# POLICE 2 PEACE

SELF REVIEW TOOLKIT

SPRING 2021

INTRODUCTION

'Self Reviews' are analyses which any department may undertake to determine how citizens view the department and its officers, how the officers view citizens and how officers view themselves and the department. For these reviews, approaches such as the use of surveys may be used to gauge personal sentiment. The surveys attempt to assess the sentiment of stakeholders such as officers, community members, business owners and students. For these self reviews, department command staff works directly research professionals to design their self-reviews.

This Self Review Toolkit will help facilitate the following outcomes for police departments:

- A snapshot of community and department sentiment

- Ability to include questions tailored to different community stakeholder groups

- Anonymity of online surveys allows for citizens and officers candid responses to questions on important issues

- Low resource way to gain insight into community and officer perceptions

- Opportunity to utilize academic research professionals for the purpose of collecting valuable data and publishing research results
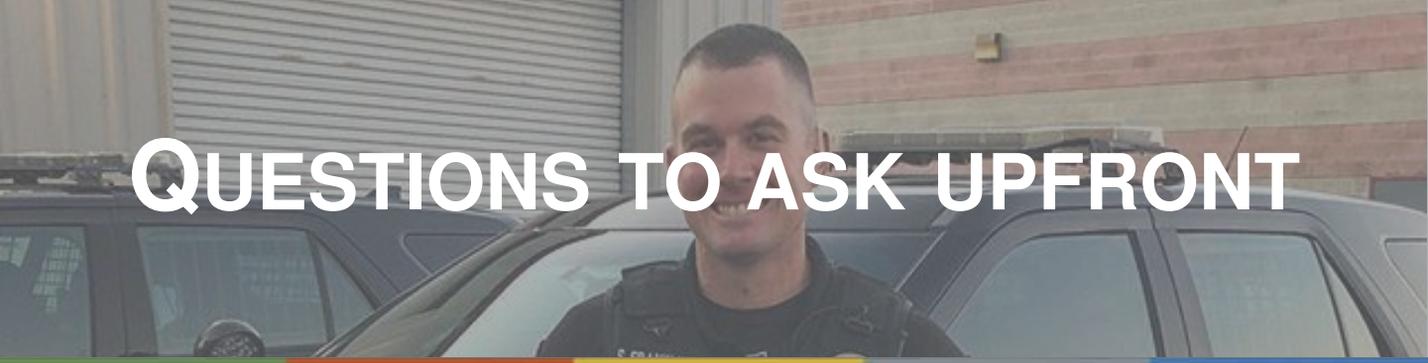
QUESTIONS TO ASK UPFRONT

When you desire to introduce a department self review program to your department, there are a number of questions to ask yourself beforehand which will shape the program and inform your ultimate results.

Here are questions to ask yourself as you begin this stage of the process:

1. **Have you undertaken a community and/or officer sentiment evaluation in the past**
   a. If yes, how long ago was the most recent one?
   b. What worked last time and what didn't work?
   c. If not, why are you interested in a self-review program?

2. **What are your program objectives?**
   a. Greater community engagement
   b. Building public trust
   c. Creating new feedback loops
   d. Addressing community grievances
   e. Understanding community narratives

3. **What success metrics are essential to you?**
   a. Fewer citizen complaints
   b. Reduced fear of the police
   c. Greater public order during incidents

4. **What stakeholders will your program be important to?**
   a. Activist community
   b. Faith community
   c. Civic groups
   d. Business community
   e. BIPOP Community
   f. Other_____

5. **How long will your program run for?**
   a. 6 months
   b. 12 months
   c. Other_____

6. **What initiatives would you like to include in your program?**
   a. Later on, you will have the opportunity to complete a worksheet where you list them

ABOUT THE PROGRAM

The Self Review Program helps foster better engagement, create new channels of communication, build public trust and co-produce public safety with the community by gathering and analyzing collected data. This data on public sentiment affords police leaders the opportunity to gain a well-informed understanding of the issues which concern officers and community members the most.

What is sentiment analysis?

Sentiment analysis is the activity of collecting data from stakeholders by stakeholder group on their views on important issues. Community and officer surveys can be used to collect sentiment data to gain insight about issues and concerns which may not be otherwise expressed due to fear or lack of outlets for expression on the part of those being queried.

How valuable is sentiment analysis?

Sentiment analysis can be enormously valuable for a number of reasons. When police leaders can glean the concerns of citizens or office who may be less engaged, they are given the opportunity to improve outcomes and enhance trust. Moreover, foreknowledge about community frustrations is vitally important. Community frustration, in particular arising from perceived or real injustice in the community, may either spiral into violence or be transformed into opportunities depending on the level of insight police leaders have into its root cause.

What are the benefits of sentiment analysis?

By understanding sentiment, police leaders have the opportunity to earn the trust of and help meet the needs of those who may need it most. When the issues of greatest concern are brought into the open as a result of sentiment analysis, police leaders are given the ability to demonstrate a level of care and responsiveness they may otherwise miss.

Using sentiment analysis to build public trust.

When police leaders and departments act with integrity and compassion, public trust and confidence are enhanced. Further, when a department holds itself accountable for the outcomes of its policies, practices and procedures, it can adopt new policies and practices to further improve service. This can be accomplished by taking the time to measure the outcomes using sentiment analysis in the form of self reviews.

PROGRAM PLANNING MATERIALS

Program Setup: 2-4 weeks before the program begins:

- ❑ Meet with key stakeholders to discuss the program

- ❑ Finalize program objectives

- ❑ Identify operations points of contact

- ❑ Determine timeline for program

- ❑ Consider the stakeholder groups to be included in the surveys

- ❑ Consider the types of communications to the department and the community

- ❑ Consider which languages to offer for completion of survey questions

- ❑ Consider survey questions to be asked of department and the community

Notes:

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SURVEYING STAKEHOLDERS

Self Review Surveys

Week 1

- ❑ Police2Peace schedules introductory calls with researchers
- ❑ Introductory calls occur with command staff and researchers
- ❑ Types of stakeholders to include in surveys are identified

Week 2

- ❑ Survey questions are provided by Police2Peace for consideration of use
- ❑ Need for translation of survey questions into additional languages is determined
- ❑ Command staff considers available questions and question types for inclusion
- ❑ Possible survey question are shared with key community stakeholders for consideration

Week 3 – Week 4

- ❑ Command staff finalizes survey questions for department staff and community
- ❑ Command staff determines additional languages needed to be translated
- ❑ Police2Peace and department agree on method of distribution—online, printed flyers, social media
- ❑ Police2Peace has final surveys translated as needed and issues online links.
- ❑ Police2Peace prints flyers and develops social media posts
- ❑ Start date for surveys is determined by command staff
- ❑ Police2Peace delivers flyers and/or and begins social media posts
- ❑ Surveys commence

Month 2

- Continue surveys until notified that sufficient responses have been received

Program Completion

- Police2Peace and research team compiles all survey results
- Department receives a final report on the Self Review Program

Engaging Stakeholders

The following steps will help build engagement for your program:

- Inform community stakeholders and department influencers in your organization. Invite them to review the program with their supporters prior to rolling out.

- Identify community influencers with the help of key stakeholders and personally invite them to review the program.

- Generate excitement with a broad announcement about the program.

- Circulate an official invitation to Surveys with a link to the online survey platform. Set expectations for survey results deadlines.

- Hold an informational session to discuss benefits of the program and the basics of community sentiment analysis within the department

- Invite stakeholders to the program and prepare for survey participation.

THE SELF REVIEW PROGRAM

Creating Buy-in

We crafted a set of emails and graphics you can use with your community in order to promote engagement for your Self Review Program.

- **The Survey Awareness Email:** Make your organization and community members aware of the upcoming surveys. It is just for awareness, and therefore, shouldn't contain a URL to your program's survey page.

- **The Community Survey Participation Email:** Entice and excite responses. This email should be sent to community leaders, stakeholders you identify as potential influencers

- **The Department Survey Participation Email:** Create excitement among department staff and entice them to support the program

- **The Survey Participation Reminder Email 1 and Email 2:** Urge last minute survey participation to complete the surveys. When you are crafting your message, focus on what information is most important for you to learn from each type of survey respondent.

How to inspire community members:

- **Inspire!** Explain benefits of community feedback

- **Why?** Explain department and program objectives

- **Who?** Key stakeholders and community influencers

- **Goals?** Transparent & clear objectives

How to inspire department staff:

- **Inspire!** Explain advantages of community sentiment analysis

- **Why?** Explain organization objectives

- **How?** Confirm the program doesn't diminish any of the work already being done to engage the community

- **Goals?** Transparent & clear objectives

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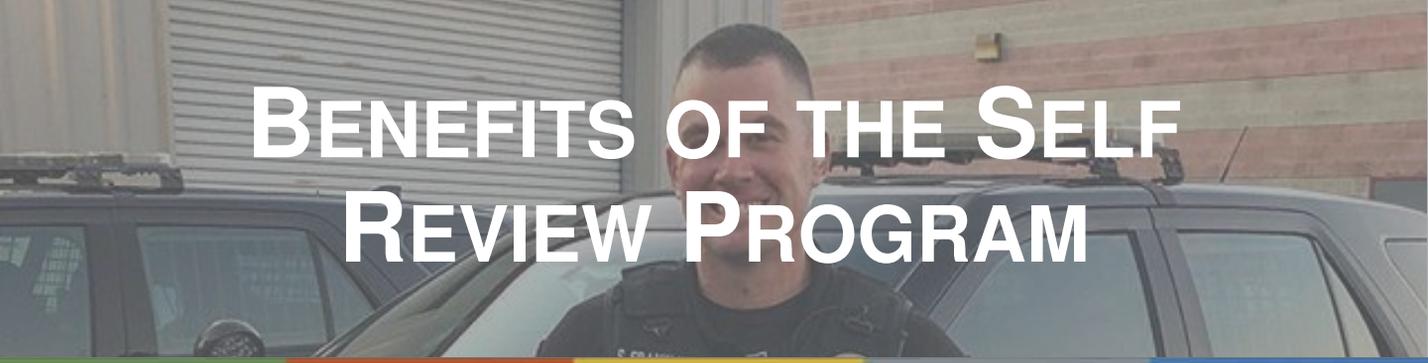
BENEFITS OF THE SELF REVIEW PROGRAM

The Benefits

Self Reviews are a highly effective way to enhance public trust and confidence in a way that positively shapes both the department and community—including community leaders, civic leaders, faith leaders and under-represented groups.

By understanding and appreciating community and department narratives, police leaders are given the opportunity to fulfil unmet needs and resolved fears and frustrations. With that new appreciation, police leaders can go one step further to demonstrate caring and responsiveness which builds public trust.

Additional benefits for both departments and communities

Interacting with different types of people

The Self Review Program helps create better community engagement by giving departments the opportunity to learn of frustrations, problems, fears and feelings in advance of problems occurring.

Departments are given the opportunity to interact with a variety of different types of community members, civic leaders and stakeholders which encourages thinking in new ways and broadening horizons.

Learning for the future

The Self Review Program introduces officers to community-oriented policing using a new framework of problem solving, which will then allow them to consider their role in the community as being that of keeping the peace.

Feedback

The Self Review Program fosters a feedback culture, where community members and officers are asked for their views on a variety of issues. This helps stakeholders become more receptive and trusting of feedback, and better able to accept it and apply it.

CONCLUSION

By collecting and analyzing the perceptions of community members and officers, engagement and public trust are enhanced. It's a community policing initiative that doesn't diminish any of the reform changes which a department may have underway or planned, nor does it diminish any of the work its officers are doing to control crime.
Instead, it's a framework through which every policy and practice can be filtered, including recruiting, hiring, training, promoting, rewarding and retention

The 'Self Review Program' does not end at the report. To maintain a healthy community policing framework, you will need to continue to use tools at your disposal to stimulate participation and continuing buy-in. In addition, think of ways you can stimulate department and community-wide excitement about the program and the benefits of Self Review programs. Emails, newsletters, videos and testimonials are all good ways to maintain excitement.

You can even follow on the Self Review Program with these programs to continually generate buy-in, such as:

- Peace Officer Program
- Cognitive Resilience Training
- Police-Community/Youth Dialogues

And community programs including:

- Community Feedback Loop
- 7 Simple Steps for Positive Policing
- Walk With Us Community Unity

These programs may come in handy when creating a Self Review Program at your department.

Begin developing yours today!

You now have the tools, tips and worksheets to develop and roll out your own Self Review Program using Police2Peace.

If you have any questions about undertaking a Self Review Program using Police2Peace, or enriching your existing program, feel free to visit police2peace.org or give us a call at 928.852.4240.

Engage your community through Walk With Us and Police2Peace

Police2Peace is a national, nonpartisan nonprofit organization that is operationalizing a framework of community policing rooted in the idea of police officers becoming peace officers. Police2Peace's mission is to be a trusted source of ideas, strategies, programs and policies for positive change in policing for departments, municipalities, the federal government and civil society. As a solutions-driven organization, Police2Peace brings expertise to departments that are redefining, reimagining and advancing policing in America for the purposes of cultural, procedural and operational change and departmental alignment. Police2Peace is a U.S. domestic nonprofit corporation having a 501 (c)(3) status with the IRS.

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