as democratic, certain principles must be adhered to and observed in order to prevent the abuse of the minority rights and human rights in general. In order to avoid the tyranny of the majority or the abuse of power of the ruling governments, the equality and equity before the law must be preserved by an effective and professional criminal justice system in general and more specifically by a professional and effective police force. Civil rights, civil liberties, and due process embed many of the operational realities of policing. Whether one addresses notions such as use of force, search and seizure, discretion, sub-culture, or intelligence gathering, it is always done from the perspective of the need to preserve precisely these themes which are part of the human rights and civil rights concepts that constitute the basic forms of any type of a democratic and civil society.

It is important to reemphasize that this book will be truly an introductory text to the idea of policing, despite the innovative angle that we introduce to enable the students to grasp policing from a rather different perspective. At the end of the semester, students who studied from our text will have the same basic and factual information about the way policing was and is performed in the society paired with a distinct advantage of understanding the conceptual picture behind the operational and tactical deployment. This advantage will set them apart and ahead of those who studied from other currently available texts on policing. As we weave the themes of democratic principles into the chapters, through addressing the basic blocks of fair and professional policing, the understanding of democracy from the prism of certain police actions or inactions becomes comprehensible from a very pragmatic perspective.

The teaching strategy of the book is to present a logical sequence of topics that are designed to incrementally build upon concepts introduced in previous chapters. One cannot understand today's policing without understanding its history and its operational functions and the concept of Use of Force as it relates to its daily performance. Policing is about Use of Force, policing is also about Discretion and finally policing is about Policing Different DNAs—a concept that we coin here to represent the infinity of differences we represent as human beings, not from the stereotypical multicultural or multi-racial perspective, but rather literally from the scientific perspective of each human being representing a different DNA structure and as such presenting a unique set of variables that lead to a myriad of behavioral actions and reactions. However, policing is also about management and leadership and about deviance and accountability. Each of these themes is built upon the sequence they are presented in, and one cannot fully understand the inability of police organizations to deliver and implement the ideas of Community-Oriented Policing without understanding the grim picture of the themes inherent in contemporary recruitment, selection and training. In a similar manner one cannot fully comprehend police deviance without getting an insight into the stress management (or lack of stress management training) and its impact on daily performance, especially in the era of the "overnight supervisor" theme.

PREFACE xix

The truly distinguishing feature of this book is its conceptual approach to the introductory text on policing, focusing on a profound understanding of the themes that mobilize police functions rather than the emphasis on what it is that the police actually do. Its distinguished features are the causes and paradigms of policing rather than the structure and functions.

It is our hope that students of policing will adopt this novel approach and will further the development of this most noble of professions.

Maria (Maki) Haberfeld Charles Lieberman Amber Horning

#### **Acknowledgments**

This book could not have been written without the participation, patient assistance and help of many people to whom we would like to express our warmest gratitude and to whom we are enormously indebted.

First, we would like to thank all the contributors of the in-service insights who enabled us to add a practitioner's view to the theoretical background. Their understanding of the field of policing, as well as years of service, added much needed value to the overall context of the book.

A heartfelt thank you is extended to Beth Hall, who provided invaluable support and vision, and to her helpful staff, especially Sara Hjelt, who enabled us to finalize the manuscript in its present format.

Finally, to our family members and friends, we would like to extend our profound appreciation for giving us the time and the peace of mind to devote to this project.

Maria (Maki) Haberfeld Charles Lieberman Amber Horning