

Ethics and Quality Assurance

A Strategic Linkage

Vincent Westwick

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Simple

A first misunderstanding is that ethics is something simple.^[1]

^[1] Archie J. Bahm, *Ethics as a Behavioural Science*, (Springfield: Charles C. Thomas Publisher, 1974), 23.



Ethics and Quality Assurance

A Strategic Linkage

There must be a greater linkage between ethics and the quality assurance function

or

If ethical behavior is one of the most serious challenges facing policing, what are we doing about ethics from a quality assurance perspective?



Proposition

1. Ethical behavior is one of the most serious challenges facing policing
2. Police Services must have an ethical framework
3. Quality assurances processes must be an integral and operating part of the ethical framework of the police service



My Goal:

- ❖ Provoke some thinking on the relationship between ethics and quality assurance in policing;
- ❖ Perhaps, cause us all to think of specific mechanisms to enhance the ethical framework within our police services through quality assurance process.



The Proposition:

1. Ethic behaviour is one of the most serious challenge facing policing.
2. Police services must have an ethical framework
3. Quality assurances processes (risk management, audit, quality assurance) must be a operating part of the ethical framework of the police service.



Why is ethics important in policing?

- Arar Commission
- Iacobucci Commission.
- Air India
- Cornwall Inquiry
- RCMP Pension Fund Investigation
 - A Parliamentary Committee Review
 - An independence inquiry conducted by David Brown
 - A review by the Ontario Provincial Police



\$\$\$ ETHICS IS BIG BUSINESS \$\$\$

- Legal fees
- Negative publicity
- Loss of public confidence
- Employee consequences
- Disruption of operation
- Changes in law



Definitional Challenges

“Value”, “good”, “right”, “duty”, “obligation”, “oughtness”, “conscience”, “intention”, “choice”, “responsibility”, “freedom”, “virtue”, “ideals”, “standards”, “codes”, “conventions”, “mores”, “customs”, “laws”, “institutions”, “etiquette”, “conformity”, “loyalty”, “liberty”, “sovereignty”, “rights”, “purpose of life”, “supreme value”, etc. are terms loaded with controversy as well as confusion. Each has acquired many different meanings, and some of these have become so well established that their differences function as part of the vested interest of specialists in fields such as aesthetics, religion, anthropology, jurisprudence, and economics.[\[1\]](#)

[\[1\]](#) Bahm, Archie J. *Ethics as a Behavioural Science*. Springfield: Charles C. Thomas Publisher, 1974. p. 23.



Ethics in the Government of Canada

John C. Tait, Chair, *A Strong Foundation, Report of the Task Force on Public Service Values and Ethics*, (Government of Canada, Privy Council Office, 1996), hereinafter referred to as the “Tait Report”,

www.myschool_monecole.gc.ca



“Speak truth to power”

John C. Tait



The Tait Report:

“[Ethical values] include such values as integrity, honesty, impartiality, taking responsibility, being accountable, probity, prudence, fairness, equity, objectivity, disinterestedness, selflessness, trustworthiness, discretion, respect of the law and due process, and the careful stewardship of public resources. These ethical values are not different from those found in other sectors or parts of society. But they take their distinctive coloration from the intersection with democratic and professional values.”



Canada Public Service Agency Government of Canada

www.psagency-agencefp.gc.ca/veo-be/index



Sub-cultural Theory

While not synonymous with the police occupational subculture, loyalty is one of its dominant features. And loyalty, as an important subculture value, transcends time and space. Police from very different societies value loyalty, and this universality is explained by its being instrumental for those who must face a hostile world. In such a world, loyalty is instrumental; it ensures one's safety and success.^[1]

^[1] Sunahara, A Model of Unethical and Unprofessional Police Behaviour.



Ethical Challenges for Recruits

[Patrick Murphy, a former City of New York Police Commissioner] believes the idealism which most young recruits bring to their first days on the patrol usually is grounded in a view of reality in which right and wrong are easily defined and transgressions are readily transparent. However, once on the street, the new recruits learn there are situations, which make it difficult to apply rigid standards of right and wrong. Professions, such as the police, for their part tend to integrate their practitioners into a group ethos and a conception of what they are doing which enhances the work they do. However, on the other hand, such loyalties frequently undermine personal and group accountability and foster the corruption of service. Nowhere is this clearer than police service.[\[1\]](#)

[\[1\]](#) Colin Hayes, “Police Service Ethics and Office Politics,” *RCMP Gazette* Vol. 58 No 3 (1996): 17.

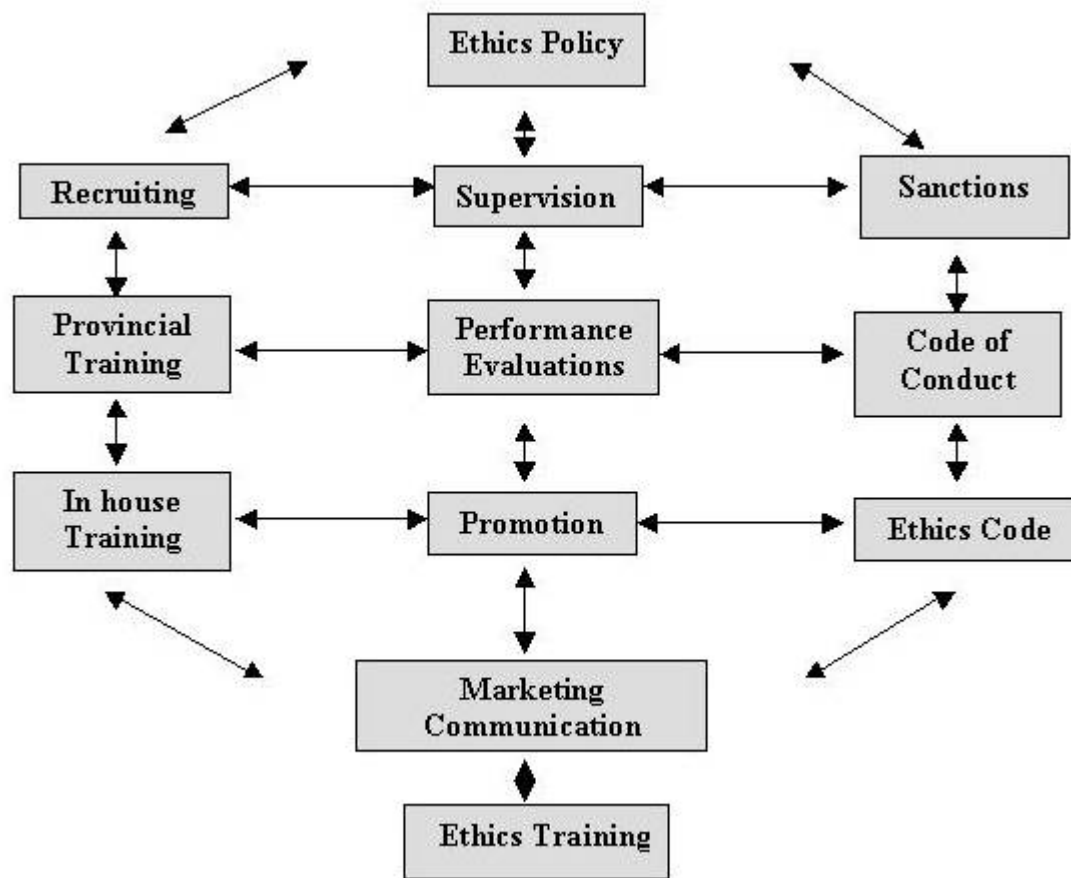


My Proposition To You Is As Follows:

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Ethic Framework in a Police Context





Ethics Implementation Process

Type of Initiative	Policy	Proactive Measure	Reactive Measure	Supervision	Training
Function	Direction	Marketing and promoting of ethics	Enforcement	Leadership	Learning
Specific initiatives	Content	Internal marketing	Complaint investigation	Traditional Leadership	Specific training
Details	Currency	Community Participation	Internal affairs	Executive Leadership	Non Specific Training
	Communications	Recruiting	Codes of Conduct	Supervision	Recruit Training
	Compliance	Recruits of the Job	Mediation	Rewards programs	Individual learning
		Ethics Advisor	"Tattle tale" offence	Ethics Evaluation	Learning Plan
		Speciality Unit criteria and training	Random Drug Testing	Career Milestone Evaluations	Specialized Courses
		Publications	Integrity testing		Simulation/ Scenarios
		Ethics codes & Oaths	Early Intervention Systems		Community Partnerships
		Whistleblower Provisions			
		Program management			



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Questions For Police Mangers:

- How do you ensure that ethics are in place in your organization?
- How do you operationalize the ethics that do exist in your organization?
- How do you measure or evaluate whether the ethics program or framework in place in your police service is effective?
- What kind of metrics or measurement mechanisms can be used to evaluate the ethical performance of your police service or its employees?



Ethics identified

- Do you have a statement of organizational values?
- Does it refer to ethics?
- Is available to your employees?
- Is there a specific policy statement on ethics?
- What steps are taken to communicate the statement throughout the organization?



An Audit of Ethics

Audit Plan

- What is the risk?
- How likely is it to occur?
- How can an audit determine if the functional elements related to ethics are in place?



Ethics in Traditional Training

- If you have an ethics class, how many employees pass through it and how often?
- Are there evaluations done by the students?
- And, if so what measurables can be quantified from the assessments?



Ethics in “Integrated” Training

- How many ethical components exist in non-ethics specific training?
- How often do ethical issues arise in non-ethics specific courses?
- For example, how often do ethical issues arise in the use of force class or pursuit training?
- How much specialized ethics training do instructors have in order to recognize and respond to ethics issues arising in the context of non-ethics specific training?



Ethics Measures / Criteria for Performance Review

- Direct link to OPS vision, mission, values
- Behaviours:
 - Demonstrate respect for the Rule of Law
 - Maintaining confidentiality
 - Abiding by the oath of office
 - Applying conflict of interest principles (not accepting favours or using position as advantage)
 - Demonstrate moral courage by taking a stand on values and principles even when unpopular
 - Dealing with non-compliance
 - Accepting responsibility for actions



Ethics in Performance Review

- Does your police service have an ethical component in your evaluation component? For example, the OPP and OPS have a discussion component on the annual evaluation.
- Is it followed?
- How long are the interviews?
- How many questions are asked?
- What examples arise?



Possible Measurables in Drug Unit

- Is there specialized ethics for officers in specialized functions?
- What training do the officers have in high risk duties? exhibit handling? informant handling? undercover operations?
- Did that training have an ethical component?
- Is there a sectional monitoring process?



Ethics as a weight category

Risk Assessment Matrix

Impact	High = 5		Moderate = 3			Low = 1								
Weight Category	Public Safety Risk?	Officer Safety Risk?	Adequacy Standards Complaint	Legal or Legislative Changes (ie All Chiefs)	Public Image/ Reputation	Training Implications	Civil Liability	Policy Implications	Adherence to Business Plan	Ethics	Rating (weight x impact)=	date stamped:	Assigned to:	Date Assigned:
Weight #	#10	#9	#8	#7	#6	#5	#4	#3	#2	Y/N		dd-mm-yy	dd-mm-yy	dd-mm-yy





Ethics applied to all weighting categories

Impact Ethics	High = 5		Moderate = 3				Low = 1				
Weight Category	Public Safety Risk?	Officer Safety Risk?	Adequacy Standards Complaint?	Legal or Legislative Changes? (ie All Chiefs Memos)	Civil Liability?	Training Implications	Policy Implications ?	Public Image/ Reputation?	Adherence to Business Plan?	Rating (w eight x impact)=	date received:
Weight #	#10	#9	#8	#7	#6	#5	#4	#3	#2		dd-mm-yy

PACE RECOMMENDATIONS PROVIDED - COMPLETED FILES



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CONCLUSION

- Is ethics condemned to be a reactive and retroactive process?
- Do we know enough now to implement ethical programs within our police services?
- Are there ways to implement an interrelated ethical framework?
- Can we use our existing quality assurance sections to evaluate and reinforce ethical programs.

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